



COUNTY OF SAN DIEGO

Adopted Operational Plan | Fiscal Years 2008-2009 & 2009-2010

Walter F. Ekard
Chief Administrative Officer

Donald F. Steuer
Chief Financial Officer



Board of Supervisors

Greg Cox, District 1
Dianne Jacob, District 2
Pam Slater-Price, District 3
Ron Roberts, District 4
Bill Horn, District 5

COUNTY OF SAN DIEGO - STATE OF CALIFORNIA



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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July 1, 2007

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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, 2007**. 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

Board of Supervisors

Organizational Chart

Message from the Chief Administrative Officer

2008-09 Adopted Budget at a Glance

San Diego County Profile and Economic Indicators

Understanding the Adopted Operational Plan

All Funds: Total Appropriations

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Summary of General Fund Financing Sources

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Long- and Short-Term Financial Obligations

Credit Rating and Long-Term Obligation Policy

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Excellence in Governing

Board of Supervisors

Greg Cox
District 1
Chair



Dianne Jacob
District 2
Vice Chair



Pam Slater-Price District 3



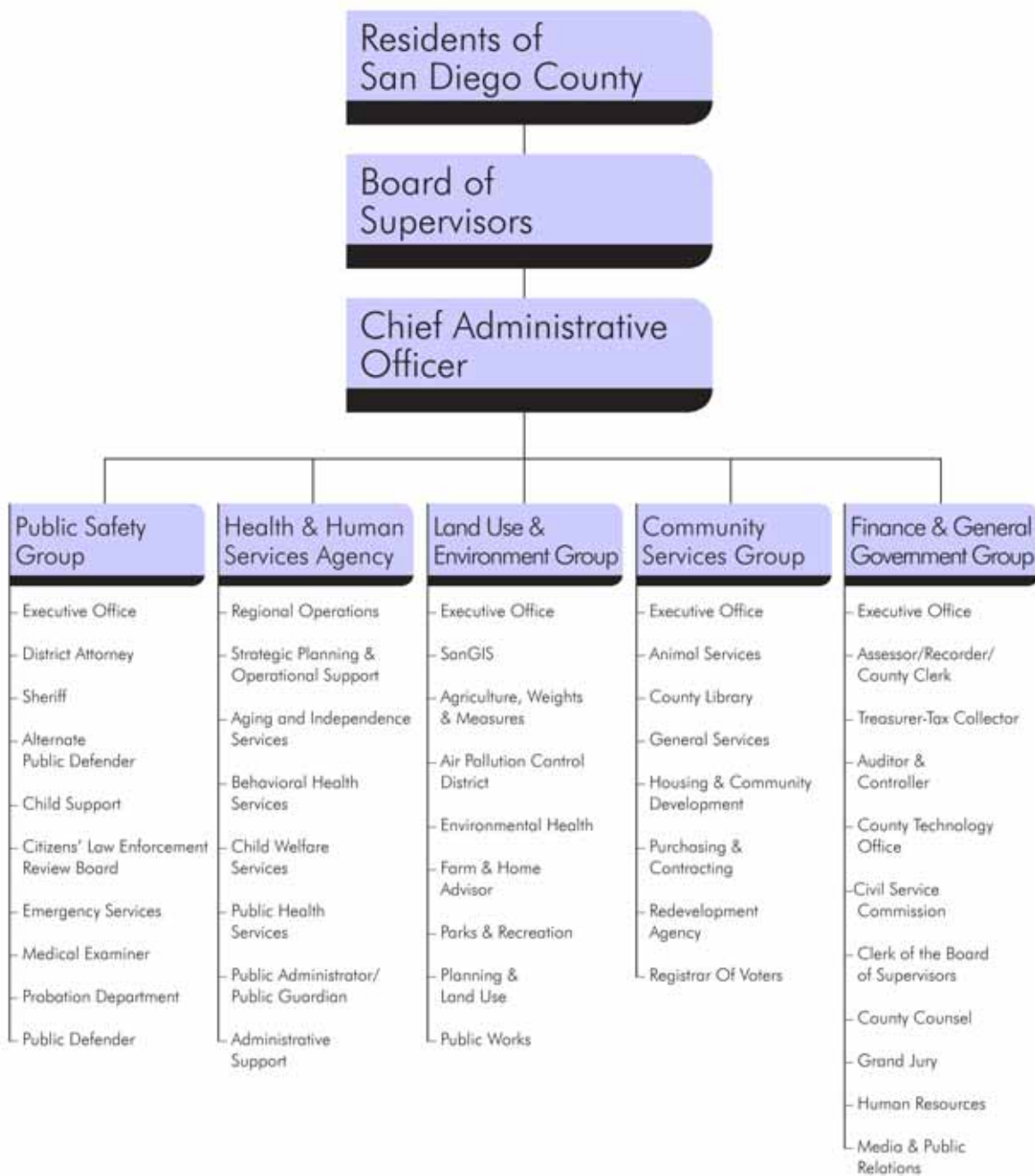
Ron Roberts District 4



Bill Horn District 5



Organizational Chart



Message from the Chief Administrative Officer



The next two years will be challenging for San Diego County government. The Operational Plan presented in this document reflects that sober reality. With the local and national economy stagnating, Counties - which administer myriad programs on behalf of the State and which must carry out state mandates - are hit with a proverbial "double whammy." Counties are losing significant amounts of funding from the State, which is grappling with the economic downturn in the context of its own lack of financial solvency and discipline. At the same time, revenues the County receives directly, such as property and sales taxes are flattening or are down - while the cost of fuel, building materials, and other material needed to provide services to the public continues to fluctuate.

This Operational Plan presents a total adopted budget of \$5.19 billion and 17,189 staff years for Fiscal Year 2008-09 and describes how these dollars will be spent to meet the highest priority health, safety, and infrastructure needs of the region. These amounts reflect an increase of \$456.4 million and 148.50 staff years over the Fiscal Year 2007-08 Adopted Budget. It must be noted, however, that when the Board of Supervisors adopted this budget on July 22, 2008, the State had not yet adopted its budget. Rather than create undue alarm by speculating in the County's Operational Plan on alternative scenarios that might be enacted, departments were directed to put together their budgets as conservatively as possible and to be prepared with contingency plans and mitigation strategies should the budget enacted by the State impact the services they deliver. The State's budget was signed into law on September 23, 2008, and as a result, some adjustments to the County's Operational Plan will be necessary. A summary of the service areas affected by the State's budget may be found in the review of total funding sources beginning on page 37.

In tough economic times, it is even more essential that the County maintain a long-term fiscal perspective that balances both operating and capital needs. This Operational Plan continues our commitment to reducing pension related debt by paying down early an additional \$44.0 million in pension obligation bond principal, which will save taxpayers millions of dollars in interest costs. It also maintains the Board's discipline with respect to capital maintenance and renewal and addressing major maintenance requirements.

Maintaining essential services and meeting immediate needs without shortchanging future generations will be challenging in this time of budgetary and economic uncertainty. However, if any organization is prepared to weather a fiscal storm, it is ours.



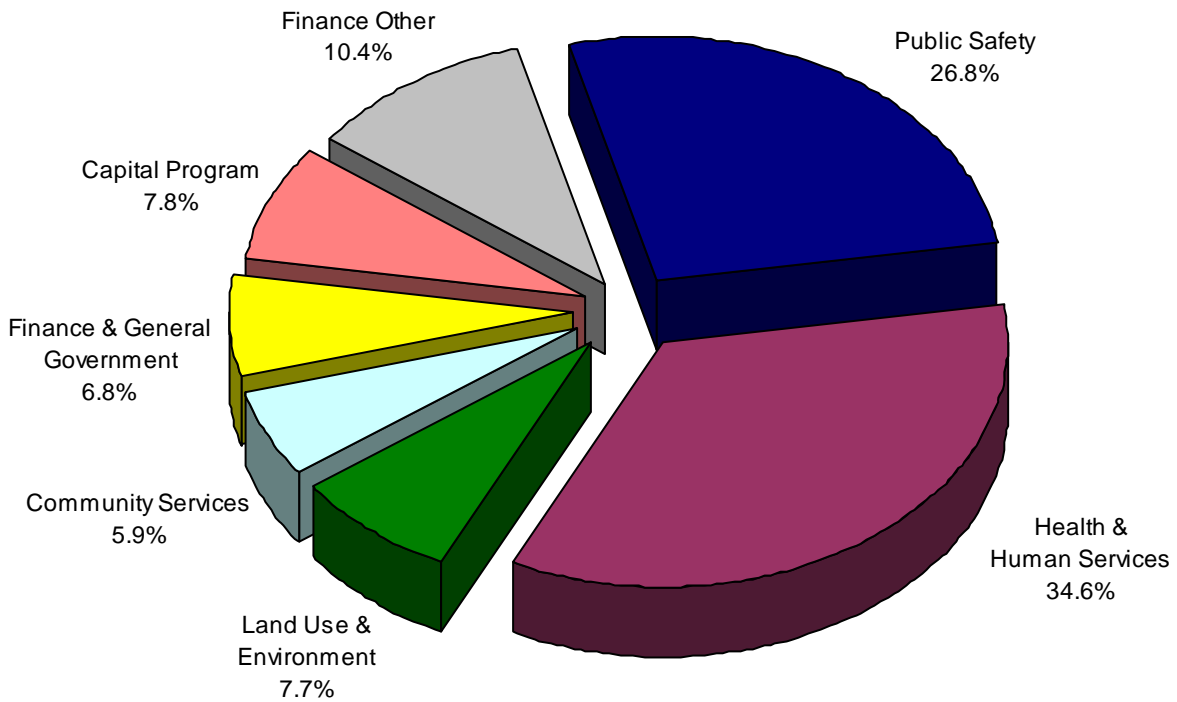
We've worked hard during the past decade to become an organization that values fiscal discipline, holds itself accountable for performance, and stresses continuous improvement and customer service at every level, in every department. Our Board of Supervisors has experience setting priorities, making difficult choices, and balancing budgets. And our employees have experience delivering quality services in new and innovative ways that stretch taxpayer dollars and respond to our community's changing needs. These strengths, combined with the mature and seasoned leadership of the Board of Supervisors, are the tools we will use to respond to the changes expected to occur.

A handwritten signature in black ink that reads "Walter Ekard".

Walter F. Ekard, Chief Administrative Officer

2008-09 Adopted Budget at a Glance

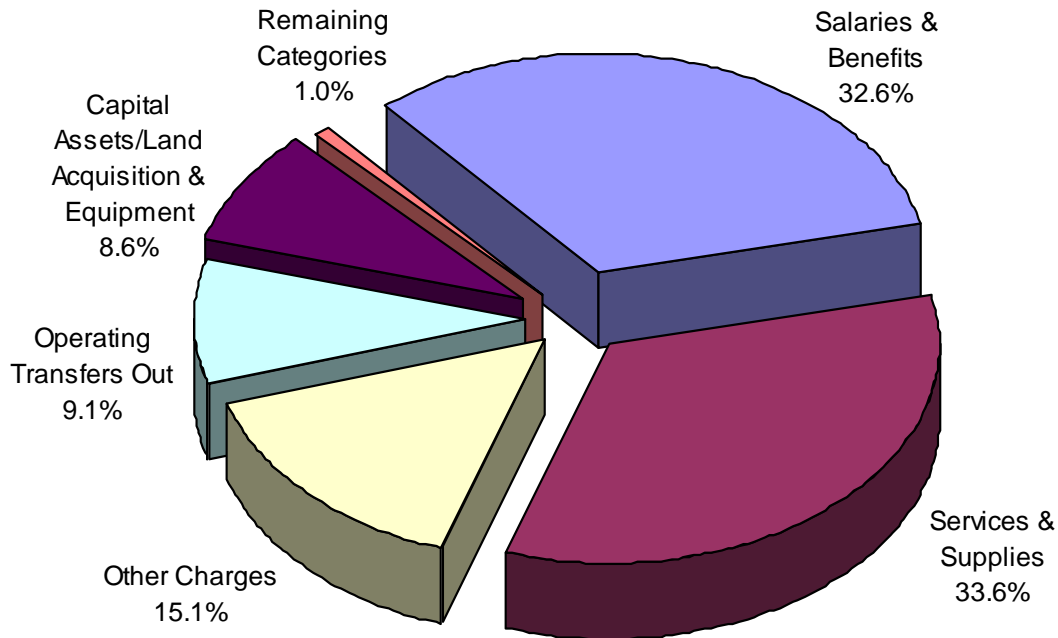
Adopted Budget by Functional Area



Functional Area	Budget in Millions	Percentage of Total Budget
Public Safety	\$ 1,388.9	26.8%
Health & Human Services	1,797.7	34.6%
Land Use & Environment	399.8	7.7%
Community Services	303.7	5.9%
Finance & General Government	350.6	6.8%
Capital Program	406.2	7.8%
Finance Other	541.2	10.4%
Total	\$ 5,188.1	100.0%



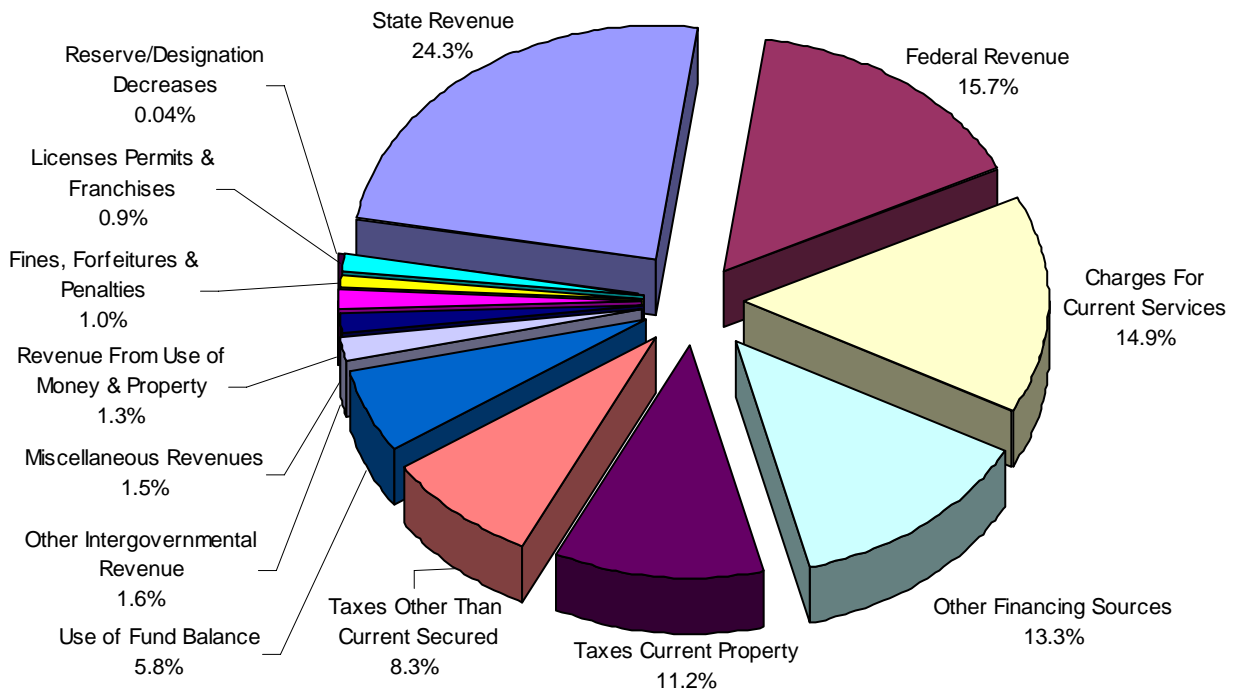
Adopted Budget by Category of Expenditure



Category of Expenditure	Budget in Millions	Percentage of Total Budget
Salaries & Benefits	\$ 1,691.6	32.6%
Services & Supplies	1,741.7	33.6%
Other Charges	785.7	15.1%
Operating Transfers Out	472.7	9.1%
Capital Assets / Land Acquisition	421.7	8.1%
Capital Assets Equipment	24.9	0.5%
Remaining Categories:		
<i>Management Reserves</i>	41.2	0.8%
<i>Contingency Reserves</i>	24.4	0.5%
<i>Reserve/Designation Increases</i>	4.1	0.1%
<i>Exp Transfer & Reimbursements</i>	(19.7)	(0.4%)
Total	\$ 5,188.1	100.0%



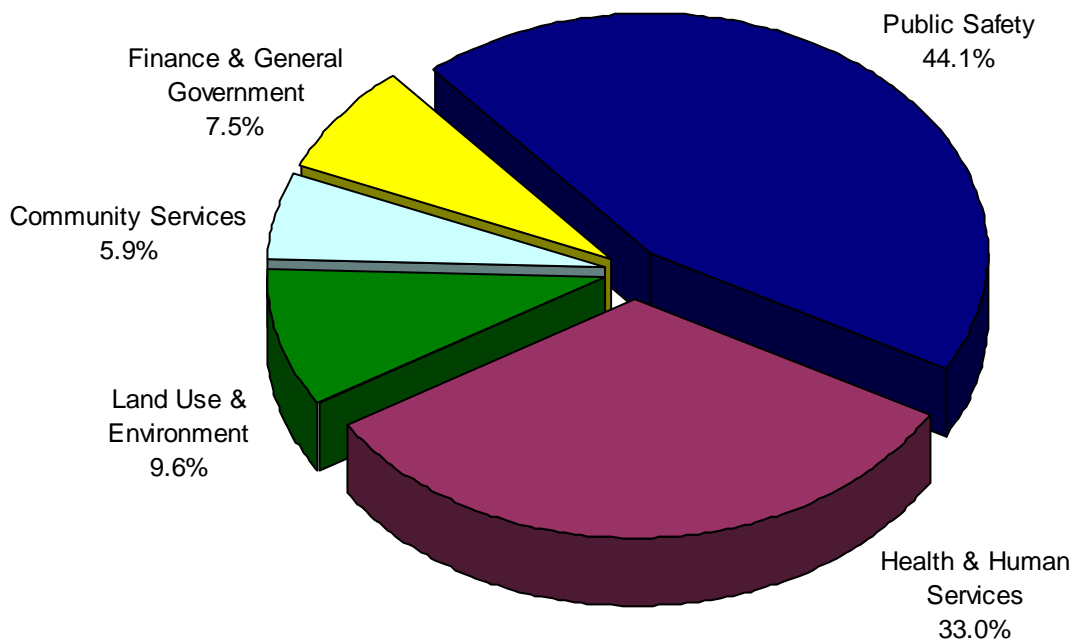
Adopted Budget by Category of Revenue



Category of Revenue	Budget in Millions	Percentage of Total Budget
State Revenue	\$ 1,262.2	24.3%
Federal Revenue	816.2	15.7%
Charges For Current Services	773.1	14.9%
Other Financing Sources	692.6	13.3%
Taxes Current Property	580.9	11.2%
Taxes Other Than Current Secured	432.6	8.3%
Use of Fund Balance	298.8	5.8%
Other Intergovernmental Revenue	81.8	1.6%
Miscellaneous Revenues	79.4	1.5%
Revenue From Use of Money & Property	65.8	1.3%
Fines, Forfeitures, & Penalties	53.8	1.0%
Licenses, Permits, & Franchises	48.5	0.9%
Reserve/Designation Decreases	2.3	0.0%
Total	\$ 5,188.1	100.0%



Adopted Staffing by Group



Staffing by Group	Staff Years *	Percentage of Total Staffing
Public Safety	7,574.50	44.1%
Health & Human Services	5,677.50	33.0%
Land Use & Environment	1,643.00	9.6%
Community Services	1,013.00	5.9%
Finance & General Government	1,281.00	7.5%
Total	17,189.00	100.0%

* A staff year in the Operational Plan context equates to one permanent employee working full-time for one year. County Salaries and Benefits costs are based on the number of staff years required to provide a service.

San Diego County Profile and Economic Indicators

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 4,261 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

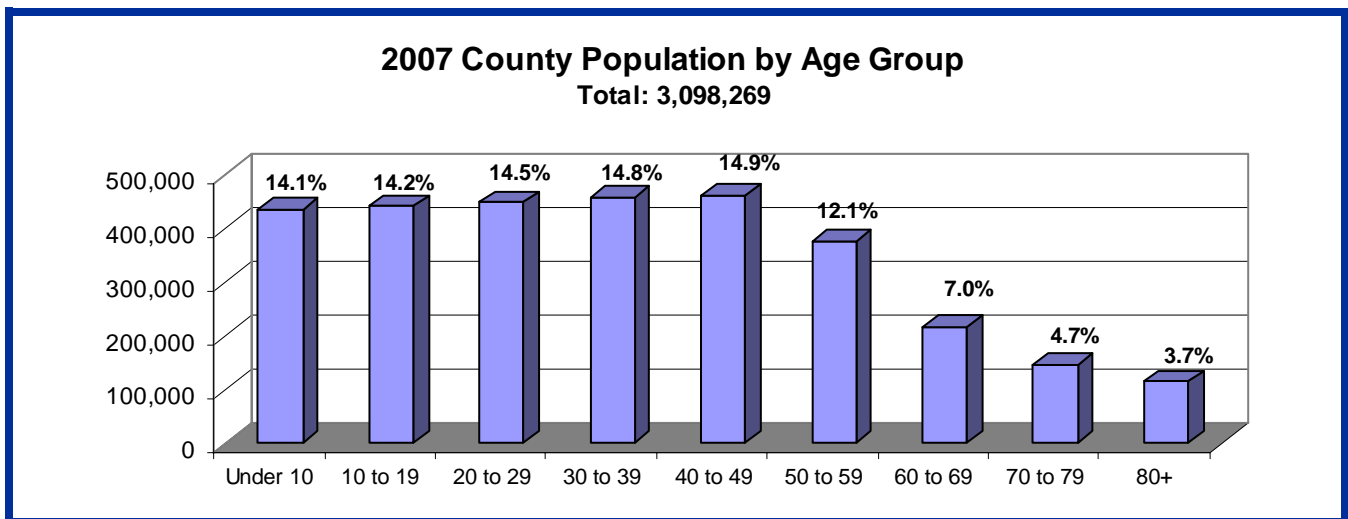
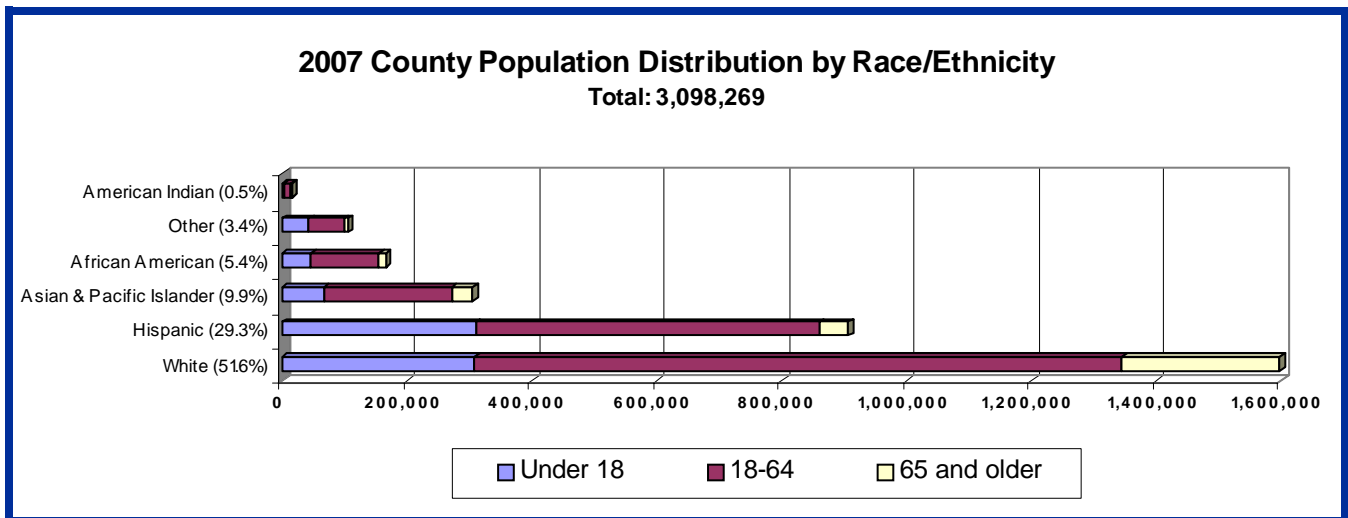
San Diego County is the southernmost major metropolitan area in the State of California. The State of California Department of Finance estimates the County's population

to be 3,146,274 as of January 2008, an increase of approximately 1.5% over the estimated January 2007 total of 3,098,269. The County of San Diego is the second largest county by population in California. The total population of the county has grown 11.8% since 2000. A breakdown by city and unincorporated area is shown in the table below.

City	2000	2007	2008
Carlsbad	78,247	101,337	103,811
Chula Vista	173,556	227,723	231,305
Coronado	24,100	22,957	23,101
Del Mar	4,389	4,548	4,580
El Cajon	94,869	97,255	97,934
Encinitas	58,014	63,259	63,864
Escondido	133,559	141,788	143,389
Imperial Beach	26,992	27,709	28,200
La Mesa	54,749	56,250	56,666
Lemon Grove	24,918	25,451	25,611
National City	54,260	61,115	61,194
Oceanside	161,029	176,644	178,806
Poway	48,044	50,830	51,103
San Diego	1,223,400	1,316,837	1,336,865
San Marcos	54,977	79,812	82,743
Santee	52,975	55,158	56,068
Solana Beach	12,979	13,418	13,500
Vista	89,857	94,962	95,770
Unincorporated	442,919	481,216	491,724
Total	2,813,833	3,098,269	3,146,274



The regional population forecast for 2030 is estimated at 4.0 million according to the San Diego Association of Governments (SANDAG), a 42% increase from calendar year 2000. San Diego County's racial and ethnic composition is as diverse as its geography. According to a projection by the State Department 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. The County's 2007 estimated population distribution and population by age group, according to SANDAG's latest available data, is highlighted in the charts below.





Economic Indicators

U.S. Economy

The U.S. economy's revised Gross Domestic Product (GDP) growth for 2007 was 2.0%. This compares to a 2006 adjusted growth of 2.8%, versus an adjusted 2.9% growth in 2005 and 3.6% in 2004. 2007 quarterly growth figures were revised as follows: 0.1% in the first quarter was followed by 4.8%, 4.8%, and -0.2% in the second, third, and fourth quarters, respectively. The fourth quarter of 2007 saw the largest downward revision, from 0.6% to -0.2%, which was due to lower personal consumption expenditures than initially calculated and to lower exports of services. GDP growth for 2008 is projected to be weak, with projections ranging from 1.2% to 1.5%. First quarter 2008 growth of 1.0% has been followed by second quarter "preliminary" growth of 3.3%. The feared decline in real GDP in the first half of the year has been avoided, supported primarily by federal fiscal stimulus efforts. However, growth in the third and fourth quarters is expected to be negative as the effects of the fiscal stimulus fades. A sustainable recovery is not expected to emerge until mid-2009 as house prices bottom out, the Federal Reserve's monetary stimulus efforts kick in, and financial institutions begin to lend more freely.

Some significant risks facing the U.S. economy in 2008 include the slump in the housing sector, credit tightening, weakening labor market, high energy and commodity prices, and a widening federal budget deficit. The downturn in the housing market, which was a significant drag in 2007, remains the biggest damper on growth through 2008. Housing starts are expected to drop to approximately 850,000 units in 2008, down from 2,073,000 in 2005. Credit availability has also continued to tighten as financial distress has spread beyond the sub-prime mortgage market. In 2007, rising public and private nonresidential construction spending helped cushion the blow from plunging residential construction and state and local construction, but this sector now shows declines. Faster

spending growth and slower revenue growth combined with the cost of the stimulus package will raise the federal budget deficit in 2008.

California Economy

California's economy, like the U.S. economy, grew for the most part at a healthy rate through 2006. California payroll jobs experienced growth of 1.8%; the job growth also contributed to real personal income growth of 3.0%; and adjusted taxable sales grew 0.8%. The unemployment rate continued to decline, dropping down to 4.9% in 2006, versus 5.4% in 2005, 6.2% in 2004, and 6.8% in 2003. In 2007, however, California's economic outlook weakened with leading indicators showing mixed results: payroll job growth dropping to 0.7%, real personal income growth coming in at 2.7%, adjusted taxable sales declining by 2.3%, and unemployment rate rising to 5.4%. The gross state product (GSP) estimated growth in 2007 was 3.2%, down from 4.2% in 2006, 3.8% in 2005 and 4.9% in 2004. California's economy is expected to remain weak in 2008. GSP growth is projected to drop to 1.1%, the number of jobs is expected to improve marginally by 0.1%, taxable sales will continue to decline by 2.4%, and personal income is anticipated to grow by 1.5%.

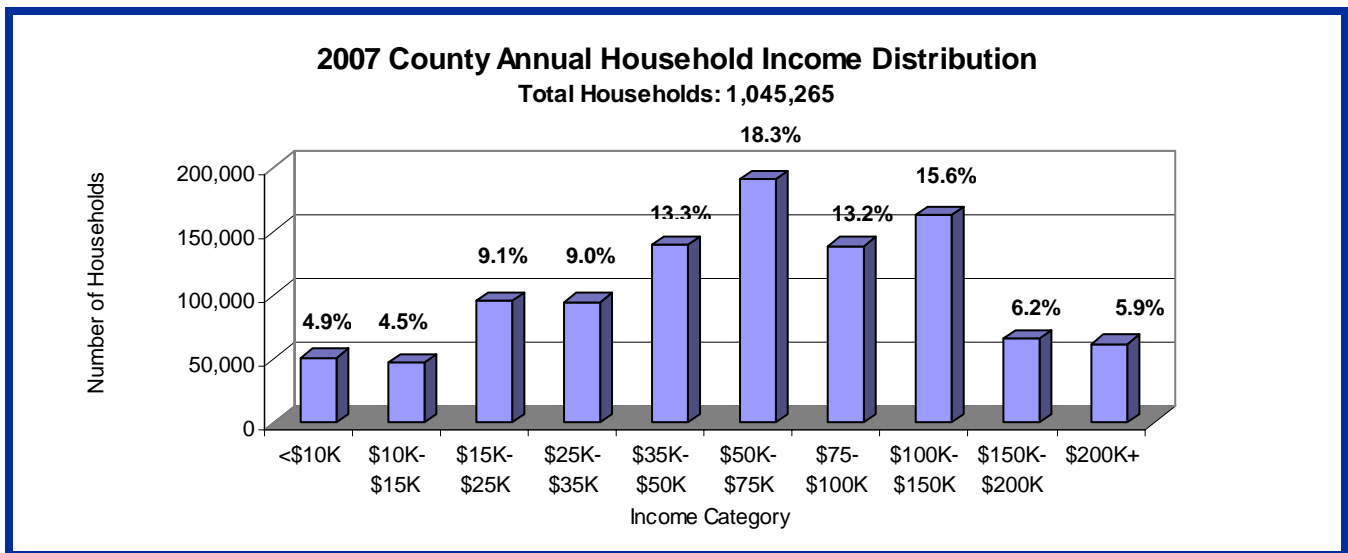
San Diego Economy

San Diego's economy has enjoyed economic stability in recent years, but has not been immune from the issues facing the nation and the State. 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 and product manufacturing in telecommunications, biotechnology, military products, electronics, and information technology. International trade and implementation of the North American Free Trade Agreement (NAFTA) continue to be an economic strength for the county.



Approximately one-half of San Diego County's population is part of the civilian labor force (1,577,300 in July 2008). The region is also home to perhaps the largest military complex in the world. While the San Diego region has seen employment gains of 2.2% in 2001, 1.9% in 2002, 1.2% in 2003, 2.0% in 2004, 1.4% in 2005, 1.4% in 2006, and 0.8% in 2007, the region is reporting employment declines for January through July 2008 of approximately 677 jobs or 0.05%. The average monthly unemployment rate for the 12 month period between August 2007 and July 2008 was 5.2%. As of July 2008, the unemployment rate stood at

6.4%. By comparison, the State of California unemployment rate was 6.2% for the same 12 month period and California's July 2008 unemployment rate was 7.6%. San Diego's unemployment rate continues to compare favorably to the State rate, but it is expected to be higher than the U.S. rate (5.4% projected for 2008). San Diego's median household income was \$50,384 in 2002, \$49,886 in 2003, \$51,012 in 2004, \$56,335 in 2005, \$59,591 in 2006, and \$61,794 in 2007 as measured by the U.S. Census Bureau.



As noted above, a significant downturn in the housing market has occurred nationwide, including in San Diego County. As a result, the California Association of Realtors index for first-time buyers throughout California shows an improvement for San Diego. The percentage of households that could afford to buy an entry-level home in San Diego increased to 41% in March, up from 31% in December 2007, and up from 21% in June 2006. This index is based on an adjustable rate mortgage with a 10% down payment

and a first-time buyer purchase of a home equal to 85% of the prevailing median price. The improvement in the percentage of households that could afford to buy an entry-level home in San Diego was based on the market driven drop in entry-level priced homes and the corresponding adjustment to the monthly payment needed (including taxes and insurance) and an adjustment to the qualifying income level for the lower priced entry-level homes.



Availability of credit and uncertainty about the future direction of home prices, however, has constrained the market.

Another measure of the downturn in housing is the rate of foreclosures, as well as the companion indices of foreclosures compared to notices of loan default and also compared to deeds recorded. In San Diego County, foreclosures have risen by 1,421%, from a low of 553 in 2004 to 8,416 in 2007. For the first seven months of 2008, they are 188% above the same period in 2007. Foreclosures compared to notices of loan default averaged approximately 11.6% from 2003 through 2005. However, this percentage jumped to 20.0% in 2006 and 37.9% in 2007 and it is currently at 49.3% as of July 2008. Foreclosures compared to total deeds recorded averaged 0.3% over the three-year period of 2003, 2004 and 2005. This percentage increased to 1.3% in 2006 and 6.3% in 2007 and it is at 16.6% through July 2008.

Although San Diego tourism slowed in 2007 with the number of visitors declining by 2.0% compared to 2006, tourism continued to be a stimulus to the local economy. Total visitor spending of \$7.9 billion amounted to a 2.3% increase over 2006 total visitor spending. The "Tourism Outlook" for San Diego County in 2008 is for continued moderate growth, with a 1.8% increase in the number of

visitors and a 4.0% increase in visitor spending. As of June 2008, total visitor spending is up 4.8% compared to the same six month period in 2007.

Impact on County Services

The state of the economy plays a significant role in the cost of and demand for County services and the resources available to provide them. A weakened real estate market affects the operations and program revenues of a number of County departments including the Assessor/Recorder/County Clerk in the area of document recordings. It challenges the Department of Planning and Land Use to balance construction activity fluctuations with fiscal and customer service stability. It impacts the Library's ability to maintain service hours and provide a collection that meets the needs of patrons. Other economic impacts can be seen in Parks and Recreation where a slowdown in land development delays the provision of park facilities slated to be funded from parkland dedication ordinance fees. A weakened real estate market also negatively affects general purpose revenue growth which is relied upon to sustain core local discretionary services and to provide new or expanded services in response to County residents' needs. Please see the Summary of General Fund Financing Sources and General Purpose Revenue sections beginning on page 43 for further information on select revenue trends.

Sources: San Diego Association of Governments (SANDAG) - San Diego's Regional Planning Agency, State of California Department of Finance, San Diego Regional Chamber of Commerce, the UCLA Anderson Forecast, the State of California Employment Development Department, the California Association of Realtors, the San Diego Convention and Visitors Bureau, Global Insight, U.S. Census Bureau, and U.S. Department of Commerce - Bureau of Economic Analysis.

Understanding the Adopted Operational Plan

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, law enforcement, detention and correction, health and sanitation, recreation, and others. These services are provided by four business Groups (Community Services, Finance and General Government, Land Use and Environment, and Public Safety) and the Health and Human Services Agency, each 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).

The General Management System

The County's General Management System (GMS) is the framework that establishes and guides County operations and service delivery to residents, businesses, and visitors. For the last decade the County has moved from near bankruptcy to fiscal stability by using basic business principles embodied in the operating guidelines set forth in the GMS. The County sets goals, prioritizes resources, evaluates performance, ensures cooperation, and rewards accomplishments in a structured and coordinated way. By doing so, the County of San Diego moves away from the negative image of "red tape" and "government bureaucracy" into an organization that values and implements efficiency, innovation, and fiscal discipline and one that provides focused, meaningful services to improve lives and benefit the community.

The years from 1997 to 2007 are referred to as the County's "Decade of Excellence." During those years the County saved \$380 million through managed competitions and reengineering. The goal was to cut bureaucracy, improve public service and manage funds to give the best rate of return to taxpayers. All this was accomplished by using the GMS to set sound goals and apply 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 do we want to go?* The Strategic Plan looks ahead five years to anticipate significant needs, challenges, and risks that are likely to develop. Long-range strategic planning requires assessing both where we are, and where we want to be.

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

Monitoring and Control asks: *How is our performance?* Monitoring and Control shows whether we are on track to achieve the County's goals. We evaluate progress at regular intervals and make necessary adjustments. Progress is evaluated monthly, quarterly, and annually.

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

Motivation, Rewards, and Recognition asks: *Are we encouraging excellence?* County employees must embrace the GMS disciplines. This requires setting clear expectations,



providing incentives, evaluating performance, and rewarding those who meet or exceed expectations. Motivation, Rewards, and Recognition encourages individual and group excellence. The Operational Incentive Plans, Quality First 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 County's Strategic Plan identifies key goals and disciplines, outlining the County's priorities for accomplishing our mission over a five-year period. The County's Strategic Plan is a forward-looking document that lays out where the organization should be going, while the GMS helps to make sure we get there.

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.

The County's 2008-13 Strategic Plan defines broad, organization-wide goals for the future, known as Strategic Initiatives, which help prioritize specific County efforts and programs and form the basis for allocating resources. Most of what the County does supports at least one of these three Strategic Initiatives:

- Kids (Improve opportunities for children),
- Environment (Manage resources 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 necessary to maintain a high level of operational excellence and accomplish the Strategic Initiatives. The Required Disciplines serve as enablers to the Strategic Initiatives and include the balance of County business. These Required Disciplines are:

- Fiscal Stability - maintain fiscal stability to ensure our ability to provide services our customers rely on, in good times and in bad.
- Customer Satisfaction - ensure customers are satisfied with the services we provide, as a key indicator of our operational performance.
- Regional Leadership - as a regional leader, we forge cooperative partnerships and leverage additional resources for the residents of San Diego County.
- Skilled, Competent and Diverse Workforce - develop a committed, capable and diverse workforce that turns plans and resources into achievement and success.
- Essential Infrastructure - provide the essential infrastructure, both physical and cyber, to ensure that the resources are in place to provide superior service delivery to our citizens.
- Accountability/Transparency - assure accountability to ourselves and the public by requiring that County business be conducted as openly as possible, resulting in the efficient and ethical use of public funds.
- Continuous Improvement - achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for our taxpayers.
- Information Technology - optimize the use of information technology systems as a tool to organize and access data to improve operational efficiency, decision making, and service to customers.



To ensure the Strategic Plan incorporates a fiscal perspective, the CAO, Chief Financial Officer, and General Managers annually assess the long-term fiscal health of the County and review a five-year forecast of revenues and expenditures to which all departments contribute. This process leads to the development of preliminary short and medium term operational objectives and resource allocations necessary to achieve them.

To further align the County's goal setting process with resource allocation, the Strategic Plan is reflected in the program objectives in the Operational Plan and in the performance plans for departments and employees.

Context for Strategic and Operational Planning

To be effective, the goals we set and resources we allocate should be consistent with our purpose as an organization. The context for all strategic and operational planning is provided by the County's Mission, Guiding Principles, and Vision. First and foremost, 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 commitment to anticipating, understanding, and responding to the critical issues that affect residents. The Strategic Plan also upholds the County's Guiding Principles, the 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 its customers, employees, and partners and institutionalizes continuous improvement and innovation.

Achieving its 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.

This Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2008 through June 30, 2010). 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 Groups, the Agency, and their respective departments develop specific objectives as part of the preparation of the Operational Plan. Objectives are clear discussions of anticipated levels of achievement for the next two years. They communicate the entity's core services and organizational priorities. The objectives include measurable targets for accomplishing specific goals plus a discussion of the proposed resources necessary to meet those goals. The Operational Plan details each department's major accomplishments during the past fiscal year as related to achievement of the goals laid out in the County's five-year Strategic Plan. The Operational Plan also discusses high-level objectives of each department's operations for the next two years, projects the resources required to achieve them, and identifies and tracks outcome-based performance measures.

During Fiscal Year 2005-06, the County launched an extensive effort to demonstrate performance to citizens through meaningful and uncomplicated performance



measures. The focus was shifted from reporting on what was happening to the organization, to what is happening in the lives of citizens, customers, and stakeholders because of County services. Each department is now required to measure performance in terms of outcomes - how they affect peoples' lives - not just a count of the activities they perform. Inclusion of performance outcomes continued in 2006-07 and 2007-08, and it remains a priority for Fiscal Years 2008-09 and 2009-10.

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

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

- Summary tables showing financing sources and expenditures for all County funds;
- 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, staffing by program, expenditures by category, revenue amounts and sources, and performance measures;
- A listing of planned capital projects and discussion of capital projects included in the proposed budget and the operating impact of the capital projects scheduled for completion during the next two fiscal years; and
- Other supporting material including a glossary.

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.

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 by department along with explanatory text.

Referrals To Budget are status updates on items on which the Board of Supervisors has deferred action during the current fiscal year so that they may be considered in the context of the overall budget. The Clerk of the Board tracks referrals to budget. As Budget Deliberations approach, the status of each referral is updated and included in a compilation of all the referrals made throughout the year. This document is submitted to the Board of Supervisors for its review and for discussion with affected departments during Budget Deliberations.

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

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

Referrals From Budget are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the



fiscal year. The applicable Group/Agency is responsible for providing requested information to the Board of Supervisors. The status of each referral from budget is tracked by the Clerk of the Board to ensure that the information is provided.

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

Note on Actual General Purpose Revenues and Use of Fund Balance in departmental tables—Each department's budget table shows the funding sources for its programs for the indicated budget years, including various categories of program revenue, fund balance, reserve/designation decreases, and general purpose revenue. For any given budget year, the amount of the general revenue allocation is intended to be fixed, meaning that the amount is anticipated to be the same for the adopted budget, the

amended budget, and the actuals. Exceptions are made due to unique one-time events. In the case of the use of fund balance, the amount in the actual column may be either positive or negative. The sum of the actual fund balance, any reserve/designation decreases, and the general revenue allocation equals the total amount of non-program revenue funding sources used to support the actual expenditures of the department.

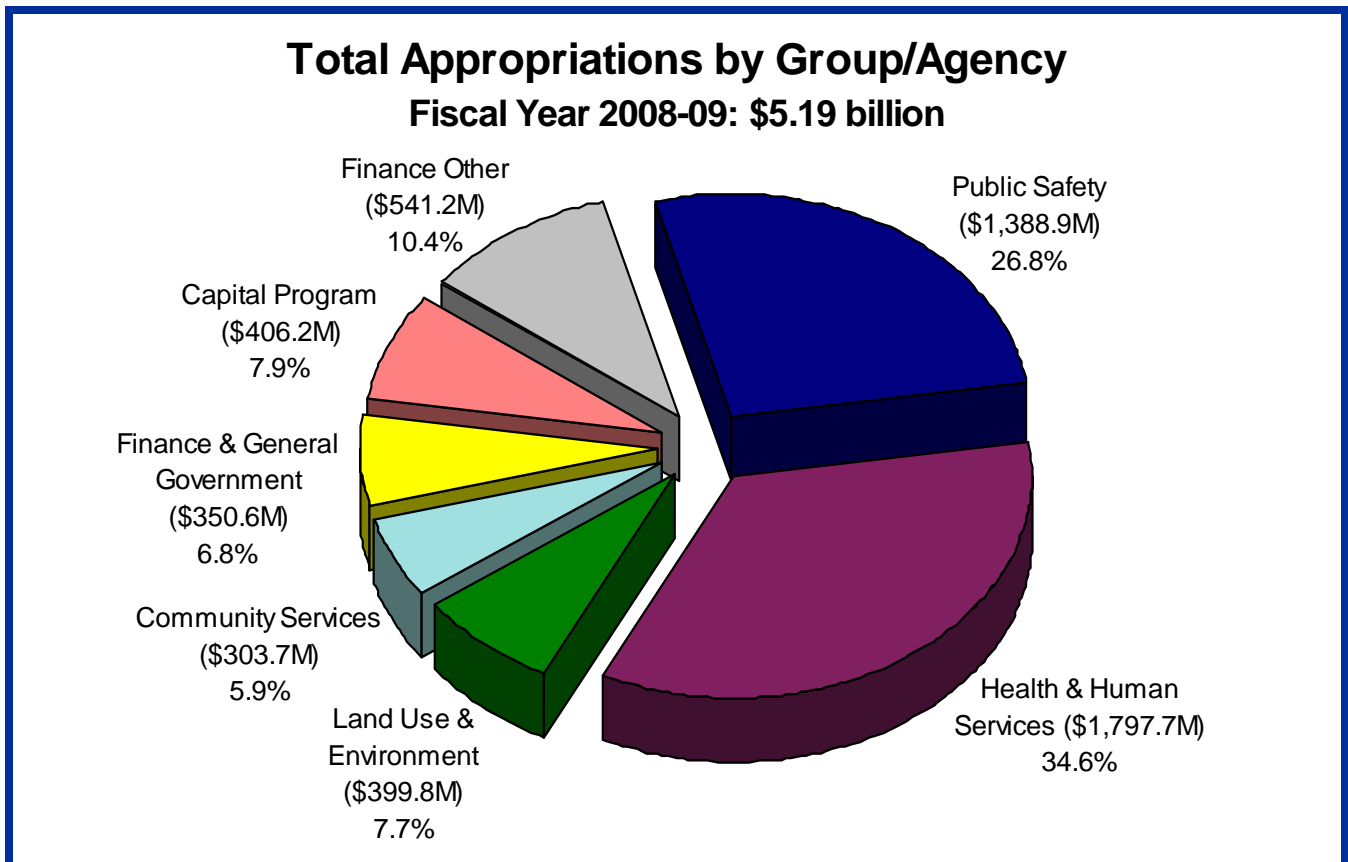
Budget Modifications — State Law permits modifications to the adopted budget during the year with approval by the Board of Supervisors or, in certain instances, by the Chief Financial Officer. There are two options for requesting a mid-year budget adjustment from the Board of Supervisors:

- **Board of Supervisors Regular Agenda Process** - Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote by the Board of Supervisors after the budget is adopted.
Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Financial Officer 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 changes to address unanticipated needs or make technical adjustments to the budget.

All Funds: Total Appropriations

Total Appropriations by Group/Agency

Appropriations total \$5.19 billion in the Adopted Operational Plan for Fiscal Year 2008-09 and \$4.74 billion for Fiscal Year 2009-10. This is an increase of \$456.4 million or 9.6% for Fiscal Year 2008-09 from the Fiscal Year 2007-08 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations increase in Public Safety, Health and Human Services, Land Use and Environment, Community Services, Finance and General Government, and the Capital Program, with Finance Other decreasing appropriations.



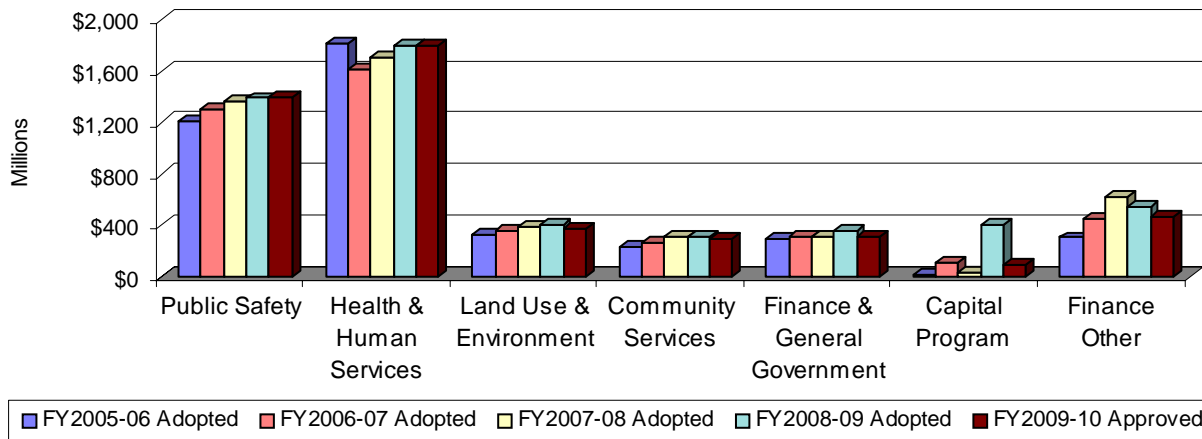
The pie chart above shows each Group/Agency's share of the Fiscal Year 2008-09 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2008-09 and 2009-10 appropriations to the three prior fiscal years. An overview of the County's Operational Plan for Fiscal Year 2008-09 is presented below by Group/

Agency that highlights changes and key areas of emphasis. Appendix A: All Funds - Budget Summary provides a summary of expenditures and financing sources by account group for the entire County and for each Group and the Agency. More detail by department begins on page 91.



All Funds: Total Appropriations

**Total Appropriations by Group/Agency
Fiscal Years 2005-06 through 2009-10**



Total Appropriations by Group/Agency (in millions)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Safety	\$ 1,203.9	\$ 1,304.5	\$ 1,366.0	\$ 1,388.9	\$ 1,400.6
Health & Human Services	1,821.2	1,613.8	1,712.1	1,797.7	1,801.6
Land Use & Environment	328.3	349.7	384.1	399.8	377.1
Community Services	236.5	255.2	303.3	303.7	295.6
Finance & General Government	289.1	303.6	315.6	350.6	309.2
Capital Program	7.0	102.4	34.1	406.2	87.2
Finance Other	300.8	445.5	616.6	541.2	470.9
Total	\$ 4,186.9	\$ 4,374.8	\$ 4,731.7	\$ 5,188.1	\$ 4,742.1

Public Safety Group (PSG) — A net increase of 1.7% or \$22.9 million over the Fiscal Year 2007-08 Adopted Budget. Additional resources are budgeted to address the safety of wards and staff in juvenile institutions, to implement Senate Bill (SB) 81, *Juvenile Justice Realignment Act*, supported by State block grant funds, for the prosecution of crime, for law

enforcement services, to address the autopsy caseload of the Medical Examiner, to address increases in operating costs, including County self insurance costs, a transfer from the Health and Human Services Agency of a contract for medical services to juvenile detainees, and for negotiated wage and benefit adjustments. Resources are included for a



90-day lease of two Bombardier CL-415 Superscoopers™ and a 150-day lease for one Aero Commander 690 aerial supervision aircraft to enhance the region's fire suppression capability.

Overall cost increases are partially offset by expenditure reductions due to a decrease in transfers of funds received from Proposition 172, *Local Public Safety Protection and Improvement Act*, sales tax revenues and decreases to align expenditures with available revenues in the Department of Child Support Services.

Key areas of focus in the coming year include:

- Keeping communities safe through regional leadership and partnerships in public safety and criminal justice administration,
- Developing new models in criminal justice, including a model for a behavioral health court, to improve outcomes for offenders and to reduce recidivism,
- Conducting multi-agency operations to enhance community safety,
- Continuing to strengthen the County's ability to respond to an emergency,
- Promoting the well-being of children and the self-sufficiency of families through the success of the child support program,
- Enhancing the safety of and services to juvenile offenders, and
- Focusing on efficiency, performance results, and evidence-based practices to identify the most effective public safety strategies to sustain public safety services during this period of economic uncertainty.

Health and Human Services Agency (HHSA) —A net increase of 5.0% or \$85.5 million from the Fiscal Year 2007-08 Adopted Budget. Increases reflect negotiated wage and benefit adjustments, growth in In-Home Supportive Services, expansion in mental health services associated with the Mental Health Services Act, one-time dollars for

Business Process Reengineering Projects, an increase in Management Reserves, and appropriations to cover transitional costs with the opening of the new Edgemoor facility in early 2009. Offsetting decreases include the transfer to the Public Safety Group of the oversight of a contract with California Forensic Medical Group for medical services to juvenile detainees.

Key areas of focus in the coming year include:

- Assisting at-risk and vulnerable children under 10 years of age, through the current child welfare system, and through strategies like the Nurse Family Partnership program, the Screening, Assessment, Referral, and Treatment initiative, and the School Success program,
- Strengthening the health care safety net by providing new mental health prevention and early intervention services, opening a new state-of-the-art health care campus to replace the existing Edgemoor facility, and implementing and monitoring key Healthcare Safety Net strategies,
- Protecting the public's health by partnering with the County Office of Emergency Services on the Mobile Field Hospital Program, and
- Pursuing strategies and technology that assist the workforce to provide timely, responsive, and efficient services to the community, while preparing for local impacts of the State's continuing fiscal problems such as launching eQuest (a new electronic referral system that will improve access to health services to children with physical limitations).

Land Use and Environment Group (LUEG) — A net expenditure increase of 4.1% or \$15.7 million from the Fiscal Year 2007-08 Adopted Budget. Increases include appropriations for negotiated wage and benefit adjustments, for additional contracts under the County's Fire Services Enhancement Program and for stewardship of open space lands acquired under the Multiple Species Conservation Program.



Key areas of focus in the coming year include:

- Protecting the County's \$1.5 billion agricultural industry from damaging pests, noxious non-native weeds, and diseases,
- Reducing the risk of structure loss during wildfires and increasing wildland fire protection for the residents living within the unincorporated county through land use policies, regulations, and improved fire protection and emergency response,
- Completing required toxic air contaminant emission health risk assessments to verify compliance of new and expanding businesses with health risk standards,
- Protecting public health and helping prevent disease by updating the West Nile Virus Response Plan,
- Expanding and protecting Park resources, improving infrastructure, and adding additional parkland throughout the County,
- Preserving and enhancing the quality of life for County residents by implementing habitat conservation programs such as the Multiple Species Conservation Program and the Special Area Management Plan,
- Award and manage construction contracts for Capital Improvement projects in various County communities to enhance safety and improve traffic flow,
- Ensuring 100% of County Airports' development and improvement projects are designed to meet future demands, and
- Protecting and preserving the County's water quality and watersheds.

Community Services Group (CSG) — A net increase of 0.2% or \$0.5 million from the Fiscal Year 2007-08 Adopted Budget. Significant decreases are due to elections-related activities that were budgeted in Fiscal Year 2007-08, but will not be repeated in Fiscal Year 2008-09. Significant offsetting increases in costs are related to additional permanent staff, negotiated wage and benefit adjustments for existing staff,

contract service payments, and major maintenance projects. Finally, two reserve designations for the Registrar of Voters are increased, one for the election cycle and one for future voting equipment replacement.

Key areas of focus in the coming year include:

- Conducting the November 2008 Statewide general election,
- Increasing Library programs for adults and to improve literacy through the use of technology as well as staff,
- Maintenance and repair of existing County facilities and construction of new facilities,
- Improving medical treatment of animals to make them adoptable sooner,
- Helping to provide safe and sanitary affordable housing, and
- Implementing programs in the Upper San Diego River Improvement Project Area of the County Redevelopment Agency including the Lakeside Fire District Cooperative Agreement to assist with the financing and development of a new Lakeside fire station.

Finance and General Government Group (FGG) — A net increase of 11.1% or \$35.1 million from the Fiscal Year 2007-08 Adopted Budget. Material changes include funding for negotiated wage and benefit adjustments, the upgrade of core financial and human resource software applications, the development of a Data Warehouse, a Business Case Management System, and ongoing technology costs. Management Reserves increases will support all unanticipated needs in the Finance and General Government Group, including revenue shortfalls which may manifest due to the weakening economy.

Key areas of focus in the coming year include:

- Maintaining the County's fiscal stability through sound accounting, auditing, budgetary practices, and management discipline,



- Maintaining a robust, diverse, and capable workforce,
- Maintaining a high credit rating,
- Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings,
- Maintaining a strong Treasurer's Investment Pool,
- Developing a new Integrated Property Tax System,
- Providing the highest quality legal services to the Board of Supervisors and County departments, and
- Maintaining the investment in modern information technology.

Capital Program — A net increase of \$372.0 million from Fiscal Year 2007-08 or a 1,090.4% increase. The increase is due to a change in the mix and value of capital projects compared to Fiscal Year 2007-08. The main reason for the increase in Fiscal Year 2008-09 is the addition of \$308.3 million for the redevelopment of the County Operations Center (COC) and \$56.0 million for the relocation of offices at either the COC or the COC Annex that will not be part of the new COC campus. Appropriations are also included for the Lincoln Acres Library and Community

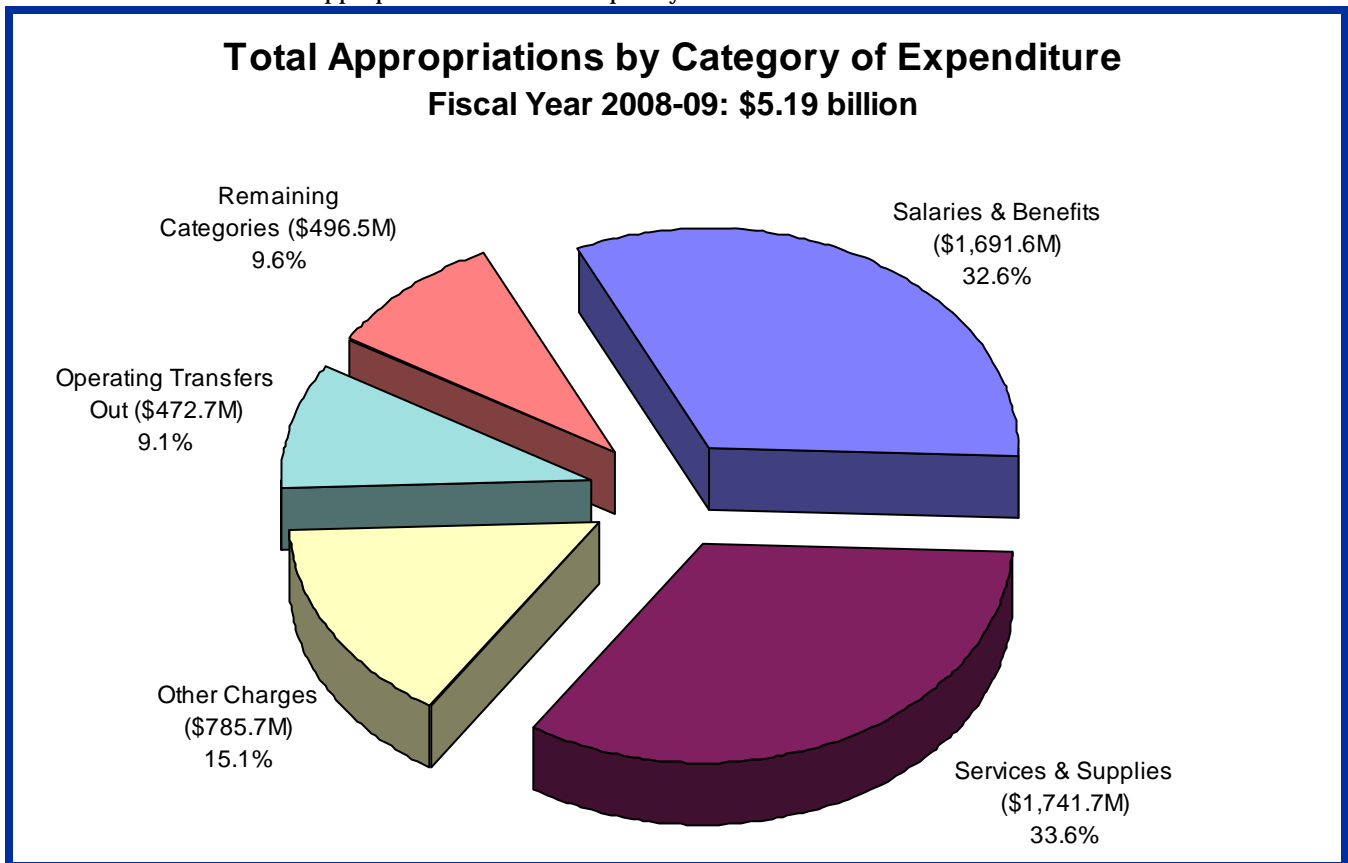
Center, Sweetwater Summit Campground, the Multiple Species Conservation Program, the County Administration Center Waterfront Park, replacement of the North Central Public Health Clinic, fire recovery improvements at Oakoasis Park, and reconstruction of the San Pasqual Academy residences and administrative buildings that were destroyed in Firestorm 2007. Appropriations are also included in the Edgemoor Development Fund to pay debt service on the 2005 Edgemoor bonds.

Finance Other — A net decrease of \$75.3 million or 12.2% from Fiscal Year 2007-08. Many of the ongoing expenses in this group vary little from year to year, but some expenses reported here are one-time and can fluctuate significantly from year to year. Significant areas of expenditure for Fiscal Year 2008-09 include a \$167.7 million general fund contribution to the Capital Program to carry out the projects noted above and an additional early Pension Obligation Bond principal pay down of \$44.0 million.



Total Appropriations by Category of Expenditure

The pie chart below shows the Adopted Operational Plan broken down by category of expenditure. As noted previously, the Fiscal Year 2008-09 Operational Plan is increasing overall by \$456.4 million from the Fiscal Year 2007-08 Adopted Operational Plan and decreasing by \$446.0 million in Fiscal Year 2009-10. The pie chart below shows the share of the Fiscal Year 2008-09 Operational Plan for each category of expenditure, while the bar chart and table on the next page compare the Fiscal Years 2008-09 and 2009-10 appropriations to the three prior years.

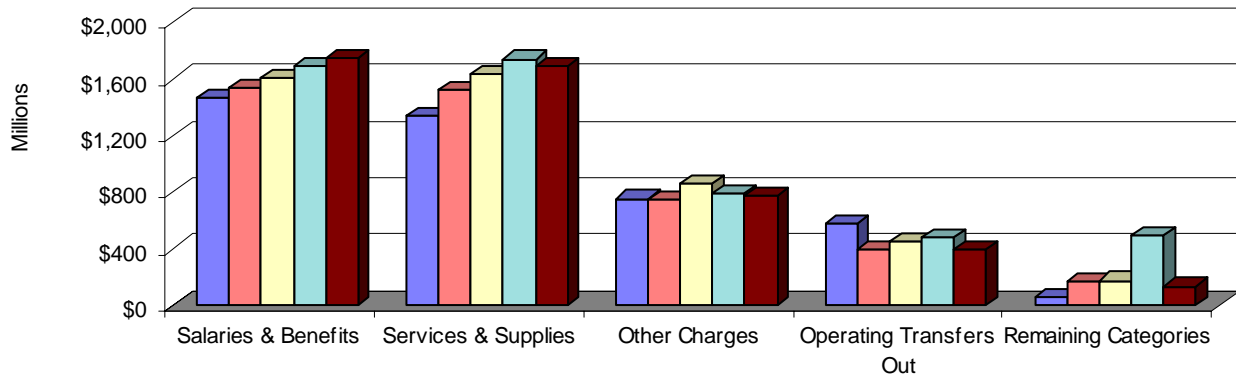


Changes include:

- Salaries and Benefits are increasing by a net \$78.4 million or 4.9%. The increase reflects negotiated wage and benefit adjustments and the addition of 148.50 staff years. The increase in Fiscal Year 2009-10 of \$54.8 million or 3.2% represents an allowance for anticipated labor cost increases and an overall decrease of 13.50 staff years. See Total Staffing on page 34 for a summary of staffing changes by functional area.
- Services and Supplies are increasing by \$105.7 million or 6.5%. Increases are budgeted in many accounts within Services and Supplies, most notably a \$22.5 million increase for the In-Home Supportive Services program



**Total Appropriations by Category
Fiscal Years 2005-06 Through 2009-10**



■ FY2005-06 Adopted
 ■ FY2006-07 Adopted
 ■ FY2007-08 Adopted
 ■ FY2008-09 Adopted
 ■ FY2009-10 Approved

Total Appropriations by Category (in millions)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 1,467.8	\$ 1,539.6	\$ 1,613.2	\$ 1,691.6	\$ 1,746.4
Services & Supplies	1,339.7	1,519.8	1,636.0	1,741.7	1,696.0
Other Charges	751.6	746.5	863.4	785.7	777.8
Operating Transfers Out	573.5	396.6	446.2	472.7	391.5
Remaining Categories:					
<i>Capital Assets/Land Acquisition</i>	18.3	106.5	49.4	421.7	89.8
<i>Capital Assets Equipment</i>	16.0	19.7	32.1	24.9	17.6
<i>Exp Transfer & Reimbursements</i>	(17.4)	(17.5)	(19.0)	(19.7)	(20.2)
<i>Contingency Reserves</i>	15.7	24.1	24.1	24.4	25.2
<i>Reserve/Designation Increase</i>	4.3	2.6	57.9	4.1	0.3
<i>Management Reserves</i>	17.3	36.8	28.5	41.2	17.6
Total	\$ 4,186.9	\$ 4,374.8	\$ 4,731.7	\$ 5,188.1	\$ 4,742.1



associated with caseload growth and related individual provider payments, a \$12.7 million increase in contracted mental health services, primarily related to the voter approved Proposition 63, *The Mental Health Services Act*, and \$5.7 million to strengthen the region's fire protection system. Other increases include funds for contracted and consultant services, information technology costs, public liability costs, and internal service fund costs for major maintenance. A decrease of 2.6% is shown for Fiscal Year 2009-10.

- Other Charges are decreasing by \$77.7 million or 9.0%. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases, and various other payments including contributions to trial courts and to Community Enhancement and Community Projects program grantees. The decrease in Fiscal Year 2008-09 is mainly related to extraordinary expenses budgeted in Fiscal Year 2007-08 for the early principal pay down of \$118.0 million of the 2002 taxable Pension Obligation Bonds. Fiscal Year 2008-09 appropriations include \$44.0 million to pay down additional principal of the 2002 POBs, Series B-1. A net decrease of 1.0% is planned in Fiscal Year 2009-10.
- Capital Assets/Land Acquisition, which includes capital improvement projects and property acquisitions, is increasing \$372.3 million or 753.7% from Fiscal Year 2007-08. Of the \$421.7million budgeted for Fiscal Year 2008-09, \$403.0 million is for projects in the Capital Program, with the remainder in the Airport Enterprise Fund, and the Alpine, Lakeside, and Spring Valley sanitation districts. The main reason for the increase in Fiscal Year 2008-09 is the addition of \$308.3 million for the reconstruction of the County Operations Center (COC) and \$56.0 million for office space for departments currently housed at the COC or COC Annex that will not be part of the new COC campus. Of the \$89.8 million for Fiscal Year 2009-10, \$75.0 million

is seed money for a new Women's Detention Facility, \$2.5 million is for the continued purchase of land in support of the Multiple Species Conservation Program with the remainder for projects in the Alpine, Lakeside, and Spring Valley sanitation districts. The amount of money available for new projects or project expansion varies from year to year, but capital appropriations at the project level are generally considered to be one-time.

- Capital Assets Equipment, which primarily includes routine internal service fund purchases of vehicles and heavy equipment, is decreasing by \$7.2 million or 22.6% from last year. The decrease is mainly due to one-time expenditures planned for Fiscal Year 2007-08 related to the new Edgemoor facility and to equipment for the Registrar of Voters that will not be repeated in Fiscal Year 2008-09. A decrease of 29.3% is planned for Fiscal 2009-10 due to anticipated lower requirements for that year.
- Expenditure Transfers and Reimbursements are increasing by \$0.7 million or 3.8%. 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 to 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 the Expenditure Transfers and Reimbursements account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State/federal revenue account. An increase of \$0.4 million in Fiscal Year 2009-10 is for the District Attorney's Public Assistance Fraud Unit.

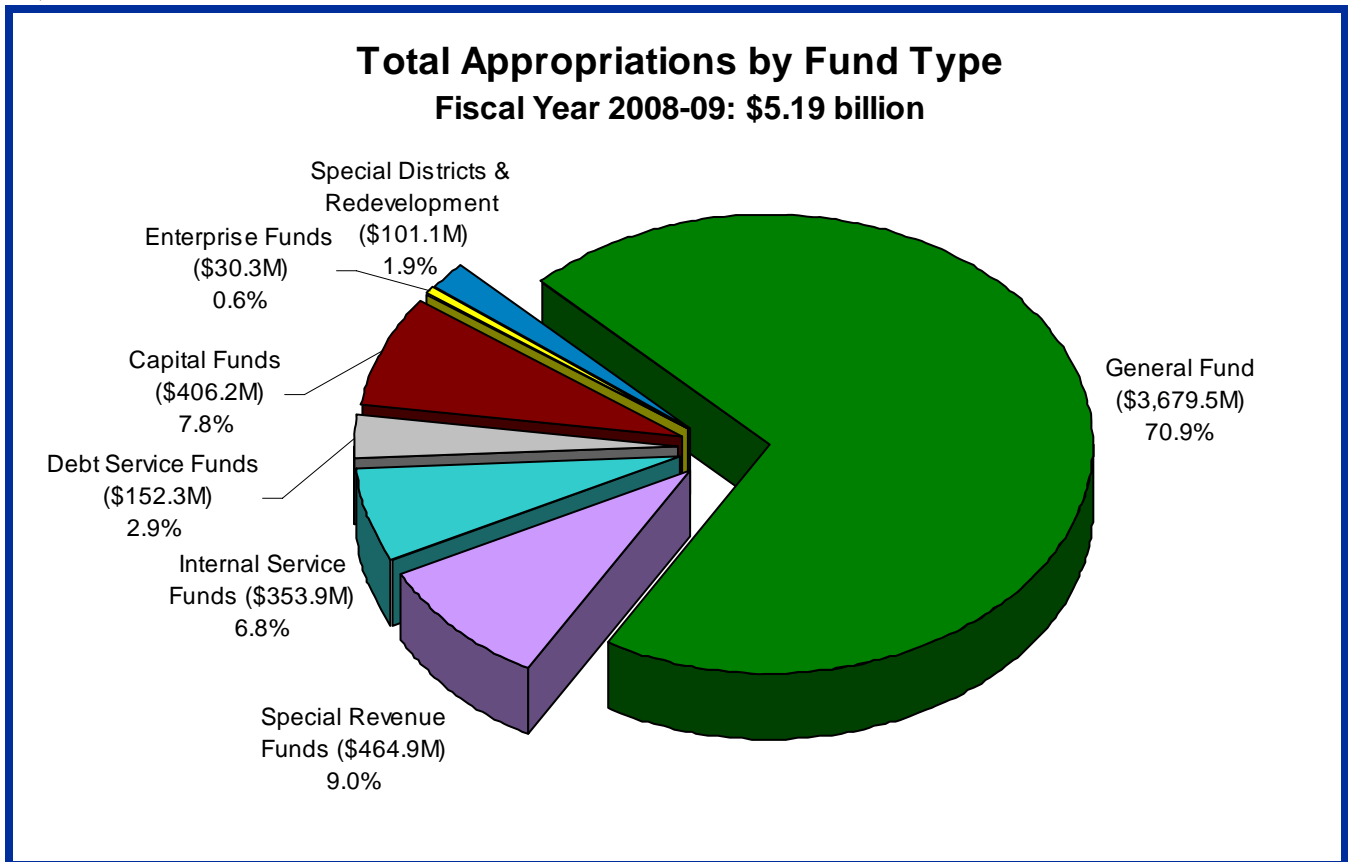


- Contingency Reserves are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2008-09, three funds have a contingency reserve. The General Fund contingency reserve is \$20.3 million, which is an increase of \$0.3 million or 1.2% over Fiscal Year 2007-08, in order to comply with Board of Supervisors Policy B-71, *Fund Balance and Reserves*. This policy requires that the General Fund contingency reserve be equivalent to 2% of budgeted general purpose revenues. The Employee Benefits Internal Service Fund has a \$4.0 million contingency reserve and is not changing from Fiscal Year 2007-08. The Fleet Internal Service Fund has a \$0.1 million contingency reserve, which is a 3% increase over Fiscal Year 2007-08. In Fiscal Year 2009-10, Contingency Reserves increase by 3.3%.
- Reserve/Designation Increases can vary from year to year depending upon the need to set aside fund balance for specific uses. In Fiscal Year 2008-09, the most significant fund balance designations total \$4.0 million for the Registrar of Voters Department to provide sustaining funding for election years with fewer billable participating jurisdictions and for voting equipment replacement. In Fiscal Year 2007-08, the most significant item budgeted in this category was the conversion of a \$55.5 million fund balance designation to a general reserve. The decrease of \$3.8 million in Fiscal Year 2009-10 is primarily related to the one-time Reserve/Designations that were added in the prior fiscal year.
- Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, are increasing by \$26.5 million or 5.9%. Various transfers between funds are increasing and decreasing with the largest increase in Fiscal Year 2008-09 being the transfer between the General Fund and the Capital Outlay Fund for various capital projects. The largest decrease is related to the prior year early payoff of the PINES portion of the 2002 taxable Pension Obligation Bonds. Also decreasing is the transfer to the General Fund of revenues from Proposition 172, *Local Public Safety Protection and Improvement Act*, as a result of lower projected revenues in the Proposition 172 fund. A decrease of 17.2% is planned for Fiscal Year 2009-10 and is primarily related to one-time items in Fiscal Year 2008-09 that are not repeated in the subsequent year.
- Management Reserves are increasing by \$12.7 million or 44.7%. 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.



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. Appendix B: Budget Summary and Changes in Fund Balance provides expenditure amounts for County Funds by Type of Fund and by Group/Agency. (See also "Measurement Focus and Basis of Accounting" on page 76.)



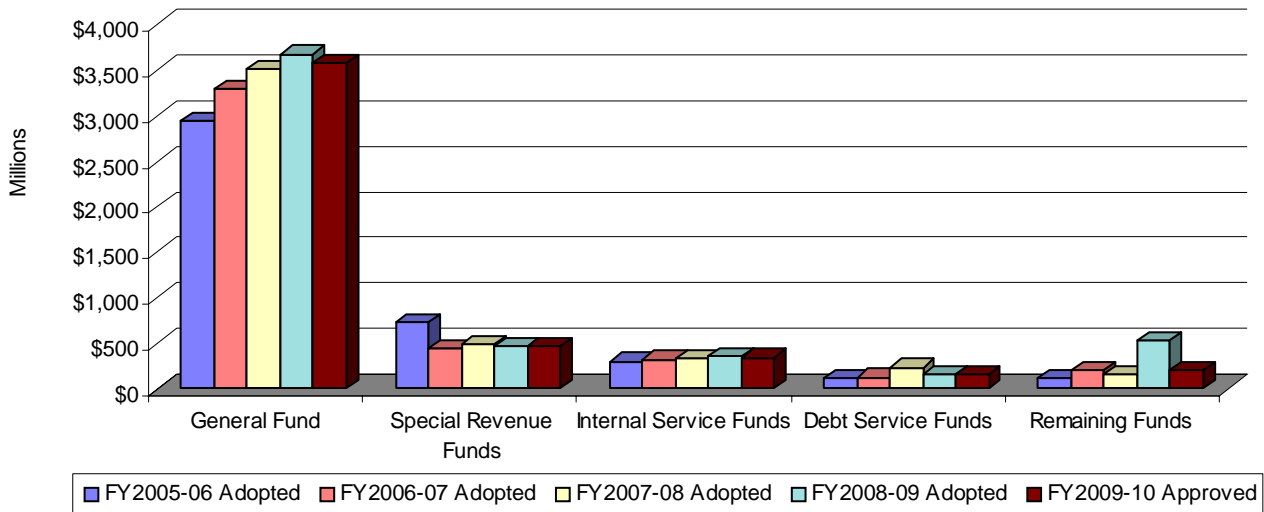
Governmental Fund Types

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 Special Revenue funds.



**Total Appropriations by Fund Type
Fiscal Years 2005-06 Through 2009-10**



Total Appropriations by Fund Type (in millions)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund	\$ 2,943.9	\$ 3,289.5	\$ 3,520.9	\$ 3,679.5	\$ 3,575.8
Special Revenue Funds	720.8	443.4	491.8	464.9	464.1
Internal Service Funds	302.6	319.6	333.5	353.9	344.1
Debt Service Funds	110.5	125.6	234.5	152.3	150.7
Capital Project Funds	7.0	102.4	34.1	406.2	87.2
Enterprise Funds	20.7	17.8	29.4	30.3	17.8
Special Districts & Redevelopment Funds	81.3	76.6	87.5	101.1	102.4
Total	\$ 4,186.9	\$ 4,374.8	\$ 4,731.7	\$ 5,188.1	\$ 4,742.1

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 and trust 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 63.

Proprietary Fund Types

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

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

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

Examples include the Airport and Sanitation District Funds.

Special Districts & Redevelopment Funds

Special Districts are separate legal entities that provide for specialized public improvements and services deemed to benefit properties and residents financed by specific taxes and assessments. The special districts were established to provide authorized services such as air pollution control, sanitation, flood control, road, park, lighting maintenance, fire protection or ambulance service to specific areas in the county.

Redevelopment Funds provide a method of eliminating slums and blighted areas, improving housing, expanding employment opportunities, and providing an environment

for the social, economic and psychological growth, and well-being of all citizens of the county. They are used to count for the proceeds of redevelopment area incremental taxes, interest revenues and temporary loans. Redevelopment project expenditures, in accordance with California community redevelopment law, include redevelopment planning, design, improvement costs, professional services, and administrative costs.

Appropriations Limits

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

The limit for each year is equal to the prior year's spending with upward adjustments allowed for changes in population and the cost of living. Most appropriations are subject to the limit. However, Proposition 4 and subsequently Proposition 99 (1988), *Tobacco Tax and Health Protection Act*, Proposition 10 (1998), *California Children and Families First Act*, and Proposition 111 (1990), *Traffic Congestion Relief and Spending Limitations Act*, exempt certain appropriations from the limit. These exemptions include capital outlay, debt service, local government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

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



All Funds: Total Appropriations

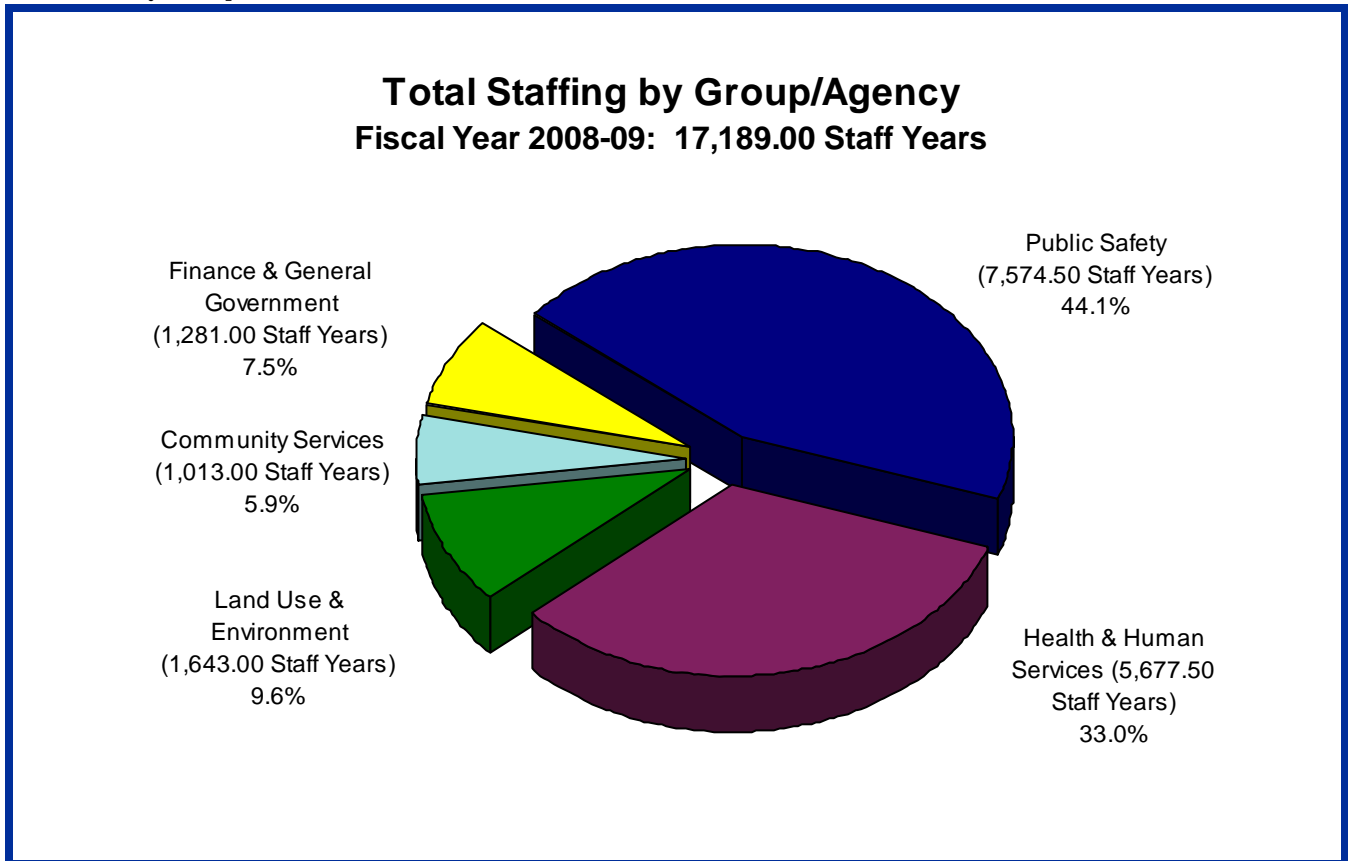
San Diego County Appropriation Limit (in millions)

	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09
Gann Limit	\$ 2,832	\$ 2,949	\$ 3,081	\$ 3,300	\$ 3,433	\$ 3,619	\$ 3,825
Appropriations subject to the limit	\$ 597	\$ 714	\$ 717	\$ 877	\$ 1,002	\$ 1,287	\$ 1,340

All Funds: Total Staffing

Total Staffing

Staff years¹ for Fiscal Year 2008-09 are 148.50 more than the Adopted Budget for Fiscal Year 2007-08, an increase of 0.9% to 17,189.00 staff years. A net decrease of 13.50 staff years is expected in Fiscal Year 2009-10. The staffing changes are summarized below by Group.



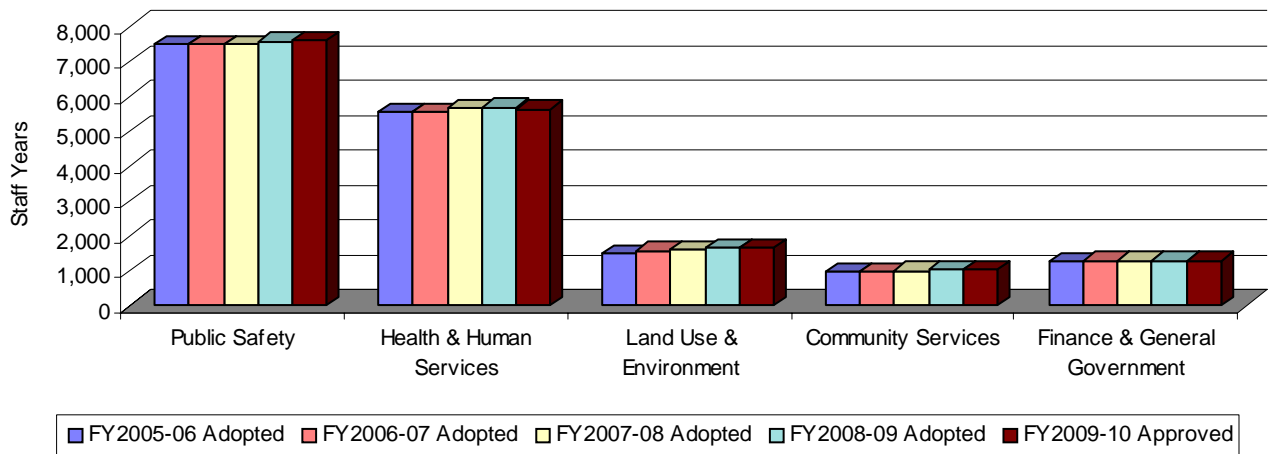
¹ One staff year equates to one permanent employee working full-time for one year.

The **Public Safety Group (PSG)** has a net increase of 99.00 staff years or 1.3%. Child Support Services decreases by 30.00 staff years to align staffing with available revenues. Four other PSG departments have staff year increases. The District Attorney increases by 14.00 staff years to enhance and strengthen the dedicated effort of investigating and

prosecuting workers' compensation insurance fraud crimes and to better enable the department to effectively and efficiently provide prosecutorial services in response to a 13% increase in total felony cases issued, a 17% increase in the number of trials, and a 14% increase in serious or violent felonies in the South Bay over the past five years.



Total Staffing by Group/Agency
Fiscal Years 2005-06 Through 2009-10



Total Staffing by Group/ Agency (staff years)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Safety	7,478.50	7,487.00	7,475.50	7,574.50	7,593.50
Health & Human Services	5,549.92	5,552.92	5,663.00	5,677.50	5,632.00
Land Use & Environment	1,497.00	1,559.00	1,612.00	1,643.00	1,643.00
Community Services	979.00	974.00	1,009.00	1,013.00	1,026.00
Finance & General Government	1,267.50	1,271.00	1,281.00	1,281.00	1,281.00
Total	16,771.92	16,843.92	17,040.50	17,189.00	17,175.50

The Sheriff increases by 17.00 staff years to implement tuberculosis screening at the San Diego Central Jail, to staff the recently opened 4S Ranch Substation, to modify the law enforcement contract with the city of Vista, and to address workload in the Court Services Unit and the Crime Lab. The Probation Department has a net increase of 97.00 staff years, which includes an increase of 47.00 staff years to meet requirements of Senate Bill 81, *Juvenile Justice Realignment Program*, and an increase of 52.00 staff years to maintain a safe environment for wards and staff in the juvenile

detention facilities. These increases are offset by a decrease of 2.00 staff years due to a decrease in Proposition 69, DNA, Fingerprint, Unresolved Crime and Innocence Protection Act, data collection activities. The Medical Examiner adds 1.00 staff year to address a 14% increase in the annual number of cases. In Fiscal Year 2009-10, Probation increases staffing levels by 19.00 staff years in the juvenile detention facilities to maintain a safe environment for wards and staff.



All Funds: Total Staffing

The **Health and Human Services Agency (HHSA)** has an increase of 14.50 staff years or 0.3%. This includes 10.00 staff years in Medi-Cal eligibility to support new mandated Medi-Cal citizenship requirements, and 4.50 staff years due to County Medical Services program modifications.

The new Edgemoor Skilled Nursing Facility is scheduled to open in early 2009. Efficiencies in its operations are expected to yield significant staff savings. HHSA reflects a reduction of 45.50 staff years in Fiscal Year 2009-10 associated with these efficiencies. This change includes the reduction of 32.50 staff years and the transfer of 13.00 facilities maintenance positions from HHSA to the Community Services Group, Department of General Services.

The **Land Use and Environment Group (LUEG)** has an increase of 31.00 staff years or 1.9%. Agriculture, Weights and Measures increases by 6.00 staff years - 5.00 staff years for the Pierce's Disease Control Program State contract to protect the grape industry from the Glassy-winged Sharpshooter, the insect that transmits Pierce's Disease, and 1.00 staff year in the Standards Enforcement division to assist with point-of-sale scanner inspections. Environmental Health increases by 1.00 staff year to provide radiological health services and the investigation of incidents and accidents involving ionizing radiation. Planning and Land Use increases by 3.00 staff years to provide program support for the enhanced Fire Prevention Program. The Department of Public Works increases staffing by a net of 21.00 staff years; 20.00 of which are in the Road Fund to meet various operational needs. An increase of 2.00 staff years in the Airport Enterprise Fund will provide needed support for managing lease agreements and inspection and maintenance resulting from additional aviation and non-aviation

development. An increase of 1.00 staff year in the Waste Water Enterprise Fund will provide support for the increased workload associated with two new sewer maintenance districts. As a result of restructuring the workload within the Inactive Waste Management fund, 2.00 staff years are being reduced.

The **Community Services Group (CSG)** increases staffing by a net of 4.00 staff years, an increase of 0.4%. The Department of General Services has a net increase of 1.00 staff year, which includes a decrease of 3.00 staff years resulting from a transfer of responsibility, offset by an increase of 4.00 staff years to support increased workload for capital and maintenance projects. Animal Services adds 2.00 staff years to enhance medical services to accelerate the diagnosis and treatment of shelter animals, to get animals healthy faster and to reduce wait times for adoptions. Due to decreased federal administrative funding, the Department of Housing and Community Development will decrease staff by 1.00 staff year. Finally, the Department of Purchasing and Contracting adds 2.00 staff years to support County procurement services. In Fiscal Year 2009-10, CSG increases facilities maintenance staff by 13.00 staff years to provide maintenance to the new Edgemoor Skilled Nursing Facility. These positions will be transferred from the Health and Human Services Agency.

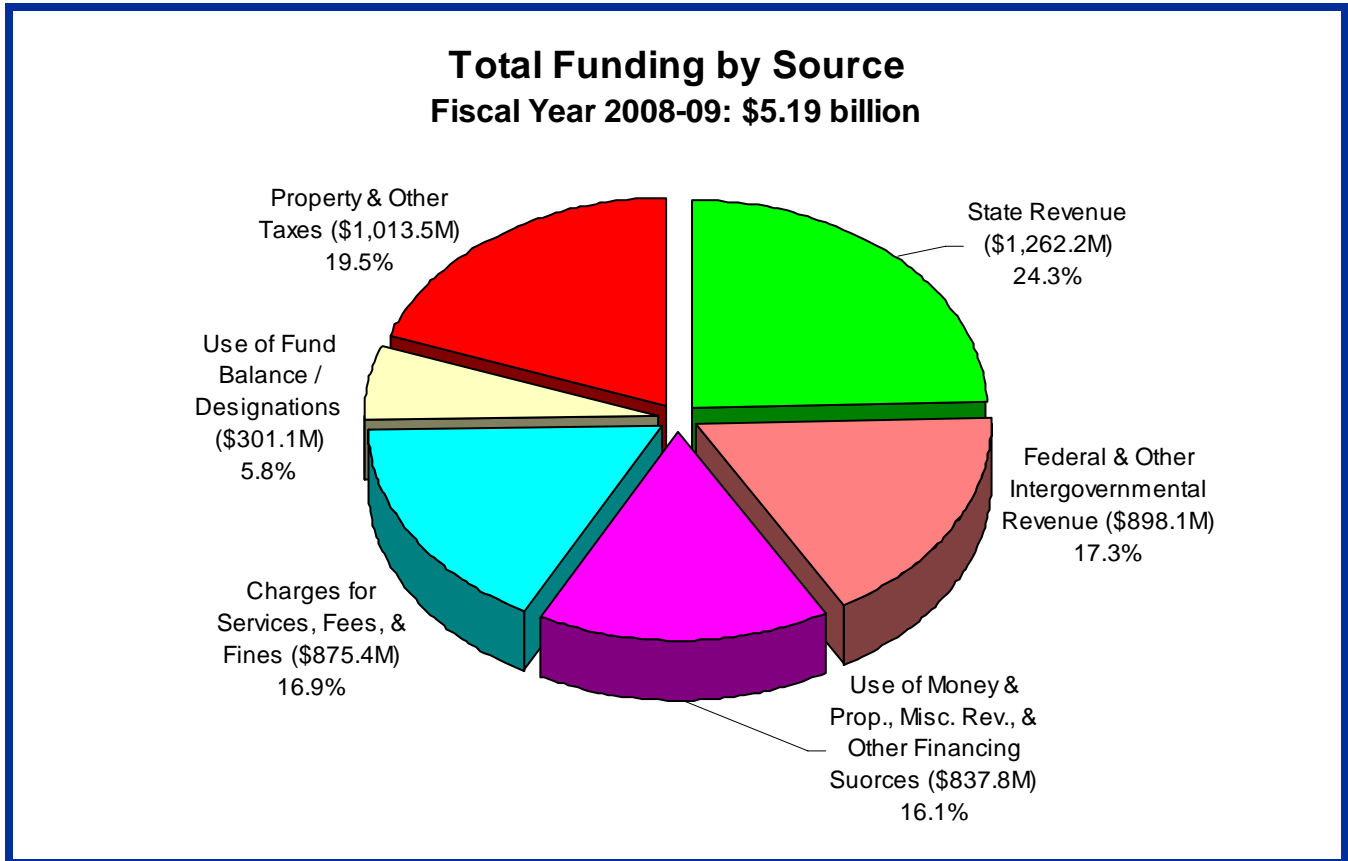
The **Finance and General Government Group (FGG)** has no staff year changes.

More detail on staff year changes can be found in each Group/Agency section of the Operational Plan that begins on page 91.

All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for Fiscal Year 2008-09 are expected to be \$5.19 billion, an increase of \$456.4 million or 9.6% from the Fiscal Year 2007-08 Adopted Budget. Total resources are anticipated to decrease by \$446.0 million or 8.6% in Fiscal Year 2009-10. For Fiscal Year 2008-09, the combination of State Revenue (\$1.3 billion), federal revenue (\$816.2 million), and other intergovernmental revenue (\$81.8 million) supplies 41.6% of the financing sources for the County's budget. Another 38.8% (\$2.0 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.



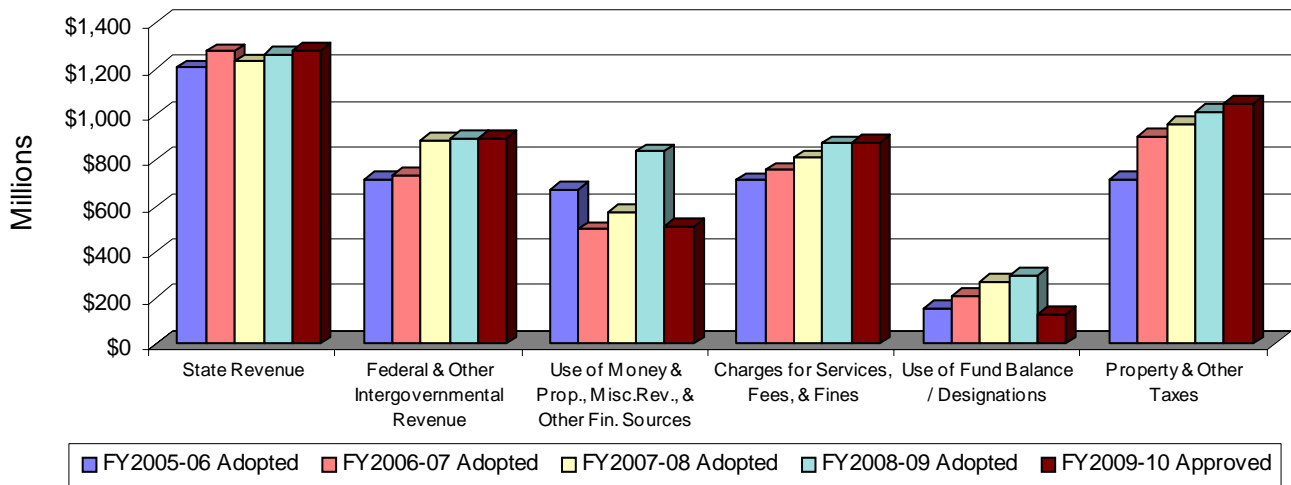
Finally, locally generated, general purpose funding sources, including property tax, property tax in lieu of vehicle license fees, sales tax, real property transfer tax, transient occupancy tax, and miscellaneous other revenues, account for 19.5% (\$1.0 billion) of the financing sources for the County's

budget. An explanation of the various General Fund Financing Sources by Category and General Purpose Revenue by Source can be found on pages 45 and 51, respectively.



All Funds: Total Funding Sources

**Total Funding by Source
Fiscal Years 2005-06 Through 2009-10**



Total Funding by Source (in millions)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
State Revenue	\$ 1,205.6	\$ 1,275.4	\$ 1,230.5	\$ 1,262.2	\$ 1,279.0
Federal Revenue	629.5	619.9	797.5	816.2	817.0
Other Intergovernmental Revenue	87.8	112.9	91.8	81.8	82.7
Use of Money & Property, Miscellaneous Revenue, and Other Financing Sources	675.5	498.9	572.0	837.8	509.6
Charges for Services, Fees, and Fines	714.6	757.8	811.7	875.4	881.2
Property & Other Taxes	717.6	903.0	957.5	1,013.5	1,046.3
Reserve/Designation Decreases	5.3	4.2	57.6	2.3	15.7
Use of Fund Balance	151.1	202.8	213.1	298.8	110.7
Total	\$ 4,186.9	\$ 4,374.8	\$ 4,731.7	\$ 5,188.1	\$ 4,742.1



Overall Change

The \$456.4 million increase in the Fiscal Year 2008-09 Adopted Budget is the net of increases in some funding sources and decreases in others. In the table above, State Revenue; Federal Revenue; Charges for Services, Fees, & Fines; Use of Money & Property, Miscellaneous Revenue, and Other Financing Sources; Property & Other Taxes; and Use of Fund Balance increase a combined \$521.7 million. Reductions totaling \$65.3 million are in the categories of Reserve/ Designation Decreases and Other Intergovernmental Revenue.

Change by Source

State Revenue increases by \$31.7 million overall in Fiscal Year 2008-09. This is largely due to increases in the Health and Human Services Agency (HHSA) of \$46.7 million and an adjustment in the Capital Program of \$1.0 million, offset by decreases in the Public Safety Group (PSG) of approximately \$5.7 million, Land Use and Environment Group (LUEG) of \$9.7 million, and Community Services Group (CSG) of \$0.6 million. The increase in Health and Human Services Agency includes additional funding in Behavioral Health Services associated with Mental Health Services Act programs, other mental health services, and an adjustment to Alcohol and Drug Services' Proposition 36, *Substance Abuse and Crime Prevention Act*, funding to its State allocation level. Funding is increasing for In-Home Supportive Services (IHSS) individual provider costs in Aging and Independence Services, and for Medi-Cal Administrative activities in Regional Operations. \$1.0 million in Proposition 40, *California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act of 2002*, funding was budgeted for the Otay Valley Regional Park Trail Improvement Project in Fiscal Year 2008-09. While an overall net increase in State Revenue is budgeted, some component categories are budgeted to decrease, namely in PSG as a result of significant slowing in Proposition 172, *Local Public Safety Protection and Improvement Act*, sales tax revenues; in LUEG, specifically in the Department of Public

Works primarily related to the decrease in Proposition 1B, *Highway Safety, Traffic Reduction, Air Quality, and Port Security*, revenues for Asphalt Resurfacing contracts awarded in Fiscal Year 2007-08, but partially offset by Proposition 42, *Transportation Congestion Improvement Act*, transportation revenue increases; and a decrease in CSG in the Registrar of Voters due to net changes in grant and Senate Bill 90, *Tax Relief Act*, reimbursements, but partially offset by increases in State Revenue in Housing and Community Development.

Federal Revenue increases by 2.3% (\$18.8 million) primarily in HHSA in Aging and Independence Services due to increases in IHSS individual provider costs. An increase in PSG in the Sheriff's Department is due to the rebudget of Homeland Security, Office of Traffic Safety, Project Safe Neighborhoods and Internet Crimes Against Children grants. A reclassification of grant revenue to federal revenue in the Department of Environmental Health in LUEG also contributes to the overall countywide increase. A reduction in CSG occurs in the Department of Housing and Community Development due to decreases in federal grant funding for multi-year projects.

Other Intergovernmental Revenue decreases by \$10.0 million. This is due in part to a decrease in PSG in the Sheriff's Department for High Intensity Drug Trafficking Area (HIDTA) funding, which will be handled via a trust in Fiscal Year 2008-09, and to a decrease in Finance Other in the Pension Obligation Bond Fund due to a shift in the classification of non-County aid from other government agencies to charges for services.

Use of Money & Property, Miscellaneous Revenue, and Other Financing Sources

Revenue from Use of Money & Property increases by \$3.3 million in Fiscal Year 2008-09. The increase in this category is largely in Public Works from interest on deposits and investments, equipment rental fees, and increases in equipment rental cost replacement. An increase in the Capital Program in the Edgemoor Development Fund in



rents and concessions is also budgeted. Further, a decrease in total interest on deposits and investments is projected for the County's discretionary General Purpose Revenue based on anticipated interest rate declines and a shift in interest crediting on balances in the Employee Benefits Internal Service Fund to that fund instead of to the General Fund. This decrease is mostly offset by an increase in interest earnings in the Employee Benefits Internal Service Fund.

Miscellaneous Revenues increase by \$4.4 million. The increase in this category is primarily in Finance Other for the San Pasqual residences and administrative buildings replacement funded by third party recoveries, but partially offset by anticipated decreases in the Pension Obligation Bond (POB) fund related to the floating to fixed rate swap agreement that governs a portion of the 2002 POBs. An increase in the Capital Program for the Oakoasis Park Improvements Project based on insurance proceeds held in the Firestorm 2003 Trust Fund also contributes to the overall increase. A decrease in the Land Use and Environment Group Department of Public Works is due to a decrease in the contribution from the Environmental Trust Fund for Inactive Waste Site Management Operations and in the Department of Parks and Recreation related to the non-recurrence of one-time funding from insurance proceeds for Firestorm 2003 recovery projects.

Other Financing Sources increase by a net of \$258.1 million. There is an overall increase in Operating Transfers from the General Fund for various Capital Projects and from proceeds from long-term debt related to the proposed County Operations Center (COC) and Annex Redevelopment project. See the Capital Program section and the Finance Other section on pages 487 and 553 respectively, for more information. This increase is offset by a reduction from Fiscal Year 2007-08 in one-time funding for the early pay off of the Public Income Notes (PINES) principal portion of the 2002 POBs. In addition,

Proposition 172 revenues have experienced significant slowing; budgeted operating transfers from Proposition 172 are reduced by \$20.5 million in Fiscal Year 2008-09.

Charges for Services, Fees, and Fines

Charges for Current Services increase by \$63.5 million. Some of the increases across the County are in General Services for increased cost reimbursement associated with contracted services, fuel, parts, and major maintenance projects; in the Registrar of Voters due to the greater number of billable jurisdictions that participate in the General Election as compared to the Primary election; in the Sheriff's Department for increased levels and costs of contracted law enforcement services; in the Information Technology Internal Service Fund due to increased charges to departments for anticipated one-time information technology initiatives including the Enterprise Resource Planning Application Upgrade, the Enterprise Data warehouse, and the Business Case Management System; and in Finance Other in the Pension Obligation Bond Fund due to additional charges to departments related to the early pay down of POB principal and in the Public Liability Fund because of an increased share of the Public Liability costs being charged out to departments in Fiscal Year 2008-09.

Licenses, Permits, & Franchises increase by \$1.0 million. A portion of the increase in the Sheriff's Department is due to an amendment to the San Diego County Code of Regulatory Ordinances that increased licenses and fees effective January 2008. An increase in Media and Public Relations is due to changes in State law that requires a new method of calculating franchise license revenue, and the remainder is budgeted growth in franchise fees in the General Purpose Revenue.

Fines, Forfeitures, & Penalties decrease by \$0.8 million. The primary source of the decrease is in the Sheriff's Department due to the decreased amount of planned expenditures for the Cal-ID program and corresponding decrease in funding from the Cal-ID trust fund.



Property and Other Taxes increase by \$56.0 million, primarily in the General Fund, as a result of moderate growth in assessed value. (See the section on General Purpose Revenue by Source on page 51 for more information on the changes in these funding sources.)

Finally, the **Use of Fund Balance** increases by \$85.7 million due to normal fluctuations in one-time projects, and the use of **Reserves/Designations** decrease by \$55.3 million compared to Fiscal Year 2007-08. The decrease in the use of Reserves/ Designations in the General Fund is directly related to the non-recurring, one-time technical adjustment in Fiscal Year 2007-08 to convert a \$55.5 million fund balance designation to a general reserve as defined in Government Code §29085-29086, which allows the creation of a general reserve and restricts increasing or decreasing the amount to the time of budget adoption. See the individual Group/Agency sections of this Operational Plan beginning on page 91 for the breakdown of financing sources by department.

Risks to Funding Projections: State of California's Budget

On September 23, 2008, the Governor signed the Fiscal Year 2008-09 Budget for the State of California into law. As expected, reductions were made in several areas. Since the budget was passed, however, the turmoil in the financial markets and the resultant drag on the economy has dramatically impacted State revenues, with personal income and corporate tax receipts down approximately 10% in September from the State's 2008 May Revision for revenue forecast. The Governor has indicated that further reductions may be necessary, but at the time of this writing it is too soon to determine whether County services will be affected.

Impact on the County's Adopted Operational Plan

The County did not speculate on the outcome of the State's budget in preparing its own budget, but instead developed contingency plans for service areas being discussed for

reduction. The primary areas of reduction in the State's 2008-09 Budget that affect services delivered by the County are in Health and Human Services and Public Safety. In addition, the State's 2008-09 Budget requires redevelopment agencies to make a collective one-time payment into the Educational Revenue Augmentation Fund (ERAF) of \$350 million. While details of this payment are not known, the County believes the loss for the County's redevelopment agency to be approximately \$270,000. The payments that the County receives from the various redevelopment agencies throughout the county, based on statute or agreement, may be also be negatively affected by this requirement depending upon the terms of the individual agreements. Funds received are used for public safety, library, and general government purposes. The estimated exposure is approximately \$2.9 million.

In the area of Health and Human Services, program reductions will occur in CalWORKs administration, Alcohol and Drug Services, In-Home Supportive Services, miscellaneous Aging Services, Adult Protective Services, Food Stamp Administration, Mental Health Managed Care and miscellaneous Public Health services. In addition, a reduction in Medi-Cal reimbursement rates will affect revenues for patient services at the Edgemoor Skilled Nursing Facility. The Medi-Cal rate reduction was anticipated in the development of the budget for services at Edgemoor. In the other areas, the County will meet the funding reductions either through staff attrition that has already been occurring or in the case of Alcohol and Drug Services, through the scaling back of contracted services. The impact on client services will be potentially longer wait times or a limitation on the number of people who can be served. The estimated revenue loss is \$10.0 million to \$12.0 million.

In the area of Public Safety, reductions will occur in juvenile services, Substance Abuse Crime Prevention Act and the Substance Abuse Offender Treatment Program, Citizens Option for Public Safety and Juvenile Justice Crime Prevention Act programs, and various Criminal Justice grant



programs (victim and witness services, high technology theft, identity theft, vertical prosecution, spousal abuse prosecution and others). In addition, all funding under the Mentally Ill Offender Crime Reduction grant is eliminated and the amount the State will pay to the County to cover booking fees that were previously paid by arresting agencies has been reduced. Contracts under which the County provides services to the State for juvenile dependency representation and court security services are also expected to be scaled back. The County will meet the funding cuts through reductions in staff through attrition and scaling back of contracted services, which will impact services for at-risk juveniles, for juvenile offenders and for their families. Specialized services to mentally ill adult and juvenile

offenders will be reduced. Fewer resources will be directed to specialized investigation and prosecution of crime. The estimated revenue loss is \$7.0 million to \$8.0 million.

Positive features in the State budget for the County include a \$9.0 million reimbursement for the cost of the February 2008 Presidential Primary, and \$4.4 million for local streets and roads projects from Proposition 1B, *Highway Safety, Traffic Reduction, Air Quality, and Port Security*, bond funds. The added road project funds will both address road needs and serve as an economic stimulus.

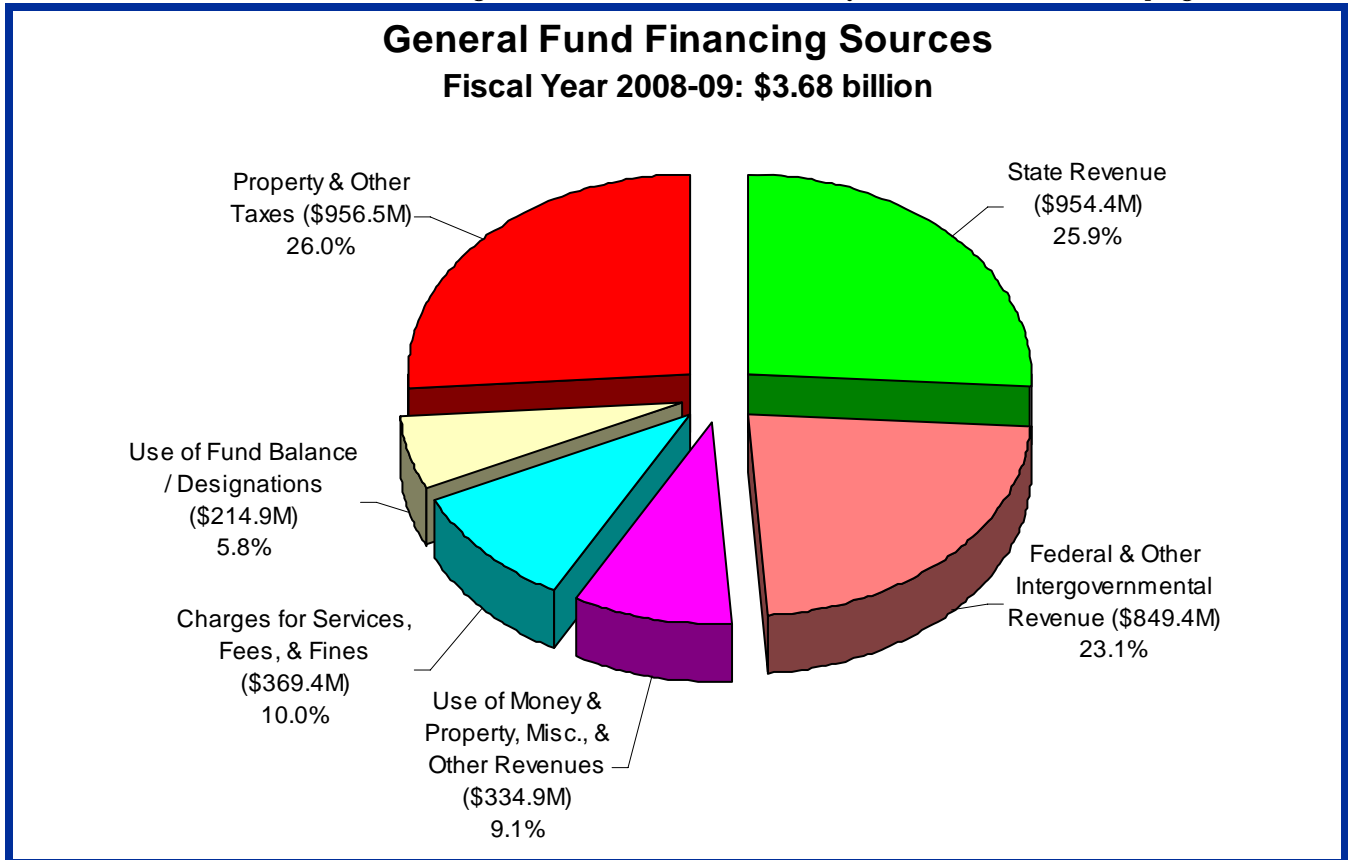
The County plans to make adjustments to its Fiscal Year 2008-09 Adopted Budget in December upon the first formal review by the Board of Supervisors of the condition of the County's Operational Plan.

Sources: State of California 2008-09 State Budget and California State Association of Counties Final Budget Summary

Summary of General Fund Financing Sources

Summary of General Fund Financing Sources

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In the Adopted Operational Plan, General Fund Financing Sources total \$3.68 billion for Fiscal Year 2008-09, a \$158.6 million or 4.5% increase from Fiscal Year 2007-08. They are expected to decrease by \$103.7 million or 2.8% in Fiscal Year 2009-10. In comparison, the Fiscal Year 2007-08 budget was 7% above the prior year, while the previous five fiscal years saw an average annual growth rate of 5.5%. The 4.5% increase for Fiscal Year 2008-09 reflects the general constriction in the economy and estimates of available program revenues.



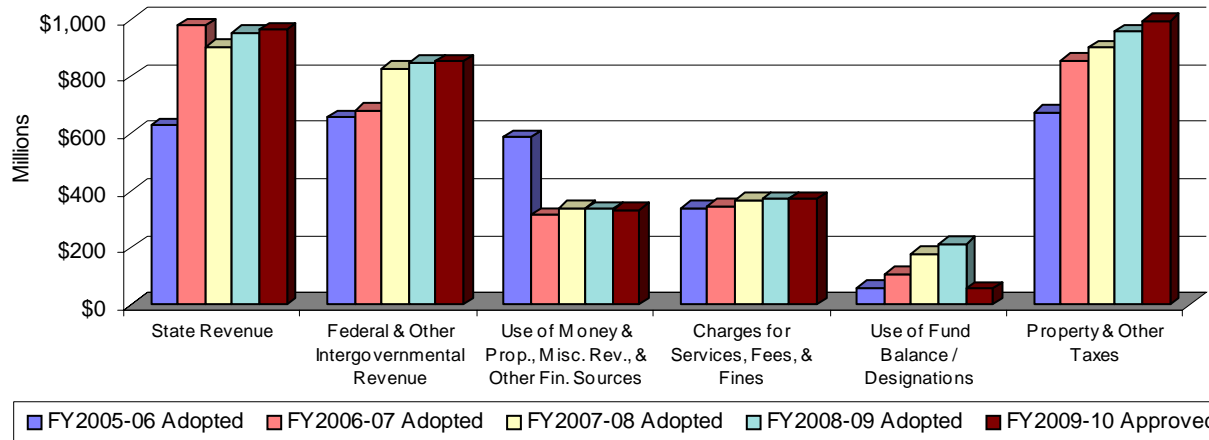
Further slowing is expected in Fiscal Year 2009-10. Program and general purpose revenues are expected to grow by a combined 1.6%, but a reduction in the planned use of fund balance in Fiscal Year 2009-10 results in an overall decrease in financing sources from Fiscal Year 2008-09.

The pie chart above and the graph and table below show the same breakdown of financing sources by account group as shown in the preceding All Funds: Total Funding Sources section. Because the significant year-to-year changes in the General Fund were part of the discussion in the All Funds: Total Funding section, they will not be repeated here.

Summary of General Fund Financing Sources



General Fund Financing Sources
Fiscal Years 2005-06 Through 2009-10

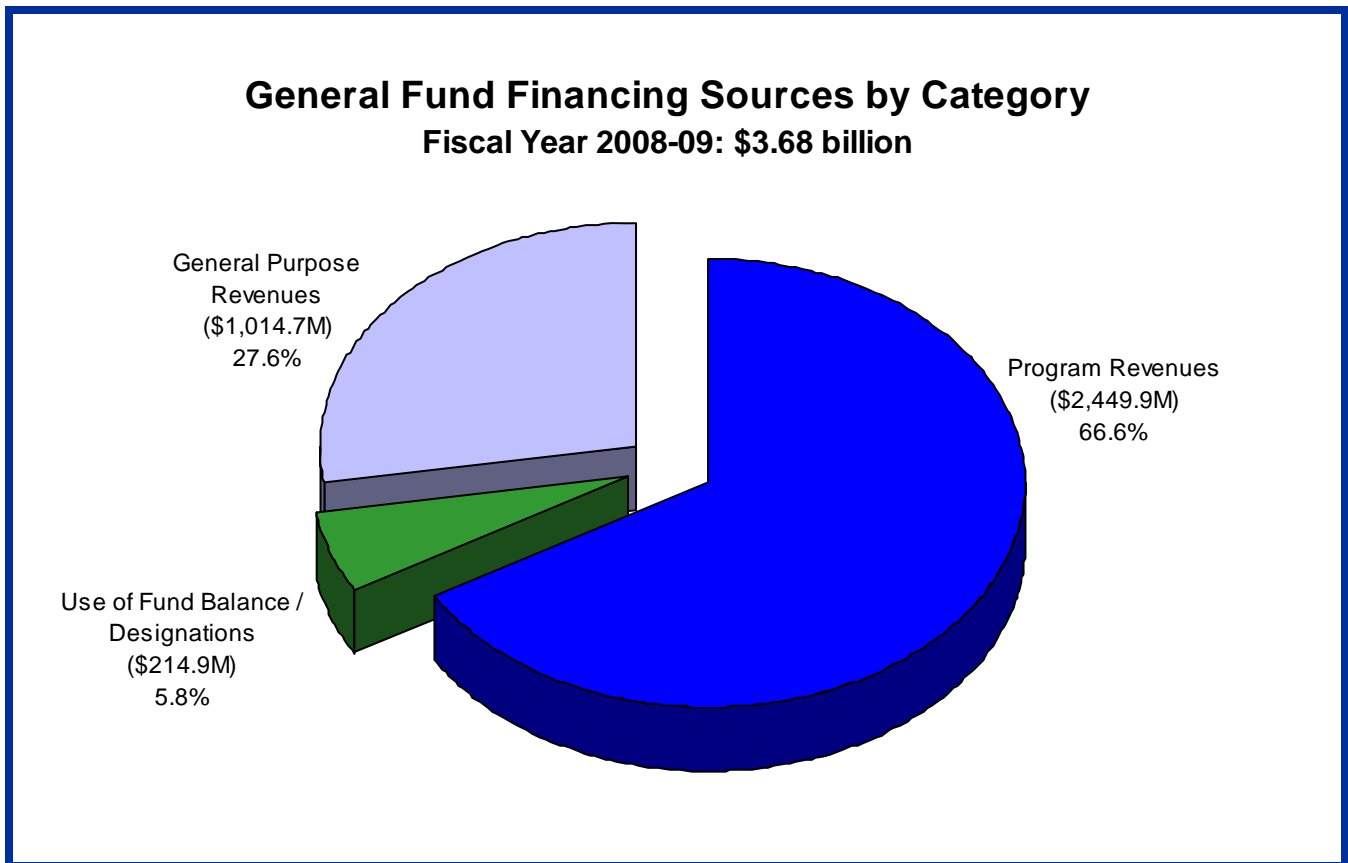


General Fund Financing Sources (in millions)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
State Revenue	\$ 628.6	\$ 979.6	\$ 903.8	\$ 954.4	\$ 965.9
Federal & Other Intergovernmental Revenue	656.7	683.2	827.9	849.4	854.0
Use of Money & Property, Miscellaneous Revenue, and Other Financing Sources	586.5	315.8	340.5	334.9	333.0
Charges for Services, Fees, & Fines	338.4	345.6	366.2	369.4	371.1
Use of Fund Balance/Reserves	60.2	108.5	180.4	214.9	56.8
Property & Other Taxes	673.5	856.8	902.2	956.5	995.0
Total	\$ 2,943.9	\$ 3,289.5	\$ 3,520.9	\$ 3,679.5	\$ 3,575.8



General Fund Financing Sources by Category

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

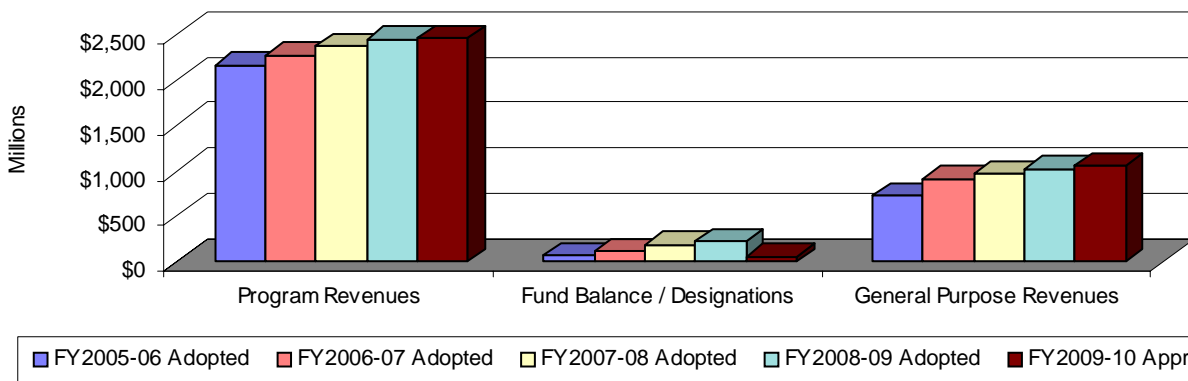


Program Revenues, as the name implies, are dedicated to and can be used only for the specific programs with which they are associated. These revenues make up 66.6% of General Fund Financing Sources in Fiscal Year 2008-09, and are derived primarily from State and federal subventions and grants, and charges and fees earned from specific programs. Program Revenues are expected to increase by

3.1% over the Fiscal Year 2007-08 Adopted Budget compared to an average annual growth for the last five years of 3.7%. Health and Human Services Agency manages 67% of the program revenues; Public Safety Group manages 25%; and the balance is managed across the County's other service delivery groups. Following are some of the largest and most closely watched Program Revenues. Please see the



General Fund Financing Sources by Category
Fiscal Years 2005-06 Through 2009-10



General Fund Financing Sources by Category (in millions)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Program Revenues	\$ 2,162.7	\$ 2,274.7	\$ 2,376.9	\$ 2,449.9	\$ 2,463.5
Use of Fund Balance / Designations	60.2	108.5	180.4	214.9	56.8
General Purpose Revenues	721.0	906.3	963.6	1,014.7	1,055.4
Total	\$ 2,943.9	\$ 3,289.5	\$ 3,520.9	\$ 3,679.5	\$ 3,575.8

individual Group/Agency sections beginning on page 91 for more specific information on the various other program revenues.

- Health and Social Services Realignment Revenues** (\$315.0 million in Fiscal Year 2008-09 and \$327.2 million in Fiscal Year 2009-10) are received from the State to support health, mental health, and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health, and social services programs, along with the provision of dedicated sales tax and vehicle license fee revenues to pay for these services. Between Fiscal Years 2002-03 and 2006-07, annual

revenue growth averaged 5.3%. An increase of 2.4% was budgeted for Fiscal Year 2007-08; however, revenues were lower than budget in Fiscal Year 2007-08 by approximately \$12.7 million because of the economic downturn. For Fiscal Year 2008-09, revenues are expected to be below the 2007-08 budgeted amount by 2.6% (\$8.4 million). An increase of 3.9% is anticipated in Fiscal Year 2009-10.

- Proposition 172 - Public Safety Sales Tax Revenues** (\$235.9 million in Fiscal Year 2008-09 and \$240.9 million in Fiscal Year 2009-10) support regionwide public safety services provided by three Public Safety



Group departments - the Sheriff, District Attorney, and Probation. The revenue source is a dedicated one-half cent of the statewide sales tax that was approved by the voters in 1993 and is distributed to counties and cities based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. Between Fiscal Years 2002-03 and 2006-07, annual budgeted revenue growth averaged 7.1%. For Fiscal Year 2007-08, an increase of 4.8% was budgeted; however, revenues were significantly lower than budget in Fiscal Year 2007-08 due to the slowing in several sectors of the economy that have impacted retail sales. For Fiscal Year 2008-09, revenues are expected to decrease by 5.6% from the 2007-08 budget, followed by an increase of 2.1% in Fiscal Year 2009-10. As a result of this decrease, general purpose revenues are being substituted to maintain core services in these three departments. See also, the discussion of general purpose revenue allocations on page 56.

- **Tobacco Settlement Revenues** (\$32.2 million in Fiscal Year 2008-09 and \$24.2 million in Fiscal Year 2009-10) by Board of Supervisors policy are dedicated to healthcare-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than \$206 billion in Tobacco Settlement Payments over 25 years in exchange for the

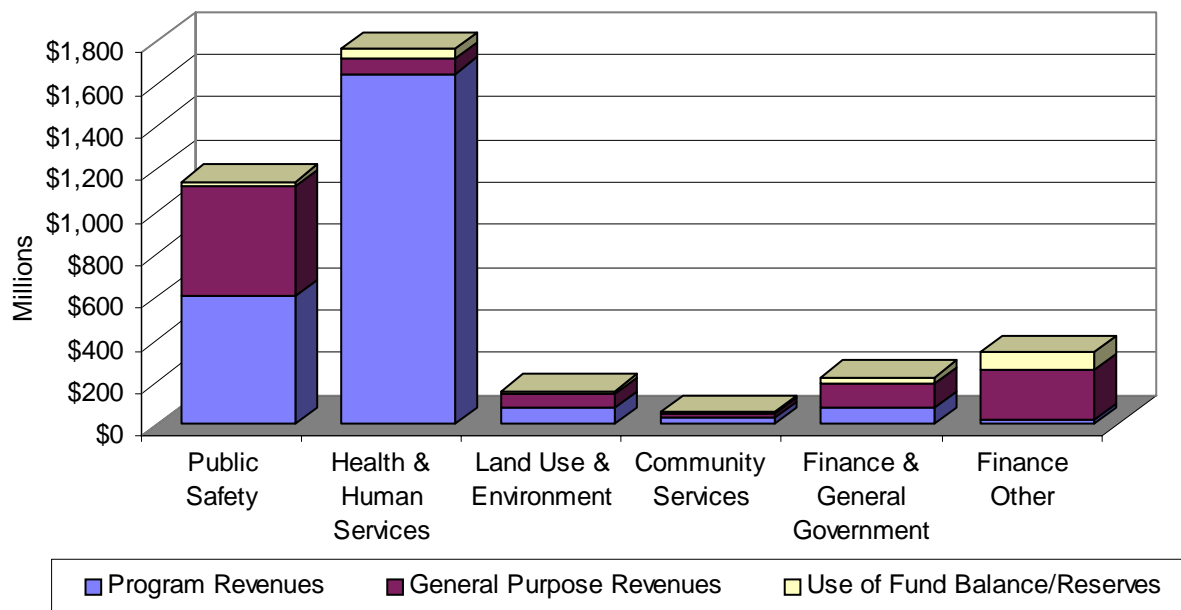
release of all past, present, and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

- To reduce the risk of non-receipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received \$466 million in January 2002 in exchange for its Tobacco Settlement Payments. The net proceeds were placed in an endowment fund and are spent pursuant to the Board Policy. In May 2006, the County securitized additional anticipated receipts and added \$123.5 million to the endowment fund. These proceeds will enable the County to fund approximately \$27.5 million of health care programs annually through approximately 2034. The \$32.2 million budgeted in Fiscal Year 2008-09 reflects \$8.0 million in one-time, non-securitized Tobacco Settlement funds and \$24.2 million in Securitized Tobacco funds. Another \$3.3 million will be appropriated and retained in the Tobacco Securitization Special Revenue Fund as an unallocated reserve in Fiscal Year 2008-09. A request will be submitted to the Board if the additional resources are needed.



General Fund Financing by Group and Category

Fiscal Year 2008-09: \$3.68 billion



General Purpose Revenues (GPR) make up 27.6% of General Fund Financing Sources. Please see the separate discussion of General Purpose Revenues beginning on page 51.

Use of Fund Balance/Designations (\$214.9 million in Fiscal Year 2008-09 and \$56.8 million in Fiscal Year 2009-10), including reserve/designation decreases, represents 5.8% of General Fund Financing Sources in Fiscal Year 2008-09. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves

as a cushion for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations. Board Policy B-71, *Fund Balance and Reserves*, provides for the Chief Administrative Officer to make recommendations regarding the use of fund balance and requires that an amount of fund balance equivalent to at least 10% of budgeted General Purpose Revenues be maintained as unreserved, undesignated and unappropriated. For Fiscal Year 2008-09, that amount is \$101.5 million. The amount of fund balance used in this Adopted Operational Plan is consistent with that policy.



The following list details the various uses of fund balance in Fiscal Year 2008-09:

- Potential costs related to death penalty indigent defense cases,
- Potential retroactive costs associated with County Medical Services,
- One-time capital needs for the volunteer fire protection districts via the Fire Protection and Emergency Medical Services Grant Program,
- Equipment at the Lemon Grove Sheriff's Station,
- Funds for enhancing personnel recruitment efforts for the Sheriff's Department,
- Lease costs of two firefighting Bombardier CL-415 Superscoopers and related support aircraft costs,
- Business Process Reengineering projects,
- Furniture, fixtures and equipment and transition costs associated with the new Edgemoor Skilled Nursing Facility,
- Major maintenance projects,
- Emergency communication plan exercises,
- Purchase of two HIV mobile clinic vehicles,
- General Plan Update/Zoning Ordinance project costs,
- Environmental Impact Report to analyze a zoning ordinance amendment,
- Planning Environmental Review Board room upgrades,
- Fire prevention consultant contracts and Dead, Dying and Diseased Tree Removal program contract costs,
- Alpine Forest Conservation Initiative Lands Evaluation Plan funding,
- Consultant studies in support of the Multiple Species Conservation Program (MSCP),
- Automated permit system to serve customers of the departments of Planning and Land Use, Public Works and Environmental Health,
- Upgrade of the automated check-in system for customers at the Ruffin Road land use counters,
- Sweetwater Authority water supply permit amendments,
- Sweetwater River Park cleanup,
- Fund balance designations for the Registrar of Voters for low revenue election years and for replacement equipment,
- Purchase of minor equipment, such as telephone equipment, and 120 mobile computers for Facilities Management,
- Emergency generator for the Fleet maintenance shop facility,
- Animal Services Incident Command Vehicle,
- Board Letter business process reengineering costs,
- Asbestos abatement in the County Administration Center Recorder's Office,
- Various information technology projects, such as:
 - Document imaging projects,
 - Online data system for Health Care Policy Administration,
 - Upgrade to the public health lab computer system and the Visual Confidential Morbidity Reporting system,
 - Software upgrade for Project Care,
 - Software purchase to measure the effectiveness of contracted services,
 - I-Access security card entry system for County facilities,
 - Enhancements to the Documentum enterprise content management application and environment,
 - Animal Services business software,
 - Oracle database upgrades,
 - Clerk of the Board's Office initiative to digitize microfilm, and

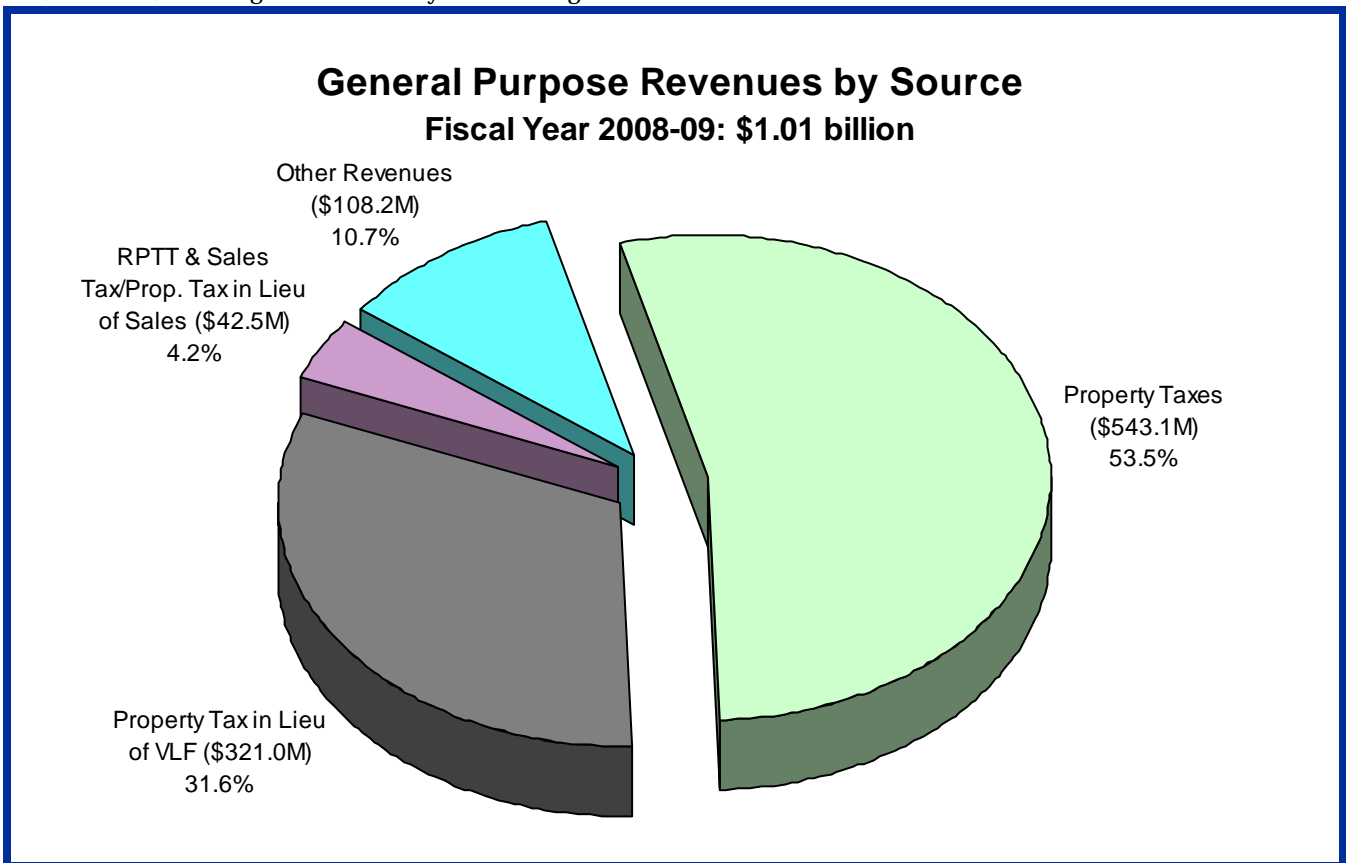


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- Chief Technology Office cross-functional help desk, Business Case Management System rollout and conversion to a new developer deposit solution.
 - Master plans for Valle de Oro and Sweetwater Drainage projects,
 - County matching funds for Woodside Avenue drainage project,
 - Various capital projects, including:
 - MSCP land acquisition,
 - North Central Public Health Clinic replacement,
 - Lincoln Acres Library and Community Center building replacement,
 - Office space for departments currently housed at the County Operations Center (COC) or COC Annex that will not be part of the new COC campus, and
 - Sweetwater Regional Park Campground improvements.
 - Expansion of the scope of the Cardiff Branch Library improvement project,
 - Grants provided to community organizations, and
 - Management reserves.

General Purpose Revenues

General Purpose Revenues by Source

General Purpose Revenues for Fiscal Years 2008-09 and 2009-10 are budgeted at \$1.01 billion and \$1.06 billion, respectively. As noted on page 45, they represent approximately 27.6% of General Fund Financing Sources. The revenues come from property taxes, property tax in lieu of vehicle license fees (VLF), 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 of Supervisors, therefore, has the greatest flexibility in allocating these revenues.

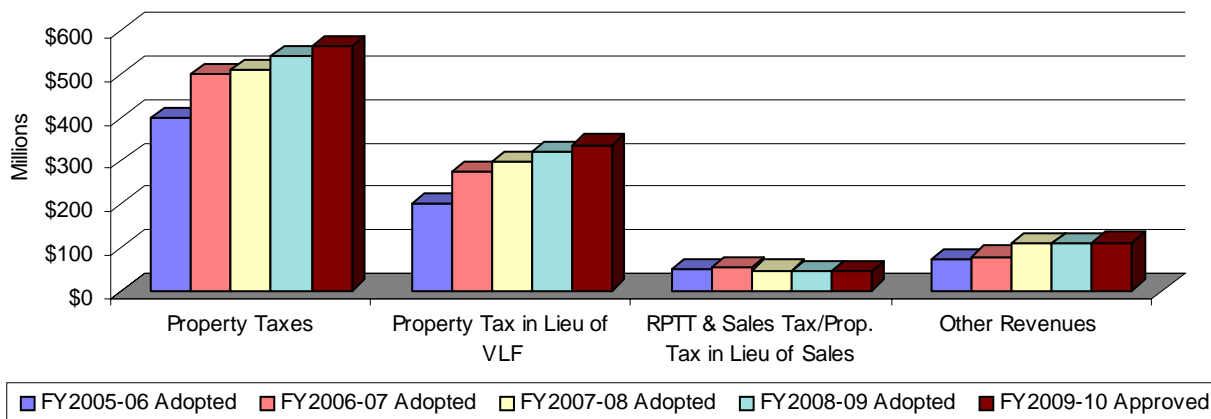


The growth in these revenues is principally affected by the local and State economies. In fact, over 85% of general purpose revenues is tied to activity in the real estate market. While the growth in General Purpose Revenues (GPR) averaged 6.2% annually from Fiscal Year 1999-00 through Fiscal Year 2005-06, the budgeted growth for Fiscal Year 2006-07 was 25.7% (\$185.3 million) over the Fiscal Year

2005-06 Adopted Budget. This growth was due to unique circumstances related to the restoration of property tax that was shifted to schools under a two-year agreement with the State, a sizeable adjustment to the Property Tax in Lieu of Vehicle License Fees by the State of California, and strong growth in supplemental property taxes combined with a change in the distribution formula that shifted more



**General Purpose Revenues by Source
Fiscal Years 2005-06 Through 2009-10**



General Purpose Revenues by Source (in millions)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Property Taxes	\$ 400.5	\$ 499.3	\$ 511.4	\$ 543.1	\$ 563.9
Property Tax in Lieu of VLF	200.5	274.5	297.1	321.0	336.7
RPTT & Sales Tax/Prop. Tax in Lieu of Sales Tax	47.6	54.2	46.2	42.5	44.3
Other Revenues	72.5	78.4	108.9	108.2	110.5
Total	\$ 721.0	\$ 906.3	\$ 963.6	\$ 1,014.8	\$ 1,055.4

supplemental taxes to the County as a result of the property tax in lieu of VLF legislation. Growth in Fiscal Year 2007-08 was budgeted at 6.3%, closer to the historic average. For Fiscal Year 2008-09, GPR growth is estimated to be 5.3% (\$51.1 million). The projected growth rate for Fiscal Year 2009-10 is expected to decelerate further to 4.0% (\$40.7 million). Details of these increases are discussed below.

Property Tax Revenue, (\$543.1 million in Fiscal Year 2008-09 and \$563.9 million in Fiscal Year 2009-10), including current secured, current supplemental, and current

unsecured, at 53.5% of the total, is the most significant source of General Purpose Revenues. For Fiscal Year 2008-09, budgeted property tax revenue is \$31.7 million or 6.2% higher than budgeted for Fiscal Year 2007-08. Property tax revenue growth of 3.8% or \$20.9 million is projected for Fiscal Year 2009-10.

The modest increase in property tax revenue is based on the slowed demand for housing in the county as evidenced by the reduction in residential building permits, year over year decline in the median price of homes, a significant increase



in notices of default and foreclosure, and slowing in total deeds recorded. These factors are partially mitigated by relatively low interest rates and the area's population growth. The table below presents a summary of historical and projected property tax revenues to show the changes by category.

Current Secured property taxes (\$511.8 million in Fiscal Year 2008-09 and \$532.4 million in Fiscal Year 2009-10) are budgeted to increase by \$37.2 million in Fiscal Year 2008-09 over the adopted level for Fiscal Year 2007-08. The Fiscal Year 2008-09 amount assumes a 6.0% increase in the local secured assessed value over the actual current secured assessed value growth for 2007-08, and factors in an allowance for tax increment allocations to redevelopment agencies and an allowance for delinquent property tax payments. Because the actual current secured assessed value growth for Fiscal Year 2007-08 exceeded the budgetary assumption (9.96% actual compared to the projected growth of 7.5%), the growth in secured property taxes on a budget to budget basis is 7.8%. Comparing Fiscal Year 2007-08 actual revenue to Fiscal Year 2008-09 budgeted revenue, the increase is 6.6%. Current real estate market conditions and the weakness in supplemental property taxes, as described below, indicate that further slowing of growth in these revenues. For Fiscal Year 2009-10, a 5% increase in local secured assessed value was assumed.

Current Supplemental property taxes (\$15.1 million in Fiscal Year 2008-09 and \$15.4 million in Fiscal Year 2009-10) are derived from net increases to the tax roll during the budget year and are, therefore, more difficult to predict.

Supplemental property tax revenues were \$29.5 million in Fiscal Year 2005-06. They dropped to \$23.4 million in Fiscal Year 2006-07. The actual amount of these revenues in Fiscal Year 2007-08 was 32.7% less than budgeted (\$14.0 million actual versus \$20.8 million budgeted) as a result of weakness in assessed value growth from the slowing in the real estate market. The adopted budget assumes the overall weakness will continue through the next two fiscal years with budgeted figures remaining well below the higher amounts realized in 2005-06 and 2006-07. The Fiscal Year 2008-09 budgeted amount is approximately \$1.1 million above the year-end actual amount for Fiscal Year 2007-08 followed by a slight increase of \$0.4 million in Fiscal Year 2009-10.

Current Unsecured property taxes (\$16.2 million in Fiscal Year 2008-09 and \$16.1 million in Fiscal Year 2009-10) do not build on a prior year base. The roll is forecasted based on trends and available information at the time the budget is developed. Growth of 1.1% is budgeted for Fiscal Year 2008-09 over the Fiscal Year 2007-08 Adopted Budget, with a marginally more cautious projection for Fiscal Year 2009-10.



Property Tax Summary (in millions)

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Current Secured	\$ 452.2	\$ 444.9	\$ 474.6	\$ 480.1	\$ 511.8	\$ 532.4
Current Supplemental	31.7	23.4	20.8	14.0	15.1	15.4
Current Unsecured	15.3	16.4	16.0	16.6	16.2	16.1
Total	\$ 499.3	\$ 484.6	\$ 511.4	\$ 510.7	\$ 543.1	\$ 563.9

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 31.6% (\$321.0 million) of the budgeted General Purpose Revenues in Fiscal Year 2008-09 and 31.9% (\$336.7 million) in Fiscal Year 2009-10. 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. Per the implementing legislation, revenue levels are now based on the growth in gross taxable unsecured and local secured assessed value, which is estimated to be 5.8% for Fiscal Year 2008-09. The Fiscal Year 2009-10 revenue growth is estimated using a 4.9% assessed value growth calculation.

Sales & Use Tax Revenue (\$24.8 million in Fiscal Year 2008-09 and \$25.3 million in Fiscal Year 2009-10) represents about 2.4% of General Purpose Revenues and is derived from taxable sales by businesses located in unincorporated county areas. 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. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act*, one of the 2003-04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to \$15 billion in bonds authorized by Proposition 57 (2004), *Economic Recovery Bond Act*, to help the State refinance its

past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF. Sales & Use Tax revenue has been growing moderately over the past few years in concert with population growth and new retail business formation in the unincorporated area. Currently, however, retail sales in the unincorporated area are following statewide flattening to marginally declining trends. Consequently, the amount budgeted for Fiscal Year 2008-09 is approximately \$0.03 million (0.1%) above the Fiscal Year 2007-08 Adopted Budget. Sales Tax growth in Fiscal Year 2009-10 is anticipated to be \$0.5 million (2.0%) over Fiscal Year 2008-09.

Real Property Transfer Tax (RPTT) Revenue for Fiscal Year 2008-09 is budgeted at \$17.7 million, a 17.3% (\$3.7 million) decrease from the Fiscal Year 2007-08 Adopted Budget, reflecting the slowing in the volume and value of real estate transactions. Revenues are projected to rebound by \$1.3 million or 7.4% in Fiscal Year 2009-10 with an assumption that property re-sales will marginally improve compared to Fiscal Year 2008-09. The Real Property Transfer Tax is paid when any lands, tenements, or other realty exceeding \$100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate, set by the State, is \$1.10 per \$1,000 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% of the revenues from transactions in the incorporated areas.



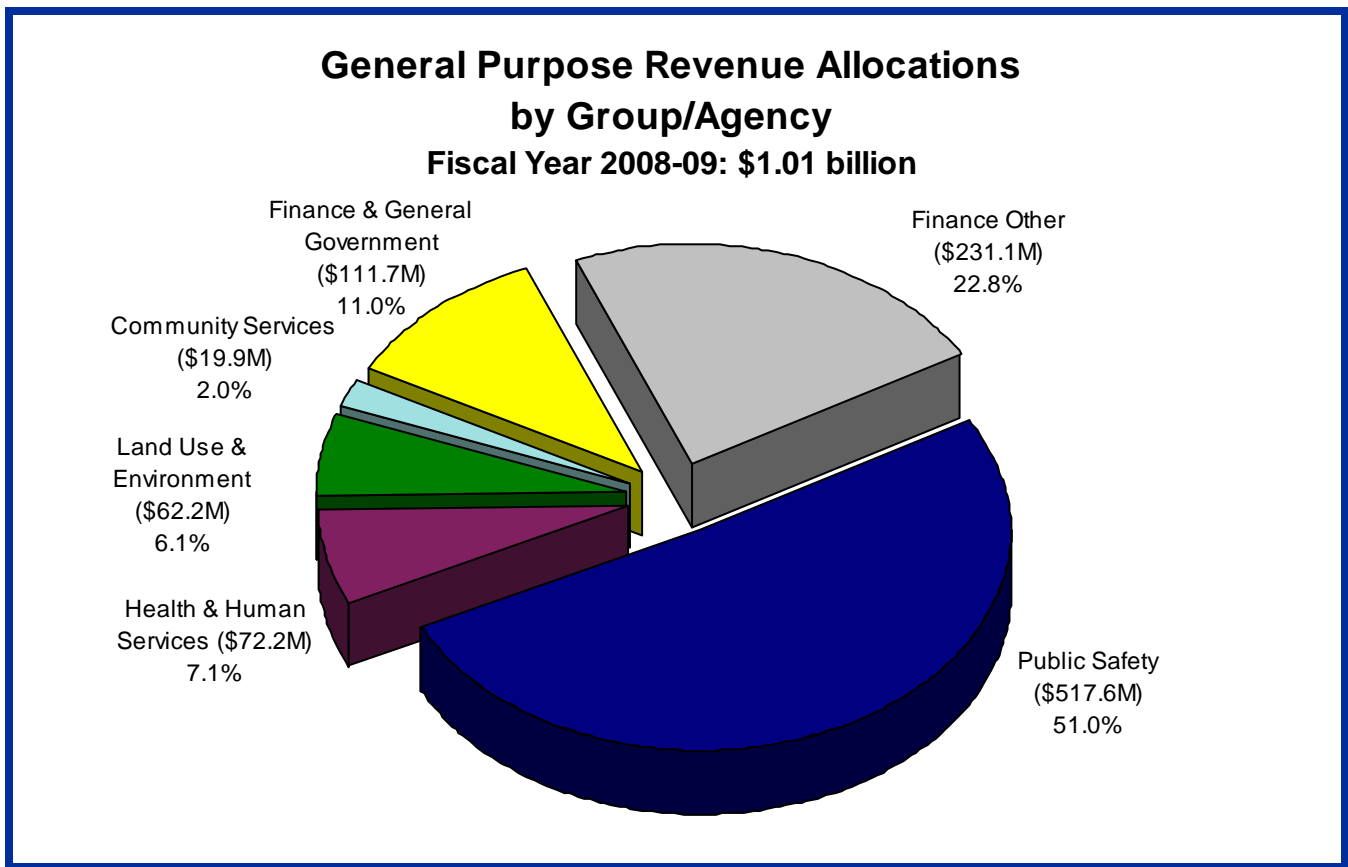
Other Revenues for Fiscal Year 2008-09 total \$108.2 million and increase to \$110.5 million in Fiscal Year 2009-10. The Fiscal Year 2008-09 amount represents a 0.7% or \$0.7 million decrease over the Fiscal Year 2007-08 Adopted Budget total. Various revenue sources make up this category including interest on deposits, fines, fees and forfeitures, redevelopment agency tax increment, prior year adjustments

on property taxes, franchise revenue, payment from the city of San Diego in lieu of booking fees, and other miscellaneous revenues. The decrease in revenues is primarily due to anticipated lower interest earnings on deposits as a result of a decline in interest rates that is partially offset by growth in redevelopment agency tax increment.



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 obligations, and the priorities and strategic direction set by the Board of Supervisors. While the recommended Fiscal Year 2008-09 budget for the Public Safety Group represents 26.8% of total County expenditures, the allocation of General Purpose Revenues for services in that Group equals 51.0% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 34.6% of total County expenditures but, because of significant amounts and funding from program revenues, requires only 7.1% of the total GPR.

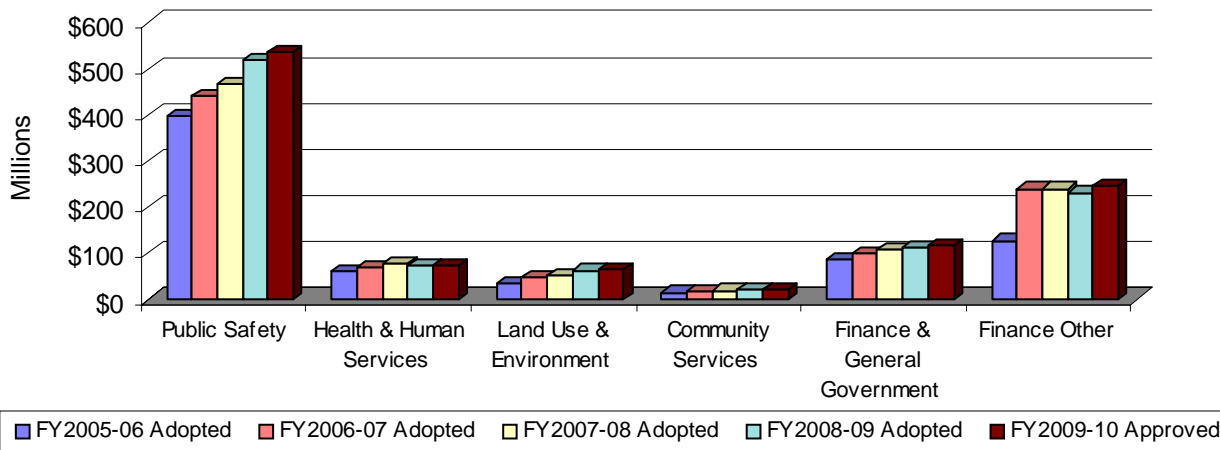


As noted below, the General Purpose Revenues in Fiscal Year 2008-09 increased by \$51.1 million over the Fiscal Year 2007-08 budgeted level and are anticipated to increase by an additional \$40.7 million in Fiscal Year 2009-10.

Normally, increases in General Purpose Revenues are used to support structural cost increases (including negotiated wage and benefits for County staff) for existing local discretionary services and to provide new or expanded services. Because of the economic downturn, it has become



General Purpose Revenue Allocations by Group/Agency
Fiscal Years 2005-06 Through 2009-10



General Purpose Revenue Allocations by Group/Agency (in millions)	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Safety	\$ 398.5	\$ 439.5	\$ 467.2	\$ 517.6	\$ 536.9
Health & Human Services	60.1	68.0	77.4	72.2	72.2
Land Use & Environment	34.4	45.8	51.9	62.2	63.7
Community Services	14.4	15.8	19.5	19.9	20.3
Finance & General Government	86.8	98.5	107.6	111.7	116.5
Finance Other	126.7	238.9	240.1	231.1	245.8
Total	\$ 721.0	\$ 906.3	\$ 963.6	\$ 1,014.7	\$ 1,055.4

necessary to use a portion of the limited growth in GPR in Fiscal Year 2008-09 to fund core services in Public Safety that would otherwise have been funded with Proposition 172, *Local Public Safety Protection and Improvement Act*, revenues. The only new or expanded services receiving funding include staffing in juvenile detention facilities, District Attorney prosecution services, tuberculosis screening in the jails, Multiple Species Conservation

Program (MSCP) stewardship in Parks and Recreation, additional fire service contracts in the unincorporated areas of the county, and support for the unincorporated area's share of increased operational costs in the Department of Animal Services.

For Fiscal Year 2009-10, a total of \$29.0 million out of the \$40.7 million increase is allocated to the five operating groups for structural cost increases. The allocations shown



also assume that there will be an improvement in Proposition 172 revenues, which would leave a balance of \$14.7 million allocated to Finance Other pending an updated needs analysis that will be done in the course of the development of the CAO Proposed Operational Plan for Fiscal Years 2009-10 and 2010-11. Further detail is

provided in the Group/Agency and Department sections that begin on page 91. The above charts and table show the amount of General Purpose Revenues allocated to support each Group/ Agency for Fiscal Years 2008-09 and 2009-10 compared to the three prior fiscal years.

Capital Projects

Capital Projects

Each year, the County assesses the need for capital improvements in accordance with Board of Supervisors Policies G-16, *Capital Facilities and Space Planning*, and B-37, *Use of the Capital Program Funds*. These policies provide guidelines for the County’s multi-year approach to capital projects. The projects identified in this process include the improvement to or acquisition of land and facilities. Infrastructure projects, such as roads, bridges, and sewer lines, are reviewed separately and budgeted in the applicable operating fund (e.g., Road Fund or sanitation district funds). The Fiscal Year 2008-09 capital projects budget for San Diego County is \$403.0 million. The following chart shows the amount of the new projects by Capital Program fund as well as a summary by Group/Agency of the remaining balance of projects previously budgeted and still underway. Once appropriations are established for a capital project, they are carried forward until the project is completed.

Capital Appropriations

	Dollar Amount	Number of Projects
Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2008–09)		
Capital Outlay Fund	\$ 392,816,372	7
County Health Complex Fund	7,000,000	1
Library Projects Fund	3,200,000	1
Total - Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2008-09)	\$ 403,016,372	9
Projects Underway		
Public Safety Group	\$ 83,652,523	12
Health & Human Services Agency	8,983,170	3
Land Use & Environment Group	73,027,858	100
Community Services Group	23,573,265	18
Finance & General Government Group	5,883,930	1
Total—Projects Underway	\$ 195,120,746	134
Grand Total	\$ 598,137,118	143

The Capital Program section of this Operational Plan on page 487 highlights major projects and includes a schedule of lease-purchase payments related to previously debt financed projects.

Reserves and Resources

Reserves and Resources

The County maintains a prudent level of reserves for various purposes. The tables below display the reserves and other available resources and fund balance designations as of July 1, 2007 and July 1, 2008.

County Reserves and Resources (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget
General Reserve	\$ 55.5	\$ 55.5
General Fund Contingency Reserve-Operations	20.0	20.3
Group/Agency Management Reserves	28.5	41.2
Debt Service Reserves	21.8	21.8
Environmental Trust Fund	65.4	60.9
Tobacco Securitization Endowment Fund	432.0	428.3
Workers' Compensation Fund	70.0	82.9
Public Liability Fund	26.3	26.6
Board Policy B-71 Fund Balance Reserve	96.3	101.5
Total County Reserves and Resources	\$ 815.8	\$ 839.0

Fund Balance Designations (General Fund only, in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget
Designated - Sheriff Capital Project	\$ 6.0	\$ 4.0
Designated - Dept. of Voter Registration	0.0	3.6
Designated - Planning and Land Use	1.5	0.9
Designated - Environmental Health	6.5	6.2
Designated - HA Kearny Mesa Lease	0.6	0.4
Designated - Realignment	74.6	74.6
Designated - ROV Equipment Replacement	0.0	0.4
Total Fund Balance Designations	\$ 89.2	\$ 90.1

General Reserve — A reserve established to address 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. Board of Supervisors Policy B-71,

Fund Balance and Reserves, sets a target amount for this reserve that equates to 5% of budgeted general purpose revenues. The County's General Reserve of \$55.5 million equates to 5.5% of Fiscal Year 2008-09 general purpose revenues and, therefore, exceeds the 5% target.



General Fund Contingency Reserve — The amount appropriated for unforeseen operational uncertainties during the fiscal year. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 2% of budgeted general purpose revenues. The amount budgeted for Fiscal Year 2008-09 complies with that policy.

Group/Agency Management Reserves — Appropriations established at the Group/Agency or department level to fund unanticipated items during the fiscal year or for a planned future year use.

Debt Service Reserves — The portion of bond proceeds for various County Certificates of Participation that are set aside to provide assurance to the certificate holder that funds are available should the County not be able to make a lease payment from currently budgeted resources.

Environmental Trust Fund — 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 \$466.0 million. Based on certain assumptions of portfolio yield, these proceeds would have enabled the County to fund approximately \$24.2 million of health care programs annually through approximately 2020. In May 2006, the original issuance was refunded through a second securitization and an additional \$123.5 million was deposited into the fund. It is estimated that this will extend the life of the endowment fund from the year 2020 to 2034 and allow for \$27.5 million in anticipated proceeds annually.

Workers' Compensation Fund — Established for Workers' Compensation Claims liability. An annual actuarial assessment is done to estimate the liability and to ensure that the County is maintaining sufficient reserves for current and future claims. As of July 1, 2008, the estimated liability is \$86.8 million, which includes \$19.9 million in expected costs for Fiscal Year 2008-09. The cash balance in the fund is \$82.9 million as of July 1, 2008.

Public Liability Fund — Established to reflect contingent liabilities. An annual actuarial assessment is done to estimate the liability and to ensure that the County is maintaining sufficient reserves for current and future claims. As of July 1, 2008, the estimated liability is \$19.4 million, which includes \$9.6 million in expected costs for Fiscal Year 2008-09. The cash balance in the fund is \$26.6 million as of July 1, 2008.

Board Policy B-71 Fund Balance Reserve — Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount that equates to 10% of general purpose revenues. The budgeted use of fund balance for Fiscal Year 2008-09 complies with that policy.

Fund Balance Designations (General Fund only) — The Board of Supervisors has determined from time to time that certain amounts of fund balance be designated for particular purposes. Balances can increase or decrease depending upon whether the funds are being accumulated for later use, are being used because of fluctuating workloads, or to make scheduled payments over a limited time. The current designations include the following:

- **Designated-Sheriff Capital Project** - Established in Fiscal Year 1999-2000, 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.



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- **Designated-Planning and Land Use** - The Building/Code Enforcement designation is set aside to balance revenue to costs for work in progress in coming fiscal years. The designation ensures that excess revenue over cost paid by Department of Planning and Land Use customers is used only to fund expenses related to building permit activities.
 - **Designated-Environmental Health** - In Fiscal Year 2003-04, the Department of Environmental Health (DEH) established this fund balance designation to set aside any excess revenue over cost each fiscal year for use in a subsequent fiscal year when costs exceed revenue. The designation ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.
 - **Designated-HA Kearny Mesa Lease** - This designation was established in Fiscal Year 2005-06 to pay the remaining annual lease payments for the Housing Authority office building located in the Kearny Mesa area of San Diego. These payments will be made from the General Fund from Fiscal Year 2006-07 through Fiscal Year 2012-13.
 - **Designated-Realignment** - This designation was established in Fiscal Year 2005-06 to provide a funding source for future years when fluctuations in ongoing realignment revenues may result in inadequate resources to fund the realigned Health, Mental Health and Social Services programs.
 - **Designated-ROV Equipment Replacement** - This designation will be established in Fiscal Year 2008-09 to set aside funding for replacement of election equipment based on revenue received for that purpose from participating jurisdictions in November 2006. These monies will not be used until a new long-term voting system has been selected.

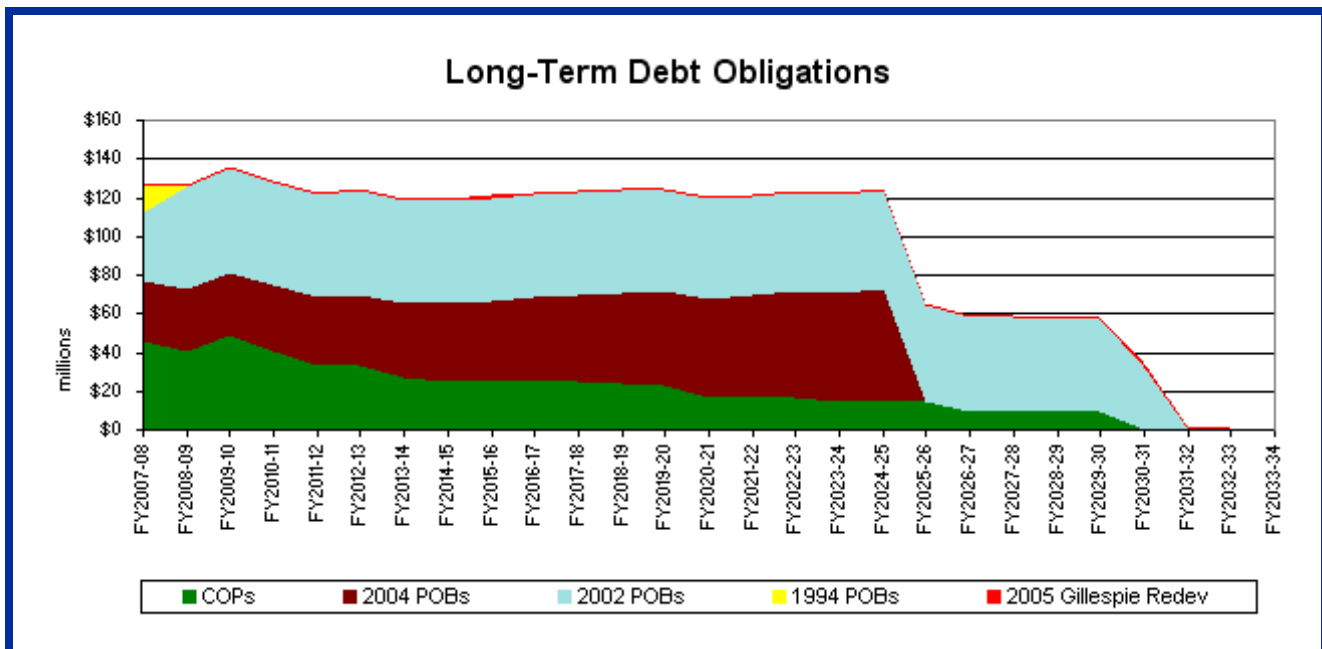
Long- and Short-Term Financial Obligations

Long-Term Obligations

The County has no outstanding General Obligation Bonds. The County's outstanding long-term principal bonded debt as of June 30, 2008 is:

Outstanding Principal Bonded Debt (in millions)

	As of June 30, 2008	Projected as of June 30, 2009
Certificates of Participation	\$ 357.6	\$ 327.2
Pension Obligation Bonds	1,068.2	1,006.0
Redevelopment Agency Bonds	15.3	15.0
Total	\$ 1,441.2	\$ 1,348.2



The chart above shows the County's scheduled long-term obligation payments through Fiscal Year 2033-34, which

include Certificates of Participation (COPs), taxable Pension Obligation Bonds (POBs), and Tax Allocation Bonds (TABs).



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, a capital asset is acquired or constructed with the proceeds from the issuance of COPs by the financing entity; the financing entity then leases the asset(s) to the County. At the end of the lease period, the title to the asset is conveyed 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 making actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings on the assets of the fund, and retiree benefits. POBs totaling \$430.4 million were first issued by the County in February 1994.

In June 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 UAAL. 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) to effect an economic defeasance of the remaining 1994 POBs. Such funds were

invested in an Investment Agreement. On August 15, 2007, the final maturity date of the 1994 POBs, the POBs were paid in full and are no longer outstanding.

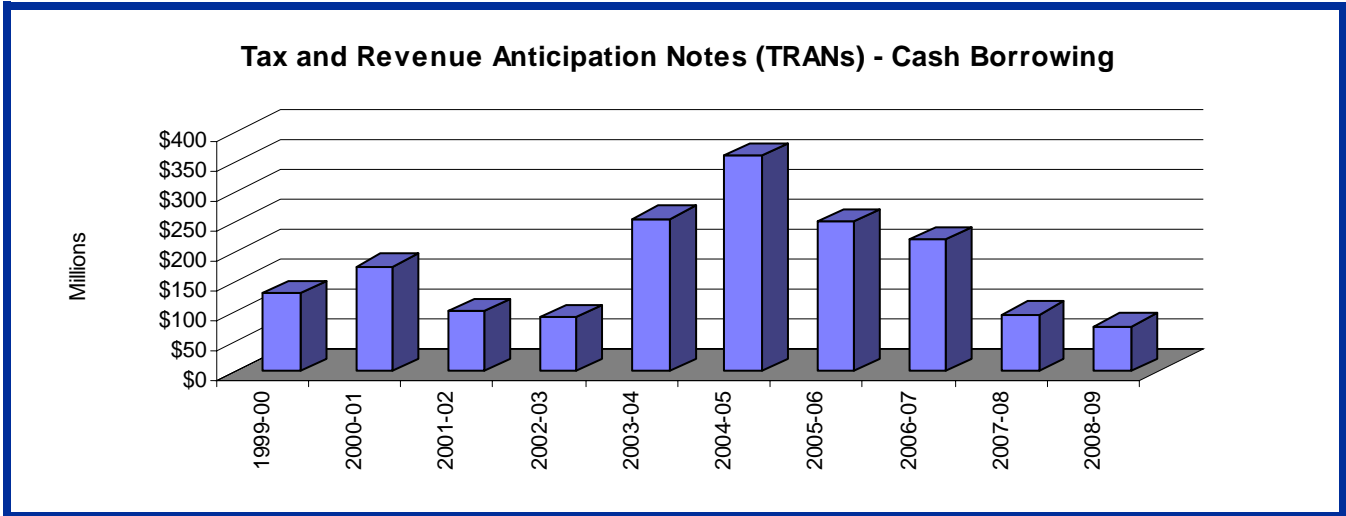
In August 2006, the County converted the Series 2004B Bonds in the amount of \$147,825,000 from Auction Rate Securities to fixed rate interest bonds. By converting these bonds to a fixed interest rate, the County protected itself from rising short-term interest rates, secured an attractive long-term fixed interest rate, and created future variable rate capacity which may provide additional economic benefit in the event of fixed rates increasing in the future.

On August 15, 2007, the County prepaid \$100 million and on February 15, 2008 an additional \$20 million of the 2002 POBs. In aggregate, these two principal prepayments saved the County approximately \$7.5 million in debt service payments on an annual basis. An additional principal prepayment on these bonds of \$44.0 million is included in the budget for Fiscal Year 2008-09, which will result in debt service payment savings of \$3.06 million annually.

Redevelopment Agency Tax Allocation Bonds (TABs) were issued on September 12, 1995 as limited obligations of the County of San Diego Redevelopment Agency (Agency) in the amount of \$5.1 million. The Agency was formed on October 14, 1974 pursuant to Redevelopment Law. The 1995 bonds were issued for the Gillespie Field Redevelopment Project, which is one of the Agency's two redevelopment project areas. The proceeds were used by the Agency to finance the construction of public improvements at the Gillespie Field Airport. On December 22, 2005, the Agency issued \$16 million in TABs to refund all of the Agency's outstanding 1995 bonds and to repay loans owed to the County's Airport Enterprise Fund. These loans were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In connection with the 2005 bonds, the County pledged to



make limited payments to the Agency from the Airport Enterprise Fund. This pledge is a limited obligation of the County and is not secured by the County's General Fund.



Short-Term Obligations

During the course of the fiscal year, the County experiences temporary shortfalls in cash due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue

Anticipation Notes (TRANS). The chart above shows TRANS borrowing for the past 10 years. The County has borrowed \$75.0 million through the TRANS program for Fiscal Year 2008-09.

Credit Rating and Long-Term Obligation Policy

Credit Rating and Long-Term Obligation Policy

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

	Moody's Investor Service	Standard & Poor's	Fitch Ratings
Certificates of Participation	A1	AA+	AA
Pension Obligation Bonds	Aa3	AA+	AA
Issuer Credit Rating	Aa2	AAA	AA+
Investment Pool		AAAf/S1	

Credit Rating

The most recent long-term review by the three rating agencies was performed in September 2008 in relation to the County's anticipated financing related to the County Operations Center (COC) and COC Annex Redevelopment Project. Moody's Investor Service and Fitch Ratings affirmed the County's long-term issuer rating, lease financing ratings, and Pension Obligation Bond ratings. Standard & Poor's upgraded all three ratings of the County. According to Standard & Poor's credit research report issued in September 2008, "The raised ratings reflect the county's very strong financial management practices and policies, its continued strong reserve position, and demonstrated track record of meeting or exceeding forecasts. Owing to its very strong financial management practices, we believe the county's credit quality and rating are resilient to the recent trend of softer revenue performance related to the current and acute downturn in the regional residential real estate market."

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 foundation of any well-managed debt program is a comprehensive debt management policy. A debt management policy sets forth the parameters for issuing debt and managing the outstanding debt portfolio and provides guidance to decision makers. Adherence to a debt management policy helps to ensure that the County maintains a sound debt position and that credit quality is protected. The County Board of Supervisors adopted Board Policy B-65, *Long-Term Obligations Management*, on August 11, 1998. This policy, along with the rating agencies' analyses, has been the foundation for the County's debt program. 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 U.S. Treasury to avoid the loss of tax exempt status; and
- The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.

The County is also a conduit issuer on various financings, whereby the County issues tax-exempt long-term bonds on behalf of a qualifying entity. That entity 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 as of June 30, 2008.



Outstanding Conduit Issuances

	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp	2028	\$ 112,020	\$ 93,230
1998 San Diego Natural History Museum	2028	15,000	12,800
2000 San Diego Museum of Art	2030	6,000	5,700
2000 Salk Institute	2031	15,000	13,510
2001 University of San Diego	2041	36,870	30,495
2002 San Diego Imperial Counties	2027	10,750	7,500
2003 Chabad	2023	11,700	9,655
2003 San Diego Jewish Academy	2023	13,325	11,185
2004 Bishop School	2044	25,000	24,875
2004 Museum of Contemporary Art	2034	13,000	10,750
2005 Sidney Kimmel Cancer Center	2031	24,500	21,915
2005 Burnham Institute for Medical Research	2034	59,405	57,450
2006 San Diego Foundation	2036	13,500	13,500
2008 The Arc of San Diego	2038	13,250	13,250
Total Conduits		\$ 369,320	\$ 325,815
Housing			
1999 Laurel Village Apartments	2014	\$ 1,670	\$ 786
2001 Village West	2031	4,438	3,394
2002 Spring Valley	2020	3,250	2,984
Total Housing		\$ 9,358	\$ 7,165
Reassessment Bonds			
1997 4S Ranch Reassessment District Bonds	2012	\$ 21,755	\$ 8,900
Total Reassessment Bonds		\$ 21,755	\$ 8,900



Financing Authority and Bond Ratios

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

Issuance Authority	
ISSUER	LEGAL AUTHORITY
County of San Diego	General: Government Code Section 29900 et. seq.
	Maximum Indebtedness: Government Code Section 29909
	Short-Term TRANS: Government Code Section 53850 et. seq; Commercial Paper & Teeter Revenue: Government Code Sections 54773-54783 and Revenue & Taxation Code Section 4701et. seq.
	Pension Obligation Bonds: Government Code Section 53506 et. seq.
Joint Powers Authority	Government Code Section 6500 et. seq.
Redevelopment Agency	Health and Safety Code Section 33000 et. seq.
Housing Authority	Health and Safety Code Section 34200 et. seq.
	Multifamily Bonds: Health and Safety Code Section 52075 et. seq.
Mello-Roos Community Facilities District	Government Code Section 53311et. seq.
Nonprofit Corporation	Corporations Code Sections 5110, 5140(d)
Assessment Bonds	Street & Highway Code Sections 6400 et. seq. and 8500 et. seq.
Conduit Bonds	Government Code Section 26227

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

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



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

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

consisting of enterprise revenue which is used to finance an activity related to the source of the revenues, such as the activity of the enterprise.

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

Bond and Debt Service Ratios

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

Bond Ratios				
	Fiscal Year 2005-06	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09
Net Bonded Debt (in millions) ¹	\$ 1,655.8	\$ 1,597.0	\$ 1,578.7	\$ 1,404.1
Net Bonded Debt per Capita	\$540	\$515	\$502 ²	\$441 ²
Ratio of Net Bonded Debt to Assessed Value	0.52%	0.45%	0.41%	0.35%

¹ Net Bonded Debt is reported as of June 30, 2008. It excludes Redevelopment Agency Bonds and reflects the net effect of debt service reserves (approximately \$21.75 million as of June 2008).

² Based on the revised estimated January 1, 2007 and the estimated January 1, 2008 population figures for the County of San Diego provided by the State of California Department of Finance.

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code Section 29909 would be 1.25% of the taxable property of the county. The estimated taxable assessed value in the county as of June 30, 2009 is \$406.4 billion. The debt limit would, therefore, be \$5.08 billion, far greater than the current debt of \$1.4 billion.



General Fund Debt Service Ratio

Components of General Fund Debt Service Ratio (in millions)

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund Revenue ¹	\$ 2,883.7	\$ 3,181.0	\$ 3,340.5	\$ 3,464.6	\$ 3,518.9
Total Debt Service ²	\$ 122.0	\$ 123.7	\$ 115.2	\$ 128.3	\$ 135.0
Ratio of Total Debt Service to General Fund Revenue	4.23%	3.89%	3.45%	3.70%	3.84%
General Fund Share of Debt Service Cost ³	\$ 105.4	\$ 106.5	\$ 99.1	\$ 108.5	\$ 108.5
Ratio of General Fund Share of Debt Service to General Fund Revenue	3.66%	3.35%	2.97%	3.13%	3.08%

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

² Total Debt Service amounts were restated to include estimated broker-dealer and auction agent fees associated with the 2002 auction rate bonds. The Series 2002B Pension Obligation Bonds (POBs) currently bear interest at a variable rate. \$405,125,000 of the principal amount of the Series 2002B2-4 POBs have been synthetically fixed pursuant to a swap agreement between the County and the Swap Providers, and the balance of the Series 2002B POBs is not subject to such agreement. The County has assumed that the Series 2002B2-4 POBs will bear interest at 5.30% plus 0.31% to account for ongoing broker-dealer fees and will incur 150 basis points in basis risk during the indicated fiscal years. The Series 2002B-1 POBs are assumed to bear interest at a variable rate of 7.26%, which consists of the historical average rate from March 2007 through March 2008 of 4.95%, plus an additional 2.00% contingency amount and an additional 0.31% to account for ongoing broker-dealer fees.

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

Financial Planning Calendar - 2008-09 Target Dates

Jan 22	Narrative Instructions for Operational Plan issued by Office of Financial Planning (OFP)
Feb 11	Budget Instructions for Operational Plan issued by OFP and budget database opens for modifications
Mar 3	Due date for departments to submit draft Accomplishments, Objectives, and Performance Measures sections of narratives to OFP; send copy to Group Finance Director (GFD)
Mar 21	Budget database closed to departments to enable Groups to review
Mar 28	Deadline for departments to submit their changes from current year adopted budget plus their final Anticipated Accomplishments, Objectives, and Performance Measures sections of narratives
Apr 4	Budget database closed to Groups
Apr 11	Deadline for Groups to have all department narratives reviewed and submitted to OFP
Apr 28	Draft copy of balanced CAO Proposed Operational Plan sent to Chief Administrative Officer (CAO), Assistant CAO, Chief Financial Officer (CFO), and General Managers
May 5	CAO Proposed Operational Plan docketed and released to the Board of Supervisors and public Change Letter Instructions issued by OFP and budget database opens for modifications
May 13	Board of Supervisors accepts CAO Proposed Operational Plan
May 14	Budget Change Letter database closed to departments to enable final review by Groups
May 16	Department Change Letter narratives due to Group for review
May 21	Budget Change Letter database closed to Groups
May 23	Deadline for Groups to have all departments' Change Letter narratives reviewed and submitted to OFP Departments to submit copy of budget positions report with Classification Activity Reports to Department of Human Resources
Jun 9-18	Public Hearings on Proposed Operational Plan (10 calendar days)
Jun 13	Deadline for Groups to submit responses to Referrals to Budget to OFP
Jun 18	Last day for Citizen Advisory Committees to submit statements to the Clerk of the Board The CFO files the CAO Change Letter with the Clerk of the Board; all other proposals from Board members or the public to increase the CAO Proposed Operational Plan are due to the Clerk of the Board
Jun 24-25	Board Deliberations and approval of the 2008-10 Operational Plan
Jul 22	Board of Supervisors adopts Fiscal Year 2008-09 Budget

Summary of Related Laws, Policies, and Procedures

Summary

The following is an overview of the various laws, policies, and procedures the County adheres to in its financial management practices and uses to guide the County's decision making process.

On April 21, 1998, the Board of Supervisors accepted the General Management System (GMS) as the formal comprehensive guide for planning, implementing, and monitoring all functions and processes that affect delivery of services to the residents of San Diego County. The County developed the GMS process following the severe fiscal crisis that threatened County programs and solvency in the mid-1990s. However, the GMS is much more than a crisis management tool for putting the County's fiscal house in order.

Board of Supervisors Policy A-136, *Use of County of San Diego General Management System for Administration of County Operations*, enforces the County's goal of providing the best possible services to residents as efficiently and effectively as possible. The GMS helps ensure that sound planning, preparedness, and improvement become permanent organizational ethics. With the GMS as a guide, the County continues to use strong fiscal management practices, while remaining focused on providing superior services to County residents. The principles and procedures outlined by the GMS are meant to apply to every County function on an ongoing basis.

For more detail on the GMS, see Understanding the Operational Plan section on page 16.

Budget and Finance

California Government Code §§29000-29144 and 30200, known as the County Budget Act, provide the statutory requirements that guide the development and content of the County's budget. Government Code §29009 requires a

balanced budget in the proposed and final budgets, defined as "the budgetary requirements shall equal the available financing."

County Charter Article VII, Section 703 - Establishes the Chief Administrative Officer (CAO) as responsible for all Groups, the Agency, and their respective departments (except departments with elected officials as department heads), and as responsible for supervising the expenditures of all departments and reporting to the Board of Supervisors on whether specific expenditures are necessary.

County Administrative Code Article VII, Budget Procedure and Appropriation, Revenue and Staffing Limitations - Establishes the components and timeline for the budget process and establishes the CAO as responsible for budget estimates and submitting recommendations to the Board of Supervisors.

Board of Supervisors Policies

A-81 Procurement of Contract Services - Outlines the conditions and methods by which all contracts for services may be entered into and defines contract administration responsibilities. Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives and this policy ensures the establishment of proper safeguards.

B-58 Funding of the Community Enhancement Program - Establishes the funding level for this grant program and delineates eligibility criteria and application guidelines for prospective grant recipients.

B-71 Fund Balance and Reserves - Establishes guidelines regarding the use of fund balance and the maintenance of reserves in order to protect the fiscal health and stability of the County. Expenditures for services are subject to fluctuations in demand and revenues are influenced by changes in the economy and by State and federal regulations. This policy ensures the County is prepared for unforeseen events by establishing and maintaining prudent levels of fund balance and reserves.



E-14 Expenditure of Tobacco Settlement Revenue in San Diego County - Establishes guidelines for the allocation of anticipated Tobacco Settlement revenue which is to be used for healthcare-based programs.

H-1 Fleet Services Internal Service Fund - Establishes guidelines for the development, administration, and control of the Fleet Services Internal Service Fund (ISF).

M-13 Legislative Policy. State-Mandated Local Program Costs - Calls on the State and federal Legislature to encourage equitable reimbursement of mandated local program costs.

M-26 Legislative Policy. Governance and Financing of Local Agencies - Calls on the Legislature to redress inequitable State funding formulas.

County Administrative Manual 0030-13 Budget Program/Project Follow-Up - Establishes sunset dates to be placed on programs intended to have limited duration so related staff and other resources will not be shifted to other activities without the Board of Supervisors approval.

Revenue

Board of Supervisors Policies

A-126 Proposition 172 and New Program Revenues in the Sheriff's Department, Office of the District Attorney and the Probation Department - Ensures collaboration between the Board of Supervisors and the District Attorney, Sheriff, and Probation in developing an annual plan for the use of Proposition 172 funds and increased program revenues.

B-29 Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery - Provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible and requires County departments to certify that a proposed activity or project funded primarily by grant funds would be worthy of expending County funds if that outside funding were not available.

County Administrative Manual

0030-01 Full Cost Recovery of Services - Establishes a procedure within the framework of Board of Supervisors Policy B-29, to serve as guidance in the process of recovering full costs for services provided to agencies or individuals outside the County of San Diego organization under grants or contracts or for which fees may be charged.

0030-03 Application and Acceptance of Grants - Establishes a procedure within the framework of Board of Supervisors Policy B-29, to serve as guidance when requesting the Board of Supervisors approval of the application and acceptance of grants, awards, or revenue contracts.

0030-06 State Mandated Cost Recovery - Establishes guidelines to attempt full recovery of all State mandated costs resulting from chaptered legislation and executive orders.

0030-14 Use of One-Time Revenues - Defines the conditions by which one-time revenues are to be allocated to ensure that one-time revenue is appropriated only for one-time expenditures, such as capital projects or equipment, not to ongoing programs.

0030-18 Establishing Funds and Transfer of Excess Cash Balances to the General Fund - Defines the procedure for approval and establishment of funds. The policy provides for the transfer of excess cash balances to the General Fund from various funds within the County's area of financial and cash management which contain earnings or moneys in excess of those funds' requirements. Transferring these excess cash balances to the County, where the financing terms require this action, allows the County to offset a portion of the staff time associated with the management of these funds.

0030-19 Revenue Match Limitation - Establishes guidelines limiting General Fund contributions for revenue matches. Revenue matches should be limited to the mandated percentage level unless clear justification is provided which results in a waiver of the policy by the Board of Supervisors.



0030-22 Revenue Management: Auditor and Controller & CAO Responsibilities - Establishes the Chief Financial Officer (CFO)/Auditor and Controller and the CAO as responsible for revenue management by reviewing and evaluating County revenues from all sources in order to maximize these revenues within existing legal provisions, and to institute internal controls and identify the systems to be utilized by all departments to estimate, claim, and collect revenues.

Debt Management

Board of Supervisors Policy B-65 Long-Term Financial Obligation Management Policy - Establishes guidelines for entering into long-term financial obligations to meet the demands of growth and that these financial obligations must be entered into and managed using sound financial practices. Please see page 67 for more detail on this policy.

County Administrative Manual 0030-09 Debt Advisory Committee - Establishes guidelines for the Debt Advisory Committee which reviews and evaluates all long-term financing obligations which bear the County of San Diego's name or name of any subordinate agency of the County or any conduit financing, prior to approval by the County Board of Supervisors. Following general parameters, the Committee reviews all proposed financings and based on their satisfactory determination, provides an evaluation for the Board of Supervisors and concurs on any Board letter.

Capital Improvement

The County Board of Supervisors has jurisdiction over the acquisition, use, and disposal of County-owned real property and County-leased property under the authority of **California Government Code §23004**.

Board of Supervisors Policies

B-37 Use of the Capital Program Funds - Establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.

G-16 Capital Facilities and Space Planning - Establishes a centralized, comprehensive program and responsible agency to manage the capital facilities program and space needs of the County, and establishes general objectives and standards for the location, design, and occupancy of County-owned or leased facilities, as well as serving as the steward of a Countywide master plan and individual campus plans.

County Administrative Manual

0030-23 Use of the Capital Outlay Fund (COF), Capital Project Development, and Budget Procedures - Establishes procedures for developing the scope of capital projects, for monitoring the expenditure of funds for capital projects, for reporting annually on the life-to-date project costs, and for the timely closure of capital projects.

0050-01-06 Capital, Space, and Maintenance Requests - Provides guidelines for capital, space, equipment and maintenance requests, establishes appropriate criteria and a structured and centralized process for evaluating and prioritizing requests integrated with the General Management System (GMS), and ensures that requests are complete and evaluated for any potential impact on County long-range strategic plans and programs and are included in the budget process.

Other

County Administrative Code Article XII-D Department of Human Resources (DHR) - Designates DHR as responsible for handling all matters arising under the Labor Relations Ordinance, and for representing the Board of Supervisors in the meet and confer process with recognized employee organizations as required by law (California Government Code §3500 et. seq.). The Labor Relations Ordinance (No. 6273) provides the governance for Labor Relations activities at the County.



Board of Supervisors Policies

A-71 San Diego County Economic Development - Defines the County's role in facilitating and maintaining activities and programs that improve the economic health of the region and the quality of life of its residents.

A-73 Openness in County Government - Establishes various guidelines which assure the openness of County decision making processes.

County Administrative Manual 0090-01-01 Policy and Procedure for Conducting Economy and Efficiency Determinations for Service Contracts - Establishes procedures for conducting economy and efficiency determinations pursuant to County Charter sections 703.10 and 916. This item describes the required facts County departments must present to the CAO to support a determination that a proposed use of an independent contractor is both more economical and efficient than the use of County employees to provide a particular service.

All policies, codes, ordinances, and resolutions approved by the Board of Supervisors that relate to County Programs are reviewed periodically. A cyclical process to routinely and systematically evaluate and reconsider these items is outlined in **Board of Supervisors Policy A-76 Sunset Review Process**.

Measurement Focus and Basis of Accounting

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

Governmental Funds are reported using the current financial resource measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Sales tax, 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 recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims, and judgments, are recorded only when payment is due. General capital asset acquisitions and general principal payments are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

Proprietary Funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the County's enterprise funds and internal service funds are charges to customers for services. Operating expenses for enterprise funds and internal service funds include the costs of services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Financial Statement Presentation

For governmental funds 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.

For proprietary funds and fiduciary funds, all assets and liabilities associated with the operation of these funds are included on the statement of net assets. Net assets for the



proprietary funds are segregated into net assets invested in capital assets, net of related debt, and unrestricted net assets in the County's Comprehensive Annual Financial Report (CAFR). The net assets for the fiduciary funds are described as "held in trust for other purposes" in the CAFR. Proprietary fund-type operating statements present increases (i.e., revenues), decreases (i.e., expenses), and the change in net assets. The County has elected to apply all applicable Governmental Accounting Standards Board (GASB) pronouncements, as well as any applicable pronouncement of the Financial Accounting Standards Board (FASB), the Accounting Principles Board, or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. The County has elected not to apply the FASB standards issued subsequent to November 30, 1989, in reporting proprietary fund operations. The GASB periodically updates its codification of the existing Governmental Accounting and Financial Reporting Standards, which, along with subsequent GASB pronouncements (Statements and Interpretations), constitutes Generally Accepted Accounting Principles (GAAP) for government users.

Differences Between Budgetary and Financial Reports

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

The County's financial statement, the CAFR, is prepared in conformity with GAAP. The Schedule of Revenues - Expenditures, and Changes in Fund Balance - Budget and Actual presented as Required Supplementary Information is prepared using the GAAP basis. This statement includes the following columns:

- The Original Budget column consists of the current fiscal year adopted budget plus the encumbrances carried forward from the prior fiscal year. Also, the original budget is adjusted to reflect reserves, transfers, allocations, and supplemental appropriations that occur prior to the start of the fiscal year. The County adopts its budget subsequent to the start of the new fiscal year. Therefore, under the circumstances, the complete budget that is adopted by the County Board of Supervisors constitutes the adopted budget, plus the approved carry forward for purposes of the budgetary comparison presentation.
- The Final Budget column consists of the Original Budget column plus budget changes occurring during the fiscal year plus technical amendments that occur after the close of the fiscal year less the amount of the budget carried forward to the subsequent fiscal year.
- The Actual column represents the actual amounts of revenue and expenditures reported on a GAAP basis which is the same basis that is used to present the aforementioned Original and Final Budget.

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



Summary of Related Laws, Policies, and Procedures

All Funds - Changes in the reservation or designation of fund balance in the CAFR are shown as appropriations (expenditures) or revenues in the Operational Plan depending upon whether they are to be increased or used as a funding source.

Excellence in Governing

Recognitions of Excellence

During Fiscal Year 2007-08, the County of San Diego again received numerous awards and recognition from local, state, and national organizations, as well as by a variety of industry, civic, 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. The County is proud that its leadership in these areas has been recognized for the following:

- In May 2008, the County received the *Golden Watchdog Award* from the **San Diego Taxpayers Association** for its AlertSanDiego mass notification system. The Watchdog Award program honors agencies that exemplify efficient use of tax dollars.

Capable of reaching 1.1 million households in San Diego within three hours, the Internet-based AlertSanDiego program uses email, text, and phone messages to circulate emergency information countywide. During Firestorm 2007, San Diego County used its newly implemented AlertSanDiego program to circulate emergency information to 500,000 county residents.

- San Diego County received 39 awards at the 2008 annual *Achievement Awards* competition sponsored by the **National Association of Counties (NACo)**. This was the fourth year in a row that the County has received more awards than any other U.S. county.

The winning programs, which span all five County business groups, were recognized for being innovative and successful, and for promoting quality, efficiency, and a responsive county government.

- The County of San Diego took top honors in the *2008 Digital Counties Survey* conducted by the **Center for Digital Government**. The Center for Digital

Government recognizes counties using information technology in increasingly innovative ways and improving service to their citizens. The survey is an annual study by the Center and the NACo.

- The County Library's LEARN/Laubach ESL Program is one of 18 programs selected by NACo as a recipient of a *2008 Acts of Caring Award*. Acts of Caring Awards recognize the top county volunteer programs in the country. The program is a partnership between the Library's adult literacy program, LEARN (Libraries Empower All to Read Now), and the Laubach Literacy Council of San Diego County. Through this partnership, volunteer tutors are trained to teach English as a Second Language (ESL) to adult immigrants and non-English speakers in the County Library branches. By the end of its first year, 25 volunteer tutors were teaching 76 students at 6 library branches.
- The **Center for Digital Government** recognized the County Health and Human Services Agency (HHSA) in September 2007, with the *2007 Digital Government Achievement Award* for utilizing Web technology to manage outside service referrals. The Digital Government Achievement Award is a national program that recognizes outstanding agency and department Web sites and applications that enhance information interactions, transactions, and services.

The e-Referral system allows all outside agencies that refer clients to HHSA programs (police, hospitals, etc.) to use a standardized, Web-enabled referral process, eliminating duplicative entries while ensuring secure, fast, and efficient referrals in compliance with the Federal Health Insurance Portability & Accountability Act requirements.

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



Strategic Initiative - Improving Opportunities for Kids

- The Department of Child Support Services was awarded the **Child Support Directors Association of California Positive Collaboration Award**. The department won the award for its collaborative effort in working with the State, cell phone companies, and the National Cell Phone Workgroup in implementation of the pilot Cell Phone Project. The Cell Phone Project, launched in July 2007, uses administrative subpoenas to obtain the contact information of non-custodial parents from cellular phone providers.
- **National Association of Counties (NACo) - Achievement Awards - 2008**
 - Child Support Employer Outreach - an outreach strategy, implemented by the Department of Child Support Services, designed to educate employers about their important role relating to child support withholding orders.
 - Workforce Academy for Youth - a six-month paid internship program with the County that provides employment, training, and mentorship to emancipating foster youth to better prepare them for self-sufficiency.
 - Miracle Field - a public/nonprofit partnership with the Miracle League of San Diego and the Department of Parks and Recreation to build the first Americans with Disabilities Act (ADA) accessible ball field of its kind in Southern California.
 - Preschool Development Health Screening in Libraries - a partnership between County branch libraries and Family Health Centers of San Diego to offer no-cost, quality health and developmental services to low-income and medically underserved families with children ranging in age from four months to five years.
- Camp Barrett Work Readiness Program - a collaboration between the Probation Department and the Office of Education's Juvenile Court and Community Schools to provide employment readiness training to the wards of Camp Barrett, a detention facility for young adults.
- Child Support Cell Phone Interface Project - pilot project using administrative subpoenas to obtain cell phone numbers and addresses of non-custodial, non-paying parents from cell phone providers, resulting in increased child support collections.
- Vista GREAT Program - a partnership between the Sheriff's Department Vista Station, the city of Vista, and the Vista Unified School District to provide Gang Resistance Education and Training (GREAT), a model program shown to reduce risk factors associated with delinquency and gang membership.
- The San Pasqual Academy Neighbors (SPAN) intergenerational mentoring program, where older adults live near the campus in reduced-rent homes in exchange for mentoring the foster teens attending the academy, was selected to receive the first **Intergenerational Shared Site Best Practices Award** from **Generations United** and the **MetLife Foundation**.
- The **MetLife Foundation** and the **National Association of Area Agencies on Aging** have selected Legacy Corps San Diego as a recipient of the **2007 Older Volunteers Enrich America's Award of Excellence in Older Volunteer Program Management**. Legacy Corp matches seniors and the at-risk youth they mentor, to clients and their caregivers, allowing a much needed respite break for the caregiver.
- The Department of Parks and Recreation received a **Project of the Year Award** from the **American Public Works Association** for the Miracle Field at San Dieguito Park. The field opened in May 2007 and was the first Southern California baseball field designed to provide recreational opportunities for children with special



needs. The award was granted based on the exemplary collaborative effort that took place between the County and the community in order to make the Miracle Field a reality. This project also received an *Award of Excellence for Facility Design* at the 2008 California Parks and Recreation Society (CPRS) Annual Conference.

Strategic Initiative - Protecting the Environment

- The Department of Parks and Recreation received three awards for the new Goodan Ranch Center which opened to the public in September 2007. The \$1.5 million dollar project was funded by County insurance proceeds from the Cedar Fire and includes ranger facilities, an exhibit room, public restrooms, and a meeting hall.
 - *Sustainable Communities Champion* award from SDG&E for the promotion of green building design practices in SDG&E's service area. Goodan Ranch Center is 48.3% more energy efficient than is required by California Energy Efficiency Standards.
 - *Special Achievement in Energy by a Government Agency* award from SANDEE (San Diego Excellence in Energy) for outstanding projects and activities that have achieved significant energy savings and/or contributions toward the goals of the San Diego Regional Energy Strategy 2030 through the implementation of energy efficiency, energy conservation, renewable energy measures, and CO² reduction in San Diego County.
 - *Achievement Award for Facility Design and Planning* from the California Parks and Recreation Society. The award is presented annually for one regional park project that effectively integrates active public involvement in the planning and design of energy-efficient and environmentally friendly park facilities to satisfy the needs of the community.
- National Association of Counties (NACo) - *Achievement Awards - 2008*
 - Porous Pavement - Improving Stormwater Treatment - an innovative project by the Department of General Services (DGS) to demonstrate the benefits of porous pavement and treatment facilities in preventing contaminants from entering sensitive waterways.
 - Low Impact Development Handbook - a comprehensive manual of low impact development planning and stormwater management techniques; this handbook is already serving as a model for other programs in the Southwest United States.
 - Ramona Grasslands and Santa Maria Creek Restoration - a project that developed and implemented parks and recreation strategies to preserve the rural character of the town of Ramona through the protection of open space, utilization of creative tools to enhance and restore wildlife habitat, and expansion of the community trails network.
 - Healthy Garden-Healthy Home - an outreach program to support Integrated Pest Management education and training to residents to reduce the amount of home-use pesticides entering local waterways.
- The San Diego Chapter of the American Society of Civil Engineers recognized the County's Department of Public Works with awards for five projects:
 - *Outstanding Project Award* for the Water Quality Basin at Woodside Avenue project in Lakeside which exemplified the water quality benefits that can be obtained with limited space in an urban environment.
 - *Award of Excellence* for efforts to address potential erosion resulting from the October 2007 wildfires. The Firestorm 2007 Emergency Flood/Erosion Protection Project protected homes and roads and Watershed Protection staff were instrumental in assessing sites and implementing erosion control measures over 500 acres of charred land.



- **Award of Excellence** for the Wildcat Canyon Road Improvements project which improved operational safety of the road, provided safe wildlife/equestrian under-road crossings, relieved traffic congestion issues and minimized effects of potential increases in traffic volume.
 - **Award of Excellence** for the Rancho San Diego State Routes 54 and 94 Widening project which widened portions of the two state routes from four lanes to six lanes and included bike lanes in both directions.
 - **Award of Merit** for the Central Avenue Flood Control Improvements which provided 100-year flood protection for a neighborhood in Bonita. With the help of a \$3 million FEMA grant, the County was able to construct one of the largest flood control facilities in the unincorporated County, which will result in fewer road closures and improved public safety for residents and motorists.
 - The Water Quality Basin at Woodside Avenue in Lakeside received the **American Public Works Association Award for Environmental Project of the Year** in 2007. This water quality basin provides treatment to urban runoff from the surrounding community. The basin will help prevent pollutants within the urban runoff from entering these downstream waterways.
 - The Department of Parks and Recreation's Ramona Grasslands Preserve Area Specific Management Directives (ASMDs) received the **Outstanding Environmental Resources Document Award** from the **Association of Environmental Professionals San Diego Chapter**. The award honors environmental documents which can serve as a resource for a wide range of environmental professionals.
- The goal of the Ramona Grasslands Preserve ASMDs is to balance preservation of the natural biological and cultural resources in the Preserve, while aligning with the management strategies of the North County Multiple Species Conservation Program.
- The Department of Public Works Cartographic Unit assisted the Farm and Home Advisor Office with the creation of a bilingual poster, "Stop Aquatic Invaders on Our Coast!/Detenga el Transporte de Especies Invasoras Acuaticas en Nuestras Costas!" This poster recently received awards from two organizations:
 - **Award of Excellence** in the **2007 APEX Awards for Publication Excellence** (One-of-a-Kind Print Publications category). The nineteenth annual APEX Competition was open to communicators in corporate, nonprofit and independent settings.
 - **Award of Distinction** in the **13th Annual Communicator Awards** (Print Media Outdoor/Environmental category). The Annual Communicator competition is an international program, recognizing excellence in the communications field.
 - The Camp Lockett Historic Park Concept Plan, which was created by the Department of Parks and Recreation, was selected for a **Merit Award** by the **San Diego Chapter of the American Society of Landscape Architects**. This plan is an outstanding manuscript showing the potential for the significant historic park.
 - A regionally funded public service announcement titled "Ants in Your Plants?" received three **Emmys** awarded by the **National Academy of Television Arts and Sciences-Pacific Southwest Chapter**. The goal of "Ants in Your Plants?" is to raise awareness about not overusing pesticides to kill ants because doing so can harm the environment, especially the water supply.
 - The Department of Public Works Watershed Protection Program and the University of California (UC) Cooperative Extension's "Healthy Garden-Healthy



Home" program were awarded the **2007 Integrated Pest Management Innovator Award** from the **California Department of Pesticide Regulation**. The Watershed Protection staff has been working with the UC Cooperative Extension to increase awareness about the harmful effects of pesticide pollution in receiving waters, encourage proper use and disposal of pesticides among residential users and provide regionally consistent Integrated Pest Management education that can lead to the adoption of positive behaviors.

Strategic Initiative - Promoting Safe and Livable Communities

- The Department of Media and Public Relations' County Television Network (CTN) won six **Emmys** during the **National Academy of Arts and Sciences' 34th Annual Pacific Southwest Emmy Awards**. CTN received Emmys for the following programs: "Java Jams - The Wrong Trousers" - **Visual and Performing Arts**, "The Muralist" - **Program Feature Segment**, "County Chronicles November 2007" - **Public/Current/Community Affairs**, "How To Manage Manure" - **Advanced Media - Public/Current/Community Affairs**, "Conflict, Unity and Love: The TKF Story" - **Documentary - Topical**, "General Management System" - **Advanced Media - Informational/Instructional**.
- The County's Serial Inebriate Program received a state award for **Outstanding Achievements in the Alcohol and Drug Field** for reducing the use of public resources by chronic alcoholics. The award was sponsored by the **County Alcohol and Drug Program Administrator's Association of California**.
- **National Association of Counties (NACo) - Achievement Awards - 2008**
 - Legacy Corps San Diego - a groundbreaking initiative to fill gaps in existing services by training intergenerational service teams of at-risk youth and older adult mentors to provide free respite care to family members caring for homebound seniors.
 - Problem Gambling Counselor Training - a partnership between the County's Alcohol and Drug Services unit and local Indian casinos to provide comprehensive training in the identification, assessment and treatment of problem gamblers.
 - Firestorm 2007 Rebuilding Workshops - a proactive, inter-agency program providing workshops to educate fire survivors on how to rebuild their homes and structures damaged by the 2007 wildfires.
 - Enhancing the School Pedestrian Crossing Safety Program - further enhances school pedestrian safety by installing new, in-pavement warning light systems that utilize solar power and wireless technology at high risk locations.
 - Web Referral for AIS - a program which provides community professionals a user-friendly, electronic referral system for In-Home Supportive Services (IHSS); diverting calls from the County's Aging and Independence Services (AIS), which currently takes IHSS referrals, and allows AIS staff to handle increased numbers of abuse-related calls.
 - Assessor Provides Relief to Wildfire Victims - a streamlined process to identify fire damaged properties and provide an outreach program to inform fire victims of available property tax relief. Staff resources were immediately dispatched to temporary Local Assistance Centers to help the public complete their Disaster Relief applications to adjust property tax bills.



- Transitional Age Young Adult Clubhouse - an innovative mental health program for seriously mentally ill young adults, ages 18-25, which reaches out through a clubhouse setting to provide employment education and vocational training.
- Firestorm 2007 - Erosion Control Initiative - shortly after the 2007 wildfires began, the Department of Public Works took immediate and comprehensive action to utilize erosion control "best management practices" to reduce the risk of flooding and debris flows that threatened public health and safety.
- Wildfire Zone - an outreach program by the County's Farm and Home Advisor (FHA) Office to help the public understand wildfire hazards and to educate them on appropriate actions to be taken to reduce the risk of loss to life and property.
- Self-Sufficiency Through Education - a computer-learning center designed to encourage residents of low-income public housing to become self-sufficient; program staff and students from UCSD work with residents and students and provide workshops on topics such as the education system and financial aid.
- Substance Abuse Recovery Management System (SARMS) - an integral component of the County's Dependency Court Recovery Project, this housing program provides rental assistance to eligible participants in order to assist in reuniting families in recovery.
- Firestorm 2007 Rapid Community Recovery - a systematic approach to allow residents to get immediate help in their communities, by establishing Local Assistance Centers to provide "one-stop shops" for fire victims to apply for aid and utilize other essential services.
- Prison Reentry Program - a collaborative effort between State and County entities to improve public safety by enhancing rehabilitative services for inmates both in the prisons and upon their re-entry into the community.
- The County received an ***Operational Excellence Award*** for its Automatic Local Evaluation in Real-Time (ALERT) program. The award, presented by the **National Hydrologic Warning Council**, recognizes Public Works' management of the storm warning system and effort to work with Mexico in developing a similar system that allows sharing real-time rain data and other climatological information used to create weather predictions.
- The Office of Emergency Services' (OES) "Preparedness Starts with You Campaign" won the **International Association of Emergency Managers' *Partners in Preparedness Award***. The award honors programs that demonstrate innovative and multi-participant involvement between local government and the community to enhance emergency management.
- The County's Rabies Detection Program received accolades at the World Rabies Day Conference sponsored by the **Federal Centers for Disease Control and Prevention**. The unique partnership between the San Diego County Animal Disease Diagnostic Lab and the County Public Health Lab has resulted in the most comprehensive rabies monitoring and prevention program in the State and serves as a model for other jurisdictions.

Rabies testing in the county is not limited to suspect animals that have bitten or exposed a person but also encompasses potentially rabid pets and wildlife. More than 80% of positive rabies cases had no reported human exposure. This proactive approach increases our knowledge of the prevalence of rabies in the county and the risk to people and other animals.



- With over 1,200 entries competing for this honor, San Diego County Health and Human Services Agency was picked as one of only 15 agencies to receive an **eHealthcare Leadership Award** for their Mobile Remote Workforce Project at the **11th Annual Healthcare Internet Conference** in November 2007.

The award recognizes leading health care organizations that use the Internet and technology to help achieve business objectives and mission. The Mobile Remote Workforce, which empowered public health nurses in the field to cut red tape, reduce inefficiency, and serve more clients, has received a number of health and technology awards since its launch in 2006.

- The Department of Media and Public Relations' County Television Network (CTN) received 14 awards at the **National Association of Telecommunications Officers & Advisors** conference in October 2007. The County was the recipient of an Honorable Mention in the category of **Large Staff Overall Excellence** - ranking CTN as fourth or fifth nationwide for overall excellence. In addition, awards received included four First Place awards, four Second, and Third Place awards and Honorable Mentions for four additional programs. Programs awarded First Place honors include: "Count Me In: The Voting Process in San Diego County" - **Profile of a City/County Dept. (over \$400k)**; "Sam the Cooking Guy" - **Innovative Program**; "Don't Fall for It" Seniors; "Don't Mess with Asbestos" - **Public Health**.
- The County Library and Aging and Independence Services have been jointly recognized for their innovative "Food for Thought" program held at the Vista Branch Library. The **National Association of Area Agencies on Aging, 2007 Aging Achievement Award**, recognized this County program which features an hour of physical activity coupled with a nutritious lunch. The program targets seniors who might otherwise become socially isolated.

Operational Excellence

- The Parks and Recreation Department's online camping reservation system was recognized by the **San Diego County Taxpayers' Association** with an **It's About Time Award**. The online reservation system allows campers to reserve campsites from the comfort of their home or office, any time of the day or night. The Web site also offers photos and detailed descriptions of available campsites, online directional mapping, and secure payment options.
- The **American Library Association (ALA)** selected the Library's Gateway/Al Bawaba Project as the winner of the **2008 ALA/Information Today, Inc. Library of the Future Award**. This national award honors the library that has developed the most innovative customer training program for information technology. The Gateway Project was developed to allow Middle Eastern immigrants to utilize the Library's free computer classes in their native Arabic language.
- The County's 2007 Annual Report received a **Silver Communicator Award of Distinction** in the Government category from the **International Academy of the Visual Arts** in May 2008. The report, which is produced annually for county residents by the Department of Media and Public Relations, highlights major activities carried out each year and lets residents know how the County is using their tax dollars.
- The County OES received the **Catalyst Award**, a WebEOC Community Group award granted by the **WebEOC User Advisory Council**. The award, given to agencies that demonstrate outstanding regional WebEOC integration, sharing of data, or user group formation, was presented at the WebEOC Users Conference in May 2008. WebEOC was heavily used with great success during Firestorm 2007.



- For the sixth consecutive year, the **Government Finance Officers Association of the United States and Canada (GFOA)** recognized the County with the *Distinguished Budget Presentation Award* for the Adopted Operational Plan: Fiscal Years 2007-2008 & 2008-2009.

The County also received a *Certificate of Achievement for Excellence in Financial Reporting* from GFOA for the County's Comprehensive Annual Financial Report for Fiscal Year 2006-07. This achievement is the highest form of recognition in governmental accounting and financial reporting.

- DGS' County Operations Center (COC) Campus Redevelopment Project was nominated for a *Smart Growth Award* by the **Urban Land Institute of San Diego/Tijuana**. The Project consolidates departments and functions from nine locations into a new COC campus. The Smart Growth Awards recognize planning and design achievements that fulfill and advance the principles of smart growth.
- **National Association of Counties (NACo) - Achievement Awards - 2008**
 - Continuity of Operations (COOP) - an internal plan for all County departments which ensures that the capability exists to continue essential County functions that serve the public in the event of an emergency and provides guidance for a timely recovery process and resumption of full service to customers.
 - Records Management: Revamped and Revised - a major overhaul of two existing, dated records management systems into the Enterprise Content Management Program; this program creates a clear path for managing electronic files and paper and minimizes the risks associated with records management.
 - Public Assistance Fraud Diversion Program - a collaborative program between the Public Defender and District Attorney to allow the County to obtain

full restitution for taxpayers while providing first-time violators charged with public assistance fraud an opportunity to avoid criminal conviction, which often impedes their efforts for employment.

- Performance Based Contracting - a collaborative strategy between the Probation Department and community-based organizations to enter into performance based contracts with County juvenile service providers and improve the quality of service oversight.
- Deferred Compensation Quick Enroll Program - a campaign designed to simplify and streamline the County's Deferred Compensation enrollment process and encourage employees to take part in saving for their own retirement.
- Mobile Audit Access Program - the implementation of enhanced, system-ready laptops to reduce the average audit completion time, provide better customer service to audited businesses and improve general workflow between departmental units.
- Road Pavement Management System - a significant upgrade of the County's Pavement Management System for the 1,800 miles of paved roads in the unincorporated areas; the system utilizes GPS and digital photo technology to maximize the use of limited tax funds.
- Regulatory Planning's Kiva Workload Management System - a new, online application that allows the public to query information from the County's unified Land Information System database and provides a GIS tool for more complex parcel research.
- T-TC Depositing Method - a business process improvement which has, for the first time, automated the County's deposits from cash in the bank and the general ledger, resulting in increased internal control and visibility of deposits.



- Youth Services Exchange - the County Library's internal e-mail newsletter that provides an interactive resource for staff with training tips and information for improved youth programs and services provided by branch libraries.
 - Countywide Specialty and Small Business Job Order - the Job Order Contracting program is an indefinite-quantity contract where contractors annually bid a multiplier to prices contained in a book of construction details; the program involves contractors to help determine solutions to construction problems that results in faster responses and reduced costs.
 - Food for Thought - an innovative, joint program between Aging and Independence Services and the County Library system to reach out to older adults to improve their health and quality of life.
 - Diversity Pipeline - a proactive endeavor, launched by the District Attorney's Office, to enhance diversity in the legal profession by reaching out to encourage youth, especially those in underrepresented groups, to pursue careers in prosecution and law enforcement.
 - Property Profile Maps and Analysis Tool - an interactive online tool implemented by the Department of Planning and Land Use which offers the public speedier access and enhanced information and maps for property, environmental, and land development.
 - Service Contract Compliance and Audit Program - a program developed by DGS to comprehensively measure performance quality and enforce service contract compliance provided by contract vendors.
- For the third time in three years, the Fleet Management division of General Services placed in the top five in the *100 Best Fleets in North America competition* sponsored by **Government Fleet Magazine**. Placing fourth in this year's competition, General Services' Fleet Management has demonstrated the ability to sustain excellence. The program is in its third year, and recognizes public fleet organizations that excel in a variety of areas including: accountability, use of technology, collaboration, creativity, celebration, competitive pricing, staff development, and resource stewardship. In addition, they evaluate organizations on having a high-trust culture, performance recognition, doing the job right the first time, and providing a quick and efficient turnaround.
 - In September 2007, the Office of Emergency Services received accreditation from the **Emergency Management Accreditation Program Commission**. The County is the first state or local agency in California to receive this accreditation and one of only 14 nationwide. The accreditation recognizes the region's ability to prepare for and respond to disasters.
 - The **California Counties Facilities Services Association** has chosen the Department of General Services to receive their *2007 Award of Excellence*. The award is given annually to counties and cities that demonstrate dedication to facility excellence through best practices, process innovation, staff development, and department automation.



Public Safety Group

Public Safety Group

Public Safety Group Summary & Executive Office

District Attorney

Sheriff

Alternate Public Defender

Child Support Services

Citizens' Law Enforcement Review Board

Office of Emergency Services

Medical Examiner

Probation

Public Defender

Public Safety Group Summary & Executive Office



Group Description

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

Mission Statement

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

Vision Statement

As a regional coalition of leading and respected public safety and criminal justice partners, we:

- Improve public safety and criminal justice in San Diego County
- Deliver quality programs and services
- Collaborate, communicate, and coordinate within our group and the community

These safety and justice services strengthen regional security; prevent crime; promote health and wellness; protect children, adults and seniors; enhance economic opportunity; and improve the county's quality of life for all people.

PSG Departments

- Sheriff
- District Attorney
- Alternate Public Defender
- Child Support Services
- Citizens' Law Enforcement Review Board

- Medical Examiner
- Office of Emergency Services
- Probation
- Public Defender

2007-08 Accomplishments

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

Strategic Initiative – Kids

PSG provides programs and services targeting youth before they enter the justice system, allowing them to become productive adults, and offers support services to meet the needs of children.

- The District Attorney's Office collaborated with the Superior Court, the Probation Department, and the San Diego Defense Bar to establish a family violence protocol that provides early treatment intervention for juveniles in custody.
- The Probation Department provided resources, services, and referrals that increased resiliency of juveniles and families and reduced the number of juveniles who entered or re-entered the juvenile justice system resulting in 88% of juvenile offenders successfully completing informal supervision and who did not re-offend within one year of completion of informal supervision.
- The Probation Department provided safe, secure custody with rehabilitative programs (school, gang intervention, mental health, alcohol, and drug) for juvenile offenders who pose a risk to themselves or the community.
- The Medical Examiner contributed 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, the National Institute of Child Health and Development, and the California Sudden Infant Death Syndrome (SIDS) Advisory Council.

- The Department of Child Support Services implemented the outbound auto-dialer which automatically contacted non-custodial parents' residential and cell phones. Auto-dialers were initiated for reminders of pending court dates, requests for delinquent child support payments, notification of the first payment due, requests to contact the office regarding legal documents, and notification of a potential license suspension.

Strategic Initiative - Safe and Livable Communities

The core activities of PSG focus on regionwide public safety, law enforcement, prosecution, and public defense. All PSG departments have a role in ensuring that the criminal justice system works to the benefit of the whole community. In Fiscal Year 2007-08, PSG departments collaborated on initiatives to improve public safety and to target crime prevention.

- The District Attorney's Office collaborated with community partners to establish the Community Prosecution Program to increase community presence and outreach.
- The District Attorney, Sheriff's Department, and Probation Department continued to develop and implement innovative prisoner re-entry programs that aim to decrease the recidivistic behavior of offenders in local custody who re-enter society
- The Sheriff's Department addressed critical shortages in peace officer staffing through focused outreach and streamlined recruitment processes.
- The District Attorney's Office reduced costs to the criminal justice system by resolving 75% of adult felony cases prior to the preliminary hearing.

- The Office of Emergency Services enhanced the region's ability to respond to emergencies by planning for the care of special needs populations during a disaster and by training 200 County staff to serve as emergency shelter workers.
- Collaborated with the city of San Diego to create a joint plan for a next-generation regional communications system to improve communication among regional agencies.
- The Office of Emergency Services led and coordinated the regional response for the County's three million citizens to the devastating wildfires in October 2007. The County's Operational Area Emergency Operations Center was in full operation for 24 hours a day for three weeks with over 85 County, city, State, and federal agencies working to ensure regional coordination.
- Implemented the Sheriff's Division of Inspectional Services to review critical incidents, all events involving serious injury, use of force, and performance audits.
- The Sheriff's Department implemented three additional security teams to address heightened security needs in courthouses associated with high risk/high profile cases.
- The District Attorney developed interagency procedures to promote proactive investigation of fraud and nursing home crimes against the elderly.
- The District Attorney developed a curriculum to increase law enforcement expertise in the area of human trafficking investigation and prosecution.
- The District Attorney provided sex offender related public safety educational forums and trainings for law enforcement, schools, and the community.
- The Probation Department increased public safety and offender accountability through intensive supervision, monitoring compliance with Court ordered conditions of Probation, and use of community and custodial interventions.



- The Probation Department increased by 27% over Fiscal Year 2006-07 the number of searches of probationers to ensure they are not in possession of weapons, drugs, gang-related paraphernalia, child pornography, and other illegal contraband.
- The Probation Department increased multi-agency operations, such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps, and sobriety checkpoints by 33% over Fiscal Year 2006-07.
- The Medical Examiner enabled timely progress of the justice system by completing 81.3% of the homicide examination reports in a timely manner.

Required Discipline – Essential Infrastructure

- The Medical Examiner participated in the design and project monitoring of a new Medical Examiner and Forensic Center facility to enhance the functioning of the current outdated building. The groundbreaking for the new facility took place on February 21, 2008, and the new facility is projected to open in December 2009.

2008-10 Objectives

In the upcoming year, PSG will focus on building our capacity to address core law enforcement and public safety needs, community-based initiatives to improve public safety, and continuing to enhance emergency preparedness for the region.

Strategic Initiative – Kids

- Provide safe, secure custody with rehabilitative programs (school, gang intervention, mental health, alcohol, and drug) for juvenile offenders who pose a risk to themselves or the community.
- Decrease the rate of violent incidents in juvenile institutions.
- Increase the prosecution of Internet crimes against children.

Strategic Initiative - Safe and Livable Communities

- Collaborate with the Court, the Sheriff, District Attorney, health treatment professionals and other criminal justice partners to develop a behavioral health court model that will reduce the recidivistic behavior of mentally ill offenders.
- Continue to draft a strategic roadmap, in conjunction with the city of San Diego, for the development and implementation of a next generation regional communication system.
- Reduce the time needed for the Crime Lab to process and deliver DNA analysis for street crimes (robbery, burglary, auto theft) to area investigators.
- Implement a revised inmate classification system which will ensure inmates with current or past violent criminal histories are housed separately from nonviolent offenders.
- Increase collaborative efforts with area law enforcement agencies in support of adult and juvenile gang operations, probation/parole sweeps, and sobriety checkpoints.
- Collaborate with the State and the Administrative Office of the Courts, to design, develop, and implement a process involving a collaborative negotiation with the custodial and non-custodial parents to establish or modify child support orders more quickly, increase child support payments, and increase parent satisfaction with the outcomes.
- The Office of Emergency Services, in partnership with the Land Use and Environment Group and the Forest Area Safety Task Force, will coordinate the region's efforts to create a master fuel management plan to reduce the region's vulnerability to wildfires. This will involve working with representatives from the 18 incorporated cities, other governmental jurisdictions, and the private sector.



- In collaboration with the 18 incorporated cities, other County groups and departments, fire safe councils, and the private sector, develop a public education campaign and materials on reducing the risk of wildfires to reach three million residents by June 2009.
- Develop and implement a public awareness campaign on the County's AlertSanDiego emergency notification system that directs residents to a web link to register.

Related Links

For additional information about the Public Safety Group, refer to the Web site at www.sdcountry.ca.gov/public_safety.

Executive Office Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net decrease of \$21.5 million.

- Salaries and Benefits — increase of \$0.07 million to support wage and benefit adjustments.
- Services and Supplies — decrease of \$3.3 million to align Utilities, Facilities Management, and Information Technology budgets with actual level of expenditures and reflects the one-time transfer to the ASTREA (air support unit) Trust Fund completed in Fiscal Year 2007-08.
- Operating Transfers Out — decrease of \$20.5 million reflects a change in transfers to public safety agencies of Proposition 172 revenues, the dedicated one-half cent sales tax for public safety to support regionwide services provided by these departments. This change is comprised of a decrease of \$14 million or 6% in annual

revenues due to the national economic slowdown and a decrease of \$6.5 million in the use of one-time funds for projects completed in Fiscal Year 2007-08.

- Management Reserves — increase of \$2.2 million for a total proposed amount of \$6.2 million to support the unanticipated needs of the Public Safety Group.

Revenues

Net decrease of \$21.5 million.

- Fines, Forfeitures, and Penalties — decrease of \$0.2 million to align to actual levels of revenues received.
- Intergovernmental Revenues — decrease of \$14.0 million due to a decline in Proposition 172 revenues.
- Use of Fund Balance — decrease of \$2.6 million due to projects completed in Fiscal Year 2007-08. A total of \$6.2 million in Public Safety Group Fund Balance is proposed to support major maintenance projects and planned relocation costs. Also included is a reserve for unanticipated needs of the Public Safety Group.
- General Revenue Allocation — decrease of \$4.8 million in to reflect changes in expenditures described above.

Executive Office Budget Changes: 2008-09 to 2009-10

Net decrease of \$1.3 million due to a decrease of \$6.2 million in Management Reserves as a result of planned completion of one-time projects in Fiscal Year 2008-09, offset by an increase of \$5.0 million in Operating Transfers Out for Proposition 172 revenues to public safety agencies. A slight increase in Salaries and Benefits due to an allowance for anticipated wage and benefit adjustments and a decrease of \$0.02 million in Services and Supplies is offset by a decrease of \$0.2 million in Revenue from Use of Money & Property due to a reduction in revenues received from leased properties.



Contributions for Trial Courts

The Contributions for Trial Courts function of the Public Safety Group involves the management and administration of the County's statutory Maintenance of Effort payment to the State Court and the maintenance of County facilities occupied by State Court functions.

Budget Changes: 2007-08 to 2008-09

Expenditures

Net decrease of \$1.3 million.

- Services and Supplies — decrease of \$0.6 million realigns Internal Service Fund appropriations with actual costs.
- Other Charges — decrease of \$0.7 million to align to actual levels of appropriations required for the revenue sharing requirements of Government Code 77205, related to Trial Court Funding.

Revenues

Net decrease of \$1.3 million.

- Fines, Forfeitures & Penalties, Charges for Current Services, and Miscellaneous Revenues — decrease of \$0.7 million to align to actual levels of revenues received. This includes a decrease of \$0.1 million in Fines, Forfeitures, and Penalties, a decrease of \$0.5 million in Charges for Current Services, and a decrease of \$0.1 for Miscellaneous Revenue. These revenues support the requirements of Government Code 77205, related to Trial Court Funding.
- Use of Fund Balance — decrease of \$0.6 million due to the reduction of the required Undesignated Fee Payment pursuant to Government Code Section 68085.6(g)(3), related to the Trial Court Trust Fund.

Budget Changes: 2008-09 to 2009-10

Pursuant to Senate Bill 1732, *Court Facilities Legislation, the Trial Court Facility Act*, and AB 1491, *Court Facilities Transfer Deadline Extension*, the transfer of court facilities to the State is scheduled to occur by December 31, 2008. County financial responsibility for facility maintenance costs will continue as a statutorily required County Facility Payment. The detailed changes in State and County financial and management responsibilities will be included in Joint Occupancy Agreements. Any changes to appropriations required as the result of these agreements will be included in the CAO Proposed Operational Plan for Fiscal Year 2009-10.

Defense Attorneys/Contract Administration

The Defense Attorney/Contract Administration function of the Public Safety Group involves the management and administration of certain indigent defense services. This includes the contract for conflict indigent defense services for persons requiring but unable to afford their own attorneys and for whom the County Public Defender and Alternate Public Defender offices have a conflict of interest.

Budget Changes: 2007-08 to 2008-09

Expenditures

Services and Supplies — decrease of \$0.2 million includes a decrease in amount set aside for indigent defense services for death penalty cases (\$0.3 million) and an overall increase in the cost of indigent defense for cases not in the scope of the indigent defense contract (\$0.1 million).

Revenues

Net decrease of \$0.2 million to align with projected operational needs, includes an increase in Charges for Current Services (\$0.1 million) and a decrease of Use of Fund Balance (\$0.3 million). A total of \$0.3 million in Use of Fund Balance remains for unanticipated costs for death penalty cases.



Budget Changes: 2008-09 to 2009-10

No changes.



Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Safety Group	11.00	11.00	11.00
District Attorney	1,040.00	1,054.00	1,054.00
Sheriff	4,032.50	4,049.50	4,049.50
Alternate Public Defender	100.00	100.00	100.00
Child Support Services	514.00	484.00	484.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00
Office of Emergency Services	19.00	19.00	19.00
Medical Examiner	57.00	58.00	58.00
Probation	1,355.00	1,452.00	1,471.00
Public Defender	343.00	343.00	343.00
Total	7,475.50	7,574.50	7,593.50



Expenditures by Department

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Safety Group	\$ 259,744,983	\$ 271,397,821	\$ 277,328,972	\$ 238,573,531	\$ 249,875,489	\$ 248,528,065
District Attorney	122,262,830	138,797,358	146,501,586	137,463,929	150,275,185	155,193,205
Sheriff	533,362,585	566,141,681	600,752,431	567,298,582	579,275,004	586,153,637
Alternate Public Defender	14,653,716	16,140,133	16,335,935	15,922,677	16,979,135	17,580,713
Child Support Services	48,164,572	52,314,448	53,583,011	49,786,596	50,784,583	50,277,451
Citizens' Law Enforcement Review Board	503,562	560,194	575,112	493,393	579,027	586,457
Office of Emergency Services	26,527,681	9,177,639	19,436,642	12,372,007	10,759,122	2,442,621
Medical Examiner	7,256,085	8,116,092	8,512,081	8,118,213	8,420,637	8,651,353
Probation	158,443,795	165,416,147	174,044,008	170,653,820	183,076,525	191,212,170
Public Defender	50,334,979	54,381,777	55,557,036	53,971,067	56,857,144	57,965,042
Contribution for Trial Courts	73,104,213	74,139,424	75,037,457	71,352,546	72,835,301	72,835,301
Defense Attorney / Contract Administration	8,464,234	9,373,418	9,373,490	9,320,769	9,168,420	9,168,420
Total	\$1,302,823,235	\$1,365,956,132	\$1,437,037,761	\$1,335,327,131	\$1,388,885,572	\$1,400,594,435



Public Safety Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Safety Executive Office	11.00	11.00	11.00
Total	11.00	11.00	11.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Safety Executive Office	\$ 8,331,416	\$ 14,018,574	\$ 18,949,725	\$ 7,031,945	\$ 13,956,840	\$ 7,609,416
Juvenile Justice Commission	7,793	—	—	7,871	—	—
Public Safety Proposition 172	251,405,774	257,379,247	258,379,247	231,533,715	235,918,649	240,918,649
Total	\$ 259,744,983	\$ 271,397,821	\$ 277,328,972	\$ 238,573,531	\$ 249,875,489	\$ 248,528,065

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 1,557,025	\$ 1,565,900	\$ 1,650,595	\$ 1,647,364	\$ 1,641,491	\$ 1,695,469
Services & Supplies	6,209,575	8,871,476	17,717,932	5,811,254	5,525,433	5,315,182
Other Charges	572,609	581,198	581,198	581,198	589,916	598,765
Operating Transfers Out	251,405,774	256,379,247	257,379,247	230,533,715	235,918,649	240,918,649
Management Reserves	—	4,000,000	—	—	6,200,000	—
Total	\$ 259,744,983	\$ 271,397,821	\$ 277,328,972	\$ 238,573,531	\$ 249,875,489	\$ 248,528,065



Budget by Categories of Revenue

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Fines, Forfeitures & Penalties	\$ —	\$ 198,136	\$ 198,136	\$ —	\$ —	\$ —
Revenue From Use of Money & Property	3,388,204	2,803,158	2,803,158	3,938,680	2,803,158	2,601,756
Intergovernmental Revenues	234,814,319	249,918,649	249,918,649	227,562,948	235,918,649	240,918,649
Charges For Current Services	759,931	708,000	708,000	708,727	708,000	708,000
Miscellaneous Revenues	494,309	—	—	506,299	33,640	33,640
Use of Fund Balance	14,845,390	8,760,598	14,691,749	(3,152,404)	6,200,000	—
General Revenue Allocation	5,442,829	9,009,280	9,009,280	9,009,280	4,212,042	4,266,020
Total	\$ 259,744,983	\$ 271,397,821	\$ 277,328,972	\$ 238,573,531	\$ 249,875,489	\$ 248,528,065

District Attorney



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.

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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Collaborated with the Superior Court, the Probation Department, and the San Diego Defense Bar to establish a family violence protocol that provides early treatment intervention for juveniles in custody.

Strategic Initiative – Safe and Livable Communities

- Designed a Community Prosecution Program for the District Attorney Branch Offices in partnership with justice agencies, local government, private citizens, health service providers, businesses, and faith communities.
- Performed a comprehensive needs and risk assessment on approximately 288 participants for placement in the Community Prison Re-entry Program, authorized by Senate Bill 618, *Inmates: Individualized Assessments and Treatment Plans*.

- Conducted departmentwide trainings on issues relating to victim restitution and victim services to increase victim restitution orders for future years from the previous year.
- Developed interagency procedures to promote proactive investigation of fraud and nursing home crimes against the elderly.
- Increased law enforcement expertise in the area of Human Trafficking investigation and prosecution.
 - Developed a curriculum for a Human Trafficking Training for law enforcement officers and prosecutors.
- Provided sex offender related public safety educational forums or trainings for law enforcement, schools and the community.
 - Delivered six audience appropriate forums or trainings on issues pertaining to sex offenders.
- Created a Warrant Unit in collaboration with the Fugitive Task Force to address outstanding criminal warrants.

Required Discipline - Fiscal Stability

- Settled 75% of adult felony cases prior to preliminary hearing.

Required Discipline - Regional Leadership

- Developed a protocol relating to Internet crimes against children to proactively target sex offenders countywide.



2008-10 Objectives

Strategic Initiative – Safe and Livable Communities

- Increase by 5% the number of evaluated insurance fraud cases departmentwide by June 2009.
- Increase by 10% the number of insurance fraud referrals departmentwide by June 2009.
- Increase by 10% the number of cases evaluated in the Economic Crime Division by June 2009.
- Increase by 10% the rate of restitution orders over previous year by June 2009.
- Institute at least two gang or high crime neighborhood “buy/bust” projects by December 2009.

Required Discipline - Fiscal Stability

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

Required Discipline - Regional Leadership

- Increase by 10% the prosecutions of Internet crimes against children by June 2009.
- Provide statewide leadership in the areas of continuing legal education and legislative advocacy.
- Deliver cutting-edge, best in class prosecutorial skills training for the nation’s prosecutors through the National District Attorneys Association’s National College of District Attorneys.
- Provide statewide leadership in the area of community re-entry.

Related Links

For additional information about the Office of the District Attorney, refer to the Web site at www.sdcca.org.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Achieve a conviction on felony cases ¹ prosecuted	94%	94%	93% of 15,782	94%	94%
Achieve a conviction on misdemeanor cases prosecuted	89%	90%	89% of 25,338	90%	90%
Resolve adult felony cases prior to the preliminary hearing ²	N/A	70%	75% of 16,638	70%	70%

Table Notes

¹ Cases refer to the number of people prosecuted

² Fiscal Year 2007-08 is the first year this measure is being tracked.

Budget Changes: 2007-08 to 2008-09

Staffing

The Fiscal Year 2008-10 Adopted Operational Plan includes 1,054.00 authorized staff years, which is an increase of 14.00 staff years. Transfers among divisions are based on operational needs.

- Increase of 5.00 staff years to enhance and strengthen the dedicated effort of investigating and prosecuting workers' compensation insurance fraud crimes.
- Increase of 9.00 staff years to better enable the department to effectively and efficiently provide prosecutorial services in response to a 13% increase in total felony cases issued, a 17% increase in the number of trials, and a 14% increase in serious or violent felonies in the South Bay, over the past five years.

Expenditures

Net increase of \$11.5 million.

- Salaries and Benefits — increase of \$13.9 million reflects negotiated wage and benefit adjustments, the cost of 14 additional staff years discussed above and the restoration of funding for previously frozen positions (\$5.3 million) to address current workload in cases received and issued.
- Services and Supplies — increase of \$1.2 million.
 - Increases in Public Liability Insurance of \$1.0 million due to an increase in actuarial expenses/liability and the decrease in fund balance available in the public liability fund.
 - Increase in communications of \$0.2 million due to the growing need for increased bandwidth for electronic communications between the District Attorney's outlying branch offices, as well as other criminal justice partners.
 - Increase in data center services of \$0.2 million due to costs related to utilization of mainframe computing power and data storage.
 - Increase in travel outside of the county of \$0.1 million for the Public Assistance Fraud Unit due to training needs of Public Assistance Investigators.



- Increase in transportation and travel of \$0.1 million due to office-wide investigative related travel.
- Increase in transit bus passes and parking of \$0.1 million due to increase cost of reimbursement for monthly bus passes and parking to employees.
- Increase in automotive fuel of \$0.1 million due to the increase cost of automotive fuel.
- Increase in cell phone expense of \$0.1 million due to increase use of personal digital assistants (PDA's) devices.
- Decrease in routine maintenance of structures of \$0.3 million due to projected decrease in building improvement needs.
- Decrease in minor equipment of \$0.2 million due to the reduction of minor equipment purchases.
- Decrease in facilities maintenance costs of \$0.2 million due to relocation of the South Bay Branch Office to lease space.
- Other Charges — increase of \$0.2 million due to anticipated contributions to community based organizations that provide crime prevention services in such areas as youth violence, elder abuse, and domestic violence supported by Federal Seized Asset Forfeiture funds.
- Capital Assets Equipment — increase of \$0.05 million due to the replacement of information technology hardware which will support network capacity.
- Expenditures Transfers & Reimbursements — decrease of \$0.06 million for the Public Assistance Fraud Unit to realign revenues with estimated expenditures. Since this is a reimbursement, it has the effect of a \$0.06 million increase in expenditures.
- Management Reserves — decrease of \$4.0 million due to the use of management reserves for approved projects in Fiscal Year 2007-08.
- Intergovernmental Revenues — net increase of \$1.8 million.
 - Increase of \$0.9 million in the Workers Compensation Insurance Fraud Program.
 - Increase of \$0.4 million in the Southwest Border Prosecution Initiative Program.
 - Increase of \$0.2 million in the State mandate reimbursement for the Child Abduction and Recovery Program.
 - Increase of \$0.1 million in the Jurisdictions Unified for Drug Gang Enforcement (JUDGE).
 - Increase of \$0.1 million in the High Technology Theft Apprehension and Prosecution Program (CATCH).
 - Increase of \$0.1 million in the Parole Advocacy Program.
- Miscellaneous Revenues — increase of \$0.4 million due to Proposition 64, *Limit on Private Enforcement of Unfair Business Competition Laws*, to support the activities of the identify theft, environmental protection and consumer protection programs.
- Other Financing Sources — decrease of \$3.3 million due to a reduction in funding from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional criminal prosecution services due to the national economic slowdown and reduced sales tax receipts.
- Use of Fund Balance — decrease of \$0.4 million. The remaining \$5.7 million in Use of Fund Balance is for anticipated one-time expenditures for information technology and other equipment for the fiscal year.
- General Revenue Allocation — increase of \$12.9 million to support cost increases and program changes described above and to continue to sustain essential law enforcement activities as Proposition 172 revenues have declined.

Revenue

Net Increase of \$11.5 million.



Budget Changes: 2008-09 to 2009-10

Net expenditure increase of \$4.9 million primarily due to an increase in Salaries and Benefits for an allowance in anticipated wage and benefit adjustments offset by the elimination of one-time costs and projects.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Criminal Prosecution	534.00	541.50	541.50
Specialized Criminal Prosecution	314.50	327.50	327.50
Juvenile Court	64.00	60.00	60.00
Public Assistance Fraud	73.50	70.00	70.00
District Attorney Administration	54.00	55.00	55.00
Total	1,040.00	1,054.00	1,054.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Criminal Prosecution	\$ 65,302,757	\$ 76,873,294	\$ 79,463,867	\$ 72,810,152	\$ 79,943,918	\$ 82,843,485
Specialized Criminal Prosecution	43,044,435	46,951,057	48,097,477	48,503,400	52,817,494	54,764,748
Child Support Enforcement	7,080	—	—	—	—	—
Juvenile Court	7,263,720	7,907,815	7,920,756	7,513,345	8,534,174	8,923,983
Public Assistance Fraud	(911,213)	(1,421,006)	(1,389,120)	(806,394)	(706,753)	(843,584)
District Attorney Administration	7,271,101	8,023,198	11,045,606	8,606,887	8,836,352	9,104,573
District Attorney Asset Forfeiture Program	284,951	463,000	1,363,000	836,540	850,000	400,000
Total	\$ 122,262,830	\$ 138,797,358	\$ 146,501,586	\$ 137,463,929	\$ 150,275,185	\$ 155,193,205



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 111,223,997	\$ 123,896,176	\$ 127,173,984	\$ 120,885,599	\$ 137,826,864	\$ 143,551,812
Services & Supplies	15,732,559	16,257,813	21,950,696	20,866,814	17,459,454	17,419,000
Other Charges	1,873,482	2,514,276	2,908,332	2,532,313	2,752,740	2,452,740
Capital Assets Equipment	289,959	315,616	601,097	285,594	365,616	315,616
Expenditure Transfer & Reimbursements	(7,022,138)	(8,386,523)	(8,386,523)	(7,301,850)	(8,329,489)	(8,745,963)
Operating Transfers Out	164,971	200,000	200,000	195,459	200,000	200,000
Management Reserves	—	4,000,000	2,054,000	—	—	—
Total	\$ 122,262,830	\$ 138,797,358	\$ 146,501,586	\$ 137,463,929	\$ 150,275,185	\$ 155,193,205

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Fines, Forfeitures & Penalties	\$ 376,767	\$ —	\$ —	\$ 576,332	\$ —	\$ —
Revenue From Use of Money & Property	99,101	—	—	94,106	—	—
Intergovernmental Revenues	21,343,087	18,485,155	18,242,947	21,484,586	20,358,237	20,356,759
Charges For Current Services	1,796,184	1,210,000	1,236,565	1,637,528	1,210,000	1,210,000
Miscellaneous Revenues	1,263,269	1,353,412	1,180,044	1,365,935	1,795,297	1,795,297
Other Financing Sources	51,467,932	51,030,852	46,650,852	46,461,956	47,720,878	48,720,878
Use of Fund Balance	(3,455,672)	6,178,636	18,651,875	5,304,184	5,750,000	6,077,294
General Revenue Allocation	49,372,162	60,539,303	60,539,303	60,539,303	73,440,773	77,032,977
Total	\$ 122,262,830	\$ 138,797,358	\$ 146,501,586	\$ 137,463,929	\$ 150,275,185	\$ 155,193,205



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 896,000 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 5,200 inmates per day. The Sheriff's detention facilities book 142,000 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.

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

- The Division of Inspectional Services (formerly the Professional Standards Unit) was implemented by reassigning one lieutenant and four sergeants from within the department. The division reviews critical incidents, events involving serious injury or use of force and conducts performance audits.
- Addressed critical staff shortages by hiring 315 sworn staff. The department dramatically broadened advertising to distinguish the San Diego Sheriff's Department from other law enforcement agencies and increased lateral recruitment. During the same period, attrition was 160, leaving a net sworn staff increase of 155.
- Assessed 100% (18) of Sheriff's County-owned facilities to identify infrastructure improvements necessary to support department services. Developed a facilities database to track improvements.
- Completed the draft Environmental Impact Report on the replacement of the Women's Detention Facility. The final Environmental Impact Report will be submitted to the Board of Supervisors for certification by October 2008.
- Commenced operation of 200 jail beds made available by the expiration of the Correctional Corporation of America lease at the East Mesa site to stay in compliance of the court ordered jail capacity.
- Implemented two innovative re-entry programs (Youth Offender Program for inmates 18 to 25 years old and Risk/Needs Assessment Program) to improve the inmates' reintegration into the community.



- Provided the public with timely access to information via a public Web page regarding the issuance and service of restraining and protective orders, including type of order issued, date order issued, date order served, date order expires, and the name of individual restrained.
- Implemented three additional security teams to address the heightened security needs in courthouses associated with high risk/high profile cases.
- Developed and implemented an online reporting mechanism for victims of property crimes in January 2008. The system was developed to reduce the number of calls deputies had to respond to for property crime reports. The actual reduction in calls for service should be available mid-Fiscal Year 2008-09.
- Completed the Sheriff's portion of the work required for the Automated Regional Justice Information System (ARJIS) interface of the Records Management System. ARJIS staff is working to complete the project, which will make real-time criminal data available to deputies.
- Implement a revised inmate classification system which will ensure inmates with current or past violent criminal histories are housed separately from nonviolent offenders by June 2009.
- Incorporate Pre-Hospitalization Trauma Life Support (first responder level care training) into the standard competencies of Sheriff's Detentions Registered and Licensed Vocational Nurses by December 2009.
- Expand the East County Gang Task Force by including two agents from the Federal Bureau of Investigation by June 2009.
- Provide a minimum of 25 anti-bullying presentations by school resource officers to students from kindergarten to 8th grade by June 2009.
- Increase the number of warrants cleared by arrest by 5% (1,156 to 1,214) in calendar year 2008.
- Develop a deployment plan for cadets at the Law Enforcement Academy in the event of an emergency and incorporate the deployment plan into the Department's Emergency Operations Manual by June 2009.
- Acquire property and begin construction of a new Rancho San Diego station by June 2010.
- Assess future facility requirements for new and replacement law enforcement stations and sub-stations by June 2010.

2008-10 Objectives

Strategic Initiative – Safe and Livable Communities

- Reduce the time for the Crime Lab to process and deliver DNA analysis for street crimes (robbery, burglary, auto theft) to area investigators from an average of 161 days to 15 days by creating a rapid response DNA Team. The team will consist of 10 criminalists who will be hired and trained by June 2009. The target date was moved out one year due to time required to reclassify positions and hire personnel.

Related Links

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Priority 1 & 2 Response Times:					
— Incorporated Response Times (Min.)	10.9	11.8	10.2	10.2	10.2
— Unincorporated Response Times (Min.)	14.6	15.5	13.9	14.1	14.1
— Rural Response Times (Min.)	22.7	22.6	22.4	22.4	22.4
Public Calls for Service	230,379	237,215	233,746	235,000	235,000
Deputy Initiated Actions (DIA)	243,118	225,594	263,626	265,000	265,000
Daily Average – Number of Inmates	5,118	5,460	5,229	5,450	5,500
Number of Jail Bookings	146,566	148,201	142,357	148,000	150,424
Bank Garnishment Civil Unit Processing	10 Days	8 Days	8 Days	7.5 Days	7.5 Days

Budget Changes: 2007-08 to 2008-09

Staffing

Net increase of 17.00 staff years. Transfers made among divisions to meet operational needs.

- Increase of 7.00 staff years for staffing the new 4S Ranch Substation.
- Increase of 5.00 staff years for security staffing due to the implementation of a tuberculosis (TB) screening program (digital chest X-rays) at the San Diego Central Jail.
- Increase of 2.00 staff years for the increase in workload of the Civil Unit. These positions are offset by revenue from Assembly Bill 2695, *Protective Order Service Fees*.
- Increase of 2.00 staff years in response to the increase in DNA analysis workload. These positions are offset by funding from Proposition 69, the *DNA Fingerprint, Unsolved Crime, and Innocence Protection Act*.

- Increase of 1.00 staff year for the addition of a motorcycle deputy to the city of Vista. This position is offset by contract city revenue.

Expenditures

Net increase of \$13.1 million.

- Salaries and Benefits — increase of \$18.6 million due primarily to negotiated wage and benefit adjustments and the addition of 17.00 staff years (\$1.8 million).
- Services and Supplies — net decrease of \$3.9 million.
 - Increase of \$3.7 million due to the rebudget of Homeland Security, Byrne, and Domestic Violence grants. The Homeland Security Grant funding from the California State Office of Homeland Security and the city of San Diego will be used for emergency planning, equipment purchases, and regional projects; The Byrne Grant funding from the U.S. Department of Justice, Office of Justice Programs will be used to target and reduce violent crime and gang violence in the North San Diego County area; and, the Domestic Violence Grant funding from the U.S.



Department of Justice, Office on Violence Against Women will be used to support the North County Family Violence Prevention Center until the expiration of the grant in September 2008.

- Increase in public liability insurance of \$1.1 million due to an increase in actuarial expenses/liability and the decrease in fund balance available in the public liability fund.
- Increase of \$0.8 million due to rising fuel and automotive maintenance costs.
- Decrease of \$7.0 million associated with the Sheriff's role as the fiscal agent for the High Intensity Drug Trafficking Area (HIDTA) program, where the department reimburses 20 participating agencies for costs associated with their HIDTA initiatives. Expenditures and revenues for this federal program will be handled via a trust fund beginning in Fiscal Year 2008-09.
- Decrease of \$2.0 million associated primarily with the reduction of one-time funding from Fiscal Year 2007-08 for major maintenance projects and advertising costs associated with recruitment of deputy sheriffs.
- Decrease of \$0.5 million associated with the Cal-ID program due to one-time purchases of equipment completed in Fiscal Year 2007-08.
- Capital Assets and Equipment — decrease of \$0.4 million due to one-time purchases of equipment completed in Fiscal Year 2007-08.
- Expenditure Transfers and Reimbursements — increase of \$0.3 million due to an increase in reimbursements from the Probation Department for food services provided by the Central Production Kitchen to the Probation Institutions. Since this is a reimbursement, it has the effect of a \$0.3 million decrease in expenditures.
- Operating Transfers Out — increase of \$0.5 million due to an increase in the amount transferred from Jail Stores Commissary to the Inmate Welfare Fund.

- Management Reserves — decrease of \$1.25 million. The remaining Management Reserves of \$1.45 million will be held as contingency funds to be used for unanticipated expenditures throughout the year.

Revenues

Net increase of \$13.1 million.

- Licenses, Permits, & Franchises — increase of \$0.2 million due to an amendment to the San Diego County Code of Regulatory Ordinances that increased licenses and fees effective January 2008.
- Fines, Forfeitures, and Penalties — net decrease of \$1.5 million.
 - Decrease of \$0.9 million from the Cal-ID trust fund due to the reduction in planned expenditures for the Cal-ID program during the year.
 - Decrease of \$0.7 million in the Writ Disbursement Trust Fund due to a decrease in the amount of available revenue in the trust fund.
 - Increase of \$0.1 million in the Asset Forfeiture Program due to increased revenue available from asset seizures.
- Revenue from Use of Money & Property — net decrease of \$0.3 million.
 - Increase of \$0.3 million based on a lump-sum financial incentive payment from the Corrections Corporation of America associated with the lease of the remaining 1,000 beds at the Otay Mesa detention facility.
 - Increase of \$0.2 million due to increased revenue anticipated from Inmate Welfare Fund deposits.
 - Decrease of \$0.8 million associated with the inmate telephone contract due to lower call volume than anticipated.
- Intergovernmental Revenues — net increase of \$3.0 million.



- Increase of \$4.0 million due to the rebudget of Homeland Security, Office of Traffic Safety, Project Safe Neighborhoods and Internet Crimes Against Children grants.
- Increase of \$2.9 million due to the transfer of Booking Fee revenue from Charges for Current Services to the Local Detention Facility Revenue account within Intergovernmental Revenues.
- Increase of \$2.2 million associated with federal and state reimbursement for costs incurred during the 2003 wildfires.
- Increase of \$1.1 million in Trial Court reimbursement for negotiated salary increases associated with Superior Court security services.
- Increase of \$1.0 million based on revenue from the Poway Redevelopment Trust Fund to fund regional criminal justice services.
- Increase of \$0.3 million associated with additional Network Operating Costs Fees revenue due to the increased number of radios on the Regional Communication System.
- Increase of \$0.2 million associated with an increased number of laboratory tests performed by the Crime Lab.
- Decrease of \$7.0 million associated with the Sheriff's role as the fiscal agent for the HIDTA program. Expenditures and revenues for this federal program will be handled via a trust fund beginning in Fiscal Year 2008-09.
- Decrease of \$0.7 million for the Mentally Ill Offender Crime Reduction Grant program for seriously and persistently mentally ill adults in jail due to the expiration of the grant.
- Decrease of \$0.4 million due to the expiration of the Domestic Violence grant.
- Decrease of \$0.5 million due to the expiration of the California Multi-Jurisdictional Methamphetamine Enforcement Team grant.
- Decrease of \$0.1 million associated with the expiration of DNA grants.
- Charges for Current Services — increase of \$2.1 million.
 - Increase of \$3.6 million for negotiated wage and benefit adjustments and increased levels of contracted law enforcement services provided to the nine contract cities.
 - Increase of \$0.9 million due to the rebudget of Byrne Grant funds related to reducing violent crime and gang violence in the North San Diego County area.
 - Increase of \$0.5 million associated with Federal State Criminal Alien Assistance Program, which provides federal payments to states and localities that incur correctional salary costs for incarcerating undocumented criminal aliens, based on the increased revenue received over the past two years.
 - Increase of \$0.4 million associated with revenue from member agencies for their share of the costs for a data sharing investigative system (e-SUN).
 - Increase of \$0.2 million from Proposition 69 to offset the cost of two additional staff to perform DNA analysis.
 - Increase of \$0.2 million associated with additional contract law enforcement services provided to the North County Transit District.
 - Decrease of \$3.4 million due to the transfer of Booking Fee revenue of \$2.9 million from Charges for Current Services to the Local Detention Facility Revenue account within Intergovernmental Revenues, along with a decrease of \$0.5 million associated with the collection of inmate booking fees due to a change in state law.
 - Decrease of \$0.3 million due to the cancellation of the law enforcement services contract with the Pala Band of Mission Indians.
- Miscellaneous Revenues — increase of \$0.2 million due to increased sales in the Inmate Welfare print shop, the reimbursement from Superior Court for paying a



portion of the private security costs at the Hall of Justice parking structure, and the recycling of brass from the shooting ranges.

- Other Financing Sources — decrease of \$12.0 million as a result of a decrease of \$12.5 million in Proposition 172 revenue, *the Local Public Safety Protection and Improvement Act of 1993*, to provide regional law enforcement and detention services due to the national economic slowdown and reduced sales tax receipts, as well as an increase of \$0.5 million due to the increased amount to be transferred from Jail Stores Commissary to the Inmate Welfare Fund.
- Use of Fund Balance — decrease of \$3.5 million due to projects completed in Fiscal Year 2007-08. A total of \$6.4 million is included in the budget to support facility maintenance needs and information technology expenditures.

- General Revenue Allocation — increase of \$24.9 million, of which \$9.8 million is allocated to continue to sustain essential law enforcement activities as Proposition 172 revenues have declined. The balance supports a portion of the negotiated wage and benefit adjustments and funds the tuberculosis screening program at San Diego Central Jail.

Budget Changes: 2008-09 to 2009-10

Net increase of \$6.9 million due to an increase in Salaries and Benefits of \$13.1 million for an allowance for anticipated wage and benefit adjustments and the staffing changes described above offset by a decrease of \$6.2 million in Services and Supplies and Capital Assets/Equipment due to one-time grant funds budgeted in Fiscal Year 2008-09.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Detention Services	1,790.50	1,787.50	1,787.50
Law Enforcement Services	1,337.00	1,369.00	1,369.00
Sheriff's Court Services	469.00	470.00	470.00
Human Resource Services	166.00	143.00	143.00
Management Services	244.00	245.00	245.00
Sheriff's ISF / IT	11.00	12.00	12.00
Office of the Sheriff	15.00	23.00	23.00
Total	4,032.50	4,049.50	4,049.50

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Detention Services	\$ 183,460,503	\$ 203,070,225	\$ 207,373,796	\$ 197,147,973	\$ 208,840,292	\$ 214,791,936
Law Enforcement Services	179,242,661	187,241,972	201,451,303	189,207,240	188,927,981	186,617,099
Sheriff's Court Services	48,532,511	51,746,217	53,160,534	51,677,578	54,622,640	55,733,388
Human Resource Services	20,394,362	17,864,070	18,675,729	24,380,008	18,268,467	18,657,885
Management Services	35,657,774	32,769,986	35,426,543	28,068,955	32,131,070	32,219,645
Sheriff's ISF / IT	54,294,990	59,475,912	70,186,661	64,002,226	60,586,664	62,135,733
Office of the Sheriff	2,243,016	2,610,840	2,881,682	2,801,389	3,974,999	4,075,060
Sheriff's Asset Forfeiture Program	1,448,072	1,100,000	1,125,752	615,914	1,100,000	1,100,000
Sheriff's Jail Stores ISF	3,380,154	4,673,447	4,685,875	4,143,364	5,191,074	5,191,074
Sheriff's Inmate Welfare Fund	3,846,114	4,707,609	4,903,153	4,392,440	4,750,414	4,750,414
Countywide 800 MHZ CSA's	862,427	881,403	881,403	861,495	881,403	881,403
Total	\$ 533,362,585	\$ 566,141,681	\$ 600,752,431	\$ 567,298,582	\$ 579,275,004	\$ 586,153,637



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 403,709,905	\$ 432,386,520	\$ 442,719,224	\$ 433,437,035	\$ 450,974,832	\$ 464,102,640
Services & Supplies	111,209,505	117,629,706	139,143,204	119,528,167	113,690,842	108,674,853
Other Charges	13,934,815	15,139,470	15,139,470	15,085,022	15,092,358	15,092,358
Capital Assets Equipment	8,661,021	2,135,350	6,325,897	3,402,708	1,726,876	493,690
Expenditure Transfer & Reimbursements	(7,614,130)	(7,601,971)	(7,601,971)	(7,502,660)	(7,877,942)	(7,877,942)
Operating Transfers Out	3,461,470	3,752,606	3,876,606	3,348,310	4,218,038	4,218,038
Management Reserves	—	2,700,000	1,150,000	—	1,450,000	1,450,000
Total	\$ 533,362,585	\$ 566,141,681	\$ 600,752,431	\$ 567,298,582	\$ 579,275,004	\$ 586,153,637

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 263,234	\$ 233,500	\$ 233,500	\$ 362,512	\$ 482,500	\$ 482,500
Fines, Forfeitures & Penalties	10,791,169	11,625,642	13,886,807	11,433,587	10,099,037	8,351,168
Revenue From Use of Money & Property	4,348,411	7,484,391	7,484,391	8,668,616	7,147,888	7,241,338
Intergovernmental Revenues	54,848,314	52,237,575	63,333,890	55,949,367	55,279,190	52,576,154
Charges For Current Services	88,738,359	92,638,303	89,238,303	93,426,385	94,789,593	95,923,995
Miscellaneous Revenues	6,026,506	5,319,447	5,523,547	6,701,218	5,476,762	5,478,165
Other Financing Sources	180,182,894	185,212,568	178,982,568	168,829,945	173,178,000	176,678,000
Use of Fund Balance	(6,033,581)	9,864,000	40,543,170	20,400,697	6,405,499	5,391,794
General Revenue Allocation	194,197,279	201,526,255	201,526,255	201,526,255	226,416,535	234,030,523
Total	\$ 533,362,585	\$ 566,141,681	\$ 600,752,431	\$ 567,298,582	\$ 579,275,004	\$ 586,153,637

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 at 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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Maintained and maximized opportunities for success of families and children through focus on resources, education, and partnerships.
 - Reunited 63% (2,272 of 3,607) of families in dependency cases which are completed and closed out of the juvenile court system.

Strategic Initiative – Safe and Livable Communities

- Achieved through negotiations and persuasion an early resolution favorable to the client.
 - Accomplished direct contact with 90% (1,898 of 2,110) of all adult clients with criminal charges before the pre-preliminary hearing conference in all new filings to build rapport and trust with client and family thereby facilitating a favorable early resolution, when appropriate.

- Achieved timely initiations of and responded to investigation requests in the most complex cases to promote fairness in the administration of justice and insure that mandated legal services are provided in a cost effective and efficient manner through strategic and tactical planning.
 - Completed 100% (27 of 27) of initial investigation assignments prior to preliminary hearing on new appointments when client is exposed to a life sentence.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensured all staff is able to develop a successful legal strategy and determine viable defenses and/or mitigation circumstances at an early stage of the case.
 - Achieved a minimum average of 24 hours of training/ outreach for 100% (2,396 hours for 100 positions) of staff to ensure the ability to develop a successful legal strategy and to determine viable defenses. The initial target of 16 hours for 78% of staff was exceeded due to a large number of attorneys attending multi-day seminars. The training goal for next year will be closer to the initial target of an average of 16 hours year based on anticipated available training.



- Sought and maintained partnerships with educational and community organizations in order to facilitate a continuous source of volunteers and interns, resulting in practical professional training, enhanced recruitment opportunities and cost savings to the County.
 - Achieved an increase of 35% (5,400 hours) provided by volunteers in all programs, up from 15,300 volunteer hours in Fiscal Year 2006-07 to 20,700 hours.

2008-10 Objectives

Strategic Initiative – Kids

- Maintain and maximize opportunities for success of families and children through focus on resources, education, and partnerships.
 - Reunite 63% (estimated 2,270 of 3,600) of families in dependency cases which are completed and closed out of the juvenile court system.

Strategic Initiative – Safe and Livable Communities

- Achieve through negotiations and persuasion an early resolution favorable to the client.
 - Accomplish direct contact with 90% (estimated 1,900 of 2,110) of all new adult felony clients with criminal charges before the pre-preliminary hearing conference in all new filings to build rapport and trust with client and family thereby facilitating a favorable early resolution, when appropriate.

Required Discipline – Skilled, Competent and Diverse

Workforce

- Ensure all staff 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 average of 16 hours of training/outreach for 78% (estimated 1,200 hours for 100 positions) of staff to ensure the ability to develop a successful legal strategy and to determine viable defenses. This objective is reduced from the Fiscal Year 2007-08 accomplishment as it aligns more closely with the anticipated number of seminars and training events that will be held and attended throughout the fiscal year.
- Seek and maintain partnerships with educational and community organizations in order to facilitate a continuous source of volunteers and interns, resulting in practical professional training, enhanced recruitment opportunities, and cost savings to the County.
 - Achieve an increase of 1% (estimated 200 hours) provided by volunteers in all programs, up from 20,700 volunteer hours in Fiscal Year 2007-08 to 20,900 hours.
- Seek and ensure clients are receiving competent representation from attorney staff through mentoring and observation of evidentiary hearings by senior supervising staff.
 - Observe and mentor 75% (estimated 38 of 50) of attorney staff conducting an evidentiary hearing.

Related Links

For additional information about the Alternate Public Defender, refer to the Web site at www.sdcounty.ca.gov/apd.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of families reunified in completed and closed dependency court cases / total cases ¹	60% of 3,830	61%	63% of 3,607	63%	63%
Percentage of a minimum average of 16 hours of training / outreach for department staff achieved / number of staff ²	77% of 73 staff	78%	100% of 100 staff	78%	80%
Percentage of direct contact accomplished with every client before the pre-preliminary hearing conference in new adult felony criminal cases / total new adult felony criminal cases	79% of 2,652	90%	90% of 2,110	90%	90%
Percentage of initial investigation assignments completed prior to preliminary hearing on new life sentence case appointments / total new life sentence cases ³	N/A	90%	100% of 27	N/A	N/A
Percentage increase of volunteer hours / total volunteer hours	15,300 hours	10%	35% / 20,700 hours	1% ⁴	1% ⁴
Percentage of attorney staff observed and mentored in evidentiary hearings / number of attorney staff ⁵	N/A	N/A	N/A	75%	76%

Table Notes

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

² Relevant skills include advocacy, communication, community networking and support, diversity and customer service.

³ This measure will be discontinued as of Fiscal Year 2008-09 and replaced by a measure that better reflects outcomes for clients and communities.

⁴ The proposed increase of only 1% in volunteer hours for Fiscal Year 2008-09 and 2009-10 reflects the department's ability to sustain the larger than anticipated hour increase in Fiscal Year 2007-08 with current resources.

⁵ New Measure effective Fiscal Year 2008-09 to reflect current strategic priorities and outcomes for the community. The number of attorney staff will be included in the Estimated Actuals column in the Fiscal Year 2009-11 CAO Proposed Operational Plan.



Budget Changes: 2007-08 to 2008-09

Staffing

No change in total staffing. Transfers among divisions are based on operational needs.

Expenditures

Net increase of \$0.8 million.

- Salaries and Benefits — increase of \$1.0 million to support negotiated wage and benefit adjustments.
- Services and Supplies — decrease of \$0.03 to align resources with operating needs.
- Capital Assets and Equipment — decrease of \$0.08 due to one-time purchases completed in Fiscal Year 2007-08.

Revenues

Net increase of \$0.8 million.

- Intergovernmental Revenues — increase of \$0.3 million due to an increase in Reimbursement for Trial Courts which will directly offset the increased costs in the Juvenile Dependency Program.
- Use of Fund Balance — decrease of \$0.03 million. The remaining amount of \$0.2 million will be used for one-time expenses associated with capital cases.
- General Revenue Allocation — increase of \$0.5 million to support the operating cost increases described above.

Budget Changes: 2008-09 to 2009-10

Increase of \$0.6 in Salaries and Benefits due to an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Administration	7.00	7.00	7.00
Juvenile Dependency	38.00	38.00	38.00
Juvenile Delinquency	8.00	5.00	5.00
Criminal Defense	47.00	50.00	50.00
Total	100.00	100.00	100.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Administration	\$ 1,026,282	\$ 1,165,328	\$ 1,425,665	\$ 1,181,240	\$ 1,112,534	\$ 1,146,565
Juvenile Dependency	4,789,713	5,390,692	5,396,192	5,117,408	5,879,336	6,186,400
Juvenile Delinquency	1,216,373	1,336,514	1,336,790	970,529	967,446	1,009,715
Criminal Defense	7,621,348	8,247,599	8,177,287	8,653,500	9,019,819	9,238,033
Total	\$ 14,653,716	\$ 16,140,133	\$ 16,335,935	\$ 15,922,677	\$ 16,979,135	\$ 17,580,713

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 11,855,082	\$ 12,980,004	\$ 13,085,190	\$ 12,775,002	\$ 13,936,137	\$ 14,537,715
Services & Supplies	2,798,635	3,076,129	3,250,745	3,147,676	3,042,998	3,042,998
Capital Assets Equipment	—	84,000	—	—	—	—
Total	\$ 14,653,716	\$ 16,140,133	\$ 16,335,935	\$ 15,922,677	\$ 16,979,135	\$ 17,580,713



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Fines, Forfeitures & Penalties	\$ 49,851	\$ 51,347	\$ 51,347	\$ 51,347	\$ 51,347	\$ 51,347
Intergovernmental Revenues	5,671,066	5,959,270	5,959,270	5,940,591	6,290,710	6,597,774
Charges For Current Services	1,289	—	—	1,604	—	—
Miscellaneous Revenues	261,600	302,400	302,400	245,108	320,000	320,000
Use of Fund Balance	(498,964)	212,000	407,802	68,911	185,713	—
General Revenue Allocation	9,168,874	9,615,116	9,615,116	9,615,116	10,131,365	10,611,592
Total	\$ 14,653,716	\$ 16,140,133	\$ 16,335,935	\$ 15,922,677	\$ 16,979,135	\$ 17,580,713

Child Support Services



Department Description

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

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Kids

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
 - Increased the percentage of open cases with an enforceable order from 85% to 89%, exceeding the target of 85%. 86,150 cases of 96,600 open cases had an enforceable order.
 - Reviewed 14,800 of 109,000 cases with a current support order to ensure a fair and accurate order exists for the parties involved.
 - Increased the percentage of cases with parentage established from 81% (84,900 of 104,800) to 85% (76,900 of 90,250).
- Maximize compliance with support orders by promoting, enabling, and ensuring payment for families. Collect reimbursement for public assistance programs.
 - Increased the percentage of current support collected to current support owed from 50% (\$76 million of \$152 million) to 51% (\$79 million of \$154 million).
- Maintained the percentage of collection received on arrears cases at 54.5% (40,700 of 74,700), falling short of the 56% goal.
- Implemented the outbound auto-dialer which automatically contacted non-custodial parents' residential and cell phones. Auto-dialers were initiated for reminders of pending court dates, requests for delinquent child support payments, notification of the first payment due, requests to contact the office regarding legal documents, and notification of a potential license suspension.
- Inform and educate the community about child support services through proactive media relations and community outreach.
 - The Paternity Opportunity Program (POP), which assists unmarried parents in establishing parentage, was expanded to 11 area clinics. DCSS conducted meetings, orientations, and delivered materials about the program, which assisted in the increase of paternitys established among births to unwed parents in San Diego County to 89%.
 - Conducted 53 weekday outreach presentations to community based organizations, employers, custodial and non-custodial parents, exceeding the target of 30. This resulted in 9,750 contacts with the public.



- Developed and distributed informational flyers about the free services for parents provided by DCSS to 43 day care centers throughout the County.
- Implemented the Post Court Order Early Intervention Program to inform non-custodial parents of their responsibilities and options related to their child support obligations. After every in-office stipulation was reached, 100% of the non-custodial parents were provided information regarding methods of payment, ramification of non-payment, and a wallet card with information regarding the amount of payment, date to pay each month, and address to mail payments.

Required Discipline – Accountability/Transparency

- Exceeded the federal performance measure goal of \$2.00, which measures program cost effectiveness, and collected \$3.06 of support for every \$1.00 spent on operations.

Required Discipline – Regional Leadership

- During Firestorm 2007, established and managed the 2-1-1 San Diego overflow call center to respond to citizen inquiries that exceeded the capacity of the 2-1-1 San Diego main call center. From October 22-28, 2007, managed up to 70 DCSS staff, County staff, and local volunteers in various shifts 24 hours/day, answering 24,156 calls, nearly 25% of the total 2-1-1 San Diego calls, with an average speed of answer of 1.5 minutes.

2008-10 Objectives

The DCSS will focus on mission critical services to address the loss of staff due to the continuing flat revenue allocation from the State. The conversion to the statewide child support system in August 2008 may have an impact on program performance due to significant changes in business practices and functionality of the new system.

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 85% (est. 82,100 of 96,600) of open cases have an enforceable order.
 - Ensure the percentage of cases with parentage established remains above 85% (est. 76,900 of 90,250).
- Maximize compliance with support orders by promoting, enabling, and ensuring payment for families. Collect reimbursement for public assistance programs.
 - Sustain the percentage of current support collected to current support owed at 51% (est. \$79 million of \$154 million).
 - Maintain the percentage of arrears cases with a collection at 56% (est. 41,800 of 74,700).
 - Maintain total collections at \$172 million in Fiscal Year 2008-09.
- Inform and educate the community about child support services through proactive media relations and community outreach.
 - Increase the number of area clinics served by POP from 10 to 20. This program assists unmarried parents in establishing parentage, and has increased the percentage of paternities established among births to unwed parents in San Diego County.
 - Develop and implement a targeted communication plan to the local hospitals that have fewer than 70% of unwed parents participating in POP.
 - Conduct a minimum of 30 weekday outreach presentations each year utilizing defined demographic target markets to specific populations in the county to inform them of available DCSS services.
 - Develop and distribute informational flyers about the free services for parents provided by DCSS to local community-based organizations.



- Design a program and evaluate the effectiveness of conducting orientations with the parties that appear for the first time in court to educate them on the court and child support process.

Required Discipline – Accountability/Transparency

- Meet or exceed the federal performance measure goal, which measures program cost effectiveness, and collect at least \$2.00 of support for every \$1.00 spent on operations.

Required Discipline – Customer Satisfaction

- Maintain the amount of child support money held awaiting disbursement to less than 1% of the total collections (\$1.7 million), assuring that child support payments get to families.

Required Discipline – Regional Leadership

- Collaborate with the State and the Administrative Office of the Courts to design, develop, and implement a process involving collaborative negotiation with the custodial and non-custodial parents to establish or modify child support orders more quickly, increase child support payments, and increase parent satisfaction with the outcomes.

Related Links

For additional information about the Department of Child Support Services, refer to the Web site at www.sandiegochildsupport.org.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of current support collected (Federal performance measure #3)	50%	51%	51%	51%	51%
Customer satisfaction rating (Scale 1-5) ¹	4.3	4.5	4.4	4.4	4.4
Percentage of cases with an enforceable order (Federal performance measure #2)	85%	85%	89%	85%	85%
Percentage of arrears cases with a collection (Federal performance measure #4)	53%	56%	54.5%	56%	56%
Total Collections (in millions)	\$166	\$164	\$172	\$172	\$172

Table Notes

The five federal performance measures are nationally defined measures subject to incentives to the State and include:

- 1) Establishment of Paternity
- 2) Cases with an Enforceable Child Support Orders
- 3) Collections on Current Support
- 4) Cases with Collections on Arrears
- 5) Cost Effectiveness of the Program

¹ Scale of 1-5, with 5 being "excellent." The internal customer service satisfaction survey will be reviewed quarterly for results.

Budget Changes: 2007-08 to 2008-09

Staffing

Decrease of 30.00 staff years.

- As a result of continued flat State funding of the child support program for Fiscal Year 2008-09, 30.00 vacant staff years were eliminated to align expenditures with program revenues. Fiscal Year 2008-09 is the sixth year of flat funding resulting in staffing decreases through attrition. Although service levels have been impacted, child support collections disbursed continues to increase

each year, bringing additional dollars to families and children. DCSS has taken action to minimize the impact of the loss of staff, and in some areas increased productivity using strategic planning and business process reengineering.

- Transfers of positions among divisions were made based on operational needs.

Expenditures

Net decrease of \$1.5 million.



- Salaries and Benefits — net decrease of \$1.6 million due to the deletion of 30.00 staff years and the elimination of one-time funding to support temporary staff working on a project to assist in the transition to the statewide California Child Support Automated System in August 2008, offset by an increase in salaries of benefits to support negotiated wage and benefit adjustments.
- Services and Supplies — net increase of \$0.1 million due to additional costs associated with the transition to the statewide California Child Support Automated System.

Revenues

Net decrease of \$1.5 million.

- Intergovernmental Revenues — decrease of \$1.3 million due to the transition to the statewide California Child Support Automated System in August 2008 resulting in a reduction in revenue for information technology

expenditures, and the elimination of one-time funding for a project that will be completed prior to the system transition in August 2008.

- Charges for Current Services — decrease of \$0.2 million due to a decrease in the number of welfare cases where child support amounts collected result in a reimbursement to the County for income assistance payments.

Budget Changes: 2008-09 to 2009-10

State funding available to the local DCSS is not projected to increase. The net decrease of \$0.5 million is associated with salary savings as a result of not filling positions that become vacant through attrition offset by an allowance for anticipated wage and benefit adjustments. Future Operational Plan changes may be required as the final implementation of the California Child Support Automated System occurs in August 2008.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Relations	4.00	3.00	3.00
Production Operations	466.00	441.00	441.00
Staff Development Division	16.00	15.00	15.00
Quality Assurance	2.00	1.00	1.00
Administrative Services	21.00	20.00	20.00
Recurring Maintenance and Operations	4.00	3.00	3.00
Help Desk Support	1.00	1.00	1.00
Total	514.00	484.00	484.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Relations	\$ 359,884	\$ 360,228	\$ 1,625,091	\$ 314,987	\$ 276,591	\$ 287,669
Production Operations	42,286,819	47,387,260	47,390,960	44,903,297	46,263,746	45,572,362
Staff Development Division	1,314,008	1,355,981	1,355,981	1,193,916	1,267,814	1,321,826
Research and Publication Division	22	—	—	1,758	—	—
Quality Assurance	43,021	185,246	185,246	103,280	114,549	123,712
Administrative Services	2,087,662	2,205,855	2,205,855	2,207,338	2,167,376	2,256,693
Recurring Maintenance and Operations	1,710,501	682,439	682,439	896,777	562,269	578,900
Special Projects	27,856	—	—	32,693	—	—
Help Desk Support	334,799	137,439	137,439	132,550	132,238	136,289
Total	\$ 48,164,572	\$ 52,314,448	\$ 53,583,011	\$ 49,786,596	\$ 50,784,583	\$ 50,277,451



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 40,790,737	\$ 43,495,081	\$ 44,759,944	\$ 41,933,505	\$ 41,862,883	\$ 41,433,685
Services & Supplies	7,373,836	8,819,367	8,823,067	7,853,091	8,921,700	8,843,766
Total	\$ 48,164,572	\$ 52,314,448	\$ 53,583,011	\$ 49,786,596	\$ 50,784,583	\$ 50,277,451

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 47,947,972	\$ 50,163,948	\$ 50,163,948	\$ 50,033,662	\$ 48,834,083	\$ 48,326,951
Charges For Current Services	2,092,436	2,146,500	2,146,500	2,005,306	1,946,500	1,946,500
Miscellaneous Revenues	333,079	4,000	4,000	369,552	4,000	4,000
Use of Fund Balance	(2,208,915)	—	1,268,563	(2,621,924)	—	—
Total	\$ 48,164,572	\$ 52,314,448	\$ 53,583,011	\$ 49,786,596	\$ 50,784,583	\$ 50,277,451



Citizens' Law Enforcement Review Board



Department Description

The Citizens' Law Enforcement Review Board (CLERB) receives and investigates complaints of misconduct concerning sworn Sheriff's deputies and Probation officers. The Review Board also investigates, without a complaint, the death of any person arising out of, or in connection with, the activities of these sworn officers. The Review Board issues monthly workload updates, synopses of completed investigations, and publishes a comprehensive annual report that is widely distributed and available on the Review Board's Web site (see link below).

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

Maintain public accountability of Sheriff's and Probation's peace officers, to the extent allowed by law, through the receipt, timely investigation, and board review of citizens' complaints of misconduct.

- Issued and publicly distributed 12 monthly workload reports to the Review Board and the Sheriff's and Probation Departments. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy changes.
- Ensured complaint investigations are completed within one year of receipt, unless delayed due to lengthy investigations required in some complex cases.

- Processed new complaints in a timely manner. Maintained 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.
- Provided 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.

Required Discipline - Accountability/Transparency

- To the extent legally allowable, maintained a transparent and independent citizen complaint process that provided relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
- Provided redacted case synopses that give more information to the public while respecting peace officers' confidentiality rights.
- Increased community awareness of the Review Board through quarterly, multidisciplinary outreach.



2008-10 Objectives

Strategic Initiative – Safe and Livable Communities

- Issue and publicly distribute 12 monthly workload reports to the Review Board and the Sheriff's and Probation Departments. Complete a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy changes.
- Ensure complaint investigations are completed within one year of receipt, unless delayed due to lengthy investigations required in some complex cases.
- Process new complaints in a timely manner. Maintain a complaint 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 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.

- Enhance understanding of law enforcement issues by Review Board members and the public through quarterly training presented at Review Board meetings.

Required Discipline - Accountability/Transparency

- To the extent legally allowable, maintain a transparent and independent citizen complaint process that provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
- Provide redacted case synopses that give more information to the public while respecting peace officers' confidentiality rights.
- Increase community awareness of the Review Board through quarterly, multidisciplinary outreach.
- Enhance access to CLERB services by Spanish-speakers through distribution of Spanish-language brochures and use of a Spanish-language recording.

Related Links

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Mail out complaint documents for complainant signature within two working days of initial contact ^{1,2}	100% of 108	100%	100% of 141	100%	100%
Complete case investigations within one year ^{1,2}	99% of 108	100%	100% of 141	100%	100%
Provide 12 early warning reports annually to the Sheriff's and Probation Departments	100% of 12	100% of 12	100% of 12	100% of 12	100% of 12
Hold or attend at least four community based meetings annually (one meeting per quarter) Target: 100%	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
Present training on law enforcement issues once per quarter (4 meetings annually) ³	N/A	N/A	N/A	100% of 4	100% of 4
Number of Spanish-language brochures distributed (target: 50 annually) ³	N/A	N/A	N/A	50	50

Table Notes

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

² CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 143 based on a five year average.

³ New Performance Measure effective Fiscal Year 2008-09.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Salaries and Benefits and Services and Supplies — increase of \$0.02 million to support negotiated wage and benefit adjustments and operating costs.

Revenues

General Revenue Allocation — increase of \$0.02 million to support the cost increases described above.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.02 million due to an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Law Enforcement Review Board	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Law Enforcement Review Board	\$ 503,562	\$ 560,194	\$ 575,112	\$ 493,393	\$ 579,027	\$ 586,457
Total	\$ 503,562	\$ 560,194	\$ 575,112	\$ 493,393	\$ 579,027	\$ 586,457

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 426,863	\$ 454,732	\$ 469,650	\$ 422,008	\$ 455,890	\$ 470,127
Services & Supplies	76,699	105,462	105,462	71,385	123,137	116,330
Total	\$ 503,562	\$ 560,194	\$ 575,112	\$ 493,393	\$ 579,027	\$ 586,457

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 43	\$ —	\$ —	\$ 28	\$ —	\$ —
Use of Fund Balance	(19,528)	—	14,918	(66,829)	—	—
General Revenue Allocation	523,047	560,194	560,194	560,194	579,027	586,457
Total	\$ 503,562	\$ 560,194	\$ 575,112	\$ 493,393	\$ 579,027	\$ 586,457

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.

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities and Required Discipline – Regional Leadership

- Led and coordinated the regional response to protect the County's three million citizens during the devastating wildfires in October 2007 referred to as Firestorm 2007, a Presidential declared Major Disaster.
 - Activated and staffed the County's Operational Area Emergency Operations Center (EOC) for 24 hours a day for three weeks with over 85 County, City, State, Federal agencies and cooperative agencies with an estimated staffing level of 1,612 working to ensure regional coordination during the activation of the Emergency Operations Center.
 - The County of San Diego procured and installed AlertSanDiego, the region's mass notification system, which is capable of reaching all residents within the County including residents in the 18 incorporated cities. The system was a key component of the Firestorm 2007 evacuation operations in which over 515,000 residents were evacuated, the largest fire evacuation in United States history.
- Coordinated the activation and staffing of four Local Assistance Centers (LAC) in fire-affected regions to serve as a single point of contact for recovery information. Approximately 24,000 residents used the LACs for assistance and disaster relief information. In addition to LACs, the recovery Web site www.sdcountyrecovery.com provided information on disaster recovery resources available to residents requiring assistance.
- Increased OES's visibility in the community during this disaster with real time updates on television, radio, and Web site coverage. The Joint Information Center, which is the primary coordination location for collection and dissemination of public information during an emergency, provided approximately 210 press releases to the media and public. Additionally, enhancements were made to OES' Web site to cope with an increase in hits that rose to 25 times the normal traffic.



- Coordinated closely with 2-1-1 San Diego, the region's information hotline. 2-1-1 San Diego was able to access information from the EOC to provide real-time updated information to over 140,000 callers.
- Implemented the coordination and communication guidelines during the disaster resulting in effective communications using the Regional Communication System (RCS). RCS, a wireless network, allowed emergency personnel to seamlessly coordinate activities via radio without interruption.
- Addressed functional and medical needs of residents during the evacuation. The Medical Operations Center (MOC) of Emergency Medical Services leveraged resources to coordinate emergency services with hospitals and other stakeholders. The MOC, in one day, managed the evacuation of three hospitals and 12 skilled nursing facilities, which constitutes approximately 2,000 patients.
- Implemented a formal classroom training program that trained 200 County staff to be emergency shelter workers, and be available to supplement the Red Cross during major emergencies. These shelter workers were called upon during Firestorm 2007, and provided invaluable support and leadership at the Del Mar Fairgrounds mega-shelter.
- All County and regional plans are now compliant with the National Incident Management System (NIMS) in accordance with Homeland Security Presidential Directive 8. This ensures that the County remained eligible for Federal Emergency Management Agency (FEMA) Assistance during Firestorm 2007 and in the event of a future disaster.
- Improved the utilization and distribution of emergency resources and privately owned assets by entering resource data into the regional computer system used by all first responders, hospitals, and others in the event of an emergency. This allowed for

the better use of resources throughout the County of San Diego Region during Firestorm 2007 and other recent operation center activations.

Strategic Initiative – Safe and Livable Communities

- Encouraged children's awareness of emergency preparedness.
 - Completed a Family Disaster Plan program at Fallbrook Union and Vista Unified School Districts that encouraged students to discuss the program with their families.
 - Achieved 100% dissemination of emergency preparedness information to all 646 San Diego County Schools by providing materials to all 42 school districts for distribution.
 - Utilized new methods and materials to further educate our children on the importance of emergency preparedness by updating the Kids and School pages on the new "Regional Personal Preparedness" Web site "Readysandiego.org".

Required Discipline – Regional Leadership

- Conducted one full-scale Nuclear Power Plant security exercise. This Nuclear Power Plant security exercise tested coordination between the off-site jurisdictions (San Diego and Orange Counties; Cities of Dana Point, San Clemente and San Juan Capistrano; State Parks and USMC Camp Pendleton) and law enforcement responders during a security event at the Power Plant.
- Initiated and coordinated the development of a regional Critical Infrastructure Protection Program. The purpose of the program is to identify and prioritize the region's most critical infrastructure and key assets. Critical infrastructure includes roads, bridges, emergency services facilities, government buildings, hospitals, communications systems, water and power sources, and transportation systems. This program involves



coordination with government and private industry stakeholders within the county. This program is scheduled to be completed by June 2008.

- Promoted the Continuity of Operations Plans (COOP) to the jurisdictions and agencies throughout the county by providing them a template that they could use to develop and establish their Operations Plan in the event of a disaster or major emergency. Five cities started work on their COOP.

Required Discipline – Continuous Improvement

- Received national accreditation from the Emergency Management Accreditation Program for the County's system for disaster preparedness and response. OES met 58 rigorous standards of excellence and was cited by the assessment team for best practices in training, public awareness campaigns, and interoperable communication. San Diego is the only local government in California and one of only three local governments in the United States to successfully complete the voluntary accreditation.
- Homeland Security grant funding of \$975,000 was provided to the San Diego Regional Law Enforcement Coordination Center (LECC). County OES is the pass through agency for Homeland Security Grant funding for the LECC. The funds purchased a telephone system and computer equipment to be used for San Diego LECC scheduled to be fully operational by December 2008.

2008-10 Objectives

Strategic Initiative – Safe and Livable Communities and Required Discipline – Regional Leadership

- Review and improve the coordinated regional response to major disasters and emergencies through lessons learned from the October 2007 wildfires, referred to as Firestorm 2007.

- Oversee the implementation of the 39 specific recommendations outlined in the Firestorm 2007 After Action Report. These recommendations, which cover many separate aspects of County government, provide a very important blueprint and action plan on how to improve our region's readiness for the next disaster.
- Coordinate closely with 2-1-1 San Diego, the region's information hotline, to develop additional abilities to quickly increase staff and phone lines in order to have sufficient capacity to provide critical emergency information to the public during major emergencies and disasters.
- Utilize lessons learned from the recent Firestorm 2007 to update and streamline the Operational Recovery Plan by June 2010. Recovery operations include the development, coordination, and execution of service and site restoration plans for impacted communities, as well as the reconstitution of government operations and services. Lessons learned include identifying County sites and facilities to be utilized as possible Local Assistance Centers (LAC) for future disasters. Identify and train County staff to function in the LAC's and provide them specific policies and processes that will expedite the establishment and day to day operation of the LAC.
- OES, in partnership with the Land Use and Environment Group and the Forest Area Safety Task Force, will coordinate the region's efforts to create a master fuel management plan to reduce the region's vulnerability to wildfires. This will involve working with representatives from the 18 incorporated cities, other governmental jurisdictions, and the private sector.
- In collaboration with the 18 incorporated cities, other County groups and departments, fire safe councils, and the private sector, develop a public



education campaign and materials on reducing the risk of wildfires to reach three million residents by June 2009.

- Develop four regional shelter supply caches, where vital shelter supplies such as cots, blankets, and comfort kits can be pre-positioned and stored, and ready for immediate use during a major emergency by June 2009. These caches would be available to supplement the shelter supplies already stored and managed by the American Red Cross.

Strategic Initiative – Safe and Livable Communities

- Coordinate the implementation of the initial phases of the recently completed San Diego Critical Infrastructure Protection Plan by June 2010. The purpose of this plan is to identify and assess the region’s most important resources and infrastructure, and to provide strategies to reduce their vulnerability to both natural disasters and terrorist attack.
- Encourage kids’ awareness and participation in the Family Disaster Plan program at two designated school districts through school campaigns that consist of classroom contests with prizes for completing the most family disaster packets and encourage students to discuss these programs with their families.
- Distribute emergency survival program information to all 646 San Diego County Schools. The Emergency Survival Program is a monthly newsletter that is published and distributed to members that focus on various tips and information to inform the public on safety, preparedness, and survival in a disaster or emergency situation.
- Develop and implement a public awareness campaign on the County’s AlertSanDiego mass notification system that directs residents to a Web link to register. The campaign will provide information to the community about the difference between this system and Reverse

911, and the benefits of the notification system. The success of these efforts can be measured by the number of new registrants to AlertSanDiego.

- Assist in providing easier access to information for Federal and State preparedness training for all 18 cities and 58 special districts and other agencies by June 2010. These training opportunities will improve unified response, strengthen preparedness, enhance effectiveness, and improve response levels for the San Diego region emergency response organizations.

Required Discipline – Skilled, Competent and Diverse Workforce

- Participate in the annual statewide disaster response exercise in November 2008. This will be a four-day exercise for County departments, 18 cities, and various stakeholders in the region. It will test their ability to respond and recover from a catastrophic earthquake impacting all of Southern California.

Required Discipline – Regional Leadership

- Conduct one Nuclear Power Plant (NPP) graded full-scale exercise by June 2010. The exercise will test the region’s ability to respond and act in case of a nuclear event. This specific exercise will test the County’s ability to establish a reception and decontamination center and provide for follow-up care and registration.
- Manage and administer the Homeland Security Grant program funds. OES is the manager of pass through funds distributed throughout the San Diego region for 18 cities, 58 special districts, and other agencies to improve preparedness, response, and recovery from terrorist and catastrophic events.

Required Discipline – Essential Infrastructure

- Coordinate the County’s participation in the Public Safety Interoperable Communications Grant program by June 2010. This program funded by the federal government will provide over \$6 million to the San



Diego region to improve the ability of our first responders to communicate internally, as well as between agencies by upgrading equipment and improved services in public safety staff day to day operations.

Required Discipline – Continuous Improvement

- Conduct a review of the Hazardous Materials Incident Response Team program by June 2010. This review will look at the cost of the program and the services provided, as well as alternative funding mechanisms and service models.
- Enhance the capability of WebEOC, the County of San Diego's emergency information management system, by the expansion of the reporting feature, construction of customized status recording areas, and upgrading of

system security by June 2010. WebEOC operational capability shall also be improved by increasing the number of trained, active users within the system.

- Integrate the Information and Intelligence Section into the EOC by June 2010. The integration of this section into the operation center will enhance the center's ability to acquire and analyze intelligence and resource data for all types of incidents including terrorism.

Related Links

For additional information about the Office of Emergency Services, refer to the following Web sites:

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of San Diego's cities participating in series of Tabletop exercises (Target = 18)	100% of 18	100% of 18	100% of 18	0 ¹	100% of 18
Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted ²	2	1	1	2	1
Number of quarterly drills (4 total) conducted to test Emergency Operations Center (EOC) Activation procedures	4	4	4	4	4
Percentage of San Diego County schools to receive information on emergency preparedness (Target = 646) ³	100%	100%	100% of 646	100%	100%
Number of exercises (tabletop or full-scale) conducted to test the County's Interoperable Communications plan	2	1	20 ⁴	2	1

Table Notes

¹ Due to the change in the Federal Office of Homeland Security's series schedule, there will not be any table top exercises conducted in Fiscal Year 2008-09.

² This measure has one Nuclear Power Plant (NPP) security full scale exercise in Fiscal Year 2007-08. There are two full-scale exercises scheduled in 2008-09, one to coincide with the Statewide "Golden Guardian" exercise in November and the San Onofre Nuclear Generating Station NPP reception and decontamination exercise scheduled in August. A full-scale exercise is a comprehensive test and evaluation of a plan utilizing written objectives that highlight the practice of various emergency functions and includes deployment of personnel and resources in the field. An NPP graded full-scale exercise includes a formal evaluation by Federal Emergency Management Agency representatives in which they document their findings in a written Exercise Report.

³ This measure provides Emergency Survival Program materials to local schools on an annual basis. Each year, there is a different theme for the year. A packet of materials will be sent to each of the 42 school districts to distribute to all 646 schools.



⁴ There was one NPP full-scale security exercise and 19 tabletop exercises scheduled in Fiscal Year 2007-08. There are two full-scale exercises scheduled in 2008-09, one to coincide with the Statewide “Golden Guardian” exercise in November and the San Onofre Nuclear Generating Station NPP reception and decontamination exercise scheduled in August. There is one full-scale exercise scheduled in Fiscal Year 2009-10. The tabletop and full-scale exercises are part of the tactical interoperability plan that was recognized by the federal government as one of six best programs in the nation. Tabletop exercises are discussion-based exercises utilizing written disaster scenarios designed to practice problem-solving. A full-scale exercise is a comprehensive test and evaluation of a plan utilizing written objectives that highlight the practice of various emergency functions and includes deployment of personnel and resources in the field.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net increase of \$1.6 million.

- Salaries and Benefits — increase of \$0.1 million due primarily to negotiated wage and benefit adjustments.
- Services and Supplies — net increase of \$0.4 million due primarily to grant funds received but not expended during Fiscal Year 2007-08 which are being rebudgeted in Fiscal Year 2008-09.
- Other Charges — decrease of \$2.3 million due to changes in budgeting for State Homeland Security Grant funds. Beginning with awards received in Fiscal Year 2007-08, funds allocated to County departments are appropriated within each of those department’s budgets rather than in the Office of Emergency Services’ budget.
- Capital Assets Equipment – increase of \$3.4 million for a 90-day lease of two firefighting Bombardier CL-415 Superscoopers™ and a 150-day lease of one Aero Commander 690 aerial supervision aircraft to enhance the region’s fire suppression capability.

Revenues

Net increase of \$1.6 million.

- Intergovernmental Revenues — decrease of \$1.9 million related to changes in appropriations described above. Beginning with awards received in Fiscal Year 2007-08, funds allocated to County departments are appropriated within each of those department’s budgets rather than in the Office of Emergency Services’ budget.
- Use of Fund Balance — an increase of \$3.4 million to be used for the 90-day lease of two firefighting Bombardier CL-415 Superscoopers™ and the 150-day lease of one Aero Commander 690 aerial supervision aircraft and \$0.2 million to support one-time expenditures through the County’s Fire Protection and Emergency Medical Services Award program.
- General Revenue Allocation — increase of \$0.1 million to cover negotiated wage and benefit adjustments.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$8.3 million. This change primarily represents State Homeland Security Grants funds not yet awarded. The Office of Emergency Services will be applying for the 2008 State Homeland Security Grants and the 2008 Emergency Management Grant in Fiscal Year 2008-09. A total of 9.00 staff years are associated with these funds and staff year or revenue adjustments will be made if the funds are not awarded.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Office of Emergency Services	19.00	19.00	19.00
Total	19.00	19.00	19.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Office of Emergency Services	\$ 26,527,681	\$ 9,177,639	\$ 19,436,642	\$ 12,372,007	\$ 10,759,122	\$ 2,442,621
Total	\$ 26,527,681	\$ 9,177,639	\$ 19,436,642	\$ 12,372,007	\$ 10,759,122	\$ 2,442,621

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 1,864,704	\$ 1,997,222	\$ 2,122,365	\$ 2,100,019	\$ 2,139,495	\$ 1,477,884
Services & Supplies	8,665,971	1,554,892	8,730,907	6,293,274	1,922,515	431,871
Other Charges	11,839,273	5,625,525	7,326,319	2,749,698	3,279,962	532,866
Capital Assets/Land Acquisition	41,660	—	—	—	—	—
Capital Assets Equipment	4,116,072	—	1,257,051	1,229,015	3,417,150	—
Total	\$ 26,527,681	\$ 9,177,639	\$ 19,436,642	\$ 12,372,007	\$ 10,759,122	\$ 2,442,621



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 24,533,322	\$ 8,053,957	\$ 12,695,677	\$ 5,737,474	\$ 6,132,923	\$ 1,158,069
Charges For Current Services	15,437	—	—	929	—	—
Miscellaneous Revenues	791	—	—	5,936	—	—
Use of Fund Balance	1,054,396	200,000	5,817,283	5,703,986	3,617,150	200,000
General Revenue Allocation	923,736	923,682	923,682	923,682	1,009,049	1,084,552
Total	\$ 26,527,681	\$ 9,177,639	\$ 19,436,642	\$ 12,372,007	\$ 10,759,122	\$ 2,442,621



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 49% of deaths in the County, and ultimately transports approximately 14.5% 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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Contributed 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 Development (NICHD), and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.
- Provided career opportunities for youth and correctional training for youth offenders by fulfilling 100% (22) of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

Strategic Initiative – The Environment

- Achieved a result of “no reportable incidents” (no contamination of public property) by providing guidance and coordination to responsible parties for bio-hazardous waste removal at 400 death scenes on public property.

Strategic Initiative – Safe and Livable Communities

- Enabled timely sharing of detailed information with our customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death by completing investigative, toxicology, and examination reports within the stated performance standards.
- Enabled timely progress of the justice system by completing 81.3% of the homicide examination reports within the stated performance standards. Fell short of the 90% completion goal within the stated performance standards due to a 25% vacancy rate for staff pathologists for six months of the measured year.
- Shared detailed information regarding the cause and manner of death with our customers (families, law enforcement agencies, hospitals, insurance companies,



media, etc.) by providing copies of case reports in Medical Examiner cases within stated performance standards.

Required Discipline – Customer Satisfaction

- Enabled the healing process to begin for those who lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
 - Notified next-of-kin for identified Medical Examiner cases within stated performance standards.
 - Enabled timely funeral services for families by making bodies ready for release within the stated performance standards.

Required Discipline – Regional Leadership

- Provided educational opportunities by fulfilling 100% of appropriate requests (49) to provide training, lectures, and demonstrations for approved educational purposes within four months of request.

Required Discipline – Essential Infrastructure

- Participated in the design and project monitoring for a new Medical Examiner and Forensic Center facility to enhance the functioning of the current outdated building. The groundbreaking for the new facility took place on February 21, 2008, and the new facility is projected to open in December 2009.

2008-10 Objectives

Strategic Initiative – Kids

- Contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, MECAP, NICHD, and the California SIDS Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.

- Provide career opportunities for youth and correctional training for youth offenders by fulfilling 100% of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups (est. 15) 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 death scenes (est. 400) on public property.

Strategic Initiative – Safe and Livable Communities

- Enable timely sharing of detailed information with our customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death by completing investigative, toxicology, and examination reports within the stated performance standards.
- 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 with our customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) by providing copies of case reports in Medical Examiner cases within stated performance standards.

Required Discipline – Customer Satisfaction

- Begin the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
 - Notify 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.

Required Discipline – Regional Leadership

- Provide educational opportunities by fulfilling 100% of appropriate requests (est. 50) to provide training, lectures, and demonstrations for approved educational purposes within four months of request.

Required Discipline – Essential Infrastructure

- Participate in construction project monitoring of the new Medical Examiner and Forensic Center facility. This project will enhance the functioning of the current

outdated building. The new facility's larger capacity, combined with the equipment investments in advanced toxicology, DNA testing, and X-ray imaging technology, will enhance the department's ability to provide timely, high-quality investigation services, as well as introduce new department capabilities in the areas of timely identification of decedents and "virtual autopsies." The new facility is projected to open in December, 2009.

Related Links

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of bodies made ready for release on time ¹ Goal 97% in 7 days or less	100%	100%	100%	100%	100%
Percentage of Investigative Reports completed on time ² Goal 90% in 60 days or less	100%	100%	100%	100%	100%
Percentage of Toxicology Reports completed on time ³ Goal 95% in 60 days or less.	100%	100%	100%	100%	100%
Percentage of Examination Reports completed on time ⁴ Goal 80% in 60 days or less	89.6%	95.0%	99.0%	100%	100%
Percentage of Homicide Examination Reports completed on time ⁵ Goal 95% in 60 days or less	83.1%	90.0%	81.3%	90.0%	90.0%
Percentage of next-of-kin notification completed on time ⁶ Goal 90% in 12 hours or less	100%	100%	100%	100%	100%
Percentage of Case Reports provided on time ⁷ Goal 95% in 7 days or less	96.6%	100%	100%	100%	100%

Table Notes

¹ 90% in 2 days or less; 7% between 3 and 7 days; and no more than 3% longer than 7 days. Total number of bodies made ready for release in 2007-08 was 2,950.

² 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. Total number of Investigative Reports completed in 2007-08 was 2,950.

³ 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. Total number of Toxicology Reports completed in 2007-08 was 2,093.

⁴ 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. Total number of Examination Reports completed in 2007-08 was 2,950.

⁵ 95% in 60 days or less. Total number of Homicide Examination Reports completed in 2007-08 was 135. This measure was not achieved due to a 25% vacancy rate for staff pathologists for six months of the measured year.



⁶ 90% within 12 hours of identification. Total number of next-of-kin notifications completed in 2007-08 was 2,919.

⁷ 95% in 7 days or less after having both a request and case closure. Total number of customers provided with case reports in 2007-08 was 3,416.

Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 1.00 staff year for one Deputy Medical Examiner II position to address an annual increase of 14% in the number of Medical Examiner cases; from 2,594 cases in Calendar Year 2006 to 2,950 cases in Calendar Year 2007.

Expenditures

Net increase of \$0.3 million.

- Salaries and Benefits — increase of \$0.4 million to support negotiated wage and benefit adjustments and one additional staff year as described above.
- Services and Supplies — net decrease of \$0.1 million due to a decrease in one-time funding for a records retention project offset by increases in department operating costs.

- Capital Assets Equipment — decrease of \$0.01 million due to one-time purchases completed in Fiscal Year 2007-08.

Revenues

Net increase of \$0.3 million.

- Use of Fund Balance — decrease of \$0.2 million due to completion of a one-time project for records retention.
- General Revenue Allocation — increase of \$0.5 million for a total of \$7.8 million which will support negotiated wage and benefit adjustments, and one additional staff year as described above.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.2 million due primarily to an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Decedent Investigations	57.00	58.00	58.00
Total	57.00	58.00	58.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Decedent Investigations	\$ 7,256,085	\$ 8,116,092	\$ 8,512,081	\$ 8,118,213	\$ 8,420,637	\$ 8,651,353
Total	\$ 7,256,085	\$ 8,116,092	\$ 8,512,081	\$ 8,118,213	\$ 8,420,637	\$ 8,651,353

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 6,019,863	\$ 6,625,121	\$ 6,764,897	\$ 6,633,835	\$ 7,048,453	\$ 7,348,155
Services & Supplies	1,318,222	1,582,271	1,638,271	1,568,785	1,472,184	1,397,198
Other Charges	18,000	—	—	—	—	—
Capital Assets Equipment	—	8,700	208,913	15,593	—	6,000
Expenditure Transfer & Reimbursements	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total	\$ 7,256,085	\$ 8,116,092	\$ 8,512,081	\$ 8,118,213	\$ 8,420,637	\$ 8,651,353



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ (44)	\$ —	\$ 190,000	\$ —	\$ —	\$ —
Charges For Current Services	553,839	545,678	545,678	692,988	545,678	545,678
Miscellaneous Revenues	50,892	44,220	44,220	46,714	44,220	44,220
Use of Fund Balance	(397,082)	200,000	405,989	52,317	—	—
General Revenue Allocation	7,048,480	7,326,194	7,326,194	7,326,194	7,830,739	8,061,455
Total	\$ 7,256,085	\$ 8,116,092	\$ 8,512,081	\$ 8,118,213	\$ 8,420,637	\$ 8,651,353



Probation



Department Description

The Probation Department, established in 1907, has recently celebrated 100 years of providing effective community corrections solutions to San Diego County residents. Services provided include 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.

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Kids

- Provided resources, services, and referrals that increased resiliency of juveniles and families and reduced the number who entered or re-entered the juvenile justice system.
 - 88% (126 of 143) of juvenile offenders who successfully completed informal supervision did not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision. This exceeded the target of 85%.
 - Provided safe, secure custody with rehabilitative programs (school, gang intervention, mental health, and alcohol and drug) for juvenile offenders who pose a risk to themselves or the community.
 - Juvenile Institutional assaults decreased by 33% from a baseline of 371 in Fiscal Year 2006-07 to 247 in Fiscal Year 2007-08. This reduction took into

account the Average Daily Attendance in the juvenile institutions of 877 in Fiscal Year 2006-07 and 906 in Fiscal Year 2007-08. This exceeded the goal of a 5% reduction.

- Ensured that 97% (1,478 of 1,527) of wards successfully completed their stay at the Juvenile Ranch Facility, as ordered by the Courts. The wards attended school and received additional programming such as substance abuse education, character development, mentoring, anger management, and physical education while detained. This exceeded the target of 90%.

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 contribute to the community in a positive manner.
 - Work crews spent 463,128 hours restoring the environment which represented 93% of our goal. The target of a 5% increase (496,986) over the Fiscal



Year 2006-07 baseline (473,320) was not met due to fewer court ordered referrals to the program than expected.

- Promoted energy conservation practices through the dissemination of information to staff on ways of reducing consumption of non-replenishable energy sources.
 - Increased the number of hybrid vehicles purchased as replacement vehicles to 15. This exceeded the goal of 11 hybrids.

Strategic Initiative – Safe and Livable Communities

- Increased public safety and offender accountability through intensive supervision, monitoring compliance with Court ordered conditions of Probation, and use of community and custodial interventions.
 - Increased the number of searches of probationers to ensure they are not in possession of weapons, drugs, gang-related paraphernalia, child pornography, and other illegal contraband to a total of 13,521 in Fiscal Year 2007-08 from 10,608 in Fiscal Year 2006-07. This reflected a 27% increase over the total searches conducted in Fiscal Year 2006-07.
- Educated crime victims of their constitutional rights and provided victim input to the Court regarding sentencing, restitution, and other conditions of probation.
 - Contacted 98% (12,463 of 12,662) of available victims and informed them of their rights to restitution and a victim impact statement. This exceeded the target of 95%.
- Ensured that 50% of eligible high-risk youthful probationers have been employed within 90 days of case assignment.
 - Secured employment for 52% (63 of 122) of eligible high-risk youthful offenders within 90 days of case assignment. This exceeded the target of 50%.

- Reduced outstanding warrants on probationers through review and apprehension to increase offender accountability by the Probation Warrant Unit.
 - The Probation Warrant Unit executed 286 warrants in Fiscal Year 2007-08, exceeding the target of 200.
- Increased probation involvement in multi-agency operations, such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps, and sobriety checkpoints by 33% (204). This exceeded the target of a 5% increase (161) over the Fiscal Year 2006-07 total of 153.

2008-10 Objectives

Strategic Initiative – Kids

- Provide resources, services, and referrals to increase resiliency of juveniles and families and reduce the number who enter or re-enter the juvenile justice system.
 - 85% (an estimated 136 of 160) of juvenile offenders who successfully complete informal supervision will not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision.
 - Provide safe, secure custody with rehabilitative programs (school, gang intervention, mental health, and alcohol and drug) for juvenile offenders who pose a risk to themselves or the community.
 - Decrease the rate of violent incidents in juvenile institutions by 5% by June 2009, using a Fiscal Year 2007-08 baseline of 904 violent incidents and the Average Daily Attendance of 906.
 - Ensure that 90% (an estimated 1,500 of 1,667) of wards will successfully complete their stay at the Juvenile Ranch Facility, as ordered by the Court. Wards attend school and receive additional programming such as substance abuse education, character development, mentoring, anger management, and physical education while detained.



Strategic Initiative – The Environment

- Promote energy conservation practices through the dissemination of information to staff on ways of reducing consumption of non-replenishable energy sources.
 - Purchase 11 hybrid vehicles replacement 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 to ensure they are not in possession of weapons, drugs, gang-related paraphernalia, child pornography, and other illegal contraband to a total of 12,668. This will reflect a 5% increase over the average total searches of 12,065 conducted in Fiscal Years 2006-07 and 2007-08.
 - Clear 300 outstanding warrants on probationers through review and apprehension to increase offender accountability by the Probation Warrant Unit by June 30, 2009.

- 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 95% of available victims and inform them of their rights to restitution and a victim impact statement.
- Ensure that 50% of eligible high-risk youthful probationers are employed within 90 days of case assignment.
- Increase multi-agency operations, such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps, and sobriety checkpoints, including probation participation, by 5% (188) over the average total operations (179) performed in Fiscal Years 2006-07 and 2007-08.

Related Links

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of Juvenile offenders who successfully complete informal supervision and will not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision ¹	90%	85%	88% of 143 ²	85%	85%
Percentage increase in the number of hours Probation Department Work Crews will spend restoring the environment / total hours ³	13.5% 473,320 hours	5%	(2%) 463,128 hours	N/A	N/A
Percentage increase (over two year average) in the number of searches of probationers to ensure they are not in possession of weapons, drugs, gang-related paraphernalia, child pornography, and other illegal contraband / total searches	154% ⁴ / 10,608 searches	5%	21%/ 13,521 searches	5%	5%
Percentage reduction in the rate of detainee assaults on other detainees or staff in juvenile institutions / total assaults	7% reduction/ 347 assaults	5% reduction	36% ⁵ reduction/ 247 assaults	N/A	N/A
Percentage reduction in the rate of violent incidents including assaults, fights, and threats to staff in juvenile institutions / total violent incidents ⁶	N/A	N/A	N/A	5% reduction	5% reduction
Percentage of available victims contacted to inform them of their rights to restitution and a victim impact statement / total available victims ⁷	99% of 15,361	95%	98% of 12,662	95%	95%

Table Notes

¹ Informal supervision is a way for misdemeanor and minor felony cases to be handled without formal adjudication and formal probation supervision. Informal supervision is voluntary and involves a six-month contract between the parent, the minor, and the Probation Department.

² Implemented new case screening and risk assessment criteria as of Fiscal Year 2007-08 which ensured that only low- to medium-risk juvenile offenders were referred to Informal Supervision resulting in higher than anticipated completion rates. Sustaining current success rates is impacted by these factors: compliance with the program is voluntary and the ratio of low to medium risk offenders is subject to change so projections for Fiscal Years 2008-09 and 2009-10 remain at prior year levels.



³ Work Crew hours for Fiscal Year 2007-08 include revenue (fees charged to contractors) and non-revenue hours performed by probationers. Non-revenue hours include hours worked by probationers to meet community service requirements, but are not billed to contractors. Deleting measure as of Fiscal Year 2008-09. In process of developing a more outcome-oriented measure that better represents the restoration of the environment by Probation work crews.

⁴ The baseline actuals of 6,870 from Fiscal Years 2004- 05 and 2005-06 counted three types of compliance (4th Amendment waiver) searches as only one event if they were completed on the same day and same probationer. For the Fiscal Year 2006-07 Actuals and beyond, the counts include each type of search (person, residence, or vehicle) separately. The 154% increase in Fiscal Year 2006-07 represents this mid-year change.

⁵ The department was successful in reducing the rate of assaults in juvenile institutions and anticipate maintaining that reduction. This measure is being deleted as of Fiscal Year 2007-08.

⁶ As the department was successful in reducing the rate of assaults in juvenile institutions, a new Performance Measure is being added in Fiscal Year 2008-09 that includes all violent incidents. The total number of violent incidents will be included in the Estimated Actuals column in the Fiscal Year 2009-11 CAO Proposed Operational Plan.

⁷ An available victim is any victim with an available address and/or phone number. The Probation Department will attempt to contact 100% of available victims. The targets above reflect the estimated percentage of available victims with accurate contact information.

Budget Changes: 2007-08 to 2008-09

Staffing

Net increase of 97.00 staff years.

- Adult Field Services decrease of 3.00 staff years.
 - Decrease of 2.00 staff years due to Proposition 69, *the DNA, Fingerprint, Unsolved Crime, and Innocence Protection Act*. DNA collection activities have decreased as the backlog of sample collections has reduced and the focus moves to DNA sample analysis.
 - Decrease of 1.00 staff year due to transfer to Institutional Services for the Global Positioning System (GPS) Monitoring Unit.
- Institutional Services net increase of 84.00 staff years.
 - Increase of 52.00 staff years to comply with the State mandated 30-bed per unit and 1:10 staffing ratio and comply with population per unit standards in the juvenile detention facilities.
 - Increase of 36.00 staff years to implement the Juvenile Justice Realignment law (Senate Bill 81) and provide services to wards being retained, recalled, or returned from state custody to local custody, funded by the Youthful Offender Block Grant.
 - Increase of 1.00 staff year due to a transfer from Adult Field Services for the GPS Monitoring Unit.
 - Decrease of 5.00 staff years due to a transfer of staff to Juvenile Field Services to realign staffing needs in field services.
- Juvenile Field Services increase of 16.00 staff years.



- Increase of 11.00 staff years to implement the Juvenile Justice Realignment law and to provide local community supervision of wards being retained, recalled, or returned to local supervision funded by the Youthful Offender Block Grant.
- Increase of 5.00 staff years due to a transfer from Institutional Services for realignment of staff in field services.

Expenditures

Net increase of \$17.7 million.

- Salaries and Benefits — increase of \$11.7 million to support negotiated wage and benefit adjustments and the staffing changes described above.
- Services and Supplies — increase of \$7.2 million primarily due to estimated increases in contracted services, including the transfer of the payment responsibility for the current health services contract from the Health and Human Services Agency to the Probation Department and the addition of Youthful Offender Block Grant funding.
- Other Charges — decrease of \$1.0 million due to reduced costs for commitments of juveniles to State custody following the passage of the Juvenile Justice Realignment law.
- Expenditure Transfer and Reimbursements — increase of \$0.2 million due to an increase in costs reimbursed through the Mental Health Services Act. Since this is a reimbursement, it has the effect of a \$0.2 million decrease in expenditures.

Revenues

Net increase of \$17.7 million.

- Fines, Forfeitures & Penalties — decrease of \$0.1 million due to decreased workload for the Proposition 69 DNA Program.

- Intergovernmental Revenues — increase of \$6.1 million.
 - Increase of \$0.5 million in State revenue for the Adult Mentally Ill Offender Crime Reduction Program and the Juvenile Mentally Ill Offender Crime Reduction Program.
 - Addition of \$5.1 million in Youthful Offender Block Grant funds.
 - Increase of \$0.1 million due to State revenue associated with Standards and Training for Corrections.
 - Increase of \$0.3 million in Title IV-E (Social Security Act) cost reimbursement due to increases in costs of eligible activities.
 - Increase of \$0.1 million from the Federal Bureau of Justice Assistance for a Justice and Mental Health Collaboration Program grant.
- Charges for Current Services — increase of \$0.2 million due to transfer of revenue from the Public Safety Group associated with the Work Furlough program.
- Other Financing Sources — decrease of \$1.6 million due a reduction in funding from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, due to the national economic slowdown and reduced sales tax receipts.
- Use of Fund Balance — decrease of \$1.2 million due to completed major maintenance projects. Remaining Use of Fund Balance amounts support projected major maintenance projects in the upcoming fiscal year.
- General Revenue Allocation — increase of \$14.3 million to support the cost increases and program changes described above and to continue to sustain essential law enforcement activities as Proposition 172 revenues have declined.



Budget Changes: 2008-09 to 2009-10

Increase of 19.00 staff years are needed to achieve full compliance with State requirements in juvenile detention facilities based upon population level estimates and proposed operational changes to be instituted within the next year. Increase of \$8.1 million is proposed. Salaries and Benefits increase of \$6.3 million due to the addition of 19.00 staff years and an allowance for anticipated wage and

benefit adjustments. Services and Supplies increase of \$1.8 million primarily due to an estimated increase in contract services. Intergovernmental Revenues increase of \$2.5 million primarily due to additional Youth Offender Block Grant funds. General Revenue Allocation increase of \$4.8 million to support the cost increases and program changes described above.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Adult Field Services	402.00	399.00	399.00
Institutional Services	509.00	593.00	612.00
Juvenile Field Services	368.00	384.00	384.00
Department Administration	76.00	76.00	76.00
Total	1,355.00	1,452.00	1,471.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Adult Field Services	\$ 37,863,061	\$ 41,520,360	\$ 40,947,491	\$ 40,360,696	\$ 42,425,375	\$ 43,865,866
Institutional Services	56,704,445	54,527,236	57,422,988	61,582,204	70,314,826	75,174,652
Juvenile Field Services	53,137,552	56,744,984	57,466,597	56,747,255	59,824,468	61,675,068
Department Administration	10,482,323	12,348,567	17,860,658	11,675,507	10,236,856	10,221,584
Probation Asset Forfeiture Program	149,548	50,000	120,382	99,346	50,000	50,000
Probation Inmate Welfare Fund	106,865	225,000	225,892	188,812	225,000	225,000
Total	\$ 158,443,795	\$ 165,416,147	\$ 174,044,008	\$ 170,653,820	\$ 183,076,525	\$ 191,212,170

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 116,035,338	\$ 117,710,188	\$ 125,430,085	\$ 125,403,342	\$ 129,418,109	\$ 135,748,889
Services & Supplies	34,944,831	38,914,355	40,790,319	38,239,214	46,109,228	47,920,953
Other Charges	9,238,933	10,427,676	9,427,676	8,841,453	9,427,676	9,427,676
Capital Assets Equipment	—	—	32,000	29,162	—	—
Expenditure Transfer & Reimbursements	(1,775,306)	(1,636,072)	(1,636,072)	(1,859,351)	(1,878,488)	(1,885,348)
Total	\$ 158,443,795	\$ 165,416,147	\$ 174,044,008	\$ 170,653,820	\$ 183,076,525	\$ 191,212,170



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Fines, Forfeitures & Penalties	\$ 528,950	\$ 241,944	\$ 241,944	\$ 273,807	\$ 118,710	\$ 118,710
Revenue From Use of Money & Property	144,847	275,000	275,000	210,468	275,000	275,000
Intergovernmental Revenues	49,274,249	50,586,502	52,308,989	51,666,763	56,716,538	59,211,080
Charges For Current Services	9,676,116	9,466,905	9,466,905	9,759,098	9,619,995	9,948,989
Miscellaneous Revenues	19,135	18,312	18,312	11,137	18,312	18,312
Other Financing Sources	22,436,311	20,992,433	19,802,433	18,707,284	19,437,809	19,937,809
Use of Fund Balance	(4,670,988)	1,883,400	9,978,774	8,073,611	650,000	650,000
General Revenue Allocation	81,035,175	81,951,651	81,951,651	81,951,651	96,240,161	101,052,270
Total	\$ 158,443,795	\$ 165,416,147	\$ 174,044,008	\$ 170,653,820	\$ 183,076,525	\$ 191,212,170



Public Defender



Department Description

The Department of the Public Defender is the primary office responsible for providing legal representation to indigent persons accused of crimes, 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.

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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Strengthened families by assisting our juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
 - Used juvenile record sealing statutes to successfully assist juvenile clients in clearing their records to gain employment, participate in training programs, and/or further education for 92% (314) of requests.
- Promoted our Dependency clients' attendance at their court hearings to insure that the children are involved in the decisions that impact his or her life.
 - 24% (2,078) of age appropriate (11-18) clients attended hearings.
- Worked to reduce the number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help reduce length of stay in Juvenile Hall.

- Reduced the number of elapsed days between admission and sentencing in juvenile cases to an average of 29 days.

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 properly assess the treatment of each case.
 - Resolved an average of 77% of misdemeanor, 49,194 cases, at first appearance.
- Conducted timely investigations, comprehensive client interviews, and obtained maximum prosecution discovery early in order to efficiently and effectively prepare for litigation and resolution.
 - Investigated and resolved 62% of felony cases, 8,000 cases, within 60 days of arraignment when doing so benefits the client more than litigation.
- Assisted clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties, and to be successful on probation.



- Prepared the documents and assisted an estimated 200 misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees, and restitution.
- Filed an estimated 276 felony expungement requests in order to assist citizens in obtaining meaningful employment and recorded the dollars restored to the community from the payment of fines, fees, and restitution prior to the granting of the expungement.

Required Discipline – Skilled, Competent and Diverse Workforce

- Used internal training programs to develop expertise and ethics, and promote effective supervision, teamwork, and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.
 - Achieved 15 hours of annual continuing legal education for each attorney.

2008-10 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, participate in training programs, and/or further education for 92% (estimated 320) of requests.
- Promote our Dependency clients' attendance at their court hearings to insure that the children are involved in the decisions that impact his or her life.
 - Have 25% (estimated 2,198) of age appropriate (11-18) clients attend hearings.
- 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 reduce length of stay in Juvenile Hall.

- Reduce the number of elapsed days between admission and sentencing in juvenile cases to an average of 28 days by June 2010.

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, or approximately 48,000 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 7,700 cases, pre-preliminary hearing when doing so benefits the client more than litigation.
- Assist clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties, and to be successful on probation.
 - Prepare the documents and assist approximately 250 misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees, and restitution. The number of clients requesting expungements is unpredictable, therefore original estimates were high.
 - File an estimated 300 felony expungement requests in order to assist citizens in obtaining meaningful employment and record the dollars restored to the community from the payment of fines, fees, and restitution prior to the granting of the expungement by June 2009.

Required Discipline – Skilled, Competent and Diverse



Workforce

- Use internal training programs to develop expertise and ethics, and promote effective supervision, teamwork, and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.

- Achieve 15 hours of annual continuing legal education for each attorney.

Related Links

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

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of misdemeanor & probation revocation cases resolved at first appearance	75%	73%	77% of 63,988 cases	75%	75%
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	30 days	30 days	29 days	29 days	28 days
Percentage of felony cases investigated and resolved within 60 days of arraignment when doing so would benefit the client more than litigation	63%	61%	62% of 12,817 cases	60%	60%
Ensure that the dependent children are involved in the decisions that impact their lives. Percentage of age appropriate (11-18) clients attending hearings ¹	N/A	65%	24% of 8,693 hearings	25%	25%

Table Notes

¹ This measure has been revised. The baseline formula used in Fiscal Year 2007-08 Adopted was incorrect as it double counted children who attended two hearings. The measure for Fiscal Year 2007-08 Actuals and beyond is based on the correct formula (using current year actuals).

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net increase of \$2.5 million.

- Salaries and Benefits — increase of \$2.2 million to support negotiated wage and benefit adjustments.



-
- Services & Supplies — increase of \$0.3 million to support increases in departmental operating costs.
 - Capital Assets Equipment — decrease of \$0.1 million due to a one-time purchase completed in Fiscal Year 2007-08.

Revenues

Net increase of \$2.5 million

- Intergovernmental Revenues — increase of \$0.3 million due to an increase in Reimbursement for Trial Courts offsetting costs of the Juvenile Dependency Program.
- Charges for Current Services — increase of \$0.2 million due to Court Appointed Attorney cost recovery.

- Miscellaneous Revenues — increase of \$0.1 million due to State reimbursement for Sexually Violent Predator cases.
- Use of Fund Balance — decrease of \$0.1 million due to one-time purchases completed in Fiscal Year 2007-08.
- General Revenue Allocation — increase of \$2.0 million to support the negotiated wage and benefit adjustments.

Budget Changes: 2008-09 to 2009-10

Net increase of \$1.1 million due primarily to an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Indigent Defense	343.00	343.00	343.00
Total	343.00	343.00	343.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Indigent Defense	\$ 50,334,979	\$ 54,381,777	\$ 55,557,036	\$ 53,971,067	\$ 56,857,144	\$ 57,965,042
Total	\$ 50,334,979	\$ 54,381,777	\$ 55,557,036	\$ 53,971,067	\$ 56,857,144	\$ 57,965,042

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 44,221,305	\$ 47,857,808	\$ 48,960,086	\$ 47,379,185	\$ 50,092,173	\$ 51,441,062
Services & Supplies	6,113,674	6,418,969	6,573,779	6,568,711	6,764,971	6,523,980
Capital Assets Equipment	—	105,000	23,171	23,171	—	—
Total	\$ 50,334,979	\$ 54,381,777	\$ 55,557,036	\$ 53,971,067	\$ 56,857,144	\$ 57,965,042

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 5,764,316	\$ 5,809,276	\$ 5,809,276	\$ 6,010,337	\$ 6,108,592	\$ 5,809,276
Charges For Current Services	1,503,382	1,421,924	1,421,924	1,478,410	1,625,219	1,545,219
Miscellaneous Revenues	335,304	272,568	272,568	257,650	354,340	272,568
Use of Fund Balance	(880,115)	105,000	1,280,259	(548,339)	—	—
General Revenue Allocation	43,612,091	46,773,009	46,773,009	46,773,009	48,768,993	50,337,979
Total	\$ 50,334,979	\$ 54,381,777	\$ 55,557,036	\$ 53,971,067	\$ 56,857,144	\$ 57,965,042



Health and Human Services Agency

Health and Human Services Agency

Health and Human Services Agency Summary

Regional Operations

Strategic Planning & Operational Support

Aging and Independence Services

Behavioral Health Services

Child Welfare Services

Public Health Services

Public Administrator / Public Guardian

Administrative Support

Health and Human Services Agency Summary



Agency Description

The Health and Human Services Agency's (HHSA) mission is to make residents' lives safer, healthier, and self-sufficient through the management and delivery of essential services. In support of County Strategic Initiatives for Kids and Safe and Livable Communities, the Agency's goals are assisting at-risk and vulnerable people to be safe, healthy and self-sufficient, and protecting the public's health. In carrying out the County's Required Disciplines, another Agency priority is promoting operational excellence.

In order to accomplish these goals, the Agency provides five mission critical services: prevention, access, protection, treatment and care, and preparedness and response. The Agency provides preventive health care services, access to publicly-funded health care coverage, and a wide array of mental health and substance abuse services. Protective services are provided to abused and neglected children and vulnerable adults, including older adults, the disabled, and indigent adults. The Agency works to reduce the burden of chronic diseases and contributing factors, such as childhood obesity, and helps the community prepare to respond to health emergencies and disasters should they occur.

Through six geographic service regions, the Agency administers a broad range of federal and State mandated programs. Services are delivered through a public-private partnership of County staff and more than 900 contracts with over 500 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.

2007-08 Accomplishments

- Through prevention and early intervention, HHSA helps reduce long-term economic impacts of social and health issues in the community. Prevention and early intervention efforts included campaigns on pandemic flu, Earned Income Tax Credit, underage drinking, and heat emergencies. Mental Health Services conducted numerous forums to gather input from the community regarding their needs for prevention and early intervention programs. Five key activities were implemented to advance strategies in the Childhood Obesity Action Plan, a collaborative effort engaging multiple community partners.
- To improve access to health care, HHSA continued to build upon the recommendations of the Healthcare Safety Net Study. A disease management program, targeting high-cost medical conditions of diabetes and high blood pressure, was initiated. HHSA issued a request for proposals for \$5.0 million to improve care coordination, implement best practices, and strengthen linkages between hospital and clinics. Furthermore, over 25 different State health care legislative proposals were reviewed to determine impact on the local health care safety net.
- The purpose of Child Welfare Services is to protect children from further physical harm or neglect. When the department can do so safely, keeping children in their homes is the goal. HHSA reduced the numbers of children growing up in foster care through improved services to families and strong adoption efforts. Keeping children in their homes, with other family members and in their own communities, maintains stability and



improves their odds for success in school. A total of 127 referrals of foster youth were made by year-end to San Pasqual Academy (SPA), a residential education campus for foster youth which is currently operating at full capacity. Graduating high school is critically important to the long-term success of these youth, and the rate for SPA youth and other foster youth exceeded our goal at 86% (diploma, certificate or equivalent). To promote long-term success beyond foster care, HHSA pursued and received \$4.0 million in new State funding for transitional housing, added 122 new housing sites for youth, and signed an agreement with California State University San Marcos that gives foster youth guaranteed admission.

- To improve well-being and reduce dependency, HHSA provides treatment and care to vulnerable populations from children to older adults. Outcomes steadily improved in the behavioral health arena. For example, adolescents discharged from alcohol and drug treatment are completing high school at higher rates (93%). Wait times for outpatient treatment were reduced which contributes to good outcomes. Progress was made in this third year of implementing the Behavioral Health Services Strategic Plan by continuing to integrate alcohol services with mental health services, since for so many clients these illnesses are often co-occurring.
- Preparedness and response to health-related events and disasters is vitally important. HHSA responded to communicable diseases threats, such as measles outbreaks, tuberculosis, and chicken pox, in a timely manner and notified those possibly infected ensuring containment of the diseases and public safety. Preparedness drills helped us be ready for Firestorm 2007, as the Agency responded by evacuating and safely returning foster youth to San Pasqual Academy, and providing mental and public health services to area residents affected by the fires.

- Mission critical services as described previously cannot be effectively provided without continuing progress towards operational excellence. For example, more rigorous standards and expectations for contract monitoring were issued to strengthen accountability to taxpayers, and to ensure quality services are delivered efficiently by our many community providers. Regions and divisions undertook a number of Business Process Reengineering (BPR) projects to redesign operations, promote efficiencies and enhance customer service.

2008-10 Objectives

The Agency will assist at-risk and vulnerable people by:

- Focusing on children under 10 years of age, through the current child welfare system, and through strategies like:
 - Nurse Family Partnership, an evidence-based, nurse home visiting program that helps first-time, low-income mothers succeed, starting before the birth of their first child. Proven outcomes include improved prenatal health, fewer childhood injuries, and improved school readiness.
 - Screening, Assessment, Referral and Treatment (SART), an initiative to develop a comprehensive continuum of services, including prevention, for high-risk children ages 0-5 years. The purpose of SART is to minimize fragmented systems and services, and maximize funds available.
 - School Success, a program designed to help foster children tackle the difficulties they face at home and school. This program is a joint effort with the County Office of Education.
- Strengthening the health care safety net. This will be accomplished by:
 - Providing new mental health prevention and early intervention services that identify and treat early signs of mental illness.



- Opening a new state-of-the-art health care campus to replace the existing Edgemoor facility which first opened in 1962. Edgemoor, a 24-hour skilled nursing facility, provides long-term medical care to patients with complex medical needs. Edgemoor patients are often under Conservatorship, receive Medi-Cal and are not eligible for most nursing home environments.
- Implementing key Healthcare Safety Net strategies through a public-private partnership to improve access for uninsured residents in San Diego County. The partnership will also help address gaps in specialty care, coordination of care, and funding.
- The Agency will protect the public's health by partnering with the County Office of Emergency Services on the Mobile Field Hospital Program. This program, which will be administered by Scripps Hospital, is a new and innovative way to respond to an emergency anywhere in California. It can be deployed and be operational within 72 hours.
- The Agency will pursue strategies and technology that assist the workforce to provide timely, responsive and efficient services to the community, while preparing for local impacts of the State's continuing fiscal problems:
 - Launching eQuest, a new electronic referral system that will improve access to health services to children with physical limitations. This new system will allow hospitals, doctors and other medical providers to make and track referrals to the State mandated California Children Services program electronically, replacing a manual paper process.
 - Undertaking a multi-year project to streamline the business processes of three major federal and State mandated public assistance programs that provide access to health care, nutrition, and temporary financial assistance (Medi-Cal, Food Stamps, and CalWORKs). This major continuous improvement project will improve customer service, maintain program integrity, and increase efficiency of services provided to more than 300,000 people by over 1,000 staff throughout the Agency.
 - Implementing case imaging projects in various Agency programs and functions to reduce inefficient paper processes, and facilitate information retrieval by the workforce. This endeavor will help enhance services to customers by creating a more flexible and responsive workforce.

Related Links

For Health and Human Services Agency's Strategy Agenda, which lays out key Agency goals, actions and results, go to www.sdcounty.ca.gov/hhsa/documents/StrategyAgenda2008.pdf.

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

Budget Changes: 2007-08 to 2008-09

Overview

The Health and Human Services Agency's Fiscal Year 2008-09 plan includes appropriations of \$1.8 billion, which is an increase of \$85.0 million in the General Fund.

Adjustments to the Operational Plan include increased appropriations associated with negotiated wage and benefit adjustments, growth in In-Home Supportive Services (IHSS), expansion in mental health services associated with the Mental Health Services Act (MHSA) and appropriations to cover transitional costs with the opening of the new Edgemoor facility in early 2009.

For the past several years, HHSA has been responsible for the oversight of a contract with California Forensic Medical group (CMFG) for medical services to juvenile detainees. In Fiscal Year 2008-09, the administration of this program is transferring to the Public Safety Group, along with \$5.2 million in appropriations and General Revenue Allocations.



This shift of resources reduces the Public Health Services (PHS) budget, and reallocates the use of Realignment revenue between PHS and the Public Health clinics within Regional Operations.

The Agency proposes an increase of 14.50 staff years. This includes 10.00 staff years in Medi-Cal eligibility to support new mandated Medi-Cal citizenship requirements and 4.50 staff years due to County Medical Services program modifications.

Since the State adopted its budget in September 2008, revenues have fallen short and the Governor is now exploring the possibility of a special legislative session to make further budget adjustments. The State Budget as adopted in September 2008 included reductions in CalWORKs administration, Alcohol and Drug Services, In-Home Supportive Services, miscellaneous Aging Services, Adult Protective Services, Food Stamp Administration, Mental Health Managed Care and miscellaneous Public Health services. In addition, a reduction in Medi-Cal reimbursement rates decreases revenues for patient services at the Edgemoor Skilled Nursing Facility. The Medi-Cal rate reduction was anticipated in the development of the budget for services at Edgemoor. In the other areas, the County will meet the funding reductions either through staff attrition that has already been occurring or in the case of Alcohol and Drug Services, through the scaling back of contracted services. The impact on client services will be

potentially longer wait times or a limitation on the number of people who can be served. The estimated revenue loss is \$10.0 million to \$12.0 million. The Agency has taken several steps in anticipation of further looming impacts from additional State reductions. HHSA increased its Management Reserves to \$15.0 as a contingency reserve due to the uncertainty of the economy. In addition, another \$5.0 million of one-time appropriations are included to transition from any future Fiscal Year 2008-09 State enacted cuts to get to resource levels within HHSA that can be maintained with on-going revenues. HHSA also continues to focus on BPR efforts in order to maximize efficiencies with minimal required resources.

The opening of the new Edgemoor in early 2009 is expected to yield greater efficiencies with increased services and an annual savings of 46.50 staff years and \$4.4 million in Realignment revenue.

Tobacco Settlement Funds

Tobacco settlement payments were first securitized in Fiscal Year 2001-02 to allow a stable funding stream for health and human services programs. There is no change from the prior year. The Special Revenue fund reflects \$27.5 million for Fiscal Year 2008-09 for use by programs with a \$3.3 million unallocated reserve. If this reserve is needed, Board of Supervisors approval will be sought.



Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Regional Operations	2,658.25	2,656.25	2,656.25
Strategic Planning & Operational Support	223.50	231.00	231.00
Aging and Independence Services	322.50	323.50	323.50
Behavioral Health Services	903.50	916.00	870.50
Child Welfare Services	819.00	807.00	807.00
Public Health Services	374.25	374.25	374.25
Public Administrator / Public Guardian	36.00	36.00	36.00
Administrative Support	326.00	333.50	333.50
Total	5,663.00	5,677.50	5,632.00

Expenditures by Department

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Regional Operations	\$ 424,664,362	\$ 460,594,318	\$ 460,873,503	\$ 451,864,073	\$ 465,738,686	\$ 475,020,688
Strategic Planning & Operational Support	112,348,122	149,916,426	156,068,641	137,708,143	149,427,300	148,434,470
Aging and Independence Services	249,544,551	280,320,071	280,820,598	277,109,881	304,027,413	328,213,711
Behavioral Health Services	290,029,827	372,698,911	381,040,982	326,690,097	400,600,805	399,844,362
Child Welfare Services	226,999,930	256,143,446	257,767,103	235,834,556	264,356,319	266,783,389
Public Health Services	80,438,280	85,239,358	87,684,963	82,615,470	82,993,768	84,451,323
Public Administrator / Public Guardian	4,012,112	4,345,064	4,345,064	4,016,841	4,402,137	4,402,137
Administrative Support	65,708,791	75,351,499	79,666,804	49,681,486	98,606,549	66,928,815
Tobacco Settlement Funds	24,199,735	27,500,000	27,500,000	24,200,000	27,500,000	27,500,000
Total	\$1,477,945,709	\$1,712,109,093	\$1,735,767,658	\$1,589,720,548	\$1,797,652,977	\$1,801,578,895



Regional Operations



Department Description

The hallmark of the Health and Human Services Agency is its commitment to a service delivery system that is regionalized and accessible, community-based, and customer-oriented. Organized into six geographic service regions, the Agency's service delivery system uses a public-private partnership model to meet the needs of families in San Diego County. All services in a region are under a Regional General Manager who ensures services address local community needs, and programs are delivered in a cost effective and outcome-driven fashion.

As outlined in Appendix D, regional operations include: Child Welfare Services, Family Resource Centers/Assistance Payments, Public Health Centers, Community Health Promotion, Child Care Administration and Welfare-to-Work/Employment Administration.

Mission Statement

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

2007-08 Accomplishments – All Regions

Strategic Initiative – Kids

- Ensured 97.8% (629 of 643) of expectant mothers, who were visited by Public Health Nurses through delivery, completed the recommended number of prenatal care visits from the start of first contact, above target of 95%.
- Immunized 99.7% (2,455 of 2,463) of children, age 24 months, who were eligible for a vaccine at the regional public health centers, above target of 98%.
- Achieved a net enrollment gain of 5% (enrolled 11,211 for a total of 233,037) of eligible children in Medi-Cal and Healthy Families programs as part of a long-term goal to provide health care coverage to uninsured children, exceeding the target of 1% (enroll 2,218 children).
- Ensured that 91.9% (1,921 of 2,089) of children who reunified with their families did not re-enter foster care within the last 12 months, achieving the target of 91%.

- Ensured that 91.7% (6,278 of 6,844) of children with a substantiated allegation of neglect/abuse did not have another substantiated allegation in the next 6 months, above the target of 91.6%.
- Ensured that 77.7% (1,853 of 2,384) of children in foster care for less than 12 months had fewer than three placements during that period, below target of 80%.
- Issued 98.2% (41,299 of 42,142) of Stage 1 and Stage 2 child care payments to CalWORKs and other low-income families within 10 days of receipt of claim, just shy of 99% target.

Strategic Initiative – Safe and Livable Communities

- Secured stable employment for 95% (259 of 272) of Welfare-to-Work participants exiting cash assistance each month as indicated by their remaining off aid for six months, above 90% target.
- Increased by 85% (from 250 to 464) the number of CalWORKs families accessing Earned Income Tax Credit (EITC) Services, above target of 10%. Achievement due to increased EITC campaign and outreach activities.



2008-10 Objectives – All Regions

Strategic Initiative – Kids

- Ensure that 96% (336 of 350) of expectant mothers, who are visited by Public Health Nurses through delivery, complete the recommended number of prenatal care visits from the start of first contact.
- Immunize 99% (2,475 of 2,500) of children, age 24 months who are eligible for a vaccine when the vaccine is due and available, at the regional public health centers, thereby improving the quality of immunization service.
- Ensure a net enrollment gain of 1% (additional 2,330) of eligible children in Medi-Cal and Healthy Families programs as part of a long-term goal to provide health care coverage to uninsured children.
- Ensure that 91% (1,865 of 2,050) of children who reunify with their families do not re-enter foster care within the next 12 months.
- Ensure that 92% (5,980 of 6,500) of children with a substantiated allegation of neglect/abuse do not have another substantiated allegation in the next 6 months.
- Ensure that 80% (1,840 of 2,300) of children in foster care for less than 12 months have fewer than three placements during that period.
- During transition to CalWIN, continue to issue 99% (40,950 of 41,000) of Stage 1 and Stage 2 child care payments to CalWORKs and other low-income families within 10 days of receipt of claim.
- Increase children's participation in food stamps by 8% (from 69,000 to 74,500).

Strategic Initiative – Safe and Livable Communities

- Secure stable employment for 90% (270 of 300) of Welfare-to-Work participants exiting cash assistance each month as indicated by their remaining off aid for six months.

- Increase by 20% (from 330 to 396) the number of CalWORKs families accessing EITC Services.

Central Region

The Central Region encompasses San Diego city's urban core consisting of 48 communities with diverse culture and population. Central Region provides regional services, co-leads the Healthcare Safety Net, manages the Community Action Partnership (CAP) program, and independently administers its own Welfare-to-Work program. CAP is a countywide program committed to improving the lives of economically disadvantaged families and individuals in San Diego through provision of EITC Services, which is considered to be one of the most effective strategies to lift low-income working families out of poverty.

2007-08 Accomplishments

Strategic Initiative – Kids

- Assessed 19 foster children through the Team Decision Making (TDM) allowing more family and community participation to ensure appropriate placements after initial removal, meeting target.
- Ensured 99% (2,757 of 2,768) of youth who participated in the Critical Hours after school program demonstrated improvement in protective factors to reduce risk for delinquency and drug use, exceeding 80% target.
- Ensured 98% (1,445 of 1,474) of youth receiving Juvenile Diversion services did not have contact with the juvenile justice system, above 90% target.

Strategic Initiative – Safe and Livable Communities

- Led regional collaborative efforts to coordinate the provision of County funded homeless services, including mental health, at the city of San Diego's Winter Shelter.
 - Maximized permanent housing opportunities for 1,615 homeless individuals.



- Coordinated provision of 367 services hours and 123 hours of case management services such as assessments and referrals for mental health, medical, shelter, and eligibility determination.

2008-10 Objectives

Strategic Initiative – Kids

- Increase by 10% (from 297 to 326) the number of TDM meetings to allow more family and community participation in making best decisions for children in foster care.
- Conduct a nutrition education initiative at one elementary school in Central Region to promote the benefits of good nutrition and availability of supplemental food assistance.
- Decrease by 5% (from 1,000 to 950) the number of court cases in Central Region to safely maintain more children in their homes without intervention.

East Region

The East Region is a mixture of urban and rural communities. Health priorities include dental care, obesity/diabetes, respiratory illnesses, motor vehicle injuries and unintentional injuries. East Region had the second highest low birth weight rate in the County from 1998-2000, and the second highest percentage of substantiated cases of child abuse among children 0-17 years. East Region administers the Nurse Family Partnership (NFP), an evidence-based program helping first-time low-income mothers in East Region succeed; Neighborhoods for Kids, an initiative to improve child abuse and neglect outcomes; and, Child Care subsidy payments to support families in transition from welfare to work.

2007-08 Accomplishments

Strategic Initiative – Kids

- Improved outcomes through NFP Program, serving 49 East Region low-income mothers and their children.

- Achieved a 44% (12 of 27) decrease or cessation in smoking of NFP participants upon graduation from the program, below target of 47%.
- Ensured 96% (47 of 49) of NFP graduates' children were fully immunized at 24 months of age, above 95% target.
- Linked East County children with familiar people and places that encourage them to thrive.
 - 52% (21 of 40) of school age children in protective custody, not placed with a relative or family friend, stayed in their same school, above target of 50%.
 - 68% (301 of 440) of children coming into protective custody were placed with relatives or non-related extended family members, above target of 60%.

2008-10 Objectives

Strategic Initiative – Kids

- Ensure 47% (12 of 27) of NFP participants decrease or cease smoking upon graduation from the program.
- Ensure 96% (47 of 49) of NFP graduates' children are fully immunized at 24 months of age.
- Support East County children with familiar people and places that encourage them to thrive.
 - Ensure that 25% of all school age children, not placed with a relative or family friend, for whom a TDM is held regarding placement, continue to attend their home school.
 - 68% (292 of 430) of 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 is comprised of 38 diverse communities including Miramar Air Base and other military communities. In addition to providing core regional services, North Central Region manages the California Children Services (CCS) program, which authorizes and



funds specific medical services and equipment for children with certain physical limitations and chronic health conditions or diseases. The Medical Therapy Program is a special program within CCS that provides Occupational Therapy and Physical Therapy for children with eligible conditions. Therapy services are provided at rehabilitation units located in public schools throughout San Diego County.

2007-08 Accomplishments

Strategic Initiative – Kids

- Ensured that 78% (80 of 102) of children involved in a TDM meeting had a placement outcome that enhanced permanency and stability in their living situations, above the 75% target.
- Ensured that 78% (210 of 270) of medical determinations were made within five working days on all new requests received by CCS to improve health outcomes for children who are eligible for CCS, below the target of 85%.

Required Discipline – Continuous Improvement

- Designed and piloted a Web-based referral system that reengineered CCS authorization and determination procedure.

2008-10 Objectives

Strategic Initiative – Kids

- Increase by 5% (from 143 to 150) the total number of TDM meetings to enhance permanency and stability for foster children.

Required Discipline – Continuous Improvement

- Implement CCS eQuest, a Web-based referral and case management system to improve health outcomes for eligible children with physical limitations and chronic health conditions or diseases.

- Ensure 90% (234 of 260) of new requests for service to CCS are submitted timely and accurately.
- Ensure 85% (221 of 260) of medical determinations are made within 5 working days on all new requests processed through CCS eQuest.

North Coastal Region

The North Coastal Region consists of six cities, Camp Pendleton, and more than a dozen communities. In addition to providing core regional services, North Coastal Region facilitates HealthLink North County, a school health focused, public-private partnership to improve health and education outcomes for North County's school children. Major accomplishments include: countywide School Food and Fitness Summits, Gardening & Nutrition toolkits for North County school districts, and supporting district wellness policies through training, education, and resources to schools and wellness committees. Partners include school nurses, community clinics, local and countywide programs, public health nurses, and Agency staff.

2007-08 Accomplishments

Strategic Initiative – Kids

- Ensured that 73% (204 of 281) of children involved in a TDM meeting had a change of placement outcome that enhanced permanency and stability in their living situations, below the target of 75%.
- Distributed 678 books through a Reach Out and Read Program at the North Coastal Public Health Center to promote early literacy and encouraged children to receive the recommended number of well-child check-ups, exceeding the target of 300 books.



2008-10 Objectives

Strategic Initiative – Kids

- Increase by 5% (from 180 to 189) the total number of TDM meetings to enhance permanency and stability for foster children.
- Address childhood obesity through HealthLink North County to ensure healthy communities and lifestyles by:
 - Providing education on nutrition and physical activity to families at 22 North County school districts.
 - Hosting five forums for health professionals and providing group consultation on school health issues.

Strategic Initiative – Safe and Livable Communities

- Increase Non-Assistance Food Stamps participation by 5% (from 1,575 to 1,654) for eligible families.
 - Host a North County EITC kick-off event, including nutritional education and food stamp outreach.
 - Provide food stamp education at a school resource fair and participate in San Diego Hunger Coalition monthly meetings.

North Inland Region

The North Inland Region includes four cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. In addition to providing core regional services, North Inland Region facilitates the Rural Health Network (RHN), a forum that brings together government and service providers to form a common voice on behalf of rural San Diego County communities. The RHN strives to improve the lives of rural families and reduce service gaps through exploring resource development opportunities, expanding service operations, strengthening partnerships, fostering communication, and implementing new technologies.

2007-08 Accomplishments

Strategic Initiative – Kids

- Distributed 317 books through a Reach Out and Read Program to promote early literacy and encouraged children to receive the recommended number of well-child check-ups, above the target of 300 books.

Required Discipline – Continuous Improvement

- Achieved a 25% (5,158 of 20,610) increase in retention rate for the Medi-Cal program through Medi-Cal eligibility process improvements.

2008-10 Objectives

Strategic Initiative – Kids

- Increase by 5% (from 180 to 189) the total number of TDM meetings to enhance permanency and stability for foster children.

Strategic Initiative – Safe and Livable Communities

- Increase Non-Assistance Food Stamps participation by 5% (from 2,274 to 2,386) for eligible families.
 - Host a North County EITC kick-off event, including nutritional education and food stamp outreach.
 - Provide food stamp education at a school resource fair, and participate in San Diego Hunger Coalition monthly meetings.
 - Establish an HHSA North Regions Web page for the Rural Health Network to improve communication and access to resources for rural communities and families in San Diego County.

South Region

The South Region has four cities and seven communities and is bordered in the south by Mexico. South Region provides regional services, leads the Healthy Eating Active Communities (HEAC) project, and manages the Office of Violence Prevention (OVP) and a Nurse Family Partnership (NFP) Program. HEAC aims to prevent childhood obesity



and ensure healthy adulthood by reducing health risks associated with obesity. OVP is a countywide program dedicated to protecting children and families from dangerous conditions through domestic violence prevention and intervention. OVP offers various contracted services for victims such as immediate services, shelter availability, crisis intervention, counseling, and connection to legal services.

2007-08 Accomplishments

Strategic Initiative – Kids

- Established evidence-based NFP Program and enrolled 75 South Region first-time mothers, meeting target.
- Assessed 10 foster children through the TDM, allowing more family and community participation to ensure appropriate placements after initial removal, meeting target.
- Ensured 13 therapists in the Safe Start Initiative completed eight trainings each for the treatment of Child Welfare Services children who have been exposed to domestic violence, above target of 12 therapists.

Strategic Initiative – Safe and Livable Communities

- Co-led regional public-private partnership process to strengthen South County's safety net by conducting 11 regional stakeholder meetings, thereby increasing resources and coordination of care for the uninsured.

2008-10 Objectives

Strategic Initiative – Kids

- Improve health outcomes related to infant mortality, morbidity, and childhood obesity by ensuring that 85% (46 of 55) of NFP clients will initiate breastfeeding.
- Increase by 10% (from 161 to 177) the number of TDM meetings to allow more family and community participation in making best decisions for children.

Strategic Initiative – Safe and Livable Communities

- Ensure that 95% (7,125 of 7,500) of Domestic Violence Hotline calls are answered by hotline staff within 60 seconds.

Related Links

For detailed information about the health and characteristics of the people living in each Region, go to www.sdhealthstatistics.com.

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits	98% of 350	95% of 350	97.8% of 643	96% of 350	96% of 350
Children enrolled in Medi-Cal and Healthy Families health care coverage ¹	221,826 (enrolled 4,582)	1% (enroll 2,218)	5% ² (enrolled 11,211 for a total of 233,037)	1% (enroll 2,330 for a total of 235,367)	1% (enroll 2,330 for a total of 235,367)
Children age 24 months served by regional public health centers immunized when vaccine is due and available	N/A	98% of 2,500	99.7% of 2,463	99% of 2,500	99% of 2,500
Children who enter foster care do not enter again within 12 months of leaving foster care ³	91.1% of 2,052	91% of 2,050	91.9% of 2,089	91% of 2,050	91% of 2,050
Children with a substantiated allegation of neglect/abuse do not have another substantiated allegation in the following 6 months ⁴	N/A	91.6% of 6,314	91.7% of 6,844	92% of 6,500	92% of 6,500
Children in foster care for less than 12 months have fewer than 3 placements during that period	75% of 2,311	80% of 2,300	77.7% of 2,384	80% of 2,300	80% of 2,300
Childcare payments to CalWORKs and other low-income families made within 10 days ⁵	99% of 70,746	99% of 41,000	98% of 42,142	99% of 41,000	99% of 41,000
Welfare-to-Work participants who secure stable employment, remaining off aid for six months	85% of 272 monthly average	90% of 300 monthly average	95% of 272 monthly average	90% of 300 monthly average	90% of 300 monthly average
CalWORKs families accessing Earned Income Tax Credit (EITC)	N/A	10% (from 275 to 302)	85% ⁶ (from 250 to 464)	20% (from 330 to 396)	20% (from 330 to 396)
Food Stamp participation increase among children ⁷	N/A	N/A	N/A	8% (from 69,000 to 74,500)	8% (from 69,000 to 74,500)



Table Notes

¹ Effective Fiscal Year 2007-08, this measure is reported as a percentage increase of net enrollment gain above prior year-end actual.

² This accomplishment was due to the shared vision, commitment and decision of Agency staff working collaboratively with diverse community partners and organizations.

³ Effective Fiscal Year 2008-09, this measure “children who enter foster care do not enter again within 12 months of leaving foster care” has been updated to align with new federal language. Original measure was “foster children who re-enter foster care within 12 months of leaving foster care (not to exceed target).” Targets have been modified to reflect change.

⁴ Effective Fiscal Year 2008-09, this measure “children with a substantiated allegation of neglect/abuse within a 6 month period, do not have another substantiated allegation in the following 6 months” has been updated to align with new federal language. Original measure was “children with a substantiated allegation of neglect/abuse within a 6 month period that have another substantiated allegation in the following 6 months.” Targets have been modified to reflect change.

⁵ 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.

⁶ The EITC campaign and outreach strategies for Fiscal Year 2007-08 include: 1) Family Resource Centers’ support by linking employed CalWORKs recipients with Family Self Sufficiency providers, 2) increased Employment/Welfare-to-Work engagements, and 3) mass mailing of EITC information to childcare providers through the Childcare program.

⁷ Effective Fiscal Year 2008-09, this measure has been included to better reflect strategic priorities captured in the “Agency Strategy Agenda for 2008-2013.”

Budget Changes: 2007-08 to 2008-09 – All Regions

Staffing

Net decrease of 2.00 staff years and transfers among programs based on operational needs.

- Increase of 7.00 staff years to support new mandated Medi-Cal citizenship requirements.
- Transfer out of 3.00 staff years to Child Welfare Services to support workload needs.
- Transfer out of 6.00 staff years to Administrative Support as a technical adjustment with no impact to the administration of services.

Expenditures

Net increase of \$5.1 million.

- Salaries and Benefits — net increase of \$4.0 million due to negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$1.1 million due to the cost of doing business including utilities, auto, information technology and rents and leases.

Revenues

Net increase of \$5.1 million.

- Intergovernmental Revenues — increase of \$12.0 million.



- Increase of \$1.5 million in Child Care revenue.
- Increase of \$3.5 million in Realignment of which the majority is associated with the transfer of the California Forensic Medical Group (CFMG) contract to the Public Safety Group (PSG).
- Increase of \$7.0 million in administrative revenues due to a technical adjustment and to align to projected allocation levels.
- Revenue from Use of Money & Property — increase of \$0.3 million for lease payments in the South Regional Center.
- Charges for Current Services — increase of \$0.2 million due to an increase in the revenue agreement with Hospital Association of San Diego and Imperial Counties.
- Use of Fund Balance — decrease of \$1.5 million due to the elimination of one-time funding in California Children's Services for Fiscal Year 2007-08.
- General Revenue Allocation — net decrease of \$5.8 million primarily associated with the transfer of the CFMG contract to PSG and redistribution within the Agency with no impact to services.

Budget Changes: 2008-09 to 2009-10 – All Regions

Net increase of \$9.3 million due to an increase of \$9.0 million in Salaries and Benefits as an allowance for anticipated wage and benefit adjustments plus an increase of \$0.3 million in Services and Supplies.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Regional Self Suffic Elig	1,053.00	1,062.00	1,062.00
Regional Child Welfare Svcs	673.50	670.50	670.50
Central Region	227.00	227.00	227.00
East Region	198.50	198.50	198.50
North Central Region	263.75	255.75	255.75
North Coastal Region	88.00	88.00	88.00
North Inland Region	70.00	70.00	70.00
South Region	84.50	84.50	84.50
Total	2,658.25	2,656.25	2,656.25

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Regional Self Suffic Elig	\$ 71,144,562	\$ 71,510,835	\$ 71,600,040	\$ 71,595,141	\$ 73,606,122	\$ 76,955,119
Regional Child Welfare Svcs	50,464,362	56,884,688	56,651,571	56,583,273	57,487,493	60,169,306
Central Region	80,264,479	86,245,564	86,565,841	83,103,550	87,055,169	87,803,498
East Region	85,951,166	91,980,865	91,983,045	92,139,508	93,788,009	94,462,327
North Central Region	44,505,234	51,343,083	51,384,920	48,559,831	50,179,062	51,129,962
North Coastal Region	21,680,793	23,960,640	23,961,074	23,231,352	24,074,652	24,405,774
North Inland Region	23,058,459	27,078,880	27,082,992	26,104,787	27,329,661	27,541,058
South Region	47,595,306	51,589,763	51,644,020	50,546,631	52,218,518	52,553,644
Total	\$ 424,664,362	\$ 460,594,318	\$ 460,873,503	\$ 451,864,073	\$ 465,738,686	\$ 475,020,688



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 184,692,589	\$ 197,716,137	\$ 197,016,100	\$ 194,161,653	\$ 201,732,428	\$ 210,687,341
Services & Supplies	34,098,516	38,512,365	39,491,587	37,113,139	39,640,963	39,968,052
Other Charges	205,844,655	224,365,816	224,365,816	220,580,857	224,365,295	224,365,295
Capital Assets Equipment	28,603	—	—	12,132	—	—
Expenditure Transfer & Reimbursements	—	—	—	(3,708)	—	—
Total	\$ 424,664,362	\$ 460,594,318	\$ 460,873,503	\$ 451,864,073	\$ 465,738,686	\$ 475,020,688

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 566,774	\$ 834,238	\$ 834,238	\$ 822,602	\$ 820,845	\$ 824,783
Fines, Forfeitures & Penalties	46,413	50,000	50,000	14,350	50,000	50,000
Revenue From Use of Money & Property	317,181	—	—	296,125	303,528	311,113
Intergovernmental Revenues	244,571,898	422,799,657	422,159,601	369,237,982	434,794,449	437,695,258
Charges For Current Services	1,770,144	1,685,208	1,685,208	1,730,962	1,889,480	1,889,480
Miscellaneous Revenues	411,500	1,477,470	1,477,470	256,382	1,466,361	1,466,361
Reserve/Designation Decreases	—	—	—	—	—	6,388,966
Use of Fund Balance	149,754,464	1,500,000	2,419,241	47,257,925	—	—
General Revenue Allocation	27,225,988	32,247,745	32,247,745	32,247,745	26,414,023	26,394,727
Total	\$ 424,664,362	\$ 460,594,318	\$ 460,873,503	\$ 451,864,073	\$ 465,738,686	\$ 475,020,688



Strategic Planning and Operational Support



Department Description

Strategic Planning and Operational Support (SPOS) provides timely and meaningful information, services and support that improve access to health care, advance individual self-sufficiency, strengthen children and families, safeguard program integrity, and enhance overall Agency performance so that shared community outcomes are achieved.

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Kids

- Distributed 100% (18,582) of Healthy Families and Medi-Cal applications to appropriate regions within 5 days, a reduction of 5 days over Fiscal Year 2006-07, to facilitate access to medical and dental services, above target of 98%.

Strategic Initiative – Safe and Livable Communities

- Ensured 85% (481 of 566) of County Medical Services (CMS) diabetic patients enrolled in Project Dulce for a minimum of 12 months received annual exams to ensure a high standard of preventive care and quality treatment, above target of 84%.
- Reduced by seven days (from 29 to 22 days) the wait time for scheduling CMS eligibility determinations, above target of reducing by three days.
- Achieved 92% (126 of 137) of General Relief (GR) and Cash Aid 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, above target of 90%.

- Increased by 28% (from 2,065 to 2,642) the number of eligible seniors receiving food stamps to improve nutrition among vulnerable adults, exceeding target of 5%.

Required Discipline – Accountability/Transparency

- Postponed public access of Medi-Cal, GR, and CAPI program policies on the Internet to Fiscal Year 2008-09. Delay due to competing priorities.

Required Discipline – Continuous Improvement

- Conducted six in-depth program and operational reviews to address operational risks, improve performance, and strengthen coordination across regions and divisions to advance strategic priorities, one short of the target of seven.
- Implemented a Web-based referral and eligibility determination system for CMS to increase operational efficiencies in the referral and application process for hospital outstation services and clinic-based operations.

Required Discipline – Regional Leadership

- Assisted community-based organizations to bring \$11.9 million in grant funds into the region through the Office of Resource Development (ORD) network, above target of \$10.0 million.



2008-10 Objectives

Strategic Initiative – Kids

- Promote the benefits of good nutrition and the availability of supplemental food assistance for low-income children by conducting a nutrition education initiative at two elementary schools.
- Distribute 99% (14,850 of 15,000) of Healthy Families and Medi-Cal applications to appropriate regions within 5 days to facilitate access to medical and dental services.
- Support efforts to increase the County's CalWORKs recipient work participation rate by 5%, (from 510 to 585 of 1,500 recipients).

Strategic Initiative – Safe and Livable Communities

- Ensure 80% (560 of 700) of indigent adult patients enrolled in diabetes case management meet the standard of care by receiving a blood test semi-annually.
- Ensure 90% (122 of 135) of indigent adult clients who completed the SSI application process through the Advocacy Program obtain SSI in order to promote self-sufficiency.

Required Discipline – Continuous Improvement

- Complete four Agency-level continuous improvement projects to help the Agency make better management decisions.

Required Discipline – Regional Leadership

- Assist community partners to bring \$14.0 million in grant funds into the region through ORD network.

Required Discipline – Accountability/Transparency

- Initiate contact with a minimum of 90% (1,620 of 1,800) of clients within 45 calendar days of receipt of an Income Fraud Detection Report to safeguard program integrity.
- Within 48 hours, respond to 95% (9,500 of 10,000) of urgent help desk calls for the welfare eligibility computer system to ensure timely and accurate benefit issuance.

Related Links

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Healthy Families and Medi-Cal mail-in applications distributed to appropriate regions within 5 days	N/A	98% of 15,000	100% of 18,582	99% of 15,000	99% of 15,000
Work Participation Rate increase ¹	N/A	N/A	N/A	5% (from 510 to 585)	5% (from 510 to 585)
Indigent adult diabetics enrolled in diabetes case management that receive blood tests ²	N/A	N/A	N/A	80% of 700	80% of 700
CMS diabetics enrolled in Project Dulce who will receive annual exams ²	84% of 415	84% of 380	85% of 566	N/A	N/A
SSI applicants who complete the application process through the SSI Advocacy program and obtain SSI ³	90% of 143	90% of 150	92% of 137	90% of 150	90% of 150
Agency-level continuous improvement projects ⁴	N/A	N/A	N/A	4	4
In depth program and operational reviews to advance Agency strategic priorities ⁴	8	7	6	N/A	N/A
Dollars obtained by community partners with assistance from ORD ⁵	N/A	N/A	N/A	\$14.0 million	\$14.0 million
Dollars obtained by community-based organizations with assistance from ORD ⁵	N/A	\$10.0 million	\$11.9 million	N/A	N/A
Contact initiated within 45 days of receipt of Income Fraud Detection Report ¹	N/A	N/A	N/A	90% of 1,800	90% of 1,800
Urgent help desk calls responded to within 48 hours ¹	N/A	N/A	N/A	95% of 10,000	95% of 10,000
Wait time reduction for scheduling CMS eligibility determination appointments ⁶	N/A	3 days	7 days	N/A	N/A
Food Stamp participation increase among seniors	N/A	5% (from 2,064 to 2,167)	28% ⁷ (from 2,064 to 2,642)	N/A	N/A

Table Notes

¹ Effective Fiscal Year 2008-09, this measure has been included to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2008-2013."



² Effective Fiscal Year 2008-09, the measure for blood tests for diabetics replaces the measure for annual exams for diabetics. The blood test measure better captures the population eligible to enroll in diabetes case management. The blood test is the hemoglobin A1c lab test and the measure requires enrollees to receive the test semi-annually.

³ Modified measure effective Fiscal Year 2008-09. This measure has been expanded to include CMS to its target population of GR and CAPI clients.

⁴ Effective Fiscal Year 2008-09, the measure for continuous improvement projects replaces the measure for in depth program and operational reviews to better reflect the strategic priorities of the Agency.

⁵ Effective Fiscal Year 2008-09, the measure for dollars obtained by community partners replaces the measure for dollars obtained by community-based organizations to accurately reflect who is assisted by the Office of Resource Development. Community partners include community-based organizations, local governments, schools, etc.

⁶ This measure was first introduced in Fiscal Years 2006-08 Operational Plan when the baseline was established. The corresponding measure's target in Fiscal Year 2007-08 has been exceeded. The measure will no longer be reported in the Operational Plan, but will continue to be monitored internally.

⁷ The measure for senior food stamp participation was exceeded due to the intensive efforts of the Aging and Independence Services (AIS) program. AIS promoted food stamps through their Web site, monthly bulletins, presentations, and food stamps application assistance at local senior community centers. Because of this overwhelming success, the measure has been replaced with one that focuses on children. This measure about children's participation in food stamps can be found in HHS's Regional Operations section.

Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 7.50 staff years and transfers between programs based on operational needs.

- Increase of 3.00 staff years to support new mandated Medi-Cal citizenship requirements.
- Increase of 4.50 staff years to support CMS program modifications.

Expenditures

Net decrease of \$0.5 million.

- Salaries and Benefits — net increase of \$0.8 million due to negotiated wage and benefit adjustments and increased staff years.
- Services and Supplies — net decrease of \$1.3 million.
 - Increase of \$1.6 million for one-time retroactive payments in CMS.
 - Increase of \$0.4 million in contracted services for Project Earn, to increase working families' economic self-sufficiency.
 - Increase of \$0.2 million for the Treatment Authorization Request (TAR) within Health Care Policy Administration (HCPA).
 - Decrease of \$1.9 million for the completion of one-time projects in Fiscal Year 2007-08.



- Decrease of \$1.0 million in CalWIN operations associated with a reduction in the allocation.
- Decrease of \$0.6 million in various services and supplies.

Revenues

Net decrease of \$0.5 million.

- Fines, Forfeitures & Penalties — increase of \$0.6 million in the HCPA program for Emergency Medical Services Penalty Assessment.
- Intergovernmental Revenues — decrease of \$1.3 million primarily due to the reduction in CalWIN revenues.

- Use of Fund Balance — increase of \$0.2 million. Total fund balance of \$2.2 million is to support one-time costs, including \$1.6 million for retroactive payments in HCPA, \$0.2 million for an online data system for HCPA, and \$0.4 million for Project EARN which assists families in achieving self-sufficiency.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$1.0 million as a result of an increase of \$0.8 million in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments, offset by a decrease of \$1.8 million in Services and Supplies due to the completion of one-time projects in Fiscal Year 2008-09.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Administration	87.00	86.00	86.00
Health Care Administration	35.00	36.00	36.00
Self Sufficiency Services and Support	101.50	109.00	109.00
Total	223.50	231.00	231.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Administration	\$ 15,421,314	\$ 30,212,386	\$ 30,416,997	\$ 25,093,191	\$ 26,684,895	\$ 27,397,698
Health Care Administration	77,554,402	95,422,017	101,333,617	84,077,027	97,540,120	95,878,593
Child Care Planning Council	884,930	1,112,823	1,114,914	1,070,743	1,113,810	1,113,810
Self Sufficiency Services and Support	18,487,476	23,169,200	23,203,113	27,467,182	24,088,475	24,044,369
Total	\$ 112,348,122	\$ 149,916,426	\$ 156,068,641	\$ 137,708,143	\$ 149,427,300	\$ 148,434,470

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 16,030,974	\$ 17,978,289	\$ 17,864,126	\$ 17,857,012	\$ 18,746,356	\$ 19,509,718
Services & Supplies	96,135,598	131,938,137	138,204,515	119,572,959	130,680,944	128,924,752
Other Charges	181,550	—	—	278,171	—	—
Total	\$ 112,348,122	\$ 149,916,426	\$ 156,068,641	\$ 137,708,143	\$ 149,427,300	\$ 148,434,470



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Fines, Forfeitures & Penalties	\$ 2,394,240	\$ 2,707,019	\$ 2,707,019	\$ 2,640,846	\$ 3,349,216	\$ 3,349,216
Intergovernmental Revenues	211,127,528	108,758,589	108,734,100	119,456,274	107,417,266	108,296,803
Charges For Current Services	6,204,032	6,858,469	6,858,469	7,080,879	6,858,469	6,858,469
Miscellaneous Revenues	1,794,735	1,042,349	1,042,349	1,163,233	1,042,349	1,042,349
Other Financing Sources	17,600,000	17,600,000	17,600,000	17,600,000	17,600,000	17,600,000
Reserve/Designation Decreases	—	—	—	—	—	287,633
Use of Fund Balance	(132,772,414)	1,950,000	8,126,704	(21,233,089)	2,160,000	—
General Revenue Allocation	6,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
Total	\$ 112,348,122	\$ 149,916,426	\$ 156,068,641	\$ 137,708,143	\$ 149,427,300	\$ 148,434,470



Aging and Independence Services



Department Description

Aging and 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, veterans, disabled adults, abused, elderly and dependent adults, and others requiring home-based care to prevent institutionalization.

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Achieved a 95% (9,081 of 9,538) approval rate for federal benefit claims submitted by Veterans Services staff, exceeding target of 86%.
- Ensured 92% (6,597 of 7,195) of Adult Protective Services (APS) cases were not re-referred within six months of case closing, above target of 90%.
- Maintained a 95% (6,864 of 7,195) performance rate of face-to-face APS investigations within 10 days of referral, meeting target.
- Achieved compliance in 99% (351 of 355) of sampled cases for State mandated In-Home Supportive Services (IHSS) according to quality assurance program, exceeding the target of 86%.

Required Discipline – Continuous Improvement

- Established a baseline of 400 monthly information and assistance calls in order to evaluate demand and provide appropriate level of resources.

- Implemented an automated IHSS client referral system for professionals wishing to refer to the IHSS Program. Approximately 120 referrals were received during the first eight months of operations.

2008-10 Objectives

Strategic Initiative – Safe and Livable Communities

- Ensure 91% (estimate 6,825 of 7,500) of APS cases are not re-referred within six months of case closing.
- Maintain a 95% (estimated 7,125 of 7,500) performance rate for conducting face-to-face contact within 10 days of receiving APS referrals.
- Ensure 90% (estimate 315 of 350) of sampled IHSS cases reviewed are in compliance with the State mandated IHSS quality assurance program.
- Achieve a 5% increase (from 400 to 420) in the number of monthly information and assistance calls entered into the AIS Call Center Network of Care database in order to monitor demand for services.
- Notify 80% (4,000 of 5,000) of customers, assisted by the Veterans Services Office, within 14 days of the result of their college fee waiver application.

Required Discipline – Continuous Improvement

- Complete imaging of records for AIS case management and Ombudsman programs in order to improve immediate access to needed information.



Related Links

A resource guide for seniors, adults with disabilities, and professionals is available through Network of Care at sandiego.networkofcare.org.

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

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
APS cases not re-referred within 6 months of closing	91% of 6,130	90% of 6,000	92% of 7,195	91% of 7,500	91% of 7,500
Face-to-face APS investigations within 10 days	96% of 7,453	95% of 8,000	95% of 7,195	95% of 7,500	95% of 7,500
Cases in compliance with IHSS quality assurance program	89% of 283	86% of 450	99% ¹ of 355	90% of 350	90% of 350
Increase in the number of monthly calls entered into the AIS Call Center Network of Care database ²	N/A	N/A	N/A	5% (from 400 to 420)	5% (from 420 to 441)
Notification response rate within 14 days for customers applying for the college fee waiver ²	N/A	N/A	N/A	80% of 5,000	80% of 5,000
Veterans Services claims approved ³	90% of 3,831	86% of 1,400	95% of 9,538	N/A	N/A

Table Notes

¹ The target for cases in compliance with the IHSS quality assurance program was exceeded due to an increase in accurate assessment of recipient care needs by recently trained staff.

² Effective Fiscal Year 2008-09, this measure was added to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2008-13."

³ Beginning Fiscal Year 2008-09, this measure will no longer be reported in the Operational Plan. However, it will continue to be monitored internally.

Budget Changes: 2007-08 to 2008-09

Staffing

Net increase of 1.00 staff year due to transfer in from Behavioral Health Services.

Expenditures

Increase of \$23.7 million.



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- Salaries and Benefits — increase of \$1.2 million due to negotiated wage and benefit adjustments and increased staff year.
 - Services and Supplies — increase of \$22.5 million for IHSS Individual Provider payments and upgrading software in Project Care.

Revenues

Net increase of \$23.7 million.

- Intergovernmental Revenues — increase of \$23.2 million due to increases in IHSS Individual Provider costs and projected allocation levels.

- Miscellaneous Revenues — decrease of \$0.1 million due to reduced grant allocation.
- Use of Fund Balance — increase of \$0.1 million for upgrading software in Project Care.
- General Revenue Allocation — increase of \$0.5 million to offset increases in Salaries and Benefits and Services and Supplies.

Budget Changes: 2008-09 to 2009-10

Increase of \$24.2 million due primarily to projected IHSS Individual Provider payments and an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
In-Home Supportive Services	156.00	156.00	156.00
Veterans Services	8.00	8.00	8.00
Senior Health and Social Services	49.00	48.00	48.00
Protective Services	86.50	88.50	88.50
Administrative and Other Services	23.00	23.00	23.00
Total	322.50	323.50	323.50

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
In-Home Supportive Services	\$ 222,755,547	\$ 251,438,729	\$ 251,438,851	\$ 249,532,666	\$ 274,076,990	\$ 298,014,818
Veterans Services	740,813	838,474	899,437	799,628	856,343	857,393
Senior Health and Social Services	13,409,597	13,930,369	14,187,443	13,325,435	14,513,015	14,411,489
Protective Services	8,624,519	9,743,613	9,920,601	9,394,392	10,114,644	10,408,115
Administrative and Other Services	4,014,075	4,368,886	4,374,267	4,057,760	4,466,421	4,521,896
Total	\$ 249,544,551	\$ 280,320,071	\$ 280,820,598	\$ 277,109,881	\$ 304,027,413	\$ 328,213,711

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 25,096,617	\$ 26,514,308	\$ 26,514,308	\$ 26,677,913	\$ 27,682,544	\$ 28,588,589
Services & Supplies	214,806,066	239,819,826	240,320,353	238,398,929	262,358,932	285,639,185
Other Charges	—	5,000	5,000	—	5,000	5,000
Capital Assets Equipment	—	181,757	181,757	—	181,757	181,757
Operating Transfers Out	9,641,868	13,799,180	13,799,180	12,033,040	13,799,180	13,799,180
Total	\$ 249,544,551	\$ 280,320,071	\$ 280,820,598	\$ 277,109,881	\$ 304,027,413	\$ 328,213,711



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Fines, Forfeitures & Penalties	\$ 298,591	\$ 185,660	\$ 185,660	\$ 279,702	\$ 185,660	\$ 185,660
Intergovernmental Revenues	243,031,935	271,670,557	271,670,557	272,330,728	294,835,641	318,216,598
Miscellaneous Revenues	148,442	139,106	139,106	125,721	65,582	65,582
Other Financing Sources	111,570	100,000	100,000	124,587	100,000	100,000
Reserve/Designation Decreases	—	—	—	—	—	906,045
Use of Fund Balance	(2,270,736)	—	500,527	(3,975,605)	120,000	—
General Revenue Allocation	8,224,748	8,224,748	8,224,748	8,224,748	8,720,530	8,739,826
Total	\$ 249,544,551	\$ 280,320,071	\$ 280,820,598	\$ 277,109,881	\$ 304,027,413	\$ 328,213,711



Behavioral Health Services



Department Description

Behavioral Health Services (BHS) provides a range of mental health, alcohol and other drug programs serving children, youth, families, adults, and older adults. BHS programs promote recovery and well-being through prevention, treatment, and interventions, as well as integrated services for clients experiencing co-occurring mental illness, and alcohol and drug issues. BHS works in partnership with the community to provide evidence-based services to achieve effective outcomes. Inpatient Health Services are offered at the San Diego County Psychiatric Hospital (SDCPH) and at Edgemoor, a skilled-nursing facility that is part of SDCPH.

Mission Statement

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

Alcohol and Drug Services

Working closely with the community, Alcohol and Drug Services (ADS) provides leadership, planning, policy development, service coordination and resource management for a comprehensive system of services. These culturally competent services include alcohol and drug prevention, treatment, and recovery programs that are provided throughout San Diego County via contracts with community-based organizations. Ongoing goals for ADS include incorporating behavioral health approaches in its services, and engaging the community to reduce alcohol and other drug problems. New initiatives include treatment for problem gamblers and screening of substance abuse problems for people accessing health care.

2007-08 Accomplishments

Strategic Initiative – Kids

- Ensured 93% (860 of 925) of adolescents discharged from an alcohol and drug treatment program completed high school or the equivalent or were enrolled in an educational setting, exceeding the target of 80%.

- Ensured 93% (1,334 of 1,440) of adolescents in non-residential treatment were successfully admitted into a program within 14 calendar days of being accepted for treatment services, exceeding the target of 70%.

Strategic Initiative – Safe and Livable Communities

- Increased health and well-being for 67% (5,118 of 7,615) of participants (adults and adolescents) in an alcohol or drug treatment program for more than 30 days, by ensuring completion or satisfactory progress of treatment upon leaving program, exceeding the target of 55%.

Required Discipline – Continuous Improvement

- Implemented Year 3 of the BHS Three-Year Strategic Plan, thereby improving alcohol, drug, and mental health services.
 - Completed first Annual Evaluation Report which reviewed baselines for co-occurring client outcomes.
 - Integrated the Mental Health Services and ADS strategy and planning units into a single BHS Strategic Planning and Administration Unit.



2008-10 Objectives

Strategic Initiative – Kids

- Ensure 88% (704 of 800) of adolescents discharged from an alcohol and drug treatment program complete high school or the equivalent or are enrolled in an educational setting.
- Ensure 85% (1,105 of 1,300) of adolescents in non-residential treatment are successfully admitted into a program within 14 calendar days of being accepted for treatment services.

Strategic Initiative – Safe and Livable Communities

- Increase health and well-being for 55% (3,850 of 7,000) of participants who remain in an alcohol or drug treatment program for more than 30 days by ensuring completion or satisfactory progress of treatment upon leaving the program.

Mental Health Services

Mental Health Services (MHS) works collaboratively with the community and provides an array of culturally competent, age-appropriate, holistic, and cost effective services to the residents of San Diego County. Services for children, adolescents, and their families are comprehensive, ranging from early intervention to residential treatment services, in order to achieve effective outcomes. Services to adults and older adults integrate rehabilitation and recovery principles, as well as practices in the delivery of care. MHS also provides forensic services including conservatorship and court-ordered evaluations, treatment, and case management for mentally ill offenders.

2007-08 Accomplishments

Strategic Initiative – Kids

- Increased the number of transition age youth receiving outpatient mental health services by 10% (from 270 to 300) over Fiscal Year 2006-07, meeting target.

- Achieved a system-wide average wait time of four days for outpatient mental health assessments for approximately 6,500 children, an improvement over target of five days.

Strategic Initiative – Safe and Livable Communities

- Achieved a system-wide average wait time of six days for outpatient mental health assessments for approximately 13,500 adults, an improvement over target of eight days.
- Increased the number of older adults accessing mental health services by 63% (from 3,607 to 5,892) over Fiscal Year 2006-07, exceeding 5% target.

Required Discipline – Continuous Improvement

- Substantial progress has been made in Phase I of an integrated mental health information system to enhance operational efficiencies.
- Implemented Year 3 of the BHS Three-Year Strategic Plan, thereby improving alcohol, drug, and mental health services.
 - Completed first Annual Evaluation Report which reviewed baselines for co-occurring client outcomes.
 - Integrated the MHS and ADS strategy and planning units into a single BHS Strategic Planning and Administration Unit.
 - Developed plan for BHS Quality Improvement Unit.

2008-10 Objectives

Strategic Initiative – Kids

- Increase the number of transition age youth receiving outpatient mental health services by 10% (from 300 to 330) over Fiscal Year 2007-08.
- Maintain a system-wide average wait time of five days for outpatient mental health assessments for approximately 6,500 children and youth.



Strategic Initiative – Safe and Livable Communities

- Maintain a system-wide average wait time of eight days for outpatient mental health assessments for approximately 13,500 adults.
- Increase the number of older adults accessing mental health services by 5% (from 5,892 to 6,187) over Fiscal Year 2007-08.

Required Discipline – Continuous Improvement

- Complete Phase I of implementation of an integrated mental health information system and begin implementation of Phase II, an electronic health record.
- Implement Behavioral Health Quality Management Plan to improve alcohol, drug, and mental health services to better serve clients.

Inpatient Health Services

Inpatient Health Services provides care to clients who require a hospital setting. Services are provided at the San Diego County Psychiatric Hospital (SDCPH) and at Edgemoor. The Psychiatric Hospital provides services for mental health emergencies, treatment requiring intensive supervision, and short-term inpatient psychiatric hospitalization. Edgemoor provides long-term medical and nursing services for patients unable to be cared for by other skilled nursing facilities.

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Maintained full accreditation with Joint Commission on Accreditation of Hospital Organizations (JCAHO) Standards Compliance for SDCPH to ensure continuous performance improvement, commitment to patient care, and accountability.

- Maintained 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.

Required Discipline – Continuous Improvement

- Developed technology, equipment, policies, and fully implemented telepsychiatry service to enhance access to services. Telepsychiatry is a means of connecting a patient at a remote site to a psychiatrist at SDCPH via audio-visual two-way technology.

2008-10 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain full accreditation with JCAHO Standards Compliance for SDCPH to ensure continuous performance improvement, commitment to patient care, and accountability.
- Obtain a rating of substantial compliance for the new Edgemoor facility as issued by State licensing from site review in order to meet the health, safety, and quality of life needs of the patients. The new facility is scheduled to open early 2009.

Related Links

For information about the Network of Care for Behavioral Health, go to sandiego.networkofcare.org/mh.

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting	90% of 650	80% of 318	93% ¹ of 925	88% of 925	88% of 925
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment ⁷	N/A	70% of 286	93% ² of 1,440	85% of 1,440	85% of 1,440
Participants in alcohol and drug treatment for more than 30 days with increased health and well-being due to completion of treatment	52% of 6,617	55% of 3,294	67% ³ of 7,615	55% of 7,000	55% of 7,000
Wait time for children's mental health outpatient treatment	4 days	5 days	4 days	5 days	5 days
Wait time for adult mental health outpatient treatment	7 days	8 days	6 days	8 days	8 days
Percent increase in number of older adults receiving mental health services	6% (from 3,432 to 3,639)	5% (from 3,639 to 3,821)	63% ⁴ (from 3,607 to 5,892)	5% (from 5,892 to 6,187)	5% (from 6,187 to 6,497)
Percent increase in number of transition age youth receiving mental health services ⁷	N/A	10% (from 7,267 to 7,994)	12% ⁵ (from 7,267 to 8,172)	10% (from 8,172 to 8,990)	10% (from 8,990 to 9,889)
Compliance rating of Edgemoor Skilled Nursing Facility	D	D	D ⁶	D	D

Table Notes

¹ The number of adolescents exceeded the goal due to stronger linkages with schools and adolescent treatment program's incorporation of ensuring client educational goals.

² The number of adolescents admitted increased due to stronger linkages and referral systems across adolescent treatment programs to facilitate timely entry into treatment.

³ This achievement was due to ongoing technical assistance and process improvement training.



⁴ The additional number of older adults accessing mental health services was achieved due to the newly implemented MHSA-funded programs, which provide outreach and comprehensive mental health wraparound services (FSP), or outreach, education and brief intervention to the homebound and homeless individuals. An additional MHSA-funded program that has assisted with the increase in access for older adults is the Culturally Competent Senior Peer/Promotora outreach program, part of the Integrated Mental Health in Primary Care initiative implemented through the Council of Community Clinics' contract.

⁵ This achievement was due to increased emphasis on transition age youth (TAY) using additional MHSA funding.

⁶ The rating of "D" indicates substantial compliance as defined by the California Department of Public Health Services Licensing and Certification Program.

⁷ This measure was added effective Fiscal Year 2007-08 to better reflect strategic priorities.

Budget Changes: 2007-08 to 2008-09

Staffing

Net increase of 12.50 staff years due to transfers from Child Welfare Services to Inpatient Health Services to bring the staffing allocation to community standard for the inpatient and emergency psychiatric unit services, and transfers to consolidate Behavioral Health administrative functions.

- Alcohol and Drug Services — decrease of 5.00 staff years.
 - Transfer out to Behavioral Health Services Administration for the consolidation of Behavioral Health administrative functions.
- Mental Health Services — decrease of 16.00 staff years.
 - Transfer out to Behavioral Health Services Administration for the consolidation of Behavioral Health administrative functions.
- Inpatient Health Services — net increase of 11.00 staff years.
 - Transfer out 1.00 staff year from Edgemoor to Aging and Independence Services.
 - Transfer out 1.50 staff years to Behavioral Health Services Administration.

- Transfer in 13.50 staff years from Child Welfare Services to San Diego County Psychiatric Hospital.
- Behavioral Health Services Administration — increase of 22.50 staff years.
 - Transfer in 5.00 staff years from Alcohol and Drug Services, 16.00 staff years from Mental Health Services and 1.50 staff year from Inpatient Health Services.

Expenditures

Increase of \$27.9 million for additional staffing and negotiated wage and benefit adjustments, contracted services, software implementation and medication costs.

- Alcohol and Drug Services — net increase of \$4.9 million.
 - Salaries and Benefits — decrease of \$0.3 million due to 5.00 staff years transferred to Behavioral Health Services Administration.
 - Services and Supplies — increase of \$5.2 million primarily for Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*, and the Offender Treatment Program (OTP) contracted services to align to the Fiscal Year 2007-08 allocations.
- Mental Health Services — net increase of \$13.8 million.



- Salaries and Benefits — net increase of \$0.5 million due to negotiated wage and benefit adjustments offset by the transfer of staff years to Behavioral Health Services Administration.
- Services and Supplies — net increase of \$13.3 million.
 - ♦ Increase of \$12.7 million in contracted services for Crisis Counseling Program, Mental Health Services Act (MHSA) Community Services and Supports program and other integrated mental health services.
 - ♦ Increase of \$2.9 million for the Management Information System.
 - ♦ Increase of \$0.8 million for automation of inpatient referral in the Pharmacy.
 - ♦ Decrease of \$2.6 million in institutional services due to decrease in Inpatient Fee for Service.
 - ♦ Decrease of \$0.5 million in other services and supplies as a result of the transfer of 16.00 staff years.
- Inpatient Health Services — increase of \$6.6 million.
 - Salaries and Benefits — increase of \$4.9 million due to negotiated wage and benefit adjustments and additional staff years as well as one-time transition costs associated with the opening of the new Edgemoor Skilled Nursing Facility scheduled for early 2009.
 - Services and Supplies — increase of \$1.7 million for 15-bed expansion in SDCPH and one-time transition costs for temporary contract services associated with the new Edgemoor facility.
- Behavioral Health Services Administration — increase of \$2.6 million.
 - Salaries and Benefits — increase of \$2.5 million due to addition of 22.50 staff years.
 - Services and Supplies — increase of \$0.1 million associated with additional staff years.

Revenues

Net increase of \$27.9 million.

- Alcohol and Drug Services — net increase of \$4.9 million.
 - Intergovernmental Revenues — net increase of \$5.5 million.
 - ♦ Increase of \$6.2 million for Proposition 36 and OTP to align revenues to projected allocation levels.
 - ♦ Increase of \$0.5 million in other revenues including Comprehensive Drug Court Implementation and Juvenile Justice Crime Prevention.
 - ♦ Increase of \$0.3 million for CalWORKs Substance Abuse to align revenues to projected allocation levels.
 - ♦ Increase of \$0.2 million in Targeted Case Management to align revenues to projected allocation levels.
 - ♦ Decrease of \$1.5 million in Substance Abuse Prevention and Treatment revenues to align with projected allocation levels.
 - ♦ Decrease of \$0.2 million in Child Welfare revenue to align revenues to projected allocation levels.
 - Charges for Current Services — increase of \$0.3 million due to use of Alcohol and Drug trust funds.
 - Miscellaneous Revenues — decrease of \$0.3 million due to reduction of the Indian Gaming grant.
 - Other Financing Sources — decrease of \$0.1 million for Proposition 172 allocation from Public Safety Group due to one-time funding in Fiscal Year 2007-08.
 - General Revenue Allocation — decrease of \$0.5 million due to the transfer of costs to Behavioral Health Services Administration for the consolidation of administrative functions.
- Mental Health Services — net increase of \$13.8 million.



- Intergovernmental Revenues — net increase of \$16.2 million.
 - ◆ Increase of \$15.4 million for MHSAs revenue.
 - ◆ Increase of \$4.9 million in use of Mental Health Medi-Cal Managed Care revenue due to cost of doing business.
 - ◆ Increase of \$1.8 million in federal and State and Early Periodic Screening, Diagnosis and Treatment revenues.
 - ◆ Increase of \$1.6 million in Assembly Bill (AB) 3632, *Seriously Emotionally Disturbed Children*, revenue to align to projected allocation levels.
 - ◆ Increase of \$1.0 million in federal aid for disaster revenue due to new grant for crisis counseling.
 - ◆ Increase of \$0.7 million in Senate Bill (SB) 163, *Wraparound Program*, revenue associated with foster care dollars.
 - ◆ Decrease of \$7.5 million in AB 2034, *Integrated Services to the Homeless Adults with Serious Mental Illness*, revenue due to discontinuation of funding.
 - ◆ Decrease of \$1.3 million in federal aid Medi-Cal revenue due to lower utilization of Inpatient Fee for Service.
 - ◆ Decrease of \$0.4 million in Targeted Case Management revenue.
- Charges for Current Services — decrease of \$0.4 million due to decrease in third party revenues.
- General Revenue Allocation — decrease of \$2.0 million due to the transfer of costs to BHS Administration for the consolidation of administrative functions.
- Inpatient Health Services — net increase of \$6.6 million.
 - Intergovernmental Revenues — net increase of \$4.5 million.
 - ◆ Increase \$3.2 million in Mental Health Medi-Cal Managed Care revenue in SDCPH.
 - ◆ Increase \$1.4 million in Health Realignment revenue.
 - ◆ Decrease \$0.1 million in Medi-Cal revenue for Edgemoor.
 - Use of Fund Balance — increase of \$2.1 million to cover transitional costs associated with the opening of the new Edgemoor facility scheduled for early 2009.
- Behavioral Health Services Administration — increase of \$2.6 million in General Revenue Allocation due to the consolidation of administrative functions.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$0.8 million. This is due to increases in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments throughout Behavioral Health Services with the exception of Edgemoor, which reflects a total reduction of 46.50 staff years and a \$4.4 million savings in Realignment revenue by Fiscal Year 2009-10.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Alcohol and Other Drug Services	40.00	35.00	35.00
Mental Health Services	341.50	325.50	325.50
Inpatient Health Services	509.00	520.00	474.50
Behavioral Health Svcs Administration	13.00	35.50	35.50
Total	903.50	916.00	870.50

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Alcohol and Other Drug Services	\$ 43,277,948	\$ 46,225,031	\$ 48,284,660	\$ 46,662,358	\$ 51,093,492	\$ 51,093,492
Adult/Older Adult Mental Health Services	119,508,006	—	4,639,102	(3,526)	—	—
Children's Mental Health Services	77,596,924	—	1,453,044	612	—	—
Mental Health Services	6,305	270,030,447	269,947,946	222,753,858	283,902,261	286,054,210
Inpatient Health Services	49,639,687	53,671,291	53,944,088	54,791,021	60,268,100	57,168,664
Behavioral Health Svcs Administration	957	2,772,142	2,772,142	2,485,774	5,336,952	5,527,996
Total	\$ 290,029,827	\$ 372,698,911	\$ 381,040,982	\$ 326,690,097	\$ 400,600,805	\$ 399,844,362



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 73,029,209	\$ 80,290,581	\$ 80,290,581	\$ 78,015,913	\$ 87,847,884	\$ 86,318,368
Services & Supplies	214,686,557	289,699,732	298,041,803	246,710,652	310,044,323	310,817,396
Other Charges	2,355,879	2,518,779	2,518,779	1,941,787	2,518,779	2,518,779
Capital Assets Equipment	—	208,449	208,449	64,829	208,449	208,449
Expenditure Transfer & Reimbursements	(41,818)	(18,630)	(18,630)	(43,084)	(18,630)	(18,630)
Total	\$ 290,029,827	\$ 372,698,911	\$ 381,040,982	\$ 326,690,097	\$ 400,600,805	\$ 399,844,362

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ (50,686)	\$ —	\$ —	\$ —	\$ —	\$ —
Intergovernmental Revenues	247,182,484	320,286,655	324,668,042	273,400,663	346,687,039	344,206,843
Charges For Current Services	20,479,162	26,650,706	26,650,706	28,473,493	26,446,814	28,808,919
Miscellaneous Revenues	7,819,753	6,215,779	6,215,779	5,621,165	5,917,181	5,917,181
Other Financing Sources	6,077,957	6,096,000	6,096,000	6,083,410	6,000,000	6,000,000
Reserve/Designation Decreases	—	—	—	—	—	1,461,648
Use of Fund Balance	(4,928,614)	—	3,960,684	(338,404)	2,100,000	—
General Revenue Allocation	13,449,771	13,449,771	13,449,771	13,449,771	13,449,771	13,449,771
Total	\$ 290,029,827	\$ 372,698,911	\$ 381,040,982	\$ 326,690,097	\$ 400,600,805	\$ 399,844,362



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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Established maximum baseline of 175 youth to be served by a new intensive, in-home program serving youth at risk of being placed in a group home setting or are transitioning to a lower level of care from a group home placement.
- Achieved 86% (164 of 190) high school completion (diploma, certificate, or equivalent) among foster youth in the 12th grade including youth at San Pasqual Academy and other residential care settings, above 79% target.
- Placed 638 children in adoptive homes to advance permanency for foster children, above target of 635.
- Diverted entries from Polinsky Children's Center by placing 48% (322 of 668) of entries to the assessment center in family, relative, or other foster care settings in less than 24 hours, above target of 25%.

Required Discipline – Regional Leadership

- Partnered with the community to maximize funding to better support children and families:
 - Implemented a four-year project with United Way and other community-based organizations in the fall of 2007. The project uses an evidence-based model of intervention to decrease child neglect in high-risk families.
 - Enhanced the Family Finding Services program for runaway foster youth in Residential Services through a \$305,780 grant from the Alliance Healthcare Foundation.

2008-10 Objectives

Strategic Initiative – Kids

- Enroll up to 175 youth in the intensive, in-home program for foster youth at risk of being placed in a group home setting or are transitioning to a lower level of care from a group home placement.



- Ensure that 81% (estimated 153 of 190) of foster youth in the 12th grade achieve high school completion (diploma, certificate, or equivalent), including youth at San Pasqual Academy and other residential care settings.
- Place 635 children in adoptive homes to advance permanency for foster children.
- Divert entries from Polinsky Children's Center by placing 25% (estimated 150 of 600) of children entering the assessment center in family, relative, or other foster care settings in less than 24 hours.
- Increase the number of foster youth from 48 to 96 who access services through Transitional Housing Plus+, a program that offers support services and housing to youth ages 18-24. This program supports youth transitioning from the foster care system to independence.
- Conduct 1,664 Team Decision Making (TDM) meetings countywide. TDM meetings allow more family and community participation in making best decisions for children in foster care.

Related Links

For information about:

- San Diego County Adoptions, go to www.iadoptu.org.
- Child Abuse Prevention Foundation, go to www.capfsd.org.
- San Pasqual Academy, go to www.sanpasqualacademy.org.

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Foster children in 12 th grade who achieve high school completion (diploma, certificate, or equivalent)	83% of 191	79% of 190	86% of 190	81% of 190	81% of 190
Children placed in adoptive homes	632	635	638	635	635
Polinsky Children's Center (PCC) assessment center entries placed in family, relative, or other foster care settings in less than 24 hours	62% ¹ of 533	25% of 600	48% ² of 668	25% of 600	25% of 600
Number of foster youth who access services through Transitional Housing Plus ³	48	N/A	48	96	96
Number of Team Decision Making meetings held countywide ³	1,600	N/A	1,924	1,664 ⁴	1,664

Table Notes

¹ This measure exceeded the target of 20% for the time period of September 25, 2006 through June 30, 2007. However, based on trends of existing programs in other counties, it is anticipated the number of placements will not remain at the level seen during Fiscal Year 2006-07.

² Achievement due to a lower number of hard to place children entering the assessment center than originally anticipated.

³ Effective Fiscal Year 2008-09, this new measure has been included to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2008-13."

⁴ The number of TDM meetings are projected to be lower than Fiscal Year 2007-08 due to anticipated State budgetary program impacts.

Budget Changes: 2007-08 to 2008-09

Staffing

Net decrease of 12.00 staff years.

- Transfer in 3.00 staff years from Regional Operations to support workload needs.
- Transfer out 13.50 staff years to Behavioral Health Services to support the San Diego County Psychiatric Hospital.

- Transfer out 1.50 staff years to Administrative Support as a technical adjustment with no impact to the administration of services.

Expenditures

Increase of \$8.2 million.

- Salaries and Benefits — net increase of \$1.1 million due to negotiated wage and benefit adjustments offset by the reduction in staff years.



- Services and Supplies — increase of \$6.9 million due to:
 - Increase of \$5.9 million in contracted services for the Transitional Housing Program Plus (THP+) which provides housing for emancipated foster youth.
 - Increase of \$0.5 million in contracted services for Family Integrated Treatment (FIT) program which provides integrated individual and family services to juvenile offenders.
 - Increase of \$0.2 million in contracted services for the AWOL program - a program that finds family for runaway foster youth.
 - Increase of \$0.2 million for one-time costs for software to measure effectiveness of contracted services.
 - Net Increase of \$0.1 million in miscellaneous expenses for cost of doing business.
- Other Charges — increase of \$0.3 million associated with County funded psychological evaluations for foster youth.

Revenues

Net increase of \$8.2 million.

- Revenue from Use of Money & Property — increase of \$0.1 million for lease payments at San Pasqual Academy.
- Intergovernmental Revenues — increase of \$7.6 million associated with THP+ and projected allocation levels.
- Miscellaneous Revenues — increase of \$0.5 million associated with grant funding for FIT and the AWOL program, offset by other grant reductions.
- Use of Fund Balance — increase of \$0.2 million due to one-time cost for software to measure effectiveness of contracted services.
- General Revenue Allocation — decrease of \$0.2 million associated with the transfer of staff years within the Agency.

Budget Changes: 2008-09 to 2009-10

Net increase of \$2.4 million as a result of an increase in Salaries & Benefits for an allowance for anticipated wage and benefit adjustments offset by a decrease in Services and Supplies.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Child Welfare Services	539.00	525.00	525.00
Foster Care	114.00	114.00	114.00
Adoptions	166.00	168.00	168.00
Total	819.00	807.00	807.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Child Welfare Services	\$ 62,468,146	\$ 64,660,995	\$ 65,695,571	\$ 67,575,288	\$ 72,146,375	\$ 73,635,194
Foster Care	149,070,979	175,608,886	175,936,609	151,640,982	175,884,232	176,216,019
Adoptions	15,460,805	15,873,565	16,134,923	16,618,286	16,325,712	16,932,176
Total	\$ 226,999,930	\$ 256,143,446	\$ 257,767,103	\$ 235,834,556	\$ 264,356,319	\$ 266,783,389

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 60,099,332	\$ 64,152,924	\$ 64,386,041	\$ 62,156,139	\$ 65,208,935	\$ 67,708,174
Services & Supplies	25,625,311	24,188,348	25,377,752	29,484,933	31,045,210	30,973,041
Other Charges	141,275,287	167,802,174	168,003,310	144,193,484	168,102,174	168,102,174
Total	\$ 226,999,930	\$ 256,143,446	\$ 257,767,103	\$ 235,834,556	\$ 264,356,319	\$ 266,783,389



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ 749,608	\$ 584,308	\$ 584,308	\$ 831,237	\$ 687,506	\$ 687,506
Intergovernmental Revenues	276,122,196	245,230,567	245,854,551	282,657,956	252,883,379	252,883,379
Charges For Current Services	394,212	284,270	284,270	335,234	284,270	284,270
Miscellaneous Revenues	169,523	295,472	295,472	239,502	811,962	761,962
Reserve/Designation Decreases	—	—	—	—	—	2,627,070
Use of Fund Balance	(60,851,828)	—	999,673	(57,978,203)	150,000	—
General Revenue Allocation	10,416,219	9,748,829	9,748,829	9,748,829	9,539,202	9,539,202
Total	\$ 226,999,930	\$ 256,143,446	\$ 257,767,103	\$ 235,834,556	\$ 264,356,319	\$ 266,783,389

Public Health Services



Department Description

Public Health Services (PHS) is dedicated to community wellness and health protection in San Diego County. PHS works to prevent epidemics and the spread of disease, protect against environmental hazards, prevent injuries, promote and encourage healthy behaviors, respond to disasters and assist communities in recovery, and assure the quality and accessibility of health services throughout the county. 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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Ensured that 81% (3,490 of 4,298) of children in out of home placement received preventive health examinations in accordance with the Child Health and Disability Prevention Program guidelines, exceeding target of 70%.
- Implemented 14 activities which continue to advance our strategies in the Childhood Obesity Action Plan, exceeding target of five. The target was exceeded due to the community's enthusiastic response.
 - Implemented Safe Routes to School grant with the city of La Mesa, October 2007.
 - Created and disseminated a walking art trail in La Mesa, November 2007.
 - Increased park accessibility in Chula Vista, January 2008.
 - Worked with the city of San Diego planners to incorporate Public Health language into their General Plan.
- Worked with the County Department of Planning and Land Use in preparation for the County General Plan Update.
- Initiated an HHSA work group to develop a worksite lactation policy for HHSA staff.
- Collaborated with the Department of Environmental Health regarding voluntary menu labels.
- Developed a strategy to classify obesity as a reimbursable disease category.
- Provided technical assistance to all 42 school districts in developing and implementing school wellness policies.
- Initiated and participated in a School Garden Collaboration.
- Provided input on the Childcare Nutrition and Physical Activity policy for countywide rollout.
- Collaborated with the community to develop a Sports Association Nutrition Policy.
- Developed a media and marketing toolkit to support efforts in reducing childhood obesity.
- Worked on a food stamp pilot project, which resulted in City Heights Farmer's Market becoming the first Electronic Benefits Transfer (EBT) accessible farmer's market in the County of San Diego; opening day was June 7, 2008.



Strategic Initiative – Safe and Livable Communities

- Ensured 93% (255 of 273) of tuberculosis cases were reported to PHS within one working day from start of treatment, above target of 90%.
- Initiated contact and started investigation within 24 hours for 100% (67 of 67) of reported cases of selected communicable diseases, above target of 98%.
- Conducted four drills and responded to four emergencies with public health staff and community partners to evaluate the County’s level of preparedness for public health hazards or exercised response plan, above target of five:
 - Heat emergency response, September 2007.
 - Firestorm 2007 medical and health response, October 2007.
 - Exercised Golden Guardian tabletop for 2008 fall State drill, November 2007.
 - Responded to Hospital Surge Capacity needs, January through February 2008.
 - Measles outbreak response, February 2008.
 - Metropolitan Medical Strike Team exercise drill, February 2008.
 - Earthquake drill, April 2008.
 - Hospital evacuation exercise, May 2008.

2008-10 Objectives

Strategic Initiative – Kids

- Ensure that 75% (3,750 of 5,000) of children in out of home placement receive preventive health examinations in accordance with the Child Health and Disability Prevention Program guidelines.

- Provide technical assistance to a minimum of six San Diego County school districts on successful strategies for implementing their wellness policies as part of the Childhood Obesity Initiative.

Strategic Initiative – Safe and Livable Communities

- Ensure 92% (276 of 300) of tuberculosis cases are reported to PHS within one working day from start of treatment.
- Ensure 99% (89 of 90) of cases for selected communicable diseases have initial contact and investigation begun within 24 hours.
- Conduct five drills or exercises with public health staff and community partners to evaluate the County’s level of preparedness for public health hazards.
- Develop a customized checklist for data-driven decision making for city government planning as part of the Reduce and Eliminate Health Disparities Initiative (REHDI) and pilot it in one community.

Related Links

For more information about:

- Childhood Obesity Action Plan, go to ourcommunityourkids.org/childobesity_plan.html
- Health statistics that describe health behaviors, diseases and injuries for specific populations, health trends, and comparison to national targets, go to www.sdhealthstatistics.com.

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Children in out of home placement who receive preventive health examinations in accordance with CHDP periodicity	N/A	70% of 5,000	81% ¹ of 4,298	75% of 5,000	75% of 5,000
TB cases reported to PHS within one working day from start of treatment	95% of 304	90% of 300	93% of 273	92% of 300	92% of 300
Selected communicable diseases cases contacted/investigations initiated within 24 hours	100% of 86	98%	100% of 67	99% of 90 ²	99% of 90 ²
Public Health related drills or exercises conducted with HHSA staff and community partners	8 ³	5	8 ⁴	5	5

Table Notes

¹ The target of 70% was exceeded due to the increased collaboration among the Public Health Nurses (Health Care Program for Children in Foster Care), social workers and others in Child Welfare Services to ensure children receive preventive health care.

² The estimated number of cases is based on an average and may vary from year to year since this measure is based on incidents that have not yet happened.

³ The target was exceeded due to unexpected change in the countywide full-scale exercise emphasis from chemical to biological during Fiscal Year 2006-07, resulting in more exercises.

⁴ Drills and exercises are conducted to prepare staff to respond to real emergencies. This fiscal year had four such emergencies that could not be predicted. However, lessons learned are applied just as they would during drills and exercises and are considered part of a continuous improvement process to ensure we are able to protect the public's health during such occasions.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in total staff years. Transfers between programs are based on operational needs.

Expenditures

Net decrease of \$2.2 million.

- Salaries and Benefits — increase of \$1.1 million due to negotiated wage and benefit adjustments.
- Services and Supplies — net decrease of \$3.7 million due to:



- Decrease of \$5.5 million in contracted services for the California Forensic Medical Group (CFMG) which provides medical services to juvenile detainees. This contract and the administrative duties were transferred to the Public Safety Group.
- Decrease of \$2.2 million in contracted services associated with the elimination of State funding for the Outreach, Enrollment, Retention, and Utilization (OERU) program.
- Increase of \$1.9 million in contracted services to reduce the transmission of HIV/AIDS in San Diego County.
- Increase of \$1.1 million in Information Technology costs, including upgrades for Quality Assurance Net Collector System, Public Health Lab computer system and the Visual Confidential Morbidity Reporting (VCMR) System.
- Increase \$0.4 million for the Public Health Obesity Program.
- Increase \$0.6 million for Ambulance Services for the County Service Areas (CSAs).
- Capital Assets Equipment — increase of \$0.1 million for the HIV mobile clinic and digital X-ray equipment.
- Expenditure Transfers & Reimbursements — increase of \$0.3 million associated with the CFMG transfer to the Public Safety Group.
- Fines, Forfeitures and Penalties — increase of \$0.7 million due to an increase in Emergency Medical Services Penalty Assessment revenue.
- Intergovernmental Revenues — net decrease of \$2.2 million.
 - Decrease of \$2.2 million in federal and State funds for OERU access to care for kids program.
 - Increase of \$1.9 million in federal and State funds for HIV programs and services.
 - Decrease of \$1.5 million in Medi-Cal Administrative Activities revenue.
 - Decrease of \$0.4 million in various Intergovernmental Revenues.
- Charges for Current Services — decrease of \$0.1 million for the CSAs.
- Use of Fund Balance — increase of \$1.1 million to fund the Obesity Program, the VCMR system, the upgrade to the Public Health Lab computer system, and the CSAs ambulance services.
- General Revenue Allocation — decrease of \$2.0 million due to the transfer of the CFMG contract to the Public Safety Group.

Budget Changes: 2008-09 to 2009-10

Net increase of \$1.4 million due to an increase of \$1.5 million in Salaries and Benefits to allow for anticipated wage and benefit adjustments and an increase of \$0.1 million for costs associated with ambulance services, offset by a decrease of \$0.2 million for one-time prior year expenditures.

Revenues

Net decrease of \$2.2 million.

- Taxes Current Property — increase of \$0.2 million for the CSAs.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Administration and Other Services	30.50	30.50	30.50
Bioterrorism / EMS	56.00	57.00	57.00
Infectious Disease Control	122.25	122.25	122.25
Surveillance	95.00	94.00	94.00
Prevention Services	70.50	70.50	70.50
Total	374.25	374.25	374.25

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Administration and Other Services	\$ 10,423,592	\$ 11,573,186	\$ 11,855,464	\$ 11,560,865	\$ 5,494,386	\$ 5,583,166
Bioterrorism / EMS	13,907,617	13,199,344	13,866,436	12,013,353	14,766,687	15,014,918
Infectious Disease Control	23,935,359	25,278,533	25,765,952	26,534,704	27,634,501	27,829,137
Surveillance	10,927,605	11,437,217	11,856,562	11,096,273	12,012,178	12,334,578
Prevention Services	14,248,609	16,470,738	17,034,767	14,330,585	15,222,527	15,239,425
Ambulance CSA's - Health & Human Services	6,995,498	7,280,340	7,305,782	7,079,691	7,863,489	8,450,099
Total	\$ 80,438,280	\$ 85,239,358	\$ 87,684,963	\$ 82,615,470	\$ 82,993,768	\$ 84,451,323



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 32,621,023	\$ 35,172,582	\$ 35,172,582	\$ 34,079,122	\$ 36,309,165	\$ 37,830,486
Services & Supplies	47,582,363	49,922,811	52,368,182	48,776,143	46,210,903	46,347,137
Other Charges	211,995	400,000	400,234	231,594	400,000	400,000
Capital Assets Equipment	323,009	219,000	219,000	7,149	269,000	69,000
Expenditure Transfer & Reimbursements	(300,110)	(475,035)	(475,035)	(478,538)	(195,300)	(195,300)
Total	\$ 80,438,280	\$ 85,239,358	\$ 87,684,963	\$ 82,615,470	\$ 82,993,768	\$ 84,451,323



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 1,377,558	\$ 1,490,250	\$ 1,490,250	\$ 1,459,342	\$ 1,644,225	\$ 1,653,670
Taxes Other Than Current Secured	34,186	42,390	42,390	29,397	43,004	43,004
Licenses Permits & Franchises	123,900	182,557	182,557	144,648	182,557	182,557
Fines, Forfeitures & Penalties	1,641,017	1,533,305	1,533,305	2,120,702	2,267,388	2,267,388
Revenue From Use of Money & Property	197,787	120,000	120,000	163,021	148,100	156,150
Intergovernmental Revenues	69,247,456	72,160,385	73,021,936	69,765,170	70,001,726	71,578,678
Charges For Current Services	6,229,894	6,038,664	6,038,664	5,977,171	5,955,012	6,077,370
Miscellaneous Revenues	807,183	771,776	771,776	720,664	765,278	733,778
Other Financing Sources	500,000	500,000	500,000	500,000	500,000	500,000
Reserve/Designation Decreases	—	—	—	—	29,478	8,728
Use of Fund Balance	(2,120,733)	—	1,584,054	(664,674)	1,107,000	900,000
General Revenue Allocation	2,400,031	2,400,031	2,400,031	2,400,031	350,000	350,000
Total	\$ 80,438,280	\$ 85,239,358	\$ 87,684,963	\$ 82,615,470	\$ 82,993,768	\$ 84,451,323



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.

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Increased by 14.6% (from 1,404 to 1,609) the number of registered permanent bidders in order to maximize the revenues realized at public auctions, exceeding target of 5%.
- Submitted the Inventory and Appraisal (I&A) reports on 100% (20 of 20) of the PG Program estate cases to Probate Court within 90 days of newly appointed conservatees, exceeding 80% target.
- Submitted the I&A reports on 94% (17 of 18) of PA Program cases to Probate Court within 120 days of newly appointed cases, exceeding target of 80%.
- 91% (132 of 144) of current locations of conservatees and real property were mapped by GIS, above 90% target.

Required Discipline – Skilled, Competent and Diverse Workforce

- Certified 100% (15 of 15) of deputy PA/PG staff and supervisors in accordance with the California State PA/PG certification program, above 90% target.

Required Discipline – Accountability/Transparency

- Achieved 100% (40 of 40) compliance in sampled PA/PG cases, above target of 85% target.

2008-10 Objectives

Strategic Initiative – Safe and Livable Communities

- Increase by 5% the number of registered permanent bidders (from 1,609 to 1,689) in order to maximize the revenues realized at public auctions.
- Submit at least 85% (estimated 21 of 25) of the Inventory and Appraisal (I&A) reports of the PG Program estate cases to the Probate Court within 90 days of newly appointed conservatees.
- Submit at least 85% (estimated 21 of 25) of the I&A reports of the PA Program cases to Probate Court within 120 days of newly appointed cases.
- Ensure that at least 90% (estimated 198 of 220) of clients and real property under the premises of PA/PG will be accurately mapped for emergency planning services.

Required Discipline – Skilled, Competent and Diverse



Workforce

- Ensure at least 95% (estimated 16 of 17) of deputy PA/PG staff and supervisors are certified or maintain certification in accordance with the mandated California State PA/PG certification program.

Required Discipline – Accountability/Transparency

- Ensure 90% (estimated 36 of 40) of sample cases that are reviewed are in compliance with PA/PG's internal quality assurance program.

Related Links

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percent increase in registered permanent bidders ¹	N/A	5% (from 1,400 to 1,470)	14.6% ² (from 1,404 to 1,609)	5% (from 1,609 to 1,689)	5% (from 1,689 to 1,773)
Estate cases in PG submits I&A reports to Probate Court within 90 days ¹	N/A	80% of 25	100% ³ of 20	85% of 25	85% of 25
Cases in PA submits I&A reports to Probate Court within 120 days ¹	N/A	80% of 25	94% ³ of 18	85% of 25	85% of 25
Client and real property accurately mapped ¹	N/A	90% of 220	91% of 144	90% of 220	90% of 220
Deputy PA/PGs certified by California State PA/PG Association ¹	100% of 16	90% of 12	100% ⁴ of 15	95% of 17	95% of 17
Sampled cases reviewed in compliance with quality assurance program ¹	N/A	85% of 40	100% ⁵ of 40	90% of 40	90% of 40

Table Notes

¹ Effective Fiscal Year 2007-08, this measure has been included to better reflect strategic priorities captured in "Agency Strategy Agenda for 2008-13."

² Achievement due to new procedures for registering permanent bidders.

³ Increased submission due to unexpected low number of appointments, allowing staff additional time to submit reports within the expected time frame.

⁴ Strong commitment and availability of certification training allowed all deputy staff to be certified within one year of their hire date.

⁵ Fiscal Year 2007-08 was the first year of implementation. Targets for the following fiscal years will be adjusted as appropriate.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Increase of \$0.06 million as a result of an increase in Salaries and Benefits (\$0.03 million) for negotiated wage and benefit adjustments and an increase in Services and Supplies (\$0.03 million) for facility management and IT costs.



Revenues

Increase of \$0.06 million in General Revenue Allocation to offset increases in expenditures described above.

Budget Changes: 2008-09 to 2009-10

No changes.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Administrator/Guardian	36.00	36.00	36.00
Total	36.00	36.00	36.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Administrator/ Guardian	\$ 4,012,112	\$ 4,345,064	\$ 4,345,064	\$ 4,016,841	\$ 4,402,137	\$ 4,402,137
Total	\$ 4,012,112	\$ 4,345,064	\$ 4,345,064	\$ 4,016,841	\$ 4,402,137	\$ 4,402,137

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 3,010,662	\$ 3,381,598	\$ 3,381,598	\$ 3,065,575	\$ 3,408,210	\$ 3,399,507
Services & Supplies	720,330	763,466	763,466	724,073	793,927	802,630
Other Charges	168,053	200,000	200,000	227,193	200,000	200,000
Expenditure Transfer & Reimbursements	113,067	—	—	—	—	—
Total	\$ 4,012,112	\$ 4,345,064	\$ 4,345,064	\$ 4,016,841	\$ 4,402,137	\$ 4,402,137



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 11,678	\$ —	\$ —	\$ 49,760	\$ 10,000	\$ 10,000
Revenue From Use of Money & Property	361,762	195,336	195,336	568,000	195,336	195,336
Intergovernmental Revenues	54,184	43,985	43,985	27,502	68,985	68,985
Charges For Current Services	1,328,773	1,368,100	1,368,100	1,089,834	1,368,100	1,368,100
Miscellaneous Revenues	72,210	57,242	57,242	21,698	22,242	22,242
Use of Fund Balance	(416,854)	—	—	(420,354)	—	—
General Revenue Allocation	2,600,359	2,680,401	2,680,401	2,680,401	2,737,474	2,737,474
Total	\$ 4,012,112	\$ 4,345,064	\$ 4,345,064	\$ 4,016,841	\$ 4,402,137	\$ 4,402,137

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 critical 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, 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.

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Provided training and technical assistance to Agency staff to develop legislative sponsorship proposals, resulting in additional federal funding:
 - San Pasqual Academy received \$195,000 to upgrade their technology infrastructure.
 - Emergency Medical Services - Medical Operations Center received \$278,000 for communication equipment.
 - Edgemoor Skilled Nursing Facility received \$550,000 for medical equipment and patient furniture.
- Through training, consultation, and technical assistance to Agency staff, critical information was shared with the public through various media.
 - Provided public information assistance to the County Emergency Operations Center during Firestorm 2007.

- Coordinated media campaigns on a variety of issues, including Get Off Methamphetamine, Mental Health Services Prevention & Early Intervention, Cardiac System of Care, Pandemic Flu, and Underage Drinking.

- Identified essential services provided by contractors and developed a set of key information elements needed from contractors to ensure seamless service delivery across the Agency and the provider service network during a disaster.

Required Discipline – Fiscal Stability

- Managed resources in Fiscal Year 2007-08 to ensure a minimum management reserve level of \$5.0 million and major maintenance funding of \$4.5 million, meeting target.

Required Discipline – Skilled, Competent and Diverse Workforce

- Developed linkages with local colleges such as San Diego State University, Point Loma Nazarene University and Concorde Career College and local high schools to recruit students for participation in programs to promote the County as an employer.



Required Discipline – Accountability/Transparency

- Ensured 100% (approximately 5,660) of Agency employees complete at least one training on compliance related issues, including training on the federal and State False Claims Acts, so that business is conducted ethically and in compliance with federal or State regulations.

Required Discipline – Information Technology

- Developed and documented HHSA process in which Third Party Software Applications are purchased by, and licenses managed by, the Information Technology (IT) outsourcing contractor. Phase I of the process was implemented to transfer 15 of 18 existing Third Party Software licenses to the IT outsourcing contractor and increased end to end accountability of IT outsourcing contractor for IT operations from 65% (85 of 131) to 76% (100 of 131).
- Implemented Assessment Plan to assist managers in determining whether their workforce is a viable candidate for utilizing mobile and remote technology devices.

2008-10 Objectives

Strategic Initiative – Safe and Livable Communities

- Strengthen County disaster response by increasing communication with contractors regarding service continuity:
 - Survey 100% (estimated 50) of identified emergency critical contracted programs regarding current business continuity plans.
 - Assure related HHSA Continuity of Operations Plans are consistent with emergency critical contractors' continuity plans.
- Develop an internal crisis communication plan to improve Agency communication during a disaster.

Required Discipline – Fiscal Stability

- Ensure a minimum management reserve level of \$15.0 million in Fiscal Year 2008-09 to mitigate financial risk and economic uncertainty at the federal and State levels.
- Increase by 5% (from 91 to 96) the number of contractor fiscal reviews conducted to ensure fiscal resources are expended properly and in accordance with regulations.

Required Discipline – Regional Leadership

- Submit a minimum of 10 nominations to recognize Agency leadership, initiatives, and innovations.
- Promote the Agency's accomplishments by placing 200 positive stories using **various media as appropriate**.

Required Discipline – Skilled, Competent and Diverse Workforce

- Implement one student recruitment program to promote County as employer to local educational community.
- Expand training capacities via the Learning Management System (LMS) from one Agency division to two divisions, assisting the workforce in their responsibilities.
- Implement job specific compliance training for one Agency division via LMS in order to ensure their training remains current and relevant.

Required Discipline – Accountability/Transparency

- Establish baseline for accurate and timely reimbursement of returned/denied Medicare claims by conducting an in-depth, structured review to identify trends and patterns and provide necessary corrective action and retraining.

Required Discipline – Information Technology

- Establish a baseline for rating each HHSA business portfolio application. The rating will be used annually to evaluate the efficiency and usefulness of the portfolio.



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- Establish a baseline for external Web-based referrals in order to measure the usage rate of these secure, referral systems.
 - Ensure all HHSA regions and divisions (20) review their Internet pages for current and accurate content.
 - Reduce records storage space by 5% (from 30,000 to 28,500 boxes) while increasing efficiency by improving records management through adherence to retention schedules, imaging and other related efforts.

Related Links

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



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Management Reserves for HHSA	\$5 million	\$5 million	\$5 million	\$15 million ¹	\$10 million ²
Major maintenance funding	N/A	\$4 million	\$4.5 million	N/A ³	N/A ³
Critical contracted program surveyed for current business continuity plans ⁴	N/A	N/A	N/A	100% of 50	100% of 50
Increase in contractor fiscal reviews conducted ⁴	N/A	N/A	N/A	5% (from 91 to 96)	5% (from 96 to 100)
Recognition nominations for Agency leadership, initiatives, and innovations ⁴	N/A	N/A	N/A	10	10
Student recruitment programs conducted ⁴	N/A	N/A	N/A	1	2
LMS training capacity among Agency regions and divisions ⁴	N/A	N/A	1	2	3
Job specific compliance training, via LMS, among Agency regions and division ⁴	N/A	N/A	N/A	1	3
Regions and Divisions Internet pages reviewed for current and accurate content ⁴	N/A	N/A	N/A	100% of 20	100% of 20
Reduction in records storage space ⁴	N/A	N/A	N/A	5% (from 30,000 to 28,500 boxes)	10% (from 28,500 to 25,650 boxes)

Table Notes

- ¹ \$10 million for economic uncertainty at the federal and State levels; \$5 million for general reserve.
- ² Plan to adjust to economic uncertainty in 2008-09 and anticipate less uncertainty in 2009-10.
- ³ Effective Fiscal Year 2008-09, this measure will not be reported in the Operational Plan. However, the Agency is committed to major maintenance funding increasing annually in five-year financial forecast.
- ⁴ Effective Fiscal Year 2008-09, this new measure has been included to better reflect strategic priorities.

Budget Changes 2007-08 to 2008-09

Increase of 7.50 staff years.

Staffing



- Transfer in 6.00 staff years from Regional Operations as a technical adjustment to move training staff with no impact in the administration of services.
- Transfer in 1.50 staff years from Child Welfare Services as a technical adjustment with no impact to the administration of services.

Expenditures

Net increase of \$23.3 million.

- Salaries and Benefits — increase of \$1.7 million due to negotiated wage and benefit adjustments and the addition of 7.50 staff years.
- Services and Supplies — increase of \$16.0 million.
 - Increase of \$5.0 million to mitigate transitional costs associated with potential State budget reductions.
 - Increase of \$3.5 million for major maintenance projects.
 - Increase of \$3.0 million for one-time imaging projects.
 - Increase of \$2.5 million in the bioterrorism emergency reserve.
 - Increase of \$2.0 million in one-time Business Processing Reengineering projects.
- Capital Assets Equipment — decrease of \$4.5 million.
 - Decrease of \$6.5 million in one-time costs in Fiscal Year 2007-08 for Furniture, Fixtures, and Equipment (FF&E) for the new Edgemoor facility.
 - Increase \$2.0 million in additional FF&E costs for the new Edgemoor Skilled Nursing Facility.

- Management Reserves — increase of \$10.0 million due to economic uncertainties.

Revenues

Net increase of \$23.3 million.

- Intergovernmental Revenues — decrease \$0.9 million to align to projected allocation levels.
- Charges for Current Services — increase \$0.1 million for increased costs for the First Five Commission.
- Use of Fund Balance — increase of \$21.8 million for a total of \$39.5 million to fund management reserves, major maintenance and FF&E projects, Business Process Reengineering projects, imaging and IT projects, and State and economic uncertainties.
- General Revenue Allocation — increase of \$2.3 million due to redistribution within the Agency with no impact to services.

Budget Changes 2008-09 to 2009-10

Net decrease of \$31.7 million as a result of reduction in Management Reserves (\$5.0 million), decrease of \$25.6 million in Services and Supplies due to the elimination of one-time projects from prior year, and decrease in Capital Assets Equipment (\$2.0 million), offset by an increase in Salaries and Benefits of \$0.9 million for an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Agency Executive Office	29.00	29.00	29.00
Agency Contract Support	20.00	20.00	20.00
Financial Services Division	186.00	186.00	186.00
Human Resources	62.00	69.50	69.50
Management Support	10.00	10.00	10.00
Proposition 10	19.00	19.00	19.00
Total	326.00	333.50	333.50

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Agency Executive Office	\$ 4,205,471	\$ 17,589,650	\$ 15,982,113	\$ 5,242,657	\$ 39,995,630	\$ 15,637,864
Agency Contract Support	3,127,855	3,428,238	3,428,687	3,275,227	3,734,401	3,816,982
Financial Services Division	23,638,740	34,054,352	37,960,410	24,824,622	36,974,374	29,350,075
Human Resources	5,482,121	6,513,630	7,125,817	6,495,903	6,930,985	7,143,920
Management Support	24,905,938	11,809,658	13,129,606	7,918,755	8,928,597	8,971,186
Proposition 10	1,546,790	1,955,971	1,955,971	1,920,595	2,042,562	2,008,788
Strategy and Planning Division	2,801,876	—	84,200	3,726	—	—
Total	\$ 65,708,791	\$ 75,351,499	\$ 79,666,804	\$ 49,681,486	\$ 98,606,549	\$ 66,928,815



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 24,799,141	\$ 26,756,311	\$ 27,346,575	\$ 26,859,643	\$ 28,478,067	\$ 29,420,599
Services & Supplies	40,884,296	36,995,188	40,666,647	21,977,864	53,028,482	27,408,216
Other Charges	13,808	—	—	—	—	—
Capital Assets Equipment	11,545	6,600,000	6,653,582	843,979	2,100,000	100,000
Management Reserves	—	5,000,000	5,000,000	—	15,000,000	10,000,000
Total	\$ 65,708,791	\$ 75,351,499	\$ 79,666,804	\$ 49,681,486	\$ 98,606,549	\$ 66,928,815

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ —	\$ (53,952)	\$ —	\$ —
Intergovernmental Revenues	46,339,868	57,268,825	57,772,986	34,500,747	56,320,422	53,905,092
Charges For Current Services	2,813,125	2,272,861	2,272,861	2,208,571	2,372,440	2,338,666
Miscellaneous Revenues	187,751	496,338	496,338	68,234	453,687	453,687
Other Financing Sources	2,261	—	—	428	—	—
Reserve/Designation Decreases	—	—	—	—	—	231,370
Use of Fund Balance	18,707,902	17,650,000	21,461,144	15,293,984	39,460,000	10,000,000
General Revenue Allocation	(2,342,116)	(2,336,525)	(2,336,525)	(2,336,525)	—	—
Total	\$ 65,708,791	\$ 75,351,499	\$ 79,666,804	\$ 49,681,486	\$ 98,606,549	\$ 66,928,815



Land Use and Environment Group

Land Use and Environment
Group

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

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

Agriculture, Weights and Measures

Air Pollution Control District

Environmental Health

Farm and Home Advisor

Parks and Recreation

Planning and Land Use

Public Works

Land Use and Environment Group & Executive Office



Group Description

The Land Use and Environment Group's (LUEG) goal is to balance the often conflicting needs for land use planning, habitat conservation, environmental safety, public health protection, 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 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.

2007-08 Accomplishments

- In response to the devastating October 2007 wildfires, LUEG provided initial and immediate assistance to county residents and businesses affected by the wildfires that spread throughout the County.

- Staffed the Emergency Operation Center, Local Assistance Centers, Disaster Recovery Centers, Firestorm Recovery Team, and the 2-1-1 Phone Center.
- With the County's Office of Emergency Services, developed unprecedented Reverse 911 capability for warning residents in areas with debris flow and flooding risks.
- Provided emergency base at Gillespie Airport for Cal Fire Aircraft and Base Camp Personnel: Supported 1,200 Cal Fire aircraft flights from Gillespie, Ramona, and Fallbrook Airports. Provided land at Gillespie Field for over 1,000 firefighting personnel, 500 fire units and a large animal evacuation shelter for more than 100 displaced horses and other farm/domestic animals.
- Completed damage assessment on over 500 square miles in one week including assessment of impacts to natural resources.
- Directed the removal of household hazardous waste from over 2,000 damaged properties; handled the removal of large amounts of household hazardous waste; and assisted field contractors to sample ash in fire zones.
- Assisted fire victims, issued Emergency Temporary Occupancy permits (552), Temporary Power permits (145), and Electrical permits (103) at the Local Assistance Centers
- Held a series of "Fire Rebuild" workshops and attended over 30 community meetings, rebuild fairs, and events.
- Repaired fire damages in right-of-ways within 15 to 60 days of fires (replaced traffic control signs, guardrail, culverts; removed fire-damaged trees; installed temporary bridge at Pamo Road; and installed rock fence on Del Dios Hwy).
- Installed erosion control devices in burned areas to protect homes and roads.



- Installed check dams (temporary dams) across watercourses using more than 150,000 sandbags and gravel bags and constructed other temporary levees with the assistance of California Conservation Corps crews; installed 45,000 feet of fiber rolls (woven tubular rolls) along hillsides and slopes; installed 12,000 feet of K-rails (temporary concrete barriers) along roadways; and hydromulched 500 acres to control erosion.
- Operated Erosion Control Centers to assist residents protect their homes in burned areas. The Department of Public Works completed 1,038 property assessments, distributed 167,861 sandbags, 9,628 fiber rolls, 46,927 stakes and 3,395 (2 lb) bags of seed which were provided by the Department of Agriculture, Weights, and Measures.
- Reopened the majority of the 41 parks that were closed due to the impact of the October 2007 Firestorm within one month. Removed debris and made those repairs necessary to ensure public safety.
- LUEG departments received twelve National Association of Counties (NACo) awards in recognition of various programs.
- Completed 700 food handler knowledge surveys. Surveys will be conducted through next fiscal to meet the 1,200 survey goal. The results will be compiled and evaluated for future food safety intervention efforts.
- Completed construction or awarded construction contracts for seven Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools.
- Enhanced safety and convenience for the flying public through construction of a new terminal, vehicle parking lot, and runway safety area at McClellan-Palomar Airport in Carlsbad. This project broke ground in October 2007 and is expected to be completed in December 2008.
- Expanded and protected park resources by acquiring 400 acres of additional parkland throughout the County by leveraging \$6.3 million of County General Funds with \$4.1 million of non-county funds; and adding 10 miles of trails to the County Trails System. This exceeded the goal of acquiring 300 acres of parkland over two years. The Department is more than 50% complete in meeting its goal of adding 15 miles of trails over two years.
- Enhanced nine local and nine regional parks for the public by completing eight major projects, five paving projects, and ten other park enhancement projects totaling \$17 million.
- Intercepted and eradicated 50% (1) of pests (Oriental Fruit Fly) under the California Department of Food and Agriculture (CDFA) Pest Detection contract that were detected in the county before any economic loss occurred to the local industry. A second pest (Mexican Fruit Fly) did result in quarantine. Fortunately, five target pests included in the CDFA contract were not detected in San Diego County.
- Supported 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 for 4,000 youth, exceeding the goal of providing 85 events and classes for 2,500 youth.
- Enhanced laboratory capabilities to improve the rapid and accurate detection of diseases harmful to animals, plants, people, and the environment by implementing two new tests for hazardous diseases, meeting the goal.
- Utilized an independent auditor to evaluate the progress of the long-range programs for the Multiple Species Conservation Plan (MSCP) for the North County and East County projects. The MSCP is a 50-year plan to streamline the development process and to facilitate the creation of a biologically viable permanent open space



preserve system. The North and East County MSCPs are now scheduled for completion in December 2009 and December 2010 respectively.

- Updated and adopted the County's Watershed Protection, Stormwater Management, Discharge Control Ordinance, and reviewed and updated, as necessary, associated development ordinances to identify possible conflicts, meeting the goal.
- Worked with 100% (11) of private development applicants to increase tonnage of construction and demolition materials being diverted from landfills, with a goal of diverting at least 800 tons of material. The goal was to work with 20 private developments, however, due to economic slowing, only 11 projects are currently in process, and tonnage results are not yet available.
- Worked cooperatively with 100% (27) of affected school districts to identify funding to replace or re-power 15 pre-1987 model school buses and completed the retrofit of 158 school buses (1987 model or newer).
- The project to provide remote computer access (web access) to Site Assessment and Mitigation records by June 2009 is on track, as over 11,500 monitoring well files and 720 Site Assessment and Mitigation project files have been imaged. When completed, this will better serve customers and provide expedited public records requests.
- "Grew our own civil engineers" through outreach to universities, a student worker program, and a junior engineer program, which aims to recruit college graduates and rotate them through the department. Public Works met its goal to employ 10 student engineers and three junior engineers in Fiscal Year 2007-08, and one student worker was hired on as a full-time employee.

2008-10 Objectives

- Complete construction or award construction contracts for at least five Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools.
- Increase positive and healthy recreation activities for youth by providing at least 100 health-related events and classes, including a wide variety of environmental education and teen programs for 4,000 youth in the San Diego region, in support of the County's Childhood Obesity Action Plan and Greater San Diego Recreation and Parks Coalition for Health and Wellness.
- Reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents living within the unincorporated county through land use policies and regulations; continuing to work with fire service entities to improve fire protection and emergency response; and continuing to provide ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus.
- Expand and protect park resources by adding 300 acres of additional parkland throughout the County over two years, and initiating biological and historical surveys in three County preserves and continuing and completing surveys in four County preserves.
- Initiate the development of a Vector Habitat Remediation Program designed for long-term permanent solutions for managing habitual small mosquito source breeding sites such as backyard ponds or drainage courses. Evaluate 10% of the known mosquito breeding areas and modify or eliminate their breeding capacity by June 2009.
- Make initial contact with the public within 24 hours of reported complaints to the Code Enforcement Division. This effort ensures prompt response to violations impacting public health and safety and provides good customer service.



- Work with all private developments with permits or permits pending (estimated 41) that have 40,000 square feet or more of building space to increase tonnage of construction and demolition materials being diverted from landfills, with a goal of diverting at least 2,000 tons of material from projects that complete construction before June 2009.
- Increase flood warning capability for safety in the San Luis Rey River watershed by preparing a flood inundation model by June 2009.
- Complete a rate analysis for all Sanitation Districts and Sewer Maintenance Districts to ensure financial stability for future infrastructure needs.
- Complete 100% of an estimated 100 required toxic air contaminant emission health risk assessments by June 2009 as part of the Air Pollution Control District's permitting activities to verify compliance of new and expanding businesses with health risk standards.
- Provide energy efficiencies by changing first generation Light Emitting Diode (LED) lamps that have higher rate of pixel burnouts with energy efficient LEDs that have a longer service life span at traffic signalized intersections. Identify 25 candidate intersections with traffic signals eligible for LED lamp replacement and seek grant funding by June 2009. This will result in a substantial energy savings and reduced replacement costs at each intersection.
- Clean 440 miles of sewer mains within the County's sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
- Increase the size of the continuous inhalable particulate (PM2.5) monitoring network by 25% by June 2009, to widen the coverage of air quality forecasting for public health protection.
- Inspect 100% (683) of gas stations that have commercially used retail motor fuel meters to ensure fairness and equity in the marketplace.
- Continue the effort to eradicate Diaprepes root weevil in the Encinitas area by performing experiments in chemical application to the soil, releasing beneficial nematodes in the soil, and releasing beneficial parasitoids in the trees. This program may last up to five years.
- Protect the county's \$1.5 billion agricultural industry from damaging pests, noxious non-native weeds, and diseases by inspecting 100% (1,400) of reported incoming high-risk commercial plant shipments.
- Promote sustainable building practices and improve public awareness of green technology by receiving certification or completing construction of a facility designed to achieve certification under the U.S. Green Building Council's Leadership in Energy and Environmental Design program, or another industry recognized sustainable building program.

Related Links

For additional information about the Land Use and Environment Group, refer to the Web site at www.sdcountry.ca.gov/lueg.

Executive Office Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net increase of \$0.4 million.

- Salaries and Benefits — net increase of \$0.04 million due to negotiated wage and benefit adjustments.



- Services and Supplies — increase of \$1.1 million for continuing the Group's Business Case Management System roll out, consultant costs for the Land Development study, and increases in Information Technology costs.
- Operating Transfers Out — decrease of \$0.8 million due to the elimination of the prior year transfer to the Air Pollution Control District for updating their permit processing system.
- Management Reserves — increase of \$0.1 million due to an adjustment in the stormwater allocation.
- Use of Fund Balance — increase of \$0.2 million. Budgeted Use of Fund Balance of \$1.0 million will be used for one-time costs associated with the Business Case Management System roll out and the consultant costs for the Land Development Study.
- General Revenue Allocation — increase of \$0.2 million due to wage and benefit adjustments and an adjustment in the stormwater allocation.

Executive Office Budget Changes: 2008-09 to 2009-10

Net decrease of \$0.9 million is primarily due to completion of prior year one-time projects. Increase of \$0.07 million in Salaries and Benefits is for an allowance for anticipated wage and benefit adjustments.

Revenues

Net increase of \$0.4 million.



Land Use and Environment Group & Executive Office

Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Land Use and Environment Group	14.00	14.00	14.00
San Diego Geographic Information Source (SanGIS)	5.00	5.00	5.00
Agriculture, Weights and Measures	165.00	171.00	171.00
Air Pollution Control District	147.00	147.00	147.00
Environmental Health	290.00	291.00	291.00
Farm and Home Advisor	9.00	9.00	9.00
Parks and Recreation	194.00	194.00	194.00
Planning and Land Use	230.00	233.00	233.00
Public Works	558.00	579.00	579.00
Total	1,612.00	1,643.00	1,643.00

Expenditures by Department

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Land Use and Environment Group	\$ 3,207,985	\$ 5,489,524	\$ 9,356,709	\$ 6,883,336	\$ 5,923,861	\$ 5,030,675
San Diego Geographic Information Source (SanGIS)	1,099,808	1,054,525	1,068,313	971,012	1,071,904	1,094,874
Trade and Business Development	277	—	—	—	—	—
Agriculture, Weights and Measures	14,973,316	17,775,655	20,137,512	17,162,463	18,667,101	19,050,189
Air Pollution Control District	26,908,191	31,349,309	43,614,141	33,084,722	30,715,597	31,643,560
Environmental Health	32,053,271	37,638,352	41,118,175	35,047,148	38,265,174	39,017,512
Farm and Home Advisor	1,180,893	767,801	1,484,870	1,173,594	921,853	951,443
Parks and Recreation	28,842,529	35,923,907	45,088,266	33,605,309	32,161,897	31,018,454
Planning and Land Use	43,384,253	40,819,281	47,659,092	36,978,313	48,578,206	41,993,343
Public Works	199,894,339	213,307,790	409,329,922	229,498,086	223,494,451	207,268,545
Total	\$ 351,544,861	\$ 384,126,144	\$ 618,856,999	\$ 394,403,983	\$ 399,800,044	\$ 377,068,595



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Land Use and Environment Executive Office	14.00	14.00	14.00
Total	14.00	14.00	14.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Land Use and Environment Executive Office	\$ 3,207,985	\$ 5,489,524	\$ 9,356,709	\$ 6,883,336	\$ 5,923,861	\$ 5,030,675
Total	\$ 3,207,985	\$ 5,489,524	\$ 9,356,709	\$ 6,883,336	\$ 5,923,861	\$ 5,030,675

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 1,984,412	\$ 2,529,239	\$ 1,960,239	\$ 1,903,932	\$ 2,567,082	\$ 2,641,266
Services & Supplies	1,069,199	1,052,483	4,991,663	4,460,798	2,172,085	1,204,715
Other Charges	100,000	—	—	—	—	—
Expenditure Transfer & Reimbursements	—	—	—	(331,394)	—	—
Operating Transfers Out	—	850,000	850,000	850,000	—	—
Management Reserves	54,373	1,057,802	1,554,807	—	1,184,694	1,184,694
Total	\$ 3,207,985	\$ 5,489,524	\$ 9,356,709	\$ 6,883,336	\$ 5,923,861	\$ 5,030,675



Budget by Categories of Revenue

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 265,525	\$ —	\$ —	\$ 327,985	\$ —	\$ —
Miscellaneous Revenues	2,526	77,470	77,470	2,150	100,000	100,000
Use of Fund Balance	(2,646,093)	850,000	4,717,185	1,991,147	1,035,000	—
General Revenue Allocation	5,586,027	4,562,054	4,562,054	4,562,054	4,788,861	4,930,675
Total	\$ 3,207,985	\$ 5,489,524	\$ 9,356,709	\$ 6,883,336	\$ 5,923,861	\$ 5,030,675

San Diego Geographic Information Source (SanGIS)



Department Description

SanGIS was created in July 1997 as a Joint Powers Agency 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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Provided Geographic Information System (GIS) data to the Health and Human Services Agency (HHSA) Statistics Portal that enables HHSA staff to acquire information to effectively manage performance measures related to children's health and welfare issues.
- Provided interactive mapping capability to students through the SanGIS Web site and computers for student research at SanGIS offices.

Strategic Initiative – The Environment

- Provided public access to environment and land development GIS information via an online mapping service to effectively streamline the process of acquiring planning and zoning information for the public.

Strategic Initiative – Safe and Livable Communities

- Created and implemented the first critical infrastructure target list for airborne surveys for response and damage assessment during Firestorm 2007. County GIS managers created a procedure, where available, so U.S.

Navy helicopters were able to fly at night with Infrared vision systems to check on critical infrastructure. Targets were assessed after firefighting activity lessened at night. The Jamul power substation was saved as a result and a power outage for the entire county was prevented.

- Established the County of San Diego GIS Emergency Group in August 2007. This group is the GIS staffing backbone to the County's Emergency Operation Center (EOC). The Office of Emergency Services can call upon the group to maintain 24 hour staffing levels at the EOC. It is composed of approximately 30 individuals that have considerable GIS experience and are trained on the County's Emergency GIS Standard Operating Procedures. These individuals also have additional training or experience responding to disasters or assisting in the recovery stages of a disaster.
- Provided current road address data to County emergency responders and public safety agencies to support emergency services. This information was used by County GIS Emergency Group during Firestorm 2007 to better determine the extent of fire perimeters and to better direct out-of-county and out-of-state public safety personnel to specific geographic features of San Diego County, e.g., evacuation staging areas, etc.
- Created a "Standard Operating Procedure" for emergency GIS for County departments utilizing GIS to effectively create and share emergency GIS information during a disaster event. This was used with great success



by County GIS Emergency Group during Firestorm 2007. GIS staff responded to the EOC with known expectations and roles.

- Provided GIS data through the County's GIS Data Warehouse to the Emergency Event Management software used by County emergency responders. This helped responders identify necessary resources during Firestorm 2007 and identify other community assets geographically. This was also used to respond to the fires with maps posted on the WebEOC and Google Earth. It was also used after the fires with data posted to State and federal government agencies to indicate where damage occurred.
- Provided data creation assistance to countywide law enforcement departments as requested, to support crime data collection efforts.

Required Discipline – Customer Service

- Increased usage of the County GIS Data Warehouse by County business applications to improve efficiency and timeliness of service provided to the public at various County offices.
- Developed a web based mapping application available to the public to research land development information and access property and other government information.

2008-10 Objectives

Strategic Initiative – Kids

- Develop a GIS-based address verification service that can eventually be used by Public Safety departments for establishing the location of high-risk probationers in relation to important community features such as parks.
- Develop a GIS database copying system so that countywide GIS data such as public parks and critical infrastructure can be maintained remotely and stored in a centralized database and shared among County users. For example, shared information on locations of parks

may help with enforcement of Megan's law, which provides the public with Internet access to detailed information on the whereabouts of registered sex offenders so that the public may protect themselves and their children.

Strategic Initiative – The Environment

- Facilitate a Business Process Reengineering (BPR) event to build a data standard for collecting digital biological information for Land Use and Environment Group (LUEG) departments to improve the regulatory use and scientific relevance of natural resource information concerning sensitive species locations and the information documenting their presence in locations.
- Improve the quality and quantity of natural resource data in the SanGIS Data Warehouse and promote best practices of its use to ensure that environmental resources managers have current and accurate information upon which to base decisions.

Strategic Initiative – Safe and Livable Communities

- Ensure the accuracy of the parcels, roads, and address information by creating a Quality Assurance/Quality Control (QA/QC) system that checks the data. Implement a system or automated script that will check the percentage of accurately matched addresses in the county and report these data back to SanGIS for correction of the inaccuracies.
- Improve the quality of and timeliness of the road and address information in the SanGIS Data Warehouse with the full implementation of the SanGIS BPR suggestions to adopt a nearly fully digital document submission method for recording official changes to parcel, roads, and addresses. Current BPR is 75% implemented, the goal is 100% implementation of the digital document submissions. This will complete refining the process by which the Department of Public Works submits information to SanGIS from final parcel maps.



- Train 26 of the County GIS leadership staff on the use of the SanGIS Forum. This forum is an online user forum monitored by SanGIS staff that collects and reports on error corrections in parcel, roads, and addresses. This will facilitate timely corrections to the parcels and roads to capture and repair legacy errors.
- Update law enforcement “patrol beat” GIS geometry at SanGIS so that they match the alignment of road centerlines. Sheriff 911 dispatch requires the law enforcement beat GIS layer to match road alignments so that calls are routed to the correct law enforcement group. This project is designed to lower the probability of incorrect dispatch calls being routed to officers or deputies that are farther away from the 911 call point-of-origin.
- Facilitate the creation of a Public Safety version of the SanGIS GIS database, and use computer programming to automatically copy changes between SanGIS and the Sheriff’s database to optimize performance of the data.
- Improve homeland security datasets used by first responders with more supporting information. Include details such as, who authored the data, what are the limitations of the data, when the information was created, etc. This will be accomplished by refining the public safety GIS metadata. These datasets include seismic zones, critical infrastructure, military bases, natural hazards, etc. These data currently reside in the SanGIS City/County’s GIS Data Warehouse. These metadata connote the quality and intended use of their parent GIS data and are essential in making good decisions with GIS.

Related Links

For additional information about SanGIS, refer to the Web site at www.sangis.org.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of maps received from Recorders Office entered in the SanGIS database within 30 days ¹	93% of 324	95% of 300	99.8% of 261	100% of 300	100% of 350
New GIS layers developed for use in Emergency Response ²	7	5	5	5	5
New GIS Layers developed or updated for use in Natural Resource Management ³	0	2	2	2	2
Percentage of new parcels entered in the SanGIS landbase by end of fiscal year ⁴	100% of 13,600	100% of 15,000	100% of 8,358	100% of 7,000	100% of 7,000
New road segments entered in the SanGIS landbase by the end of fiscal year ⁴	95% of 1,200	90% of 980	100% of 952	100% of 1,200	100% of 1,200
Automatic roads, and address information QA/QC sampling system ⁵	N/A	N/A	N/A	90% of 1,000	90% of 1,000
Automatic parcel information QA/QC sampling system ⁵	N/A	N/A	N/A	98% of 1,000	98% of 1,000

Table Notes

¹ By achieving this goal, land development (subdivisions, roads, lots, addresses) information is available to County departments for permit and land development processing for the public.

² GIS layers of information include the locations of skilled nursing facilities and other non-ambulatory populations which are extremely helpful in planning for community evacuations.

³ GIS layers include regulatory layers for stormwater or vegetation or fire severity and brush management.

⁴ By achieving this goal, new parcel and owner information is available to County departments for permit and land development processing for the public.

⁵ New Performance Measures effective Fiscal Year 2008-09.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Salaries and Benefits — increase of \$0.02 million for negotiated wage and benefit adjustments.



Revenues

Intergovernmental Revenues — increase of \$0.02 million to offset the costs discussed above.

Budget Changes: 2008-09 to 2009-10

An increase of \$0.02 million in Salaries and Benefits for anticipated wage and benefit adjustments is offset by a corresponding increase in Intergovernmental Revenues.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
San Diego Geographic Information Source (SanGIS)	5.00	5.00	5.00
Total	5.00	5.00	5.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
San Diego Geographic Information Source (SanGIS)	\$ 1,099,808	\$ 1,054,525	\$ 1,068,313	\$ 971,012	\$ 1,071,904	\$ 1,094,874
Total	\$ 1,099,808	\$ 1,054,525	\$ 1,068,313	\$ 971,012	\$ 1,071,904	\$ 1,094,874

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 445,112	\$ 508,295	\$ 508,295	\$ 437,392	\$ 525,674	\$ 548,644
Services & Supplies	654,696	546,230	560,018	533,619	546,230	546,230
Total	\$ 1,099,808	\$ 1,054,525	\$ 1,068,313	\$ 971,012	\$ 1,071,904	\$ 1,094,874

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 536,409	\$ 508,295	\$ 508,295	\$ 435,606	\$ 525,674	\$ 548,644
Use of Fund Balance	17,169	—	13,788	(10,824)	—	—
General Revenue Allocation	546,230	546,230	546,230	546,230	546,230	546,230
Total	\$ 1,099,808	\$ 1,054,525	\$ 1,068,313	\$ 971,012	\$ 1,071,904	\$ 1,094,874

Agriculture, Weights & Measures



Department Description

The Department of Agriculture, Weights and Measures (AWM) is part of a statewide network of County Agricultural Commissioners and Sealers of Weights and Measures created by the State legislature in the late 1800s. The agricultural programs protect the public, the environment, and local agriculture by enforcing laws and regulations pertaining to pesticide use and exclusion of exotic pests. The Veterinary Diagnostics Laboratory provides early detection of diseases that threaten public health, livestock, and local wildlife. The Weights & Measures program protects consumers by performing package inspections for net quantity and verifying the accuracy of commercial weighing, measuring, counting, and scanning devices.

Mission Statement

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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Increased opportunities for kids to explore their interest in agriculture, science, and veterinary medicine by hosting 15 educational programs and internships.

Strategic Initiative – The Environment

- Protected the county's \$1.5 billion agricultural industry from damaging pests and diseases by inspecting 100% (2,182) of reported incoming high-risk commercial plant shipments, meeting the goal.
- Reduced the public's risk to pesticide exposure by decreasing the use of pesticide spray applications by an average of 47% (from 2.94 ounces per facility to 1.53 ounces) through use of Integrated Pest Management practices in County-owned facilities in which employees are conducting business, exceeding the goal of 5%.

- Established criteria for classifying all (400) agricultural water quality registrants into threat categories based on potential stormwater pollution in order to focus inspections on high-risk facilities and improve water quality, meeting the goal.

Strategic Initiative – Safe and Livable Communities

- Intercepted and eradicated 50% (1) of the presented pests (Oriental Fruit Fly) detected in the county before any economic loss occurred to local industry as indicated under the California Department of Food and Agriculture (CDFA) Pest Detection contract. A second pest (Mexican Fruit Fly) did result in quarantine. Fortunately, five target pests included in the CDFA contract were not detected in San Diego County.
- Maintained consumer confidence by implementing gasoline quality testing procedures at county gas stations using a portable octane analyzer. Conducted inspections at 26% (183) of the 683 gas stations, exceeding the goal of 20%.
- Ensured a fair and competitive marketplace by verifying that net quantities of packaged commodities are accurate by increasing package inspections by 32% (from 189 to 251), exceeding the goal of 10%.



- Conducted 94% (28,706) of initial annual inspections of the 30,525 registered retail devices (retail devices include all scales, water dispensers, taximeters, and fuel meters) to ensure equity in the marketplace and maintain consumer confidence, exceeding the goal of 80%.
- Enhanced laboratory capabilities to improve the rapid and accurate detection of diseases harmful to animals, plants, people, and the environment by implementing two new tests for hazardous diseases, meeting the goal.
- Conducted 19 presentations to pesticide user groups regarding new regulations and increased awareness of the top 10 pesticide violations found in San Diego County, exceeding the goal of 12 presentations.
- Developed Best Management Practices to prevent the spread of Sudden Oak Death, a destructive fungal disease that attacks over 270 plant species, meeting the goal. This will protect the nursery industry from economic loss and quarantine restrictions.

Required Discipline – Continuous Improvement

- Reduced the average number of days to issue a notice of civil penalty, after a violation occurs, from 180 to 50 days to ensure timely enforcement of pesticide and measurement standards laws, exceeding the goal of 60 days.
- Expedited identification of potential agricultural risks by digitally mapping 100% (1,227) of licensed commercial nursery growers, meeting the goal.

Required Discipline – Regional Leadership

- Developed and led partnerships between the County and local, State, federal, and nongovernmental agencies to strengthen the defense against Avian Influenza.
 - Led county preparedness including detection, containment, and control/eradication operations.

- Provided factual public information on threats, risks, and prevention via the Bird/Pandemic Flu Web site at www.sdbirdflu.com.

2008-10 Objectives

Strategic Initiative – The Environment

- Protect water quality and reduce environmental risk through enforcement and regulation.
- Digitally map 100% (580) of the registered agricultural water quality facilities to determine sites with the greatest potential threat to water quality in order to focus inspections on the high threat sites as required by the California Regional Water Quality Control Board by June 2009.
- Identify and track 50% (290) of the 580 agricultural facilities to determine the greatest water pollution threat in order to target inspections and enforcement where it will produce the greatest water quality improvement within the county's unincorporated areas.
- Protect the county's \$1.5 billion agricultural industry from damaging pests, noxious non-native weeds, and diseases.
 - Inspect 100% (1,400) of reported incoming high-risk commercial plant shipments.
 - Identify potential noxious non-native weed sites by digitally mapping 100% (55) of all currently known sites.
 - Decrease the spread of noxious non-native weeds by treating at least 70 acres of current identified sites.
 - Detect introduced target agricultural pests while they can be economically eradicated so that none become established.
- Prepare for transition to the new Medical Examiner and Forensic Center. This new facility will enable the Veterinary Diagnostics Laboratory to achieve improvements in their current performance levels and is projected to open in December 2009.



Strategic Initiative – Safe and Livable Communities

- Ensure fairness and equity in the marketplace by performing the following activities by June 2009:
 - Inspect 100% (683) of gas stations that have commercially used retail motor fuel meters.
 - Verify that net quantities of package commodities are accurate by performing at least 225 package inspections.

Required Discipline – Continuous Improvement

- Maintain the average number of days to issue a notice of civil penalty, after a violation occurs, at 60 or fewer days to ensure the timely enforcement of pesticide and measurement standards.

Required Discipline – Regional Leadership

The Agricultural Commissioner will take a leadership role in the California Agricultural Commissioner and Sealers’ Association (CACASA) by striving to accomplish the following:

- Serve in the following capacities of CACASA:
 - Weights and Measures, Vice President
 - Board of Directors
 - Legislation Committee

- Nursery industry roundtable
- Serve as the CACASA representative at the federal level on bills and proposals for:
 - Early Pest Detection and Surveillance
 - Insect Detection Appropriation
 - Pest Exclusion Appropriation – Canine Inspection Teams
- Lead a coordinated effort to prevent destructive pests and plant diseases that affect agriculture commerce by working cooperatively with the local industry on:
 - Magnolia White Scale – a scale that occurs on ornamental plants
 - Diaprepes Root Weevil – a beetle that attacks the roots and leaves of 270 plant species
 - Bamboo Mealybug – a new invasive species to San Diego County which attacks bamboo
 - Tomato Yellow Leaf Curl Virus – an insect-borne virus that attacks tomatoes and peppers

Related Links

For additional information about Agriculture, Weights, and Measures, refer to the Web site at www.sdcounty.ca.gov/awm/.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of necropsy submissions in which a preliminary diagnosis was determined within 48 hours of necropsy to enhance customer service and control the spread of disease	N/A	90% of 700	100% of 812	90% of 700	95% of 700
Percentage of plant and insect samples diagnosed within two weeks of submission	N/A	98% of 10,000	100% of 10,241	98% of 10,000	98% of 10,000
Protect San Diego agriculture by:					
— Percentage of plant shipments certified by CDFA Pierce's Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter ¹	N/A	97% of 1,300	100% of 1,237	97% of 1,300	98% of 1,300
— Percentage of compliance agreements reviewed/updated to include Best Management Practices to reduce the incidents of Sudden Oak Death in shipping nurseries	N/A	100% of 80	100% of 80	N/A ²	N/A
— Percentage of reported incoming commercial plant shipments from high-risk states of entry that are inspected	N/A	100% of 1,400	100% of 2,182	100% of 1,400	100% of 1,400
Percentage of targeted pests under the CDFA's Pest Detection contract that are intercepted and eradicated before quarantine is required	N/A	100% of 7	50% of 2 ³	N/A ⁴	N/A
Percentage of pesticide illness investigations completed within State guidelines of 120 days	N/A	90% of 56	97% of 79	90% of 56	92% of 56
Percentage of compliance in the safe handling of commercial pesticides by monitoring inspections to protect people working with and around pesticides	N/A	80% of 400	83% of 447	85% of 400	85% of 400
Percentage of the number of initial annual inspections for retail devices	N/A	80% of 30,525	94% of 30,525	N/A ⁵	N/A
Percentage of the number of initial annual inspections for following retail devices: ⁶					
— Percentage of fuel meters inspected	N/A	N/A	N/A	100% of 19,659	100% of 19,659



— Percentage of taximeters inspected	N/A	N/A	N/A	100% of 1,320	100% of 1,320
— Percentage of retail water dispensers inspected	N/A	N/A	N/A	70% of 1,225	70% of 1,225
— Percentage of retail computing scales inspected	N/A	N/A	N/A	70% of 5,275	70% of 5,275

Table Notes

- ¹ Glassy-winged Sharpshooter is a vector of Pierce's Disease, which is fatal to grapevines.
- ² Measure will have been accomplished by the end of Fiscal Year 2007-08. There is no further need to track.
- ³ There are seven potential targeted pests that may not all appear in the county. This criterion is based on seven possible target pests and 100% of any of those found before quarantine is necessary. In Fiscal Year 2007-08 only one of the targeted pests was identified and eradicated before quarantine was required. A second pest find did result in quarantine.
- ⁴ Since there is no way to predict what type of invasive insects may appear in San Diego County, this measure is being deleted in Fiscal Year 2008-09. The goal of timely detecting any of the seven targeted pests before they become established still remains one of the department's goals.
- ⁵ This measure had combined all retail devices (scales, water dispensers, taximeters, and fuel meters) and is being deleted in Fiscal Year 2008-09 and replaced with a measure that reports more specific goals and targets.
- ⁶ Effective Fiscal Year 2008-09, these new measures have been included to more accurately report on specific outcome-oriented goals and targets.

Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 6.00 staff years.

- Increase of 5.00 staff years for the Pierce's Disease Control Program contract to protect the grape industry from the Glassy-winged Sharpshooter, the insect that transmits the Pierce's Disease.
- Increase of 1.00 staff year in the Standards Enforcement division to assist with point-of-sale scanner inspections.

Expenditures

Net increase of \$0.9 million.

- Salaries and Benefits — net increase of \$0.7 million with an increase of \$1.2 million to support the additional staff years described above and an allowance for negotiated wage and benefit adjustments, offset by a decrease of \$0.5 million due to a reduction of services provided in the Veterinary Diagnostics Laboratory and the Pesticide Regulation Program.



- Services and Supplies — increase of \$0.7 million due to a one-time expenditure of \$0.4 million to repair the Santa Ysabel Barn site and an increase of \$0.3 million due to rising fuel, infrastructure, and Information Technology costs.
- Capital Assets Equipment — decrease of \$0.1 million due to completed procurement of vehicles and equipment.
- Expenditure Transfers and Reimbursements — increase of \$0.4 million due to an increase in reimbursement from the Department of Environmental Health for diagnostic lab services provided by the Veterinary Diagnostics Laboratory to Vector Control. Since this is a reimbursement, it has the effect of a \$0.4 million decrease in expenditures.
 - Increase of \$0.1 million for the High-Risk Activities contract to support wage and benefit adjustments and to support the new canine inspection team.
 - Increase of \$0.4 million for the Pierce’s Disease Control Program contract to support the costs associated with the additional 5.00 staff years described above.
- Charges for Current Services — net decrease of \$0.1 million due to a decrease of \$0.3 million in Interfund Charges as this revenue is now budgeted as an expenditure transfer. This is offset by an increase of \$0.2 million due to increased fees for veterinarian services and increased demand for erosion control services.
- Miscellaneous Revenues — increase of \$0.05 million due primarily to increased fees for rodent bait sales and other miscellaneous revenues.
- Use of Fund Balance — increase of \$0.3 million to repair the Santa Ysabel Barn site. The remaining Use of Fund Balance will support services for the Fish and Wildlife Advisory Commission.
- General Revenue Allocation — increase of \$0.1 million to support wage and benefit adjustments for existing staff.

Revenues

Net increase of \$0.9 million.

- Licenses, Permits & Franchises — net increase of \$0.6 million due primarily to an increase of \$0.4 million in fees for the scanner inspection program to offset program costs and to support the new position described above, and an increase of \$0.2 million in fees for plant export certifications.
- Intergovernmental Revenues — net decrease of \$0.1 million.
 - Decrease of \$0.5 million in Unclaimed Gas Tax revenue due to a reduction of reimbursable expenditures as increasingly restrictive guidelines have limited eligible costs.
 - Decrease of \$0.1 million due to a reduction of weed and pest control services.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.4 million is due primarily to the staffing changes described above and an allowance for anticipated wage and benefit adjustments offset by the completion of major maintenance projects.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Agriculture, Weights and Measures	165.00	171.00	171.00
Total	165.00	171.00	171.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Agriculture, Weights and Measures	\$ 14,931,721	\$ 17,728,655	\$ 20,090,512	\$ 17,133,410	\$ 18,630,101	\$ 19,013,189
Fish and Wildlife Fund	41,595	47,000	47,000	29,053	37,000	37,000
Total	\$ 14,973,316	\$ 17,775,655	\$ 20,137,512	\$ 17,162,463	\$ 18,667,101	\$ 19,050,189

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 12,355,760	\$ 14,822,602	\$ 15,914,782	\$ 14,627,011	\$ 15,506,533	\$ 15,969,970
Services & Supplies	2,495,084	2,737,053	4,008,988	2,865,379	3,431,147	3,385,058
Other Charges	41,315	43,000	44,000	29,813	34,000	34,000
Capital Assets Equipment	183,790	173,000	169,742	154,143	70,000	45,000
Expenditure Transfer & Reimbursements	(102,633)	—	—	(513,882)	(374,579)	(383,839)
Total	\$ 14,973,316	\$ 17,775,655	\$ 20,137,512	\$ 17,162,463	\$ 18,667,101	\$ 19,050,189



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 2,682,623	\$ 2,724,750	\$ 2,724,750	\$ 3,008,739	\$ 3,317,779	\$ 3,667,779
Fines, Forfeitures & Penalties	314,592	16,250	16,250	198,154	16,250	16,250
Revenue From Use of Money & Property	321	—	—	323	—	—
Intergovernmental Revenues	7,467,111	8,144,194	9,075,224	7,843,678	8,061,718	8,051,526
Charges For Current Services	569,974	728,593	728,593	544,034	608,409	758,409
Miscellaneous Revenues	130,086	56,700	56,700	74,692	107,800	110,200
Other Financing Sources	3,000	—	—	—	—	—
Use of Fund Balance	(1,359,850)	30,750	1,461,577	(581,575)	370,750	20,750
General Revenue Allocation	5,165,459	6,074,418	6,074,418	6,074,418	6,184,395	6,425,275
Total	\$ 14,973,316	\$ 17,775,655	\$ 20,137,512	\$ 17,162,463	\$ 18,667,101	\$ 19,050,189

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. APCD implements rules and plans through permitting, business inspections, and other regulatory programs. Additionally, 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.

2007-08 Accomplishments

Strategic Initiative – The Environment

- Worked cooperatively with 100% (27) of affected school districts to identify funding to replace or re-power 15 pre-1987 model school buses and completed the retrofit of 158 school buses (1987 model or newer).
- Provided five affected school districts with written reports identifying facilities emitting toxic air contaminants near planned future school sites.
- Notified the families of 7,381 students attending schools and 4,845 business owners as any new equipment with the potential to emit hazardous air pollutants was proposed to be located within 1,000 feet of the school.
- Adopted, amended, or implemented 10 State, federal, or APCD rules to reduce air contaminant emissions from industrial, commercial, and other sources.
- Developed and implemented an over-the-counter permit process to reduce the processing time and costs in implementing State mandated Enhanced Vapor Recovery requirements for gas stations.
- Implemented two recommendations by the Business Process Reengineering team to improve the permitting process. A Change Management Committee was created to coordinate the implementation of the new Business Case Management System and existing staff and technology were leveraged to reduce inefficiencies and eliminate backlogs and bottlenecks.
- Conducted a public workshop on the proposed Regional Air Quality Strategy Revision. The Strategy identifies air contaminant emission trends and effective emission control measures to expedite attainment of the State ozone standard. The Strategy adoption is delayed past Fiscal Year 2007-08 due to State requirements for extensive analyses of emission impacts from large new sources, and is expected to be completed during the next fiscal year.
- Drafted and reviewed with stakeholders, a proposed new APCD rule to reduce airborne particulate matter from fugitive dust sources such as construction sites. Adoption is delayed past Fiscal Year 2007-08 due to restructuring



of the draft rule to simplify implementation. The new rule is expected to be completed during the next fiscal year.

- Completed a project, funded by a federal grant, to retrofit pollution controls on 50 transborder commercial diesel trucks operating in the county with 59 diesel oxidation catalysts.
- Inspected 90% (6,460 of 7,146) of priority emission sources equipment inspections to ensure compliance with air pollution standards. Inspections were 10% less than goal due to the suspension of inspections during the 2007 Wildfires, unanticipated inspector absences, and vacancies.

Strategic Initiative – Safe and Livable Communities

- Completed an additional 10 refined toxic air contaminant (TAC) emission health risk assessments for high priority facilities pursuant to requirements of the “Hot Spots” program. The Hot Spots program is a State law that requires facilities to submit TAC emission inventories, and requires high priority facilities to perform public health risk assessments, report the results to the public, and reduce significant risks.
- Completed 178 toxic air contaminant emission health risk assessments as part of APCD permitting activities to verify compliance of new and expanding businesses with health risk standards, exceeding target of 100 assessments.
- Continued to gather air quality data and began discussions with the Environmental Protection Agency (EPA) and State Air Resources Board (ARB) to receive approval to relocate the Otay Mesa Air Quality Monitoring Station by June 2009. The new location will better assess community air pollution levels.

- Investigated 100% of 467 citizen complaints received and made initial contact with the citizen within 24 hours of reported complaint. Most complaints are related to fugitive dust from construction sites and unpaved roads or are odor-related.
- Target inspections in response to community concerns were not conducted on Environmental Justice issues because no communications from communities were received.
- Inspected 65% (324 of 500) of demolitions/renovations with asbestos emissions potential for which notifications were received to ensure proper handling and removal of hazardous materials.

2008-10 Objectives

Strategic Initiative – Kids

- Reduce school children’s exposure to both cancer-causing and smog-forming pollution through the following:
 - Apply for and obtain State and federal funding for Lower-Emission School Bus programs.
 - Identify and/or provide grants to an estimated 27 affected school districts located in San Diego County to retrofit diesel school buses with Air Resources Board-verified particulate matter filters or to purchase new school buses to replace older, higher emitting buses.

Strategic Initiative – The Environment

- Perform or witness 650 pollutant emissions tests at various businesses and other stationary sources throughout the county to demonstrate compliance with APCD rules and regulations by June 2010.
- Increase the size of the continuous inhalable particulate (PM2.5) monitoring network by 25% by June 2009, to widen the coverage of air quality forecasting for public health protection.



- Conduct eight training classes for small business owners by June 2009, to assist them in complying with applicable APCD rules and regulations.
- Monitor and evaluate the levels of ozone at eight monitoring stations throughout the county to determine attainment of the federal 8-hour standard.
- Provide affected school districts with written reports identifying facilities emitting toxic air contaminants near planned future school sites.
- Inspect 100% of priority emission sources, estimated at 7,396 equipment inspections, to ensure compliance with air pollution standards.
- Complete 100% of an estimated 100 required toxic air contaminant emission health risk assessments by June 2009 as part of APCD permitting activities to verify compliance of new and expanding businesses with health risk standards.
- Continue to gather air quality data to obtain EPA and State ARB approval to relocate the Otay Mesa Air Quality Monitoring Station by June 2009. The new location will better assess community air pollution levels.
- Inspect 60% of an estimated 500 demolitions/renovations with asbestos emissions potential for which notifications are received to ensure proper handling and removal of hazardous materials.
- Complete an estimated additional 10 refined toxic air contaminant (TAC) emission health risk assessments for high priority facilities pursuant to requirements of the Hot Spots program by June 2010. The Hot Spots program is a State law that requires facilities to submit TAC emission inventories, and requires high priority facilities to perform public health risk assessments, report the results to the public, and reduce significant risks.

Required Discipline – Customer Satisfaction

- Issue 80% of an estimated 600 construction permits for new or modified businesses within 90 days of receipt of a completed application to provide timely service to our customers.
- Investigate 100% of an estimated 360 citizen complaints received and make initial contact with the citizen within 24 hours of reported complaint. Most complaints are related to fugitive dust from construction sites and unpaved roads or are odor-related.

Required Discipline – Regional Leadership

- Partner with other local agencies (ports, airports, and transportation agencies) to reduce air pollution emissions and health risks from freight movement by implementing the Goods Movement Emission Reduction Program of Proposition 1B, *Highway Safety, Traffic Reduction, Air Quality, and Port Security*, through incentive projects by June 2009.
- Incorporate 10 additional State, federal, or local rules into APCD's regulatory programs by June 2009 to reduce air contaminant emissions for industrial, commercial, and other sources.
- Adopt the Regional Air Quality Strategy Revision by June 2009. The Strategy identifies effective emission control measures considering cost effectiveness and technological feasibility to expedite attainment of the State ozone standard.

Related Links

For additional information about the Air Pollution Control District, refer to the Web site at www.sdapcd.org.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of construction permits for new/modified businesses issued within 90 days of receipt of a complete application ¹	N/A	80%	83% of 621	80%	80%
Percentage of scheduled business inspections completed ²	100%	100%	90% ³ of 7,146	100%	100%
Percentage of total public complaints investigated ⁴	100% of 461	100% of 600	100% of 467 ⁵	100% of 360	100% of 360
Number of APCD funded low polluting vehicles in use including School and transit buses, postal vehicles, refuse and construction trucks, shuttle vans, tractors, taxicabs, and marine vessels ⁶	1,050	1,200	1,219	N/A	N/A
Annual number of low polluting vehicle incentive projects completed under the mobile sources of emissions reduction programs ⁷	N/A	N/A	N/A	100	150
Average number of days meeting the 8-hour federal ozone standard (3-year average) ⁸	359	362	355	355	355

Table Notes

¹ APCD Rule 18 establishes a goal of processing permits for complete applications within 90 days but allows up to 180 days.

² Indicates completion levels for inspections of air contaminant emitting equipment/facilities. Target based on commitments established with State ARB. Commitment is approximately 7,000 inspections per year, but varies annually based on changes in priorities, standards and complaints.

³ The number of scheduled business inspections completed was lower due to the suspension of inspections during Firestorm 2007 and unanticipated inspector absences due to illnesses and vacancies.

⁴ Majority of complaints from the public are due to dust related to construction and visible emissions. 100% of public complaints are investigated.

⁵ Fiscal Year 2007-08 Adopted projection of total public complaints was higher than prior year actuals and current projections. The 2007-08 Actuals and subsequent proposed years reflect this lower estimated total.



⁶ Fiscal Year 2007-08 Actuals are based on an increase in funding levels for incentive projects. This measure is being deleted as of Fiscal Year 2008-09 and replaced by measuring the annual number of vehicles completed through retrofitting, repowering, or replacement that were funded under the mobile sources of emission reduction programs.

⁷ Indicates number of vehicles funded under the mobile sources of emission reduction programs that are completed in a specific fiscal year. This is a new measure effective Fiscal Year 2008-09.

⁸ Fiscal Year 2007-08 actuals are below adopted projections as ozone levels vary with meteorological conditions and warmer weather resulted in fewer days meeting the 8-hour federal ozone standard.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.6 million.

- Salaries and Benefits — increase of \$0.3 million for negotiated wage and benefit adjustments.
- Services and Supplies — net decrease of \$0.4 million due to adjustments made to align resources with operating needs offset by an increase for the new Business Case Management System (BCMS) for permits.
- Other Charges — increase of \$0.08 million for the local match requirement for emission reduction incentive grants.
- Capital Assets Equipment — net decrease of \$1.0 million due to a decrease of \$0.8 million in Information Technology hardware as the BCMS is Web-based and not considered a capital asset, a decrease of \$0.3 million in laboratory equipment resulting from completion of one-time procurement of federally funded instruments offset by an increase of \$0.1 million for replacement vehicles.
- Operating Transfers Out — increase of \$0.4 million for costs to administer emission reduction incentive projects and air monitoring related to mobile sources projects.

Revenues

Net decrease of \$0.6 million.

- Licenses, Permits, & Franchises — decrease of \$0.7 million to reflect the anticipated adverse effect of the economy resulting in a decrease in number of applications and renewals. The permit fee schedules increased but the projected number of units decreased.
- Fines, Forfeitures, & Penalties — decrease of \$0.4 million as a result of successful outreach and information campaigns to businesses producing better compliance with regulations.
- Charges for Current Services — net decrease of \$0.5 million reflects historical trends in various revenues and services.
- Other Financing Sources — net reduction of \$0.4 million due to an increase for partial funding of the BCMS offset by a deletion of \$0.8 million for a one-time transfer from the Group.
- Use of Fund Balance — increase of \$1.4 million. Budgeted Use of Fund Balance includes; Air Quality Improvement Trust revenue fund balance set aside to be used as the required matching funds for the Carl Moyer Program funding, increased one-time costs of air monitoring activities related to mobile sources, and the rebudgeting of unspent funds for the BCMS from Fiscal Year 2007-08.



Budget Changes: 2008-09 to 2009-10

A net increase of \$0.9 million is due to an allowance for anticipated wage and benefit adjustments, an increase in services and supplies to align resources with operating needs,

and an increase in replacement reserves offset by a reduction in transportation equipment due to completion of prior year one-time purchases.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Air Pollution Control District Programs	147.00	147.00	147.00
Total	147.00	147.00	147.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Air Pollution Control District Programs	\$ 26,908,191	\$ 31,349,309	\$ 43,614,141	\$ 33,084,722	\$ 30,715,597	\$ 31,643,560
Total	\$ 26,908,191	\$ 31,349,309	\$ 43,614,141	\$ 33,084,722	\$ 30,715,597	\$ 31,643,560

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 13,965,284	\$ 15,231,399	\$ 15,558,399	\$ 14,432,249	\$ 15,555,811	\$ 16,167,785
Services & Supplies	3,119,263	3,994,754	3,955,960	3,169,428	3,547,009	3,651,182
Other Charges	4,204,414	5,086,565	15,980,659	8,751,809	5,165,680	5,166,793
Capital Assets Equipment	122,761	1,625,986	2,134,890	747,004	637,500	517,000
Reserve/Designation Increase	450,000	—	—	—	—	250,000
Operating Transfers Out	5,046,469	5,410,605	5,984,233	5,984,233	5,809,597	5,890,800
Total	\$ 26,908,191	\$ 31,349,309	\$ 43,614,141	\$ 33,084,722	\$ 30,715,597	\$ 31,643,560



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 6,890,556	\$ 8,683,601	\$ 8,683,601	\$ 6,931,902	\$ 7,988,674	\$ 8,223,534
Fines, Forfeitures & Penalties	1,296,589	1,113,516	1,113,516	660,441	700,000	721,000
Revenue From Use of Money & Property	908,748	238,187	238,187	906,870	200,000	206,000
Intergovernmental Revenues	14,011,308	12,916,328	13,411,649	13,467,006	12,930,840	12,937,383
Charges For Current Services	2,121,388	918,794	918,794	401,879	444,629	457,968
Miscellaneous Revenues	457,906	191,270	191,270	671,121	200,000	206,000
Other Financing Sources	5,047,027	6,260,605	6,834,233	6,851,736	5,809,597	5,890,800
Use of Fund Balance	(3,825,331)	1,027,008	12,222,891	3,193,766	2,441,857	3,000,875
Total	\$ 26,908,191	\$ 31,349,309	\$ 43,614,141	\$ 33,084,722	\$ 30,715,597	\$ 31,643,560

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 areas: retail food safety; public housing; public swimming pools; small drinking water systems; on-site wastewater systems; ocean and bay recreational water quality; underground storage tanks and cleanup oversight; and medical and hazardous waste and other hazardous materials. In addition, DEH serves as the solid waste Local Enforcement Agency, prevents disease carried by rats, mosquitoes, and ticks and helps to ensure safe workplaces for County employees.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is "Healthy People in Healthy Communities Free from Disease due to the Environment."

2007-08 Accomplishments

Strategic Initiative – Kids

- Responded to 100% (20 of 20) of the reports from the Health and Human Services Agency of elevated blood-lead levels of children within the time frames specified by the State Department of Public Health Services' Childhood Lead Poisoning Prevention Branch. The requirements to respond vary from 24 hours to two weeks based on the blood-lead level reported.
- Provided 16 recreational water quality training classes to 200 children attending surf camps or other summer camps. The training enables 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.

- Inspected 100% of high schools (90) in the San Diego region and issued permits to those that store reportable quantities of hazardous materials or generate medical and/or hazardous waste.
- Provided information on the department's Web site (see Related Links below) targeted to secondary school age children that developed awareness of basic public and environmental health concepts that would apply to their day-to-day lives.

Strategic Initiative – The Environment

- Decreased inspection frequency from once every 18 months to once every 36 months for 6% (23 of 370) of biotech/biomedical facilities. Attendance at annual workshop plus two or fewer violations per inspection is required for reduced inspection frequency. The original target estimate of 25% was not met because many businesses have difficulty meeting the stringent performance standards required to be eligible. Facility representatives have also indicated interest in receiving the workshop information via the Internet. DEH developed online training; the training will be available early in Fiscal Year 2008-09.



- Conducted eight business outreach sessions for businesses that generate hazardous waste and universal waste. Conducted pre and post-tests at each session. Success in all sessions was achieved based on 70% of the audience scoring better on the posttest.
 - Completed a revised draft of the recycled water ordinance in order to continue to ensure protection of public health and the environment. The draft ordinance is being reviewed by County Counsel and will be presented to stakeholders for comment by the end of Fiscal Year 2008-09. The revised County ordinance includes criteria for annual permitting of recycled water use sites and will focus on sites that pose a high risk of cross-connections (connections between drinking water and recycled water pipelines) at biotech or industrial sites.
 - Conducted the following outreach presentations to over 4,000 primary and/or secondary school students:
 - 30 household hazardous waste/recycling school presentations to approximately 3,170 students in the unincorporated area of San Diego County promoting awareness of household and universal waste.
 - 18 presentations to approximately 2,565 students in San Diego County schools regarding personal protection and vector-borne disease awareness.
 - 22 presentations to 1,200 secondary school children regarding hazardous materials and careers in environmental health.
- Strategic Initiative – Safe and Livable Communities**
- In response to the devastating wildfires in October 2007, department staff provided immediate assistance to county residents and businesses affected by the wildfires that spread throughout the County.
 - Performed over 260 on-site fire rebuild consultations and assisted the Department of Planning and Land Use in presenting fire rebuild information at nine workshops.
 - Directed the removal of household hazardous waste from over 2,000 damaged properties; handled the removal of large amounts of household hazardous waste; and assisted field contractors to sample ash in fire zones.
 - Coordinated and directed the clean-up and burial of 20,000 dead chickens from a chicken ranch in Ramona and assisted several ranchers in gaining access to closed areas so they could feed their stock.
 - With assistance from the California Department of Public Health, conducted damage assessments of 57 small drinking water systems, issued 29 Boil Water Orders, and provided technical assistance to all fire affected small drinking water systems.
 - Completed damage assessment of 74 food facilities, four housing facilities, and 64 public pool facilities in the burn zones.
 - Inspected emergency shelters for sanitation and food safety standards.
 - Increased surveillance for ticks to an average of three times per week (200% increase over previous year) during the months of November through March to survey for the presence of Lyme disease and tularemia, a pneumonia-like bacterial disease.
 - Increased the trapping of mice (primarily deer mice) and taking of blood samples from once every other week to once per week, to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by a virus carried by mice. Seventy-six locations were sampled for a total of 200 mice. Six mice tested positive.
 - Completed 700 food handler knowledge surveys. Surveys will be conducted through next fiscal year to meet the 1,200 survey goal. The results will then be compiled and evaluated for future food safety intervention efforts.



- Developed one informational flyer on “Trans Fat” and posted it on the department’s Web site. To assist with increasing public awareness of health risks of trans fats, the flyer is also distributed at health fairs and similar events.
 - The outreach program with mobile home park owners/operators to discourage non-permitted additions and accessory structures was delayed as a result of conflicting direction from the State Department of Housing and Community Development regarding how the California Code of Regulations, Title 25, *Mobilehome Park Regulations*, should be enforced. When fully implemented the three components of the outreach program will allow consistent enforcement of State regulations, communicate the regulatory concerns with the park owners, and ultimately provide a safer environment for residents.
 - Inspected nine parks to ensure that conditions present at the parks do not pose a hazard to the occupants. New State requirements mandate that the County inspect 5% of the park inventory each year or nine inspections annually.
 - Continued to protect groundwater resources and public health by inspecting and issuing letters of correction or closure for 92 unused or abandon monitoring wells. The goal to take action on at least 84 sites (25% of the total 334) was exceeded.
 - Completed 50% of the project to revise the engineer’s design packet for on-site wastewater treatment systems to include design criteria for both conventional and alternative on-site wastewater treatment systems. Completed conversion of the existing engineers’ packet into an electronic version. The creation of the design criteria for alternative on-site wastewater treatment systems is on hold pending the outcome of the State’s release of the final laws and regulations.
 - Delivered two of the four planned presentations regarding alternative on-site wastewater treatment systems to designers, stakeholders, and installers of these systems. The State has yet to release the final Assembly Bill (AB) 885 *On-site Wastewater Treatment Systems* regulations that govern the installation of alternative on-site wastewater systems which has caused some delay in scheduling presentations. The regulations were expected to be released in the fall of 2007.
 - Helped ensure that Small Drinking Water Systems (systems with fewer than 200 connections) are providing a safe and adequate supply of water to their customers and identified systems that need additional assistance by conducting infrastructure surveys for all 168 Small Drinking Water Systems in the county in Fiscal Years 2006-07 and 2007-08.
- Required Discipline – Customer Satisfaction**
- Responded to complaints about mosquitoes, rats, and flies within an average of 2.06 days, through actual or scheduled field response. This results in a reduced exposure to diseases and improved customer service.
 - Finished review and approval of plan check permits for installation, repair, and removal of Underground Storage Tanks (UST) for 98% of plans (263 of 269) within 10 working days of receiving the complete application.
- Required Discipline – Continuous Improvement**
- Contracted with the National Environmental Health Association to conduct a review of the Food Safety Program. The expert panel stated in their report that San Diego County has an “exceptionally strong program that is based on risk management principles”.
 - Reengineered four Hazardous Materials Division permitting and inspection processes for streamlining and timely processing.



- Completed 97% (534 of 550) of all Hazardous Materials Division complaint investigations within 30 days of receiving the complaint.

Required Discipline - Information Technology

- Launched a new web page on the department’s Internet site to provide San Diego residents and visitors with the inspection grade of their favorite restaurants and any major food-safety violations found by DEH staff.
- Developed and uploaded new Land Use web pages as part of the department’s Web site update which was completed in April 2008. The Land Use section changes include a comprehensive inventory of up-to-date documents, newsletters, mailing list, and upcoming events.
- Reengineered access to hazardous materials public records to provide an online system allowing customers to review records for over 30,000 permits.
- The project to provide remote computer access (web access) to Site Assessment and Mitigation records by June 2009 is on track, as over 11,500 monitoring well files and 720 Site Assessment and Mitigation project files have been imaged. When completed, this will better serve customers and provide expedited public records requests.
- Because of compatibility issues with Documentum, the County’s document and electronic content management tool, the project to ensure proper tracking of septic wastes and develop an electronic reporting system for septic waste haulers will be extended to June 2009.

2008-10 Objectives

Strategic Initiative – Kids

- Respond to 100% of the reports (approximately 50) each year of elevated blood-lead levels of children from the County Public Health Nurse within the time frames specified by the State Department of Health Services’

Childhood Lead Poisoning Prevention Branch. The requirements to respond vary from 24 hours to two weeks based on the blood-lead level reported.

- Conduct 35 outreach presentations to primary and/or secondary school classrooms (approximately 2,000 students), to increase awareness of household and universal waste, hazardous materials, vector awareness and control, and careers in environmental health by July 2009.
- Provide 10 ocean and bay recreational water quality training classes to approximately 250 children attending surf camps or other summer camps each fiscal year, in order to increase awareness of beach water quality and the nexus with behaviors that create urban runoff pollution. The children will also receive information regarding how to prevent urban runoff and the associated beach water damage.

Strategic Initiative – The Environment

- Develop an annual inspection schedule for each recycled water producer and an inventory of recycled water use sites that are due for a four year shutdown test inspection by June 2009, to help protect the public from the potential negative health affects of recycled water misuse.
- Initiate the development of a Vector Habitat Remediation Program designed for long-term permanent solutions for managing habitual small mosquito source breeding sites such as backyard ponds or drainage courses.
- Ensure that the new State law for AB 1130 *Aboveground Petroleum Storage Act* (APSA) requirements will be met to protect the county’s citizens and natural resources from aboveground petroleum storage tank spills.
 - Require that 80% (40 of 50) staff participate in the training curriculum and competency examination for APSA by June 2009.



- Inspect 15% (100 of 600) of facilities subject to the APSA by June 2009 and an additional 15% by June 2010.
- Conduct five business outreach sessions for businesses that generate hazardous waste and universal waste. Measure effectiveness by conducting a pre- and post-test at each outreach session. Success will be measured based on 70% of the audience improving their scores on the post-test.
- Decrease inspection frequency from once every 18 months to once every 36 months for an additional 4% (a total of 37 of 370) of biotech/biomedical facilities by June 2009. Attendance at an annual workshop and two or fewer violations per inspection are required for reduced inspection frequency.
- Complete revision of the engineer's design packet for on-site wastewater treatment systems by June 2009 to include an update on design criteria for conventional on-site wastewater treatment systems. Currently the packet with conventional systems is on the Web site. This revised packet will be placed on the department's Web site to provide customers with greater access to our information.
- Complete an engineer's design packet that includes design criteria for alternative on-site wastewater treatment systems by June 2009. At least two stakeholder training sessions and placement of the design packet on the department's Web site will provide customers with the information needed to design and install these new types of systems.
- Conduct one business workshop by June 2009 and one by June 2010, for the regulated community subject to AB 1130, the *Aboveground Petroleum Storage Act*. This new regulation, to protect the county's citizens and natural resources from aboveground petroleum storage

tank spills, transferred responsibility for implementation, enforcement, and administration of the Aboveground Petroleum Storage Program from the State Water Resources Control Board and the Regional Water Quality Control Board to the Certified Unified Program Agencies. The Department of Environmental Health is the Certified Unified Program Agency for the County of San Diego.

- Create online training for the APSA to be accessed by the regulated community by June 2010. This Web-based training will allow customers that are unable to attend the APSA workshops to complete training on their own time. It will also allow businesses to have refresher training when necessary.

Strategic Initiative – Safe and Livable Communities

- Develop an outreach program with mobile home park owners/operators to discourage non-permitted additions and accessory structures. This three component outreach program will allow consistent enforcement of State regulations, communicate the regulatory concerns with the park owners, and ultimately provide a safer environment for residents.
- Reduce the incident rate (# violations per 1,000 inspections) of major chlorine violations found at public swimming pools by 5% each year (from the previous year's total).
- Protect public health and help prevent disease through the following:
 - In preparation for a Level II West Nile Virus Emergency, update the West Nile Virus Response Plan to include an action plan for aerial and ground adulticide (materials used to control adult mosquitoes) applications and train 95% of all Vector Control staff on the safe application of adulticide by May 2009.



- Institute trapping of rats in coastal areas where freight is received by boat or plane from foreign origin. Conduct tests twice a year for plague and verify flea species from rats trapped in these areas (100% increase).
- Continue to trap mice (primarily deer mice) and take blood samples 36 times during the year to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by a virus.

Required Discipline – Customer Satisfaction

- State law requires that all public records requests are responded to within 10 working days. The Site Assessment and Mitigation program, which provides oversight of the clean-up of sites contaminated with hazardous materials or wastes, receives over 300 public record requests per month and will respond to these requests in an average of eight days.
- In order to provide better customer service and allow proponents to move their project forward in a timelier manner, the review and approval of all monitoring well permit applications will be conducted within an average of eight working days instead of the current 10 working days.
- Respond to complaints about mosquitoes, rats, and flies, through actual or scheduled field response, within two days to reduce exposure to diseases and improve customer service.
- Ensure customer communication by conducting at least six meetings with solid waste operators to discuss issues, trends, and new regulations.
- Complete the review and approval/disapproval of plan check permits for installation, repair, and removal of Underground Storage Tanks (UST) for 90% (234 of an estimated 260) of plans within 10 working days of receiving the complete application. This goal will improve customer service by ensuring that UST

contractors will have a timely review of their projects and will continue to protect the environment from contamination due to leaks from UST.

Required Discipline – Continuous Improvement

- Develop and implement a consultative inspection process by June 2009, which will be available to all 6,400 restaurants to assist facilities interested in improving their food safety practices and procedures.
- In an effort to reduce response time to our customers, decrease from 30 days to 21 days the average time that 95% of all Mosquito Requests for Service (RFS) remain open after initial contact.
- Revise the graywater policies, procedures, and ordinance by June 2010, to incorporate changes in State regulations and provide clear guidance for the installation of these potential water conserving devices.

Required Discipline - Information Technology

- Image records associated with septic system designs and installations, which consists of approximately 70,000 records. The goal is to complete the imaging of archived septic system design records within a 3-year period, imaging 23,000 records by June 2009 and an additional 23,000 by June 2010. By imaging the existing files they will be more readily available at any of the Environmental Health offices, versus only being available at the office in which they reside. In addition, imaging the files enables the use of Geographical Information System (GIS) mapping applications which allows for better use of the existing data.
- To ensure proper tracking of septic wastes, develop an electronic reporting system for septic waste haulers that will allow online reporting from the department Web site by June 2009.
- To better serve customers and provide expedited public records requests, provide remote computer access (web access) to Site Assessment and Mitigation records by



June 2009. This will allow customers to review files from their home versus having to come to our offices and review the hard copy of the file.

- By June 2009, install necessary software and provide training to six Local Enforcement Agency staff that will allow the interactive input of inspection information and the ability to transmit the inspection reports electronically to facilities and agencies of interest. Provide copies of these solid waste inspections by e-mail rather than hard copy for at least 50% of an estimated 213 inspection reports.

- Conduct and complete by June 2010 the evaluation of a pilot program for online submittal of hazardous materials inventory information from facilities subject to the Unified Program. Inventory disclosure by 8,000 regulated facilities is required by California state law.

Related Links

For additional information about the Department of Environmental Health, refer to the Web site at www.sdcounty.ca.gov/deh.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of field responses conducted within 3 days of receipt of complaints about mosquitoes, rats, and/or flies ¹	100%	100%	100% of 6,071	N/A	N/A
Percentage of field responses conducted within 2 days of receipt of complaint about mosquitoes, rats, and/or flies ²	N/A	N/A	N/A	100%	100%
Average number of days to complete review of Septic System layouts.	10	14	10	14	14
Percentage of all plans and permits for installation, repair, and removal of Underground Storage Tank (UST) reviewed and approved within 10 working days of receiving a complete application	N/A	90%	98% of 269	90% ³	90%
Reduce the incident rate (# violations per 1,000 inspections) of major chlorine violations found at public swimming pools by 5% per year (from the previous year's total)	276	262	262	249	237
Number of facilities subject to the Aboveground Petroleum Storage Act that will be inspected ²	N/A	N/A	N/A	100	100
Percentage of all monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days ²	N/A	N/A	N/A	90%	90%
Percentage of all Mosquito Requests for Service (RFS) that are closed within 21 days or less after initial contact ²	N/A	N/A	N/A	95%	95%

Table Notes

¹ This goal is being revised for Fiscal Years 2008-09 and 2009-2010 in an effort to continue improving customer service. The original goal of 3 days was met.

² New Performance Measures established for Fiscal Year 2008-09 to better reflect outcome-based performance.

³ For the next fiscal year, additional regulatory requirements will impose an increased UST plan check workload; leaving the goal at 90% is prudent and consistent with the projected workload for Fiscal Years 2008-10



Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 1.00 staff year to provide radiologic health services, including the inspections of X-ray machine registrants and radioactive materials licensees, and the investigation of incidents and accidents involving ionizing radiation.

Expenditures

Increase of \$0.6 million.

- Salaries and Benefits — net increase of \$0.05 million due to the increase of one staff year as outlined above and an allowance for negotiated wage and benefit adjustments offset by an adjustment for a reduction in staffing costs related to a decrease in land use projects.
- Services and Supplies — increase of \$0.6 million due to rising costs associated with service and maintenance contracts, routine maintenance supplies, and Information Technology, and costs associated with the prevention of diseases carried by rats and mosquitoes.

Revenues

Net increase of \$0.6 million.

- Licenses, Permits, & Franchises — decrease of \$0.3 million related to the downturn in the economy.
- Intergovernmental Revenues — increase of \$2.7 million due to the transfer of grant revenue from Charges for Current Services.
- Charges for Current Services — net decrease of \$1.6 million due to a downturn in land use projects and the transfer of revenue into Intergovernmental Revenues; these decreases are offset by an increase in the Vector Control Program Benefit Assessment.
- Miscellaneous Revenues — decrease of \$0.1 million due to a decrease in settlement funding for data imaging projects.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.8 million. Increase of \$1.0 million in Salaries and Benefits due to an allowance for anticipated wage and benefit adjustments and staffing changes described above, offset by a decrease of \$0.2 million in Services and Supplies due to a reduction of service contracts related to Household Hazardous Waste and Vector Control outreach.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Environmental Health	290.00	291.00	291.00
Total	290.00	291.00	291.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Environmental Health	\$ 32,053,271	\$ 37,638,352	\$ 41,118,175	\$ 35,047,148	\$ 38,265,174	\$ 39,017,512
Total	\$ 32,053,271	\$ 37,638,352	\$ 41,118,175	\$ 35,047,148	\$ 38,265,174	\$ 39,017,512

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 25,233,199	\$ 28,781,626	\$ 29,506,407	\$ 26,886,511	\$ 28,832,464	\$ 29,823,096
Services & Supplies	6,956,429	8,836,726	11,572,611	8,240,473	9,412,710	9,174,416
Capital Assets Equipment	13,297	20,000	39,157	18,139	20,000	20,000
Expenditure Transfer & Reimbursements	(149,654)	—	—	(97,975)	—	—
Total	\$ 32,053,271	\$ 37,638,352	\$ 41,118,175	\$ 35,047,148	\$ 38,265,174	\$ 39,017,512



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 18,024,183	\$ 20,149,663	\$ 20,031,913	\$ 19,251,673	\$ 19,822,454	\$ 20,559,324
Fines, Forfeitures & Penalties	280,848	290,694	290,694	293,863	286,606	310,217
Intergovernmental Revenues	4,320,606	3,070,886	5,656,274	4,888,619	5,787,789	5,471,169
Charges For Current Services	8,525,068	12,867,219	10,986,466	8,981,500	11,226,181	11,485,384
Miscellaneous Revenues	1,316,240	1,259,890	1,259,890	1,169,583	1,142,144	1,191,418
Use of Fund Balance	(413,674)	—	2,892,938	461,910	—	—
Total	\$ 32,053,271	\$ 37,638,352	\$ 41,118,175	\$ 35,047,148	\$ 38,265,174	\$ 39,017,512



Farm and Home Advisor



Department Description

The Farm and Home Advisor (FHA) Office conducts educational programs and applied research in a partnership with the County of San Diego, the University of California, the U.S. Department of Commerce, and the U.S. Department of Agriculture. This brings the resources of all four entities together to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University academic professionals with expertise in the areas of Agriculture, Natural Resources, Youth Development, Nutrition, and Family and Consumer Science.

Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension brings together education and research resources of the University of California, the U.S. Department of Commerce, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses, and communities address agricultural, environmental, horticultural, and public health issues.

2007- 08 Accomplishments

Strategic Initiative – Kids

- Provided school readiness, early literacy and parenting training for 620 families and pregnant and/or parenting teens with children from 0 to 5 years of age in the South Bay (San Ysidro, Imperial Beach, Chula Vista and National City) and Central Region (Central San Diego, Mid-City and Southeast San Diego). These parents had a total of 1,012 children. 91% of the parents chose to attend three or more workshops.
- Provided 36 school readiness, early literacy, and general parenting skills workshops to 780 teen parents of children from 0 to 5 years old through the “Off to a Good Start” program.
- Advanced countywide Food Stamp Nutrition Education efforts.
- Conducted training on garden-based nutrition and provided technical assistance to 85 teachers and/or volunteers representing more than 1,800 students at 15 school garden sites throughout the county including San Diego Unified School District, Lemon Grove, San Ysidro, Imperial Beach, Fallbrook, Escondido, and Vista.
- Recruited 134 teachers with approximately 7,000 students from schools throughout the County to receive special training to teach nutrition education and its importance to their students.
- Enrolled 3,737 youth from Food Stamp-eligible families (pre-K to 12) in nutrition education.
- Supported the 4-H Leadership Program to help children reach their full potential.
 - Provided Youth Leadership and Officer Training Workshop for 60 4-H youth to serve as leaders in their communities.
 - Held a two-day Volunteer Management workshop for 28 4-H staff sponsored by the State 4-H Leadership Pilot Project. Staff from 20 counties and the national 4-H Council attended.
 - Raised over \$3,800 from 4-H Clubs around the country to aid October 2007 fire victims.



- Trained 250 after school providers at a national conference on the “Tools of the Trade” after school training manual.
 - Supported enriching activities for youth in conjunction with the County’s Master Gardener program.
 - Worked with 160 schools, including 115 elementary schools, 22 middle and high schools, and 23 preschools and the after school programs. Presentations included information on how and where to start a garden, how to make the plants grow better, how to manage pests, and garden-based learning.
 - Requests from schools for consultants have increased from 3 to 8 per month on average.
 - Began working with the San Diego School Gardens Advisory Board using Central Elementary School as a pilot school to collaborate with community resources for nutrition, physical education, and gardening to develop a garden-based learning model that can be duplicated at other San Diego elementary schools.
 - Presented seminars to 158 citizens on nontoxic boat bottom coatings, elevated copper levels in marinas, copper tolerance of invasive species, and invasive species prevention.
 - Mailed publication “Rock the Boat! Balancing Invasive Species, Antifouling, and Water Quality for Boats Kept in Saltwater” to 1,100 boat owners, boating businesses, policy makers, agency staff, academics, and environmental representatives.
 - Presented an Antifouling Water Quality & Hull-Borne Invasive Species Seminar. Attendees included Commissioners, Director, and staff of the California Department of Boating and Waterways; boating business; and academic representatives. A total of 108 publications were taken by attendees.
 - Supported water conservation, fire recovery, and best practices for avocado growers.
 - Conducted meetings with growers to assist them in adopting Integrated Pest Management (IPM) practices and provide outreach about a program funded by the Natural Resources Conservation Service, which would pay growers \$125 per acre to use IPM as a less toxic means of pest control. A survey was conducted and growers representing 5,650 acres said they planned to put 2,910 acres (52%) under the program.
 - Presented workshops for approximately 1,000 avocado growers regarding water conservation to help them prepare for the State mandated 30% reduction in water availability as of January 2008.
 - Gave presentation sponsored by the California Avocado Society to approximately 130 growers on recovering from fire damage in avocado groves.
- Strategic Initiative – The Environment**
- Advanced outreach efforts by developing and implementing two new interactive modules to existing stand-alone touch screen kiosks located in garden centers, community events, and participating County libraries. The first module generates on-site proof of education, compliance and/or certification required for pesticide purchases and proper handling. The second module provides up-to-date fire safety and fuels-reduction information and features wildfire safety education for before, during, and after a fire.
 - Helped protect the County’s water quality.
 - Wrote a Nutrient Reduction Management Plan draft report for the Rainbow Creek watershed, which provides options for growers, animal owners, and residents to lower the nutrient levels in streams.



Strategic Initiative – Safe and Livable Communities

- Developed and implemented four Web-based training courses to provide outreach and education for citizens, industry experts, County departments, and other organizations to promote Best Management Practices for fertilizer and pesticide use.
- Continued Pitahaya (Dragon fruit) research to determine the viability of the crop for the local agriculture industry. Although results will not be final for another year or two, some preliminary conclusions can be drawn. The project has demonstrated that Pitahaya can be grown without shade and that if proper varieties are selected there is no need for hand pollination. Also, the level of interest from growers and marketers has increased considerably and that trend is expected to continue.
- Provided food safety training through the Make It Safe, Keep It Safe Program for community agency volunteers from 18 community organizations, including the Women, Infants, and Children (WIC) nutrition program, Head Start, and the Chicano Federation. Follow-up assessment indicated 100% of respondents have used the information, and 63% have extended it to others in their respective organizations.
- Activated the WildfireZone Web site (www.wildfirezone.org) which provides information on wildfire risks and hazards and offers tips on how risks can be reduced. This Web site links to the County's Firestorm 2007 Recovery Web site.
- Distributed 57,845 Tip Cards and 268 posters to Fire Safe Councils, fire personnel, and County departments. Tip Cards offer brief explanations of fire hazards and risks, as well as tips on how to reduce them. The five categories covered are Access, Defensible Space, Pets and Livestock, Personal Preparedness, and Structures.
- Began review and expansion of the County landscaping plant list for drought-tolerant and fire-resistant plants.
- Coordinated and hosted a building code workshop to share new Wildland-Urban Interface building code information with building industry professionals and residents. The workshop included presentations from California Department of Forestry and Fire Protection (CAL FIRE) and the Office of the State Fire Marshal, a discussion on the local impacts of these codes, and an exhibit of ignition-resistant building materials.
 - Attended by 118 people and 12 companies exhibited their building materials products. Attendees included representatives from the city of Chula Vista, the city of San Diego, and the County of San Diego Departments of Planning and Land Use and Parks and Recreation, the Governor's Office of Emergency Services, and the Federal Emergency Management Agency (FEMA). Other participants included building contractors, architects and building designers, Fire Safe Council coordinators, and community volunteers.

Required Discipline – Customer Satisfaction

- Improved customer service for North County residents by adding nine University-produced County pesticide publications for sale at the San Marcos office.
- Implemented a marketing program to increase awareness of Farm and Home programs through a departmental open house for the Kearny Mesa office, an office brochure, and a monthly newsletter.
- Implemented an online system for sale and inventory management of University-produced publications.
- Refined processes for data cleansing and maintenance of customer distribution lists to reduce redundancy of bulk mailings and e-mail notifications of workshops by utilizing software features to eliminate duplication of names.
- Achieved a 4.85 (out of 5) overall rating on customer satisfaction surveys and County mystery shopping reports.



Required Discipline – Continuous Improvement

- Developed and implemented six University of California-approved Injury, Illness, and Prevention Workshops in conjunction with the existing County program for the reduction of on-the-job injuries and Workers’ Compensation claims.
- Developed procedures to cross train volunteers to ensure continuity of service in the Kearny Mesa headquarters as well as the North County office. Updated Master Gardener Web site by creating an online calendar to eliminate organizing conflicting events and establish one source for event information that can be accessed 24/7.

2008-10 Objectives

Strategic Initiative – Kids

- Provide nutrition education for an estimated 800 low-income families with children, emphasizing healthful nutrition practices, food resource management, and food safety.
- Train an estimated 120 teachers and youth leaders to implement garden-based nutrition education for approximately 4,000 children and youth from low-income families.
- Provide parenting skills, school readiness, and early literacy training for approximately 900 families and pregnant and/or parenting teens with children from 0 to 5 years of age.
- Train approximately 150 new volunteers to provide 4-H members educational experiences in the fields of leadership, citizenship, and life skill development.

Strategic Initiative – The Environment

- Promote water conservation in the agricultural industry.

- Continue the avocado study of the Rainbow Creek Watershed in northern San Diego County. Rainbow Creek is the subject of a Total Maximum Daily Load program, designed to minimize nitrate and phosphorous from entering the stream. The avocado study is designed to minimize irrigation overall and even further reduce water use on the downhill rows. It will take several years to determine whether reducing water and nitrate leaching in groves also reduces yield.
- Assist the nursery industry in the North County (including the Rainbow Creek area) in minimizing runoff by improving irrigation uniformity and efficiency. In addition, it is anticipated that by June 2009 a portable wetlands system will be in place, which fills mesh bags with high water-use plant seeds, places them in drainage ditches, and allows the seed to grow into plants that absorb runoff before it can pollute the water.
- Conduct an irrigation trial for commercial blueberries in Pauma Valley to determine whether blueberries are a viable crop considering the water cutbacks faced by growers in the county. Adequate data for analysis should be available by June 2010.
- Continue the effort to eradicate Diaprepes root weevil in the Encinitas area by performing experiments in chemical application to the soil, releasing beneficial nematodes in the soil, and releasing beneficial parasitoids in the trees. This program may last up to five years.
- Conduct two seminars on controlling invasive and other hull-fouling species on recreational boats while protecting water quality. The audience will include representatives of boating and coastal management organizations, boat owners, boating businesses, agency staff, policy makers, environmental representatives, and academics.



Strategic Initiative – Safe and Livable Communities

- Continue Pitahaya (Dragon fruit) research as a potential new and viable crop for the local agriculture industry. Anticipate final determination of Pitahaya as a viable crop by 2012, with varietal data, i.e., which variety does best here, available to growers by that time.
- Train and supervise more than 200 Master Gardener volunteers who will provide over 25,000 hours of time to:
 - Provide research-based information in the areas of home gardening, landscaping, and pest management to County residents through office consultations, educational exhibits, and seminar classes.
 - Promote and support garden based learning by consulting with teachers who want to establish and use instructional school gardens and help conduct an annual “Gardening with Class” conference on school gardens for local teachers.
- Upon receipt of grant funding, support wildfire education through the following:
 - Continue to work collaboratively with County departments, fire authorities, government agencies, university staff, and community groups to enhance

wildfire-related research, education and outreach by networking at forty meetings and presenting a minimum of six workshops.

- Research and develop new wildfire educational resources to meet public need such as materials for the Spanish speaking public, homeowner's risk assessment technology, and guidelines for fire-wise home construction and retrofit.
- Promote adult health and well-being:
 - Train leaders from 20 community-based organizations to train their staff and volunteers in safe food handling practices to reduce the risks of food-borne illness.
 - Publish a series of seven *Financial Caregiving Guides* online to assist adult children who are caring for an aging or infirm family member.

Required Discipline – Customer Satisfaction

- Achieve a 4.9 (out of 5) or greater overall rating on customer satisfaction surveys and countywide mystery shopping reports.

Related Links

For additional information about the Farm and Home Advisor Office, refer to the Web site at www.sdcounty.ca.gov/fha.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Staff-provided administrative assistance for projects, grants, and contracts (# projects/ total \$ value of projects, grants, and contracts)	13 projects/ \$3,043,328	11 projects/ \$5,300,000	21 projects/ \$2,078,798 ¹	18 projects/ \$3,500,000	18 projects/ \$3,500,000
Staff-provided coordination, assistance, and training for 4-H, Master Gardener, and other related volunteer programs (# volunteers/ volunteer hours)	1,044 vol./ 206,007 hrs	754 vol./ 111,850 hrs	840 vol./ 179,845 hrs ²	870 vol./ 186,000 hrs	900 vol./ 194,000 hrs
Achieve consistently high customer service ratings through mystery/phone shopper surveys (Scale 1-5; 5 = highest rating)	4.8	4.85	4.8	4.9	4.9
Sales of University-produced County-related materials to interested parties conducted by staff (# publications/value of sales) ³	440 publications/ \$8,820	484 publications/ \$10,769	544 publications/ \$10,882	N/A	N/A
Number of newsletters and communications distributed via U.S. mail; with corresponding increase in electronic transmittals (#/% mailed correspondence) ³	24,200/ 50%	26,620/ 55%	26,796/ 56%	N/A	N/A
Research new specialty crops and varieties to determine commercial viability ⁴	N/A	N/A	N/A	2 projects	3 projects
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management, and food safety ⁴	N/A	N/A	N/A	800 families	950 families

Table Notes

¹ The variance between Fiscal Year 2007-08 Adopted and 2007-08 Actuals is due in part to the availability of grant monies. Funding can vary significantly from year to year and is dependent upon many factors, including the level of competition, political considerations, availability of money, etc.

² The variance between Fiscal Year 2007-08 Adopted and Fiscal Year 2007-08 Actuals volunteer hours is the residual impact of terminated 4-H Foundation After School programs and reengineering of the 4-H program to focus on retraining adult volunteers on methods for positive youth development.

³ These measures are being deleted in Fiscal Year 2008-09 to focus on more outcome-oriented measures.



⁴ These measures are new in Fiscal Year 2008-09 to emphasize outcome-oriented goals for the department.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net increase of \$0.15 million.

- Salaries and Benefits — increase of \$0.08 million to support negotiated wage and benefit adjustments and an increase in temporary help.
- Services and Supplies — net increase of \$0.08 million due to rising fuel, lease, and Information Technology costs and to align resources with operating needs.
- Expenditure Transfers and Reimbursements — increase of \$0.02 million in cost applied (reimbursement) for services provided to the Department of Environmental

Health, for the Rainbow Creek Project. Since this is a reimbursement, it has the effect of a \$0.02 million decrease in expenditures.

Revenues

General Revenue Allocation — increase of \$0.15 million to support the operating cost increases described above.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.03 million to support an allowance for anticipated wage and benefit adjustments, a reduction in temporary help, and an increase in operating costs in multiple areas, including, fuel, lease expenses, and Information Technology.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Farm and Home Advisor	9.00	9.00	9.00
Total	9.00	9.00	9.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Farm and Home Advisor	\$ 1,180,893	\$ 767,801	\$ 1,484,870	\$ 1,173,594	\$ 921,853	\$ 951,443
Total	\$ 1,180,893	\$ 767,801	\$ 1,484,870	\$ 1,173,594	\$ 921,853	\$ 951,443

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 594,195	\$ 551,553	\$ 660,117	\$ 596,775	\$ 635,332	\$ 601,497
Services & Supplies	622,356	216,248	778,280	548,116	301,521	349,946
Capital Assets Equipment	—	—	46,473	46,473	—	—
Expenditure Transfer & Reimbursements	(35,658)	—	—	(17,770)	(15,000)	—
Total	\$ 1,180,893	\$ 767,801	\$ 1,484,870	\$ 1,173,594	\$ 921,853	\$ 951,443



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ 323,780	\$ 273,178	\$ —	\$ —
Miscellaneous Revenues	963	—	—	2,126	—	—
Use of Fund Balance	471,842	—	393,289	130,489	—	—
General Revenue Allocation	708,088	767,801	767,801	767,801	921,853	951,443
Total	\$ 1,180,893	\$ 767,801	\$ 1,484,870	\$ 1,173,594	\$ 921,853	\$ 951,443



Parks and Recreation



Department Description

The County Department of Parks and Recreation (DPR) operates nine camping parks, seven regional picnic parks, and over 41,500 acres of parkland and open space, with 315 miles of trails, two historic adobes, and 10 historic park sites. Additionally, the department operates 33 local parks, five 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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Supported the County's Childhood Obesity Action Plan and Greater San Diego Recreation and Parks Coalition for Health and Wellness by providing over 100 health-related events, classes, and activities throughout the San Diego region for over 6,000 youth, exceeding the goal of providing 85 events and classes for 2,500 youth.
- Provided community service opportunities for youths to encourage community activism and involvement by facilitating 75 community volunteer projects for 600 youth participants.
- Received two awards for the Miracle Field at San Dieguito including a "Project of the Year Award" from the American Public Works Association and the "Award of Excellence for Facility Design" at the 2008 California Parks and Recreation Society Annual Conference.
- The Outdoor Adventure Program received the 2007 Governor's Council on Physical Fitness and Sports bronze medal for Parks and Recreation Program of the Year.

Strategic Initiative – The Environment

- Promoted recreational opportunities and environmental awareness for youth by conducting over 800 environmental education programs with an emphasis on water quality, watershed awareness, and natural and cultural resources to include 20,000 students; and by providing 27 outdoor adventure and education activities.
- Expanded and protected park resources through acquiring 400 acres of additional parkland throughout the County by leveraging \$6.3 million of County General Funds with \$4.1 million of non-County funds; and adding 10 miles of trails to the County Trails System. This exceeded the goal of acquiring 300 acres of parkland over two years. The Department is more than 50% complete in meeting its goal of adding 15 miles of trails over two years.
- Preserved resources by initiating or continuing biological and cultural surveys in ten County preserves to develop resource management plans; and by removing or pruning over 2,300 hazardous trees on parkland.
- Received four awards for the Ramona Grasslands and the Santa Maria Creek Protection and Restoration Project including: Outstanding Environmental Resources Document awards from the Association of Environmental Professionals of San Diego and California Chapters, the National Association of Counties (NACo) 2008 Achievement Award and the



National Association of County Park and Recreation Officials (NACPRO) Award for the Environmental – Conservation Initiative.

- Opened four new preserves including Barnett Ranch, Santa Margarita, Del Dios Highlands, and Lakeside Linkage which provide trail opportunities for the public.

Strategic Initiative – Safe and Livable Communities

- Promoted the health and well-being of older adults by providing 30 health-related events, classes, and activities to an estimated 600 older adults throughout the San Diego Region.
- Marketed and promoted the department to a wide audience by hosting four major special events (East County Celebration of Parks, Sports in Spring Valley, Recreation Celebration at Goodan Ranch / Sycamore Canyon Preserve, and Family Fun Night in Fallbrook), helping to educate the public about what the department has to offer, and encouraging future visitation.
- Enhanced nine local and nine regional parks for the public by completing eight major projects, five paving projects, and ten other park enhancement projects totaling \$17 million.
- Completed all invoicing for \$10.7 million in Proposition 12, *Per Capita Block Grant Program* funds that were expended to add trails, playgrounds, ball fields, preserve lands and many other amenities to enhance the County's park system for the community and visitors.
- Converted the Fallbrook Community Center into a Local Assistance Center (LAC) to help displaced fire victims during the October 2007 Firestorm. Nearly 8,200 evacuees used the LAC for assistance or resource from October 2007 to January 2008. Relocated more than five community events to neighboring venues, in an effort to continue the family events, and not detract from the assistance centers.

- Reopened the majority of the 41 parks that were closed due to the impact of the October 2007 Firestorm within a month. Removed debris and made those repairs necessary to ensure public safety.
- Hosted groundbreaking ceremonies for the nature center at San Elijo Lagoon, the Lakeside Baseball Park, and new playground and picnic areas at Hilton Head Park.
- Hosted ribbon cutting ceremonies for the opening of four new County park facilities including the Goodan Ranch Center, Otay Valley River Park Trails - Stage 1, Plaza Bonita Bikeway, and the Spring Valley Gym and Teen Center.
- Received a Merit Award from the San Diego Chapter of the American Society of Landscape Architects for Camp Lockett.
- Received various awards for the new Goodan Ranch Center which opened to the public in September of 2007 including the California Parks and Recreation Society Achievement Award for Facility Design and Planning, the NACPRO Achievement Award, and the San Diego Gas & Electric's Sustainable Communities Champion and the San Diego Excellence in Energy Award for Special Achievement in Energy by a Government Agency.

2008-10 Objectives

Strategic Initiative – Kids

- Promote recreational opportunities and environmental awareness for 9,000 youth by conducting formal and informal environmental education programs in at least 12 park facilities with an emphasis on water quality, watershed awareness, and natural and cultural resources, and by providing 20 outdoor adventure and education activities throughout the parks system and region.
- Increase positive and healthy recreation activities for youth by providing at least 100 health-related events and classes, including a wide variety of environmental



education and teen programs for 4,000 youth in the San Diego region, in support of the County's Childhood Obesity Action Plan and the Greater San Diego Recreation and Parks Coalition for Health and Wellness.

- Increase community involvement for young people by providing volunteer opportunities for 300 youth and adults by facilitating 50 total community volunteer work events in six park facilities.

Strategic Initiative – The Environment

- Expand and protect park resources by adding 3,000 acres of additional parkland throughout the County over two years, and initiating biological and historical surveys in three County preserves and continuing and completing surveys in four County preserves.
- Increase future recreational opportunities and coordinate with trail and open space management, by initiating Trails Plans in two County Preserves in support of the County Trails Program.

- Promote sustainable building practices and improve public awareness of green technology by receiving certification or completing construction of a facility designed to achieve certification under the U.S. Green Building Council's Leadership in Energy and Environmental Design program, or another industry recognized sustainable building program.

Strategic Initiative – Safe and Livable Communities

- Promote the health and well-being of older adults by providing 30 health-related events, classes, and activities to at least 475 older adults throughout the San Diego region.

Related Links

For additional information about the Department of Parks and Recreation, refer to the Web site at www.sdcounty.ca.gov/parks.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Number of parkland acres owned and managed	41,100	41,150	41,500	43,000	44,500
Number of volunteers/number of volunteer hours	2,400/ 90,000	1,300/ 90,000	1,594/ 97,542	1,350/ 90,000	1,400/ 90,000
Number of unduplicated Youth Diversion participants ¹	4,565	3,500	5,231	4,000	4,000
Number of park facilities improved or developed	14	6	8	5	5
Number of miles of trails managed in the County Trails Program	305	313	315	320	325
Percent /Number of camping reservations placed online ²	66%/ 18,000	60%/ 17,000	67%/ 17,511	60%/ 15,000	60%/ 13,000
Campsite occupancy rate ³	46%	45%	45%	N/A	N/A

Table Notes

¹ Youth Diversion programs consist of our Teen Center, Outdoor Adventure, and Community Center programs; An Unduplicated Youth is counted once regardless of being registered in multiple programs.

² The 17,511 online reservations number is 67% of the total number of reservations. Helix Water District exercised the option to terminate the Lake Jennings campground park lease with the County, resulting in termination of County management as of December 31, 2008. The reduction in online reservations should not affect the percentage of reservations.

³ Reporting of campsite occupancy will be discontinued effective Fiscal Year 2008-09 because occupancy rates have leveled off and neither increased nor decreased significantly over previous fiscal years.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net decrease of \$3.8 million.

- Salaries and Benefits — increase of \$1.8 million for negotiated wage and benefit adjustments and temporary help for basic stewardship, monitoring, and adaptive management of preserve lands acquired as part of the Multiple Species Conservation Plan (MSCP).
- Services and Supplies — net decrease of \$5.3 million. Decrease of \$8.3 million for one-time projects completed in Fiscal Year 2007-08 and for special districts offset by a \$3.0 million increase for basic stewardship,



monitoring, and adaptive management of preserve lands acquired as part of MSCP, major maintenance projects, and support to parkland dedication ordinance projects.

- Other Charges — decrease of \$0.1 million of one-time funding for the Otay Valley Regional Park and Tijuana River Valley cleanup projects in Fiscal Year 2007-08.
- Capital Assets Equipment — net decrease of \$0.2 million of one-time funding for park operations special departmental equipment purchased in Fiscal Year 2007-08.

Revenues

Net decrease of \$3.8 million.

- Taxes Current Property — decrease of \$0.3 million due to delays in 4S Ranch development.
- Licenses, Permits, & Franchises — increase of \$0.1 million for parkland dedication ordinance funding.
- Revenue from Use of Money & Property — increase of \$0.2 million from adjustments to park revenue leases.
- Intergovernmental Revenues — decrease of \$0.9 million from a reduction in one-time grant funding for one-time projects in Fiscal Year 2007-08.

- Charges for Current Services — increase of \$0.4 million from park and camping fees (\$0.2 million) and various special district funds (\$0.2 million).
- Miscellaneous Revenues — decrease of \$1.8 million due to a reduction in one-time funding from insurance proceeds for Firestorm 2003 recovery projects.
- Use of Fund Balance — decrease of \$5.1 million due to the completion of one-time projects in Fiscal Year 2007-08. Remaining Use of Fund Balance to be used for major maintenance and other one-time park projects.
- General Revenue Allocation — increase of \$3.5 million for wage and benefit adjustments for existing staff and basic stewardship, monitoring, and adaptive management of preserve lands acquired as part of the MSCP.

Budget Changes: 2008-09 to 2009-10

Net increase of 1.1 million. Increase of \$0.7 million in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments offset by a net decrease in Services and Supplies of \$1.8 million for one-time projects completed in Fiscal Year 2007-08 as well as expenditures and revenue associated with the termination of the Lake Jennings Park lease with the Helix Water District.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Parks and Recreation	194.00	194.00	194.00
Total	194.00	194.00	194.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Parks and Recreation	\$ 26,060,259	\$ 33,154,144	\$ 39,703,083	\$ 30,681,027	\$ 29,396,247	\$ 28,252,804
Park Land Dedication	993,877	71,500	2,661,869	723,464	201,650	201,650
Park Special Districts	1,788,393	2,698,263	2,723,314	2,200,819	2,564,000	2,564,000
Total	\$ 28,842,529	\$ 35,923,907	\$ 45,088,266	\$ 33,605,309	\$ 32,161,897	\$ 31,018,454

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 14,510,956	\$ 16,741,984	\$ 17,180,789	\$ 16,508,821	\$ 18,548,741	\$ 19,277,185
Services & Supplies	12,234,326	18,063,264	23,367,116	15,075,050	12,746,356	10,898,469
Other Charges	550,394	338,600	2,090,874	1,075,558	202,000	202,000
Capital Assets/Land Acquisition	686,716	—	—	—	—	—
Capital Assets Equipment	187,296	403,059	664,282	326,927	245,800	221,800
Expenditure Transfer & Reimbursements	(99,280)	(100,000)	(100,000)	(155,000)	(100,000)	(100,000)
Operating Transfers Out	772,122	477,000	1,885,205	773,953	519,000	519,000
Total	\$ 28,842,529	\$ 35,923,907	\$ 45,088,266	\$ 33,605,309	\$ 32,161,897	\$ 31,018,454



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 1,357,790	\$ 1,780,612	\$ 1,780,612	\$ 1,479,376	\$ 1,482,634	\$ 1,502,634
Taxes Other Than Current Secured	20,090	22,026	22,026	21,885	21,926	21,926
Licenses Permits & Franchises	811,664	71,500	71,500	946,189	201,650	201,650
Fines, Forfeitures & Penalties	7	—	—	1,809	—	—
Revenue From Use of Money & Property	1,538,290	591,500	591,500	1,562,960	833,126	873,126
Intergovernmental Revenues	237,942	1,307,168	1,469,016	1,354,523	414,453	215,705
Charges For Current Services	5,150,026	5,424,330	5,424,330	5,623,764	5,834,022	5,844,988
Miscellaneous Revenues	258,082	1,814,499	1,573,517	773,057	51,213	51,213
Other Financing Sources	532,155	477,000	485,392	485,392	519,000	519,000
Use of Fund Balance	3,216,277	6,762,582	15,997,683	3,683,664	1,632,625	—
General Revenue Allocation	15,720,208	17,672,690	17,672,690	17,672,690	21,171,248	21,788,212
Total	\$ 28,842,529	\$ 35,923,907	\$ 45,088,266	\$ 33,605,309	\$ 32,161,897	\$ 31,018,454



Planning and Land Use



Department Description

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

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

- In response to the devastating October 2007 wildfires, department staff provided immediate assistance to county residents and businesses affected by the wildfires that spread throughout the County.
 - 110 staff provided 5,790 hours of labor working the Emergency Operation Center, Local Assistance Centers, Disaster Recovery Center, and the 2-1-1 Phone Center.
 - Assisted 2,055 fire victims, issued 552 Emergency Temporary Occupancy permits, 145 Temporary Power permits and 103 Electrical permits at the Local Assistance Centers.
 - Completed damage assessment on over 500 square miles in one week including assessment of impacts to natural resources.
- Held a series of “Fire Rebuild” workshops and attended over 30 community meetings, rebuild fairs, and events.
- Made initial contact with the public within 24 hours of 2,959 reported complaints to the Code Enforcement Division. This effort ensures prompt response to violations impacting public health and safety and provides good customer service.
- Opened four Code Enforcement Storefront Offices to provide a presence in the communities that have an increased level of concerns regarding code enforcement issues and high incidences of reported zoning and regulatory violations. Storefront locations benefit the community by serving as satellite County offices and provide easy access to assistance, guidance, and other related code enforcement services.
- Completed a management audit of the General Plan Update (previously referred to as General Plan 2020) and in response, developed a comprehensive work plan and schedule for completion. In accordance with the work plan, the department contracted with a general planning and environmental consultant, reengaged the public through advisory group and community planning group meetings, and completed mapping alternatives for environmental review. Public hearings for approval are now projected for Fall 2010. The General Plan Update is a multi-year project to revise the San Diego County



Comprehensive General Plan which forms the framework for growth in the unincorporated communities.

- The County contains 23 Community and Subregional Planning Areas. Plans for these areas are components of the General Plan that provide more detailed planning policies and guidance. A work plan and schedule for their completion was available July 2008.

Strategic Initiative – The Environment

- Utilized an independent auditor to evaluate the progress of the long range programs for the Multiple Species Conservation Plan (MSCP) for the North County and East County projects. The MSCP is a 50-year plan to streamline the development process and to facilitate the creation of a biologically viable permanent open space preserve system. The North and East County MSCPs are now scheduled for completion in December 2009 and December 2010 respectively.
- Coverage for the endangered Quino checkerspot butterfly within the existing approved South County MSCP was projected to be complete by December 2008. This species was not included within the original MSCP plan because it was not listed at the time of plan approval. Obtaining coverage will extend the benefits of the MSCP to this species. It is now anticipated that coverage will be obtained by Spring 2010.
- Preparation of the 404(1)(b) Analysis and draft Environmental Impact Statement (EIS) for the Special Area Management Plan (SAMP) for the Otay River Watershed has been delayed. It is now anticipated that the 404(1)(b) Analysis will be complete in 2008 and the EIS will be complete in June 2009. The Otay River Watershed SAMP is a groundbreaking expansion of the County's MSCP and develops protection for wetland species, while balancing needs of the development community.

- The draft update to the Model Standard Urban Stormwater Management Plan as required under the National Pollutant Discharge Elimination System Municipal Stormwater Permit was completed and delivered to the Regional Water Quality Control Board in July 2008. This update includes designs under the County's Low Impact Development program to protect water quality.
- Updated and adopted the County's Watershed Protection, Stormwater Management, and Discharge Control Ordinance and reviewed and updated as necessary associated development ordinances to identify possible conflicts, meeting the goal.

Required Discipline – Continuous Improvement

- Completed the administrative transition of the fire-related County Service Areas (CSAs) from the Department of Public Works to the Department of Planning and Land Use in September 2007. This accomplishment will streamline County staff interaction with the CSAs by including CSA fire departments in the Fire Prevention Division's procurement activities to achieve volume discounts for goods and services.
- Completed Guidelines for Determining Significance for Aesthetics (Visual Resources, Dark Skies and Glare); Geology (Geologic Hazards, Mineral Resources and Unique Geology); Hazards (Airport Hazards, Hazardous Materials and Existing Contamination, Vectors, and Emergency Response); and Hydrology and Water Quality in July 2007, two months ahead of schedule. This accomplishment will expedite private development projects that have adequately complied with and/or mitigated these environmental impacts.
- Completed the Technical Report Formats for Aesthetics (Visual Resources only), Geology (Mineral Resources only), Hydrology and Water Quality, and Revegetation Planning in July 2007, one month ahead of schedule.



This accomplishment will improve the efficiency of the review process and avoid unnecessary time delays for these subject areas.

- Established new County California Environmental Quality Act (CEQA) Consultant Lists for consultants permitted to complete environmental technical studies for privately initiated discretionary projects for Aesthetics (Visual Resources only), Geology (Mineral Resources only), and Revegetation Planning in August 2007. This accomplishment will improve the efficiency of the review process and avoid unnecessary time delays for these subject areas.

2008-10 Objectives

Strategic Initiative – The Environment

- Preserve and enhance the quality of life for County residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP). The MSCP and SAMP are plans that streamline the development process and facilitate the creation of viable permanent open space preserves.
 - Present the Draft North County – Multiple Species Conservation Program and associated Environmental Impact Report (EIR) before the Board of Supervisors for decision by December 2009.
 - Present the draft Preserve Plan Map for the proposed East County – Multiple Species Conservation Program before the Board of Supervisors for endorsement by September 2009.
 - Complete the Pre-Environmental Impact Report draft of the Special Area Management Plan by June 2009.
 - Complete the EIR and public comment period to amend the South County - Multiple Species Conservation Program to obtain coverage for the endangered Quino checkerspot butterfly within the

existing approved South County MSCP by spring 2010. This species was not included within the original MSCP plan as a covered species because it was not listed at the time of the plan approval and little information was known about its distribution.

- Support local agriculture through partnerships with landowners and other stakeholders, promote economically viable farming in unincorporated San Diego County, and recognize the value of working farms to regional conservation efforts.
 - Present the proposed County of San Diego Farm Program to the Board of Supervisors for acceptance by March 2009.

Strategic Initiative – Safe and Livable Communities

- Make initial contact with the public within 24 hours of reported complaints to the Code Enforcement Division. This effort ensures prompt response to violations impacting public health and safety and provides good customer service.
- Sustain our communities and resources while accommodating growth by complying with State planning law and implementing and maintaining local plans and regulations that guide the physical development of our lands.
 - Complete the draft EIR for the County's General Plan Update and initiate public review by December 2009.
 - Present four proposed amendments to the County's land development codes and ordinances that improve business process and/or clarify regulations to the Board of Supervisors by June 2009.
 - Complete a sub-basin level evaluation of impacts to groundwater resources from the groundwater use anticipated at the maximum build-out of the proposed General Plan Update in the groundwater dependent areas of the county by June 2009. The



evaluation will identify alternatives in the event there are significant unavoidable impacts to groundwater resources.

- Reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents living within the unincorporated county.
 - Present proposed amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design to the Board of Supervisors by June 2010.
 - Continue to work with fire service entities to improve fire protection and emergency response by continuing to provide ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus.

Required Discipline – Customer Satisfaction

- Improve the efficiency and reduce unnecessary time delays associated with the post-public review process for discretionary projects by conducting a Business Process Reengineering event which was held in July 2008 and implementing resulting recommendations by December 2008.
- Complete preparation of County Mining Process Guidance, including preparation of a Model Major Use Permit and Reclamation Plan, and revisions to the Guidelines for Determining Significance and/or Report Format and Content Requirements for Mineral Resources by June 2009.
- Ensure customer satisfaction with the core services provided by Department staff as a key indicator of the Department's operational performance. Customer service should be courteous, helpful, responsive, knowledgeable, and prompt. Fundamental measurements of customer service success include:
 - Turnaround times for inspections, document review, and plan checking.

- Wait times at the Building and Zoning Counters.
- Work backlog level for project managers and subject area specialists.

Required Discipline – Continuous Improvement

- Complete revisions to the Guidelines for Determining Significance and Report Format and Content Requirements for Air Quality, Biological Resources, Dark Skies and Glare, Fire Protection Planning, Noise, Paleontology, Vectors and Water Supply Planning by December 2008. Revising these documents will further improve the efficiency of the review process.
- Complete revisions to the Guidelines for Determining Significance and/or Report Format and Content Requirements for Agricultural Resources, Airport Hazards, EIR Requirements, Hazardous Materials and Existing Contamination, Hydrology, Revegetation Planning, Transportation and Traffic, Visual Resources, and Water Quality by June 2009. Revising these documents will further improve the efficiency of the review process.
- Update disaster response and recovery policies and procedures, including regular disaster response training and resources, specifically in the Building, Geographic Information System, and Fire Prevention Divisions.

Required Discipline – Fiscal Stability

- Balance housing market fluctuations with fiscal and customer service stability. Establish measures and policies which will account for increases and decreases in revenue while maintaining customer service levels through staffing, process efficiencies and forward fiscal planning.

Related Links

For additional information about the Department of Planning and Land Use, refer to the Web site at www.sdcountry.ca.gov/dplu.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Customer Satisfaction Rating (Scale 1-5; 5.0 = Excellent) ¹	4.5	4.5	4.5	N/A	N/A
Building and Zoning Counter Wait Time (in minutes)	7	20 ²	18 ²	20 ²	20
Achieve 15 day turnaround for Residential Plan Checks (% goal met)	65% ³	60% ⁴	63%	60%	60%
Percent of Building Inspections completed next day	100%	100%	100% ⁵	100%	100%
Regulatory Planning Average Turnaround Times (Average Days Variance - Early or Late Variance / Amount of Closed Tasks)	N/A	N/A	N/A	1 day early for 14,000 tasks ⁶	2 days early for 14,500 tasks
Regulatory Planning Percentage of On-Time Performance / Amount of Closed Tasks	N/A	N/A	N/A	80% of 14,000 tasks ⁷	80% of 14,500 tasks
Regulatory Planning Average Backlog in Weeks (Average weeks backlog = total open hours / total scheduled productive hours)	N/A	N/A	N/A	2.5 ⁸	2.5

Table Notes

¹ Surveys included “How Are We Doing” cards and Mystery/Phone Shopper results for Fiscal Year 2007-08. This measure will be removed after Fiscal Year 2007-08 as it is not a ‘value added’ measure and does not reflect the majority of our customers.

² Average wait times increased due to a reduction in staffing related to a downturn in building permit and plan check activity. Front line (over the counter) staff to customer transaction ratio for Fiscal Year 2006-07 was 110,000 customer transactions to 68 staff = 1,618 customer transactions per staff member. Effective Fiscal Year 2007-08, front line (over the counter) staff to customer transaction ratio is 58,357 customer transactions to 32 staff = 1,824 customer transactions per staff member. A combination of temporary staff, retire/rehires, and other temporary solutions were used to reach current goals. This will not be sustainable in the mid to long term.

³ Exceeded goal of 60% for 10 day turnaround target for Fiscal Year 2006-07. Target for Fiscal Year 2007-08 and beyond is a 15 day turnaround. In Fiscal Year 2007-08 there were 1,332 Residential Plan checks including plans for new single family dwellings, additions, remodels, and garage conversions. Plans are reviewed to ensure compliance with all applicable Building Codes and related County Ordinances.



⁴ Due to the changes in the Building Division in Fiscal Year 2007-08, the anticipated average Residential Plan Check turnaround was increased to 15 days.

⁵ 34,617 building inspections were conducted in Fiscal Year 2007-08.

⁶ New measure effective Fiscal Year 2008-09. In Fiscal Year 2006-07, Regulatory Planning staff closed 11,482 tasks and on average those tasks were closed 15.3 days late. In Fiscal Year 2007-08, staff completed 13,533 tasks and closed those tasks, on average, 2.76 days late. The goal is to improve turnaround times and complete assigned tasks 1 day early on average in Fiscal Year 2008-09.

⁷ New measure effective Fiscal Year 2008-09. Typical review cycles in Regulatory Planning range from 5 to 45 days with 30 days as the median. In Fiscal Year 2006-07, staff completed 5,548 of 11,482 tasks on time (48%). In Fiscal Year 2007-08, staff completed 7,991 tasks on time (59%). The goal is to improve on-time performance to 80% in Fiscal Year 2008-09.

⁸ New measure effective Fiscal Year 2008-09. In Fiscal Year 2006-07 average backlog in weeks was 3.6 weeks. In Fiscal Year 2007-08, Regulatory Planning reduced the average backlog to 2.3 weeks based on an average of 2,637 open hours assigned to staff with an average of 1,029 scheduled productive hours to work open tasks. The target backlog reduction goal is 2.5 weeks on average for Fiscal Year 2008-09.

Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 3.00 staff years.

- Increase of 3.00 staff years to provide program support for the enhanced Fire Prevention Program in the unincorporated area of the county.
- Transfers among divisions to meet operational needs.
 - 14.00 staff years transferred from General Plan Update (previously referred to as General Plan 2020) and 9.00 staff years transferred from Regulatory Planning to other divisions within the department to better meet the needs of the organization.
 - 21.00 staff years transferred to Advance Planning to perform work associated with completion of the General Plan Update and associated Ordinance revisions.
 - 2.00 staff years transferred to Support Services to allow for distribution of indirect costs.

Expenditures

Net increase of \$7.7 million.

- Salaries and Benefits — net increase of \$0.5 million due to negotiated wage and benefit adjustments, the additional 3.00 staff years as described above, and an increase in temporary help for the developer deposit program and code enforcement to decrease the existing backlog of cases offset by adjustments related to freezing vacant positions in the General Plan Update and Building Divisions. These positions have been frozen in response to the impact of a downturn in the building industry as well as a shift of staffing resources to consultant services.
- Services and Supplies — net increase of \$7.2 million.
 - Increase of \$5.8 million for consultant contracts related to the Fire Prevention Program in the unincorporated area of the county. These appropriations will fund new contracts to provide year-round service for two additional stations,



- stipends for volunteer firefighters, workers' compensation costs, insurance, and vehicle maintenance;
- Increase of \$5.5 million in rebudgeted one-time costs.
 - ♦ \$1.8 million for consultant contracts for the General Plan Update and completion of subsequent Zoning Ordinance revisions.
 - ♦ \$1.1 million in consultant costs and acquisitions related to the Fire Prevention Program to continue to supplement fire services and apparatus in the unincorporated area of the county.
 - ♦ \$0.5 million in contract costs related to one-time funding for the Dead, Dying, and Diseased Tree removal program.
 - ♦ \$0.3 million for the implementation of the technology based Documentum management system.
 - ♦ \$0.3 million in consultant contracts for the completion of the Special Area Management Plan (SAMP) and various watershed activities in the unincorporated area of the county.
 - ♦ \$1.5 million in consultant contracts and automation costs for various projects including the Pedestrian Master Plan, the Purchase of Agricultural Conservation Easements program, the North County and East County MSCP Plans, the Pollinator Study, the Quino Checkerspot Butterfly Study, an automated building permit system, and upgrades to the Planning Commission Hearing Room.
- Increase of 1.0 million for consultant contracts for permit processing backlog and an Environmental Impact Report related to the Boutique Winery Zoning Ordinance as well as funding of vehicle depreciation costs for existing fire apparatus recently purchased for various fire agencies in the unincorporated area of the county.
- Decrease of \$4.8 million as a result of a reduction in consultant contract costs related to the completion of: projects in the MSCP and Watershed programs; a portion of the General Plan update; overflow contracts in the Regulatory Planning; and completion of tree removal contracts in the Fuels Reduction Program.
- Decrease of \$0.2 million in various other accounts to meet operational needs.

Revenues

Net increase of \$7.7 million

- Taxes Current Property – increase of \$0.1 million due primarily to revised projections for CSA 115 – Pepper Drive Fire District.
- Taxes Other Than Current Secured – increase of \$0.1 million funding from the San Diego Association of Governments (SANDAG) for the Pedestrian Master Plan.
- Licenses, Permits, & Franchises — increase of \$0.2 million related to permit fee increases to offset operating costs.
- Intergovernmental Revenues — decrease of \$0.5 million primarily related to a reduction in grant funding due to the completion of one-time projects in the MSCP Division and tree removal contracts in the Fuels Reduction Program.
- Charges for Current Services — increase of \$0.6 million related to permit fee increases to offset operating costs to ensure statutory and legal deadlines related to discretionary permit processing are met.
- Use of Fund Balance — net increase of \$0.8 million due to an increase of \$5.5 million for the rebudget of one-time projects as described above offset by the decrease of \$4.8 million due to the completion of one-time projects in the MSCP division and tree removal contracts in the



Fuels Reduction Program. The remaining Use of Fund Balance will be used for information technology needs and one-time MSCP support.

- General Revenue Allocation — increase of \$6.4 million due primarily to additional contracts and the associated program support for the Fire Prevention Program in the unincorporated area based on a shift in General Purpose Revenues, increasing the allocation in the Department of Planning and Land Use and decreasing the allocation in Finance-Other. Remaining increases are related to the

Boutique Winery Environmental Impact Report and the transfer of costs from the Department of Public Works for the work on the Special Area Management Plan.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$6.6 million due primarily to the anticipated completion of one-time projects offset by an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Support Services	18.00	20.00	20.00
Advance Planning	—	21.00	21.00
Regulatory Planning	86.00	77.00	77.00
Multi-Species Conservation	13.00	13.00	13.00
Building	65.00	65.00	65.00
Fire Prevention	11.00	14.00	14.00
Codes Enforcement	23.00	23.00	23.00
General Plan 2020	14.00	—	—
Total	230.00	233.00	233.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Support Services	\$ 2,476,835	\$ 2,641,657	\$ 3,021,483	\$ 2,595,985	\$ 2,952,871	\$ 3,024,867
Advance Planning	—	—	—	—	4,451,556	698,892
Regulatory Planning	7,990,574	10,264,938	10,869,254	9,495,236	10,137,787	9,657,566
Multi-Species Conservation	1,829,654	2,708,040	2,978,564	1,692,630	2,687,905	2,136,823
Building	8,214,449	6,474,847	7,782,347	6,711,635	7,048,206	7,126,912
Fire Prevention	17,761,852	11,464,594	15,573,439	11,555,577	17,395,780	15,573,944
Codes Enforcement	2,220,314	2,459,560	2,555,560	2,465,116	2,736,149	2,642,387
General Plan 2020	1,849,384	3,380,675	3,388,490	1,530,978	—	—
County Service Areas - Fire Prevention Program	1,041,192	1,424,970	1,489,954	931,158	1,167,952	1,131,952
Total	\$ 43,384,253	\$ 40,819,281	\$ 47,659,092	\$ 36,978,313	\$ 48,578,206	\$ 41,993,343



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 20,630,801	\$ 22,070,501	\$ 23,715,001	\$ 20,805,028	\$ 22,611,918	\$ 22,586,442
Services & Supplies	20,447,650	17,279,610	19,014,118	12,363,878	24,513,468	17,990,081
Other Charges	23,113	18,706	23,113	23,113	23,113	23,113
Capital Assets Equipment	2,209,584	1,265,000	4,721,396	3,852,501	1,283,000	1,265,000
Expenditure Transfer & Reimbursements	(4,409)	—	—	(70,614)	—	—
Operating Transfers Out	77,515	185,464	185,464	4,407	146,707	128,707
Total	\$ 43,384,253	\$ 40,819,281	\$ 47,659,092	\$ 36,978,313	\$ 48,578,206	\$ 41,993,343



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 521,873	\$ 455,113	\$ 455,113	\$ 543,888	\$ 580,615	\$ 580,615
Taxes Other Than Current Secured	28,563	—	—	69,722	86,650	—
Licenses Permits & Franchises	3,880,722	4,068,790	4,068,790	3,118,715	4,310,745	4,549,451
Fines, Forfeitures & Penalties	357,577	353,123	353,123	361,302	375,037	386,249
Revenue From Use of Money & Property	86,659	—	—	63,002	—	—
Intergovernmental Revenues	8,643,187	1,204,332	3,429,332	3,492,206	695,434	424,023
Charges For Current Services	8,942,600	12,341,597	12,341,597	9,485,321	12,969,701	13,050,711
Miscellaneous Revenues	26,561	—	—	220,567	—	—
Other Financing Sources	82,715	185,464	185,464	6,657	146,707	128,707
Use of Fund Balance	8,763,025	6,264,127	10,878,938	3,670,199	7,033,968	184,294
General Revenue Allocation	12,050,770	15,946,735	15,946,735	15,946,735	22,379,349	22,689,293
Total	\$ 43,384,253	\$ 40,819,281	\$ 47,659,092	\$ 36,978,313	\$ 48,578,206	\$ 41,993,343



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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Enhanced school children's safety throughout the unincorporated county.
 - Worked with school administrations to analyze, identify, and implement school zone improvements for pedestrians, bicyclists, buses, and automobiles at 16 schools (goal was 13) (16% of all public schools in the unincorporated area).
 - School Zone Safety. Repainted and re-marked crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated county.
- Completed construction or awarded construction contracts for seven Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools.
- Reviewed all discretionary projects near schools, and school projects within the unincorporated area and neighboring cities (a total of 60 open and 32 completed projects) during the environmental process to ensure all impacts to traffic on county roads, pedestrian access, and safety concerns are identified and mitigated.
- Engaged families in enriching activities; encouraged interest in aviation. More than 300 youth participated in County Airport activities including 12 tours and presentations at County Airports (goal was six); scout day camp at Ramona Airport, Fallbrook Young Eagles events, and youth introduction to aerobatics at Borrego Airport. Encouraged active participation in airfield events including Ramona Air Show, Fallbrook Avocado Festival, and Palomar Airport/Gillespie Field historic aircraft presentations by organizations such as Collins Foundation, Commemorative Air Force, and Experimental Aircraft Association.



Strategic Initiative – The Environment

- In October 2007, wildfires devastated a large area of San Diego County. DPW took immediate action to respond to the disaster and helped with the recovery efforts. Following are highlights of these accomplishments:
 - Provided emergency base at Gillespie Airport for Cal Fire Aircraft and Base Camp Personnel: Supported 1,200 Cal Fire aircraft flights from Gillespie, Ramona, and Fallbrook Airports. Provided land at Gillespie Field for over 1,000 firefighting personnel, 500 fire units and a large animal evacuation shelter for more than 100 displaced horses and other farm/domestic animals.
 - Supported the County's Emergency Operations Center with staff during initial response to firestorms and subsequent series of rain storms.
 - In conjunction with the County Office of Emergency Services, developed unprecedented Reverse 911 capability for warning residents in areas with debris flow and flooding risks.
 - Repaired fire damages in right-of-way within 15 to 60 days of fires (replaced traffic control signs, guardrail, culverts; removed fire-damaged trees; installed temporary bridge at Pamo Road; installed rock fence on Del Dios Hwy).
 - Installed erosion control devices in burned areas to protect homes and roads.
 - Installed check dams (temporary dams) across watercourses using more than 150,000 sandbags and gravel bags and constructed other temporary levees with the assistance of multiple California Conservation Corps crews; installed 45,000 feet of fiber rolls (woven tubular rolls) along hillsides and slopes; installed 12,000 feet of K-rails (temporary concrete barriers) along roadways; and hydromulched 500 acres to help control erosion.
 - Operated erosion control centers to assist residents protect their homes in burned areas. DPW completed 1,038 property assessments and distributed 167,861 sandbags, 9,628 fiber rolls, 46,927 stakes, and 3,395 (2 lb) bags of seed which were provided by the Department of Agriculture, Weights, and Measures.
- Established a North County Wetland Mitigation Area to provide a continuous block of habitat to mitigate for DPW Capital Improvement Projects.
- Initiated and conducted a study to test the effectiveness of new wildlife crossings along roads in East County to support best practices in wildlife preservation. This study provides data on wildlife corridors and activity for the whole region, and will help the County and other jurisdictions determine how to design and build wildlife crossings in new construction projects.
- Initiated conversion of concrete-bottomed segments of Ruxton Road Channel and Brookside Creek in the Sweetwater Watershed to natural, vegetated, watercourses that provide natural filtration. Completed a California Environmental Quality Act (CEQA) Mitigated Negative Declaration and obtained wetland permits from the resource agencies to commence the Ruxton Road Channel Conversion Project which will create wetland habitat and enhance water quality.
- Conducted 449 watershed site investigations (goal was 340) identify and help prioritize flood control projects that will ultimately reduce flooding risks in communities. 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.
- Removed 29,580 cubic yards of debris (achieving goal) from culverts, drainage channels, and roads through a systematic cleaning program to prevent pollution of our rivers, bays, and ocean.



- Worked with 100% (11) of private development applicants to increase tonnage of construction and demolition materials being diverted from landfills, with a goal of diverting at least 800 tons of material. The goal was to work with 20 private developments, however, due to economic slowing, only 11 eligible projects were in process, and tonnage results are not yet available.
- Cleaned 417 miles of sewer mains (goal was 400) within the County's sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
- Held 12 workshops (achieving goal) on residential composting including one for landscapers and one for horse owners.
- Educated children on watershed protection and water quality by conducting 182 presentations to school children (achieving goal) at 40% of the unincorporated county's 57 K-6 schools as a long-term strategy for achieving positive behavioral changes.
- Taught children the value of conserving energy and helping the environment by promoting recycling and composting at 45 county schools by June 2008 (achieving goal), and by helping school administrators to implement or enhance recycling programs, which was completed at two schools.
- Sought and obtained funding to retrofit six signalized intersections with countdown pedestrian indications that display a clear message to the pedestrian to enhance pedestrian safety.
- Improved flood control by updating four new Drainage Master Plans (additional 40% of the county's special drainage areas) serving Spring Valley, Ramona, North County and Alpine. The plans identify and help prioritize flood control projects that will ultimately reduce flooding risks in communities.
- Developed a real-time flood forecasting model and protocol to determine extent of river flooding to be used for major rivers in the unincorporated county.
- Enhanced safety and convenience for the flying public through construction of a new terminal, vehicle parking lot, and runway safety area at McClellan-Palomar Airport in Carlsbad. This project broke ground in October 2007 and is on schedule to be completed in December 2008.
- Implemented a new integrated management and habitat control program at County Airports. The program is a systematic method of controlling wildlife attractants such as food sources and habitat areas and includes mowing and maintaining drainage to remove standing water as well as other control measures. Program implementation addressed environmental needs and improved safety, keeping wildlife off runways and away from flight corridors.

Strategic Initiative – Safe and Livable Communities

- Provided enhanced crosswalk lighting and/or flashers to benefit pedestrian safety. Identified two candidate locations eligible for crosswalk flashers and/or school flashers and sought grant funding through application to the California Office of Traffic Safety and other funding resources.
- Awarded construction contracts for eight (non school-related) Capital Improvement Projects in county communities that enhance safety and improve traffic flow, exceeding the goal of awarding seven projects.

Required Discipline – Fiscal Stability

- Promoted fiscal stability and environmental conservation by continuing to explore feasible landfill gas to energy technologies at inactive landfills, such as microturbines and fuel cells. Completed the Jamacha Landfill microturbine project, which now generates revenue through the sale of electricity to the Otay Water District Water Recycling Facility.



Required Discipline – Customer Satisfaction

- Promoted positive community relations by holding McClellan-Palomar and Gillespie Field Voluntary Noise Abatement / Good Neighbor Program presentations as part of Advisory Committee and Development Council meetings, as well as community outreach, to provide an ongoing forum for idea exchange and implementation of improvements.
- Initiated U.S. Customs services at McClellan-Palomar Airport, providing North County direct international outreach.

Required Discipline – Skilled, Competent and Diverse Workforce

- Invested amount equal to one percent of total Salaries and Benefits (\$0.6 million) into training to develop and strengthen employee skills.
- “Grew our own civil engineers” through outreach to universities, a student worker program, and a junior engineer program, which aims to recruit college graduates and rotate them through the department. Public Works met its goal to employ ten student engineers and three junior engineers in Fiscal Year 2007-08, and one student worker was hired on as a full-time employee.

Required Discipline – Continuous Improvement

- Developed desk manuals for all Financial Services staff to document their current work processes, and an accounting manual to standardize the process flow for Accounts Payable, vendor invoice approval, receipt of cash/checks, and deposits for internal control purposes.

2008-10 Objectives

Strategic Initiative – Kids

- Enhance school children’s safety throughout the unincorporated portion of the county with the following:

- Work with school administrations to analyze, identify, and implement school zone improvements for pedestrians, bicyclists, buses, and automobiles at 10 schools (9% of all public schools in the unincorporated county).
- Install flashing beacons at the entrance to school zones on roads with prevailing speeds of 40 MPH or greater. Identify five candidate locations eligible for flashing beacons, and seek grant funding through application to the California Office of Traffic Safety and other funding resources.
- Repaint and re-mark crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county.
- Complete construction or award construction contracts for at least five Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools.
- Review all private projects near schools and school projects within the unincorporated county and neighboring cities (estimated 80 projects) during the environmental process to ensure all impacts to traffic on county roads, pedestrian access, and safety concerns are identified and mitigated.
- Engage kids and their families in enriching activities – Encourage interest in aviation by providing eight tours, presentations, and community events at County Airports, and through active participation in airfield events including special events at the Gillespie Field Airport, the Fallbrook Airpark, and the Ramona Airport.

Strategic Initiative – The Environment

- Protect and preserve the county’s environmental resources.



- Ensure 100% of County Airports' development and improvement projects are designed to meet future demands are completed in accordance with Federal Aviation Administration environmental regulations and County CEQA Guidelines.
 - Provide energy efficiencies by changing first generation Light Emitting Diode (LED) lamps that have higher rate of pixel burnouts with energy efficient LEDs that have a longer service life span at traffic signalized intersections. Identify 25 candidate intersections with traffic signals eligible for LED lamp replacement and seek grant funding by June 2009. This will result in a substantial energy savings and reduced replacement costs at each intersection.
 - Create wetland habitat at the Ruxton Road Channel Conversion site and the Ramona Landfill buffer parcel by June 2009 and the Viejas Bridge Replacement Project site by June 2010.
 - Review all traffic improvement projects to ensure that they provide an adequate level of service in accordance with the County CEQA Guidelines.
 - Protect and preserve the County's water quality and watersheds.
 - Convert concrete-bottomed segments of Ruxton Road Channel in the Sweetwater Watershed to natural, vegetated watercourses that provide natural filtration by June 2009.
 - Conduct 340 watershed site investigations by June 2009. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
 - Remove 25,000 cubic yards of debris from culverts, drainage channels, and roads through a systematic cleaning program to prevent pollution of our rivers, bays, and ocean.
 - Sweep 16,193 lane-miles of roadway to clean debris from road surfaces and prevent pollution of our rivers, bays, and ocean.
 - Clean 440 miles of sewer mains within the County's sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
 - Inspect by Closed-Circuit Television a minimum of 5% of the County's sanitary sewer system to protect public health and the environment by identifying facilities' defects and deficiencies.
 - Educate children on watershed protection and water quality by conducting presentations to school children at 40% of the unincorporated county's 57 K-6 schools as a long-term strategy for achieving positive behavioral changes.
 - Work to maintain at least 50% solid waste diversion from landfills.
 - Work with all private developments with permits or permits pending (estimated 41) that have 40,000 square feet or more of building space to increase tonnage of construction and demolition materials being diverted from landfills, with a goal of diverting at least 2,000 tons of material from projects that complete construction before June 2009.
 - Educate local commercial businesses and multifamily complexes to help ensure they are diverting recyclable materials (goal is 25 inspections and presentations.)
 - Recycle 80,000 gallons of used oil and 12,000 used oil filters by June 2009.
- Strategic Initiative – Safe and Livable Communities**
- The Land Use and Environment Group, in partnership with the Office of Emergency Services and the Forest Area Safety Task Force, will coordinate the region's efforts to create a master fuel management plan to reduce the region's vulnerability to wildfires. This will involve



working with representatives from the 18 incorporated cities, other governmental jurisdictions, and the private sector.

- Enhance safety for motorists and pedestrians.
 - Identify two candidate locations eligible for crosswalk flashers and/or school flashers, and seek grant funding from the California Office of Traffic Safety and other funding sources.
 - Award construction contracts for seven (non school-related) Capital Improvement Projects in county communities that enhance safety and improve traffic flow.
 - Retrofit six signalized intersections with countdown pedestrian indicators that display a clear message to the pedestrian.
 - Complete construction of the Valley Center Road widening project by December 2009.
- Update two Drainage Master Plans that will identify and help prioritize flood control projects that will ultimately reduce flooding risks in communities.
- Increase flood warning capability for safety in the San Luis Rey River watershed by preparing a flood inundation model by June 2009.
- Enhance safety and convenience for the flying public through completing construction of the McClellan-Palomar Airport Terminal by December 2008.

Required Discipline – Fiscal Stability

- Manage cash flow to road infrastructure contracts during the State’s five-month gas tax deferral to counties, which delays the payment of the local portion of the State gas tax to cities and counties over five months, beginning in April 2008.
- Complete a rate analysis for all Sanitation Districts and Sewer Maintenance Districts to ensure financial stability for future infrastructure needs.

Required Discipline – Customer Satisfaction

- Provide and promote Internet sales through an online Survey Records System with a goal of serving 4,500 customers online so those customers do not have to travel to the Kearny Mesa public counter to obtain survey records.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensure a safe work environment by conducting at least 26 safety inspections at DPW job sites by June 2009.

Related Links

For additional information about the Department of Public Works, refer to the Web site at www.sdcounty.ca.gov/dpw.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of school zone circulation improvements identified and implemented at existing public schools in the unincorporated county for pedestrians, bicyclists, buses, and automobiles ¹	13% of 90	11% of 90	11.2% of 116	9% of 116	9% of 116
Percentage of new school developments and new developments near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools ²	100% of 81	100% of 80	100% of 60	100% of 60	100% of 60
Number of cubic yards removed through DPW Roads/Drainage waste/debris removal to protect water quality	28,700	25,000	29,580	25,000	25,000
Percentage of new construction sites which utilize erosion control measures	100% of 36	100% of 40	100% of 40 ³	100% of 40	100% of 40
Construction contracts awarded for Capital Improvement Projects in county communities (goal of 7) and construction contracts completed or awarded for projects near schools (goal of 5) that enhance safety and improve traffic flow (total number of Capital Improvement Projects)	16	12	18 ⁴	12	12

Table Notes

¹ Traffic-safe school zones are one of DPW's top priorities. Annually, Traffic Engineering staff work with school administrations at 10 of the 90 public schools located throughout the unincorporated area to enhance school pedestrian safety and improve on-and off-site circulation for parents and others driving near schools.

² Developments include both new school projects and developments adjacent to schools. Project managers and DPW inspectors oversee the work from design through construction to ensure they meet County safety standards. In Fiscal Year 2007-08, there were a total of 60 open and 31 completed projects that included school safety elements in the review.

³ The County has 40 active Public Works construction sites that have to maintain proper stormwater controls throughout construction to ensure they will not cause pollution in water systems (such as silt and debris).



⁴ This reflects the number of major capital projects initiated (designed and construction contract awarded) during the year to enhance community traffic flow and safety.

Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 21.00 staff years includes transfers between DPW funds or divisions to meet operational needs.

- Net increase of 20.00 staff years in the Road Fund.
 - Transportation Program increase of 7.00 staff years includes new positions (6.00 staff years) and an internal transfer of 1.00 staff year from Inactive Waste Management for increased field work and drainage cleaning associated with new mandate from 2007 Regional Water Quality Control Board Municipal Permit.
 - Land Development Program increase of 5.00 staff years will provide preliminary engineering and preliminary design survey support to the Construction Inspection Program.
 - Engineering Services Program increase of 4.00 staff years for additional work requirements of the Detailed Work Program. The new positions will provide Quality Control for consultant design plans, prepare accurate project scopes of work, and monitor consultant and construction contracts to include evaluation and approval of payments for completed design deliverables.
 - Management Services increase of 4.00 staff years to provide support for the new assignment of water and sewer billing and collection services for the Campo Water and Sewer District, support to the director, and review of grading plans, environmental analysis, and California Environmental Quality Act (CEQA) findings. This includes an internal transfer of 1.00 staff year from the Inactive Waste Management Program.

- Decrease of 2.00 staff years in Inactive Waste Management Program as a result of internal transfers to the Transportation Program and Management Services Program in the Road Fund.
- Increase of 2.00 staff years in the Airports Program (Airports Enterprise Fund) includes internal transfers with the Road Fund. These positions will provide needed support for managing lease agreements and inspection and maintenance resulting from additional aviation and non-aviation development.
- Increase of 1.00 staff year in the Wastewater Management Program (Wastewater Enterprise Fund) to support the increased workload associated with two new sewer maintenance districts.

Expenditures

Net increase of \$10.2 million.

- Salaries and Benefits — increase of \$5.7 million due primarily to negotiated wage and benefit adjustments and the addition of 21.00 staff years.
- Services and Supplies — net increase of \$4.2 million due to a \$10.6 million decrease in contracted road services in the Transportation Program due to completion of prior year projects (\$15.9 million) offset by a \$5.3 million increase for new road maintenance projects; a net increases of \$3.2 million in expenditures for Information Technology, vehicle maintenance, fuel, major maintenance, Public Liability insurance premium, professional and contracted services, and other expenditures for capital projects; and a net increase of \$6.5 million for a one-time expenditure in the DPW General Fund for the Woodside Avenue drainage project, and Valley Oro and Sweetwater drainage master plans.



- Other Charges — net increase of \$0.5 million due primarily to an increase in equipment depreciation expense (\$1.4 million) and infrastructure depreciation expense (\$0.5 million) offset by a decrease in right-of-way easement costs (\$1.2 million). Various other increases and decreases within Other Charges comprise a net \$0.2 million increase.
- Capital Assets/Land Acquisition — increase of \$2.6 million due to an increase in capital projects in the Airports Program (Airport Enterprise Fund) and the Alpine and Spring Valley Sanitation Districts.
- Capital Assets Equipment — increase of \$0.5 million to support the replacement of aging vehicles in the fleet (mileage greater than 100,000 miles).
- Reserve/Designation Increase — decrease of \$2.4 million due to a decreased contribution to replacement reserves in the Sanitation Districts.
- Operating Transfers Out — decrease of \$1.0 million in due to the completion of one-time projects in the Sanitation Districts.
- Intergovernmental Revenues — net decrease of \$7.9 million due to a decrease of \$21.0 million in Proposition 1B, *Highway Safety, Traffic Reduction, Air Quality, and Port Security*, revenues used in Fiscal Year 2007-08 for the awarding of asphalt resurfacing contracts; a \$2.9 million decrease for completed airport related projects; and a \$16.0 million increase in Proposition 42, *the Transportation Congestion Improvement Act*, as well as State and federal grants for budgeted capital projects.
- Charges for Current Services — net increase of \$1.3 million due to increases in service fees for Spring Valley, Lakeside, and Alpine Sanitation Districts, an increase in the number of customers, and an increase in the charges to other agencies for use of Sanitation District facilities.
- Miscellaneous Revenues — net decrease of \$2.4 million that includes a \$2.5 million decrease in contribution from the Environmental Trust Fund for Inactive Waste Site Management operations, a \$0.4 million decrease due to cessation of the planned sale of the San Ysidro Burn Site, and a \$0.5 million increase for anticipated recovery of expenditures.
- Other Financing Sources — net decrease of \$1.0 million due to a decrease in operating transfers for completed projects.
- Reserve/Designation Decreases — increase of \$1.2 million for increased service to property owners as a result of an increase in revenue from the Sanitation District sewer and water service charges and fees, property taxes, and interest on deposits.
- Use of Fund Balance — budget of \$33.0 million, an increase of \$19.1 million from Fiscal Year 2007-08, includes:
 - One-time funding of \$6.5 million for Valley De Oro and Sweetwater Drainage master plans (\$0.5 million) and the County's match for the Federal Emergency Management Agency reimbursement of the Woodside Drainage Project (\$6.0 million).

Revenues

Net increase of \$10.2 million.

- Taxes Current Property — increase of \$0.8 million based on projected taxes from property owners.
- Taxes Other Than Current Secured — net decrease of \$3.3 million due to the reduction in TransNet sales tax funding for completed projects.
- Licenses, Permits, & Franchises — net decrease of \$0.09 million due to a decrease in building construction permits (\$0.1 million) offset by approved increases in other licenses and permits.
- Revenue from Use of Money & Property — net increase of \$2.6 million due to an increase in interest on deposits that will be used for replacement vehicles and increased operational costs.



◦ One-time funding of \$26.5 million for projects in various DPW funds including purchasing replacement or new equipment in the DPW Internal Service Equipment Acquisition funds, redevelopment projects in the Airports Program, one-time projects in the Sanitation Districts, General Fund (Valley Center Interpretive signs) and Road Fund (Sweetwater Road Sound Berm, Valley Center Road North, and Lake Jennings Park Road Slope Repair), maintenance for paving projects and potential emergencies in the Permanent Road Division, and irrigation projects in the County Service Area Landscaping Districts.

• General Revenue Allocation — decrease of \$0.1 million due to decreased cost applied and contracted service expenditures for completed projects.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$16.2 million includes an increase of \$2.4 million due primarily to an allowance for anticipated wage and benefit adjustments, an increase of \$3.2 million in Other Charges due largely to projected purchases of rights-of-way, offset by a decrease of \$21.8 million in other expenditure accounts due to projected completion of capital and one-time projects in Fiscal Year 2008-09.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Transportation Program	209.00	216.00	216.00
Land Development Program	110.00	115.00	115.00
Engineering Services Program	68.00	72.00	72.00
Solid Waste Management Program	21.00	19.00	19.00
Management Services Program	52.00	56.00	56.00
General Fund Activities Program	26.00	26.00	26.00
Airports Program	33.00	35.00	35.00
Wastewater Management Program	39.00	40.00	40.00
Total	558.00	579.00	579.00



Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Transportation Program	\$ 28,725,815	\$ 31,386,049	\$ 32,142,712	\$ 31,295,453	\$ 34,388,965	\$ 35,257,573
Land Development Program	14,450,722	15,627,310	16,824,506	15,022,114	17,220,183	17,815,644
Engineering Services Program	72,541,832	55,722,341	138,852,578	60,576,209	45,237,135	43,896,703
Solid Waste Management Program	9,780,648	13,405,717	14,665,801	7,953,871	10,665,883	10,301,933
Management Services Program	8,959,178	9,928,517	10,186,754	9,014,574	11,781,697	12,064,624
General Fund Activities Program	14,564,315	8,522,173	60,945,064	44,466,825	14,893,405	8,425,522
Airports Program	10,804,486	22,749,120	61,094,785	14,569,971	24,116,973	11,553,474
Wastewater Management Program	4,746,408	8,348,608	8,455,923	8,161,870	6,679,999	6,762,742
Sanitation Districts	15,806,419	22,700,898	31,581,164	20,344,584	30,121,697	33,402,566
Flood Control	10,605,440	5,968,508	10,444,917	8,343,759	7,170,453	6,519,389
County Service Areas	294,043	747,014	748,097	332,077	767,257	767,257
Street Lighting District	1,531,578	1,593,762	1,599,400	1,584,153	1,677,334	1,727,648
Permanent Road Divisions	1,786,078	6,899,051	7,071,653	1,706,750	7,562,920	7,562,920
Equipment ISF Program	5,297,378	9,708,722	14,716,568	6,125,877	11,210,550	11,210,550
Total	\$ 199,894,339	\$ 213,307,790	\$ 409,329,922	\$ 229,498,086	\$ 223,494,451	\$ 207,268,545



Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 50,565,198	\$ 57,501,761	\$ 56,996,761	\$ 55,590,663	\$ 63,243,436	\$ 65,627,379
Services & Supplies	131,617,171	118,352,451	265,203,393	154,485,263	122,573,863	109,139,496
Other Charges	7,525,872	11,675,260	13,648,691	8,155,932	12,216,704	15,420,695
Capital Assets/Land Acquisition	—	16,097,000	50,809,850	178,286	18,648,695	12,335,957
Capital Assets Equipment	52,129	3,702,000	8,360,717	146,437	4,188,000	4,084,000
Reserve/Designation Increase	976,200	2,404,464	2,404,464	2,404,464	25,047	—
Operating Transfers Out	9,157,770	3,574,854	11,906,046	8,537,041	2,598,706	661,018
Total	\$ 199,894,339	\$ 213,307,790	\$ 409,329,922	\$ 229,498,086	\$ 223,494,451	\$ 207,268,545



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 5,312,256	\$ 4,345,848	\$ 5,311,219	\$ 5,715,376	\$ 5,143,195	\$ 5,178,635
Taxes Other Than Current Secured	30,682,278	17,447,601	53,259,860	24,317,348	14,186,598	7,184,798
Licenses Permits & Franchises	104,704	456,094	456,094	234,717	365,918	373,479
Fines, Forfeitures & Penalties	14,573	36,000	36,000	13,258	36,000	36,000
Revenue From Use of Money & Property	22,185,312	18,863,672	18,938,672	24,320,445	21,441,776	21,670,483
Intergovernmental Revenues	81,533,897	85,484,055	156,578,245	122,780,519	77,579,540	73,439,513
Charges For Current Services	60,596,762	48,950,383	54,340,134	54,880,029	50,270,703	59,020,476
Miscellaneous Revenues	12,060,437	13,205,095	19,531,918	14,350,338	10,798,230	10,574,263
Other Financing Sources	11,623,131	3,634,854	11,809,013	8,418,761	2,598,706	661,018
Residual Equity Transfers In	463,855	—	—	—	—	—
Reserve/Designation Decreases	1,605,080	569,845	569,845	569,845	1,793,382	—
Use of Fund Balance	(32,269,164)	14,008,070	82,192,649	(32,408,822)	33,066,767	22,793,436
General Revenue Allocation	5,981,218	6,306,273	6,306,273	6,306,273	6,213,636	6,336,444
Total	\$ 199,894,339	\$ 213,307,790	\$ 409,329,922	\$ 229,498,086	\$ 223,494,451	\$ 207,268,545

Community Services Group

Community Services Group

**Community Services Group Summary &
Executive Office**

Animal Services

County Library

General Services

Housing & Community Development

Purchasing and Contracting

County of San Diego Redevelopment Agency

Registrar of Voters

Community Services Group Summary & Executive Office



Group Description

The Community Services 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 and Contracting

Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection and sheltering; 33 branch libraries and two 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, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.

Mission Statement

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

2007-08 Accomplishments

Community Service Group Departments provided increased levels of service to a wide variety of customers:

- The County Library opened new branches in Encinitas and La Mesa and completed the first full year of operation of the 4S Ranch branch west of Rancho Bernardo.
- The Housing and Community Development Department conducted 14,400 inspections, ensuring all assisted housing meets federal housing quality standards.
- The Department of Animal Services, through its community outreach efforts, provided 87 presentations on dog bite prevention in schools and at businesses.
- The Registrar of Voters conducted the February and June 2008 Statewide elections.
- The Upper San Diego River Improvement Project Area of the County Redevelopment Agency updated its Five-Year Implementation Plan to provide funding for a new fire station and other community-driven efforts, including fulfilling the legal requirements for low-income housing.

Community Service Departments also planned and made investments in the County's Essential Infrastructure and implemented a variety of process reengineering efforts in Continuous Improvement, two of the Required Disciplines of the Strategic Plan:

- The development agreement for the new County Operations Center (COC) project with Lowe Enterprises was finalized. This significant project will provide for a modern facility that consolidates the current COC and Annex departments to serve the public for the next 50 years.
- County government reduced electricity consumption by 4% per square foot per year at all facilities through a variety of energy efficiency projects.
- The animal shelter in South County added an outdoor exercise area to allow interaction between animals and the public, facilitating adoptability.



- The Department of Purchasing and Contracting relocated the County's property disposal program to a new warehouse. The new leased facility has 30% less space due to departmental business process reengineering efforts.
- Facilities Maintenance staff performed 96% of scheduled preventive maintenance actions to maximize the operational efficiency of County infrastructure systems and to maintain and prolong their design life.

2008-10 Objectives

The Community Services Group Objectives that support the Strategic Initiatives reflect the departments' diverse activities as well as their unified commitment to customer service. The departments collectively support all Strategic Initiatives and their efforts are detailed in subsequent sections. For example, Safe and Livable Communities will be enhanced and supported by:

- Maintaining hours of operation at libraries and keeping their programs relevant and targeted to individual community interests.
- Spearheading community outreach and revitalization efforts, including 31 community projects, such as improvements to parks and emergency shelter grant programs.
- Conducting elections that provide access for all voters and timely elections results.
- Responding to over 28,000 calls about problem animals.

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, and environmentally-sensitive work environments where the public and staff conduct business. Included in the Fiscal Year 2008-10 Operational Plan are the following efforts to preserve, expand, and enhance the places we do business:

- Replacement of structures at San Pasqual Academy that were destroyed in the fires of 2007.
- Design and construction of three new libraries to replace existing branches in Ramona, Fallbrook, and Lincoln Acres.
- Completion of the Medical Examiner and Forensic Center and the Edgemoor Skilled Nursing Facility.
- Construction on Phase I of the new County Operations Center, which will replace aging structures with a modern, energy efficient campus.
- Major maintenance project improvements of \$33 million in Fiscal Year 2008-09.

Related Links

For additional information about the Community Services Group, refer to the Web site at www.sdcounty.ca.gov/community/.

Executive Office Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Increase of \$0.4 million.

- Salaries and Benefits — increase of \$0.1 million due to negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$0.3 million due to increased expenditures for one-time information technology projects to upgrade business applications and security systems.
- Management Reserves — amount of \$3.25 million (no change from Fiscal Year 2007-08) as a contingency for emergent departmental one-time needs.



Revenues

Increase of \$0.4 million as a result of increase in Use of Fund Balance for one-time projects as described above. The Use of Fund Balance of \$4.6 million will provide contingency management reserves to be used for unanticipated one-time operational needs and emergencies, and new and rebudgeted one-time information technology projects to upgrade business applications and security systems.

Executive Office Budget Changes: 2008-09 to 2009-10

Net decrease of \$1.2 million due to lower expenditures for one-time projects, offset by an increase of \$0.1 million in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments.



Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Group Executive Office	9.00	9.00	9.00
Animal Services	124.00	126.00	126.00
County Library	317.00	317.00	317.00
General Services	337.00	338.00	351.00
Housing & Community Development	103.00	102.00	102.00
Purchasing and Contracting	56.00	58.00	58.00
Registrar of Voters	63.00	63.00	63.00
Total	1,009.00	1,013.00	1,026.00

Expenditures by Department

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Group Executive Office	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812
Animal Services	12,455,489	13,239,289	14,790,566	13,194,186	14,233,601	14,287,938
County Library	32,863,906	41,217,147	46,355,723	35,615,459	45,613,633	41,841,451
General Services	132,736,912	150,037,607	166,745,780	136,359,239	155,267,606	160,689,268
Housing & Community Development	17,779,849	38,327,876	43,332,949	16,943,528	35,869,453	34,431,358
Purchasing and Contracting	6,984,747	9,685,343	9,755,199	8,041,177	9,249,249	9,507,177
County of San Diego Redevelopment Agency	5,079,355	5,952,158	10,234,436	5,541,883	10,579,047	7,716,602
Registrar of Voters	30,521,463	36,541,222	46,722,637	26,556,080	24,232,644	19,640,412
Total	\$ 242,900,589	\$ 303,265,644	\$ 351,123,524	\$ 246,776,322	\$ 303,734,044	\$ 295,571,018



Community Services Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Executive Office	9.00	9.00	9.00
Total	9.00	9.00	9.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Executive Office	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812
Total	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 1,444,726	\$ 1,435,855	\$ 1,558,355	\$ 1,551,298	\$ 1,500,398	\$ 1,572,615
Services & Supplies	2,757,019	3,579,147	8,696,617	2,973,471	3,938,413	2,634,197
Reserve/Designation Increase	277,123	—	—	—	—	—
Management Reserves	—	3,250,000	2,931,263	—	3,250,000	3,250,000
Total	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812

Budget by Categories of Revenue

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 590,010	\$ 739,456	\$ 739,456	\$ 739,706	\$ 762,266	\$ 762,266
Miscellaneous Revenues	—	—	—	200,000	—	—
Use of Fund Balance	1,463,116	4,210,000	9,131,233	269,517	4,571,000	3,250,000
General Revenue Allocation	2,425,742	3,315,546	3,315,546	3,315,546	3,355,545	3,444,546
Total	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812



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. Over 25,000 animals enter the department's three shelters annually. The department provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County, and, by contract, to the city of San Diego and five other cities in the region.

Mission Statement

To protect the health, safety, and welfare of people and animals.

2007-08 Accomplishments

Strategic Initiative – Kids

- Provided 87 (exceeding goal of 80 by 10%) presentations on dog bite prevention as part of patrol officers' in-classroom visits to area schools. DAS has continued to offer its bite prevention training to area schools through mailers and direct phone calls. DAS staff called over 40 local schools and youth activity centers and mailed a brochure detailing the specifics of the course to over 100 school staff and administrators.
- Participated in the County Library's Read for a Reason youth reading incentive program by donating 60 pet-themed books to Reach Out and Read family health clinics that partner with the San Diego County Library. The Reach Out and Read clinics, located throughout the county, promote family reading by giving books to clients and modeling interactive reading with families during well-child visits. The books donated by Animal Services were placed in waiting and exam rooms.
- Participated in the County's Workforce Academy for Youth (WAY) by providing work and training opportunities to one participant of this program. This program provides opportunities to at-risk youth by providing entry-level job training and the potential for full-time employment. DAS benefits by exposing potential employees to careers in Animal Services.
- Provided 1,200 hours (exceeding goal of 300 hours by 300%) of practical hands-on experience in veterinary assistance for Regional Occupational Program (ROP), PIMA Medical Institute and Mesa College Directed Clinical Practice students. More students than anticipated volunteered for this program due to its popularity and our relationship with these learning institutions. This opportunity gave veterinary science students valuable skills and experience in an animal shelter environment.
- Participated in the Hug-A-Bear program sponsored by the Assistance League of Rancho San Dieguito, which provides stuffed bears to public safety agencies to give to children who have suffered significant emotional trauma. Animal control officers distributed over 200 of the donated bears to emotionally distraught or traumatized individuals. Many of these bears were distributed to children at the Local Assistance Centers after the October 2007 firestorms.



Strategic Initiative – Safe and Livable Communities

- Provided 32 presentations (exceeding goal of 20 by 50%) on dog bite prevention for local area companies such as San Diego Gas & Electric (SDG&E) and local offices of the U.S. Postal Service for their employees' safety.

Required Discipline – Customer Satisfaction

- Achieved a 4.73 customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent"), exceeding goal of 4.70.

Required Discipline – Regional Leadership

- Provided emergency response and participated in the rescue, relocation, or evacuation of over 5,000 animals during the firestorms of 2007. DAS staff also provided food and supplies to animals in need and provided medical services to several dozen injured and burned animals.
- Met target of conducting eight presentations to community, service, or industry groups describing services provided by the department. These presentations included topics such as animal health, cruelty investigations, or new animal-related legislation.
- Submitted six articles to business, trade, or community newspapers to publicize departmental services and/or highlight dog bite prevention, adoption events, spay/neuter benefits and animal health issues exceeding goal of three.

Required Discipline – Skilled, Competent and Diverse Workforce

- Continued to seek qualified diverse applicants by staff attending three job fairs and advertising positions in periodicals targeted to minority populations.

Required Discipline – Continuous Improvement

- Achieved an overall 71.4% "save" rate of sheltered dogs and cats through adoptions and reuniting pets with their owners exceeding goal of 68.8% (based on a total of 26,078 intakes).
- Achieved the department's goal of zero euthanasia of any healthy, friendly animal.
- Reduced the dependency on outsourcing veterinary clinics to reduce or eliminate wait times for adopters to take possession of their new pet by increasing the number of in-house sterilization surgeries. The 52.5% increase (631) in surgeries performed by staff exceeded the goal of 33%.
- Ensured that 100% of 546 animals with a significant illness or injury were examined and treated as necessary by medical staff within 12 hours of impound. These animals were generally suffering and needed immediate medical attention.
- Developed and implemented two business process reengineering (BPR) projects to enhance operational efficiencies. The first process involved reviewing the rabies quarantine process to develop streamlined procedures and a reduction in paperwork. The second BPR project reviewed the steps involved in a process called Debt Scripting. This process involves the removal of data from an electronic database in certain cases where fees are waived. The ability to speed up this process will save time for both customers and staff.
- DAS distributed over 8,900 informational DVDs to cat and dog adopters to help them understand and meet the needs of their new pet. In Fiscal Year 2007-08, DAS measured the reasons for adoption returns. While an overall decrease was anticipated, it was noted that other factors, such as rising costs of veterinary services and housing issues, caused the total number of adoption returns to remain relatively stable.



2008-10 Objectives

Strategic Initiative – Kids

- Promote child safety and injury prevention by offering at least 80 animal safety and dog bite prevention presentations to area schools and other organizations that serve local youth.
- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read. When children read a targeted number of books, DAS will donate microchips (internal pet identification) that will be implanted into pets of needy families that have their animals altered through the Spay Neuter Action Project. Through this endeavor, children can help reunite lost pets with their owners.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and by co-hosting a minimum of 12 classroom or youth group visits to the Campus for Animal Care or other County animal shelters.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth and by providing job training opportunities to at least one participant of this program.

Strategic Initiative – Safe and Livable Communities

- Provide at least 24 dog bite prevention presentations for local area companies to promote the safety of their employees who may encounter dogs in the scope of their employment (e.g., SDG&E and the U.S. Postal Service).

Required Discipline – Customer Satisfaction

- Achieve a 4.7 or better customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline – Regional Leadership

- Make eight presentations to community or industry groups describing department services, animal health and welfare issues, cruelty investigations, and/or new animal-related legislation.
- Submit at least three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention, and/or adoption opportunities.
- Provide at least 24 spay or neuter surgeries to the Feral Cat Coalition to aid in the reduction of the feral cat population in the county.

Required Discipline – Skilled, Competent and Diverse Workforce

- Continue to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations.

Required Discipline – Continuous Improvement

- Ensure that 100% of healthy, friendly animals are reunited with their owner or adopted.
- Achieve goal of zero euthanasia of any healthy, friendly animal.
- Reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 33% (500) to reduce or eliminate wait times for adopters to take possession of their new pet.
- Ensure that at least 68.8% of an estimated 25,500 sheltered dogs and cats are reunited with their owner or adopted.
- Ensure that at least 94% of an estimated 28,700 patrol responses are on time.
- Ensure that 100% of all dogs and cats that can be safely vaccinated are vaccinated within 24 hours of intake.



- Develop and implement at least three business process reengineering improvements that reduce costs or enhance customer service, productivity, or revenue.

Related Links

For additional information about the Department of Animal Services, refer to the Web site at www.sddac.com.

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of sheltered dogs and cats either adopted or reunited with owners	68.8% of 22,473	68.8%	71.4% of 26,078 ¹	68.8%	68.8%
Percentage of on-time patrol response	94% of 26,898 calls	94%	92.8% of 27,686 calls ²	94%	94%
Percentage of adoptable shelter animals euthanized ³	0%	0%	0%	0%	0%
Percentage of euthanized animals that were treatable ⁴	13.8%	12.9%	15.8% ⁵	15.9%	15.5%
Customer Satisfaction Rating ⁶	4.70	4.70	4.73	4.70	4.70

Table Notes

¹ Based on 18,619 of 26,078 dispositioned dogs and cats.

² Patrol time response standards, varying by urgency of call, are established by contract with client cities. Based on Fiscal Year 2007-08 actuals of 27,686 calls.

³ 0% of euthanized animals equals zero healthy, adoptable animals euthanized.

⁴ Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

⁵ Actual performance for this measure did not reach the Fiscal Year 2007-08 targets. Significantly more animals with treatable conditions were taken in overall, constraining staff's ability to perform medical diagnoses and treatment of sheltered animals. In addition, medical staff focused on additional in-house spay/neuter surgeries (a State mandate for adopted pets) due to fewer private veterinary clinics willing to contract with the County for those services.

⁶ Scale of 1 to 5, with 5 being "excellent."



Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 2.00 staff years - two registered veterinary technicians to assist with the examination and treatment of sheltered animals and support additional in-house spay/neuter surgeries.

Expenditures

Net increase of \$1.0 million.

- Salaries and Benefits — net increase of \$0.6 million due to increase of two staff years and negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$0.2 million as a result of an increase in medical costs, supplies associated with additional staffing, and the rebudget of one-time costs associated with a new business software program.
- Capital Assets Equipment — increase of \$0.2 million related to purchase of a digital X-ray machine, an incident command trailer, and a transport van.

Revenues

Net increase of \$1.0 million.

- Charges for Current Services — increase of \$0.8 million based upon amounts calculated with the approved cost sharing methodology in six contract cities.
- Revenue from Use of Money & Property — increase of \$0.1 million due to lease of property.
- Use of Fund Balance – decrease of \$0.1 million due to completion of one-time purchases and projects.
- General Revenue Allocation — increase of \$0.2 million due to addition of two staff years, negotiated wage and benefit adjustments, and other expenditures noted above.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.1 million. Salaries and Benefits increase of \$0.4 million for an allowance for anticipated wage and benefit adjustments is offset by a decrease of \$0.1 million in Services and Supplies and a decrease of \$0.2 million in Capital Assets Equipment as a result of completion of one-time-only purchases.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Animal Services	124.00	126.00	126.00
Total	124.00	126.00	126.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Animal Services	\$ 12,455,489	\$ 13,239,289	\$ 14,790,566	\$ 13,194,186	\$ 14,233,601	\$ 14,287,938
Total	\$ 12,455,489	\$ 13,239,289	\$ 14,790,566	\$ 13,194,186	\$ 14,233,601	\$ 14,287,938

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 8,680,726	\$ 9,399,352	\$ 9,604,352	\$ 9,206,585	\$ 10,008,539	\$ 10,398,624
Services & Supplies	3,774,763	3,839,937	5,111,214	3,987,602	4,039,359	3,889,314
Capital Assets Equipment	—	—	75,000	—	185,703	—
Total	\$ 12,455,489	\$ 13,239,289	\$ 14,790,566	\$ 13,194,186	\$ 14,233,601	\$ 14,287,938



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 2,106,454	\$ 2,303,714	\$ 2,303,714	\$ 2,317,113	\$ 2,303,714	\$ 2,303,714
Fines, Forfeitures & Penalties	9,036	13,000	13,000	6,893	13,000	13,000
Revenue From Use of Money & Property	17,592	—	—	51,672	50,000	50,000
Intergovernmental Revenues	1,143,265	—	—	—	—	—
Charges For Current Services	7,286,613	7,966,542	7,966,542	7,717,581	8,770,151	8,955,191
Miscellaneous Revenues	36,994	35,100	35,100	60,535	35,100	35,100
Use of Fund Balance	(551,202)	375,000	1,926,277	494,459	280,703	—
General Revenue Allocation	2,406,737	2,545,933	2,545,933	2,545,933	2,780,933	2,930,933
Total	\$ 12,455,489	\$ 13,239,289	\$ 14,790,566	\$ 13,194,186	\$ 14,233,601	\$ 14,287,938



County Library



Department Description

The County Library provides services at 33 branch libraries and two mobile libraries. Library services include providing information in print, non-print, and online formats for lifelong learning; promoting reading and literacy skills; instruction and facility access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Kids

- Increased the 2007 youth summer reading enrollment by 72% (from 13,417 to 23,097) in 2008 by involving parents and caregivers in library-sponsored literacy activities, surpassing the goal of 10%. This increase was due to increased outreach and developing a program to target new customers. The County's Library's program to target new customers is being copied throughout the State.
- Increased the number of baby story times offered at branches from 9 to 11 programs per month to expose families to library services and promote early literacy activities in families.

Strategic Initiative – The Environment

- Raised 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 2007-08.

Strategic Initiative – Safe and Livable Communities

- Increased the number of participants enrolled in the San Diego County Literacy Program by 60% (110 to 176), exceeding the target of 36%.
- Reduced workplace injuries and workers' compensation costs (injuries from 36 to 27, a 25% reduction and costs from \$120,975 to \$96,318, a 20.4% reduction) through participation in the Work Safe/Stay Healthy program.
- Increased participation in adult programs that promote lifelong learning by 319% (from 15,013 to 63,027). The larger than expected increase was a result of increased emphasis on developing consistent theme-specific adult programming throughout the Library branches.
- Opened the new Encinitas Branch Library.

Required Discipline – Continuous Improvement

- Completed development of the business requirements document through the County's Information Technology vendor to implement printing and copy control software and hardware on the public computers to ensure responsible use of printing resources.
- Implemented a mobile computer training system that is transportable to branches throughout the county for use in Library programs and services to improve computer training for library customers and staff.



2008-10 Objectives

Strategic Initiative – Kids

- Increase the 2008 youth summer reading enrollment by 10% (from 23,097 to 25,400) in Fiscal Year 2008-09 by involving parents and caregivers in library-sponsored literacy activities.
- Maintain the number of baby story times offered at 11 programs per month to expose families to library services and promote early literacy activities in families.

Strategic Initiative – The Environment

- Implement a recycling and selection policy at all branches to reduce the number of non-rechargeable batteries purchased by the San Diego County Library (SDCL) by 90% and support recycling of all batteries purchased by SDCL staff.

Strategic Initiative – Safe and Livable Communities

- Meet the informational, recreational, and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and SDCL has the capacity to meet these goals.
 - Maintain the planned schedule of library operations.
 - Provide virtual library services that are available and relevant such as E-books, audio downloads, and access to premium databases.

- Ensure that collections, materials, and programs are current and relevant to meeting the needs and interests of a dynamic community.
 - Ensure that materials in the Library's collection stay relevant by meeting the planned Annual Average Circulation per Item.
 - Increase participation in adult programs that promote lifelong learning by 5% (from 36,950 to 38,800).
 - Ensure quality of service is maintained by meeting performance measures for customer and mystery shopper ratings.
 - Increase the number of participants enrolled in the San Diego County Literacy Program by 15% (176 to 202).
- Work with the design and construction teams to ensure the new library branches at Ramona, Fallbrook, and Lincoln Acres meet community needs and fulfill the Library's mission for those communities.

Required Discipline – Continuous Improvement

- Implement a printing and copy control software and hardware system on the public computers to ensure responsible use of printing resources.
- Reduce workplace injuries by 5% (from 31 to 30) and maintain workers' compensation costs at \$100,000.

Related Links

For additional information about the County Library, refer to the Web site at www.sdcl.org.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Library hours open ¹	77,976.5	80,300	83,381.5	83,600	83,600
Annual average circulation per item ²	3.08	3.0	3.1	3.1	3.2
Annual San Diego County Library Web hits ³	20,989,255	26,179,400	40,492,834	46,900,000	50,000,000
Specialty subscription database usage per capita ⁴	1.38	1.40	1.45	N/A	N/A
Use of SDCL virtual library services per capita ⁵	8.19	8.25	8.25	N/A	N/A
Average satisfaction rating ⁶	4.65	4.75	4.70	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County ⁷	4.78	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library ⁸	N/A	N/A	4,325,378	4,170,000	4,400,000

Table Notes

¹ Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2007-08 Actual is higher than Adopted levels as duration of remodeling closures, weather, and facilities issues were less than anticipated. Fiscal Year 2008-09 and Fiscal Year 2009-10 anticipate closings for needed renovations.

² 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.

³ Annual library Web hits are used by libraries as a measure of public use of virtual library services. Use of this measure allows inter-library comparisons.

⁴ Specialty subscription database usage per capita measures the usage by library patrons of premium databases that are not available on the general Internet. Vendors providing these services are in the process of converting to a new standard set of data for reports to libraries that is not consistent with previous reports. SDCL is therefore unable to provide a statistic that is comparable to prior year data. For Fiscal Year 2008-09 SDCL will determine the baseline for this important statistic and begin reporting using the new data measure in Fiscal Year 2009-10.



⁵ Use of SDCL virtual library services per capita measures the use of E-Books, audio downloads, and catalog Web hits by library patrons. Use of these services represents the penetration of Virtual Library Services in the community. Vendors providing these services are in the process of converting to a new standard set of data for reports to libraries that is not consistent with previous reports. SDCL is therefore unable to provide a statistic that is comparable to prior year data. For Fiscal Year 2008-09 SDCL will determine the baseline for this important statistic and begin reporting using the new data measure in Fiscal Year 2009-10.

⁶ On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.

⁷ On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.

⁸ This is a new measure effective Fiscal Year 2008-09 but includes full year statistics for Fiscal Year 2007-08. The number of persons using the library is a critical measure of the success of the San Diego County Library. This measure is taken from "People Counters" that are installed at the entrance of each Branch Library. Growth of this measure shows the growth in use of physical library services.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in total staffing. Transfers between programs are based on operational needs.

Expenditures

Net increase of \$4.4 million.

- Salaries and Benefits — increase of \$1.1 million for negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$2.3 million due to one-time library automation projects, maintenance of structures, books and publications, printing and inter-departmental expenditures.
- Management Reserves — increase of \$1.0 million to address unanticipated needs and costs associated with anticipated facilities needs.

Revenues

Net increase of \$4.4 million.

- Taxes Current Property — increase of \$2.4 million, offset by a reduction in Taxes Other Than Current Secured of \$0.2 million, due to projected changes in tax revenues.
- Intergovernmental Revenues — increase of \$0.2 million as a result of anticipated State funding increases for adult programs and reimbursement for loans of materials to other jurisdictions.
- Charges for Current Services — increase of \$0.1 million as a result of implementation of a print and copy control system.
- Miscellaneous Revenues — increase of \$0.1 million due to anticipated private donations.
- Other Financing Sources — increase of \$0.4 million for completion of one-time construction projects.
- Use of Fund Balance — net increase of \$1.4 million due to rebudget of one-time projects and partial completion of library automation projects. Use of Fund Balance in



the amount of \$6.1 million includes establishment of a management reserve and appropriations for completion of library automation and construction projects.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$3.8 million due to a decrease of \$5.4 million in Services and Supplies as a result of the anticipated completion of one-time automation and constructions

projects, offset by an increase of \$0.9 million in Salaries and Benefits as an allowance for anticipated wage and benefit adjustments, and an increase of \$0.7 million in Management Reserves to address unanticipated needs.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Library Operations and Administration	23.50	23.50	23.50
Library Professional & Technical Support Service	50.50	50.25	50.25
Library Branch Operations	243.00	243.25	243.25
Total	317.00	317.00	317.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Library Operations and Administration	\$ 3,356,459	\$ 4,409,772	\$ 8,911,177	\$ 3,678,133	\$ 8,117,064	\$ 6,950,708
Library Professional & Technical Support Service	9,969,947	16,992,433	17,275,132	10,325,716	17,414,179	13,938,733
Library Branch Operations	19,537,500	19,814,942	20,169,414	21,611,610	20,082,390	20,952,010
Total	\$ 32,863,906	\$ 41,217,147	\$ 46,355,723	\$ 35,615,459	\$ 45,613,633	\$ 41,841,451

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 19,538,718	\$ 21,543,901	\$ 22,128,992	\$ 21,485,155	\$ 22,601,139	\$ 23,519,379
Services & Supplies	13,046,712	19,673,246	21,655,198	13,984,850	22,012,494	16,572,072
Other Charges	—	—	1,659	1,658	—	—
Capital Assets Equipment	278,476	—	1,115,575	100,028	—	—
Operating Transfers Out	—	—	104,299	43,769	—	—
Management Reserves	—	—	1,350,000	—	1,000,000	1,750,000
Total	\$ 32,863,906	\$ 41,217,147	\$ 46,355,723	\$ 35,615,459	\$ 45,613,633	\$ 41,841,451



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 26,932,558	\$ 26,558,655	\$ 26,558,655	\$ 28,775,127	\$ 28,981,792	\$ 30,166,088
Taxes Other Than Current Secured	1,355,509	1,205,423	1,205,423	1,621,976	983,806	977,261
Revenue From Use of Money & Property	515,085	342,935	342,935	569,013	360,835	360,835
Intergovernmental Revenues	1,003,287	821,626	821,626	873,185	971,905	971,905
Charges For Current Services	1,332,379	1,953,865	1,953,865	1,229,316	2,041,367	2,141,434
Miscellaneous Revenues	386,259	557,643	657,643	370,518	673,928	723,928
Other Financing Sources	3,570,158	5,077,000	5,237,000	5,145,716	5,500,000	4,750,000
Use of Fund Balance	(2,231,328)	4,700,000	9,578,576	(2,969,392)	6,100,000	1,750,000
Total	\$ 32,863,906	\$ 41,217,147	\$ 46,355,723	\$ 35,615,459	\$ 45,613,633	\$ 41,841,451



General Services



Department Description

The Department of General Services (DGS) 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, Mail Services, Real Estate Services, and Fleet Management. All services are provided through internal service funds (ISFs). An ISF 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.

2007-08 Accomplishments

Strategic Initiative – The Environment

- Completed \$1.5 million State grant funded project for expanding stormwater treatment upgrades at the County Operations Center (COC) facilities including the expansion of porous paving and additional stormwater treatment units. These improvements help rainwater infiltrate soil, replenish groundwater and reduce total runoff, as well as removing contaminants from the runoff that is released to the storm drain system.
- Negotiated and undertook environmental assessment of proposed site for a power-purchase contract for installation of one megawatt of solar/photovoltaic generated power to meet goals of cost savings and increased use of renewable energy resources at below market rates in support of the County's Strategic Energy Master Plan.
- Maintained an environmentally friendly Fleet operation through use of re-refined oil products (14,500 gallons), recapped tires (200), conversion to water-based parts cleaning machines for vehicle maintenance, and

recycling of oil filters, batteries, antifreeze and scrap metal. Additionally, Fleet Management installed 15 diesel particulate traps to reduce the air pollution from County heavy-duty trucks and identified all County off-road equipment requiring permits under the Portable Equipment Registration Program.

- Completed one project and began three energy conservation projects for retrofit of Heating, Ventilation, and Air Conditioning systems and controls at over 20 County facilities under a \$3.0 million energy efficiency loan from the Public Utilities Commission. This is expected to save 1.8 million kWh and \$400,000 annually in reduced energy costs with a simple payback of seven and one-half years.

Required Discipline – Regional Leadership

- Placed in the top five of the *100 Best Fleets in North America* competition sponsored by Government Fleet Magazine for the third time in three years. The program recognizes excellence in public fleet organizations in key areas, which include creativity, use of technology, staff development and resource stewardship.
- Received the California Counties Facilities Services Association “2007 Public Facilities Award of Excellence” for outstanding organizational leadership in the maintenance and life cycle extension of County of San Diego public facilities. The award represents exceptional



dedication to facilities excellence through Best Practices, Process Innovation, Staff Development, Department Automation, and Energy Conservation.

- Awarded the 2008 National Association of Counties (NACo) Achievement Award for the Facility Operations Service Contract Compliance and Audit Program. The award recognizes an innovative and comprehensive program with a documented cost savings of more than \$2.0 million for non-compliant or substandard contract performance over a three year period.
- Received two NACo 2008 Achievement Awards recognizing effective and innovative programs contributing to and enhancing County government; one for the porous paving demonstration project at the COC and one for the Countywide Specialty and Small Business Job Order Contracts program.
- Established three Local Assistance Centers within 72 hours in Fallbrook, Ramona and Spring Valley in support of the regional response and recovery efforts following Firestorm 2007.

Required Discipline – Essential Infrastructure

- Improved project delivery for major maintenance and capital projects. Of 331 active major maintenance and Capital projects, 193 were completed and 93% (179) were completed on time and within budget estimates approved as part of the Spending Plan presentation for project funding at final scope.
- Completed construction and outfitting of the Spring Valley Gym/Teen Center as the final element of the new Library and Gym/Teen Center complex.
- Began construction on the 84,000 square foot Medical Examiner and Forensic Center to be completed in December 2009.
- Completed approximately 90% of construction on Edgemoor Skilled Nursing Facility in the East County city of Santee.

- Completed Facility Condition Assessments of all County-owned facilities to support effective and timely planning of major maintenance and capital renewal of systems, equipment and facilities.
- Completed construction and occupied the new 4-S Ranch and Alpine Sheriff Stations.
- Reduced electricity consumption by 4% per square foot over baseline by implementing Energy Commission loan projects; conducted 18 energy audits; and exceeded Title 24 requirements on capital renewal projects in support of the County’s Strategic Energy Master Plan at all County facilities, including detention facilities.
- Ensured maximum availability of County law enforcement patrol vehicles to meet the transportation needs of customer departments by maintaining availability of patrol vehicles at 96% overall, and at 100% during Firestorm 2007 activities.
- Completed vehicle utilization analysis and provided information to departments with recommendations for minimizing costs of County vehicle assets.
- Provided support for the County’s Fire Services program by maintaining daily availability of 16 new fire apparatus at 99%, including Firestorm 2007 operations; acquired 13 additional fire apparatus; and created a routine maintenance program for existing fire apparatus.
- Acquired 19 hybrid vehicles that represent 61% of the eligible vehicles replaced in Fiscal Year 2007-08, exceeding County goal of 25%.
- Provided time-critical (24/7) maintenance response to customer department “emergency” requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure by responding and initiating corrective action to 100% (540) of all “emergency” requests within four hours of notification, meeting target.



- Ensured completion of scheduled “Preventive Maintenance” (PM) actions to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these same systems, by completing 96% (22,850 out of a total 23,850 annually) of PM actions, meeting target.
- Reduced postage cost to all departments by 24% by taking maximum advantage of U.S. Postal Service postage discount (\$0.10/letter) for all letters bar coded and sorted by zip code for 90% of all applicable mail on a monthly basis.
- Ensured maximum return on County-leased properties by renegotiating leases, and marketing properties to generate a 4.7% growth in leased revenues over previous year. Growth rate has slowed from previous years due to fewer available County-owned sites available for new revenue production.
- Completed Development Agreement and Sale Agreement with Lowe Enterprises by April 2008 for redevelopment of the COC, which will result in consolidation of the COC Annex with the COC over a five to seven year horizon with construction of 920,000 square feet of space. Revenue from sale of the COC Annex is anticipated to be at least \$30.0 million.
- Entered into an Exclusive Negotiation Agreement with Clark Realty for up to 700 parking spaces at the Cedar Kettner block, to support County Administration Center parking needs. Negotiations are ongoing with Clark to enter into a Development Agreement.

Required Discipline – Continuous Improvement

- Minimized the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with the average rental rate for all County office leases at or below 89% of the market rate for Class B office space.

2008-10 Objectives

Strategic Initiative – The Environment

- Reduce electricity consumption by 1% per square foot per year by implementing Energy Commission loan projects; conducting energy audits; and exceeding Title 24 requirements on capital renewal projects in support of the County’s Strategic Energy Master Plan for all County facilities.
- Expand the existing County paper recycling contract to include plastic, cans and glass to facilitate a comprehensive recycling program and help reduce the solid waste impact to local landfills.
- Establish a modified retro-commissioning program to assess system performance and implement improvements at a minimum of 10 Central Utility Plant locations to minimize energy consumption and maximize equipment efficiency.
- Implement best management practices in Fleet programs including the installation of diesel particulate traps on eligible County heavy-duty trucks, permitting of off-road equipment under the Portable Equipment Registration Program, modifications of County refueling equipment and conducting a pilot program for the use of bio-diesel.

Required Discipline – Essential Infrastructure

- Begin construction on new libraries in the communities of Ramona, Fallbrook and Lincoln Acres, and complete expansion projects at Del Mar and Descanso Libraries.
- Begin construction on the redevelopment of the County Operations Center (COC) campus in Kearny Mesa, replacing the 1960-vintage one and two-story buildings with four-story modern and energy efficient office buildings.
- Complete remodel of the San Pasqual Academy Technology and Career Information Center to support expanded student enrollment.



- Issue design-build proposals for reconstruction of housing at San Pasqual Academy destroyed in Firestorm 2007 with shelter in place features, improvements to campus infrastructure, and a new administration building.
- Ensure maximum availability of law enforcement vehicles to meet the transportation needs of customer departments by maintaining availability of patrol vehicles at 95% or more.
- Ensure the maximum availability of County supported fire apparatus by maintaining availability at 95% or more.
- Support the County's Fire Enhancement Program by acquiring and placing into service all Board of Supervisors approved new fire apparatus. Maintain maintenance program for 27 existing fire apparatus.
- Provide support to the Office of Emergency Services by establishing pre-staged emergency supply caches to support shelters during disasters and by identifying countywide transportation resources and populating Emergency Operation Center Internet databases.
- Provide time-critical (24/7) maintenance response to emergency customer department requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure by responding and initiating corrective action to 100% of all "emergency" requests within four hours of notification.
- Ensure completion of scheduled Preventive Maintenance (PM) actions to maximize the operational efficiency of County assets/infrastructure as well as maintain or prolong the design life of these same systems by completing 96% of PM actions.
- Reduce postage cost to all departments by taking maximum advantage of U.S. Postal Service postage discount (\$.08/letter) for all letters bar coded and sorted by zip code for 95% of all applicable mail on a monthly basis.
- Minimize the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with the average rental rate for all County office leases at or below 89% of the market rate for Class B office space.
- Ensure maximum return on County-leased properties by renegotiating leases and marketing additional properties to generate a 4% growth in leased revenues over previous year.
- Complete acquisition of remaining 10 parcels for the South Santa Fe Road widening project in Vista, completing an overall 58-parcel acquisition project continuing from Fiscal Year 2007-08.
- Complete lease or lease/purchase for two-acre Probation Work Projects facility which needs to be relocated from COC to make way for proposed COC development project construction.
- Acquire 100,000 square foot replacement facility for Registrar of Voters, 77,000 square foot replacement facility for Health and Human Services Agency Family Resource Center/Records, and 45,000 square foot Public Administration facilities which will be displaced from COC Annex due to COC/COC Annex redevelopment project.

Related Links

For additional information about the Department of General Services, refer to the Web site at www.sdcountry.ca.gov/general_services.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of MMIP and Capital projects completed within estimated budget ¹	91% of 393	91% of 400	93% of 193	93% of 350	93% of 300
Percentage of electricity consumption decrease per square foot (non-detention facilities) ²	N/A	1% of 14.74 kWh/SF	4% of 18.16 ³ kWh/SF	1% of 18.02 ³ kWh/SF	1% of 17.84 ³ kWh/SF
Percentage of law enforcement patrol vehicles available ⁴	95% of 507	95% of 450	96% of 539	95% of 450	95% of 450
Percentage of fire services program apparatus available ²	N/A	95% of 20	99% of 16	95% of 27	95% of 27
Percentage of time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification ²	N/A	100%	100% of 540	100%	100%
Percentage of monthly Facilities Preventive Maintenance actions completed ²	N/A	96% of 1,833	96% of 1,987	96% of 1,833	96% of 1,833
Percentage of all applicable monthly mail bar coded / total pieces of mail ²	N/A	95% of 666,000	90% of 673,858	95% of 666,000	95% of 666,000
County office space lease rate as a percentage of San Diego area Class B office rental rate ²	N/A	89%	78% ⁵	89%	89%
Percentage increase in lease revenue year-to-year	9.9% ⁶	5%	4.7% ⁷	4% ⁸	4%

Table Notes

¹ Fiscal Year 2007-08 Actuals were less than the target due to delays in Job Order Contract capacity and spending plan approvals, a decrease in the number of walk-in projects and the increase in labor only assistance on projects not reflected in the Adopted project count. The Major Maintenance Improvement Plan (MMIP) is the list of planned and predictive replacement/repair projects of major system infrastructure reviewed and approved annually by the Facilities Planning Board. The decrease in the number of projects projected to be completed in Fiscal Year 2009-10 is due to completion of Condition Assessments and improved coordination of Major Maintenance Program with Facility Planning Board and departments, allowing for consolidation of planned projects resulting in fewer, larger projects at improved efficiency and cost.

² New performance measure effective Fiscal Year 2007-08.



³ Fiscal Year 2007-08 Actuals and Fiscal Years 2008-09 and 2009-10 have been revised to include all County facilities.

⁴ Reduction in number of vehicles is due to a change in vehicle work assignment. The Sheriff's Department reassigned marked patrol vehicles from active patrol status to the Senior Volunteer program with different preventive maintenance schedules. The reassigned vehicles are still marked patrol cars but are not used in active patrol duty.

⁵ Fiscal Year 2007-08 Actuals reflect the rate obtained due to more favorable market rates. In Fiscal Years 2008-09 and 2009-10 a combination of below market County leases and anticipated continued lower overall market rents throughout the San Diego region are expected to cause the percentage rate to rise to 89%.

⁶ Fiscal Year 2006-07 Actuals represent one-time increased earnings due to parking lot increases, the Health and Human Services Agency Maximus lease, and cell phone tower sites. Five percent earnings are more representative of experience.

⁷ Increases in Fiscal Year 2007-08 were limited to consumer price index adjustments on existing revenue lease contracts.

⁸ New revenue leases will be limited to 4 or 5 new cell site locations accounting for 1% of growth; remaining 3% will be due to consumer price index (CPI) adjustments on existing revenue lease contracts.

Budget Changes: 2007-08 to 2008-09

Staffing

Net increase of 1.00 staff year.

- Net decrease of 3.00 staff years related to the Courts transfer to the State and Sheriff detention requirements.
- Increase of 2.00 staff years associated with real estate services requirements related to the COC and COC Annex redevelopment.
- Increase of 2.00 staff years due to the increased workload requirement in support of related condition assessment and annual Major Maintenance Improvement Plan needs.

Expenditures

Increase of \$5.2 million.

- Salaries and Benefits — net increase of \$1.7 million due to increased staffing and negotiated wage and benefit adjustments and salary adjustments associated with pay equity and staff retention.
- Services and Supplies — increase of \$2.6 million due to increased costs associated with contracted services, facilities maintenance, fuel, parts, and major maintenance projects.
- Other Charges — increase of \$0.2 million associated with depreciation for Fleet capital shop equipment replacement costs.
- Capital Assets Equipment — increase of \$0.2 million associated with the Fleet ISF planned vehicle acquisition replacement program.



- Operating Transfers Out — increase of \$0.5 million associated with the General Fund contribution to DGS in support of Countywide general management and statutory/regulatory services provided by DGS and support for the Major Maintenance Program.

Revenues

Increase of \$5.2 million in direct relation to the increase in expenditures. As an ISF department, General Services balances revenues with expenditures.

- Revenue from Use of Money & Property — increase of \$0.4 million due to increased rents and concessions on various properties and interest on deposits and investments.
- Intergovernmental Revenues — increase of \$0.5 million due to increased volume of mail services provided to other governmental agencies.
- Charges for Current Services — increase of \$3.6 million due to increased cost reimbursement associated with contracted services, fuel, parts, and major maintenance projects.
- Miscellaneous Revenues — increase of \$0.1 million associated with increased level of support for Business Improvement Districts.

- Other Financing Sources — increase of \$0.4 million to fund ongoing Countywide Capital, Space Planning, Americans with Disabilities Act management, regulatory programs and labor support for the Major Maintenance program.
- Use of Fund Balance — increase of \$0.2 million for the Fleet Management ISF planned vehicle acquisition purchases. The total budgeted amount (\$8.5 million) of Use of Fund Balance is to fund the Fleet Management ISF Countywide planned replacement vehicle acquisition program.

Budget Changes: 2008-09 to 2009-10

Increase of \$5.4 million and 13.00 staff years. The increase in staff years is the result of a transfer of function from Health and Human Services Agency and results in a zero net increase in staff years Countywide. Expenditure increases are the result of increased staff and an allowance for wage and benefit adjustments; increases in related Services and Supplies; and increased facilities maintenance requirements at the new Edgemoor Skilled Nursing Facility.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Facilities Management Internal Service Fund	278.00	278.00	291.00
Fleet Management Internal Service Fund	59.00	60.00	60.00
Total	337.00	338.00	351.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Facilities Management Internal Service Fund	\$ 99,960,185	\$ 109,473,258	\$ 119,764,317	\$ 101,362,311	\$ 113,303,681	\$ 117,324,067
Fleet Management Internal Service Fund	28,670,151	39,237,349	45,347,463	33,362,928	40,599,925	41,963,201
General Fund Contribution to GS ISF's	4,106,575	1,327,000	1,634,000	1,634,000	1,364,000	1,402,000
Total	\$ 132,736,912	\$ 150,037,607	\$ 166,745,780	\$ 136,359,239	\$ 155,267,606	\$ 160,689,268

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 27,073,629	\$ 29,974,121	\$ 29,974,121	\$ 29,436,227	\$ 31,722,638	\$ 33,921,564
Services & Supplies	90,401,865	97,618,500	106,280,461	92,985,377	100,238,347	102,794,265
Other Charges	9,150,992	9,475,636	9,809,636	10,014,537	9,633,353	9,897,100
Capital Assets Equipment	—	9,542,350	14,219,805	—	9,760,280	10,053,088
Contingency Reserves	—	100,000	100,000	—	103,000	106,090
Operating Transfers Out	6,110,426	3,327,000	6,361,758	3,923,099	3,809,988	3,917,161
Total	\$ 132,736,912	\$ 150,037,607	\$ 166,745,780	\$ 136,359,239	\$ 155,267,606	\$ 160,689,268



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ 2,864,999	\$ 2,181,174	\$ 2,181,174	\$ 2,330,608	\$ 2,563,671	\$ 2,647,001
Intergovernmental Revenues	563,960	428,286	428,286	777,511	937,537	966,022
Charges For Current Services	121,489,538	133,426,411	148,503,109	125,106,806	136,990,064	141,882,093
Miscellaneous Revenues	1,574,136	639,691	678,208	2,926,260	748,441	767,469
Other Financing Sources	5,852,760	3,827,370	4,134,370	3,613,238	4,209,988	4,317,161
Residual Equity Transfers In	18,000	—	—	1,230	—	—
Use of Fund Balance	(931,481)	8,207,675	9,493,633	276,585	8,453,905	8,707,522
General Revenue Allocation	1,305,000	1,327,000	1,327,000	1,327,000	1,364,000	1,402,000
Total	\$ 132,736,912	\$ 150,037,607	\$ 166,745,780	\$ 136,359,239	\$ 155,267,606	\$ 160,689,268



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.

2007-08 Accomplishments

Strategic Initiative – Kids

- Assisted 10,830 households to obtain safe, decent, and affordable housing, through rental assistance subsidies, to provide a nurturing environment for community youth.
- Provided funding for 10 public improvement projects that enrich children's lives, such as parks, libraries, and athletic fields. These included playground shade structures at the Fallbrook Community Center, improvements at the Lakeside Boys and Girls Club, improvements at the Ramona Boys and Girls Club, playground shade structures at Ramona Collier Park, an Americans with Disabilities Act (ADA) perimeter path at the Spring Valley Community Park, improvements at the Borrego Boys and Girls Club, ADA restroom improvements at the Borrego Springs Christmas Circle Park, parking lot and lighting improvements at the Phoenix Academy, improvements at the city of Imperial Beach Sports Park, and ADA improvements at seven parks within the city of Poway.

- Provided information and referral services to 280 families engaged in the pursuit of self-sufficiency through educational and support programs.
- Provided technical support for the on-site computer lab located at the Dorothy Street public housing development in Chula Vista. The computer lab facilities allow low-income youth to further their educational pursuits.

Strategic Initiative – The Environment

- All four of the federally-funded programs included in the Fiscal Year 2007-08 Annual Funding Plan received environmental review. In adherence to County principles of functional threading between departments, all reviews were conducted by the County Department of Public Works.
- Offered the Energy Efficiency Based Utility Allowance to two affordable housing proposals (Springbrook in Fallbrook and Stanley Portfolio in Spring Valley) to promote increased energy efficiency.
- Encouraged energy efficiency by employing preferential scoring of six Notice of Funding Availability applications proposing construction or rehabilitation, resulting in the creation of energy efficient units.



- Developed and implemented a Stormwater Pollution Prevention Plan at four Public Housing complexes and the County Housing and Community Development office building in order to reduce environmental hazards from entering the stormwater drains.

Strategic Initiative – Safe and Livable Communities

- Verified that all participants are in compliance with administrative policies and regulations to ensure that housing assistance is directed towards building communities free of drugs and violence.
- Implemented a Public Housing physical conditions assessment procedure in order to ensure that routine repairs and larger capital improvements are being addressed in a timely manner. The process includes tracking maintenance schedules, regularly conducting property inspections, and following up with any necessary repairs.
- Conducted 14,400 inspections throughout the County to ensure that all assisted housing meets federal housing quality standards. Inspections include annual recertification inspections, new lease inspections, and reinspections of units that failed the initial review.
- Organized 10 Community Revitalization Committee meetings. Meetings were held in each of the following District 2 communities: Alpine, the “Back Country,” Lakeside, Ramona, and Spring Valley. The Community Revitalization Committee meeting program was created by the Board of Supervisors in February 1996 to allow residents, businesses, nonprofit organizations, Chambers of Commerce, and Community Planning Groups to come together with staff from County departments and other public agencies to identify and address issues that impact the quality of life and economic vitality of the community.
- Assisted in the revitalization of lower-income neighborhoods by funding Community Development projects involving new public facilities or improvements

to existing facilities, and other community revitalization activities. Forty (40) funded projects were completed, exceeding the target of 35.

- Conducted 10 community outreach presentations to inform the public about funding opportunities available under the entitlement programs: Community Development Block Grant (CDBG), HOME Investment Partnerships Program, Emergency Shelter Grant, and Housing Opportunities for Persons with AIDS.
- Provided 20 outreach presentations to various community groups and organizations regarding Rental Assistance program information.

Required Discipline – Customer Satisfaction

- Promoted superior customer service by increasing the return rate of customer service evaluation forms by 10% over the baseline of 1,400.

Required Discipline – Continuous Improvement

- Implemented business process improvement steps that reduced the time it takes to process annual recertifications by 42%, from 120 days to 70 days.
- Implemented business process improvements that reduced the work time required to complete housing quality standards inspections by 50%, meeting target. The streamlined process work time is now 2 days, compared to the original time of 4 days.

2008-10 Objectives

Strategic Initiative – Kids

- Provide funding for a minimum of seven public improvements that enrich children’s lives, such as parks, libraries, and athletic fields.
- Provide information and referral services to a minimum of 290 low-income participants seeking self-sufficiency through educational and support programs.



- Expand family self-sufficiency efforts to include additional educational partners, job-related skills and professional/career development for low-income program participants. Host a “Career Day” focusing on youth from various programs with the goal of a minimum of 40 low-income youth learning important life skills.

Strategic Initiative – The Environment

- Ensure all federally-funded projects undergo environmental review. It is a programmatic requirement that all projects that are federally-funded must undergo environmental review before the release of funds. Additionally, environmental reviews ensure that environmental concerns that could affect viability of the project are not present.
- Provide San Diego Gas & Electric’s Low Income Home Energy Assistance Program information to rental assistance participants and landlords. This information is designed to inform program participants and landlords about available assistance relating to making households more energy efficient.

Strategic Initiative – Safe and Livable Communities

- Conduct a minimum of 10 Community Revitalization Committee meetings annually to identify and address issues that impact the quality of life and economic vitality of the community.
- Assist in the revitalization of lower-income neighborhoods with 31 Community Development projects involving new public facilities or improvements to existing facilities, and other community revitalization activities. The total number of Community Development projects completed each year may vary based on the availability of CDBG funds. Annually, CDBG program cuts as well as increased costs are reducing the number of projects that can be funded. In

addition, the cyclical nature of funding projects separately during the design and construction phases impacts the number of projects that will be completed.

- Conduct a minimum of 10 community outreach presentations annually to inform the public about the funding opportunities available under federally funded entitlement programs: CDBG, HOME Investment Partnerships Program, Emergency Shelter Grant, and Housing Opportunities for Persons with AIDS.
- Ensure that assisted housing is directed towards building communities free of drugs and violence by verifying that all participants are in compliance with administrative policies and procedures.

Required Discipline – Customer Satisfaction

- Improve customer satisfaction by increasing the return rate of customer service evaluation forms by 10% of the current rate of approximately 1,600 by June 2009. Increased customer feedback will assist the Department in responding to the changing needs of the public, particularly in the area of increased access to information and communication through cyber technology.

Required Discipline – Continuous Improvement

- Implement business process improvements in the Home Repair Loan Program to reduce loan processing time by 30% from current processing time of nine months.
- Implement business process improvements for document management to ensure successful transition to paperless Case Management using Documentum, the Countywide standard toolset for document and electronic content management.

Related Links

For additional information about the Department of Housing and Community Development, refer to the Web site at www.sdcounty.ca.gov/sdhcd/.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower ¹	99% of 10,454	97%	99% of 10,455	98%	98%
Program participants receiving educational and job training opportunities designed to enhance self-sufficiency	290	280	280	290	290
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	0	50	0 ²	50	50
Number of Community Development projects completed to enhance low-income neighborhoods and communities ³	38	35	40	31	35
Level of customer satisfaction ⁴	98.4%	98%	97%	98%	98%

Table Notes

¹ Maximum number of authorized rental assistance vouchers is 10,455; estimated funding from Housing and Urban Development for housing assistance payments is \$91.0 million.

² Projection for units exceeding energy code is an estimate based on prior years and is completely dependent on number of proposals funded through the Notice of Funding Availabilities (NOFA) process. Through the issuance of approximately \$7.0 million in two NOFAs, the department received two project proposals requesting the entire \$7.0 million available. The department is currently determining the feasibility of each proposal for possible funding allocations in Fiscal Year 2008-09.

³ A reduction of 3.75% in CDBG funding, as well as increasing project costs, result in a lower number of funded projects for Fiscal Year 2008-09.

⁴ Percentage of customers who rated HCD a 4 or 5 on a scale of 1 (unsatisfactory) to 5 (excellent) where 4 is "very satisfactory."

Budget Changes: 2007-08 to 2008-09
Staffing

Net decrease of 1.00 staff year due to decrease in the federal funding for multi-year projects administered by Community Development Division.



Expenditures

Net decrease of \$2.5 million.

- Salaries and Benefits — increase of \$0.4 million primarily due to negotiated wage and benefit adjustments.
- Services and Supplies — decrease of \$5.4 million due to reduction in one-time Documentum expenditures from prior year and decrease in the multi-year projects estimated costs.
- Other Charges — net increase of \$2.7 million due to increase in additional funding to first-time homebuyers for down payment and closing costs assistance and home acquisition loans and contributions to other agencies.
- Expenditure Transfers and Reimbursements — increase of \$0.2 million due to increase in Public Safety Group and Health and Human Services Agency Mental Health Services Act cost applied reimbursement. Since this is a reimbursement, it has the effect of a \$0.2 million decrease in expenditures.

Revenues

Net decrease of \$2.5 million.

- Intergovernmental Revenues — net decrease of \$2.2 million due to decrease in federal grant funding for multi-year projects offset by an increase in State revenues.
- Miscellaneous Revenues — decrease of \$0.1 million in multi-year projects funding sources due to decrease in estimated reconveyances from long-term loans' receivables.
- Use of Fund Balance — decrease of \$0.2 million due to prior year one-time funding to implement Documentum.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$1.4 million. Salaries and Benefits increase of \$0.1 million for an allowance for anticipated wage and benefit adjustments and decrease of \$1.5 million in Other Charges due to decrease in one-time funding for First Time Homebuyer Assistance activities under the California Home program. The net decrease is offset by \$0.1 million increase in Miscellaneous Revenues and \$1.5 million decrease in Intergovernmental Revenues based on grant funding from the California Department of Housing and Community Development.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Housing & Community Development	103.00	102.00	102.00
Total	103.00	102.00	102.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Housing & Community Development	\$ 8,890,393	\$ 10,041,210	\$ 10,106,184	\$ 9,372,464	\$ 10,117,767	\$ 10,179,672
HCD - Multi-Year Projects	8,889,456	28,286,666	33,226,765	7,571,064	25,751,686	24,251,686
Total	\$ 17,779,849	\$ 38,327,876	\$ 43,332,949	\$ 16,943,528	\$ 35,869,453	\$ 34,431,358

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 7,708,657	\$ 8,440,911	\$ 8,440,911	\$ 8,109,728	\$ 8,816,612	\$ 8,915,998
Services & Supplies	6,688,648	22,740,984	22,345,141	6,737,335	17,387,289	17,349,808
Other Charges	3,441,018	7,176,981	12,577,897	2,218,647	9,869,152	8,369,152
Expenditure Transfer & Reimbursements	(58,473)	(31,000)	(31,000)	(122,181)	(203,600)	(203,600)
Total	\$ 17,779,849	\$ 38,327,876	\$ 43,332,949	\$ 16,943,528	\$ 35,869,453	\$ 34,431,358



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 18,398,141	\$ 36,949,355	\$ 41,954,428	\$ 19,643,166	\$ 34,770,932	\$ 33,222,837
Charges For Current Services	33,290	50,000	50,000	17,508	20,000	30,000
Miscellaneous Revenues	295,284	1,550,000	1,550,000	663,155	1,450,000	1,550,000
Use of Fund Balance	(575,388)	150,000	150,000	(3,008,822)	—	—
General Revenue Allocation	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)
Total	\$ 17,779,849	\$ 38,327,876	\$ 43,332,949	\$ 16,943,528	\$ 35,869,453	\$ 34,431,358



Purchasing and Contracting



Department Description

The Department of Purchasing and Contracting operates as an internal service fund (ISF), purchasing all goods, materials, and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials. The department ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An ISF operates on a business-like model directly billing customer departments for the cost of services. Additionally, Purchasing and Contracting is responsible for the Countywide content and records management programs.

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

2007-08 Accomplishments

Strategic Initiative – The Environment

- In support of “Going Green,” the department succeeded in adding almost 600 recycled products to its available office supply list, as well as 90% certified recycled printer and toner cartridges.

Required Discipline – Fiscal Stability

- Achieved cost savings of \$2.7 million through the use of innovative procurement methods, such as reverse auctions, cooperative agreements, blanket purchase agreements and procurement card (P-Card) usage (which serves as a credit card for small purchases), exceeding the target.

Required Discipline – Customer Satisfaction

- Achieved a customer service satisfaction rating of 4.4 on a scale of 1 to 5, with 5 being extremely satisfied, as evidence of the department’s focus on quality customer service and meeting target.

Required Discipline – Regional Leadership

- Received the National Purchasing Institute’s Achievement of Excellence in Procurement award for the seventh consecutive year.
- The department’s procurement card solutions were featured in the *National Association of Procurement Card Professionals*, highlighting the importance of and steps needed in checking the federal debarred merchant lists.
- The department presented at the annual conference of the National Association of Procurement Card Professions on Avoiding Procurement Card Fraud and conducted a national phone lecture on The Role of the Procurement Card in Disaster Planning and Recovery.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provided contract management training to 55 staff who work with architectural and engineering projects (e.g., General Services, Parks and Recreation, and Public Works) to ensure proper programmatic and fiscal procedures are followed, meeting the goal.
- Trained 33 new users in the Oracle Requisition and Release Module to ensure proper purchasing procedures are followed by users, exceeding the goal of 30.



- Developed a training video on managing County records to be viewed by all County employees.

Required Discipline – Continuous Improvement

- Updated 70% (26) of purchasing policies and posted on the department's intranet site, bringing the total policies updated to 100%, meeting the target. These policies provide best practices to be followed by customers and buyers.
- Ensured the remaining 24% (12) of County departments have approved records management retention policies by providing the departments with procedures, training and assistance bringing the total to 100% and meeting the goal.
- Increased by 100% (approximately 80,000) the number of boxes with destruction dates that are stored at Iron Mountain, well exceeding the goal of 30% (25,000 boxes). Previously, over 80,000 boxes lacked destruction dates. Iron Mountain is the facility where County records are stored which are not needed on-site. Records without destruction dates risk being kept beyond the legal requirement thereby costing the County unnecessary dollars and increasing legal risks.

Required Discipline – Information Technology

- Expanded customers' ability to view current contracts electronically by completing the entry of all active contracts (over 1,200) into Documentum, the County's enterprise management system of record. Goal was met.
- Ensured that 90% of County departments (47 of 52) had Documentum Records Module (DRM) installed on their desktops, trained the employees and provided follow up to verify the module is being used to access and maintain departmental records. Exceeded the goal of 50% (26).

2008-10 Objectives

Required Discipline – Fiscal Stability

- Achieve cost savings of \$2.0 million for County customer departments through the use of innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).

Required Discipline – Customer Satisfaction

- Achieve an overall customer service satisfaction rating of 4.5 on a scale of 1-5, with 5 being extremely satisfied, as evidence of the department's focus on quality customer service.
- Achieve a customer service satisfaction rating of 4.5 on a scale of 1-5, with 5 being extremely satisfied, in the Property Disposal Division, as evidence that the division is providing excellent service to internal customers who dispose of and acquire excess County property and external customers who purchase excess property.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provide training for at least 50 County staff in proper contracting procedures through the Contracts' Academy to assist department personnel in producing quality contract documents.
- Develop and publish on the Web a customer guidebook to provide step-by-step instructions on 14 essential procurement processes which will increase the number of staff with access to training. Fifty percent (7) of the processes will be documented and published during Fiscal Year 2008-09.
- Provide training for at least 40 contract administrators and analysts in accessing and interpreting contract fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.



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- Provide individualized training to 50 County departments to ensure required operational practices related to Records and Content Management are being implemented.

Required Discipline – Continuous Improvement

- Convert at least 75% of an estimated 2,500 customer requisitions to Standard Purchase Orders within 21 calendar days of receipt to expedite service to customers.

Required Discipline – Information Technology

- Develop and implement a Web-based publishing project which will provide internal customers the ability to view over 1,200 (100%) active contracts and supportive documentation in order to improve the administration and management of contracts at the department level.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the Web site at www.sdcountry.ca.gov/purchasing/.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurements card usage, and other sources ¹	\$4.7 million	\$2.0 million	\$2.7 million	\$2.0 million	\$2.0 million
Percentage of active contracts placed on Documentum ^{2, 3} (Target 100% of 1,200)	30%	47%	47%	N/A	N/A
Customer service satisfaction rating achieved ⁴	4.6	4.4	4.4	4.5	4.5
Percentage of County departments that have approved records retention policies ³ (Target 100% of 52)	76% of 52	24% of 52	24% of 52	N/A	N/A
Percentage of purchasing policies updated ³ (Target 100% of 39)	30% of 39	70% of 39	70% of 39	N/A	N/A
Percentage of departments managing documents stored offsite utilizing Documentum Records module ⁵	N/A	50% of 52	90% of 52	N/A	N/A
Customer service satisfaction rating achieved by the Property Disposal Division ^{4, 6}	N/A	N/A	N/A	4.5	4.5
Percentage of Purchase Requisitions converted to Purchase Orders within 21 days of receipt ⁶	N/A	N/A	N/A	75% of 2,500	80% of 2,500
Percentage of procurement processes documented and Web published ⁶ (Target 100% of 14)	N/A	N/A	N/A	50% of 14	50% of 14

Table Notes

¹ The department exceeded the Fiscal Year 2007-08 goal by \$0.7 million.

² Documentum is the County's enterprise content management system that allows electronic viewing of current contract documents and acts as the system of record. This project, initiated in Fiscal Year 2005-06 with 23% of the project accomplished that year, is now complete and new contracts will be placed into Documentum on an ongoing basis.

³ This project was completed in Fiscal Year 2007-08 and will no longer be measured.



⁴ Scale of 1 to 5, with 5 being “extremely satisfied.”

⁵ Originally a two-year measure, 90% of the project was completed in Fiscal Year 2007-08. With only four departments remaining, this will no longer be included in the performance measures beginning in Fiscal Year 2008-09.

⁶ New performance measure effective Fiscal Year 2008-09.

Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 2.00 staff years.

- Increase of 2.00 staff years in the Contracting ISF unit due to the increasing customer demand for contracting services and requests for training in contract administration and procurement processes.

Expenditures

Net decrease of \$0.4 million.

- Salaries and Benefits — net increase of \$0.4 million due to the addition of two staff years, negotiated wage and benefit adjustments and allowance for terminal payout for retiring staff.
- Services and Supplies — decrease of \$0.6 million due to the deletion of one-time costs associated with Buy Net upgrade, Oracle Procurement Card module upgrade, and relocation costs for the Property Disposal Unit.
- Operating Transfers Out — decrease of \$0.3 million due to the deletion of General Fund Contribution to the ISF for the Buy Net upgrade (an automated requisitioning and purchasing system).

Revenues

Net decrease of \$0.4 million in direct relation to the decrease in expenditures; as an ISF, Purchasing and Contracting is required to balance revenues with expenditures.

- Revenue from Use of Money & Property — increase of \$0.1 million due to increase in Interest earned on Deposits.
- Charges for Current Services — increase of \$0.3 million due to anticipated increase in purchase order and P-Card transactions.
- Miscellaneous Revenues — increase of \$0.1 million due to the increase in P-Card Incentive Rebate for early payment of P-Card transactions.
- Other Financing Sources — decrease of \$0.3 million due to the deletion of one-time Buy Net upgrade.
- Use of Fund Balance — decrease of \$0.6 million due to the deletion of one-time P-Card upgrades and relocation costs and the deletion of General Fund Contribution to ISF for the Buy Net upgrade.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.3 million is primarily due to an allowance for anticipated wage and benefit adjustments and an increase in General Fund Contribution to ISF in support of the Content/Records Services.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Content/Records Services	6.00	6.00	6.00
Purchasing ISF	50.00	52.00	52.00
Total	56.00	58.00	58.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Content/Records Services	\$ 675,261	\$ 874,310	\$ 874,639	\$ 886,495	\$ 875,528	\$ 902,365
Purchasing ISF	6,309,486	7,826,033	7,895,560	6,970,932	7,638,721	7,847,812
General Fund Contribution	—	985,000	985,000	183,750	735,000	757,000
Total	\$ 6,984,747	\$ 9,685,343	\$ 9,755,199	\$ 8,041,177	\$ 9,249,249	\$ 9,507,177

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 5,001,413	\$ 5,934,299	\$ 5,934,299	\$ 5,482,139	\$ 6,328,881	\$ 6,574,908
Services & Supplies	1,988,448	2,777,626	2,616,182	2,371,861	2,210,752	2,200,653
Other Charges	8,542	16,418	16,418	3,427	2,616	2,616
Capital Assets Equipment	—	—	231,300	—	—	—
Expenditure Transfer & Reimbursements	(13,656)	(28,000)	(28,000)	—	(28,000)	(28,000)
Operating Transfers Out	—	985,000	985,000	183,750	735,000	757,000
Total	\$ 6,984,747	\$ 9,685,343	\$ 9,755,199	\$ 8,041,177	\$ 9,249,249	\$ 9,507,177



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ 207,094	\$ 59,473	\$ 59,473	\$ 214,754	\$ 146,000	\$ 193,234
Intergovernmental Revenues	143	—	—	94	—	—
Charges For Current Services	6,877,860	7,139,228	7,139,228	7,139,270	7,428,359	7,562,153
Miscellaneous Revenues	165,490	133,084	133,084	263,353	204,890	237,790
Other Financing Sources	(18,925)	985,000	985,000	182,520	735,000	757,000
Use of Fund Balance	(246,916)	633,558	703,414	(493,813)	—	—
General Revenue Allocation	—	735,000	735,000	735,000	735,000	757,000
Total	\$ 6,984,747	\$ 9,685,343	\$ 9,755,199	\$ 8,041,177	\$ 9,249,249	\$ 9,507,177



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 (USD RIP) 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 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.

2007-08 Accomplishments

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Issued a notice of Funding Availability (NOFA) making approximately \$1.5 million available for funding multi-family rental housing developments within or in close proximity to the redevelopment project area. The Agency targeted housing development proposals that would meet the inclusionary housing obligation as required by California Redevelopment Law. 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 obligation. The Agency has made available 15 affordable units outside the project area and is required to provide an additional eight affordable units within the project area to low- and moderate-income households.

- Provided safe and decent housing opportunities to 31 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

Strategic Initiative – Safe and Livable Communities

- Updated the USD RIP Five-Year Implementation Plan in September 2007 with a new fire station and programs to reduce Transportation Impact Fees for private development within the Project Area and to expedite permit processing times for projects in the Redevelopment Area.
- Processed two discretionary development permits to provide trail easement additions to the San Diego River Park Regional Trail for the Regional Trails Plan in the County Trails Program.
 - Lakeside Land/River Run East Industrial Park – Added approximately 2,250 linear feet of newly constructed trail.



- Lakeside's River Park Conservancy – Added approximately one mile of newly constructed trail.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Assisted 31 low-income families through the Local Rental Subsidy Program and issued a Notice of Funding Availability that targets a housing development project that would meet the inclusionary housing requirement.
- Participated in events that exposed local children to aviation, including tours of airfield and the Sheriff's ASTREA helicopter facility.
- Hosted education day for local school children, which included a static aircraft display.

Strategic Initiative – The Environment

- Environmental study necessary to apply for federal funds for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field continued.
- Implemented integrated management and habitat control program. The use of pre-emergent and Envirotac (soil stabilizer) reduced previous erosion problems by approximately 90% around airport runway and taxiway areas. Regular mowing, tree trimming, sweeping and cleaning of drainage areas has controlled wildlife attractants, improving safety. Aircraft bird strikes, animals on runways, dust/debris visibility problems due to erosion, and tree obstructions were almost eliminated, addressing environmental needs and improving safety.

Strategic Initiative – Safe and Livable Communities

- Continued good neighbor program, responding to noise concerns and working with flight schools to minimize nighttime touch and go activity, to use alternate airports, and to use runway 27R, which minimizes noise impact.

2008-10 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 cost to low- and moderate-income households.
- Continue to provide safe and decent housing opportunities to 31 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

Strategic Initiative – Safe and Livable Communities

- Enhance the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and five-year Implementation Plan:
 - Lakeside Fire District Cooperative Agreement to assist with the financing and development of a new Lakeside fire station serving the project area.
 - Transportation Impact Fee (TIF) Reimbursement Program to reduce TIF payments for new private development within the project area.
 - Permit Processing Expedite Program for discretionary projects in the redevelopment area.
- Prepare a new Five-Year Implementation Plan and present to the Board of Directors for approval by June 2009. The new plan will expand upon the programs in the previous plan and identify specific projects for investment of tax increment.



Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Continue to assist 35 low-income families through the Local Rental Subsidy Program and meet the inclusionary housing requirement by making eight more units available at affordable cost to low- and moderate-income households.
- Host an aviation career day to expose high school students to the aviation profession.

Strategic Initiative – The Environment

- Complete environmental study and submit Federal Aviation Administration (FAA) grant application for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field.

Related Links

For additional information about Gillespie Field, refer to the website at www.sdcountry.ca.gov/dpw/airports/gillespie.html. And for additional information about the Upper San Diego River Improvement Project, refer to the website at www.sdcountry.ca.gov/dplu/usdrip.html.

Upper San Diego River Improvement Project

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Estimated property tax increment ¹	\$0	\$0	\$1.5 million	\$1.7 million	\$1.8 million
Percentage of tax increment utilized for project administration	0%	0%	9%	14%	14%

Table Notes

¹ The Project Area did not have sufficient debt to receive tax increment revenues when the Fiscal Years 2007-09 Operational Plan was prepared. Following community input and Board of Supervisors direction that affirmed the future development of the Project Area, a new Five-Year Implementation Plan has been prepared. The revised Five-Year Implementation Plan includes a program to assist the Lakeside Fire Protection District with developing a new fire station in the Project Area or vicinity. As a result, a Cooperation Agreement between the Board of Supervisors and Lakeside Fire has been prepared to obligate the Redevelopment Agency's funds to the project and to create indebtedness for the Redevelopment Agency. The agreement will provide money to the Fire District that it would not have received if the Redevelopment Agency were not in existence (approximately \$15.5 million over ten years) and fulfills a much needed service to the Project Area.



Gillespie Field Redevelopment Project

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals ¹	2008-09 Adopted ²	2009-10 Approved ³
Estimated property tax increment	\$2.0 million	\$2.0 million	\$2.2 million	\$2.2 million	\$2.3 million
Percentage of tax increment utilized for project administration	6%	6%	5%	6%	7%
Contracts Managed	109	117	112	114	118
Newly developed land leases executed (in net acres)	0.5	25.0	40 ¹	10 ²	25 ³

Table Notes

- ¹ Fiscal Year 2007-08 – 25-acre Weld Blvd. site.
- ² Fiscal Year 2008-09 – Marshall Ave Industrial.
- ³ Fiscal Year 2009-2010 – Cajon Air Center – Phase I.

Budget Changes: 2007-08 to 2008-09

Upper San Diego River Improvement Project

Expenditures

Net increase of \$4.4 million.

- Other Charges — increase of \$4.1 million for payment to the Lakeside Fire Protection District and other agencies for development of a new fire station in accordance with the Cooperation Agreement.
- Operating Transfers Out — increase of \$0.3 million for payment to the USDRIP Housing Fund to assist in facilitating the creation of low- and moderate-income housing programs within the project area.

Revenues

Increase of \$4.4 million.

- Taxes Other Than Current Secured — increase of \$1.7 million to assist the Lakeside Fire Protection District with developing a new fire station and allow payment to the USDRIP Housing Fund to assist in facilitating the creation of low- and moderate-income housing programs within the project area.
- Other Financing Sources — increase of \$0.3 million due to an increase in the 20% tax increment revenue to create low- and moderate-income housing programs within the project area.
- Use of Fund Balance — increase of \$2.4 million for planning activities in the redevelopment project area associated with the Five-Year Implementation Plan to assist the Lakeside Fire Protection District with developing a new fire station in the project area.



Gillespie Field Redevelopment Project

Expenditures

Net Increase of \$0.2 million.

- Other Charges — increase of \$0.1 million due to increase in settlement agreement payments to school districts.
- Operating Transfers Out — increase of \$0.1 million due to increased 2005 bond issue debt service payment.

Revenues

Net Increase of \$0.2 million

- Taxes Other Than Current Secured — increase of \$0.2 million due to increased tax increment revenue.
- Revenue from Use of Money & Property — increase of \$0.1 million due to increased interest.
- Other Financing Sources — increase of \$0.04 million due to increase in tax increment (20% set aside) for low- and moderate-income housing.

- Use of Fund Balance — decrease of \$0.16 million. The Use of Fund Balance covers budgeted expenditures over the projected gross tax increment revenue for administrative costs, pass throughs to school districts, and operating transfers to the Housing Fund. An increase in tax increment revenue decreased the need for use of fund balance.

Budget Changes: 2008-09 to 2009-10

Upper San Diego River Improvement Project

Decrease of \$2.9 million due to reduction in one-time support to the Lakeside Fire Protection District.

Gillespie Field Redevelopment Project

No significant changes.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Upper San Diego River Redevelopment Project Area	\$ 242,935	\$ 641,286	\$ 4,788,286	\$ 753,523	\$ 5,082,350	\$ 2,184,350
Gillespie Field Redevelopment Project Area	4,836,420	5,310,872	5,446,150	4,788,360	5,496,697	5,532,252
Total	\$ 5,079,355	\$ 5,952,158	\$ 10,234,436	\$ 5,541,883	\$ 10,579,047	\$ 7,716,602

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies	\$ 1,658,137	\$ 606,276	\$ 672,331	\$ 229,709	\$ 588,269	\$ 570,808
Other Charges	1,770,478	2,338,739	6,200,059	2,034,467	6,612,503	3,748,959
Operating Transfers Out	1,650,740	3,007,143	3,362,047	3,277,707	3,378,275	3,396,835
Total	\$ 5,079,355	\$ 5,952,158	\$ 10,234,436	\$ 5,541,883	\$ 10,579,047	\$ 7,716,602



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Other Than Current Secured	\$ 2,006,840	\$ 1,992,447	\$ 3,517,447	\$ 3,320,706	\$ 3,895,422	\$ 4,014,177
Revenue From Use of Money & Property	328,593	188,803	189,545	349,220	305,350	305,590
Miscellaneous Revenues	1,380,173	—	—	—	—	—
Other Financing Sources	1,650,740	3,007,143	3,956,606	3,255,152	3,378,275	3,396,835
Use of Fund Balance	(286,991)	763,765	2,570,838	(1,383,195)	3,000,000	—
Total	\$ 5,079,355	\$ 5,952,158	\$ 10,234,436	\$ 5,541,883	\$ 10,579,047	\$ 7,716,602



Registrar of Voters



Department Description

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

Mission Statement

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

2007-08 Accomplishments

Strategic Initiative – Kids

- Increased participation in the Student Poll Worker Program for high school students by 105% (538 to 1,102) for the February 2008 Presidential Primary. Applications were received after the placement deadline and positions had already been given to other poll workers, thus resulting in fewer students than anticipated. Increased participation by 374% (136 to 645) for the June 2008 Statewide Primary. Fewer students participate in June due to school year end activities.
- Continued to support voter registration programs for eligible high school students by providing registration forms to 100% of the region's 98 high schools for the February 2008 Presidential Primary and June 2008 Statewide Primary.

- Produced a video documentary for the Filipino, Spanish and Vietnamese communities on the importance of civic participation in the election process in conjunction with Media Arts Center San Diego's Teen Producers Project, a youth-based program for ages 9 to 18 years.
- Promoted Child Adoption and Foster Parenting and the Childhood Lead Poisoning Prevention Program in informational "filler" pages printed in the Sample Ballot and Voter Information Guide mailed to as many as 1,369,496 registered voters for the February 2008 Presidential Primary and the June 2008 Statewide Primary in support of the County's initiative on healthy children and families.

Strategic Initiative – The Environment

- Distributed information on County environmental issues to educate citizens about conservation efforts or to reduce environmental risks regarding the San Diego Regional Stormwater Program by using "filler" pages printed in the Sample Ballot and Voter Information Pamphlet mailed to as many as 1,369,496 registered voters for the February 2008 Presidential Primary and the June 2008 Statewide Primary elections.
- Continued to recycle 100% of obsolete printed election materials.



Strategic Initiative – Safe and Livable Communities

- Conducted the February 2008 Presidential Primary and June 2008 Statewide Primary, converting from touch screen voting to paper ballot voting per the requirements set forth by the Secretary of State.
- Increased the number of permanent vote-by-mail voters by 30.2% (357,270 to 465,326) during fiscal year. This was the result of a campaign launched in October 2007 whereby applications were mailed to all the County's active voters who were not currently a permanent vote-by-mail voter, giving them the opportunity to become one.
- Redesigned the front pages of the Sample Ballot Voting Information Guide to provide additional voter instructions for the nonpartisan voter for the February 2008 Presidential Primary and the June 2008 Statewide Primary elections.
- Conducted special elections for the East County Fire Protection District, Pine Valley Fire Protection District, Potrero Community Planning Area, Campo Fire County Service Area (CSA) No. 112, and San Diego County Employees Retirement Association.
- Maintained the accuracy and integrity of the voter registration file by identifying, researching, and removing or updating 1,680,000 voter registration records in accordance with State and federal law.
- Verified and certified Statewide and local petitions for a total of 2.1 million submitted signatures during the peak election processing period for the February and June 2008 Primary elections.
- Distributed information about Assessor/Recorder/County Clerk family real property transfers, tax postponements and exclusions for seniors' program through the informational "filler" pages printed in the Sample Ballot and Voter Information Guide mailed to as many as 1,369,496 registered voters for the February and June elections of 2008.

Required Discipline – Customer Satisfaction

- Achieved the goal of a customer satisfaction rating of 4.63 or better (on a scale of 1 to 5) while converting from touch screens to paper ballot voting for the February and June 2008 Statewide Elections.
- Completed 100% of the 106 translation service requests needed during the fiscal year. The translations resulted in providing the Filipino, Spanish and Vietnamese communities an opportunity to understand and cast their ballot independently in their respective primary language.

Required Discipline – Continuous Improvement

- Processed 100% of valid voter registrations received (19,322 for February and 5,869 for June) at the close of registration (15 days prior to Election Day) within seven days of receipt to ensure eligible registrants have the opportunity to vote in the February and June Statewide Elections.
- Processed 99% or 355,928 of mail ballots received by Monday after Election Day for the February 2008 Presidential Primary, and processed 99.8% or 282,182 for the June 2008 Statewide Primary, exceeding target of 97%.
- Ensured polling sites were sufficiently staffed with qualified personnel by accomplishing the following, exceeding targeted dates:
 - Exceeded recruiting 100% of Precinct Inspectors 23 days prior to the February 2008 Presidential Primary Election by 11 days. Exceeded recruiting 100% of Precinct Inspectors 21 days prior to the June 2008 Statewide Primary by 19 days.
 - Exceeded recruiting 90% of Touch Screen Inspectors 21 days prior to the February 2008 Presidential Primary Election by 11 days. Exceeded recruiting 90% of Touch Screen Inspectors 19 days prior to the June 2008 Statewide Primary by 19 days.



- Recruited 100% of bilingual poll workers by 11 days prior to the February 2008 Presidential Primary Election. Recruited 100% of bilingual poll workers 9 days prior to the June 2008 Statewide Primary, meeting the respective goals.
- Implemented a Web-based poll worker training component in advance of the February 2008 Presidential Primary Election to determine comprehension of training materials by poll workers and provide them with performance feedback.
- Enhanced the processing efficiency of sorting the incoming envelopes containing vote-by-mail ballots by implementing an electronic mail sorter in coordination with the County Department of General Services, Mail Services Division.

2008-10 Objectives

Strategic Initiative – Kids

- Increase participation in the Student Poll Worker Program for high school students by 5% (1,539 to 1,616) for the November 2008 Statewide General Election and 5% (170 to 179) for the June 2010 Statewide Primary.

Strategic Initiative – The Environment

- Continue to distribute information on County environmental issues to educate citizens about conservation efforts or to reduce environmental risks by using “filler” pages printed in the Sample Ballot and Voter Information Guide mailed to all registered voters for the November 2008 Statewide Election.

Strategic Initiative – Safe and Livable Communities

- Conduct the November 2008 General Statewide and the June 2010 Primary Elections.

Required Discipline – Customer Satisfaction

- Maintain a 4.65 or better customer satisfaction rating (on a scale of 1 to 5).

Required Discipline – Continuous Improvement

- Continue to process 100% of valid voter registrations received at the close of registration (15 days prior to Election Day) within seven days of receipt to ensure eligible registrants have the opportunity to vote in the November 2008 Statewide Election.
- Process 97% of mail ballots received by Monday after Election Day for the November 2008 Statewide Election.
- Ensure polling sites are sufficiently staffed with qualified personnel through the following efforts:
 - Recruit 100% of Precinct Inspectors by 23 days prior to Election Day for the November 2008 General and 34 days prior to the June 2010 Primary Statewide Elections.
 - Recruit 90% of Touch Screen Inspectors by 21 days prior to Election Day for the November 2008 General Election and 33 days prior to the June 2010 Statewide Primary Election.
 - Recruit 100% of bilingual poll workers by 11 days prior to the November 2008 General Election and the June 2010 Statewide Primary Election.
- Continue to enhance the processing efficiency and effectiveness of vote-by-mail ballots by implementing electronic processes to screen, scan, and verify signatures on returned envelopes.

Related Links

For additional information about the Registrar of Voters, refer to the Web site at www.sdcountry.ca.gov/voters/Eng/Eindex.html.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Overall Customer Satisfaction Rating ¹	4.59	4.65	4.63	4.65	4.65
Percentage of valid voter registrations received at close of registration that are processed / Total # of registrations received ²	100% of 10,593	100% of 15,000	100% of 25,191	100% of 55,000	100% of 10,500
Percentage of precincts tallied by 11:30 p.m. Election Night ³	18% of 1,650	25% of 1,650	36% of 1,652	10% of 1,650	10% of 1,650
Percentage of total mail ballots received that are tallied by the Monday after Election Day ⁴	94.5% of 323,464	97% of 333,000	99.8% of 282,182	97% of 408,500	98% of 375,000
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁵	22 days	21 days	40 days	23 days	34 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁵	20 days	19 days	38 days	21 days	33 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited ⁵	7 days	9 days	9 days	11 days	11 days

Table Notes

¹ Scale of 1-5, with 5 being “excellent.” During Fiscal Year 2007-08, imposed requirements by the Secretary of State led to converting from electronic voting to paper ballot voting processes. For Fiscal Year 2008-09 and Fiscal Year 2009-10, the 4.65 rating is being maintained due to the uncertain election process.

² This measure tracks the number of valid registrations that are processed at the close of registration, just 15 days prior to major elections, to ensure eligible registrants have the opportunity to vote on Election Day. There were two major elections in Fiscal Year 2007-08. Therefore, the 2007-08 actuals represent the valid registrations for the February 2008 Special Presidential Election and the June 2008 Statewide Direct Primary. The number of voter registrations received is projected to be higher in Fiscal Year 2008-09 due to the Presidential General Election, which has the highest activity level of the four year election cycle.

³ During Fiscal Year 2007-08, imposed requirements by the Secretary of State led to converting from electronic voting to paper ballot voting affecting the tally percentage. For Fiscal Year 2008-09 and Fiscal Year 2009-10, the percentage is reduced due to the uncertain voting processes. The Fiscal Year 2007-08 Actuals reported are for the regularly scheduled June 2008 Statewide Primary.



⁴ The projected number of mail ballots received is higher in Fiscal Year 2008-09 due to the Presidential General Election, which has the highest activity level of the four year election cycle. The Fiscal Year 2007-08 Actuals reported are for the regularly scheduled June 2008 Statewide Primary.

⁵ This measure tracks the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, and poll workers with targeted language skills. The more days prior to the election that workers are recruited the better the likelihood there will be sufficient staffing at the polls on Election Day. For Fiscal Year 2008-09, the number of days is being maintained due to the uncertain election process. For Fiscal Year 2009-10, the goal is to recruit poll workers earlier in order for the first week of training classes to be filled (22 days before the election) and for poll workers to receive that training class notice as early as 34 days before the election. The Fiscal Year 2007-08 Actuals reported are for the regularly scheduled June 2008 Statewide Primary.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net decrease of \$12.3 million.

- Salaries and Benefits — net decrease of \$2.5 million due to decrease in temporary help required as a result of only one major election scheduled in November, offset by an increase for negotiated wage and benefit adjustments for permanent staff.
- Services and Supplies — decrease of \$8.6 million due to reduction in the number of elections.
- Capital Assets Equipment — decrease of \$5.2 million due to conversion from touch screens to paper ballot voting process.
- Reserve/Designation — increase of \$4.0 million to provide sustaining funding for election years with fewer billable participating jurisdictions and establish a designation for voting equipment replacement.

Revenues

Net decrease of \$12.3 million.

- Intergovernmental Revenues — decrease of \$3.7 million due to a decrease of \$5.5 million in Help America Vote Act (HAVA) grant revenues for touch screens and other elections' reimbursements, offset by an increase of \$1.9 million of Senate Bill 90, *State Mandated Reimbursement*, revenue for reimbursement for the February and June 2008 elections.
- Charges for Current Services (Election Services) — increase of \$2.5 million as a result of the greater number of billable jurisdictions that participate in the General Election as compared to the Primary election.
- Reserve/Designation — decrease of \$1.2 million due to only one major election scheduled in November.
- Use of Fund Balance — decrease of \$10.0 million also due to only one major election scheduled in November. The \$4.2 million balance in Use of Fund Balance is due to the \$3.5 million sustaining funding for low revenue election years, \$0.2 million rebudget of information technology costs and the designation for voting equipment replacement of \$0.5 million.
- General Revenue Allocation — increase of \$0.1 million to provide funding for an anticipated wage and benefit adjustment for permanent staff.



Budget Changes: 2008-09 to 2009-10

Net decrease of \$4.6 million. Decreases of \$0.6 million in Services and Supplies, \$0.2 million in Capital Assets Equipment, \$4.0 million in Reserve/Designation and corresponding revenues as a result of only one Primary

Election scheduled in Fiscal Year 2009-10. These decreases are offset by an increase of \$0.2 million in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Registrar of Voters	63.00	63.00	63.00
Total	63.00	63.00	63.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Registrar of Voters	\$ 30,521,463	\$ 36,541,222	\$ 46,722,637	\$ 26,556,080	\$ 24,232,644	\$ 19,640,412
Total	\$ 30,521,463	\$ 36,541,222	\$ 46,722,637	\$ 26,556,080	\$ 24,232,644	\$ 19,640,412

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 7,221,751	\$ 12,013,819	\$ 12,099,319	\$ 9,837,709	\$ 9,551,278	\$ 9,794,445
Services & Supplies	22,376,835	19,068,478	28,848,983	16,684,552	10,449,063	9,845,967
Capital Assets Equipment	—	5,458,925	5,774,335	33,971	214,200	—
Expenditure Transfer & Reimbursements	—	—	—	(152)	—	—
Reserve/Designation Increase	922,877	—	—	—	4,018,103	—
Total	\$ 30,521,463	\$ 36,541,222	\$ 46,722,637	\$ 26,556,080	\$ 24,232,644	\$ 19,640,412



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 14,699,912	\$ 6,486,926	\$ 14,478,929	\$ 5,723,713	\$ 2,757,540	\$ 1,480,000
Charges For Current Services	6,879,486	2,550,000	2,550,000	4,372,493	5,055,000	1,860,000
Miscellaneous Revenues	156,233	150,000	150,000	202,244	150,000	150,000
Reserve/Designation Decreases	—	1,200,000	1,200,000	1,200,000	—	3,573,412
Use of Fund Balance	(1,214,168)	14,221,296	16,410,708	3,124,630	4,218,103	425,000
General Revenue Allocation	10,000,000	11,933,000	11,933,000	11,933,000	12,052,001	12,152,000
Total	\$ 30,521,463	\$ 36,541,222	\$ 46,722,637	\$ 26,556,080	\$ 24,232,644	\$ 19,640,412

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

Finance and General Government Group & Executive Office



Group Description

The Finance and General Government Group provides a variety of services to employees and the public. A primary function of the Finance and General Government Group is to provide essential support services and infrastructure to the organization that enable the County to achieve the goals laid out in the Strategic Plan and to adhere to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative, and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Required Disciplines:

- Consistent and fair administration of laws, regulations and policies.
- Targeted and effective training to ensure that employees are informed of laws and regulations.
- Genuine respect for our fiduciary responsibilities as stewards of taxpayer resources.
- Maintenance of a robust and capable workforce focused on employee development.
- Use of enabling technologies to improve business processes and operational excellence.
- Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.

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
- Grand Jury
- Human Resources
- Media and Public Relations

Mission Statement

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

2007-08 Accomplishments

The Finance and General Government Group continued to provide the critical financial, human resources, legal, legislative, technology, and general government support necessary to carry out the County's Strategic Plan using the strength of the GMS. The Group's effectiveness is demonstrated through the successes described below which are a result of constant planning and analysis of emergent issues.

Required Discipline – Fiscal Stability

- As part of an overall strategy to fund the highest priority projects in the Capital Improvements Needs Assessment, aligned long-term financial obligations and capital needs to ensure that public dollars are used as efficiently and effectively as possible.
- Implemented strategy to manage the reporting requirements and costs associated with Other Post Employment Benefits (OPEBs) to ensure the long-term financial strength of the organization and accountability to taxpayers.



- Evaluated all opportunities to reduce General Fund costs associated with the County's existing debt portfolio resulting in the early repayment of \$120.0 million of Pension Obligation Bonds.
- Collaborated with Land Use and Environment Group to establish working policies and procedures for Community Facility District formation and financing activities.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensured the long-term ability of the County to meet growing service needs of the public by active succession planning and employee development through the online Learning Management System, which allows employees and supervisors to conveniently register for and document training, including web based tutorials and distance learning courses that avoid travel time and minimize costs.
- Developed and implemented the first annual County Finance Academy to strengthen the financial skills of employees across the organization. Forty employees participated in the first academy.

Required Discipline – Accountability/Transparency

- Led efforts to engage County departments in measuring and reporting performance outcomes to provide an accurate reporting to taxpayers of results achieved by the expenditure of public funds.

Required Discipline – Continuous Improvement

- Supported the records management activities of Finance and General Government Group departments to effectively manage the access, retention, and destruction of records while maintaining regulatory compliance, streamlining business processes, improving operational efficiency, and reducing costs.

Required Discipline – Information Technology

- Continued activities towards the replacement of obsolete legacy property tax systems with a state-of-the-art Integrated Property Tax System and related reengineering of business processes to achieve improvements in efficiency, performance, and service to the public.
- Completed technical specifications in preparation to upgrade two of the County's core financial applications, Oracle and KRONOS, to improve operational efficiency and maximize value to taxpayers.
- Completed transformation of the County's information technology (IT) operating environment resulting in improved operational efficiencies and service levels.
- Implemented upgrades to the County's performance measurement application in order to effectively monitor performance outcomes and service levels to the public.
- Launched a redesigned County Web site to standardize a new look and feel layout resulting in the successful branding of the County of San Diego Web site. The Web site is more citizen-friendly, provides dynamic information and can be maintained and updated at a reduced cost.

2008-10 Objectives

The Finance and General Government Group will continue to provide superior financial, human resources, legal, legislative, audit, and other services for the County of San Diego to ensure financial integrity, promote accountability in government, and maintain the public trust. Under the leadership of the Chief Financial Officer, the Finance and General Government Group will remain committed to developing a structurally balanced budget, limiting the use of one-time funding to one-time projects, maintaining prudent reserves, investing in preventative maintenance, and managing long-term debt. These strong fiscal and



management practices will enable the County to manage through periods of economic uncertainty while continuing to deliver superior services to residents.

Required Discipline – Fiscal Stability

- Aggressively pursue opportunities to reduce costs associated with the County’s existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt.
- Effectively manage the Treasurer’s Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principle or liquidity.

Required Discipline – Customer Satisfaction

- Deliver the highest quality legal services in an efficient and economic manner to facilitate the achievement of County government’s goal to better serve the residents of San Diego County.
- Support and maintain the new customer service program Serving Everyone with Excellence by implementing Customer Service Boot Camp.

Required Discipline – Skilled, Competent and Diverse Workforce

- Safeguard public resources by continuing to ensure that employees adhere to laws, regulations, and policies through ongoing training and employee development programs such as management seminars, training academies, and continuing legal education.
- Improve efficiency in the recruitment and hiring of highly-qualified employees by enhancing on-campus relationships with student and faculty organizations, advertising employment opportunities in culturally diverse publications and Web sites, and attending job fairs that are targeted at diverse populations.

Required Discipline – Accountability/Transparency

- Provide audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise, and a best use of resources.
- Create, maintain, and provide official County records so that all citizens and customers may benefit from these services.

Required Discipline – Information Technology

- Provide IT support to County departments so that they may continue to enhance services available to the citizens of San Diego County, including the replacement of obsolete property tax systems with a state-of-the-art Integrated Property Tax System, and focus on related reengineering of business processes to achieve improvements in efficiency, performance, and service to the public to maximize value to the taxpayers.
- Continue activities to upgrade the County’s core financial software applications, including data warehouse technology, to improve operational efficiencies.
- Begin transformation of the desktop operating system to allow the County to take advantage of new technology.

Related Links

For more information on the Finance and General Government Group, refer to the Web site at www.sdcounty.ca.gov/fg3.

Executive Office Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Increase of \$17.0 million.



- Salaries and Benefits — net increase of \$0.02 million for negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$12.3 million to support the one-time information technology initiatives, including the upgrade of the Oracle Financials application, the upgrade of the KRONOS timekeeping application, and the development of the Enterprise Data Warehouse.
- Management Reserves — increase of \$4.7 million. Total of \$9.7 million will support all unanticipated needs in the Finance and General Government Group, including revenue shortfalls which may manifest due to the weakening economy.

Revenues

Increase of \$17.0 million.

- Use of Fund Balance — increase of \$17.0 million to support one-time information technology initiatives described above. The remaining Use of Fund Balance will fund management reserves.
- General Revenue Allocation — increase of \$0.1 million to fund expenditures noted above.

Executive Office Budget Changes: 2008-09 to 2009-10

Net decrease of \$22.4 million as a result of decrease of \$13.0 million in Services and Supplies and \$9.7 million in Management Reserves due to the anticipated completion of one-time information technology initiatives, offset by an increase of \$0.3 million in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments.



Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Finance & Genl Govt Exec Office	11.00	11.00	11.00
Board of Supervisors	59.00	59.00	59.00
Assessor / Recorder / County Clerk	462.00	462.00	462.00
Treasurer - Tax Collector	123.00	123.00	123.00
Chief Administrative Office	16.00	16.00	16.00
Auditor and Controller	267.00	267.00	267.00
County Technology Office	16.00	16.00	16.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	141.00	141.00	141.00
Grand Jury	1.00	1.00	1.00
Human Resources	122.00	122.00	122.00
Media and Public Relations	22.00	22.00	22.00
Total	1,281.00	1,281.00	1,281.00



Finance and General Government Group & Executive Office

Expenditures by Department

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Finance & Genl Govt Exec Office	\$ 17,588,933	\$ 12,060,744	\$ 34,024,227	\$ 8,040,331	\$ 29,089,616	\$ 6,689,955
Board of Supervisors	6,294,308	7,597,440	8,441,681	6,980,884	7,827,003	7,827,003
Assessor / Recorder / County Clerk	50,762,548	55,649,281	58,548,564	55,480,403	58,762,157	58,961,096
Treasurer - Tax Collector	16,429,412	17,098,592	19,177,199	17,390,177	17,765,381	17,407,017
Chief Administrative Office	4,197,162	4,702,831	4,803,046	4,403,332	4,843,316	4,903,647
Auditor and Controller	31,407,734	36,239,139	39,853,539	37,169,324	37,522,608	37,070,444
County Technology Office	52,826,114	124,446,810	125,369,294	153,951,860	135,131,468	117,414,692
Civil Service Commission	592,139	624,424	643,985	597,206	648,340	627,243
Clerk of the Board of Supervisors	6,484,296	8,434,027	9,323,646	7,174,562	9,078,806	8,479,563
County Counsel	20,660,466	22,454,457	23,298,376	21,447,638	23,271,577	23,280,925
Grand Jury	547,712	733,362	739,122	564,637	737,162	720,267
Human Resources	18,974,217	22,508,736	23,764,244	21,861,114	22,857,113	22,859,972
Media and Public Relations	2,503,967	3,000,256	3,551,624	3,290,455	3,094,902	2,981,849
Total	\$ 229,269,008	\$ 315,550,099	\$ 351,538,548	\$ 338,351,924	\$ 350,629,449	\$ 309,223,673



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Executive Office	11.00	11.00	11.00
Total	11.00	11.00	11.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Executive Office	\$ 17,588,933	\$ 12,060,744	\$ 34,024,227	\$ 8,040,331	\$ 29,089,616	\$ 6,689,955
Total	\$ 17,588,933	\$ 12,060,744	\$ 34,024,227	\$ 8,040,331	\$ 29,089,616	\$ 6,689,955

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 1,397,177	\$ 1,599,376	\$ 1,683,948	\$ 1,393,529	\$ 1,624,181	\$ 1,874,520
Services & Supplies	16,191,756	5,461,368	30,732,749	6,646,802	17,765,435	4,815,435
Management Reserves	—	5,000,000	1,607,530	—	9,700,000	—
Total	\$ 17,588,933	\$ 12,060,744	\$ 34,024,227	\$ 8,040,331	\$ 29,089,616	\$ 6,689,955

Budget by Categories of Revenue

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 1,046,343	\$ —	\$ —	\$ 1,021,546	\$ —	\$ —
Miscellaneous Revenues	145	—	—	694	—	—
Reserve/Designation Decreases	2,201,400	—	—	—	—	—
Use of Fund Balance	6,933,762	5,750,000	27,713,483	707,348	22,700,000	—
General Revenue Allocation	7,407,283	6,310,744	6,310,744	6,310,744	6,389,616	6,689,955
Total	\$ 17,588,933	\$ 12,060,744	\$ 34,024,227	\$ 8,040,331	\$ 29,089,616	\$ 6,689,955



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. (See map on page 3).

Board General Office

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

District 1

Supervisor Greg Cox represents the 634,828 residents of the First Supervisory District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisory District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City, and communities within the city of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa.

Supervisor Cox is assisted by a highly experienced professional staff whose fundamental mission is to make County government work for citizens by focusing on outcome and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research, and review of the County budget and operations.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. Supervisor Cox has focused on improving public safety to better protect residents and fight child and elder abuse; 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 safety 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, the expansion of the Sweetwater River Regional Park, and the Tijuana River Valley Regional Park.

Supervisor Cox served as the President of the U.S./Mexico Border Counties Coalition and the California State Association of Counties and remains active on the boards of both organizations. He also serves on the board of the National Association of Counties.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000



square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 574,013 residents, including 267,815 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

Stronger fire protection and a more streamlined County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested nearly \$120 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Santa Ysabel, Sycuan, and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway, and the communities of Allied Gardens, Del Cerro and Grantville in the city of San Diego.

District 3

Supervisor Pam Slater-Price represents approximately 650,000 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), Marine Corps Air Station Miramar, 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; as well as Scripps Ranch, Mira Mesa, Tierrasanta and Sabre Springs; older San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The rich and diverse Third District offers a unique blend of urban, suburban, semi-rural, and open space areas. The Supervisor is actively engaged in issues relating to growth, traffic, economic development, public protection, and habitat preservation. This includes participation in numerous boards, commissions, and Joint Powers Agreements (JPAs) charged with managing open space areas. Supervisor Slater-Price has also been actively working within her district to resolve issues relating to traffic and beach erosion. Finally, as the representative of communities directly threatened by wildfires, she has a strong interest in public safety and environmental issues dealing with fire abatement and service response.

The Supervisor has funded various non-profit public safety, health, pro-business and tourism, community, and service organizations that provide vital services to constituents in her district and to residents throughout the county.

By following the principles set forth in the County's General Management System, which focuses on kids, the environment, and safe and livable communities, Supervisor Slater-Price will continue to advance a sound, balanced fiscal approach to county governance for area taxpayers.



Supervisor Slater-Price is committed to making San Diego County America's top destination to live, work, and play.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Currently, 612,012 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. Currently, 649,009 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 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.

Related Links

For additional information about the Board of Supervisors, refer to the Web site at www.sdcounty.ca.gov/general/bos.html.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Board of Supervisors District 1	10.00	10.00	10.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	12.00	12.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	59.00	59.00	59.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Board of Supervisors District 1	\$ 1,087,957	\$ 1,264,572	\$ 1,446,919	\$ 1,189,352	\$ 1,308,832	\$ 1,308,832
Board of Supervisors District 2	1,128,344	1,345,058	1,536,498	1,321,587	1,392,135	1,392,135
Board of Supervisors District 3	1,110,267	1,228,827	1,296,679	1,227,279	1,271,836	1,271,836
Board of Supervisors District 4	995,625	1,175,797	1,376,068	1,115,634	1,216,950	1,216,950
Board of Supervisors District 5	1,140,247	1,360,977	1,561,364	1,221,113	1,408,611	1,408,611
Board of Supervisors General Offices	831,868	1,222,209	1,224,155	905,918	1,228,639	1,228,639
Total	\$ 6,294,308	\$ 7,597,440	\$ 8,441,681	\$ 6,980,884	\$ 7,827,003	\$ 7,827,003

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 5,407,251	\$ 6,435,663	\$ 6,633,760	\$ 6,013,328	\$ 6,657,866	\$ 6,657,866
Services & Supplies	887,057	1,161,777	1,807,921	967,556	1,169,137	1,169,137
Total	\$ 6,294,308	\$ 7,597,440	\$ 8,441,681	\$ 6,980,884	\$ 7,827,003	\$ 7,827,003



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Other Than Current Secured	\$ 120	\$ —	\$ —	\$ —	\$ —	\$ —
Licenses Permits & Franchises	841	—	—	—	—	—
Fines, Forfeitures & Penalties	(138)	—	—	—	—	—
Charges For Current Services	2,046	—	—	596	—	—
Miscellaneous Revenues	2,841	—	—	315	—	—
Use of Fund Balance	(514,028)	—	844,241	(617,467)	—	—
General Revenue Allocation	6,802,626	7,597,440	7,597,440	7,597,440	7,827,003	7,827,003
Total	\$ 6,294,308	\$ 7,597,440	\$ 8,441,681	\$ 6,980,884	\$ 7,827,003	\$ 7,827,003

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.

2007-08 Accomplishments

Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Recorded property ownership in a timely manner facilitating access to ownership information for the buying, selling, and financing of property.
- Located, identified, and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Recorded births, deaths, marriages, and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.

Required Discipline – Fiscal Stability

- Collected, distributed, and accounted for all mandated fees and transfer taxes so County departments, federal and State agencies, cities, and special districts can fulfill their legal responsibilities.

Required Discipline – Customer Satisfaction

- Provided the public with the services that are of value to them in a competent and professional manner.

Required Discipline – Information Technology

- In order to provide archival backup and disaster recovery of records, the department digitized:
 - All employee personnel records
 - Approximately 12% (130,000) of Property Appraisal Records
 - All Assessor maps

2008-10 Objectives

Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Record property ownership in a timely manner facilitating access to ownership information for the buying, selling, and financing of property.



- Locate, identify, and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Record births, deaths, marriages, and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Design and implement a new integrated electronic recording system.

Required Discipline – Fiscal Stability

- Collect, distribute, and account for all mandated fees and transfer taxes so County departments, federal and State agencies, cities, and special districts can fulfill their legal responsibilities.

Required Discipline – Customer Satisfaction

- Provide the public with the services that are of value to them in a competent and professional manner.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the Web site at www.sdarcc.com.

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of ownership records indexed within two business days ¹	98%	98%	98%	99%	99%
Percentage of mandated assessments completed by close of annual tax roll ²	100%	100%	100%	100%	100%
Percentage of vital records, certificates, and licenses indexed within 48 hours of receipt of all files so the public can have the most current information ³	97%	98%	98%	98%	98%
Satisfactory customer service rating ⁴	97%	94%	98%	94%	94%

Table Notes

¹ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling, and financing of property.

² Measures the performance in locating, identifying, and fairly and uniformly appraising all property. 100% of assessments must be completed for roll to close as the first step in the County's ability to assess and bill annual property tax.

³ Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

⁴ Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them.



Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net increase of \$ 3.1 million.

- Salaries and Benefits — net increase of \$0.7 million to support negotiated wage and benefit adjustments.
- Services and Supplies — net increase of \$2.6 million due to the removal of \$3.9 million used to fund prior year one-time initiatives and the inclusion of \$6.5 million to fund Fiscal Year 2008-09 one-time initiatives, including development of the electronic recording application (\$1.0 million); State mandated truncation of social security numbers on recorded documents (\$0.4 million); development of an information technology application to integrate recording/vitals data (\$0.5 million); image enhancement and scanning to enhance public access to information and provide clear and readable documents (\$0.5 million); facility asbestos abatement and space reconfiguration to alleviate public and employee health and safety issues (\$3.5 million); and enhancements to the computer-aided mass appraisal system (\$0.6 million).
- Capital Assets Equipment — decrease of \$0.1 million for prior year equipment needs associated with one-time projects.
- Management Reserves — decrease of \$0.1 million leaving a balance of \$0.2 million for unanticipated needs.

Revenues

Net increase of \$ 3.1 million.

- Charges for Current Services — net decrease of \$3.0 million due to:

- A decrease of \$0.5 million in Assembly Bill 2890 revenue, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, to realign the budget to reflect actual projected revenue (\$0.5).
- A net decrease of \$1.4 million in Property Tax Administration revenues to reflect the removal of prior year one-time initiatives funded with Property Tax Administration Grant revenues (\$2.0 million) and to support the one-time Fiscal Year 2008-09 expenditures described above (\$0.6 million).
- A net decrease of \$1.1 in Recording Modernization Revenue to reflect the removal of prior year one-time initiatives (\$2.0 million) and to support the one-time Fiscal Year 2008-09 expenditures described above (\$0.9 million).
- Use of Fund Balance — net increase of \$4.9 million due to a decrease in Finance and General Government Group Fund Balance to reflect a decrease of \$0.1 million to management reserves and an increase in County General Fund fund balance of \$5.0 million to support one-time initiatives described above.
- General Revenue Allocation — increase of \$1.2 million to offset increases in operational costs described above.

Budget Changes: 2008-09 to 2009-10

The Fiscal Year 2009-10 Operational Plan includes an allowance for anticipated wage and benefit adjustments; \$4.8 million of one-time funding to support the continued development of the information technology application to integrate recording/vitals data (\$4.1 million); the state-mandated truncation of social security numbers on recorded documents (\$0.5 million); and image enhancement and scanning to enhance public access to information and provide clear and readable documents (\$0.2 million). These



Assessor/Recorder/County Clerk

initiatives are proposed to be supported with County General Fund fund balance of \$3.0 million and program revenues of \$1.8 million.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Property Valuation ID	294.50	294.50	294.50
Recorder / County Clerk	131.00	131.00	131.00
Public Information Services	19.50	19.50	19.50
Management Support	17.00	17.00	17.00
Total	462.00	462.00	462.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Property Valuation ID	\$ 30,281,418	\$ 33,089,696	\$ 33,465,321	\$ 32,664,209	\$ 32,460,017	\$ 33,019,038
Recorder / County Clerk	15,744,701	18,134,713	19,375,492	17,668,343	22,644,097	21,915,167
Public Information Services	1,715,736	1,264,873	1,264,873	1,694,613	1,314,271	1,367,688
Management Support	3,020,693	3,159,999	4,442,879	3,453,238	2,343,772	2,659,203
Total	\$ 50,762,548	\$ 55,649,281	\$ 58,548,564	\$ 55,480,403	\$ 58,762,157	\$ 58,961,096

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 36,815,031	\$ 38,648,048	\$ 39,884,219	\$ 38,195,621	\$ 39,360,945	\$ 41,425,134
Services & Supplies	13,507,084	16,626,233	18,239,562	17,160,001	19,201,212	17,535,962
Capital Assets Equipment	440,433	75,000	124,783	124,782	—	—
Management Reserves	—	300,000	300,000	—	200,000	—
Total	\$ 50,762,548	\$ 55,649,281	\$ 58,548,564	\$ 55,480,403	\$ 58,762,157	\$ 58,961,096



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 454,508	\$ 469,345	\$ 469,345	\$ 467,695	\$ 469,345	\$ 469,345
Revenue From Use of Money & Property	197,527	198,987	198,987	261,076	198,987	198,987
Charges For Current Services	37,604,799	39,622,401	38,535,521	37,709,304	36,670,190	37,477,402
Miscellaneous Revenues	26,150	30,000	30,000	682,175	30,000	30,000
Use of Fund Balance	(950,045)	300,000	4,286,163	1,331,605	5,200,000	3,000,000
General Revenue Allocation	13,429,609	15,028,548	15,028,548	15,028,548	16,193,635	17,785,362
Total	\$ 50,762,548	\$ 55,649,281	\$ 58,548,564	\$ 55,480,403	\$ 58,762,157	\$ 58,961,096

Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement, and accountability for \$4.5 billion in public funds; the billing and collection of nearly \$4.4 billion in secured and unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913, and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies, and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency, and value while maintaining the highest levels of customer service and satisfaction.

2007-08 Accomplishments

Required Discipline – Fiscal Stability

Treasury

- To safeguard public funds and maintain public trust, the Treasurer-Tax Collector managed the provisions of banking services for 331 accounts for public entities and County departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of 108 bank accounts that are linked to the Master Treasury account.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources for an estimated 4.40% rate of return on investment, without sacrificing the safety of principle or liquidity. The investment pooled money fund received reaffirmation of its Standard & Poor's AA+/S1 rating.

Tax Collection

- Prepared and mailed Annual Secured Tax Bills by October 2007 and ongoing tax bills and notices in a timely and efficient manner in order to collect all local property tax revenues used to pay for publicly funded services. This accomplishment contributes to the collection of 96% of Secured Taxes.
- Processed all secured and unsecured property tax payments received in a timely and efficient manner in order to deposit funds quickly and optimize investment opportunities on behalf of San Diego County taxpayers. Improved efficiency of the process by enhancing the automatic exception process to reduce rejected payments resulting in a reduction of staff time required to review, analyze, and resolve exceptions, a decrease in the backlog of exceptions and refunds in the peak collection periods, and enhanced customer service during and after the peak collection periods.

Required Discipline – Customer Satisfaction

Tax Collection

- Planned enhancements to the department's automated telephone system were postponed following detailed analysis of the proposed system replacement which



concluded that the proposal did not meet the requirements necessary to achieve the desired outcome of a new tax collection integrated voice system service. Therefore, this objective was not met.

- In an effort to continue to promote public property tax education, the department set an objective in 2007-08 to conduct tax collection operational tours. However, due to the current conditions of the housing market and the challenges that the escrow and title companies are subsequently experiencing, there has been no interest in educational tours. Therefore, the Treasurer-Tax Collector redirected efforts to educate the public by providing support and education to taxpayers affected by the downturn in the housing market, support and education to 1,600 taxpayers affected by Firestorm 2007, and by developing six informational brochures for distribution to the public increasing taxpayers' knowledge of how their taxes are affected by these challenges.

Deferred Compensation

- Enrollment in the 457 Deferred Compensation Plan decreased by 1% (68 participants) due to market conditions causing employees to suspend their contributions towards fulfilling their retirement goals.
- Increased the average participant contribution in the 457 Deferred Compensation Plan by \$7.00 per participant through June 2008, exceeding the target of \$5.00 per participant. A "Retirement Dreaming Fair" was held at the County Administration Center to increase Deferred Compensation participation and retirement planning through a fun and positive event. Due to the popularity of this fair, the department initiated three satellite "Retirement Dreaming Fairs" at various sites throughout the County.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector provided broad-based financial and consulting services to 48 local public agencies within the San Diego County region.
- Increased local lending resources in contribution to the health of our local economy by depositing \$100 million in 18 local community banks through the Local Banking Initiative. This allowed local community banks to raise funds at an acceptable cost. This initiative was achieved while maintaining the safety and liquidity of the County's pooled money funds and earning a respectable rate of return.
- Provided a learning platform and forum to address current issues on debt financing and investing public funds by facilitating one Interest Rate SWAP Symposium for 70 attendees and one Investment Seminar for 65 attendees from local agencies.

Required Discipline – Information Technology

- Participated in the development of the Integrated Property Tax System (IPTS) with the Assessor/Recorder/County Clerk, Auditor and Controller, and County Technology Office. The IPTS Project Module 2 for the Treasurer-Tax Collector was scheduled for deployment in March 2009. Due to delays in the detailed design, deployment has been postponed until 2010.
- The Treasurer-Tax Collector hosted vendor presentations to evaluate information regarding processing tax payments via various types of credit cards, debit cards, and electronic checks to improve efficiency through Tax Payment Processing Agreement with a vendor that is Payment Card Industry compliant and Visa Tax Payment Pilot. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing, and reduce staff time. This goal



was not met within the proposed timeline. The department will continue this effort next year through completion of the Request for Proposal process by June 30, 2009.

Required Discipline – Continuous Improvement

- To increase internal controls and processing efficiency, the Treasurer-Tax Collector improved processes and cross-trained staff on the General Obligation Bond policies and procedures. This objective will continue through 2009 by documenting the improvements and coordinating with the Auditor and Controller, by June 2009.

Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of certified Cash Handlers in the San Diego region by 105 (for a total of 240) through a certified Cash Handler’s seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program will strengthen internal controls and increase efficiency in processing and safeguarding cash.
- Ensured 100% (24) of department supervisors each attended two supervisory training courses by June 2008 to further enhance their skills and competency.
- Educated employees on the Deferred Compensation Plan by presenting one Investment & Retirement Symposium in January 2008 for 330 attendees and one Investment & Retirement Symposium in May 2008 for 225 attendees.
- Increased employee awareness and understanding of the Terminal Pay Plan by training payroll staff during the monthly Countywide payroll meeting on techniques to advise employees. In addition, the Deferred Compensation Coordinator attended 24 Retirement Planning seminars and included a review of the Terminal Pay Plan in all “late-career” Retirement Planning seminars.

2008-10 Objectives

Required Discipline – Fiscal Stability

Treasury

- To safeguard public funds and maintain public trust, the Treasurer-Tax Collector will manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the safety of principle or liquidity for an anticipated rate of return of 3.00% in Fiscal Year 2008-09 and 3.25% in Fiscal Year 2009-10.

Tax Collection

- Prepare and mail bills and notices and process all secured and unsecured property tax payments received in a timely and efficient manner in order to deposit funds quickly and optimize investment opportunities on behalf of San Diego taxpayers for an anticipated collection rate of 96% secured taxes, 98% unsecured taxes and a return on investment of 3.00% in Fiscal Year 2008-09 and 3.25% in Fiscal Year 2009-10.

Required Discipline – Customer Satisfaction

Tax Collection

- Promote public property tax education by making tax collection operational tours available for escrow and real estate companies and providing support and education to taxpayers affected by the downturn in the housing market.
- Poll customer satisfaction by conducting a Tax Tent Customer Satisfaction Survey and a Customer Satisfaction Focus Group by June 2009.



Deferred Compensation

- Broaden the Countywide base of employees who are planning for financial security during retirement by the following measures:
 - Increase enrollment in the 457 Deferred Compensation Plan by 1% (68 additional participants) by June 2009 and by an additional 2% (140 additional participants) by June 2010.
 - Increase the average participant contribution in the 457 Deferred Compensation Plan by \$5 through June 2009 and by an additional \$10 through June 2010.
 - Educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums by June 2009 and two additional Investment & Retirement Symposiums by June 2010.
 - Increase employee awareness of and participation in the 457 Deferred Compensation Plan by holding five "Retirement Dreaming Fairs" across the county.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- Provide a learning platform and forum to address current issues on debt financing and investing public funds by facilitating two Debt Financing and Investment Seminars for local agencies.

Required Discipline – Information Technology

- Participate in the development of the IPTS with the Assessor/Recorder/County Clerk, Auditor and Controller, and Chief Technology Office. Deployment of the IPTS Project Module 2 for the Treasurer-Tax Collector is scheduled for 2010.

Required Discipline – Continuous Improvement

- Improve efficiency by implementing a Tax Payment Processing Agreement with a vendor that will allow the Treasurer-Tax Collector to accept various types of credit cards, debit cards, and electronic checks for property tax payments by June 30, 2009. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing, and reduce staff time. In Fiscal Year 2007-08 the Treasurer hosted vendor presentations and gathered information regarding processing options.
- Increase internal controls and processing efficiency by updating and documenting current divisional policies and procedures to include business work flow, contacts, and reconciliations in coordination with the Auditor and Controller by June 2009.

Required Discipline – Skilled, Competent and Diverse Workforce

- Increase the number of certified Cash Handlers by 70 people in 2008-09 and 70 people in 2009-10. The Treasury hosts an Association of Public Treasurers Certified Cash Handling Workshop wherein 60 County employees and 45 government entity employees were trained in 2007-08. There are a total of 700 people who require certification in Cash Handling. This award-winning certification program will strengthen internal controls and increase efficiency in processing and safeguarding cash.
- Increase employee awareness and understanding of the Terminal Pay Plan by increased training of payroll staff on techniques to advise employees as well as a redesign of the Terminal Pay Plan paperwork to be more user friendly.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the Web site at www.sdtreastax.com.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Secured Taxes Collected (% of total) ¹	97.2%	97%	96%	96%	96%
Unsecured Taxes Collected (% of total) ¹	98%	98%	98%	98%	98%
Rate of Return on Investment Pool (%)	5.06%	4.50% ²	4.40% ²	3.00% ³	3.25% ³
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)	4.74	4.70	4.60 ⁴	4.70	4.70
Deferred Compensation Plan Asset Growth	16.03% ⁵	14% ⁵	0.3% ⁵	5%	5%
Deferred Compensation average deferral amount per employee per pay period	\$209	\$214	\$216 ⁶	\$221 ⁶	\$226 ⁶
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	N/A	45%	44%	45% ⁷	47% ⁷
Number of newly Certified Cash Handlers for the County and other government entities	N/A	70	105	70	70

Table Notes

¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. Over the past five years, a slightly higher than 98% (98.003% in 2005-06) collection rate has been maintained. The slight decrease in the 2007-08 actual collection rate is a result of the real estate market struggling with the excesses of the 2004-05 home buying frenzy using sub-prime loans. A continued decrease in collection percentages through 2010 is anticipated as the County experiences increased mortgage defaults.

² The Rate of Return on Investment Pool was 4.40% in 2007-08 because short-term rates of return decreased by 2% due to the Federal Reserve funds rate being lowered from 5.25% to 3%.

³ Going forward, since the Federal Reserve lowered the federal funds from 5.25% to 3% this will lower the rates as the Pool reinvests the securities that had a 5% rate. As the older investments mature, proceeds from maturities and new money will be reinvested at lower rates.

⁴ The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced, however, their overall experience is not exceptional because they believe the taxes are too high. Due to economic slowing, the actual Customer Satisfaction Rating is less and it is estimated to remain under 4.80 through 2010.



⁵ The Deferred Compensation Plan performed well through 2006-07 because of the healthy condition of the economy. Although an increase in participation in the Deferred Compensation Plan is anticipated, there was a decrease in the rate of asset growth due to economic slowing. Market value of investment is in decline for 2008; the S&P 500 is down 15.7% year over year, for a net of 16%. Future growth is anticipated to be 5% due to increased distributions from the first wave of baby boomers retiring and consensus economic forecasts of slower growth for the economy. Both will affect net assets.

⁶ Increased plan awareness has had a positive effect on Deferred Compensation average deferral amount per employee per pay period. An increase in average deferral amount is expected to continue as efforts to increase plan awareness continue.

⁷ Due to transition to new provider and market conditions, participation in the Deferred Compensation plan is expected to be suppressed until a level of comfort is created through education programs by Deferred Compensation.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in total staffing. Transfers between programs are based on operational needs.

Expenditures

Net increase of \$0.7 million.

- Salaries and Benefits — net decrease of \$0.04 million due to an increase for negotiated wage and benefit adjustments, offset by other adjustments for current staffing complement.
- Services and Supplies — increase of \$0.7 million to support the one-time Web Integrated Tax System information technology initiative (\$0.5 million) and an increase in public liability insurance premium (\$0.2 million).
- Management Reserves — budget of \$0.2 million to support unanticipated events.

Revenues

Net increase of \$0.7 million.

- Fines, Forfeitures, & Penalties — increase of \$0.05 million anticipated due to an increase in cost delinquency tax.
- Charges for Current Services — decrease of \$0.4 million is primarily attributable to anticipated declines in Assembly Bill 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, resulting from the current economic slowdown (\$0.5 million) and an increase in unclaimed tax sale excess proceeds (\$0.1 million).
- Miscellaneous Revenues — increase of \$0.1 million due to unclaimed tax sale excess proceeds from Fiscal Year 2005-06.
- Use of Fund Balance — increase of \$0.5 million (for a total budget of \$0.7 million) to offset the one-time information technology expenditure described above. The remaining \$0.2 million is to support Management Reserves.
- General Revenue Allocation — increase of \$0.4 million to support expenditure and revenue changes described above.



Budget Changes: 2008-09 to 2009-10

Net decrease of \$0.3 million as a result of an increase in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments, offset by a decrease in Services and Supplies and Management Reserves for prior year one-time IT project.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Treasury	29.00	26.00	26.00
Tax Collection	83.00	85.00	85.00
Administration - Treasurer / Tax Collector	11.00	12.00	12.00
Total	123.00	123.00	123.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Treasury	\$ 5,390,439	\$ 5,875,910	\$ 6,701,025	\$ 6,034,568	\$ 5,763,990	\$ 5,863,089
Tax Collection	9,096,302	9,403,763	9,988,605	9,034,811	9,762,812	9,453,254
Administration - Treasurer / Tax Collector	1,942,671	1,818,919	2,487,569	2,320,798	2,238,579	2,090,674
Total	\$ 16,429,412	\$ 17,098,592	\$ 19,177,199	\$ 17,390,177	\$ 17,765,381	\$ 17,407,017

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 9,469,885	\$ 10,390,698	\$ 10,231,674	\$ 10,084,777	\$ 10,349,266	\$ 10,724,202
Services & Supplies	6,959,527	6,507,894	8,945,525	7,305,400	7,216,115	6,682,815
Management Reserves	—	200,000	—	—	200,000	—
Total	\$ 16,429,412	\$ 17,098,592	\$ 19,177,199	\$ 17,390,177	\$ 17,765,381	\$ 17,407,017



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 30	\$ —	\$ —	\$ —	\$ —	\$ —
Fines, Forfeitures & Penalties	919,762	942,450	942,450	1,000,265	992,450	942,450
Intergovernmental Revenues	52,737	—	—	—	—	—
Charges For Current Services	11,545,913	10,623,636	11,188,636	10,675,408	10,220,012	10,239,412
Miscellaneous Revenues	23,238	103,721	103,721	690,066	203,021	203,021
Use of Fund Balance	(2,022,543)	200,000	1,713,607	(204,347)	700,000	—
General Revenue Allocation	5,910,275	5,228,785	5,228,785	5,228,785	5,649,898	6,022,134
Total	\$ 16,429,412	\$ 17,098,592	\$ 19,177,199	\$ 17,390,177	\$ 17,765,381	\$ 17,407,017



Chief Administrative Office



Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups - which include Community Services, Finance and General Government, Land Use and Environment, Public Safety, and the Health and Human Services Agency.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents' needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

2007-08 Accomplishments

Strategic Initiatives and Required Disciplines:

- Successfully managed the County's response to and recovery from the wildfires of October 2007. County staff successfully used the reverse 911 system to evacuate over 515,000 county residents, making it the largest fire evacuation in the nation's history. More than 45 shelters were opened, providing safe, temporary refuge to over 20,000 fire evacuees. Recovery activities were launched before the fires were extinguished with three Local Assistance Centers ready to serve evacuated communities as they were repopulated.
- Continued to manage County operations using the disciplines outlined in the County's General Management System, resulting in the maintenance of the County's strong credit rating; extinguishment of \$120 million of long-term debt, and maintenance of prudent reserves in compliance with the Board of Supervisors reserve policy.
- Strengthened recruitment and training initiatives to ensure that the County attracts and maintains a workforce with the skills to meet the current and future needs of the region's population. Highlights include increased recruitment and retention rates for key County positions, including those in public safety, and improved online human resources systems that streamline business operations, provide better service to the public and employees and efficiently deliver training.
- Worked with representatives of the health care industry and community partners to implement a comprehensive health care strategy for the San Diego region.
- Worked with the Sheriff, District Attorney and other public safety officials to strengthen and improve County of San Diego public safety programs.
- Developed plans and obtained funding to maintain County facilities at responsible levels and to replace public facilities that no longer efficiently meet the region's needs. Ground was broken for a new Medical Examiner and Forensic Center, construction continued on the new Edgemoor Skilled Nursing Facility, environmental studies are underway for a new regional women's detention facility, and plans were put in place to redevelop the County Operations Center that will



reduce the need for leased space and improve operational efficiency. Also opened two new libraries and acquired 3,000 acres of additional parkland for County residents.

- Successfully conducted the Countywide presidential primary election in February 2008, and put plans in place to conduct a June primary election for State and local offices. Implemented innovative campaign to recruit the additional poll workers needed to hold two primary elections in one year.
- Continued to aggressively identify and reduce financial and legal risks throughout the organization to ensure that County operations meet the highest legal and ethical standards, and to protect the public's tax dollars.
- Ensured that the interests of County residents and the impact of proposed funding cuts on services was actively communicated to State and federal officials and agencies.
- Improved the County's ability to communicate with and serve the public by redesigning its webpage, adding content, services and tools the public can use to do business, obtain information or access services.
- Additional specific accomplishments relating to the County's Strategic Initiatives and Required Disciplines are summarized under each County Department that reports to the CAO through the County's five business groups.
- Continue to aggressively identify and reduce financial and legal risks throughout the organization to ensure that County operations meet the highest legal and ethical standards, and to protect the public's tax dollars.
- Ensure that the interests of San Diego County residents are actively communicated to State and federal officials and agencies and that emergent issues are identified and thoroughly analyzed.
- Maintain service levels throughout the organization despite revenue reductions by reengineering business processes to improve efficiency, cut costs and improve service.
- Ensure that the Presidential General Election in November 2008 is conducted with efficiency and integrity, in compliance with State and federal election laws.
- Work with the Board of Supervisors to identify and fund firefighting strategies to improve the region's preparedness and firefighting capabilities.
- Develop a comprehensive strategy that will enhance the sustainability of County business operations and communities, building on the many energy efficient and environmentally sound practices already in place in County departments.
- Working within the framework of the County's Capital Improvement Needs Assessment (CINA) process, continue to be responsible stewards of the public's buildings and infrastructure, responsibly maintaining County facilities and replacing public facilities that no longer efficiently meet the region's needs.
 - Complete construction of the new Medical Examiner and Forensic Center.
 - Complete construction of the new Edgemoor Skilled Nursing Facility.
 - Complete environmental studies needed to build a new regional women's detention facility.

2008-10 Objectives

Strategic Initiatives and Required Disciplines:

- Continue to manage County operations using the fiscal disciplines outlined in the County's General Management System, developing strategies that can be used to address anticipated State budget cuts and the continued economic downturn, while maintaining a strong credit rating, extinguishing long-term debt when financially feasible, maintaining prudent reserves in compliance with the Board of Supervisors reserve policy and carefully managing workforce resources.



- Design and construct three new libraries in Ramona, Fallbrook and Lincoln Acres.
- Acquire 300 acres of additional parkland within the region.
- Perform \$33 million of major maintenance work on public County facilities to ensure that the public's facilities are safe and efficient spaces for customers and employees to conduct business and to ensure that future generations are not saddled with more costly repair or replacement expenses.
- Begin construction on Phase 1 of the County Operations Center redevelopment plan, which will reduce the County of San Diego's need for leased space and improve operational efficiency.

Additional specific goals relating to the County's Strategic Initiatives and Required Disciplines are summarized under each County Department that reports to the CAO through the County's five business groups.

Related Links

For additional information about the Chief Administrative Office, refer to the Web site at www.sdcounty.ca.gov/cao.

Budget Changes: 2007-08 to 2008-09

The changes outlined in this section are limited to the budget area assigned specifically to capture revenues and expenditures related to the immediate staff within the CAO's Department. They are not reflective of the overall County budget changes.

Staffing

No change in staffing.

Expenditures

A net increase of \$0.1 million in expenditures as a result of wage and benefit adjustments and an increase in Services and Supplies associated with contractual cost of living increases for the County's outside audit contract, legislative advocacy contracts, and memberships.

Revenues

An increase of \$0.1 million in Charges for Current Services as a result of revised time-keeping procedures for A-87 allowable activities.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.06 million primarily due to an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Executive Office	7.00	7.00	7.00
Office of Intergovernmental Affairs	5.00	5.00	5.00
Internal Affairs	4.00	4.00	4.00
Total	16.00	16.00	16.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Executive Office	\$ 1,500,423	\$ 1,900,973	\$ 1,995,888	\$ 1,634,228	\$ 1,847,121	\$ 1,869,834
Office of Intergovernmental Affairs	1,491,053	1,666,991	1,666,991	1,407,344	1,651,175	1,672,480
County Memberships and Audit	648,834	540,855	545,806	782,193	739,221	739,221
Internal Affairs	556,852	594,012	594,362	579,567	605,799	622,112
Total	\$ 4,197,162	\$ 4,702,831	\$ 4,803,046	\$ 4,403,332	\$ 4,843,316	\$ 4,903,647

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 2,436,858	\$ 2,640,987	\$ 2,732,719	\$ 2,470,380	\$ 2,606,298	\$ 2,686,629
Services & Supplies	1,760,304	2,041,844	2,050,327	1,932,952	2,217,018	2,217,018
Management Reserves	—	20,000	20,000	—	20,000	—
Total	\$ 4,197,162	\$ 4,702,831	\$ 4,803,046	\$ 4,403,332	\$ 4,843,316	\$ 4,903,647



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 408	\$ —	\$ —	\$ —	\$ —	\$ —
Charges For Current Services	65,515	65,615	65,615	118,698	192,887	192,887
Miscellaneous Revenues	41	—	—	75	—	—
Use of Fund Balance	(247,865)	20,000	120,215	(332,658)	20,000	—
General Revenue Allocation	4,379,063	4,617,216	4,617,216	4,617,216	4,630,429	4,710,760
Total	\$ 4,197,162	\$ 4,702,831	\$ 4,803,046	\$ 4,403,332	\$ 4,843,316	\$ 4,903,647



Auditor and Controller



Department Description

The Auditor and Controller 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.

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government, and maintain the public trust.

2007-08 Accomplishments

Required Discipline – Regional Leadership

- The Auditor and Controller's Office of Financial Planning received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the Fiscal Years 2007-08 & 2008-09 Operational Plan.
- Received the 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 ending June 30, 2006.

Required Discipline – Information Technology

- In preparation for the upgrade of the Oracle financial and Kronos timekeeping applications, the Auditor and Controller identified and documented the technical specifications required for the upgrade. While completing this task, several opportunities were identified to reengineer business processes to achieve the most efficient use of these applications.
- In coordination with the Assessor/Recorder/County Clerk, the Treasurer-Tax Collector, and the County Technology Office, continued the implementation of the new Integrated Property Tax System which will significantly improve assessment, collection, and apportionment activities in the County.



Required Discipline – Fiscal Stability

- Through prudent fiscal management and adherence to the GMS principles, maintained the County's strong underlying credit ratings of Aa2 (Moody's Investor Service), AA+ (Standard & Poor's), and AA+ (Fitch Ratings), resulting in lower debt interest costs.
- Completed the County's CAFR for the Fiscal Year ending June 30, 2007. The CAFR report presents the financial results of the fiscal year, promoting transparency and accountability in government.
- Facilitated quarterly financial projections throughout the year, demonstrating one of the County's strong fiscal management practices. The County's Unreserved, Undesignated General Fund fund balance at June 30, 2007 was \$561 million, a 29% increase over the prior year.
- Provided timely and accurate accounting, payment, and collection services for County departments and external agencies to comply with County policies, procedures, laws, and regulations.
- Processed 100% of County payments within five business days after receipt of invoice by Accounts Payable, exceeding the target of 92%.
- Analyzed current and future revenue sources, as well as cost and cash flow trends, in order to allocate limited resources to San Diego County Groups and departments for the most effective use of taxpayer dollars.
- Actual General Purpose Revenue received was 2.7% greater than the budgeted General Purpose Revenue. Maintaining accurate projections improves the County's ability to allocate limited resources.
- Projection of General Fund cash flows used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Notes (TRANs) borrowing program was within 1% of arbitrage limits which exceeded the goal of 2%.

Required Discipline – Accountability/Transparency

- Completed the roll-out of the Continuous Auditing Software countywide. The Continuous Auditing Software enhances controls over procurement cards and the procure-to-pay process. This continuous monitoring program tests all procurement-card and procure-to-pay transactions for adequate controls and fraud detection.
- Submitted 100% (1,698) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors, and taxpayers by their due dates to ensure accountability and transparency of financial transactions, which helps maintain the County's superior financial ratings.
- Provided audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, improve uniformity and consistent performance across the enterprise, and best use of county resources. Implemented 98% (174) of current year scheduled audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS).

2008-10 Objectives

Required Discipline – Information Technology

- Upgrade the Oracle financial and Kronos timekeeping systems based upon the improvements identified through business process reengineering efforts that will provide for the most efficient use of these applications.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the implementation of the new Integrated Property Tax System which will significantly improve assessment, collection, and apportionment activities in the County.



Required Discipline – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa2 (Moody's Investor Service), AAA (Standard & Poor's), and AA+ (Fitch's Ratings) to ensure lower debt interest costs.
- Identify current and future revenue, as well as cost and cash flow trends, in order to facilitate the allocation of limited resources to San Diego County Groups and departments.

Required Discipline – Accountability/Transparency

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County

departments, outside government agencies, investors, and taxpayers by their due dates to ensure accountability and transparency of financial transactions.

- Provide audit services, including State mandated and operational/performance audits that ensure integrity of management control systems, consistent performance across the enterprise, and the best use of resources.
- Process 95% of County payments within five business days after receipt of invoice by Accounts Payable.

Related Links

For additional information about the Auditor and Controller, refer to the Web site at www.sdcounty.ca.gov/auditor.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Planning – Project General Purpose Revenue ¹ accurately – projection variance should be no greater than 2.5% of the actual received	4.0% ²	2.5%	2.7%	2.5%	2.5%
Planning – Project General Fund cash flows ³ within 2% of arbitrage ⁴ limits	1%	1%	1%	1%	1%
Processing – Percentage of County payments processed within 5 days of receipt of invoice in Accounts Payable	100% of 177,200	92%	100% of 182,314	95%	95%
Reporting – Percentage of financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date / total number of reports and disclosures	100% of 438	100% of 439	100% of 1,698 ⁵	100% of 1,698	100% of 1,698
Auditing – Percentage of current year scheduled audit recommendations ⁶ contained in internal audit reports issued by OAAS for audits performed that are implemented	96% (219)	92%	98% (174) ⁷	92%	92%

Table Notes

¹ General Purpose Revenue (GPR) represented approximately 20.2% of the General Fund financing sources in Fiscal Year 2007-08. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax, and miscellaneous other sources. GPR is an integral component of the County's overall budget. Therefore, it is essential to maintain accurate forecasts of this revenue.

² Actual GPR for Fiscal Year 2006-07 exceeded budget by 4%. The most significant contributor to the additional GPR was interest earnings. The additional interest earnings were a result of average cash balances and interest rates that were higher than assumed at the time the Fiscal Year 2006-07 budget was developed.

³ This performance measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program.

⁴ Arbitrage is a type of tactical investment meant to capture slight differences in price. When there is a difference in the price of securities on two different markets the arbitrageur simultaneously buys at the lower price and sells at the higher price.



⁵ The method to account for apportionment reports was revised resulting in approximately 1,200 additional reports.

⁶ Audit recommendations seek to improve and strengthen County operations in areas such as internal control, effectiveness and efficiency of operations, and compliance with federal, State, and local laws based on audit findings identified by audit fieldwork activities. The implementation percentage serves as a significant measure as it helps to quantify the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the GMS. More specifically, while all audit recommendations are viewed as important, the OAAS uses a recommendation ranking system to establish implementation deadlines. Audit recommendations are ranked according to the probability of occurrence and dollar amount of exposure to the County.

⁷ Audit recommendations are corrective actions that are based on findings during the performance of an audit. Because audit findings can not be determined until an audit is performed, the number of audit recommendations may vary from the prior year's total number of recommendations.

Budget Changes: 2007-08 to 2008-09

Staffing

No net changes in staffing.

- A transfer of 1.00 staff year from the Administration Division to the Information Technology Management Services Division reflects a change in organizational structure which will augment staff resources responsible for management of information technology security polices and procedures and security access for Enterprise Resource Planning applications.

Expenditures

Net increase of \$1.3 million.

- Salaries and Benefits — increase of \$0.7 million for negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$0.1 million primarily due to increased information technology costs.
- Management Reserves — increase of \$0.5 million to a total of \$1.5 million will fund the required upgrade of the Continuous Auditing Software application and the

acquisition of two additional Continuous Auditing Software modules (\$1.3 million) and provide a reserve to support unanticipated events (\$0.2 million).

Revenues

Net increase of \$1.3 million.

- Miscellaneous Revenues — decrease of \$0.1 million that will not be realized in future years due to a shift in accounting services to departments.
- Use of Fund Balance — increase of \$0.5 million for a total of \$1.5 million to support Management Reserves as described above.
- General Revenue Allocation — increase of \$0.9 million to fund departmental operational expenditures noted above.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$0.5 million due to reduction of Management Reserves (\$1.5 million) for one-time projects offset by an increase of \$1.0 million in Salaries and Benefits as an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Audits	17.00	17.00	17.00
Office of Financial Planning	13.00	13.00	13.00
Controller Division	100.00	100.00	100.00
Revenue and Recovery	105.50	105.50	105.50
Administration	20.50	19.50	19.50
Information Technology Mgmt Services	11.00	12.00	12.00
Total	267.00	267.00	267.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Audits	\$ 1,986,642	\$ 2,690,750	\$ 2,749,577	\$ 2,355,917	\$ 2,674,756	\$ 2,762,724
Office of Financial Planning	1,971,834	2,226,735	2,501,074	2,056,205	2,289,260	2,366,095
Controller Division	14,588,855	10,977,325	11,697,909	16,912,068	11,312,272	11,685,642
Revenue and Recovery	8,524,557	9,832,874	10,357,788	9,663,413	9,783,273	10,161,750
Administration	4,333,768	4,619,893	4,568,749	2,803,382	4,740,214	3,302,048
Information Technology Mgmt Services	2,079	5,891,562	7,978,444	3,378,340	6,722,833	6,792,185
Total	\$ 31,407,734	\$ 36,239,139	\$ 39,853,539	\$ 37,169,324	\$ 37,522,608	\$ 37,070,444

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 20,622,285	\$ 23,229,721	\$ 23,939,875	\$ 22,766,367	\$ 23,920,477	\$ 24,966,029
Services & Supplies	10,691,154	12,009,418	15,884,599	14,373,891	12,107,131	12,104,415
Capital Assets Equipment	94,296	—	29,066	29,066	—	—
Management Reserves	—	1,000,000	—	—	1,495,000	—
Total	\$ 31,407,734	\$ 36,239,139	\$ 39,853,539	\$ 37,169,324	\$ 37,522,608	\$ 37,070,444



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 96,479	\$ 41,730	\$ 41,730	\$ 57,758	\$ 31,736	\$ 31,736
Charges For Current Services	6,904,653	5,855,161	5,855,161	6,543,327	5,863,811	5,863,811
Miscellaneous Revenues	291,702	530,500	530,500	297,084	440,500	440,500
Use of Fund Balance	1,156,268	1,000,000	4,614,400	1,459,407	1,495,000	—
General Revenue Allocation	22,958,631	28,811,748	28,811,748	28,811,748	29,691,561	30,734,397
Total	\$ 31,407,734	\$ 36,239,139	\$ 39,853,539	\$ 37,169,324	\$ 37,522,608	\$ 37,070,444



County Technology Office



Department Description

The County of San Diego Technology Office exists to support the County departments so that they can continue to provide superior customer service to the residents of San Diego County. The County has selected Northrop Grumman Information Technology as their outsourcing contractor for Information Technology (IT) and Telecommunications.

Mission Statement

To enable the delivery of County services to its customers through the application of advanced information technologies. To protect the privacy and security of County information and records. To support business productivity and ensure best value through the effective use of people, process, and technology.

2007-08 Accomplishments

Required Discipline – Information Technology

- Completed the transition of all IT services to the new IT outsourcing provider and initiated the County network transformation, beginning with application server consolidation and virtualization.
- Launched a redesigned County Web site which is more citizen-friendly, provides more dynamic information and can be maintained and updated at a reduced cost to the County. In addition to providing a better service to the public, this project will also result in significant reductions in ongoing maintenance costs as the number of Web pages the County previously hosted was reduced by 54%. County staff were trained as part of this project to provide for ongoing Web page updates and to perform routine maintenance functions which will reduce support costs.

- Completed the first phase of the Enterprise Data Warehousing initiative, system design. Final completion of this initiative will enable the data analysis and financial reporting needs of multiple departments to be met through shared physical resources.

Required Discipline – Essential Infrastructure

- Provided consistently high quality services such as e-mail, phones, Internet, intranet, and application development support to County departments. Certain break fix services have been benchmarked against industry standards provided by independent County consultants. These standards have been incorporated into the County's Outsourcing Agreement as required service levels. The County Technology Office (CTO) monitors IT performance monthly against these service levels to ensure that standards are being met.

Required Discipline – Customer Satisfaction

- Provided IT services that meet the needs and expectations of both County employees and residents. Customer satisfaction surveys were maintained at an 85% satisfaction rating or higher.

Required Discipline – Fiscal Stability

- IT costs for services were held to the rates established in the Information Technology Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County and for fair and reasonable pricing.



Required Discipline – Continuous Improvement

- Provided technical solutions that enabled the business units to achieve improved efficiencies through enhanced wireless connectivity, wireless access points and increased public library access. Assisted and supported departments in the design of additional infrastructure applications such as Anasazi, Kiva and the Web site conversion to allow more clients to be served and increase field worker mobility.

Required Discipline – Regional Leadership

- CTO staff attended and presented at national and regional conferences on IT-related topics.

2008-10 Objectives

Required Discipline – Information Technology

- Initiate an Information Technology Strategic Plan that is linked to the County of San Diego's General Management System and addresses County needs.
- Initiate the consolidation and transformation of current data storage capacities. The initiation of this effort will allow the County to take the next step in storage consolidation. The planning process will center on the phased concept of moving data from more expensive to offline storage.
- Complete improvements to the current protocols and plans for Business Continuity and Disaster Recovery. Initiation of application server consolidation through the use of virtualization techniques will allow critical County business applications to be moved and stood up within hours in the event of a disaster.
- Lead a Countywide effort to assess the County's software application portfolio with the goal of developing the plan for portfolio modernization, consolidation, and alignment with technology standards.

- Complete the implementation of the Enterprise Data Warehouse which will provide customers with an intuitive and efficient tool for data analysis and financial reporting.

Required Discipline – Essential Infrastructure

- Begin the systematic upgrade of all County desktop computers to the new operating system standard and the remediation of certain applications to ensure compatibility with the new standard.
- Continue to provide consistently high quality services such as e-mail, phones, Internet, intranet, and application development to support County departments. Certain services will be benchmarked against industry standards through continuous monitoring of services for compliance with contract requirements.

Required Discipline – Customer Satisfaction

- Provide for continuous improvement in customer satisfaction through the use of surveys, contractor incentives and customer communications/feedback.
- Initiate CTO organizational outreach program consisting of CTO participation in department and County town hall meetings with the purpose of obtaining end user feedback to be incorporated into the IT strategic planning process.

Required Discipline – Fiscal Stability

- Initiate the reorganization and restructuring of the Chargeback system to ensure the accurate, timely, and efficient billing for IT services to ensure the maximum value for the County and taxpayers.
- Maintain IT costs for services at the rates established in the contract. New services will be benchmarked and analyzed for best value to the County at a fair and reasonable price.



Required Discipline – Continuous Improvement

- Provide technical solutions that provide continuous improvement in processes related to applications, infrastructure upgrade services, data center management, capacity/performance management and security.

Required Discipline – Regional Leadership

- Continue to speak at national conferences on IT-related topics including, but not limited to, providing IT management in an outsourced environment.

Related Links

For additional information about the CTO, refer to the Web site at www.sdcounty.ca.gov/cto.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of projects implemented on time and within budget ¹	87% of 15	95% of 100	95% of 70	95% of 75	95% of 75
Percentage of customers who report satisfaction with Contractor Support Services ²	92.8%	95%	87% ³	90%	92%
Percentage of accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate ⁴	N/A	96%	97.5%	97%	97%
IT initiatives resulting from CTO-driven advanced planning ⁵	N/A	3	4	3	3
Assist and support departments in making existing County services available and accessible on the Internet and intranet for County residents and County employees ⁴	N/A	2	3	5	5

Table Notes

¹ This percentage was developed from a population of 70 projects that were completed over the year. Of the 70 projects, 67 met the requirements. The term “project” refers to IT-related events conducted by County employees as part of County operations. With the completion of last years transition to the new IT outsourcing supplier, the level of projects worked for 2007-08 increased from 15 to 70 projects.

² Satisfaction with Contractor Support Services is measured by a customer satisfaction survey of County employees on a scale from 1 (unsatisfied) to 5 (very satisfied), where 3 is considered “satisfactory.”

³ The 2007-08 adopted target of 95% was carried forward from the previous IT outsourcing supplier, when in fact the contract for the new IT outsourcing supplier requirements for 2007-08 was 85% during transition. Contract requirements have been increased in 2008-09 to reflect the current target.

⁴ New measure effective Fiscal Year 2007-08 to better reflect outcome-based performance.

⁵ Initiatives such as Application Work Plan, Chargeback Business Process Reengineering, and Web redesign.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net increase of \$10.7million.

- Net decrease of \$0.4 million in the County Technology Office’s operating budget due to:



- Salaries and Benefits — net increase of \$0.03 million primarily due to negotiated wage and benefit adjustments.
- Services and Supplies — decrease by a net \$0.2 million due to a decrease in the amount of one-time funding of prior year IT initiatives of \$2.2 million and an increase of \$0.7 million to support ongoing cost increases associated with public liability (\$0.5 million) and the Web redesign initiative (\$0.2 million). Services and Supplies includes \$2.0 million to rebudget prior year one-time appropriations for IT initiatives including Server Consolidation (\$1.3 million) and the Integrated Property Tax System (\$0.7 million). The remaining \$0.2 million in one-time funding will be used to support miscellaneous contract administration costs associated with one-time IT initiatives.
- Management Reserves — decrease of \$0.2 million. Remaining Management Reserves will support unanticipated needs.
- Net increase of \$11.1 million in the IT Internal Service Fund (ISF) due to anticipated one-time IT initiatives including the Enterprise Resource Planning Application Upgrade, the Enterprise Data Warehouse, and the Business Case Management System.

Revenues

Net increase of \$10.7 million.

- Net decrease of \$0.4 million in the County Technology Office's operating budget due to:
 - Use of Fund Balance — decrease of \$1.1 million for prior year one-time initiatives. The remaining \$2.4 million in budgeted fund balance will be used to support one-time initiatives and management reserves described above.
 - General Revenue Allocation — increase of \$0.7 million to support ongoing expenditure changes described above.

Net increase of \$11.1 million in the IT ISF. Increases in Intergovernmental Revenues and Charges for Current Services to offset expenditure changes described above.

Budget Changes: 2008-09 to 2009-10

Total expenditures decrease by \$17.7 million primarily as a result of a reduction of \$1.4 million in Use of Fund Balance in the CTO's operating budget due to the anticipated completion of one-time IT projects during Fiscal Year 2008-09 and a decrease of \$16.4 million in the IT ISF due to anticipated completion of one-time IT projects and changes in service levels by various County departments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
CTO Office	16.00	16.00	16.00
Total	16.00	16.00	16.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
CTO Office	\$ 7,742,648	\$ 9,339,747	\$ 10,262,231	\$ 6,223,639	\$ 8,950,138	\$ 7,646,439
Information Technology Internal Service Fund	45,083,466	115,107,063	115,107,063	147,728,221	126,181,330	109,768,253
Total	\$ 52,826,114	\$ 124,446,810	\$ 125,369,294	\$ 153,951,860	\$ 135,131,468	\$ 117,414,692

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 2,419,507	\$ 2,652,172	\$ 2,746,740	\$ 2,578,914	\$ 2,683,144	\$ 2,725,008
Services & Supplies	100,339,012	121,394,638	122,395,706	120,369,513	132,248,324	114,689,684
Other Charges	5,548,045	—	—	30,976,585	—	—
Capital Assets/Land Acquisition	(55,480,450)	—	—	—	—	—
Capital Assets Equipment	—	—	26,848	26,848	—	—
Management Reserves	—	400,000	200,000	—	200,000	—
Total	\$ 52,826,114	\$ 124,446,810	\$ 125,369,294	\$ 153,951,860	\$ 135,131,468	\$ 117,414,692



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 203,152	\$ 2,710,000	\$ 2,710,000	\$ 3,616	\$ 3,210,000	\$ 3,210,000
Charges For Current Services	102,300,146	111,310,274	111,310,274	114,580,414	121,884,941	105,471,864
Miscellaneous Revenues	210	500	500	228	100	100
Other Financing Sources	845,000	1,670,670	1,670,670	1,604,848	1,670,670	1,670,670
Use of Fund Balance	(56,110,987)	3,530,000	4,452,484	32,537,388	2,400,000	1,000,000
General Revenue Allocation	5,588,593	5,225,366	5,225,366	5,225,366	5,965,757	6,062,058
Total	\$ 52,826,114	\$ 124,446,810	\$ 125,369,294	\$ 153,951,860	\$ 135,131,468	\$ 117,414,692



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.

2007-08 Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 99%.
- Provided our customers with hearings that were fair, impartial, and efficient, resulting in legally sound decisions.
- Ensured proper referral of inquiries by departments, employees, employee representatives and organizations, and the public relating to human resources matters, resulting in direct access to requested information.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees, and employee representatives resulting in fair and unbiased outcomes.

Required Discipline – Skilled, Competent and Diverse Workforce

- Resolved 66% of 71 personnel disputes without the need for a full evidentiary hearing, exceeding target of 55% and saving time and costs.
- Provided staff training in areas of human resources, computer technology, finance, workplace safety, and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

- Trained Health and Human Services Agency human resources staff on Civil Service Commission procedures relating to disciplinary hearings leading to increased compliance with Civil Service Rules.

Required Discipline – Accountability/Transparency

- Revised format for reporting out peace officer disciplinary findings to provide public with as much information as law permits.

Required Discipline – Continuous Improvement

- Fully implemented new digital audio recording system at Commission hearings and public meetings resulting in easier access for the public.
- Implemented new audio duplication system for recordings of Commission hearings and meetings resulting in a 75% decrease in costs and turn-around time.
- Developed new user-friendly form for filing discrimination complaints.
- Developed new instruction pamphlet explaining how to request subpoenas for Civil Service hearings.
- Created desk book manual for procedures related to Commission proceedings as an aid to Commission staff.
- 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.



- Distributed 100% (42) of Commission decisions within 48 hours of Commission approval due to staff efficiency, resulting in timely notification of outcomes to parties and the public. This exceeded target of 90%.

Required Discipline – Information Technology

- Expanded the Commission's website to include audio recordings of public meetings and new user-friendly forms.
- Compiled an easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

2008-10 Objectives

Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.
- Provide our customers with hearings that are fair, impartial, and efficient in order to achieve legally sound decisions.
- Ensure proper referral of inquiries by departments, employees, employee representatives and organizations, and the public relating to human resources matters in order to provide direct access to requested information.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees, and employee representatives resulting in fair and unbiased outcomes.

Required Discipline – Skilled, Competent and Diverse Workforce

- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in savings of time and costs.
- Provide ongoing staff training in areas of human resources, computer technology, workplace safety, and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline – Accountability/Transparency

- Ensure all decisions made by the Commission will take into consideration fairness, due process, and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff, and County Counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline – Continuous Improvement

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues, and other relevant information to increase staff efficiency and effectiveness.

Related Links

For additional information about the Civil Service Commission, refer to the Web site at www.sdcounty.ca.gov/civilservice.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Positive customer satisfaction rating	99%	95%	99%	95%	95%
Percentage increase in number of personnel disputes resolved without need of evidentiary hearing ¹ / total number of personnel disputes resolved without need of evidentiary hearing	8% / 37	N/A	N/A	N/A	N/A
Percentage of personnel disputes resolved without need of an evidentiary hearing ¹ / total number of personnel disputes	N/A	55%	66% of 71	55%	55%
Percentage of Commission decisions distributed within 48 hours of Commission approval	100% of 30	90%	100% of 42	95%	95%

Table Notes

¹ Effective Fiscal Year 2007-08, the “Percentage increase in number of personnel disputes resolved without need of evidentiary hearing” measure is being replaced by “Percentage of personnel disputes resolved without need of an evidentiary hearing”, to better reflect outcome-based performance.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Salaries and Benefits and Services and Supplies increase of \$0.02 million to support negotiated wage and benefit adjustments and operating costs.

Revenues

Corresponding increase in revenues as a result of expenditure increases described above.

Budget Changes: 2008-09 to 2009-10

No significant changes. Net decrease of \$0.02 million is the result of Salaries and Benefits increase for an allowance for anticipated wage and benefit adjustments offset by a decrease in Services and Supplies and a reduction in Management Reserves.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Civil Service Commission	\$ 592,139	\$ 624,424	\$ 643,985	\$ 597,206	\$ 648,340	\$ 627,243
Total	\$ 592,139	\$ 624,424	\$ 643,985	\$ 597,206	\$ 648,340	\$ 627,243

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 471,439	\$ 477,083	\$ 493,291	\$ 487,479	\$ 494,012	\$ 508,630
Services & Supplies	120,701	117,341	120,694	109,728	124,328	118,613
Management Reserves	—	30,000	30,000	—	30,000	—
Total	\$ 592,139	\$ 624,424	\$ 643,985	\$ 597,206	\$ 648,340	\$ 627,243

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 50,155	\$ 44,894	\$ 44,894	\$ 44,894	\$ 50,837	\$ 44,894
Miscellaneous Revenues	—	—	—	465	—	—
Use of Fund Balance	16,173	30,000	49,561	2,318	30,000	—
General Revenue Allocation	525,811	549,530	549,530	549,530	567,503	582,349
Total	\$ 592,139	\$ 624,424	\$ 643,985	\$ 597,206	\$ 648,340	\$ 627,243

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. Five program areas are included within the department: Executive Office, Public Services, Legislative Services, and CAC Facilities Services, and CAC Major Maintenance.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2007-08 Accomplishments

Strategic Initiative – The Environment

- Reduced water usage by 11% during Fiscal Year 2007-08, following recommendations from a recent San Diego Water Authority survey, conserving limited resources.

Required Discipline – Customer Satisfaction

- Managed a 350% increase in the number of property tax assessment appeals applications accepted and entered into the computer system, with no corresponding increase in staffing.

Required Discipline – Skilled, Competent and Diverse

Workforce

- Created a Board of Supervisors Handbook to assist newly elected Supervisors and new staff with questions regarding the County's mission, services, office operational finances, structure, business processes, and organizational culture thereby promoting a more skilled and competent workforce.

Required Discipline – Continuous Improvement

- Ensured that Board of Supervisors meeting items, which have only hard copy related backup materials, were scanned and placed on the Clerk of the Board Internet site for more complete customer access to local government records.
- Engaged Northrop Grumman, the County's Information Technology contractor, in replacing the current document management system with new County standard Documentum software, which allows the public to access records of Board of Supervisors meetings more efficiently.



2008-10 Objectives

Strategic Initiative – The Environment

- Manage CAC water consumption in a manner that ensures environmental preservation and preserves limited resources.

Required Discipline – Customer Satisfaction

- Ensure satisfaction with the services we provide by surveying over 1,000 customers each year and receiving consistently excellent feedback.

Required Discipline – Essential Infrastructure

- Obtain technical manuals for all cafeteria equipment and add that equipment to the CAC preventive maintenance schedule by December 2008.
- Maintain the CAC physical infrastructure in a superior manner by completing preventative maintenance work orders as scheduled.

Required Discipline – Accountability/Transparency

- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

- Ensure the efficiency and integrity of the property tax assessment appeal process by processing appeal applications quickly and accurately.

Required Discipline – Continuous Improvement

- Implement electronic notary public application at all public service carrels by June 2009 to enhance customer satisfaction and improve security measures.
- Replace file system, Public Services and Legislative Services, with secure and updated system by December 2008 to facilitate public access and enhance our ability to organize and secure public records.

Required Discipline – Information Technology

- Implement Citizen Advisory Board software application by December 2008, facilitating public participation in local government.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the Web site www.sdcounty.ca.gov/cob.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Average score on internal customer surveys ¹	4.9	4.9	4.9 of over 1,600 surveys	4.9	4.9
Percentage of property tax assessment appeal applications quality reviewed and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	90%	92%	92% of 13,150	92%	92%
Percentage of CAC Facilities Services preventive maintenance work orders completed as scheduled	92%	95%	96% of 2,045 work orders	98%	98%
Percentage of audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting ³	N/A	100%	100% of 42 recordings	100%	100%
Percentage decrease in landscape water consumption at the CAC ⁴	N/A	10%	11%	12%	12%

Table Notes

¹ Scale of 1-5, with 5 being “excellent.”

² During Fiscal Year 2007-08, total applications received were 13,150. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

³ This is a new measure effective Fiscal Year 2007-08 to improve customer access to local government records. No audio was placed on the Internet in prior years.

⁴ Percentage is of total water consumption.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Increase of \$0.6 million.

- Salaries and Benefits — increase of \$0.1 million in the Clerk of the Board of Supervisor’s operating budget primarily due to negotiated wage and benefit adjustments.



- Services and Supplies — increase of \$0.5 million in CAC Major Maintenance to implement additional facility maintenance requirements (\$0.3 million) and to rebudget funds to support the completion of a one-time information technology initiative to digitize microfilm (\$0.2 million).
- Management Reserves — budget of \$0.2 million to support unanticipated events.

Revenues

Net increase of \$0.6 million.

- Charges for Current Services — decrease of \$0.1 million to realign the budget with historical actuals.

- Use of Fund Balance — increase of \$0.6 million to support one-time services and supplies expenses described above.
- General Revenue Allocation — increase of \$0.1 million to support increased expenses in the Clerk of the Board's operating budget described above.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$0.6 million primarily related to a decrease in Services and Supplies for prior year one-time projects and a reduction in Management Reserves and an increase in Salaries and Benefits due to an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Legislative Services	11.00	11.00	11.00
CAC Facilities Services	10.00	10.00	10.00
Public Services	11.00	11.00	11.00
Executive Office	5.00	5.00	5.00
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Legislative Services	\$ 834,082	\$ 1,027,512	\$ 1,027,512	\$ 864,837	\$ 1,002,890	\$ 1,049,173
CAC Facilities Services	2,879,116	3,730,602	3,932,864	3,233,797	3,707,846	3,748,068
Assessment Appeals	270	—	—	243	—	—
Public Services	796,960	905,056	905,722	898,815	1,163,764	991,747
Executive Office	819,596	1,127,857	1,230,424	1,101,527	1,218,225	1,047,575
CAC Major Maintenance	1,154,271	1,643,000	2,227,124	1,075,342	1,986,081	1,643,000
Total	\$ 6,484,296	\$ 8,434,027	\$ 9,323,646	\$ 7,174,562	\$ 9,078,806	\$ 8,479,563

Budget by Categories of Expenditures

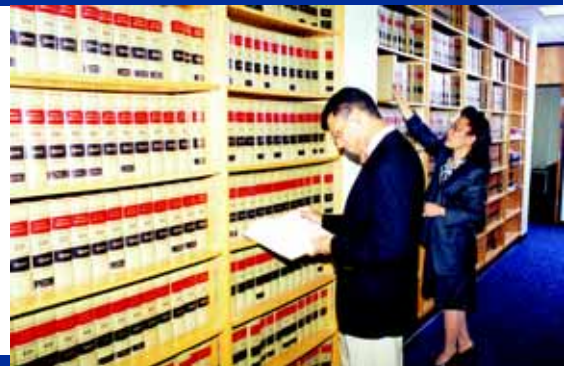
	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 2,765,732	\$ 3,084,581	\$ 3,187,148	\$ 3,039,914	\$ 3,147,558	\$ 3,315,941
Services & Supplies	3,718,564	5,149,446	5,936,498	4,134,647	5,731,248	5,163,622
Management Reserves	—	200,000	200,000	—	200,000	—
Total	\$ 6,484,296	\$ 8,434,027	\$ 9,323,646	\$ 7,174,562	\$ 9,078,806	\$ 8,479,563



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ 53,178	\$ 34,949	\$ 34,949	\$ 82,805	\$ 49,949	\$ 49,949
Charges For Current Services	303,968	325,750	325,750	349,372	259,750	259,750
Miscellaneous Revenues	43,112	40,170	40,170	47,752	41,170	41,170
Use of Fund Balance	140,705	1,828,051	2,717,670	489,526	2,396,132	1,628,051
General Revenue Allocation	5,943,334	6,205,107	6,205,107	6,205,107	6,331,805	6,500,643
Total	\$ 6,484,296	\$ 8,434,027	\$ 9,323,646	\$ 7,174,562	\$ 9,078,806	\$ 8,479,563

County Counsel



Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards, and commissions. The legal services provided to the County include County Counsel's representation of the County Health and Human Services Agency (HHS) 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. 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 in order to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2007-08 Accomplishments

Required Discipline – Fiscal Stability

County Counsel aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevailed in 92% (73 of 79) of court decisions in all lawsuits against the County completed in 2007-08.
- Achieved 88% (14 of 16) of goal involving County cases filed against other parties that were completed in 2007-08 by winning court decision or obtaining a favorable financial settlement for the County.
- Handled 100% (100 of 100) of the defense of all lawsuits filed against the County.

Required Discipline – Customer Satisfaction

County Counsel provided quality, accurate, effective, and timely legal advice to all County departments so that they could fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- Completed 100% (22 of 22) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer (CAO) by the agreed upon due date.
- Completed 98% (1,301 of 1,334) of all advisory assignments for all County departments by the agreed upon due date.
- Achieved an overall client satisfaction rating of 4.6 (on a scale of 1-5) in office-wide client survey.

Required Discipline – Regional Leadership

County Counsel attorneys have engaged in numerous leadership roles in the County and throughout the State, which have provided positive and constructive influences in the professional practice of law in the region.



- Maintained significant involvement with several State and county organizations and committees to improve collaboration and ultimately better serve San Diego County residents. These commitments include the following: American Board of Trial Advocates, California Blue Ribbon Commission on Children in Foster Care, California Children's Justice Act Task Force, California Citizen Review Task Force, California Peace Officers' Association, California State Association of Counties (CSAC) Native American Tribal Lands Committee, CSAC Global Warming/Climate Change Committee, Juvenile Justice Commission, Juvenile Dependency Court Policy Group, San Diego City Attorney Association, County Service Area Law Working Group, and the County Counsel's participation on the following County Counsels' Association of California Committees: Chairman of the Litigation Oversight Committee, Chairman of the Orientation Committee, and member of the Cost Shift Committee.
- Provided community education to members of various legal professional organizations during 28 Mandatory Continuing Legal Education training sessions.

Required Discipline – Skilled, Competent and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees during Fiscal Year 2007-08 in furtherance of a committed, capable, and diverse workforce.

- Provided 160 education/training programs to the County on selected legal subjects, exceeding the goal of 150.
- Provided 44 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues, exceeding the goal of 40.

- Issued 14 County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation, exceeding the goal of 12.
- Provided a combination of 52 internal and external training sessions for County Counsel staff on various subjects, exceeding the goal of 40.

Required Discipline – Information Technology

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Developed plan for County Counsel intranet webpage to include online training library.

2008-10 Objectives

Required Discipline – Fiscal Stability

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevail in over 95% of court decisions in all lawsuits filed against the County, protecting the financial interests of the County.
- Achieve a success rate of over 91% in County lawsuits against other parties by winning court decisions or obtaining favorable financial settlements, thereby protecting the financial interests of the County.
- Handle 99% or more of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.



Required Discipline – Customer Satisfaction

County Counsel will provide quality, accurate, effective, and timely legal advice to all County departments so that they can fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- Complete 100% of all advisory assignments for the Board of Supervisors and CAO by their due dates.
- Complete 99% or more of all advisory assignments for County departments by the agreed upon due dates, thereby helping these departments to fulfill their missions in accordance with the law and better serve the community.

Required Discipline – Regional Leadership

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 12 regional organizations and committees.

Required Discipline – Skilled, Competent and Diverse Workforce

County Counsel will provide education and risk mitigation training to County officers and employees in furtherance of a committed, capable, and diverse workforce.

- Provide 226 or more education programs to County employees on selected legal subjects, thereby enabling these employees to better serve San Diego County residents.
- Provide 75 or more specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.

- Issue 12 or more Special Bulletins to inform County staff of new developments involving court rulings and new legislation, thus assisting County staff to better perform their duties within the law.
- Conduct 125 or more internal and/or external training sessions for staff, including Mandatory Continuing Legal Education, to ensure they continue to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline – Continuous Improvement

County Counsel will improve its operational efficiencies, thereby maximizing value for taxpayers.

- Revise the Client Department Request for Legal Services assignment process to streamline the opening, extending, and closing of legal services assignments for our clients, to make better use of staff time and resources.
- Develop a Training Quality Assurance Committee to assess and monitor the effectiveness and applicability of trainings provided by County Counsel.

Required Discipline – Information Technology

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Implement the first phase of the five-year Documentum Management Business Process Reengineering Plan to scan County Counsel Opinions, to allow electronic retrieval of case information.
- Implement online training library by placing five training videos on the County Counsel intranet to allow County department staff to access training from the convenience of their office workstations, thus facilitating more time for their day-to-day job duties and saving on travel costs.

County Counsel



Related Links

For additional information about County Counsel, refer to the Web site at www.sdcountry.ca.gov/CountyCounsel.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of resolved court cases filed against the County in which County will prevail (County success rate)	95% (83–4 record)	90%	92% (73–6 record)	95%	95%
Percentage of cases against the County that were handled by County Counsel ²	99% (120 cases)	95%	100% (100 cases)	99%	99%
Percentage of resolved cases filed against County that will be decided by court decision or dismissal without settlement ¹	72% (87 cases)	70%	79% (79 cases)	N/A	N/A
Success rate in County cases against other parties ²	91%	90%	88%	91%	91%
Percentage of advisory assignments for Board of Supervisors to be completed by the due date	100% (21 assignments)	100%	100% (22 assignments)	100%	100%
Percentage of advisory assignments for all departments completed by the due date	98% (1,491 assignments)	98%	98% (1,301 assignments)	99%	99%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days ¹	100% (5 EIRs)	100%	100% (7 EIRs)	N/A	N/A
Percentage of Juvenile Dependency petitions at jurisdictional hearings in which County Counsel will prevail ¹	99% (1,835 petitions)	95%	99% (1,629 petitions)	N/A	N/A
Percentage of Juvenile Dependency appeals and writs in which County Counsel will prevail ¹	89% (407 writs/ appeals)	90%	94% (378 writs/ appeals)	N/A	N/A
Number of training programs presented by County Counsel ²	151	150	160	226	226
Number of risk mitigation education sessions provided by County Counsel ²	49	40	44	75	75
Number of legal bulletins issued ²	12	12	14	12	12

Table Notes

¹ Measure discontinued effective Fiscal Year 2008-09 and replaced with more outcome-oriented measures.

² New measure included to better reflect department priorities.



Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net increase of \$0.8 million.

- Salaries and Benefits — net increase of \$0.9 million primarily due to negotiated wage and benefit adjustments.
- Management Reserves — decrease of \$0.1 million due to completion of prior year one-time information technology initiatives. Remaining \$0.7 million to support unanticipated events and one-time information technology initiatives.

Revenues

Net increase of \$0.8 million.

- Charges for Current Services — increase of \$0.8 million due to anticipated increases in cost recovery.
- Use of Fund Balance — decrease of \$0.1 million associated with the decrease in Management Reserves described above. Remaining Use of Fund Balance of \$0.7 million will support management reserves (\$0.2 million) and one-time costs primarily associated with phased Documentum project and other technology projects (\$0.5 million).
- General Revenue Allocation — increase of \$0.1 million to support increased expenditures noted above.

Budget Changes: 2008-09 to 2009-10

No significant net change. Salaries and Benefits increase of \$0.6 million for an allowance for anticipated wage and benefit adjustments is offset by a decrease in Management Reserves.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
County Counsel	141.00	141.00	141.00
Total	141.00	141.00	141.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
County Counsel	\$ 20,660,466	\$ 22,454,457	\$ 23,298,376	\$ 21,447,638	\$ 23,271,577	\$ 23,280,925
Total	\$ 20,660,466	\$ 22,454,457	\$ 23,298,376	\$ 21,447,638	\$ 23,271,577	\$ 23,280,925

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 19,445,131	\$ 20,715,849	\$ 21,414,238	\$ 20,475,029	\$ 21,588,510	\$ 22,236,165
Services & Supplies	1,757,054	1,594,151	1,845,297	1,567,729	1,640,971	1,691,501
Capital Assets Equipment	—	—	15,500	14,977	—	—
Expenditure Transfer & Reimbursements	(541,719)	(655,543)	(655,543)	(610,097)	(627,904)	(646,741)
Management Reserves	—	800,000	678,884	—	670,000	—
Total	\$ 20,660,466	\$ 22,454,457	\$ 23,298,376	\$ 21,447,638	\$ 23,271,577	\$ 23,280,925



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 9,030,650	\$ 8,765,549	\$ 9,197,340	\$ 9,377,450	\$ 9,624,279	\$ 9,624,279
Miscellaneous Revenues	41,084	25,000	25,000	80,031	20,000	20,000
Use of Fund Balance	(195,177)	800,000	1,212,128	(873,750)	670,000	—
General Revenue Allocation	11,783,909	12,863,908	12,863,908	12,863,908	12,957,298	13,636,646
Total	\$ 20,660,466	\$ 22,454,457	\$ 23,298,376	\$ 21,447,638	\$ 23,271,577	\$ 23,280,925

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

To 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.

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 72 citizens' complaints, issues, and other County matters of civil concern brought before the Grand Jury.
- Conducted hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense in response to criminal complaints filed by the District Attorney.
- Returned 63 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq).

Required Discipline – Accountability/Transparency

- Submitted a final report of findings and recommendations that pertained to County government matters to the Presiding Judge of the Superior Court, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933). Each affected agency had 60-90 days to respond to the Grand Jury's recommendations.

2008-10 Objectives

Strategic Initiative – Safe and Livable Communities

- Review, prioritize, and investigate all citizens' complaints, issues, and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county governmental entities are operating as efficiently as possible.
- Support the District Attorney with hearings on criminal matters.



Related Links

For additional information about the Grand Jury, refer to the Web site at www.sdcounty.ca.gov/grandjury.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

No significant net change. Management Reserves of \$0.02 million will be used to mitigate unanticipated expenditures.

Revenues

No significant changes.

Budget Changes: 2008-09 to 2009-10

No significant changes.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Grand Jury	1.00	1.00	1.00
Total	1.00	1.00	1.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Grand Jury	\$ 547,712	\$ 733,362	\$ 739,122	\$ 564,637	\$ 737,162	\$ 720,267
Total	\$ 547,712	\$ 733,362	\$ 739,122	\$ 564,637	\$ 737,162	\$ 720,267

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 118,067	\$ 135,711	\$ 135,711	\$ 122,240	\$ 112,728	\$ 114,310
Services & Supplies	429,645	577,651	583,411	442,397	604,434	605,957
Management Reserves	—	20,000	20,000	—	20,000	—
Total	\$ 547,712	\$ 733,362	\$ 739,122	\$ 564,637	\$ 737,162	\$ 720,267

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Use of Fund Balance	\$ (15,750)	\$ 20,000	\$ 25,760	\$ (148,725)	\$ 20,000	\$ —
General Revenue Allocation	563,462	713,362	713,362	713,362	717,162	720,267
Total	\$ 547,712	\$ 733,362	\$ 739,122	\$ 564,637	\$ 737,162	\$ 720,267



Human Resources



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities including Workers' Compensation program and property and casualty insurances; employee training programs; labor relations; and administration of employee incentive and career development programs.

Mission Statement

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.

2007-08 Accomplishments

Required Discipline – Skilled, Competent and Diverse Workforce

- Conducted one Discipline Case Advocacy Institute training session by June 2008, to increase departmental personnel officers' ability to represent the County effectively in disciplinary hearings.
- Expanded the contents of the quarterly Discipline Case Record periodical by including articles related to the labor relations field for Fiscal Year 2007-08, to broaden departmental personnel officers' knowledge.
- Offered three training classes on Family Medical Leave and Pregnancy Disability Leave through the DHR Training Catalog, in order to provide consistent information on the County policy and legal requirements.
- Developed and implemented 23 distance learning courses and offered both Web-based and instructor-led training to County employees through the Learning

Management System, exceeding the goal of two courses. This Countywide system manages and supports employee development by tracking training courses, job certification requirements, and licenses. Courses developed emphasized career marketing and customer service skills which will help employees compete for internal job opportunities, and to better serve the public. Distance learning courses enable employees to complete training from their desktops, reducing travel time and mileage reimbursement.

- Increased the number of qualified applicants by 29% (32,089) of an identified applicant base of 24,858, over Fiscal Year 2006-07, in order to provide a larger qualified applicant pool. This enables departments to build a workforce that can deliver superior services to the residents of San Diego County. The original target of 5% was exceeded due to effective targeted recruitment planning and recruitment training programs directed to employees.
- Marketed County employment opportunities by advertising in a variety of culturally diverse publications and Web sites, and attending job fairs that are targeted at diverse populations, in order to maintain a 60% ratio of diverse applicants of the overall applicant pool.



- Developed on-campus relationships with student and faculty organizations to market County employment opportunities and enhanced college recruitments by participating in 11 recruitment events at colleges and universities by December 2007. Participated in 25 recruitment events during the fiscal year.
- Completed 98% of 398 classification activity requests (reclassification requests, salary studies, position maintenance studies, etc.) within prescribed goal dates.
- Rolled out the Web-based training tutorial to 17,500 employees (100%) by June 2008 on the centralized Learning Management System which provides electronic access to enroll in, manage, and facilitate trainings. Trained 254 employees through 22 classroom trainings and 2,617 employees through Web-based trainings.

Required Discipline – Fiscal Stability

- Costs associated with injuries increased by 5.57% (\$870,326) as compared to Fiscal Year 2006-07 costs of \$15,621,375. This is still a significant achievement given rising medical costs. Completed 24 training sessions through June 2008, in support of the Work Safe/Stay Healthy program in an effort to minimize costs associated with workplace injuries.

Required Discipline – Information Technology

- Implementation of an automated benefit system has been deferred to Fiscal Year 2008-09 due to the availability of information technology resources and concerns over data integration.
- Implemented a new online job application system with enhanced features to recruit qualified candidates and streamline the hiring process to maintain a skilled, competent and diverse workforce.
- Reduced costs associated with Risk Management’s document storage by 10% (\$800), as compared to Fiscal Year 2006-07 costs of \$8,000, through managing records stored at Iron Mountain – the facility where County

records which are not needed on-site are stored. Upgrades to Workers’ Compensation system and utilization of document imaging module deferred until Fiscal Year 2008-09.

Required Discipline – Continuous Improvement

- Developed Request for Proposal (RFP) for employee benefit dental contracts for improved dental provider networks, dental services, and pricing by June 2008.

2008-10 Objectives

Required Discipline – Skilled, Competent and Diverse Workforce

- Enhance on-campus relationships with student and faculty organizations to market County employment opportunities by attending ten recruitment events and conducting on-site testing to expedite the hiring of college graduates at colleges and universities by June 2009.
- Market County employment opportunities by advertising in a variety of culturally diverse publications and Web sites, and attending job fairs that are targeted at diverse populations, in order to maintain a 60% ratio of diverse applicants of the overall applicant pool.
- Complete 94% of 548 recruitment plan/service agreements within established goal dates.
- Support and maintain the new customer service program, Serving Everyone with Excellence, by implementing Customer Service Boot Camp and training 30% of employees each fiscal year. This course is a Web-based training offered through the Learning Management System.
- Ensure no additional lost hours of productivity for injured workers as compared to Fiscal Year 2007-08, by conducting 24 training sessions for departments by June 2009, in support of the Work Safe/Stay Healthy program.



-
- Complete 94% of 580 classification activity requests (reclassification requests, salary studies, position maintenance studies, etc.) within prescribed goal dates.

Required Discipline – Fiscal Stability

- Negotiate fiscally prudent successor labor agreements with 25 bargaining units by June 2009.

Required Discipline – Information Technology

- Promote the utilization of the Human Resources Information System capabilities in the County by creating 80% use awareness among unclassified managers and selected sworn Sheriff's personnel by June

2009, in order to provide them with the access to workforce information on-demand for their decision making purposes.

- Implement an automated benefit system for the processing of benefits for open enrollment, new hires, and family status changes by fall 2008. This system will provide a convenient, user-friendly, cost effective, Web-based enrollment process for employees. This project was deferred from the previous fiscal year.

Related Links

For additional information about the Department of Human Resources, refer to the Web site at www.sdcounty.ca.gov/hr.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of classification activity requests completed within prescribed time frame	96% of 533	94% of 580	98% of 398	94% of 580	94% of 580
Overall satisfaction rating with training programs offered by Employee Development Division (Scale of 1-5, with 5 being "extremely satisfied")	4.70	4.50 ¹	4.71	N/A ²	N/A ²
Percentage of grievances won in arbitration	N/A ³	80%	N/A ⁴	N/A ²	N/A ²
Percentage of recruitment plan/service agreements/timelines are met	98% of 535	89% of 548	97% of 537	94% of 548	94% of 548
Percentage of reduction in Countywide workers' compensation costs compared to prior year	(7.17%) ⁵	0% ⁶	+2.35% ⁶	N/A ²	N/A ²

Table Notes

¹ The average rating for the last three years has been 4.5. Additionally, existing courses are revised to address course attendee feedback.

² This measure is being deleted as of Fiscal Year 2008-09 as the department continues to develop measures that are outcome oriented.

³ This measure is new effective Fiscal Year 2007-08.

⁴ All cases settled before arbitration.

⁵ Two large workers compensation claims settlements and the outcome of a court proceeding from Fiscal Year 2006-07 resulted in three large payments.

⁶ This measure only reflects workers' compensation claim costs. Workers' compensation medical costs continue to increase industrywide. The workers' compensation medical contract was renegotiated, resulting in an 8% cost increase. This contract became effective October 2007. Total workers' compensation costs include: claim costs, contract costs, Department of Human Resources and Auditor and Controller administration costs; and County Counsel costs.

Budget Changes: 2007-08 to 2008-09

No change in staffing.

Staffing



Expenditures

Net increase of \$0.3 million.

- Salaries and Benefits — net increase of \$0.8 million due to negotiated wage and benefit adjustments and one-time funding for the Workforce Academy for Youth (WAY) program.
- Services and Supplies — decrease of \$0.4 million due to savings in insurance premiums (\$0.2 million) and information technology (\$0.2 million).
- Management Reserves — decrease of \$0.1 million for a total of \$0.2 million to be used to mitigate unanticipated expenditures.

Revenues

Net increase of \$0.3 million.

- Use of Fund Balance — decrease of \$0.1 million due to the reduction of Management Reserves. The remaining \$0.5 million of fund balance will fund Management Reserves (\$0.2 million) and one-time costs associated with the WAY program (\$0.3 million).
- General Revenue Allocation — increase of \$0.4 million to fund expenditure increase described above.

Budget Changes: 2008-09 to 2009-10

No significant net change. Salaries and Benefits increase of \$0.2 million for an allowance for anticipated wage and benefit adjustments is offset by a decrease in Management Reserves.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Department of Human Resources	122.00	122.00	122.00
Total	122.00	122.00	122.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Department of Human Resources	\$ 18,974,217	\$ 22,508,736	\$ 23,764,244	\$ 21,861,114	\$ 22,857,113	\$ 22,859,972
Total	\$ 18,974,217	\$ 22,508,736	\$ 23,764,244	\$ 21,861,114	\$ 22,857,113	\$ 22,859,972

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 11,424,468	\$ 12,370,035	\$ 12,756,669	\$ 12,591,134	\$ 13,201,047	\$ 13,407,505
Services & Supplies	7,538,305	9,838,701	10,794,825	9,257,524	9,456,066	9,452,467
Capital Assets Equipment	—	—	25,000	12,456	—	—
Expenditure Transfer & Reimbursements	11,445	—	—	—	—	—
Management Reserves	—	300,000	187,750	—	200,000	—
Total	\$ 18,974,217	\$ 22,508,736	\$ 23,764,244	\$ 21,861,114	\$ 22,857,113	\$ 22,859,972



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 981,729	\$ 1,033,303	\$ 1,033,303	\$ 1,093,541	\$ 1,075,980	\$ 1,075,980
Miscellaneous Revenues	5,733,149	6,466,388	6,466,388	6,391,786	6,505,372	6,555,138
Use of Fund Balance	(923,065)	575,000	1,830,508	(58,258)	475,000	—
General Revenue Allocation	13,182,404	14,434,045	14,434,045	14,434,045	14,800,761	15,228,854
Total	\$ 18,974,217	\$ 22,508,736	\$ 23,764,244	\$ 21,861,114	\$ 22,857,113	\$ 22,859,972



Media and Public Relations



Department Description

The Board of Supervisors established the Department of Media and Public Relations (DMPR) in 1997. Funded by 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, the County's home Web page, news releases, newsletters, and publications, as well as operation and programming for the County Television Network (CTN), the County government access channel. The department also administers or monitors the County and State franchise agreements with video providers operating within unincorporated areas.

Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues.

2007-08 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Educated San Diego County residents, decision makers, and media on the scope, role, and benefits of County government so they get the most out of government services and improve the overall quality of life in San Diego County.
 - Produced 111 programs, segments, or Public Service Announcements (PSAs) highlighting County Strategic Initiative programs and services exceeding the target of 95.
- During the 2007 wildfires, provided multiple means of connecting experts to the media, to ensure that the public had the information needed to minimize loss, accelerate recovery, and maintain confidence in County government. DMPR provided information via computers, televisions, radios, and newspapers to

provide accurate and timely emergency response and recovery information to the public. DMPR undergoes drills to polish these skills.

- Met 97% (34 of 35 points) of DMPR benchmarks for each emergency response drill in Fiscal Year 2007-08, exceeding the target of 90%. The benchmarks included news releases and briefings, County Web site updates and CTN emergency information.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provided timely, accurate, and appropriate information to the media and internal customers so that a relationship of trust and cooperation could be maintained to ensure the questions and concerns of the public are addressed.
 - Provided 20 group and/or one-on-one media trainings to County departments 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. The trainings exceeded the target of 14.



Required Discipline – Accountability/Transparency

- Collected and promoted County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
 - Placed 1,650 stories about the County’s Strategic Initiatives or performance stories through the media, exceeding the target of 200.

2008-10 Objectives

Strategic Initiative – 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 100 programs, segments, or PSAs highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2008-09 and 2009-10.
- 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. Use computers, televisions, radios and newspapers to ensure the public has the information needed to minimize loss, accelerate recovery, and maintain confidence in County government.

- Meet at least 90% of DMPR benchmarks for each emergency response drill in Fiscal Years 2008-09 and 2009-10.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provide timely, accurate, and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained to ensure the questions and concerns of the public are addressed.
 - Provide at least 20 media trainings to County departments in Fiscal Years 2008-09 and 2009-10, 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.

Required Discipline – Accountability/Transparency

- Collect and promote County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
 - Place at least 1,000 stories about the County’s Strategic Initiatives or performance stories through the media in Fiscal Years 2008-09 and 2009-10.

Related Links

For additional information about the Department of Media and Public Relations, refer to the Web site at www.sdcounty.ca.gov/dmpr.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Number of media trainings conducted by DMPR staff for other departments	10	14	20	20	20
Number of new programs, segments, and PSAs produced by CTN highlighting one or more Strategic Plan Initiative or performance stories	144 ¹	95	111	100	100
Media placements coordinated by DMPR staff and HHSA	332	200	1,650 ²	1,000	1,000
Benchmarks met for each emergency drill or training ³	95%	90%	97%	90%	90%

Table Notes

¹ Staff had more time than expected to work on Strategic Plan Initiative or performance stories in Fiscal Year 2006-07 because fee projects were less complex.

² DMPR and HHSA are now fully staffed with highly trained and competent employees in this area.

³ DMPR uses a point system to determine whether staff members are meeting benchmarks on technology, individual preparedness, contact lists, news releases and briefings, County Web site updates, and CTN emergency information.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Increase of \$0.1 million.

- Salaries and Benefits — net increase of \$0.1 million for negotiated wage and benefit adjustments.
- Management Reserves — budget of \$0.2 million to support unanticipated events.

Revenues

Net increase of \$0.1 million.

- Other Licenses & Permits Cable Television – net increase of \$0.4 million due to changes in State law that requires a new method of calculating franchise license revenue.
- Use of Fund Balance — net decrease of \$0.3 million due to increase in revenue described above. Budget of \$0.2 million to fund management reserves.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$0.1 million in expenditures due to a decrease in Management Reserves, offset by an increase in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments. A corresponding decrease in revenues is a result of a reduction in Use of Fund Balance,



Media and Public Relations

offset by an anticipated increase of \$0.1 million in Other Licenses, Permits, and Cable Television revenue due to changes in State laws governing franchise fees for video providers.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Media and Public Relations	\$ 2,503,967	\$ 3,000,256	\$ 3,551,624	\$ 3,290,455	\$ 3,094,902	\$ 2,981,849
Total	\$ 2,503,967	\$ 3,000,256	\$ 3,551,624	\$ 3,290,455	\$ 3,094,902	\$ 2,981,849

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 2,135,009	\$ 2,360,268	\$ 2,437,104	\$ 2,324,230	\$ 2,451,725	\$ 2,538,408
Services & Supplies	318,958	439,988	880,520	732,287	443,177	443,441
Capital Assets Equipment	—	—	184,000	183,939	—	—
Operating Transfers Out	50,000	—	50,000	50,000	—	—
Management Reserves	—	200,000	—	—	200,000	—
Total	\$ 2,503,967	\$ 3,000,256	\$ 3,551,624	\$ 3,290,455	\$ 3,094,902	\$ 2,981,849



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 2,247,054	\$ 2,300,000	\$ 2,300,000	\$ 2,408,861	\$ 2,744,902	\$ 2,831,849
Revenue From Use of Money & Property	127,783	—	—	107,151	—	—
Charges For Current Services	159,407	150,000	150,000	173,626	150,000	150,000
Miscellaneous Revenues	18,695	—	—	15,572	—	—
Other Financing Sources	54,998	—	50,000	50,000	—	—
Use of Fund Balance	(103,970)	550,256	1,051,624	535,245	200,000	—
Total	\$ 2,503,967	\$ 3,000,256	\$ 3,551,624	\$ 3,290,455	\$ 3,094,902	\$ 2,981,849

Capital Program

Capital Program

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Capital Program

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2008-09 Adopted Capital Appropriations

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Operating Impact of Capital Program

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Major Project Highlights

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Capital Program Summary

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Capital Outlay Fund

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County Health Complex Fund

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Justice Facility Construction Fund

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Library Projects Fund

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4S Ranch Assessment District 89-1 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



Capital Program Introduction

To provide direction for the capital program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds.

The Capital Program is comprised of the following major funds:

- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other health facilities outside the County's Edgemoor property (described below).
- **Justice Facility Construction Fund** contains budgeted amounts for capital projects related to the County's detention facilities, Sheriff's stations, crime laboratories, and other criminal justice facilities.
- **Library Project Fund** contains budgeted amounts for the acquisition and construction of 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** - In 1979, the Board of Supervisors approved Board Policy F-38, *Edgemoor Property Development*, which provides guidelines for the use, development, and disposition of the County's 326 acres of property located in the city of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to the policy and states that 100% of the revenues produced by this property from the lease and sale of land are to assist in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of major capital facilities, it is included in the Capital Program. Due to the cost of replacing the Edgemoor Skilled Nursing Facility, Certificates of Participation

(COPs) were issued in January 2005 and December 2006. The Edgemoor Development Fund will provide the funding to repay the COPs and approximately \$4.78 million of the funds will be used to complete the construction of the Edgemoor Skilled Nursing Facility.

In 1989, the 4S Ranch Assessment District 89-1 Fund was established to finance public improvements such as construction of a bridge, water and sewer lines, and grading and paving of streets in the unincorporated area of 4S Ranch. The fund was established with proceeds from the 1989 Special Assessment District Bonds.

Capital Program Funds are used for:

- The acquisition and construction of new public improvements including buildings and initial furnishings and equipment.
- Land and permanent on- and off-site improvements necessary for the completion of a capital project.
- The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply and expenses will not be funded from the Capital Program Funds:

- Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses.
- Feasibility studies, facility master plans, or other analytical or research activities which do not relate directly to the implementation of a project.
- Furnishings or equipment not considered a permanent component of the facility.

The Board of Supervisors may appropriate from any legal source of funding available to the Capital Program Funds for projects or to the Capital Program Funds reserves for future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use, and disposal of County-owned real property and County-leased property



under the authority of Government Code Section 23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds. Procedures for timely closure of projects and the return of unexpended project funds to the original funding source have been established by the Auditor and Controller and are outlined in County Administrative Manual, Item 0030-23.

The Capital Improvements Planning Process is outlined in Board of Supervisors Policy G-16, *Capital Facilities and Space Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and emphasizes the role of the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process, and creating evaluation criteria for establishing a Capital Improvements Needs Assessment (CINA).

In accordance with Board of Supervisors Policy B-37, a CINA is prepared and presented annually to the Board of Supervisors to guide the development of both immediate and long-term capital projects for funding through the Capital Program Funds. The CINA includes a comprehensive list of all current and anticipated capital projects and public works projects over a five-year period. Funded projects are given first priority, followed by partially funded projects, and finally unfunded projects. Preparation of the CINA involves the following process:

- A "Call for Projects" begins in August when departments submit projects including a description, estimated costs, and level of available funding. This is an opportunity for departments to submit high priority capital projects for review and evaluation. Capital requests are defined per County Administrative Manual, Item 0050-01-06, as those projects which improve or enhance an existing

facility or space within it. It includes projects that increase the value or extend the useful life of a structure, including remodel projects, as well as new construction, and development of park land.

- The Facilities Planning Board, which consists of the Assistant Chief Financial Officer/Auditor and Controller, the five Group Finance Directors and the Deputy Director of DGS, reviews the projects and makes priorities. In order to plan effectively for the County's overall capital needs and to make efficient use of scarce resources, capital projects are prioritized using specific criteria including but not limited to:
 - Strategic Plan linkage
 - Critical need: life, safety and emergency
 - State/federal mandates - legal binding commitments
 - Operating budget impacts: quantifiable reduced operating costs
 - Maintenance budget impacts: quantifiable reduced maintenance costs
 - Customer service benefits
 - Quality of life
- The Facilities Planning Board makes a presentation and recommendations to the Group General Managers and Chief Financial Officer for their consideration who then review and approve projects for inclusion in the CINA.
- The CINA is presented to the Chief Administrative Officer (CAO) for preliminary review and approval, and then is presented to the Board of Supervisors for their acceptance and referral to the CAO to determine timing and funding mechanisms to implement the plan.

Projects are recommended for consideration as part of the annual budget process. Each organizational Group is responsible for identifying funding sources. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term*



Financial Obligation Management Policy. Fully funded capital projects are budgeted in the two-year Operational Plan capital program in the year they are initiated.

Capital projects are considered during the annual budget process unless the Board of Supervisors or the CAO recommends mid-year adjustments to the budget as circumstances warrant to meet emergency requirements or to benefit from unusual development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- Public or employee health/safety is threatened by existing or imminent conditions.
- The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.

- The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

Any amounts remaining in the capital project 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 of Supervisors.

The tables beginning on page 496 provide information for the Capital Program Funds and for Lease Payments¹, followed by a list of the County's current outstanding Capital Projects.

¹ Lease Payments that were previously budgeted in the Capital Program funds are now being budgeted in the General Fund in Finance-Other. In order to consolidate all Capital activity, Lease Payments are displayed at the end of the Capital Program section for informational purposes.

2008-09 Adopted Capital Appropriations

The Fiscal Year 2008-09 Adopted Operational Plan includes \$403.0 million in new appropriations for various capital projects. The following section briefly describes the amount and purpose of each capital item.

County Operations Center (COC) / COC Annex Redevelopment and Construction

Funding of \$308.3 million will achieve Phase 1 of the County's objective of redeveloping the existing site in Kearny Mesa to support the efficient, modern operational needs of the County. The overall plan will include construction of six 150,000 square foot office buildings, two multi-level parking structures, a new central plant, and a conference center with food services. Construction is scheduled to begin in late 2008.

Office Relocation of Selected County Departments Currently in COC / COC Annex

Funding of \$56.0 million includes acquisition costs related to the relocation of selected County departments now located at the COC and COC Annex. The relocation effort will involve selected offices in Health and Human Services, Public Safety, and Community Services.

San Pasqual Academy Residences

During the wildfires of 2007, 24 buildings were lost at the San Pasqual Academy. Funding of \$14.5 million, made possible by third party recoveries, will replace 20 of the residences and administrative buildings that burned. The residences will provide housing for alumni students, foster grandparents, and staff. The new administration building will house both County and New Alternatives staff. New Alternatives is a private, nonprofit California corporation founded in San Diego in 1978 to provide culturally competent and family focused services to child victims of abuse, neglect and abandonment.

Multiple Species Conservation Program

The Multiple Species Conservation Program preserves San Diego's unique, native habitats and wildlife for future generations by targeting 98,000 acres of our natural lands for conservation. Funding of \$10.0 million (\$7.5 million one-time funding in Fiscal Year 2008-09 and \$2.5 million ongoing funding in Fiscal Year 2008-09 and beyond) will allow for the continued effort of this conservation program.

North Central Public Health Clinic

Funding of \$7.0 million will be used toward \$14.5 million purchase of the North Central Regional Center that will house the North Central Public Health Clinic and the Kearny Mesa Family Resource Center. The remainder of the funds will come from the COC Annex relocation pool. The 43,603 square foot building is expected to be ready for occupancy in February 2009.

Lincoln Acres Library and Community Center

Funding of \$3.2 million will be used to replace the existing 1,970 square foot Community Center and Library building. The new building, scheduled for completion in December 2011, is expected to be 5,225 square feet and will include more accessible public restroom facilities. The funding also includes the purchase of residential property south of the existing site.

Sweetwater Summit Campground

The Sweetwater Summit Regional Park is located in Bonita. Funding of \$2.0 million will be added to \$3.5 million appropriated in Fiscal Year 2007-08 to construct a portion of the new recreational vehicle (RV) space expansion, which will include up to 90 RV spaces, restrooms, an amphitheater, visitor parking, and campground utilities.



County Administration Center (CAC) Waterfront Park

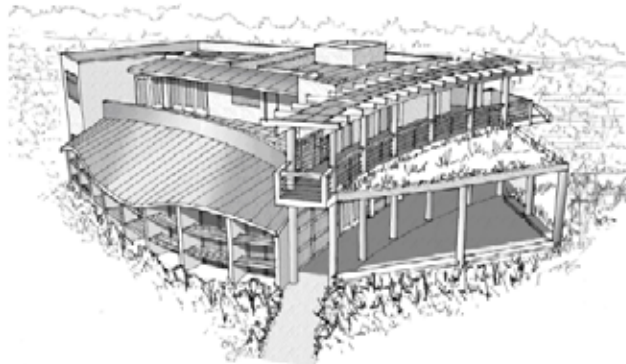
The CAC Waterfront Park will integrate with the North Embarcadero Visionary Plan project to create a park environment similar to the design envisioned for the CAC more than 60 years ago. Funds have been previously appropriated to allow for the planning process, design work, and construction documents. Funding of \$1.0 million will support continued planning and coordination of this project.

Oakoasis Park Improvements

Oakoasis Park is located in Lakeside. Funding of \$1.0 million, based on available Firestorm 2003 Trust Fund proceeds, will be used for construction work for fire recovery improvements including a new well, shade structures, new restroom facilities, and parking lot and trail improvements.

Operating Impact of Capital Program

The County of San Diego also considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include additional staffing, one-time costs not budgeted in the Capital Program, ongoing operations and maintenance costs, and debt service payments. Three major capital projects are scheduled for completion during Fiscal Years 2008-10 and may, therefore, have some type of impact on the Operational Plan for Fiscal Years 2008-10.



San Elijo Lagoon Nature Center

The Department of Parks and Recreation has started building a new Nature Center to replace the existing facility at the San Elijo Lagoon Ecological Reserve in Cardiff by the Sea. This new building will be two stories tall and will include an exhibit room, ranger office, multi-purpose room, assembly and observation areas, public restrooms, and storage. Exhibits will generally educate the public about this wonderful lagoon, including its rich plant and animal communities, its fascinating history, and the various natural and human influences that affect this sensitive ecosystem.

This “green building” will also include many energy conserving and environmentally friendly components, including solar panels, recycled content construction materials, highly efficient heating and cooling systems, water conserving restrooms, a planted “green” roof, and

irrigation.

Completion of construction is anticipated by the end of 2008. The new facility will require one additional Park Ranger position and one additional seasonal position, as well as funding for utilities, maintenance, and landscaping. Sufficient appropriations have been included in the Fiscal Year 2008-10 Operational Plan to absorb the operating impact of the new facility. The annual operating impact of the new facility is estimated to be \$175,000.



Edgemoor Skilled Nursing Facility

A new skilled nursing facility is being built to replace the current Edgemoor facility in the East County city of Santee. 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 in early 2009.

The total capital cost of the project is approximately \$118.8 million. Of the total cost, \$109.0 million is financed through Certificates of Participation (COPs). The County also 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 (1999), *Medi-Cal Provider Reimbursement*,



to provide reimbursement for payments related to the construction of certain facilities that serve Medi-Cal patients. The County has amortized the project's COP repayment schedule through Fiscal Year 2029-30 at an annual cost of approximately \$9.3 million.



Medical Examiner and Forensic Center

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 (COC). 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 84,000 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 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 COC, was adopted for Fiscal Year 2006-07. Financing for the facility comes from General Purpose Revenues in the General Fund. The estimated time frame for completion is December 2009. Upon completion, the new joint facility will cost an estimated \$480,000 in annual

maintenance and \$430,000 in utilities. This facility will allow the Medical Examiner to respond to the requirements of a growing County population for the next 30 years. The County Veterinarian has begun to increase staffing levels to prepare for the higher volume of services allowed by the new facility. Five new positions were added in Fiscal Year 2006-07.

Women's Detention Facility Construction

In March 2008, the County of San Diego Board of Supervisors approved the submission of an application to the State of California for funding under the provisions of Assembly Bill 900, *the Public Safety and Offender Rehabilitation Services Act of 2007*. If awarded, the funds will be used toward the construction of a detention facility for women. The maximum award for which the County would be eligible is \$100.0 million, requiring at least a 25% match of County funds. In anticipation of the matching requirement and additional capital costs not covered by the State, the County has budgeted \$75.0 million from the General Fund to be used as seed money for the project in Fiscal Year 2009-10.

Major Project Highlights

In addition to the major capital projects that will be completed in Fiscal Years 2008-10, the following major capital projects are either slated to begin or to significantly progress during the same time period.



County Operations Center (COC) / COC Annex Redevelopment and Construction

The County Operations Center (COC) and COC Annex currently cover nearly 57 acres of land in the Kearny Mesa area north of downtown San Diego. The existing 824,000 square feet of facility space house 2,280 County employees from 26 County departments. The County also currently leases 120,000 square feet of facility space for 650 employees in support of COC and COC Annex operations. The existing County facilities are more than 40 years old, are rapidly deteriorating, are energy inefficient, and are poorly designed for both public and employee access.

Funding of \$308.3 million (\$75.0 from the General Fund and \$233.3 million from the issuance of municipal bonds) will achieve Phase 1 of the County's objective of redeveloping the existing site to support the efficient, modern operational needs of the County. The overall plan includes construction of six 150,000 square foot office buildings, two multi-level parking structures, a new central plant, and a conference center with food services. Construction is scheduled to begin in late 2008. The first phase of the project, which includes four office buildings,

the central plant, the conference center, and one of the parking structures, is scheduled for completion by April 2012. The second phase of the project, which includes two office buildings, a second parking structure, and improvements to the existing Fleet Services building, is scheduled for completion in December 2013.

Additional funding of \$56.0 million from the General Fund includes acquisition costs related to the relocation of selected County departments now located at the COC, COC Annex, and related leased properties. The relocation effort will involve selected offices in Health and Human Services, Public Safety, and Community Services.



Multiple Species Conservation Program (MSCP) Land Acquisition

The County of San Diego Department of Parks and Recreation acquires land for active parks and open space for the enjoyment of the public. An important aspect of its acquisition program includes implementation of the County of San Diego Multiple Species Conservation Program (MSCP), adopted by the Board of Supervisors in 1997. The 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. The County is preparing two other Habitat Conservation Plans, the North County and East County MSCPs, to meet the same goals. The Department of Parks and Recreation purchases land within each of these three areas for preservation.

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. More than 11,800 acres have been acquired throughout the County for the present or future MSCP. Since 1997, \$23.5 million from the General Fund has been spent on MSCP and Open Space acquisition, which leveraged \$47 million in federal and State grants. The Fiscal Year 2008-09 Capital Program includes \$10.0 million for potential land acquisitions.

The following tables include expenditure and funding details spanning a four-year period for the County's Capital Program.

Capital Program Summary

Budget by Fund

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Capital Outlay Fund	\$ 43,158,664	\$ 29,297,800	\$ 172,231,963	\$ 82,986,556	\$ 392,816,372	\$ 2,500,000
County Health Complex	3,783,823	—	140,897	138,185	7,000,000	—
Justice Facility Construction	9,435,198	4,000,000	99,316,433	15,663,949	—	75,000,000
Library Projects	81,603	—	23,086,996	768,137	3,200,000	—
4-S Ranch Assessment District 89-1 Fund	1,573	—	—	—	—	—
Edgemoor Development	382,635	822,000	5,866,415	905,444	3,139,500	9,669,574
Total	\$ 56,843,496	\$ 34,119,800	\$ 300,642,704	\$ 100,462,272	\$ 406,155,872	\$ 87,169,574

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies	\$ 351,389	\$ 822,000	\$ 1,213,209	\$ 997,798	\$ 864,500	\$ 864,500
Other Charges	1,573	—	—	—	—	—
Capital Assets/Land Acquisition	56,360,659	33,297,800	294,683,935	99,464,473	403,016,372	77,500,000
Operating Transfers Out	129,875	—	4,745,561	—	2,275,000	8,805,074
Total	\$ 56,843,496	\$ 34,119,800	\$ 300,642,704	\$ 100,462,272	\$ 406,155,872	\$ 87,169,574



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Fines, Forfeitures & Penalties	\$ 4,456	\$ —	\$ 62,911	\$ —	\$ —	\$ —
Revenue From Use of Money & Property	1,395,267	822,000	822,000	1,446,091	1,556,521	1,805,825
Intergovernmental Revenues	11,286,284	627,800	20,441,761	8,089,687	1,000,000	3,981,326
Miscellaneous Revenues	3,474,524	50,000	2,255,288	496,497	1,016,372	—
Other Financing Sources	44,764,546	32,620,000	271,400,359	90,526,110	401,000,000	77,500,000
Reserve/Designation Decreases	—	—	—	—	250,000	—
Use of Fund Balance	(4,081,580)	—	5,660,386	(96,113)	1,332,979	3,882,423
Total	\$ 56,843,496	\$ 34,119,800	\$ 300,642,704	\$ 100,462,272	\$ 406,155,872	\$ 87,169,574

Revenue Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
AB 189 Criminal Justice Facility Penalty	\$ 4,456	\$ —	\$ 62,911	\$ —	\$ —	\$ —
Interest on Deposits & Investments	1,121,534	555,000	555,000	1,165,683	581,521	830,825
Rents & Concessions	273,732	267,000	267,000	280,408	975,000	975,000
St. Aid - Tobacco Tax Settlement	3,784,035	—	140,897	137,003	—	—
Recreation Areas	(6,114)	—	1,175,400	134,565	—	—
State Construction Other	(19,545)	—	52,576	—	—	—
State Coastal Protection Bonds Prop 12	3,584,169	—	2,702,096	2,306,510	—	—
State Coastal Protection Bonds Prop 40	1,310,554	—	8,081,379	4,798,554	1,000,000	—
State Coastal Protection Bonds Prop 50	—	—	1,500,000	—	—	—
St. Aid - Other State Grants	1,220,287	—	4,847,001	97,001	—	—
Fed. Aid HUD CDBG	940,043	627,800	1,614,663	971,024	—	—

Capital Program Summary



Revenue Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Federal Other	—	—	—	—	—	3,981,326
Federal Other Federal Grants	397,637	—	327,749	(354,969)	—	—
Aid From Other Government Agencies	75,217	—	—	—	—	—
Recovered Expenditures	2,293,000	—	—	—	—	—
Donations From Private Party	—	—	15,698	—	—	—
Other Miscellaneous	1,179,584	50,000	2,239,590	480,866	1,016,372	—
Other Sales Taxable	1,940	—	—	15,631	—	—
Operating Transfer From General Fund	17,170,210	28,120,000	201,584,232	39,724,984	167,700,000	77,500,000
Operating Transfer From Capital Outlay Funds	39,995	—	4,745,561	—	—	—
Operating Transfer From Inactive Waste	—	—	90,000	—	—	—
Operating Transfer From Parkland Dedication	352,602	1,500,000	2,631,069	288,561	—	—
Operating Transfer From Library Fund	—	—	104,299	43,769	—	—
Operating Transfer From Asset Forf. Funds	—	—	124,000	—	—	—
Operating Transfer From Prop 172 Fund	957,146	3,000,000	4,000,000	14,930	—	—
Reimb. From SANCAL (Bond Proceeds)	24,780,977	—	51,666,139	50,453,866	—	—
Proceeds From Sale of Solid Waste	—	—	6,250,786	—	—	—
Sale of Fixed Assets	1,463,616	—	204,272	—	—	—
Proceeds Long Term Debt	—	—	—	—	233,300,000	—
32222 Designated Justice System	—	—	—	—	250,000	—
Use of Fund Balance - All Other Funds	(4,081,580)	—	5,660,386	(96,114)	1,332,979	3,882,423
Total	\$ 56,843,496	\$ 34,119,800	\$ 300,642,704	\$ 100,462,272	\$ 406,155,872	\$ 87,169,574

Capital Outlay Fund

Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies	\$ 8,749	\$ —	\$ 92,355	\$ 92,355	\$ —	\$ —
Capital Assets/Land Acquisition	43,060,035	29,297,800	172,139,609	82,894,201	392,816,372	2,500,000
Operating Transfers Out	89,880	—	—	—	—	—
Total	\$ 43,158,664	\$ 29,297,800	\$ 172,231,963	\$ 82,986,556	\$ 392,816,372	\$ 2,500,000

Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies						
Miscellaneous Expense	\$ 8,749	\$ —	\$ 92,355	\$ 92,355	\$ —	\$ —
Total - Services & Supplies	\$ 8,749	\$ —	\$ 92,355	\$ 92,355	\$ —	\$ —
Capital Assets/Land Acquisition						
1008289 Lake Morena Pacific Crest Trail	\$ —	\$ —	\$ 160,652	\$ 134,565	\$ —	\$ —
1008290 Felicita Trail Improvement	292	—	81,909	81,909	—	—
1008291 Mountain Empire Community Center Playground	740	—	89,260	29,110	—	—
1008292 Americans With Disabilities Act Ballfield	929,147	—	180,432	127,840	—	—
1008750 Ildica Street Acquisition	237,439	—	—	—	—	—
1008954 East County Trails Acquisition	9,228	—	221,788	—	—	—
1009268 Otay Valley Regional Park Trail	295,363	3,000,000	8,666,771	3,211,053	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1009269 Lindo Lake Boathouse Restoration	2,248		212,038	32,609	—	—
1009548 Lakeside Soccer Fields Acquisition	—	500,000	800,000	10,063	—	—
1010183 Estrella Park Improvements	10,343	—	39,459	39,459	—	—
1010184 Lakeside Linkage Habitat Enhancement	2,714	—	118,086	114,363	—	—
1010185 Clemmens Lane Park Acquisition	311,264	—	1,533	1,533	—	—
1010299 Agua Caliente Ranger Housing	468	—	367,345	271,182	—	—
1010406 Hilton Head Park Phase II Improvements	9,211	—	1,605,149	829,617	—	—
1010407 Guajome Regional Park Restrooms	—	—	375,000	—	—	—
1010429 Heritage Park Victorian Home Improvements	—	—	4,000,000	—	—	—
1010431 Otoy Valley Regional Park Staging Area	6,233	—	211,981	—	—	—
1010432 Otoy Valley Regional Park Active Recreation Area	2,701	—	417,299	35,467	—	—
1010592 Stelzer Well Replacement	—	—	250,000	32,651	—	—
1010593 Heise Well Replacement	—	—	250,000	9,788	—	—
1010594 Lakeside Community Center Improvements	—	—	150,000	—	—	—
1010779 Campo Community Center Stormwater System Improvements	—	—	185,000	152,365	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1010973 Tijuana River Valley Sports Complex Concept Plan	—	—	150,000	—	—	—
1010977 Otay Valley Regional Park Local Staging Area	—	—	300,000	—	—	—
1011214 County Operations Center	—	—	6,350,000	6,194,405	308,300,000	—
1011387 Lincoln Acres Community Center ADA Ramp	—	—	25,000	9,774	—	—
1011440 Fire Recovery Erosion Control Hellhole Canyon	—	—	56,200	4,588	—	—
1011441 Fire Recovery Erosion Control El Capitan	—	—	67,500	7,762	—	—
1011442 Fire Recovery Erosion Control Wm Heise Park	—	—	186,300	9,562	—	—
1011443 Agua Caliente Pavilion Replacement	—	275,000	275,000	—	—	—
1011445 Tijuana River Valley Trails/Habitat Restoration	—	470,000	470,000	10,616	—	—
1011446 Felicita Wedding Area Improvement	—	1,000,000	1,000,000	—	—	—
1011447 Whaley Compound ADA Improvements	—	100,000	100,000	—	—	—
1011448 Los Penasquitos Adobe/Barn ADA Access	—	100,000	100,000	—	—	—
1011449 Ranger Housing Improvements	—	2,500,000	2,500,000	—	—	—
1011450 Fallbrook Community Center Playground Shade Structures	—	135,000	135,000	9,542	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1011454 Ramona Collier Park Playground Shade Structures	—	180,000	180,000	11,797	—	—
1011462 Spring Valley Community Park ADA Perimeter Path	—	200,000	200,000	188,325	—	—
1011472 Julian Jess Martin Paving Improvements	—	112,800	112,800	111,027	—	—
1011473 Brodiaea Restoration Enhancement & Protection	—	50,000	50,000	—	—	—
1011679 San Pasqual Academy Tech & Career Info Center	—	—	1,040,000	2,304	—	—
1011719 Clemmens Lane Park Design	—	—	45,000	10,325	—	—
1011720 Trans-County Trail Acquisition	—	—	501,138	18,753	—	—
1011721 Trans-County Trail Development	—	—	300,000	—	—	—
1011722 Live Oak Park Pavillion Phase II	—	—	74,000	8,174	—	—
1011723 Tijuana River Valley Trail Construction	—	—	323,999	—	—	—
1011758 I-122 Loss Allotment - Supervisorial District 2 Acquisition	—	—	108,600	—	—	—
1011952 Mt Olympus Preserve Improvements	—	—	350,000	—	—	—
1011977 San Dieguito Sportsfield Acquisition	—	—	22,500	22,228	—	—
1012118 Campo Community Center Parking Lot	—	—	210,000	—	—	—
1012152 Oakoasis Park Improvements	—	—	275,982	4,870	1,016,372	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1012285 HHS PSG CSG Office Relocations	—	—	—	—	56,000,000	—
1012286 San Pasqual Academy Residences	—	—	—	—	14,500,000	—
1012325 Lindo Lake Fitness Area Project	—	—	200,000	—	—	—
KA0550 Otay Valley Park Acquisition	4,428	—	184,026	973	—	—
KA0551 Escondido Creek Acquisition	19,911	—	3,094,966	690,028	—	—
KA1557 Bancroft Park Acquisition	—	—	471,718	—	—	—
KA1562 North County Open Space	1,469	—	2,888	—	—	—
KA1971 San Elijo Acquisition	—	—	503,682	—	—	—
KA2973 Trail Easement Acquisition	—	—	65,183	—	—	—
KA3438 Volcan Mountain West Acquisition	—	—	2,396,923	—	—	—
KA3442 San Maria Creek Acquisition Phase I	421,153	—	—	—	—	—
KA4453 Fallbrook B Burnsite Land Acquisition	—	—	90,000	—	—	—
KA4478 Valley Park Project	—	—	493,773	—	—	—
KA4480 I-122 Allotment - Supervisorial District 5 Acquisition	—	—	829,800	—	—	—
KA5321 Stowe Trail Acquisition	18,685	150,000	529,067	11,883	—	—
KA5324 Lakeside Sports Park Acquisition	2,888,046	—	652,090	10,552	—	—
KA5325 San Luis Rey River Park Acquisition	5,610	—	4,916,959	32,265	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KA5495 I-122 Allotment - Supervisorial District 3 Acquisitions	—	—	341,550	—	—	—
KA8950 Wastesite Land Acquisition	—	—	6,250,786	—	—	—
KA9500 Multi-Species Conservation Program	786,047	5,000,000	21,644,108	10,575,146	10,000,000	2,500,000
KK0865 Spring Valley Teen Gym	1,628,308	—	495,631	294,313	—	—
KK0866 Edgemoor Hospital Remodel	30,135,823	—	59,411,700	50,453,866	—	—
KK0880 Spring Valley Teen Center	343,731	—	326,781	306,411	—	—
KK1662 ARCC LUEG Bldgs San Marcos	(38,654)	—	—	—	—	—
KK1709 North County Animal Shelter	140	—	35	35	—	—
KK1953 Valley Center Museum	1,407	—	10,642	—	—	—
KK2993 San Pasqual Girls' Dormitory	2,382	—	—	—	—	—
KK3421 CAC Waterfront Park	66,894	3,000,000	5,896,379	12,449	1,000,000	—
KK3422 Polinsky Center Nursery	13,752	—	—	—	—	—
KK3458 Bonita History Museum	4,187	—	477	—	—	—
KK4463 HHSA Office Parking Structure	26,854	—	26,372	3,748	—	—
KK6100 Underground Tanks	—	—	17,362	—	—	—
KL1974 Fallbrook Library	—	3,000,000	—	—	—	—
KN0550 Otay Valley Regional Park	444	—	—	—	—	—
KN0873 Tijuana River Valley Sport Park	3	—	316,603	—	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN0884 Lakeside Teen Center	—	—	14,338	—	—	—
KN1886 Julian Memorial Park Improvements	663	—	12,772	—	—	—
KN1954 Dos Picos Picnic Area	7,718	—	4,081	—	—	—
KN1976 San Elijo Park ADA Improvements	186,742	—	—	—	—	—
KN1979 Fallbrook Sport Park	1,672	—	21,015	21,015	—	—
KN2630 Tijuana River Valley Park Fence	—	—	34,896	4,923	—	—
KN2669 Sweetwater Park Equestrian Center	—	—	117,556	—	—	—
KN2680 Sweetwater Park Pond Restoration	7,941	—	—	—	—	—
KN2752 Otay Valley Park Fence Support	—	—	57,622	27,835	—	—
KN2955 Agua Caliente Park	81,528	—	1,097,459	979,877	—	—
KN2968 Cactus Park Sportfield	262,694	—	159,365	152,364	—	—
KN2996 Tijuana River Trail Crossing	1,434	—	(1,434)	(92,355)	—	—
KN3106 Sweetwater Summit Campground	38,857	3,500,000	3,771,886	435,040	2,000,000	—
KN3401 Jess Martin Park Sportsfield	504	—	99,352	—	—	—
KN3406 Sweetwater Park SR-125 Mitigation	4,642	—	52,576	—	—	—
KN3407 Lindo Lake Well	—	—	33,604	—	—	—
KN3408 Los Penasquitos Trail Restoration	72,921	—	—	—	—	—
KN3409 Potrero Park Playgrounds	27,195	—	24,484	—	—	—
KN3412 Lakeside Baseball Park	553,175	3,000,000	9,861,553	4,415,628	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN3414 Felicita Park Improvements	4,873	400,000	400,233	46,169	—	—
KN3415 Guajome Park Playground	152,117	—	45,950	—	—	—
KN3416 Nancy Jane Park Swings	166,500	—	50,729	49,896	—	—
KN3417 San Dieguito Upper Picnic Impr/Play	278	—	—	—	—	—
KN3418 South Lane Park Improvements	(3,757)	—	—	—	—	—
KN3419 Sweetwater Bikeway Trails Construction	99,364	500,000	2,620,636	364,545	—	—
KN3432 San Luis Rey River Park	329,760	—	684,759	104,097	—	—
KN3441 Tijuana River Valley Habitat Trail	26,001	—	—	—	—	—
KN3442 San Maria Restoration	550,333	—	3,300	3,300	—	—
KN3443 San Maria Creek Restore Trail	—	—	67,160	—	—	—
KN4450 Lakeside Teen Center Phase II	939	—	—	—	—	—
KN4451 Felicita Parking Lot	—	—	100,000	—	—	—
KN4452 Simon Preserve Trail	—	—	75,000	—	—	—
KN4464 San Elijo Nature Center	388,164	735,000	5,078,306	1,443,609	—	—
KN4481 San Dieguito Recycle Water	—	—	68,394	—	—	—
KN5303 Pine Valley Ballfield Improvements	365	—	445,743	822	—	—
KN5491 Fallbrook Community Center Interior Remodel Design	49,852	—	267,373	227,560	—	—
KN5496 Jess Martin Well Improvements	324,059	—	5,941	—	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN5498 Spring Valley Community Center Expansion	57,130	90,000	1,810,235	37,988	—	—
KN5499 Lakeside/Ramona Open Space Restoration	—	—	97,001	97,001	—	—
KN6019 Heritage Park Carousel	—	—	620,095	—	—	—
KN6313 Live Oak Park Pavilion	55,471	—	—	—	—	—
KN6314 Lindo Lake Park Restroom	88,877	—	—	—	—	—
KN6318 Spring Valley Park Picnic-Access	105,028	—	—	—	—	—
KN6319 Julian Jess Martin Parking-Access	—	—	—	—	—	—
KN6323 Jess Martin Park Phase II Ballfield/Sportsfield Improvements	64,608	—	—	—	—	—
KN6326 Dairy Mart Pond Restoration	(383)	—	—	—	—	—
KN6329 Goodan Ranch Compound Improvements	1,175,153	—	524,847	355,974	—	—
KN7022 Otay Lake Park Restrooms	1,420	—	130,446	89,618	—	—
KN7915 Guajome Restoration	28,031	—	2,647	—	—	—
KN8015 Guajome Sportfield	—	—	211,198	—	—	—
KN8045 Oakoasis Log House	—	—	30,913	—	—	—
KN9020 Tijuana River / Effie Mae Farm	157	—	—	—	—	—

Capital Outlay Fund



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN9032 Collier Park Facility Design	—	—	375,355	—	—	—
Open Space Land Acquisitions	—	1,300,000	—	—	—	—
Total - Capital Assets/ Land Acquisition	\$ 43,060,035	\$ 29,297,800	\$ 172,139,609	\$ 82,894,201	\$ 392,816,372	\$ 2,500,000
Operating Transfers Out						
Operating Transfers Out	\$ 89,880	\$ —	\$ —	\$ —	\$ —	\$ —
Total - Operating Transfers Out	\$ 89,880	\$ —	\$ —	\$ —	\$ —	\$ —
Total - Capital Outlay Fund	\$ 43,158,664	\$ 29,297,800	\$ 172,231,963	\$ 82,986,556	\$ 392,816,372	\$ 2,500,000



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund						
1008292 Americans With Disabilities Act Ballfield *	\$ 919,074	\$ —	\$ 180,432	\$ 89,283	\$ —	\$ —
1008954 East County Trails Acquisition	9,228	—	221,788	—	—	—
1009268 Otay Valley Regional Park Trail Improvements *	—	3,000,000	5,000,000	922,456	(1,000,000)	—
1009269 Lindo Lake Boathouse Restoration *	2,202	—	62,038	10,651	—	—
1009548 Lakeside Soccer Fields Acquisition	—	500,000	800,000	10,063	—	—
1010184 Lakeside Linkage Habitat Enhancement *	2,566	—	47,336	47,484	—	—
1010299 Agua Caliente Ranger Housing	468	—	367,345	271,182	—	—
1010406 Hilton Head Park Phase II Improvements *	—	—	281,568	—	—	—
1010429 Heritage Park Victorian Home Improvements	—	—	4,000,000	—	—	—
1010431 Otay Valley Regional Park Staging Area	6,233	—	211,981	—	—	—
1010432 Otay Valley Regional Park Active Recreation Area	2,701	—	417,299	35,467	—	—
1010592 Stelzer Well Replacement	—	—	250,000	32,651	—	—
1010593 Heise Well Replacement	—	—	250,000	9,788	—	—
1010594 Lakeside Community Center Improvements	—	—	150,000	—	—	—
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1010973 Tijuana River Valley Sports Complex Concept Plan	—	—	150,000	—	—	—
1010977 Otay Valley Regional Park Local Staging Area	—	—	300,000	—	—	—
1011214 County Operations Center	—	—	6,350,000	6,190,303	308,300,000	—
1011440 Fire Erosion Control Hellhole Canyon	—	—	56,200	4,588	—	—
1011441 Fire Erosion Control El Capitan	—	—	67,500	7,762	—	—
1011442 Fire Recovery Erosion Control William Heise Park	—	—	186,300	9,562	—	—
1011443 Agua Caliente Pavilion Replacement	—	275,000	275,000	—	—	—
1011445 Tijuana River Valley Trails Habitat Restoration	—	470,000	470,000	10,616	—	—
1011446 Felicita Wedding Area Improvement	—	1,000,000	1,000,000	—	—	—
1011447 Whaley Compound ADA Improvements	—	100,000	100,000	—	—	—
1011448 Los Penasquitos Adobe/Barn ADA	—	100,000	100,000	—	—	—
1011449 Ranger Housing Improvements	—	2,500,000	2,500,000	—	—	—
1011679 San Pasqual Academy Tech and Career Information Center	—	—	1,040,000	2,304	—	—
1011719 Clemmens Lane Park Design	—	—	—	59	—	—



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1011721 Trans-County Trail Development	—	—	—	—	—	—
1011723 Tijuana River Valley Trail Construction	—	—	323,999	—	—	—
1011952 Mt Olympus Preserve Improvements	—	—	350,000	—	—	—
1012285 HHS A PSG CSG Office Relocations	—	—	—	—	56,000,000	—
1012286 San Pasqual Academy Residences	—	—	—	—	14,500,000	—
KA0550 Otay Valley Regional Park Phase II Acquisition	—	—	150,215	973	—	—
KA0551 Escondido Creek Acquisition	19,669	—	3,094,966	690,027	—	—
KA1562 North County Open Space	1,469	—	2,888	—	—	—
KA3438 Volcan Mountain West Acquisition *	—	—	2,196,923	—	—	—
KA3442 Santa Maria Creek Acquisition Phase I	4,254	—	—	—	—	—
KA4478 Valley Park Acquisition	—	—	493,773	—	—	—
KA5321 Stowe Trail Acquisition	18,685	150,000	529,067	11,883	—	—
KA5324 Lakeside Sports Park Acquisition *	492,546	—	530,756	1,068	—	—
KA5325 San Luis Rey River Park Acquisition	5,610	—	4,916,959	32,265	—	—
KA9500 Multi-Species Conservation Program *	584,549	5,000,000	16,894,108	10,575,146	10,000,000	2,500,000
KK0865 Spring Valley Gymnasium	739,761	—	391,280	315,651	—	—
KK0866 Edgemoor Skilled Nursing Facility *	5,314,851	—	3,000,000	—	—	—
* Multiple funding sources						

Capital Outlay Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KK1709 North County Animal Shelter	117	—	—	—	—	—
KK1953 Valley Center Museum	1,407	—	10,642	—	—	—
KK2993 San Pasqual Academy South Dormitory	2,382	—	—	—	—	—
KK3421 CAC Waterfront Park	66,894	3,000,000	5,896,379	12,449	1,000,000	—
KK3422 Polinsky Children's Center Nursery	13,752	—	—	—	—	—
KK3458 Bonita History Museum	4,187	—	477	—	—	—
KK4463 HHS Office Parking Structure	26,854	—	26,372	3,748	—	—
KK6100 Underground Fuel Storage Tank Replacement	—	—	17,362	—	—	—
KN0873 Tijuana River Valley Sportsark/Ballfields Construction	3	—	316,603	—	—	—
KN0884 Lakeside Teen Center	—	—	14,338	—	—	—
KN1886 Julian Memorial Park Improvements	663	—	12,772	—	—	—
KN1954 Dos Picos Park Playground/Picnic Area Improvements	1,745	—	4,081	—	—	—
KN1979 Fallbrook Sport Park Improvements	1,672	—	21,015	21,015	—	—
KN2630 Tijuana River Valley Regional Park Fencing	—	—	34,896	4,923	—	—
KN2669 Sweetwater Regional Park Equestrian Center Phase I	—	—	117,556	—	—	—
KN2680 Sweetwater Regional Park Pond Restoration	7,941	—	—	—	—	—



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN2752 Otay Valley Regional Park Fencing/Trees	—	—	57,622	27,835	—	—
KN2955 Agua Caliente Campground Improvements	—	—	280,000	162,418	—	—
KN2968 Cactus Park Sports Fields	262,694	—	159,364	141,138	—	—
KN2996 Tijuana River Valley Regional Park Trail Crossing	1,434	—	—	92,355	—	—
KN3106 Sweetwater Summit Campground and Local Park Improvements *	38,857	2,000,000	2,076,851	21,018	2,000,000	—
KN3401 Jess Martin Park Sportsfield	504	—	99,352	—	—	—
KN3407 Lindo Lake Well	—	—	33,604	—	—	—
KN3409 Potrero Park Playground Improvements	27,195	—	24,484	—	—	—
KN3412 Lakeside Baseball Park *	—	3,000,000	9,195,946	3,750,022	—	—
KN3414 Felicita Park Improvements	4,873	400,000	400,233	46,169	—	—
KN3415 Guajome Park Playground/Restroom/Dock Improvements	17,351	—	45,950	—	—	—
KN3419 Sweetwater Trails/Bikeways Construction	—	500,000	1,865,000	1,496	—	—
KN3432 San Luis Rey River Park Planning and Development	329,741	—	684,759	154,097	—	—
KN3441 Tijuana River Valley Habitat/Trail Restoration	8,646	—	—	—	—	—
KN3442 Santa Maria Creek Restoration	42,861	—	3,300	3,300	—	—
* Multiple funding sources						

Capital Outlay Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN3443 Santa Maria Creek Restoration and Trail Development	—	—	11,707	—	—	—
KN4464 San Elijo Lagoon Nature Center Expansion	—	735,000	2,305,659	—	—	—
KN4481 San Dieguito Recycled Water Retrofit Improvements	—	—	68,394	—	—	—
KN5303 Pine Valley Ballfield Improvements	365	—	445,743	822	—	—
KN5496 Jess Martin Well Improvements	109,059	—	5,941	—	—	—
KN5498 Spring Valley Community Center Expansion *	—	90,000	885,000	12,305	—	—
KN6019 Heritage Park Carousel	—	—	620,095	—	—	—
KN7022 Otay Lakes Park Restoration	1,420	—	130,446	89,620	—	—
KN7915 Rancho Guajome Adobe Restoration	28,031	—	2,647	—	—	—
KN8045 Oakoasis Log House Restoration	—	—	30,913	—	—	—
KN9032 Ramona Boys and Girls Club Gymnasium	—	—	375,356	—	—	—
Open Space Land Acquisitions	—	1,300,000	—	—	—	—
Total - General Fund	\$ 9,124,512	\$ 27,120,000	\$ 83,990,580	\$ 23,825,962	\$ 390,800,000	\$ 2,500,000
SANCAL Reimbursement Funds						
KK0866 Edgemoor Skilled Nursing Facility *	\$ 24,780,977	\$ —	\$ 51,666,139	\$ 50,453,866	\$ —	\$ —
Total - SANCAL Reimbursement Funds	\$ 24,780,977	\$ —	\$ 51,666,139	\$ 50,453,866	\$ —	\$ —
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Inactive Waste						
KA4453 Fallbrook B Burnsite Land Purchase	\$ —	\$ —	\$ 90,000	\$ —	\$ —	\$ —
Total - Inactive Waste	\$ —	\$ —	\$ 90,000	\$ —	\$ —	\$ —
Parkland Dedication Fund						
1008290 Felicita Trail Improvement *	\$ —	\$ —	\$ 50,745	\$ 50,745	\$ —	\$ —
1008291 Mountain Empire Community Center Playground *	740	—	89,260	29,110	—	—
1008750 Ildica Street Acquisition	99,999	—	—	—	—	—
1009269 Lindo Lake Boathouse Restoration *	—	—	150,000	—	—	—
1010406 Hilton Head Park Phase II Improvements *	8,661	—	189,770	51,580	—	—
1011719 Clemmens Lane Park Design	—	—	45,000	10,266	—	—
1011722 Live Oak Park Pavilion Phase II	—	—	74,000	8,174	—	—
1011977 San Dieguito Sportsfield Acquisition	—	—	22,500	22,228	—	—
1012325 Lindo Lake ADA Fitness Area	—	—	200,000	—	—	—
KA5324 Lakeside Sports Park Acquisition *	—	—	121,334	—	—	—
KK0865 Spring Valley Gymnasium	152,162	—	—	—	—	—
KN3415 Guajome Park Playground/Restroom/Dock Improvements	7,000	—	—	—	—	—
KN3416 Nancy Jane Park Swings *	18,214	—	50,729	31,658	—	—
* Multiple funding sources						

Capital Outlay Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN3417 San Dieguito Upper Picnic Improvements/ Playground	278	—	—	—	—	—
KN4450 Lakeside Teen Center Phase II	939	—	—	—	—	—
KN4451 Felicita Parking Lot Restoration	—	—	100,000	—	—	—
KN4464 San Elijo Lagoon Nature Center Expansion *	—	—	1,201,533	—	—	—
KN5491 Fallbrook Community Center Interior Remodel Design *	—	—	125,000	84,799	—	—
KN6323 Jess Martin Park Phase II Ballfield/Sportsfield Improvements	64,608	—	—	—	—	—
KN8015 Guajome Regional Park Community Sportfields and Visitor Center	—	—	211,198	—	—	—
Total - Parkland Dedication Fund	\$ 352,602	\$ —	\$ 2,631,069	\$ 288,560	\$ —	\$ —
Community Development Block Grants						
1010183 Estrella Park Improvements	\$ 10,343	\$ —	\$ 39,459	\$ 39,459	\$ —	\$ —
1010185 Clemmens Lane Park Acquisition	100,000	—	—	—	—	—
1010779 Campo Community Center Stormwater System Improvement	—	—	185,000	152,365	—	—
1011387 Lincoln Acres Community Center ADA Ramp	—	—	25,000	—	—	—
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1011440 Fire Recovery Erosion Control Hellhole Canyon	—	—	—	9,774	—	—
1011450 Fallbrook Community Center Playground Shade Structures *	—	135,000	135,000	9,323	—	—
1011454 Ramona Collier Park Playground Shade Structures	—	180,000	180,000	11,579	—	—
1011462 Spring Valley Community Park ADA Perimeter Path	—	200,000	200,000	188,325	—	—
1011472 Julian Jess Martin Paving Improvements	—	112,800	112,800	111,027	—	—
1012118 Campo Community Center Parking Lot	—	—	210,000	—	—	—
KK0880 Spring Valley Teen Center	343,731	—	326,146	306,410	—	—
KN1976 San Elijo ADA Parking Lot And Trail Improvements	186,742	—	—	—	—	—
KN4464 San Elijo Lagoon Nature Center Expansion	—	—	58,885	—	—	—
KN5491 Fallbrook Community Center Interior Remodel Design *	49,852	—	142,373	142,762	—	—
KN6313 Live Oak Park Pavilion	55,471	—	—	—	—	—
KN6314 Lindo Lake Park Restroom	88,877	—	—	—	—	—
KN6318 Spring Valley Park Picnic Area/Access Improvements	105,028	—	—	—	—	—
* Multiple funding sources						

Capital Outlay Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total - Community Development Block Grants	\$ 940,043	\$ 627,800	\$ 1,614,663	\$ 971,024	\$ —	\$ —
Other Federal Grants						
1008290 Felicita Trail Improvement *	\$ 292	\$ —	\$ 31,164	\$ 33,195	\$ —	\$ —
1010184 Lakeside Linkage Habitat Enhancement *	—	—	70,750	—	—	—
KA2973 Trail Easement Acquisitions	—	—	65,183	—	—	—
KA3438 Volcan Mountain West Acquisition *	—	—	160,652	—	—	—
KN3415 Guajome Park Playground/Restroom/Dock Improvements	9,180	—	—	—	—	—
KN3408 Los Penasquitos Trail Restoration	72,921	—	—	—	—	—
KN4464 San Elijo Lagoon Nature Center Expansion	247,500	—	—	(388,164)	—	—
Total - Other Federal Grants	\$ 329,893	\$ —	\$ 327,749	\$ (354,969)	\$ —	\$ —
Proceeds from Solid Waste						
KA8920 Waste Site Land Acquisitions	\$ —	\$ —	\$ 6,250,786	\$ —	\$ —	\$ —
Total - Proceeds from Solid Waste	\$ —	\$ —	\$ 6,250,786	\$ —	\$ —	\$ —
Recreation Areas						
1008289 Lake Morena Pacific Crest Trail Staging/ Camping Area	\$ —	\$ —	\$ 160,652	\$ 134,565	\$ —	\$ —
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KA1557 Bancroft Park Acquisition	—	—	471,718	—	—	—
KA1971 San Elijo Acquisitions	—	—	503,682	—	—	—
KA3438 Volcan Mountain West Acquisition *	—	—	39,348	—	—	—
Total - Recreation Areas	\$ —	\$ —	\$ 1,175,400	\$ 134,565	\$ —	\$ —
Sale of Fixed Assets						
KN3106 Sweetwater Summit Campground and Local Park Improvements *	\$ —	\$ —	\$ 188,820	\$ —	\$ —	\$ —
KN3443 Santa Maria Creek Restoration and Trail Development *	—	—	15,452	—	—	—
Total - Sale of Fixed Assets	\$ —	\$ —	\$ 204,272	\$ —	\$ —	\$ —
State Grants						
KA3442 Santa Maria Creek Acquisition Phase I	416,899	—	—	—	—	—
KA9500 Multi-Species Conservation Program	200,000	—	4,750,000	—	—	—
KN3406 Sweetwater Park SR 125 Mitigation	4,642	—	52,576	—	—	—
KN3441 Tijuana River Valley Habitat/Trail Restoration	17,355	—	—	—	—	—
KN3442 Santa Maria Creek Restoration	505,716	—	—	—	—	—
KN5499 Lakeside/Ramona Open Space Restoration	—	—	97,001	97,001	—	—
Total - State Grants	\$ 1,144,613	\$ —	\$ 4,899,577	\$ 97,001	\$ —	\$ —
* Multiple funding sources						

Capital Outlay Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
State Prop 12						
1008292 Americans With Disabilities Act Ballfield *	\$ 9,579	\$ —	\$ —	\$ 38,557	\$ —	\$ —
1008750 Ildica Street Acquisition	137,440	—	—	—	—	—
1009268 Otay Valley Regional Park Trail Improvements *	295,363	—	1,424,538	1,336,172	—	—
1009269 Lindo Lake Boathouse Restoration *	—	—	50,000	21,958	—	—
1010185 Clemmens Lane Park Acquisition	211,264	—	1,533	1,533	—	—
1011721 Trans-County Trail Development	—	—	300,000	—	—	—
KA5324 Lakeside Sports Park Acquisition *	2,000,000	—	20,000	9,484	—	—
KN2955 Agua Caliente Campground Improvements *	81,528	—	817,459	817,459	—	—
KN1954 Dos Picos Park Playground/Picnic Area Improvements	5,973	—	—	—	—	—
KN2996 Tijuana River Valley Regional Park Trail Crossing	—	—	(1,434)	90,921	—	—
KN3106 Sweetwater Summit Campground and Local Park Improvements *	—	—	50,000	40,426	—	—
KN3415 Guajome Park Playground/Restroom/Dock Improvements	118,586	—	—	—	—	—
KN3432 San Luis Rey River Park Planning and Development *	—	—	—	(50,000)	—	—
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN3443 Santa Maria Creek Restoration and Trail Development *	—	—	40,000	—	—	—
KN5496 Jess Martin Well Improvements	215,000	—	—	—	—	—
KN3416 Nancy Jane Park Swings *	147,917	—	—	—	—	—
KK0865 Spring Valley Gymnasium	671,786	—	—	—	—	—
Total - State Prop 12	\$ 3,894,436	\$ —	\$ 2,702,096	\$ 2,306,510	\$ —	\$ —
State Prop 40						
1009268 Otay Valley Regional Park Trail Improvements *	\$ —	\$ —	\$ 645,000	\$ 753,493	\$ 1,000,000	\$ —
1010407 Guajome Regional Park Restrooms	—	—	375,000	—	—	—
1010406 Hilton Head Park Phase II Improvements *	—	—	1,200,000	778,036	—	—
1011720 Trans-County Trail Acquisition	—	—	501,138	18,753	—	—
KA5324 Lakeside Sports Park Acquisition	395,500	—	—	—	—	—
KN3106 Sweetwater Summit Campground and Local Park Improvements *	—	—	1,500,000	367,381	—	—
KN3412 Lakeside Baseball Park *	553,175	—	665,607	665,606	—	—
KN3419 Sweetwater Trails/Bikeways Construction *	99,364	—	755,636	357,828	—	—
KN4464 San Elijo Lagoon Nature Center Expansion *	140,664	—	1,513,763	1,831,773	—	—
KN5498 Spring Valley Community Ctr Expansion *	57,130	—	925,235	25,683	—	—
Total - State Prop 40	\$ 1,245,833	\$ —	\$ 8,081,379	\$ 4,798,554	\$ 1,000,000	\$ —
* Multiple funding sources						

Capital Outlay Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
State Prop 50						
1009268 Otay Valley Regional Park Trail Improvements *	\$ —	\$ —	\$ 1,500,000	\$ —	\$ —	\$ —
Total - State Prop 50	\$ —	\$ —	\$ 1,500,000	\$ —	\$ —	\$ —
Other Misc. Gov't Sources						
KK0865 Spring Valley Gymnasium	\$ 64,599	\$ —	\$ —	\$ —	\$ —	\$ —
Total - Other Misc. Gov't Sources	\$ 64,599	\$ —	\$ —	\$ —	\$ —	\$ —
Edgemoor Development Fund						
KK0866 Edgemoor Skilled Nursing Facility *	\$ 39,995	\$ —	\$ 4,745,561	\$ —	\$ —	\$ —
Total - Edgemoor Development Fund	\$ 39,995	\$ —	\$ 4,745,561	\$ —	\$ —	\$ —
Miscellaneous Revenue						
1008290 Felicita Trail Improvement *	\$ —	\$ —	\$ —	\$ 23	\$ —	\$ —
1011473 Brodiaea Restoration Enhancement & Protection	—	50,000	50,000	—	—	—
1011758 I-122 Loss Allotment - Supervisorial District 2 Acquisition	—	—	108,600	—	—	—
1012152 Oakoasis Park Improvements	—	—	275,982	4,870	1,016,372	—
KA0550 Otay Valley Regional Park Phase II Acquisition	4,428	—	33,811	—	—	—
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KA4480 I-122 Allotment - Supervisorial District 5 Acquisitions	—	—	829,800	—	—	—
KA5495 I-122 Allotment - Supervisorial District 3 Acquisitions	—	—	341,550	—	—	—
KN4452 Simon Preserve/ Trail Construction	—	—	75,000	—	—	—
KN6329 Goodan Ranch Compound Improvements	1,175,153	—	524,847	355,973	—	—
Total - Miscellaneous Revenue	\$ 1,179,582	\$ 50,000	\$ 2,239,590	\$ 360,866	\$ 1,016,372	\$ —
Use of Capital Outlay Fund Balance						
1008290 Felicita Trail Improvements *	\$ —	\$ —	\$ —	\$ (2,073)	\$ —	\$ —
1009268 Otay Valley Regional Park Trail Improvements *	—	—	—	(139,702)	—	—
1008292 Americans With Disabilities Act Ballfield *	494	—	—	—	—	—
1009269 Lindo Lake Boathouse Restoration *	46	—	—	66,879	—	—
1010184 Lakeside Linkage Habitat Enhancement *	148	—	—	—	—	—
1010406 Hilton Head Park Phase II Improvements *	550	—	—	—	—	—
1011214 County Operations Center	—	—	—	4,103	—	—
1011450 Fallbrook Community Center Playground Shade Structures *	—	—	—	218	—	—
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1011454 Ramona Collier Park Playground Shade Structures	—	—	—	218	—	—
KA0551 Escondido Creek Acquisition	242	—	—	—	—	—
KA9500 Multi-Species Conservation Program	1,498	—	—	—	—	—
KK0865 Spring Valley Gymnasium *	—	—	106,218	(21,338)	—	—
KK0880 Spring Valley Teen Center *	—	—	635	—	—	—
KK1662 ARCC/LUEG Buildings San Marcos	(38,654)	—	—	—	—	—
KK1709 North County Animal Shelter	23	—	35	—	—	—
KN0550 Otay Valley Regional Park	444	—	—	—	—	—
KN2968 Cactus Park Sports Fields	—	—	—	11,225	—	—
KN2996 Tijuana River Valley Regional Park Trail Crossing	—	—	—	1,434	—	—
KN3106 Sweetwater Summit Campground and Local Park Improvements *	—	—	6,214	6,214	—	—
KN3416 Nancy Jane Park Swings *	368	—	—	18,238	—	—
KN3419 Sweetwater Trails/Bikeways Construction	—	—	—	5,221	—	—
KN3418 South Lane Park Improvements	(3,757)	—	—	—	—	—
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KN3432 San Luis Rey River Park Planning and Development	19	—	—	—	—	—
KN3442 Santa Maria Creek Restoration	1,756	—	—	—	—	—
KN6326 Dairy Mart Pond Restoration	(383)	—	—	—	—	—
KN9020 Tijuana River Valley Effie Mae Farm	157	—	—	—	—	—
Miscellaneous Expense	8,749	—	—	—	—	—
Operating Transfers Out	89,880	—	—	—	—	—
Total - Use of Capital Outlay Fund Balance	\$ 61,580	\$ —	\$ 113,102	\$ 49,363	\$ —	\$ —
Total Capital Outlay Funding Sources	\$ 43,158,664	\$ 29,297,800	\$ 172,231,963	\$ 82,986,556	\$ 392,816,372	\$ 2,500,000

County Health Complex Fund

County Health Complex Fund

Budget by Category of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Capital Assets/Land Acquisition	\$ 3,783,823	\$ —	\$ 140,897	\$ 138,185	\$ 7,000,000	\$ —
Total	\$ 3,783,823	\$ —	\$ 140,897	\$ 138,185	\$ 7,000,000	\$ —

Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Capital Assets/Land Acquisition						
KK4459 Public Health Lab Remodel	\$ 3,783,823	\$ —	\$ 140,897	\$ 138,185	\$ —	\$ —
North Central Public Health Clinic 1012284	—	—	—	—	7,000,000	—
Total - Capital Assets/Land Acquisition	\$ 3,783,823	\$ —	\$ 140,897	\$ 138,185	\$ 7,000,000	\$ —



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund						
1012284 North Central Public Health Clinic	\$ —	\$ —	\$ —	\$ —	\$ 7,000,000	\$ —
Total - General Fund	\$ —	\$ —	\$ —	\$ —	\$ 7,000,000	\$ —
State Aid Tobacco Settlement						
KK4459 Public Health Lab Remodel *	\$ 3,783,823	\$ —	\$ 140,897	\$ 137,003	\$ —	\$ —
Total - State Aid Tobacco Settlement	\$ 3,783,823	\$ —	\$ 140,897	\$ 137,003	\$ —	\$ —
Use of Fund Balance						
KK4459 Public Health Lab Remodel *	\$ —	\$ —	\$ —	\$ 1,182	\$ —	\$ —
Total - Use of Fund Balance	\$ —	\$ —	\$ —	\$ 1,182	\$ —	\$ —
Total County Health Complex Funding Sources	\$ 3,783,823	\$ —	\$ 140,897	\$ 138,185	\$ 7,000,000	\$ —
* Multiple funding sources						

Justice Facility Construction Fund

Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Capital Assets/Land Acquisition	\$ 9,435,198	\$ 4,000,000	\$ 99,316,433	\$ 15,663,949	\$ —	\$ 75,000,000
Total	\$ 9,435,198	\$ 4,000,000	\$ 99,316,433	\$ 15,663,949	\$ —	\$ 75,000,000

Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Capital Assets/Land Acquisition						
1011477 Ramona Station Land Acquisition	\$ —	\$ 1,000,000	\$ 1,000,000	\$ —	\$ —	\$ —
1012261 Sheriff's Defensive Tactics Building	—	—	465,000	—	—	—
KA5485 Rancho San Diego Sheriff Station	12,428	—	1,980,607	31,042	—	—
KK0687 Pine Valley Substation Repairs	28,013	—	1,161,509	10,240	—	—
KK0781 East Mesa Juvenile Facility	650,592	—	626,255	476,519	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KK1717 East Mesa Juvenile Access Road	152,239	—	—	—	—	—
KK2994 Sheriff Crime Lab Remodel	472	—	7,922	—	—	—
KK4901 Downtown Courthouse Remodel	4,456	—	63,025	—	—	—
KK5302 Alpine Station	4,096,294	—	2,406,553	2,140,708	—	—
KK5485 Rancho San Diego Sheriff Station	—	3,000,000	9,000,000	14,930	—	—
KK5497 Medical Examiner and Forensic Center	4,107,738	—	80,371,593	12,409,884	—	—
KK6328 Sheriff Modular Bldg at Fallbrook Airpark	58,456	—	—	—	—	—
KK8032 Women's Detention Facility	322,374	—	2,159,904	580,626	—	75,000,000
KK9017 Descanso Detention Facility	2,135	—	74,065	—	—	—
Total - Capital Assets/ Land Acquisition	\$ 9,435,198	\$ 4,000,000	\$ 99,316,433	\$ 15,663,949	\$ —	\$ 75,000,000

Justice Facility Construction Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund						
1011477 Ramona Station Land Acquisition	\$ —	\$ 1,000,000	\$ 1,000,000	\$ —	\$ —	\$ —
1012261 Sheriff's Defensive Tactics Building *	—	—	341,000	—	—	—
KA5485 Rancho San Diego Sheriff Station Land Acquisition	12,428	—	1,980,607	31,042	—	—
KK0687 Pine Valley Substation (Buckman Springs Area)	27,968	—	1,161,509	10,286	—	—
KK0781 East Mesa Juvenile Detention Facility *	—	—	123,718	—	—	—
KK1717 East Mesa Detention Facility Access Road	152,239	—	—	—	—	—
KK2994 Sheriff Crime Lab Remodel *	255	—	7,705	—	—	—
KK5302 Alpine Station	3,139,067	—	2,406,553	2,140,789	—	—
KK5485 Rancho San Diego Sheriff Station *	—	—	5,000,000	—	—	—
KK5497 Medical Examiner and Forensic Center *	4,106,077	—	80,371,593	12,411,247	—	—
KK6328 Sheriff Modular Bldg at Fallbrook Airpark	58,456	—	—	—	—	—
KK8032 Women's Detention Facility	320,554	—	2,159,904	582,098	—	75,000,000
KK9017 Descanso Detention Facility Restoration	2,135	—	74,065	—	—	—
Total - General Fund	\$ 7,819,180	\$ 4,000,000	\$ 94,626,654	\$ 15,175,462	\$ —	\$ 75,000,000
Prop 172 Fund						
KK5302 Alpine Station	\$ 957,146	\$ —	\$ —	\$ —	\$ —	\$ —
* Multiple funding sources						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KK5485 Rancho San Diego Sheriff Station *	—	3,000,000	4,000,000	14,930	—	—
Total - Prop 172 Fund	\$ 957,146	\$ 3,000,000	\$ 4,000,000	\$ 14,930	\$ —	\$ —
Revenue From AB189						
KK4901 Downtown Courthouse Remodel *	\$ 4,456	\$ —	\$ 62,911	\$ —	\$ —	\$ —
Total - Revenue From AB189	\$ 4,456	\$ —	\$ 62,911	\$ —	\$ —	\$ —
Sheriff Asset Forfeiture						
1012261 Sheriff's Defensive Tactics Building *	\$ —	\$ —	\$ 124,000	\$ —	\$ —	\$ —
Total - Sheriff Asset Forfeiture	\$ —	\$ —	\$ 124,000	\$ —	\$ —	\$ —
Use of Fund Balance						
KK0687 Pine Valley Substation (Buckman Springs Area)	\$ 45	\$ —	\$ —	\$ (45)	\$ —	\$ —
KK0781 East Mesa Juvenile Detention Facility *	650,592	—	502,537	476,519	—	—
KK2994 Sheriff Crime Lab Remodel *	217	—	217	—	—	—
* Multiple funding sources						

Justice Facility Construction Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KK5302 Alpine Station	81	—	—	(81)	—	—
KK5497 Medical Examiner and Forensic Center	1,661	—	—	(1,364)	—	—
KK8030 San Diego Downtown Courthouse Remodel *	—	—	114	—	—	—
KK8032 Women's Detention Facility	1,820	—	—	(1,472)	—	—
Total - Use of Fund Balance	\$ 654,416	\$ —	\$ 502,868	\$ 473,557	\$ —	\$ —
Total Justice Facility Construction Funding Sources	\$ 9,435,198	\$ 4,000,000	\$ 99,316,433	\$ 15,663,949	\$ —	\$ 75,000,000
<i>* Multiple funding sources</i>						

Library Projects Fund

Library Projects Fund

Budget by Category of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Capital Assets/Land Acquisition	\$ 81,603	\$ —	\$ 23,086,996	\$ 768,137	\$ 3,200,000	\$ —
Total	\$ 81,603	\$ —	\$ 23,086,996	\$ 768,137	\$ 3,200,000	\$ —

Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Capital Assets/Land Acquisition						
1011406 Borrego Springs Branch Library	\$ —	\$ —	\$ 114,000	\$ —	\$ —	\$ —
1012133 Lincoln Acres Library & Community Center	—	—	—	—	3,200,000	—
KA2983 Alpine Library Land Acquisition	—	—	508,267	499,164	—	—
KA2987 Ramona Senior Center Predevelopment / Acquisition	6,282	—	14,184	6,973	—	—
KL1600 Campo-Morena Village Library	6,320	—	125	125	—	—
KL1974 Fallbrook Library	—	—	10,336,090	83,650	—	—



Capital Projects Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
KL2981 Julian Shared Use Library	58,341	—	32,090	10,905	—	—
KL2983 Alpine Library	—	—	159,326	20,892	—	—
KL2987 Ramona Library	—	—	11,629,087	102,466	—	—
KL3460 Descano Library Expansion	—	—	250,000	43,769	—	—
KL7020 Spring Valley Branch Library	—	—	1,466	—	—	—
KL9022 Rancho San Diego Library	1,055	—	—	—	—	—
KL9023 Valley Center Library	9,947	—	12,336	—	—	—
KL9540 Bonita Library Construction	(342)	—	24,764	193	—	—
KL9542 Cardiff Library Construction	—	—	5,262	—	—	—
Total - Capital Assets/ Land Acquisition	\$ 81,603	\$ —	\$ 23,086,996	\$ 768,137	\$ 3,200,000	\$ —



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund						
1011406 Borrego Springs Branch Library	\$ —	\$ —	\$ 114,000	\$ —	\$ —	\$ —
1012133 Lincoln Acres Library & Community Center	—	—	—	—	3,200,000	—
KA2983 Alpine Branch Library Land Acquisition	—	—	508,267	499,164	—	—
KA2987 Ramona Senior Center Predevelopment/ Acquisition	6,282	—	14,184	6,973	—	—
KL1600 Campo-Morena Village Library	6,320	—	125	125	—	—
KL1974 Fallbrook Branch Library *	—	—	10,320,392	83,457	—	—
KL2981 Julian Shared Use Library	58,341	—	32,090	10,905	—	—
KL2983 Alpine Branch Library	—	—	159,326	20,892	—	—
KL2987 Ramona Branch Library	—	—	11,629,088	101,850	—	—
KL3460 Descanso Library *	—	—	150,000	—	—	—
KL7020 Spring Valley Branch Library	—	—	1,466	—	—	—
KL9022 Rancho San Diego Branch Library	1,055	—	—	—	—	—
KL9023 Valley Center Branch Library	9,947	—	12,336	—	—	—
KL9540 Bonita Branch Library	—	—	24,764	193	—	—
KL9542 Cardiff Library Construction *	—	—	961	—	—	—
Total - General Fund	\$ 81,945	\$ —	\$ 22,966,999	\$ 723,559	\$ 3,200,000	\$ —
* Multiple funding sources						

Library Projects Fund



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Operating Transfer from Library Fund						
KL3460 Descano Library Expansion *	\$ —	\$ —	\$ 100,000	\$ 43,769	\$ —	\$ —
KL9542 Cardiff Library Construction *	—	—	4,299	—	—	—
Total - Operating Transfer from Library Fund	\$ —	\$ —	\$ 104,299	\$ 43,769	\$ —	\$ —
Donations						
KL1974 Fallbrook Branch Library *	\$ —	\$ —	\$ 15,698	\$ —	\$ —	\$ —
Total - Donations	\$ —	\$ —	\$ 15,698	\$ —	\$ —	\$ —
Use of Fund Balance						
KL1974 Fallbrook Branch Library *	\$ —	\$ —	\$ —	\$ 194	\$ —	\$ —
KL2987 Ramona Branch Library	—	—	—	614	—	—
KL9540 Bonita Library Construction	(342)	—	—	—	—	—
Total - Use of Fund Balance	\$ (342)	\$ —	\$ —	\$ 809	\$ —	\$ —
Total Library Projects Funding Sources	\$ 81,603	\$ —	\$ 23,086,996	\$ 768,137	\$ 3,200,000	\$ —
<i>* Multiple funding sources</i>						

4S Ranch Assessment District 89-1 Fund

4S Ranch Assessment District 89-1 Fund

Budget by Category of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Other Charges	\$ 1,573	\$ —	\$ —	\$ —	\$ —	\$ —
Total	\$ 1,573	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditure Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Contributions to Other Agencies	\$ 1,573	\$ —	\$ —	\$ —	\$ —	\$ —
Total	\$ 1,573	\$ —	\$ —	\$ —	\$ —	\$ —

Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Use of Fund Balance	\$ 1,573	\$ —	\$ —	\$ —	\$ —	\$ —
Total	\$ 1,573	\$ —	\$ —	\$ —	\$ —	\$ —

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies	\$ 342,640	\$ 822,000	\$ 1,120,854	\$ 905,444	\$ 864,500	\$ 864,500
Operating Transfers Out	39,995	—	4,745,561	—	2,275,000	8,805,074
Total	\$ 382,635	\$ 822,000	\$ 5,866,415	\$ 905,444	\$ 3,139,500	\$ 9,669,574

Expenditure Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies						
Professional & Specialized Services	115,391	522,000	638,616	297,935	522,000	522,000
Inter-Departmental Costs	260	5,000	5,297	122,893	5,000	5,000
Consultant Contracts	39,013	100,000	169,068	51,626	100,000	100,000
Purchasing ISF - Non Merchandise	2,486	7,500	35,542	12,435	7,500	7,500
Fac. Mgt. Real Property ISF Costs	185,085	157,500	157,500	158,643	200,000	200,000
Major Maintenance - ISF	406	30,000	114,831	261,912	30,000	30,000
Total - Services & Supplies	\$ 342,641	\$ 822,000	\$ 1,120,854	\$ 905,444	\$ 864,500	\$ 864,500
Operating Transfers Out						
Operating Transfers Out - Current Year	\$ 39,995	\$ —	\$ 4,745,561	\$ —	\$ 2,275,000	\$ 8,805,074
Total - Operating Transfers Out	\$ 39,995	\$ —	\$ 4,745,561	\$ —	\$ 2,275,000	\$ 8,805,074
Total	\$ 382,635	\$ 822,000	\$ 5,866,415	\$ 905,444	\$ 3,139,500	\$ 9,669,574



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Interest on Deposits & Investments	\$ 845,003	\$ 555,000	\$ 555,000	\$ 879,083	\$ 581,521	\$ 830,825
Rents & Concessions	273,732	267,000	267,000	280,408	975,000	975,000
Federal Other	—	—	—	—	—	3,981,326
Recovered Expenditures	2,293,000	—	—	—	—	—
Other Miscellaneous	—	—	—	120,000	—	—
Sale of Fixed Assets	1,463,616	—	—	—	—	—
32222 Designated Justice System	—	—	—	—	250,000	—
Fund Balance - All Other Funds	(4,492,716)	—	5,044,415	(374,047)	1,332,979	3,882,423
Total	\$ 4,875,351	\$ 822,000	\$ 5,866,415	\$ 905,444	\$ 3,139,500	\$ 9,669,574

Lease Payments

Lease Payments

Budget by Category of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Lease Payments	\$ 42,950,125	\$ 38,773,719	\$ 38,773,719	\$ 38,417,203	\$ 35,263,304	\$ 40,561,234
Total	\$ 42,950,125	\$ 38,773,719	\$ 38,773,719	\$ 38,417,203	\$ 35,263,304	\$ 40,561,234

Lease Payments Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1993 Master Refunding - South County	\$ 3,830,678	\$ 2,977,804	\$ 2,977,804	\$ 2,972,516	\$ 1,871,941	\$ 1,663,227
1993 Master Refunding - East County	5,097,677	3,960,677	3,960,677	3,955,677	2,489,192	2,211,473
1993 Master Refunding - Topaz	467,969	368,133	368,133	363,133	233,050	207,555
2001 MTS Tower	2,691,770	3,052,774	3,052,774	2,880,676	2,938,445	3,068,496
2002 Motorola	3,478,185	3,489,835	3,489,835	3,479,835	3,487,815	3,485,515
1993 Master Refunding - Health Complex	2,561,983	1,995,415	1,995,415	1,987,915	1,255,924	1,116,357
1993 Master Refunding - East Mesa	736,269	578,328	578,328	571,328	365,798	325,686
1993 Master Refunding - Juvenile Hall	432,412	342,542	342,542	335,542	217,772	194,164
1993 Master Refunding - Clairemont Hospital	1,842,065	1,436,399	1,436,399	1,429,399	904,672	804,317
1993 Master Refunding - East Mesa Land	2,406,702	1,874,544	1,874,544	1,867,544	1,179,830	1,048,714
1993 Master Refunding - SD Muni Building	762,656	598,803	598,803	591,803	378,656	337,109



Lease Payments Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1993 Master Refunding – Housing	412,247	319,894	319,894	319,894	200,895	178,436
1996 Ohio Street Lease Purchase	—	174,541	174,541	146,986	10,000	—
1997 Central Jail	145,074	5,260,411	5,260,411	5,276,610	5,180,741	5,508,920
1998 Hall of Justice	5,360,785	5,092,016	5,092,016	5,089,812	5,008,171	5,520,298
1999 East Mesa Refunding	5,190,985	1,819,228	1,819,228	1,770,341	1,728,730	367,107
2005 Regional Communications System	1,678,772	2,988,588	2,988,588	2,978,588	2,995,887	2,991,087
2005 North & East County Just Fac Ref	2,913,154	2,443,788	2,443,788	2,399,606	2,540,783	2,727,700
2005 Edgemoor	2,940,740	—	—	—	2,275,000	5,824,173
2006 Edgemoor	—	—	—	—	—	2,980,900
Total	\$ 42,950,125	\$ 38,773,719	\$ 38,773,719	\$ 38,417,203	\$ 35,263,304	\$ 40,561,234

Revenue Detail

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
AB189	\$ 3,405,068	\$ 3,151,345	\$ 3,151,345	\$ 3,137,345	\$ 2,806,428	\$ 2,741,273
Aid from Redevelopment Agency	800,000	800,000	800,000	800,000	800,000	800,000
Rent	1,075,544	1,233,356	1,233,356	1,154,611	1,114,510	1,204,132
General Revenue Allocation	36,577,217	32,589,057	32,589,057	32,367,769	27,386,336	26,152,286
Charges in Other Funds	622,954	622,955	622,955	622,954	622,955	622,955
Miscellaneous Revenue	57,095	57,112	57,112	14,630	57,180	57,077
Use of Reserve/Designation	412,247	319,894	319,894	319,894	200,895	178,436
Operating Transfer Capital Outlay for Edgemoor	—	—	—	—	2,275,000	8,805,075
Total	\$ 42,950,125	\$ 38,773,719	\$ 38,773,719	\$ 38,417,203	\$ 35,263,304	\$ 40,561,234

Lease Payments



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund						
1993 Master Refunding – South County	\$ 3,830,678	\$ 2,977,804	\$ 2,977,804	\$ 2,972,516	\$ 1,871,941	\$ 1,663,227
1993 Master Refunding – East County	5,061,442	3,960,677	3,960,677	3,955,677	2,489,192	2,211,472
1993 Master Refunding – Topaz	467,969	368,133	368,133	363,133	233,050	207,555
2001 MTS Tower	2,187,683	2,444,879	2,444,879	2,324,431	2,458,779	2,508,729
2002 Motorola	2,855,231	2,866,880	2,866,880	2,856,881	2,864,860	2,862,561
1993 Master Refunding – Health Complex	2,561,983	1,995,415	1,995,415	1,987,915	1,255,924	1,116,357
1993 Master Refunding – East Mesa	736,269	578,328	578,328	571,328	365,798	325,686
1993 Master Refunding – Clairemont Hospital	1,842,065	1,436,399	1,436,399	1,429,399	904,672	804,317
1993 Master Refunding – East Mesa Land	2,406,702	1,874,544	1,874,544	1,867,544	1,179,830	1,048,714
1996 Ohio Street Lease Purchase	145,074	174,541	174,541	146,986	10,000	—
1997 Central Jail	5,360,785	5,260,411	5,260,411	5,261,979	5,180,742	5,508,920
1998 Hall of Justice	1,609,529	1,456,555	1,456,555	1,481,445	1,363,328	1,865,932
1999 East Mesa Refunding	1,657,913	1,796,116	1,796,116	1,770,341	1,705,617	343,994
2005 Regional Communications System	2,913,154	2,971,812	2,971,812	2,978,588	2,979,088	2,974,338
2005 North & East County Just Fac Ref	2,940,740	2,426,564	2,426,564	2,399,606	2,523,515	2,710,484
Total - General Fund	\$ 36,577,218	\$ 32,589,057	\$ 32,589,057	\$ 32,367,769	\$ 27,386,336	\$ 26,152,286
Charges to Other Districts						
2002 Motorola	\$ 622,954	\$ 622,955	\$ 622,955	\$ 622,954	\$ 622,955	\$ 622,955
Total - Charges to Other Districts	\$ 622,954	\$ 622,955	\$ 622,955	\$ 622,954	\$ 622,955	\$ 622,955
Rent Received						



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1998 Hall of Justice	\$ 571,456	\$ 625,461	\$ 625,461	\$ 598,367	\$ 634,843	\$ 644,365
2001 MTS Tower	504,088	607,894	607,894	556,244	479,666	559,767
Total - Rent Received	\$ 1,075,544	\$ 1,233,355	\$ 1,233,355	\$ 1,154,611	\$ 1,114,509	\$ 1,204,132
AB189						
1993 Master Refunding – Juvenile Hall	\$ 432,412	\$ 342,542	\$ 342,542	\$ 335,542	\$ 217,772	\$ 194,164
1993 Master Refunding – SD Muni Building	762,656	598,803	598,803	591,803	378,656	337,109
1998 Hall of Justice	2,210,000	2,210,000	2,210,000	2,210,000	2,210,000	2,210,000
Total - AB189	\$ 3,405,068	\$ 3,151,345	\$ 3,151,345	\$ 3,137,345	\$ 2,806,428	\$ 2,741,273
Aid from Redevelopment						
1998 Hall of Justice	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Total - Aid from Redevelopment	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Miscellaneous Revenue						
1999 East Mesa	\$ 23,113	\$ 23,113	\$ 23,113	\$ 0	\$ 23,113	\$ 23,113
Pine Valley Sanitation District	17,224	17,224	17,224	7,315	17,267	17,214
Julian Sanitation District	16,758	16,776	16,776	7,315	16,800	16,750
Total Miscellaneous Revenue	\$ 57,095	\$ 57,113	\$ 57,113	\$ 14,630	\$ 57,180	\$ 57,077
Use of Reserve/ Designation						

Lease Payments



Funding Source

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
1993 Master Refunding – Housing	\$ 412,247	\$ 319,894	\$ 319,894	\$ 319,894	\$ 200,895	\$ 178,436
Total Use of Reserve/ Designation	\$ 412,247	\$ 319,894	\$ 319,894	\$ 319,894	\$ 200,895	\$ 178,436
Operating Transfer Capital Outlay						
2005 Edgemoor	\$ —	\$ —	\$ —	\$ —	\$ 2,275,000	\$ 5,824,174
2006 Edgemoor	—	—	—	—	—	2,980,901
Total Operating Transfer Capital Outlay	\$ —	\$ —	\$ —	\$ —	\$ 2,275,000	\$ 8,805,075
Total Lease Payment Funding Sources	\$ 42,950,125	\$ 38,773,719	\$ 38,773,719	\$ 38,417,203	\$ 35,263,304	\$ 40,561,234

Outstanding Capital Projects By Group/Agency

Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
San Diego Downtown Courthouse Remodel	KK4901 - 4651	93/94	\$ 2,158,514	\$ 63,025
Womens Detention Facility	KK8032 - 4832	97/98	3,600,000	1,579,279
Descanso Detention Facility Restoration	KK9017 - 4917	98/99	1,171,151	74,065
Pine Valley Substation (Buckman Springs Area)	KK0687 - 4687	99/00	1,200,000	1,151,268
East Mesa Juvenile Detention Facility	KK0781 - 4781	99/00	52,093,748	149,736
Sheriff Crime Lab Remodel	KK2994 - 4994	01/02	2,596,618	7,922
Rancho San Diego Sheriff Station Land Acquisition	KA5485 - 4485	04/05	2,000,000	1,949,564
Alpine Station	KK5302 - 4302	04/05	6,550,000	265,885
Rancho San Diego Sheriff Station	KK5485 - 4301	04/05	9,000,000	8,985,070
Medical Examiner and Forensic Center	KK5497 - 4497	04/05	85,400,000	67,961,709
Ramona Station Land Acquisition	1011477 - 54060	07/08	1,000,000	1,000,000
Sheriff Defensive Tactics Building	1012261 - 54839	07/08	465,000	465,000
Total - Public Safety Group			\$ 167,235,031	\$ 83,652,523

Health and Human Services Agency

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
Edgemoor Skilled Nursing Facility	KK0866 - 4866	99/00	121,785,556	8,957,834
HHSA Office Parking Structure	KK4463 - 4463	03/04	1,300,000	22,624
Public Health Lab Remodel and HVAC Replacement	KK4459 - 4459	04/05	4,300,000	2,712
Total - Health And Human Services Agency			\$ 127,385,556	\$ 8,983,170



Outstanding Capital Projects By Group/Agency

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
Heritage Park Carousel	KN6019 - 4619	95/96	\$ 715,000	\$ 620,095
Otay Lakes Park Restoration	KN7022 - 4741	96/97	2,486,774	40,829
Rancho Guajome Adobe Restoration	KN7915 - 4790	96/97	1,889,085	2,647
Waste Site Land Acquisitions	KA8950 - 4540	97/98	8,238,400	6,250,786
Guajome Regional Park Community Sportsfields and Visitor Center	KN8015 - 4815	97/98	265,000	211,198
Oakoasis Log House Restoration	KN8045 - 4845	97/98	100,000	30,913
Multiple Species Conservation Program Acquisitions	KA9500 - 4545	98/99	38,311,753	11,068,962
Ramona Collier Park Facility Design Boys and Girls Gymnasium	KN9032 - 4932	98/99	490,000	375,356
Otay Valley Regional Park Phase II Acquisition	KA0550 - 4550	99/00	9,592,198	183,053
Escondido Creek Acquisitions	KA0551 - 4551	99/00	5,370,000	2,404,938
Spring Valley Gymnasium	KK0865 - 4865	99/00	2,620,392	201,318
Spring Valley Teen Center	KK0880 - 4880	99/00	1,171,949	20,370
Tijuana River Valley SportsPark/Ballfields Construction	KN0873 - 4873	99/00	2,536,950	316,603
Lakeside Teen Center	KN0884 - 4884	99/00	571,000	14,338
Bancroft Park Acquisition	KA1557 - 4557	00/01	473,000	471,718
North County Open Space Acquisitions	KA1562 - 4562	00/01	606,856	2,888
San Elijo Acquisitions	KA1971 - 4971	00/01	2,450,000	503,682
Julian Memorial Park Improvements	KN1886 - 4886	00/01	100,000	12,772
Dos Picos Park Playground/Picnic Area Improvements	KN1954 - 4954	00/01	625,801	4,081
Fallbrook Sports Park Improvements	KN1979 - 4964	00/01	785,442	0
Trail Easement Acquisitions	KA2973 - 4973	01/02	84,211	65,183
Tijuana River Valley Regional Park Fencing	KN2630 - 4588	01/02	150,000	29,973
Sweetwater Regional Park Equestrian Center Phase I	KN2669 - 4669	01/02	120,000	117,556
Otay Valley Regional Park Fencing/Trees	KN2752 - 4752	01/02	131,000	29,787
Agua Caliente Campground Improvements	KN2955 - 4955	01/02	1,287,000	117,582
Volcan Mountain West Acquisition	KA3438 - 4438	02/03	2,396,923	2,396,923
Sweetwater Summit Campground and Local Park Improvements	KN3106 - 4872	02/03	5,916,785	3,336,846
Jess Martin Park Sportsfield	KN3401 - 4401	02/03	100,000	99,352



Outstanding Capital Projects By Group/Agency

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
Sweetwater Park State Route 125 Mitigation	KN3406 - 4406	02/03	410,000	52,576
Lindo Lake Well	KN3407 - 4407	02/03	34,730	33,604
Potrero Park Playground Improvements	KN3409 - 4409	02/03	378,696	24,484
Lakeside Baseball Park	KN3412 - 4412	02/03	10,600,446	5,445,924
Felicita Park Improvements	KN3414 - 4414	02/03	1,287,613	354,064
Guajome Park Playground/Restroom/Dock Improvements	KN3415 - 4415	02/03	662,101	45,950
Sweetwater Trails/Bikeways Construction	KN3419 - 4419	02/03	2,721,105	2,256,092
San Luis Rey River Park Planning and Development	KN3432 - 4432	02/03	1,581,179	580,662
Santa Maria Creek Restoration and Trail Development	KN3443 - 4445	02/03	67,160	67,160
Fallbrook B Burnsite Land Purchase	KA4453 - 4453	03/04	90,000	90,000
Valley Park Acquisition	KA4478 - 4478	03/04	500,000	493,773
I-122 Loss Allotment - Supervisorial District 5 Acquisitions	KA4480 - 4480	03/04	829,800	829,800
Felicita Parking Lot Restoration	KN4451 - 4451	03/04	100,000	100,000
Simon Preserve/Trail Construction	KN4452 - 4452	03/04	75,000	75,000
San Elijo Lagoon Nature Center Expansion	KN4464 - 4464	03/04	5,658,896	3,634,697
San Dieguito Park Recycled Water Retrofit Improvements	KN4481 - 4481	03/04	94,880	68,394
Stowe Trail Acquisition	KA5321 - 4321	04/05	565,000	517,184
I-122 Loss Allotment - Supervisorial District 3 Acquisitions	KA5495 - 4495	04/05	341,550	341,550
Pine Valley Ballfield Improvements	KN5303 - 4303	04/05	450,000	444,920
Fallbrook Community Center Interior Remodel Design	KN5491 - 4491	04/05	355,435	39,813
Jess Martin Well Improvements	KN5496 - 4496	04/05	330,000	5,941
Spring Valley Community Center Expansion	KN5498 - 4498	04/05	1,892,000	1,772,247
Lakeside/Ramona Open Space Restoration	KN5499 - 4499	04/05	115,000	0
Lakeside Sports Park Acquisition	KA5324 - 4324	05/06	3,544,034	641,538
San Luis Rey River Park Acquisition	KA5325 - 4325	05/06	8,163,070	4,884,694
Goodan Ranch Compound Improvements	KN6329 - 4329	05/06	1,700,000	168,873
Americans With Disabilities Act Ballfield	1008292 - 54749	05/06	1,205,000	52,592
East County Trail Acquisition	1008954 - 54057	05/06	231,016	221,788

Outstanding Capital Projects By Group/Agency



Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
Felicita Trail Improvements	1008290 - 54747	05/06	98,445	0
Lakeside Soccer Fields Acquisition	1009548 - 54059	05/06	800,000	789,937
Lindo Lake Boathouse Restoration	1009269 - 54767	05/06	214,286	179,429
Lake Morena Pacific Crest Trail Staging/Camping Area	1008289 - 54746	05/06	164,000	26,087
Mountain Empire Community Center Playground	1008291 - 54748	05/06	90,000	60,150
Otay Valley Regional Park Trail Improvements	1009268 - 54766	05/06	9,000,001	5,455,718
Lakeside Linkage Habitat Enhancement	1010184 - 54769	06/07	120,800	3,722
Agua Caliente Ranger Housing	1010299 - 54770	06/07	367,813	96,163
Hilton Head Park Phase II Improvements	1010406 - 54776	06/07	1,514,360	775,532
Guajome Regional Park Restrooms	1010407 - 54777	06/07	375,000	375,000
Heritage Park Victorian Home Improvements	1010429 - 54780	06/07	4,000,000	4,000,000
Otay Valley Regional Park Staging Area	1010431 - 54778	06/07	218,214	211,981
Otay Valley Regional Park Active Recreation Area	1010432 - 54779	06/07	420,000	381,832
Stelzer Well Replacement	1010592 - 54785	06/07	250,000	217,349
Heise Well Replacement	1010593 - 54786	06/07	250,000	240,212
Lakeside Community Center Improvements	1010594 - 54787	06/07	150,000	150,000
Tijuana River Valley Sports Complex Concept Plan	1010973 - 54809	06/07	150,000	150,000
Otay Valley River Park Local Staging Area	1010977 - 54810	06/07	300,000	300,000
Trans-County Trail Acquisition	1011720 - 54062	07/08	501,138	482,385
I-122 Loss Allotment - Supervisorial District 2 Acquisitions	1011758 - 54063	07/08	108,600	108,600
Agua Caliente Pavilion Replacement	1011443 - 54796	07/08	275,000	275,000
Tijuana River Valley Trails Habitat Restoration	1011445 - 54797	07/08	470,000	459,383
Felicita Wedding Area Improvements	1011446 - 54798	07/08	1,000,000	1,000,000
Whaley Compound ADA Improvements	1011447 - 54799	07/08	100,000	100,000
Los Penasquitos Adobe Barn ADA Access	1011448 - 54801	07/08	100,000	100,000
Ranger Housing Improvements	1011449 - 54802	07/08	2,500,000	2,500,000
Fallbrook Community Center Playground Shade Structures	1011450 - 54804	07/08	135,000	125,458
Ramona Collier Park Playground Shade Structures	1011454 - 54805	07/08	180,000	168,203
Spring Valley Community Park ADA Perimeter Path	1011462 - 54806	07/08	200,000	11,675
Julian Jess Martin Paving Improvements	1011472 - 54807	07/08	112,800	1,773



Outstanding Capital Projects By Group/Agency

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
Brodiaea Restoration Enhancement and Protection	1011473 - 54808	07/08	50,000	50,000
Lincoln Acres Community Center ADA Ramp	1011387 - 54812	07/08	25,000	15,226
Fire Recovery Erosion Control Hellhole Canyon Open Space Preserve	1011440 - 54814	07/08	56,200	51,612
Fire Recovery Erosion Control El Capitan Open Space Preserve	1011441 - 54815	07/08	67,500	59,738
Fire Recovery Erosion Control William Heise Park	1011442 - 54816	07/08	186,300	176,738
Clemmens Lane Park Design	1011719 - 54819	07/08	45,000	34,675
Trans-County Trail Development	1011721 - 54820	07/08	300,000	300,000
Live Oak Park Pavilion Phase II	1011722 - 54821	07/08	74,000	65,826
Tijuana River Valley Trail Construction	1011723 - 54822	07/08	323,999	323,999
Mt Olympus Preserve Improvements	1011952 - 54824	07/08	350,000	350,000
San Dieguito Sportsfield Acquisition	1011977 - 54065	07/08	22,500	272
Lindo Lake Fitness Area Project	1012325 - 54066	07/08	200,000	200,000
Campo Community Center	1012118 - 54834	07/08	210,000	210,000
Oakoasis Park Improvemens	1012152 - 54838	08/09	275,982	271,112
Total - Land Use and Environment Group			\$ 159,921,168	\$ 73,027,858

Community Services Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
Underground Fuel Storage Tank Replacement	KK6100 - 4869	95/96	\$ 3,161,848	\$ 17,362
Spring Valley Branch Library	KL7020 - 4882	96/97	3,458,970	1,466
Valley Center Branch Library	KL9023 - 4923	98/99	4,421,280	12,336
Bonita Branch Library	KL9540 - 4753	98/99	4,490,950	24,572
Cardiff Branch Library	KL9542 - 4778	98/99	2,091,077	5,260
Valley Center Museum	KK1953 - 4953	00/01	255,000	10,642
Fallbrook Branch Library	KL1974 - 4974	00/01	10,598,999	10,252,440
Alpine Branch Library Land Acquisition	KA2983 - 4435	01/02	533,067	9,103
Ramona Senior Center Predevelopment/ Acquisition	KA2987 - 4987	01/02	2,905,000	7,211

Outstanding Capital Projects By Group/Agency



Community Services Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
Julian Shared Use Library	KL2981 - 4981	01/02	3,085,516	21,185
Alpine Branch Library	KL2983 - 4983	01/02	383,385	138,434
Ramona Branch Library	KL2987 - 4465	01/02	11,696,036	11,526,621
Bonita History Museum	KK3458 - 4458	02/03	1,275,000	477
Descanso Branch Library Expansion	KL3460 - 4460	02/03	426,000	206,231
Campo Community Center Stormwater System Improvements	1010779 - 54795	06/07	185,000	32,635
County Operations Center	1011214 - 54811	07/08	6,350,000	155,595
Borrego Springs Branch Library	1011406 - 54813	07/08	114,000	114,000
San Pasqual Academy Technology and Career Information Center	1011679 - 54818	07/08	1,040,000	1,037,696
Total - Community Services Group			\$ 56,471,128	\$ 23,573,265

Finance and General Government Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
County Administrative Center Waterfront Park	KK3421 - 4421	02/03	\$ 9,450,000	\$ 5,883,930
Total - Finance and General Government Group			\$ 9,450,000	\$ 5,883,930

Total Outstanding Capital Projects

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 6/30/08
Total - Outstanding Capital Projects			\$ 520,462,883	\$ 195,120,746

County of San Diego

Finance Other

.....
Finance Other
.....

Finance Other



Description

Finance Other includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The funding levels for these programs are explained below and shown in the table that follows:

Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County could experience temporary shortfalls in 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). Typically, they are issued at the beginning of the fiscal year and mature at the end of that fiscal year. The Fiscal Year 2008-09 TRANs amount is \$75.0 million. See, also, the section on Long- and Short-Term Financial Obligations on page 63.

Community Enhancement

The Community Enhancement program provides grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions that promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*, the amount of funding available for the Community Enhancement program approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each fiscal year. Applications for 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. The Community Enhancement program funding level for Fiscal Year 2008-09 is \$3.35 million, \$3.20 million of which reflects anticipated TOT revenues. The additional \$0.15 million is a one-time appropriation based on actual TOT revenues exceeding budgeted levels in past years. The funding level for Fiscal Year 2009-10 is projected to be \$3.20 million.

Community Projects

The Community Projects program provides grants to community organizations for the 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 General Fund fund balance. The 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 of Supervisors as a whole.

Contributions to the County Library System

These General Fund appropriations are provided to augment the resources of the County Library Fund. The amount increased from \$3.6 million in Fiscal Year 2006-07 to \$5.1 million in Fiscal Year 2007-08 to support the addition of new branch libraries. The augmentation in Fiscal Year 2007-08 also included one-time funding of \$0.4 million. For Fiscal Year 2008-09, the General Fund contribution is \$5.5 million. This includes one-time funding of \$0.7 million in order to augment Library resources to expand the Cardiff Branch improvement



project to increase the size of the children's book area and to create a teen book/activity area to meet community needs. For Fiscal Year 2009-10, the General Fund contribution is projected to be \$4.8 million.

Contingency Reserve-General Fund

A Contingency Reserve of \$20.3 million is budgeted for Fiscal Year 2008-09 and \$21.1 million is projected for Fiscal Year 2009-10. These appropriations are increasing in order to comply with Board Policy B-71, *Fund Balance and Reserves*. At \$20.3 million, the Contingency Reserve equates to 2.0% of the Fiscal Year 2008-09 budgeted general purpose revenues (\$1.01 billion), meeting the 2% target set by Board Policy B-71. The \$21.1 million approved for Fiscal Year 2009-10 would equal the 2% target based on the Fiscal Year 2009-10 projected general purpose revenues amount of \$1.06 billion. 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 Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2008-09, \$167.7 million is budgeted. Of this total, \$75.0 million is directed to the County Operations Center (COC) and COC Annex Redevelopment project to reduce the amount to be debt financed; \$56.0 million is for the acquisition of space for COC and COC Annex offices that will not be part of the new COC campus; \$10.0 million is for augmenting the Multiple Species Conservation Program (MSCP) land acquisition project; \$3.2 million is for the Lincoln Acres Library and Community Center building replacement; \$2.0 million is for Sweetwater Regional Park campground improvements; \$7.0 million is for replacement of the North

Central Public Health Clinic; and \$14.5 million is for the replacement of the San Pasqual residences and administrative buildings that were destroyed in Firestorm 2007. The funding sources for these projects include \$77.5 million in general purpose revenues, \$75.7 million in fund balance, and \$14.5 million in recovered expenditures. For Fiscal Year 2009-10, \$77.5 million is proposed, consisting of \$75.0 million in seed money for the replacement of the Women's Detention Facility and \$2.5 million for MSCP land acquisition. The funding source is general purpose revenues. See the Capital Program section on page 487 for more information on these 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 County Capital Asset Leasing Corporation (SANCAL) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) used to finance various capital projects. There is a net decrease of \$3.5 million in Fiscal Year 2008-09 as a result of the reduction in scheduled payments and payments beginning on the new Edgemoor Skilled Nursing Facility. Funding from the Edgemoor Development Fund will be transferred to the General Fund to offset these new payments. The Fiscal Year 2009-10 payments are expected to increase by a net of \$5.3 million. 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 \$6.7 million lease payment to SANCAL for the COPs issued in May 2000 to finance the County's new Enterprise Resource Planning (ERP) System. The final payment will be made in Fiscal Year 2009-10.



Contribution to Capital/Debt Reduction

Appropriations in this program reflect amounts allocated for the early retirement of debt or earmarked for capital projects identified in the Capital Improvements Needs Assessment (CINA). No appropriations are budgeted for this program in Fiscal Year 2008-09 or projected for Fiscal Year 2009-10. In Fiscal Year 2007-08, a General Fund contribution of \$95.0 million to the Pension Obligation Bond fund was used to pay off early the Public Income Notes (PINES) portion of the County's 2002 taxable Pension Obligation Bonds (POBs) debt.

Contribution to the General Reserve

No changes have been made to the amount set aside for the General Reserve. Government Code §§29085-29086 allow the creation of a general reserve and restrict increasing or decreasing the amount to the time of budget adoption. Subsequent to budget adoption, the General Reserve may only be used for legally declared emergencies as defined in Government Code §29127. The County's General Reserve of \$55.5 million equates to 5.4% of the Fiscal Year 2008-09 budgeted general purpose revenues and therefore exceeds the 5% target established by Board Policy B-71, *Fund Balance and Reserves*. No additional contributions to the General Reserve are projected for Fiscal Year 2009-10 because the reserve will still be in excess of the 5% target.

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 program needs and 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.

- 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 Year 2008-09, appropriations totaling \$2.0 million are budgeted for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2009-10 is projected to be \$2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994-95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured Workers' Compensation program and Unemployment Expenses.

The rates charged to individual departments for Workers' Compensation costs are based 80% on the last ten years' actual claims experience and 20% on risk factors determined by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. An annual actuarial assessment is done to estimate the liability and to ensure that the County is maintaining sufficient reserves for current and future claims. As of June 30, 2007, the estimated liability was \$94.6 million, with a cash balance in the fund of \$70.1 million. The estimated liability as of June 30, 2008, was \$86.8 million and the cash balance as of June 30, 2008, was \$82.9 million. The budgets for each year include a \$4.0 million contingency reserve. The fund's cash balance is expected to improve if the contingency appropriations are not required to be spent during the year. As a result of the County's Work Safe/Stay Healthy



program, claims expenses have been reduced in past years and the current proposed increase has been moderated, 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 amounts reflect an increase for inter-departmental costs, an increase to purchase excess Workers' Compensation insurance, a 3.0% increase in Workers' Compensation claims costs as well as an anticipated increase in Unemployment Insurance claims compared to Fiscal Year 2007-08. Interest earnings of the fund have enabled charges to departments to be reduced by \$0.4 million and to offset the increase in costs.

Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCO) in accordance with provisions in State Law (Government Code §56381). LAFCO is a state chartered regulatory agency with countywide authority. LAFCO performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCO was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCO is shared by the County, the 18 cities, and 63 independent special districts in San Diego County.

Public Liability Internal Service Fund

In Fiscal Year 1994-1995, the County established the Public Liability Internal Service Fund (ISF) to report all of its public-risk management activities. The County is self-insured through the ISF for premises liability at medical facilities, medical malpractice, errors and omissions, false

arrest, forgery, automobile and general liability. The cost to General Fund departments, other funds, and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience, and 10% based on staff hours of exposure. The County contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The estimated liability for June 30, 2007 was \$16.5 million. As of June 30, 2007, the fund had a cash balance of \$26.3 million. The estimated liability for June 30, 2008 increased to \$19.4 million and the cash balance as of June 30, 2008 was \$26.6 million. The budgeted expenditures of \$13.0 million in Fiscal Year 2008-09 are offset by \$12.0 million in charges to departments and by \$1.0 million in interest earnings of the fund.

Pension Obligation Bonds

The budgeted appropriations for this debt service fund for Fiscal Year 2008-09 allow the County to make the scheduled principal and interest payments and related administrative expenses for the 2002 and the 2004 taxable Pension Obligation Bonds (POBs) and to pay down the 2002 POBs, Series B-1 principal amount outstanding of \$80 million by \$44.0 million, resulting in approximately \$3.06 million of annual debt service savings. The source of funds for the early pay down of these bonds is charges to departments made possible by a reduction in the required retirement system contribution rates for Fiscal Year 2008-09. The approved budget for Fiscal Year 2009-10 reflects the scheduled principal and interest payments and related administrative expenses for the remaining 2002 POBs and the 2004 POBs along with the early pay down of the remaining \$36.0 million of the 2002 Series B-1 bonds.

Note: Subsequent to the adoption of the Fiscal Year 2008-09 budget, the County paid down the \$44.0 million in principal as noted above and refinanced the remainder of the 2002 Series B POBs, achieving significant savings over the remaining life of the bonds. This action will alter the amount shown for Fiscal Year 2009-10. The revised POB payment amounts will be reflected in the CAO's Proposed Operational Plan for Fiscal



Years 2009-10 and 2010-11. See the Long- and Short-Term Financial Obligations section on page 63 for more information on the POBs, including the history, outstanding principal, and scheduled payments.

Debt Service Local Boards

This cost represents the debt service cost for Majestic Pines, which was issued in January 1973 for the construction of a water distribution system in the Julian area. The debt will be paid off in January 2012. The cost is offset by a special assessment on properties located within the service area. Currently, the fund has an established General Reserve. Upon analysis of the 1973 resolution by the Board of Supervisors to issue bonds, it was discovered that the monies

in the General Reserve need to be available for appropriation to pay the interest on the Bonds because the payment falls due before the proceeds of the annual special assessment are available. Therefore, in this fiscal year, these funds have been reclassified during the time of budget adoption in accordance with Government Code §§29085-29086, which allow the creation of a general reserve and restrict increasing or decreasing the amount to the time of budget adoption. A Debt Service Reserve is established instead based on the funding freed up by the release of the General Reserve and based upon available fund balance. The amount budgeted for Fiscal Year 2008-09 reflects the normal debt service payment and the accounting necessary to reclassify the reserves.

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Cash Borrowing Program	\$ 10,870,808	\$ 12,700,000	\$ 12,700,000	\$ 5,169,070	\$ 12,700,000	\$ 12,700,000
Community Enhancement	2,969,000	3,203,000	3,231,000	3,161,500	3,350,000	3,200,000
Community Projects	8,345,771	10,000,000	10,819,439	8,814,810	10,000,000	10,000,000
Contributions to County Library	3,568,719	5,077,000	5,237,000	5,145,716	5,500,000	4,750,000
Contingency Reserve - General Fund	—	20,000,000	17,000,000	—	20,294,000	21,108,000
Contributions to Capital Program	17,170,210	28,120,000	201,877,944	39,724,984	167,700,000	77,500,000
Lease Payments - Certificates of Participation - Capital Projects	43,647,333	38,773,718	38,773,718	38,417,203	35,263,304	40,561,234
Lease Payments - Certificates of Participation - ERPs	4,990,732	6,700,000	6,700,000	6,225,997	6,700,000	6,700,000



Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Contribution to Capital/ Debt Reduction	—	95,000,000	95,000,000	95,000,000	—	—
Contribution to General Reserve	—	55,500,000	55,500,000	55,500,000	—	—
Countywide General Expenses	5,341,739	58,085,957	58,085,957	9,009,201	76,183,084	91,322,646
Countywide Shared Major Maintenance	131,872	2,000,000	2,000,000	—	2,000,000	2,000,000
Employee Benefits ISF	28,068,198	33,322,822	33,322,822	17,957,840	35,908,123	36,924,133
Local Agency Formation Commission Administration	293,258	341,986	341,986	341,986	343,581	371,067
Public Liability ISF	(5,368,668)	13,274,140	13,705,981	11,838,516	13,000,000	13,000,000
Pension Obligation Bonds	120,125,006	234,451,889	234,451,889	223,398,809	152,259,915	150,707,425
Debt Service Local Boards	26,250	26,750	26,750	25,250	47,500	23,250
Total	\$240,180,228	\$616,577,262	\$788,774,486	\$519,730,882	\$541,249,507	\$470,867,755

County of San Diego

Appendices

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- Appendix C: General Fund Budget Summary**
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- Appendix D: Health & Human Services - Regional Operations**
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- Appendix E: Common Operational Plan Acronyms**
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Appendix A: All Funds - Budget Summary



Countywide Totals

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total - Staff Years	17,040.50	17,189.00	17,175.50

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$1,488,966,740	\$1,613,152,892	\$1,645,126,166	\$1,594,930,031	\$1,691,564,149	\$1,746,391,364
Services & Supplies	1,392,324,149	1,636,005,629	1,932,557,603	1,520,096,751	1,741,740,166	1,696,034,064
Other Charges	682,959,720	863,362,400	889,729,160	824,058,453	785,651,780	777,786,607
Capital Assets/Land Acquisition	1,608,585	49,394,800	345,493,785	99,642,759	421,665,067	89,835,957
Capital Assets Equipment	17,012,269	32,123,192	53,668,785	11,731,024	24,873,331	17,580,400
Expenditure Transfer & Reimbursements	(17,734,473)	(19,032,774)	(19,032,774)	(19,208,257)	(19,748,932)	(20,185,363)
Contingency Reserves	—	24,100,000	21,100,000	—	24,397,000	25,214,090
Reserve/Designation Increase	2,626,200	57,904,464	57,904,464	57,904,464	4,066,400	250,000
Operating Transfers Out	333,689,562	446,215,769	639,910,259	435,617,835	472,678,810	391,532,132
Management Reserves	54,373	28,477,802	17,284,234	—	41,219,694	17,634,694
Total	\$3,901,507,126	\$4,731,704,174	\$5,583,741,682	\$4,524,773,061	\$5,188,107,465	\$4,742,073,945



Appendix A: All Funds - Budget Summary

Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	520,444,902	546,050,110	547,015,481	548,819,654	580,917,926	603,031,150
Taxes Other Than Current Secured	408,569,667	411,486,125	448,823,384	438,969,941	432,595,008	443,279,769
Licenses Permits & Franchises	43,557,998	47,503,853	47,386,103	45,319,609	48,517,418	50,229,962
Fines, Forfeitures & Penalties	58,050,988	54,600,227	56,924,303	57,882,170	53,834,885	53,002,069
Revenue From Use of Money & Property	105,173,342	62,467,228	62,542,970	106,982,141	65,803,321	66,851,489
Intergovernmental Revenues	1,960,180,460	2,119,778,870	2,245,872,159	2,044,947,850	2,160,279,742	2,178,714,952
Charges For Current Services	681,165,885	709,598,442	731,369,770	718,161,808	773,056,628	777,928,068
Miscellaneous Revenues	73,286,027	75,058,405	83,540,283	72,911,476	79,420,994	64,577,787
Other Financing Sources	357,932,981	434,476,959	671,679,959	473,651,542	692,579,630	378,132,952
Residual Equity Transfers In	481,855	—	—	1,230	—	—
Reserve/Designation Decreases	4,219,227	57,590,239	57,590,239	57,590,239	2,295,881	15,664,308
Use of Fund Balance	(311,556,206)	213,093,716	630,997,030	(40,464,598)	298,806,032	110,661,439
Total	\$3,901,507,126	\$4,731,704,174	\$5,583,741,682	\$4,524,773,061	\$5,188,107,465	\$4,742,073,945



Public Safety Group

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total - Staff Years	7,475.50	7,574.50	7,593.50

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 737,704,819	\$ 788,968,752	\$ 813,136,020	\$ 792,616,895	\$ 835,396,327	\$ 861,807,438
Services & Supplies	210,892,749	221,313,619	267,705,666	226,351,760	222,356,641	217,010,310
Other Charges	102,596,314	99,717,808	100,812,658	94,059,609	95,822,194	92,783,947
Capital Assets/Land Acquisition	41,660	—	—	—	—	—
Capital Assets Equipment	13,067,052	2,648,666	8,448,130	4,985,244	5,509,642	815,306
Expenditure Transfer & Reimbursements	(16,511,574)	(17,724,566)	(17,724,566)	(16,763,861)	(18,185,919)	(18,609,253)
Operating Transfers Out	255,032,215	260,331,853	261,455,853	234,077,484	240,336,687	245,336,687
Management Reserves	—	10,700,000	3,204,000	—	7,650,000	1,450,000
Total	\$1,302,823,235	\$1,365,956,132	\$1,437,037,761	\$1,335,327,131	\$1,388,885,572	\$1,400,594,435



Appendix A: All Funds - Budget Summary

Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 389,314	\$ 363,601	\$ 363,601	\$ 488,692	\$ 612,601	\$ 612,601
Fines, Forfeitures & Penalties	25,470,531	24,848,388	27,109,553	25,616,355	22,894,014	21,146,145
Revenue From Use of Money & Property	7,980,563	10,562,549	10,562,549	12,911,870	10,226,046	10,118,094
Intergovernmental Revenues	444,196,601	441,240,082	458,648,395	424,385,729	435,638,922	434,954,712
Charges For Current Services	124,960,202	128,520,010	124,146,575	128,360,981	130,434,369	130,938,906
Miscellaneous Revenues	8,789,625	7,390,982	7,421,714	9,576,056	8,046,571	7,966,202
Other Financing Sources	254,087,137	257,235,853	245,435,853	233,999,185	240,336,687	245,336,687
Use of Fund Balance	(2,519,738)	28,610,667	96,165,520	32,804,263	23,108,362	12,619,088
General Revenue Allocation	439,469,000	467,184,000	467,184,000	467,184,000	517,588,000	536,902,000
Total	\$1,302,823,235	\$1,365,956,132	\$1,437,037,761	\$1,335,327,131	\$1,388,885,572	\$1,400,594,435



Health and Human Services Agency

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total - Staff Years	5,663.00	5,677.50	5,632.00

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 419,379,545	\$ 451,962,730	\$ 451,971,911	\$ 442,872,971	\$ 469,413,589	\$ 483,462,782
Services & Supplies	674,539,038	811,839,873	835,234,305	742,758,692	873,803,684	870,880,409
Other Charges	350,051,227	398,591,769	398,793,139	367,453,086	398,891,248	398,891,248
Capital Assets Equipment	363,157	7,209,206	7,262,788	928,090	2,759,206	559,206
Expenditure Transfer & Reimbursements	(228,861)	(493,665)	(493,665)	(525,330)	(213,930)	(213,930)
Operating Transfers Out	33,841,603	37,999,180	37,999,180	36,233,040	37,999,180	37,999,180
Management Reserves	—	5,000,000	5,000,000	—	15,000,000	10,000,000
Total	\$1,477,945,709	\$1,712,109,093	\$1,735,767,658	\$1,589,720,548	\$1,797,652,977	\$1,801,578,895



Appendix A: All Funds - Budget Summary

Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 1,377,558	\$ 1,490,250	\$ 1,490,250	\$ 1,459,342	\$ 1,644,225	\$ 1,653,670
Taxes Other Than Current Secured	34,186	42,390	42,390	29,397	43,004	43,004
Licenses Permits & Franchises	702,352	1,016,795	1,016,795	1,017,010	1,013,402	1,017,340
Fines, Forfeitures & Penalties	4,380,262	4,475,984	4,475,984	5,055,600	5,852,264	5,852,264
Revenue From Use of Money & Property	18,893,542	899,644	899,644	22,299,641	1,334,470	1,350,105
Intergovernmental Revenues	1,337,677,550	1,498,219,220	1,503,925,758	1,421,377,021	1,563,008,907	1,586,851,636
Charges For Current Services	39,219,343	45,158,278	45,158,278	46,896,144	45,174,585	47,625,274
Miscellaneous Revenues	11,411,096	10,495,532	10,495,532	8,216,599	10,544,642	10,463,142
Other Financing Sources	24,291,788	24,296,000	24,296,000	24,308,424	24,200,000	24,200,000
Reserve/Designation Decreases	—	—	—	—	29,478	11,911,460
Use of Fund Balance	(28,016,968)	48,600,000	66,552,027	(18,353,629)	72,597,000	38,400,000
General Revenue Allocation	67,975,000	77,415,000	77,415,000	77,415,000	72,211,000	72,211,000
Total	\$1,477,945,709	\$1,712,109,093	\$1,735,767,658	\$1,589,720,548	\$1,797,652,977	\$1,801,578,895



Land Use and Environment Group

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total - Staff Years	1,612.00	1,643.00	1,643.00

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 140,284,917	\$ 158,738,960	\$ 162,000,790	\$ 151,788,382	\$ 168,026,991	\$ 173,243,264
Services & Supplies	179,216,451	171,078,819	333,452,147	201,742,004	179,244,389	156,339,593
Other Charges	12,445,107	17,162,131	31,787,336	18,036,224	17,641,497	20,846,601
Capital Assets/Land Acquisition	686,716	16,097,000	50,809,850	178,286	18,648,695	12,335,957
Capital Assets Equipment	2,768,856	7,189,045	16,136,657	5,291,624	6,444,300	6,152,800
Expenditure Transfer & Reimbursements	(391,634)	(100,000)	(100,000)	(1,186,635)	(489,579)	(483,839)
Reserve/Designation Increase	1,426,200	2,404,464	2,404,464	2,404,464	25,047	250,000
Operating Transfers Out	15,053,876	10,497,923	20,810,948	16,149,634	9,074,010	7,199,525
Management Reserves	54,373	1,057,802	1,554,807	—	1,184,694	1,184,694
Total	\$ 351,544,861	\$ 384,126,144	\$ 618,856,999	\$ 394,403,983	\$ 399,800,044	\$ 377,068,595



Appendix A: All Funds - Budget Summary

Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 7,191,919	\$ 6,581,573	\$ 7,546,944	\$ 7,738,639	\$ 7,206,444	\$ 7,261,884
Taxes Other Than Current Secured	30,730,931	17,469,627	53,281,886	24,408,955	14,295,174	7,206,724
Licenses Permits & Franchises	32,394,453	36,154,398	36,036,648	33,491,936	36,007,220	37,575,217
Fines, Forfeitures & Penalties	2,264,186	1,809,583	1,809,583	1,528,827	1,413,893	1,469,716
Revenue From Use of Money & Property	24,719,330	19,693,359	19,768,359	26,853,599	22,474,902	22,749,609
Intergovernmental Revenues	116,750,461	112,635,258	190,451,815	154,535,334	105,995,448	101,087,963
Charges For Current Services	86,171,342	81,230,916	84,739,914	80,244,512	81,353,645	90,617,936
Miscellaneous Revenues	14,252,800	16,604,924	22,690,765	17,263,633	12,399,387	12,233,094
Other Financing Sources	17,288,028	10,557,923	19,314,102	15,762,547	9,074,010	7,199,525
Residual Equity Transfers In	463,855	—	—	—	—	—
Reserve/Designation Decreases	1,605,080	569,845	569,845	569,845	1,793,382	—
Use of Fund Balance	(28,045,522)	28,942,537	130,770,937	(19,870,045)	45,580,967	25,999,355
General Revenue Allocation	45,758,000	51,876,201	51,876,201	51,876,201	62,205,572	63,667,572
Total	\$ 351,544,861	\$ 384,126,144	\$ 618,856,999	\$ 394,403,983	\$ 399,800,044	\$ 377,068,595



Community Services Group

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total - Staff Years	1,009.00	1,013.00	1,026.00

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 76,669,619	\$ 88,742,258	\$ 89,740,349	\$ 85,108,840	\$ 90,529,485	\$ 94,697,533
Services & Supplies	142,692,426	169,904,194	196,226,125	139,954,755	160,863,986	155,857,084
Other Charges	14,371,030	19,007,774	28,605,669	14,272,735	26,117,624	22,017,827
Capital Assets Equipment	278,476	15,001,275	21,416,015	134,000	10,160,183	10,053,088
Expenditure Transfer & Reimbursements	(72,129)	(59,000)	(59,000)	(122,333)	(231,600)	(231,600)
Contingency Reserves	—	100,000	100,000	—	103,000	106,090
Reserve/Designation Increase	1,200,000	—	—	—	4,018,103	—
Operating Transfers Out	7,761,166	7,319,143	10,813,103	7,428,325	7,923,263	8,070,996
Management Reserves	—	3,250,000	4,281,263	—	4,250,000	5,000,000
Total	\$ 242,900,589	\$ 303,265,644	\$ 351,123,524	\$ 246,776,322	\$ 303,734,044	\$ 295,571,018



Appendix A: All Funds - Budget Summary

Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 26,932,558	\$ 26,558,655	\$ 26,558,655	\$ 28,775,127	\$ 28,981,792	\$ 30,166,088
Taxes Other Than Current Secured	3,362,349	3,197,870	4,722,870	4,942,682	4,879,228	4,991,438
Licenses Permits & Franchises	2,106,454	2,303,714	2,303,714	2,317,113	2,303,714	2,303,714
Fines, Forfeitures & Penalties	9,036	13,000	13,000	6,893	13,000	13,000
Revenue From Use of Money & Property	3,933,364	2,772,385	2,773,127	3,515,266	3,425,856	3,556,660
Intergovernmental Revenues	35,808,708	44,686,193	57,683,269	27,017,669	39,437,914	36,640,764
Charges For Current Services	144,489,176	153,825,502	168,902,200	146,322,681	161,067,207	163,193,137
Miscellaneous Revenues	3,994,570	3,065,518	3,204,035	4,686,064	3,262,359	3,464,287
Other Financing Sources	11,054,733	12,896,513	14,312,976	12,196,626	13,823,263	13,220,996
Residual Equity Transfers In	18,000	—	—	1,230	—	—
Reserve/Designation Decreases	—	1,200,000	1,200,000	1,200,000	—	3,573,412
Use of Fund Balance	(4,574,358)	33,261,294	49,964,678	(3,690,029)	26,623,711	14,132,522
General Revenue Allocation	15,766,000	19,485,000	19,485,000	19,485,000	19,916,000	20,315,000
Total	\$ 242,900,589	\$ 303,265,644	\$ 351,123,524	\$ 246,776,322	\$ 303,734,044	\$ 295,571,018



Finance and General Government Group

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total - Staff Years	1,281.00	1,281.00	1,281.00

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 114,927,840	\$ 124,740,192	\$ 128,277,096	\$ 122,542,943	\$ 128,197,757	\$ 133,180,347
Services & Supplies	164,219,119	182,920,450	220,217,634	185,000,426	209,924,596	176,690,067
Other Charges	5,548,045	—	—	30,976,585	—	—
Capital Assets/Land Acquisition	(55,480,450)	—	—	—	—	—
Capital Assets Equipment	534,729	75,000	405,197	392,067	—	—
Expenditure Transfer & Reimbursements	(530,274)	(655,543)	(655,543)	(610,097)	(627,904)	(646,741)
Operating Transfers Out	50,000	—	50,000	50,000	—	—
Management Reserves	—	8,470,000	3,244,164	—	13,135,000	—
Total	\$ 229,269,008	\$ 315,550,099	\$ 351,538,548	\$ 338,351,924	\$ 350,629,449	\$ 309,223,673



Appendix A: All Funds - Budget Summary

Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Other Than Current Secured	\$ 120	\$ —	\$ —	\$ —	\$ —	\$ —
Licenses Permits & Franchises	2,702,433	2,769,345	2,769,345	2,876,556	3,214,247	3,301,194
Fines, Forfeitures & Penalties	919,624	942,450	942,450	1,000,265	992,450	942,450
Revenue From Use of Money & Property	378,488	233,936	233,936	451,031	248,936	248,936
Intergovernmental Revenues	352,776	2,751,730	2,751,730	61,374	3,241,736	3,241,736
Charges For Current Services	169,995,324	177,796,583	177,706,494	181,688,177	185,992,687	170,400,279
Miscellaneous Revenues	6,180,366	7,196,279	7,196,279	8,206,242	7,240,163	7,289,929
Other Financing Sources	899,998	1,670,670	1,720,670	1,654,848	1,670,670	1,670,670
Reserve/Designation Decreases	2,201,400	—	—	—	—	—
Use of Fund Balance	(52,836,521)	14,603,307	50,631,845	34,827,632	36,306,132	5,628,051
General Revenue Allocation	98,475,000	107,585,799	107,585,799	107,585,799	111,722,428	116,500,428
Total	\$ 229,269,008	\$ 315,550,099	\$ 351,538,548	\$ 338,351,924	\$ 350,629,449	\$ 309,223,673



Capital Program

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies	\$ 351,389	\$ 822,000	\$ 1,213,209	\$ 997,798	\$ 864,500	\$ 864,500
Other Charges	1,573	—	—	—	—	—
Capital Assets/Land Acquisition	56,360,659	33,297,800	294,683,935	99,464,473	403,016,372	77,500,000
Operating Transfers Out	129,875	—	4,745,561	—	2,275,000	8,805,074
Total	\$ 56,843,495	\$ 34,119,800	\$ 300,642,705	\$ 100,462,272	\$ 406,155,872	\$ 87,169,574

Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Fines, Forfeitures & Penalties	\$ 4,456	\$ —	\$ 62,911	\$ —	\$ —	\$ —
Revenue From Use of Money & Property	1,395,267	822,000	822,000	1,446,091	1,556,521	1,805,825
Intergovernmental Revenues	11,286,284	627,800	20,441,761	8,089,687	1,000,000	3,981,326
Miscellaneous Revenues	3,474,524	50,000	2,255,288	496,497	1,016,372	—
Other Financing Sources	44,764,546	32,620,000	271,400,359	90,526,110	401,000,000	77,500,000
Reserve/Designation Decreases	—	—	—	—	250,000	—
Use of Fund Balance	(4,081,581)	—	5,660,387	(96,113)	1,332,979	3,882,423
Total	\$ 56,843,495	\$ 34,119,800	\$ 300,642,705	\$ 100,462,272	\$ 406,155,872	\$ 87,169,574



Appendix A: All Funds - Budget Summary

Finance Other

Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies	\$ 20,412,977	\$ 78,126,674	\$ 78,508,515	\$ 23,291,316	\$ 94,682,370	\$ 118,392,101
Other Charges	197,946,425	328,882,918	329,730,357	299,260,215	247,179,217	243,246,984
Contingency Reserves	—	24,000,000	21,000,000	—	24,294,000	25,108,000
Reserve/Designation Increase	—	55,500,000	55,500,000	55,500,000	23,250	—
Operating Transfers Out	21,820,828	130,067,670	304,035,614	141,679,352	175,070,670	84,120,670
Total	\$ 240,180,229	\$ 616,577,262	\$ 788,774,486	\$ 519,730,882	\$ 541,249,507	\$ 470,867,755

Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 24,494	\$ 26,250	\$ 26,250	\$ 21,686	\$ 23,375	\$ 22,250
Taxes Other Than Current Secured	766	—	—	530	—	—
Fines, Forfeitures & Penalties	3,405,068	3,151,346	3,151,346	3,137,343	2,806,429	2,741,273
Revenue From Use of Money & Property	7,571,195	2,483,355	2,483,355	7,243,461	5,364,509	5,454,132
Intergovernmental Revenues	1,036,444	8,468,690	819,534	800,296	806,918	806,918
Charges For Current Services	116,207,854	123,067,153	130,716,309	134,489,041	168,599,881	174,718,282
Miscellaneous Revenues	22,086,040	29,230,163	29,251,663	22,735,425	36,636,493	22,136,390
Other Financing Sources	5,546,751	95,200,000	95,200,000	95,203,804	2,475,000	9,005,074
Reserve/Designation Decreases	412,747	55,820,394	55,820,394	55,820,394	223,021	179,436
Use of Fund Balance	(155,007,130)	59,075,911	231,251,635	(39,775,098)	93,256,881	10,000,000
General Revenue Allocation	238,896,000	240,054,000	240,054,000	240,054,000	231,057,000	245,804,000
Total	\$ 240,180,229	\$ 616,577,262	\$ 788,774,486	\$ 519,730,882	\$ 541,249,507	\$ 470,867,755



Total General Purpose Revenue

General Purpose Revenue

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 484,918,373	\$ 511,393,382	\$ 511,393,382	\$ 510,824,860	\$ 543,062,090	\$ 563,927,258
Taxes Other Than Current Secured	374,441,315	390,776,238	390,776,238	409,588,377	413,377,602	431,038,603
Licenses Permits & Franchises	5,262,993	4,896,000	4,896,000	5,128,302	5,366,234	5,419,896
Fines, Forfeitures & Penalties	21,597,825	19,359,476	19,359,476	21,536,888	19,862,835	20,837,221
Revenue From Use of Money & Property	40,301,594	25,000,000	25,000,000	32,261,180	21,172,081	21,568,128
Intergovernmental Revenues	13,071,638	11,149,897	11,149,897	8,680,739	11,149,897	11,149,897
Charges For Current Services	122,645	—	—	160,272	434,254	434,254
Miscellaneous Revenues	3,097,005	1,025,007	1,025,007	1,730,959	275,007	1,024,743
Total	\$ 942,813,389	\$ 963,600,000	\$ 963,600,000	\$ 989,911,577	\$1,014,700,000	\$1,055,400,000



Appendix B: Budget Summary and Changes in Fund Balance



Appropriations by Fund Type

County Funds by Type

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund	\$2,962,995,200	\$3,520,897,828	\$3,913,822,323	\$3,332,808,831	\$3,679,480,328	\$3,575,764,453
Special Revenue Funds	518,539,854	525,893,355	894,431,659	533,859,170	871,011,346	551,232,615
Debt Service County Family	120,125,006	234,451,889	234,451,889	223,398,809	152,259,915	150,707,425
County Proprietary Enterprise Funds	15,046,590	29,441,532	67,894,513	22,293,426	30,328,295	17,847,351
County Proprietary Internal Service Funds	212,075,612	333,497,144	355,420,287	330,376,484	353,908,932	344,131,455
Air Pollution Control District	26,908,191	31,349,309	43,614,141	33,084,722	30,715,597	31,643,560
County Service Areas	10,981,552	13,031,990	13,148,550	11,405,240	13,244,101	13,794,711
Miscellaneous Special Districts	13,529,975	9,943,109	14,962,090	12,415,158	11,384,975	10,880,038
Permanent Road Divisions	1,786,078	6,899,051	7,071,653	1,706,750	7,562,920	7,562,920
Sanitation Districts	14,413,461	20,320,059	28,663,391	17,857,338	27,584,509	30,769,565
Miscellaneous Local Agencies	5,105,605	5,978,908	10,261,186	5,567,133	10,626,547	7,739,852
Total	\$3,901,507,126	\$4,731,704,174	\$5,583,741,682	\$4,524,773,061	\$5,188,107,465	\$4,742,073,945



Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund	\$1,041,339,330	\$1,096,476,426	\$1,165,353,058	\$1,092,655,505	\$1,139,919,032	\$1,147,077,895
Sheriff's Asset Forfeiture Program	1,448,072	1,100,000	1,125,752	615,914	1,100,000	1,100,000
District Attorney Asset Forfeiture Program Fed	252,463	263,000	1,163,000	664,400	650,000	200,000
District Attorney Asset Forfeiture State	32,488	200,000	200,000	172,140	200,000	200,000
Probation Asset Forfeiture Program	149,548	50,000	120,382	99,346	50,000	50,000
Sheriff's Inmate Welfare	3,846,114	4,707,609	4,903,153	4,392,440	4,750,414	4,750,414
Probation Inmate Welfare	106,865	225,000	225,892	188,812	225,000	225,000
Public Safety Prop 172 Special Revenue	251,405,774	257,379,247	258,379,247	231,533,715	235,918,649	240,918,649
CSA 135 Regional 800 MHZ Radio System	623,314	632,954	632,954	622,954	632,954	632,954
CSA 135 Del Mar 800 MHZ Zone B	56,163	60,000	60,000	55,217	60,000	60,000
CSA 135 Poway 800 MHZ Zone F	146,106	150,000	150,000	148,171	150,000	150,000
CSA 135 Solana Beach 800 MHZ Zone H	36,844	38,449	38,449	35,153	38,449	38,449
Jail Stores Internal Service Fund	3,380,154	4,673,447	4,685,875	4,143,364	5,191,074	5,191,074
Total	\$1,302,823,235	\$1,365,956,132	\$1,437,037,761	\$1,335,327,131	\$1,388,885,572	\$1,400,594,435



Appendix B: Budget Summary and Changes in Fund Balance

Health and Human Services Agency

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund	\$1,446,750,476	\$1,677,328,753	\$1,700,961,876	\$1,558,440,856	\$1,762,289,488	\$1,765,628,796
Tobacco Securitization Special Revenue	24,199,735	27,500,000	27,500,000	24,200,000	27,500,000	27,500,000
CSA 17 San Dieguito Ambulance	2,622,544	2,551,200	2,551,200	2,476,233	2,645,076	2,652,629
CSA 69 Heartland Paramedic	4,372,953	4,729,140	4,754,582	4,603,458	5,218,413	5,797,470
Total	\$1,477,945,709	\$1,712,109,093	\$1,735,767,658	\$1,589,720,548	\$1,797,652,977	\$1,801,578,895

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund	\$ 135,441,589	\$ 143,749,485	\$ 219,935,863	\$ 172,403,507	\$ 156,512,799	\$ 142,647,410
Road Fund	124,551,727	112,574,217	197,916,550	115,902,105	108,537,980	108,944,544
Air Pollution Control Dist Operations	17,662,879	20,915,248	21,712,358	18,355,905	19,777,430	20,624,190
APCD Air Quality Improvement Trust	6,314,765	5,867,227	8,933,150	8,047,714	6,294,073	6,368,733
Air Quality State Moyer Program	2,387,912	4,566,834	8,485,035	4,385,327	4,644,094	4,650,637
Air Quality Power Genl Mitigation	480,426	—	2,536,641	400,073	—	—
Air Quality School Bus Program	62,210	—	1,946,957	1,895,703	—	—
San Diego County Lighting Maint Dist 1	1,531,578	1,593,762	1,599,400	1,584,153	1,677,334	1,727,648
Inactive Waste Site Management	9,624,178	13,139,391	14,399,069	7,783,491	10,373,682	9,975,732
Hillsborough Landfill Maintenance	138,834	251,326	251,733	156,525	275,901	275,901
Duck Pond Landfill Cleanup	17,635	15,000	15,000	13,855	16,300	50,300
Parkland Dedication Fund	64,415	—	—	—	—	—



Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Parkland Ded Area 4 Lincoln Acres	365	3,000	3,011	—	4,450	4,450
Parkland Ded Area 15 Sweetwater	4,051	5,000	5,079	548	9,000	9,000
Parkland Ded Area 16 Otay	—	2,000	2,000	—	2,000	2,000
Parkland Ded Area 19 Jamul	—	3,000	303,724	300,000	13,000	13,000
Parkland Ded Area 20 Spring Valley	254,162	2,000	2,120	1,736	4,000	4,000
Parkland Ded Area 25 Lakeside	939	3,000	241,073	2,728	13,000	13,000
Parkland Ded Area 26 Crest	18,214	3,000	282,967	32,962	5,000	5,000
Parkland Ded Area 27 Alpine	—	5,000	5,359	—	10,000	10,000
Parkland Ded Area 28 Ramona	9,821	5,000	458,031	530	20,000	20,000
Parkland Ded Area 29 Escondido	558	3,000	154,241	51,241	8,000	8,000
Parkland Ded Area 30 San Marcos	—	1,000	1,398	—	4,000	4,000
Parkland Ded Area 31 San Dieguito	1,738	5,000	29,671	23,083	20,000	20,000
Parkland Ded Area 32 Carlsbad	—	1,000	1,033	—	2,500	2,500
Parkland Ded Area 35 Fallbrook	71,831	5,000	344,420	135,125	20,000	20,000
Parkland Ded Area 36 Bonsall	—	3,000	123,293	—	5,000	5,000
Parkland Ded Area 37 Vista	—	1,000	212,701	—	4,000	4,000
Parkland Ded Area 38 Valley Center	461,783	5,000	163,928	85,124	20,000	20,000
Parkland Ded Area 39 Pauma Valley	27,220	5,000	28,249	—	12,000	12,000



Appendix B: Budget Summary and Changes in Fund Balance

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	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Parkland Ded Area 40 Palomar Julian	64,608	2,000	10,440	—	6,000	6,000
Parkland Ded Area 41 Mountain Empire	(1,490)	3,000	92,543	29,110	5,000	5,000
Parkland Ded Area 42 Anza Borrego	—	1,000	1,178	—	5,000	5,000
Parkland Ded Area 43 Central Mountain	—	3,000	3,137	—	5,000	5,000
Parkland Ded Area 44 Oceanside	7,000	1,000	1,003	—	1,200	1,200
Parkland Ded Area 45 Valle de Oro	8,661	1,500	182,880	52,884	3,500	3,500
Parkland Dedication Fund Interest	—	—	8,392	8,392	—	—
PRD 6 Pauma Valley	27,900	258,554	258,554	158,928	205,414	205,414
PRD 8 Magee Road Pala	5,064	247,863	247,863	4,395	295,197	295,197
PRD 9 Santa Fe Zone B	6,582	70,134	70,134	51,513	44,366	44,366
PRD 10 Davis Drive	3,819	25,176	25,176	3,684	27,045	27,045
PRD 11 Bernardo Road Zone A	17,221	38,378	38,378	4,094	35,706	35,706
PRD 11 Bernardo Road Zone C	15,960	37,249	37,249	4,605	26,060	26,060
PRD 11 Bernardo Road Zone D	4,168	22,739	22,739	3,808	24,391	24,391
PRD 12 Lomair	7,125	184,685	184,685	11,082	200,435	200,435
PRD 13 Pala Mesa Zone A	134,057	235,701	235,701	79,326	212,283	212,283
PRD 13 Stewart Canyon Zone B	38,719	58,658	58,658	23,269	52,055	52,055
PRD 14 Rancho Diego	7,179	3,783	3,783	3,631	2,740	2,740
PRD 16 Wynola	11,721	142,287	142,287	107,697	62,933	62,933
PRD 18 Harrison Park	115,930	181,221	182,121	5,879	209,639	209,639
PRD 20 Daily Road	18,271	359,166	359,166	9,504	645,742	645,742
PRD 21 Pauma Heights	54,161	167,722	167,722	48,240	294,020	294,020



Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
PRD 22 West Dougherty St	4,161	18,380	18,380	3,530	17,100	17,100
PRD 23 Rock Terrace Road	2,005	6,579	6,579	3,956	9,068	9,068
PRD 24 Mt Whitney Road	1,446	21,511	21,511	3,501	34,362	34,362
CSA 26 Rancho San Diego	226,102	233,500	233,500	233,500	235,000	235,000
CSA 26 Cottonwood Village Zone A	135,377	247,241	247,241	143,337	207,724	207,724
CSA 26 Monte Vista Zone B	130,089	360,668	360,668	171,032	408,595	408,595
SD Landscape Maintenance Zone 1	20,896	125,000	125,000	125,000	136,000	136,000
Landscape Maintenance Dist Zone 2 - Julian	—	—	—	—	100,000	100,000
PRD 30 Royal Oaks Carroll	3,982	39,315	39,315	3,499	41,398	41,398
PRD 38 Gay Rio Terrace	3,745	48,797	48,797	4,052	58,684	58,684
PRD 39 Sunbeam Lane	3,823	12,069	12,069	3,769	11,815	11,815
PRD 45 Rincon Springs Rd	4,892	168,021	168,021	91,062	48,111	48,111
PRD 46 Rocosco Road	2,973	27,791	27,791	3,932	40,039	40,039
PRD 49 Sunset Knolls Road	4,105	24,186	24,186	3,875	31,962	31,962
PRD 50 Knoll Park Lane	4,502	95,532	95,532	3,630	103,529	103,529
PRD 53 Knoll Park Lane Extension	4,912	165,616	165,616	3,583	185,291	185,291
PRD 54 Mount Helix	18,564	61,182	61,182	4,285	103,662	103,662
PRD 55 Rainbow Crest Rd	7,808	376,400	376,400	156,175	200,331	200,331
PRD 60 River Drive	5,482	50,907	50,907	4,297	70,415	70,415
PRD 61 Green Meadow Way	43,865	166,648	166,648	4,926	154,417	154,417
PRD 63 Hillview Road	50,905	271,650	271,650	4,365	486,670	486,670



Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
PRD 64 Lila Lane	2,605	10,945	10,945	5,264	14,189	14,189
PRD 70 El Camino Corto	4,317	30,082	30,082	4,644	37,838	37,838
PRD 75 Gay Rio Dr Zone A	5,388	172,738	172,738	5,210	189,786	189,786
PRD 75 Gay Rio Dr Zone B	5,803	266,718	266,718	5,682	297,400	297,400
PRD 76 Kingsford Court	3,114	17,989	17,989	3,958	24,980	24,980
PRD 77 Montiel Truck Trail	17,522	145,566	145,566	5,064	171,699	171,699
PRD 78 Gardena Way	7,263	112,421	112,421	103,001	56,694	56,694
PRD 80 Harris Truck Trail	4,491	186,548	186,548	4,190	204,426	204,426
CSA 81 Fallbrook Local Park	173,952	177,785	202,836	202,580	241,000	241,000
CSA 83 San Dieguito Local Park	503,391	560,000	560,000	493,657	600,000	600,000
CSA 83A Zone A4S Ranch Park 95155	252,361	803,000	803,000	347,185	350,000	350,000
CSA 86 Watson Place	150	—	—	—	—	—
PRD 88 East Fifth St	3,335	54,310	54,310	3,639	58,317	58,317
PRD 90 South Cordoba	6,076	53,093	53,093	27,360	42,037	42,037
PRD 94 Roble Grande Road	14,728	397,616	397,616	78,970	419,944	419,944
PRD 95 Valle Del Sol	7,203	229,161	229,161	7,679	191,401	191,401
PRD 99 Via Allondra Via Del Corvo	4,936	35,444	35,444	5,039	37,512	37,512
PRD 100 Viejas Lane View	3,804	18,263	18,263	4,277	22,716	22,716
PRD 101 Johnson Lake Rd	4,418	55,330	55,330	6,211	106,041	106,041
PRD 101 Hi Ridge Rd Zone A	3,164	26,055	26,055	4,192	34,203	34,203
PRD 102 Mountain Meadow	8,331	182,741	182,741	49,479	223,258	223,258
PRD 103 Alto Drive	6,030	134,016	134,016	4,641	207,348	207,348



Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
PRD 104 Artesian Rd	7,292	119,167	119,167	88,228	103,563	103,563
PRD 105 Alta Loma Dr	4,350	27,918	27,918	4,363	51,676	51,676
PRD 105 Alta Loma Dr Zone A	4,240	31,297	31,297	4,534	64,318	64,318
PRD 106 Garrison Way Et Al	10,898	47,646	47,646	4,444	55,103	55,103
CSA 107 Elfin Forest Fire District	275,996	316,787	316,787	313,648	333,154	333,154
CSA 107 Elfin Forest Fire Mitigation Fee	19,536	4,407	4,407	4,407	4,407	4,407
CSA 109 Mt Laguna Fire Medical	34,212	45,127	45,537	45,537	63,147	63,147
CSA 109 Mt Laguna Fire Mitigation Fee	—	1,593	1,593	—	—	—
CSA 110 Mount Palomar Fire Medical	117,784	162,437	162,866	79,865	106,223	106,223
CSA 110 Mt Palomar Fire Mitigation Fee	—	15,128	15,128	—	—	—
CSA 111 Boulevard Fire District	80,120	64,705	85,858	10,872	91,291	91,291
CSA 111 Boulevard Fire Mitigation Fee	57,979	11,614	11,614	—	—	—
CSA 112 Campo Fire District	24,486	185,128	204,167	37,001	68,064	68,064
CSA 112 Campo Fire Mitigation Fee	—	144,065	144,065	—	—	—
CSA 113 San Pasqual Fire District	49,534	101,053	125,005	75,558	119,397	101,397
CSA 113 San Pasqual Fire Mitigation Fee	—	8,657	8,657	—	18,000	—
CSA 115 Pepper Drive Fire District	381,545	364,269	364,270	364,270	364,269	364,269
PRD 117 Legend Rock	48,383	26,463	26,463	13,763	29,185	29,185
CSA 122 Otay Mesa East	13,625	50,745	51,828	5,389	37,774	37,774
PRD 123 Mizpah Lane	3,634	28,529	28,529	4,242	38,515	38,515



Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
PRD 125 Wrightwood Road	5,958	57,885	57,885	4,098	35,893	35,893
PRD 126 Sandhurst Way	5,364	28,780	28,780	4,052	29,831	29,831
PRD 127 Singing Trails Drive	3,785	32,743	32,743	4,533	41,816	41,816
CSA 128 San Miguel Park Dist	611,692	798,978	798,978	798,897	902,000	902,000
PRD 130 Wilkes Road	31,272	110,811	125,061	7,009	128,567	128,567
PRD 133 Ranch Creek Road	5,278	25,717	25,717	3,765	63,725	63,725
PRD 134 Kenora Lane	28,586	35,063	35,063	4,421	45,659	45,659
CSA 136 Sundance Detention Basin	14,802	88,360	88,360	12,319	113,164	113,164
San Diego County Flood Control District	10,604,440	5,960,880	10,437,289	8,343,759	7,162,825	6,511,761
Stormwater Maint ZN349781	1,000	7,628	7,628	—	7,628	7,628
PRD 1002 Sunny Acres	2,143	7,252	7,252	3,797	12,372	12,372
PRD 1003 Alamo Way	361	4,400	4,400	318	5,422	5,422
PRD 1004 Butterfly Lane	2,450	12,951	12,951	3,730	19,316	19,316
PRD 1005 Eden Valley Lane	3,787	33,729	33,729	4,041	41,239	41,239
PRD 1007 Tumble Creek	170	200	200	—	200	200
PRD 1008 Canter	3,850	22,476	22,476	4,034	24,824	24,824
PRD 1009 Golf Drive	170	2,200	2,200	1	2,200	2,200
PRD 1010 Alpine High	225,147	152,476	152,476	15,610	130,950	130,950
PRD 1011 La Cuesta	20,967	15,547	15,547	4,062	20,620	20,620
PRD 1012 Millar Road	64,391	69,756	69,756	64,841	33,600	33,600
PRD 1013 Singing Trails	23,566	91,692	91,692	26,004	90,184	90,184
PRD 1014 Lavender Point Lane	15,922	25,149	25,149	15,017	69,596	69,596
PRD 1015 Landavo Drive	399,423	119,060	276,512	228,847	108,685	108,685



Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
PRD 1016 El Sereno Way	117,119	53,208	53,208	38,405	41,192	41,192
Survey Monument Preservation Fund	125,820	90,000	90,000	6,245	90,000	90,000
Special Aviation	162,855	1,313,162	1,313,162	95,382	124,758	124,758
Special Aviation Debt Service	341,449	343,034	343,034	343,033	343,919	344,107
Co Fish and Game Propagation	41,595	47,000	47,000	29,053	37,000	37,000
Airport Enterprise Fund	9,294,888	21,092,924	51,207,847	9,179,798	21,710,420	11,084,609
Airport Non AMT - Public 2005	91,406	—	3,334,223	2,450,932	1,400,267	—
Airport AMT - Private 2005	913,889	—	4,896,519	2,500,826	537,609	—
Liquid Waste Enterprise Fund	4,746,408	8,348,608	8,455,923	8,161,870	6,679,999	6,762,742
Wintergardens Sewer Maintenance Dist	704,058	1,286,709	1,747,583	1,324,936	1,464,672	1,471,213
East Otay Mesa Sewer Maint Dist	—	—	20,140	20,138	34,176	119,571
CWSMD-Zone B (Campo Hills Water)	233,091	393,000	396,652	389,012	454,420	456,262
Campo Water Sewer Maint District - Sewer	455,808	359,030	410,888	410,650	249,667	249,667
Campo WSMD-Zone A (Rancho Del Campo Water)	—	342,100	342,510	342,510	334,253	336,288
Alpine Sanitation Maint and Oper	923,640	1,344,181	2,027,119	954,691	3,546,278	1,965,809



Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Julian Sanitation Maint and Oper	247,249	380,387	520,870	501,942	264,561	270,559
Lakeside Sanitation Maint and Oper	4,361,444	5,852,955	7,387,071	4,045,191	7,187,824	9,560,074
Pine Valley Sanitation Maint and Oper	97,538	183,881	217,643	216,690	83,015	77,806
DPW Equipment Internal Svc Fund	3,565,168	3,926,664	4,496,309	4,451,850	4,450,735	4,450,735
DPW ISF Equipment Acq Road Fund	1,487,713	4,946,740	8,612,169	1,403,780	5,922,233	5,922,233
DPW ISF Equipment Acq Inactive Waste	33,582	50,082	179,182	43,634	91,452	91,452
DPW ISF Equipment Acq Airport Ent	98,422	210,144	246,367	92,118	211,280	211,280
DPW ISF Equipment Acq Liquid Waste	112,493	575,092	1,182,542	134,494	534,850	534,850
Spring Valley Sanitation Maint and Oper	8,783,591	12,558,655	18,510,686	12,138,824	16,502,831	18,895,317
Total	\$ 351,544,861	\$ 384,126,144	\$ 618,856,999	\$ 394,403,983	\$ 399,800,044	\$ 377,068,595



Appendix B: Budget Summary and Changes in Fund Balance

Community Services Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund	\$ 60,452,787	\$ 70,398,723	\$ 87,424,622	\$ 55,465,249	\$ 59,371,823	\$ 53,723,834
HCD Special Revenue Fund	8,889,456	28,286,666	33,226,765	7,571,064	25,751,686	24,251,686
County Library	32,863,906	41,217,147	46,355,723	35,615,459	45,613,633	41,841,451
05 Redev Gill Field - Special Revenue DS	2,149,492	2,135,736	2,237,687	2,237,686	2,316,422	2,350,177
Co Redev Agy Gillespie Fld Tax Alloc DS	463	—	—	—	—	—
Co Redev Agy Gillespie Fld Reserve DS	597	—	3,540	3,540	—	—
Co Redev Agy Gillespie Fld Principal DS	3	—	—	—	—	—
Co Redev Agy Gillespie Fld Airport Fd DS	—	—	1,700	1,629	—	—
Co Redev Agy 05 Gillespie Redev Debt Service Fd	1,197,131	1,204,830	1,204,830	1,144,292	1,207,214	1,203,439
Co Redev Agy 05 Gillespie Redev - Interest	837,400	884,830	884,830	824,830	872,214	858,439
Co Redev Agy 05 Gillespie Redev - Principal	360,000	320,000	320,000	320,000	335,000	345,000
Co Redev Agy 05 Gillespie Redev DS Reserve	51,179	60,000	60,000	36,269	60,000	60,000
Co Redev Agy 05 Gillespie Redev Airport Rev	—	—	223	223	—	—
Co Redev Agy 05 Gillespie Redev Expense COI	—	—	22,555	22,555	—	—
Co Redev Agy Gillespie Field Cap Admin Fund	176,585	205,476	210,786	150,880	200,260	200,500
Co Redev Agy Upper SD River Capital	160,530	460,000	4,302,000	689,897	4,744,000	1,829,000



Appendix B: Budget Summary and Changes in Fund Balance

Community Services Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Co Redev Agy Gillespie Housing Capital	63,571	500,000	500,000	46,454	505,587	514,697
Co Redev Agy Upper SD River Housg Cap	82,404	181,286	486,286	63,626	338,350	355,350
Purchasing ISF- Document Services	6,984,747	8,700,343	8,770,199	7,857,427	8,514,249	8,750,177
Fleet Services Internal Service Fund	5,756,396	6,176,135	6,270,893	5,934,073	6,658,666	6,859,332
Fleet ISF Equipment Acq General	9,622,463	18,938,646	23,981,573	10,486,807	19,350,117	20,067,162
Fleet ISF Materials Supply Inventory	12,839,288	13,730,755	14,603,185	16,314,952	14,187,575	14,621,033
Fleet ISF Accident Repair	199,319	166,614	166,614	223,541	171,612	176,760
Fleet ISF Accidents Sheriff	252,686	225,199	325,199	403,556	231,955	238,914
Facilities Management Internal Service Fund	69,029,077	77,419,236	79,921,829	75,798,563	79,904,625	82,927,247
Major Maintenance Internal Svc Fund	30,931,108	32,054,022	39,842,488	25,563,748	33,399,056	34,396,820
Total	\$ 242,900,589	\$ 303,265,644	\$ 351,123,524	\$ 246,776,322	\$ 303,734,044	\$ 295,571,018

Finance and General Government Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund	\$ 181,681,575	\$ 197,442,780	\$ 232,879,861	\$ 187,333,247	\$ 221,353,217	\$ 196,473,571
CATV Cable TV Media Public Relations	2,453,967	3,000,256	3,501,624	3,240,455	3,094,902	2,981,849
CATV Interest	50,000	—	50,000	50,000	—	—
Information Technology Internal Svc Fund	45,083,466	115,107,063	115,107,063	147,728,221	126,181,330	109,768,253
Total	\$ 229,269,008	\$ 315,550,099	\$ 351,538,548	\$ 338,351,924	\$ 350,629,449	\$ 309,223,673



Appendix B: Budget Summary and Changes in Fund Balance

Capital Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Capital Outlay Fund	\$ 43,158,664	\$ 29,297,800	\$ 172,231,963	\$ 82,986,556	\$ 392,816,372	\$ 2,500,000
County Health Complex COF	3,783,823	—	140,897	138,185	7,000,000	—
Justice Facility Const COF	9,435,198	4,000,000	99,316,433	15,663,949	—	75,000,000
Library Projects Capital Outlay Fund	81,603	—	23,086,996	768,137	3,200,000	—
4S Ranch Assessment Dist 89 1	1,573	—	—	—	—	—
Edgemoor Development Fund	382,635	822,000	5,866,415	905,444	3,139,500	9,669,574
Total	\$ 56,843,495	\$ 34,119,800	\$ 300,642,705	\$ 100,462,272	\$ 406,155,872	\$ 87,169,574

Finance Other

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
General Fund	\$ 97,329,442	\$ 335,501,661	\$ 507,267,044	\$ 266,510,467	\$ 340,033,969	\$ 270,212,947
Pension Obligation Bonds	120,125,006	234,451,889	234,451,889	223,398,809	152,259,915	150,707,425
Employee Benefits Internal Svc Fund	28,068,198	33,322,822	33,322,822	17,957,840	35,908,123	36,924,133
Public Liability ISF	(5,368,668)	13,274,140	13,705,981	11,838,516	13,000,000	13,000,000
Majestic Pines County Service District Debt	26,250	26,750	26,750	25,250	47,500	23,250
Total	\$ 240,180,229	\$ 616,577,262	\$ 788,774,486	\$ 519,730,882	\$ 541,249,507	\$ 470,867,755



Appendix B: Budget Summary and Changes in Fund Balance

Changes in Unreserved, Undesignated Fund Balance (by Fund Group)

Ending Fund Balances (in millions)

	General Fund	Special Revenue Funds	Debt Service Fund	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Fiscal Year 2005-06 Ending Fund Balance²	\$ 435.4	\$ 528.1	\$ 49.8	\$ 20.9	\$ (18.1) ¹	\$ 85.8	\$ 2.2
Fiscal Year 2006-07 Ending Fund Balance²	561.4	509.1	27.3	21.3	16.1	99.1	2.7
Fiscal Year 2007-08 Ending Fund Balance³	\$ 584.3	\$ 536.6	\$ 15.2	\$ 21.9	\$ 29.1	\$ 108.5	\$ 2.9

Fiscal Year 2008-09 (in millions)

	General Fund	Special Revenue Funds	Debt Service Fund	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Beginning Fund Balance	\$ 584.3	\$ 536.6	\$ 15.2	\$ 21.9	\$ 29.1	\$ 108.5	\$ 2.9
Add:							
Budgeted Revenue	3,464.6	828.7	145.6	28.2	341.1	71.3	7.6
Reserve Designation Decrease	0.2	0.3	—	—	—	1.8	—
Total Available Funding	\$ 4,049.1	\$ 1,365.6	\$ 160.8	\$ 50.1	\$ 370.2	\$ 181.6	\$ 10.5
Less:							
Budgeted Expenditures	\$ (3,675.5)	\$ (871.0)	\$ (152.3)	\$ (30.3)	\$ (353.9)	\$ (90.5)	\$ (10.5)
Reserve Designation Increase	(4.0)	—	—	—	—	—	—
Projected Ending Fund Balance	\$ 369.6	\$ 494.6	\$ 8.5	\$ 19.8	\$ 16.3	\$ 91.1	\$ —

¹ The negative unreserved, undesignated fund balance figure for the Internal Service Funds (ISF) category is due primarily to projected claims expense in the Public Liability Insurance and Employee Benefits ISF. The County is incrementally increasing the reserves in these funds to meet the estimated liabilities.

² Amounts may not agree with the category grouping in the Comprehensive Annual Financial Report (CAFR) due to different budgetary roll-ups.

³ Pending completion of the June 30, 2008 CAFR audit.



Appendix B: Budget Summary and Changes in Fund Balance

Fiscal Year 2009-10 (in millions)

	General Fund	Special Revenue Funds	Debt Service Fund	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Beginning Fund Balance	\$ 369.6	\$ 494.6	\$ 8.5	\$ 19.8	\$ 16.3	\$ 91.1	\$ —
Add:							
Budgeted Revenue	3,518.9	517.3	150.7	17.8	331.1	72.1	7.7
Reserve Designation Decrease	15.7	—	—	—	—	—	—
Total Available Funding	\$ 3,904.2	\$ 1,011.9	\$ 159.2	\$ 37.6	\$ 347.4	\$ 163.2	\$ 7.7
Less:							
Budgeted Expenditures	\$ (3,575.8)	\$ (551.2)	\$ (150.7)	\$ (17.8)	\$ (344.1)	\$ (94.4)	\$ (7.7)
Reserve Designation Increase	—	—	—	—	—	0.3	—
Projected Ending Fund Balance	\$ 328.4	\$ 460.7	\$ 8.5	\$ 19.8	\$ 3.3	\$ 69.1	\$ —

Appendix C: General Fund Budget Summary



Expenditures by Department and Financing Sources by Category

Public Safety Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Public Safety Group	\$ 8,339,209	\$ 14,018,574	\$ 18,949,725	\$ 7,039,816	\$ 13,956,840	\$ 7,609,416
District Attorney	121,977,879	138,334,358	145,138,586	136,627,389	149,425,185	154,793,205
Sheriff	523,825,817	554,779,222	589,156,247	557,285,369	567,352,113	574,230,746
Alternate Public Defender	14,653,716	16,140,133	16,335,935	15,922,677	16,979,135	17,580,713
Child Support Services	48,164,572	52,314,448	53,583,011	49,786,596	50,784,583	50,277,451
Citizens' Law Enforcement Review Board	503,562	560,194	575,112	493,393	579,027	586,457
Office of Emergency Services	26,527,681	9,177,639	19,436,642	12,372,007	10,759,122	2,442,621
Medical Examiner	7,256,085	8,116,092	8,512,081	8,118,213	8,420,637	8,651,353
Probation	158,187,382	165,141,147	173,697,734	170,365,662	182,801,525	190,937,170
Public Defender	50,334,979	54,381,777	55,557,036	53,971,067	56,857,144	57,965,042
Contribution for Trial Courts	73,104,213	74,139,424	75,037,457	71,352,546	72,835,301	72,835,301
Defense Attorney / Contract Administration	8,464,234	9,373,418	9,373,490	9,320,769	9,168,420	9,168,420
Total	\$1,041,339,330	\$1,096,476,426	\$1,165,353,058	\$1,092,655,505	\$1,139,919,032	\$1,147,077,895



Appendix C: General Fund Budget Summary

Health and Human Services Agency

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Regional Operations	\$ 424,664,362	\$ 460,594,318	\$ 460,873,503	\$ 451,864,073	\$ 465,738,686	\$ 475,020,688
Strategic Planning & Operational Support	112,348,122	149,916,426	156,068,641	137,708,143	149,427,300	148,434,470
Aging and Independence Services	249,544,551	280,320,071	280,820,598	277,109,881	304,027,413	328,213,711
Behavioral Health Services	290,029,827	372,698,911	381,040,982	326,690,097	400,600,805	399,844,362
Administrative Support	65,708,791	75,351,499	79,666,804	49,681,486	98,606,549	66,928,815
Child Welfare Services	226,999,930	256,143,446	257,767,103	235,834,556	264,356,319	266,783,389
Public Health Services	73,442,782	77,959,018	80,379,181	75,535,779	75,130,279	76,001,224
Public Administrator / Public Guardian	4,012,112	4,345,064	4,345,064	4,016,841	4,402,137	4,402,137
Total	\$ 1,446,750,476	\$ 1,677,328,753	\$ 1,700,961,876	\$ 1,558,440,856	\$ 1,762,289,488	\$ 1,765,628,796

Land Use and Environment Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Land Use and Environment Group	\$ 3,207,985	\$ 5,489,524	\$ 9,356,709	\$ 6,883,336	\$ 5,923,861	\$ 5,030,675
San Diego Geographic Information Source (SanGIS)	1,099,808	1,054,525	1,068,313	971,012	1,071,904	1,094,874
Agriculture, Weights and Measures	14,931,721	17,728,655	20,090,512	17,133,410	18,630,101	19,013,189
Environmental Health	32,053,271	37,638,352	41,118,175	35,047,148	38,265,174	39,017,512
Farm and Home Advisor	1,180,893	767,801	1,484,870	1,173,594	921,853	951,443
Parks and Recreation	26,060,259	33,154,144	39,703,083	30,681,027	29,396,247	28,252,804
Planning and Land Use	42,343,061	39,394,311	46,169,137	36,047,155	47,410,254	40,861,391
Public Works	14,564,315	8,522,173	60,945,064	44,466,825	14,893,405	8,425,522
Total	\$ 135,441,589	\$ 143,749,485	\$ 219,935,863	\$ 172,403,507	\$ 156,512,799	\$ 142,647,410



Appendix C: General Fund Budget Summary

Community Services Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Group Executive Office	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812
Animal Services	12,455,489	13,239,289	14,790,566	13,194,186	14,233,601	14,287,938
General Services	4,106,575	1,327,000	1,634,000	1,634,000	1,364,000	1,402,000
Housing & Community Development	8,890,393	10,041,210	10,106,184	9,372,464	10,117,767	10,179,672
Purchasing and Contracting	—	985,000	985,000	183,750	735,000	757,000
Registrar of Voters	30,521,463	36,541,222	46,722,637	26,556,080	24,232,644	19,640,412
Total	\$ 60,452,787	\$ 70,398,723	\$ 87,424,622	\$ 55,465,249	\$ 59,371,823	\$ 53,723,834

Finance and General Government Group

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Finance & Genl Govt Exec Office	\$ 17,588,933	\$ 12,060,744	\$ 34,024,227	\$ 8,040,331	\$ 29,089,616	\$ 6,689,955
Board of Supervisors	6,294,308	7,597,440	8,441,681	6,980,884	7,827,003	7,827,003
Assessor / Recorder / County Clerk	50,762,548	55,649,281	58,548,564	55,480,403	58,762,157	58,961,096
Treasurer - Tax Collector	16,429,412	17,098,592	19,177,199	17,390,177	17,765,381	17,407,017
Chief Administrative Office	4,197,162	4,702,831	4,803,046	4,403,332	4,843,316	4,903,647
Auditor and Controller	31,407,734	36,239,139	39,853,539	37,169,324	37,522,608	37,070,444
County Technology Office	7,742,648	9,339,747	10,262,231	6,223,639	8,950,138	7,646,439
Civil Service Commission	592,139	624,424	643,985	597,206	648,340	627,243
Clerk of the Board of Supervisors	6,484,296	8,434,027	9,323,646	7,174,562	9,078,806	8,479,563
County Counsel	20,660,466	22,454,457	23,298,376	21,447,638	23,271,577	23,280,925
Grand Jury	547,712	733,362	739,122	564,637	737,162	720,267
Human Resources	18,974,217	22,508,736	23,764,244	21,861,114	22,857,113	22,859,972
Total	\$ 181,681,575	\$ 197,442,780	\$ 232,879,861	\$ 187,333,247	\$ 221,353,217	\$ 196,473,571



Appendix C: General Fund Budget Summary

Finance Other

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Cash Borrowing Program	\$ 10,870,808	\$ 12,700,000	\$ 12,700,000	\$ 5,169,071	\$ 12,700,000	\$ 12,700,000
Community Enhancement	2,969,000	3,203,000	3,231,000	3,161,500	3,350,000	3,200,000
Community Projects	8,345,771	10,000,000	10,819,439	8,814,810	10,000,000	10,000,000
Contribution to County Library	3,568,719	5,077,000	5,237,000	5,145,716	5,500,000	4,750,000
Contingency Reserve General Fund	—	20,000,000	17,000,000	—	20,294,000	21,108,000
Contributions to Capital Outlay Funds	60,817,543	66,893,718	240,651,662	78,142,187	202,963,304	118,061,234
Countywide General Expense	10,464,343	217,285,957	217,285,957	165,735,198	84,883,084	100,022,646
Local Agency Formation Commission Administration	293,258	341,986	341,986	341,986	343,581	371,067
Total	\$ 97,329,442	\$ 335,501,661	\$ 507,267,044	\$ 266,510,467	\$ 340,033,969	\$ 270,212,947

Total - All Groups and the Agency

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total	\$2,962,995,200	\$3,520,897,828	\$3,913,822,323	\$3,332,808,831	\$3,679,480,328	\$3,575,764,453



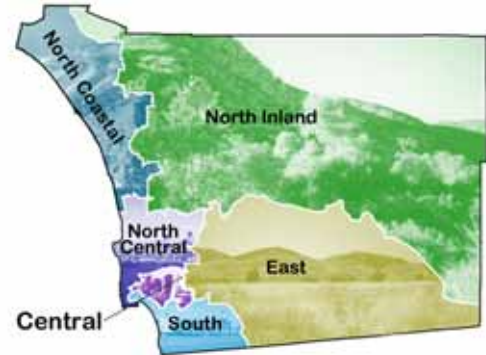
Appendix C: General Fund Budget Summary

Financing Sources By Category

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 484,918,373	\$ 511,393,382	\$ 511,393,382	\$ 510,824,860	\$ 543,062,090	\$ 563,927,258
Taxes Other Than Current Secured	374,458,609	390,776,238	390,776,238	409,646,686	413,464,252	431,038,603
Licenses Permits & Franchises	33,504,020	35,992,658	35,874,908	34,797,939	37,216,274	38,599,450
Fines, Forfeitures & Penalties	54,944,377	52,534,461	54,795,626	54,649,772	52,082,635	51,228,819
Revenue From Use of Money & Property	49,606,168	34,265,093	34,265,093	45,189,739	31,297,942	31,723,245
Intergovernmental Revenues	1,607,473,498	1,731,653,453	1,804,133,952	1,695,010,609	1,803,781,445	1,819,884,131
Charges For Current Services	268,194,814	277,643,344	271,299,067	275,162,216	280,100,074	281,281,101
Miscellaneous Revenues	28,556,912	25,121,624	25,682,974	26,536,470	37,732,745	23,889,949
Other Financing Sources	283,664,700	281,158,853	269,358,853	257,930,784	265,833,588	277,363,662
Total Revenues	\$3,185,321,471	\$3,340,539,106	\$3,397,580,093	\$3,309,749,076	\$3,464,571,045	\$3,518,936,218
Reserve/Designation Decreases	2,613,647	57,019,894	57,019,894	57,019,894	200,896	15,663,308
Use of Fund Balance	(224,939,918)	123,338,828	459,222,336	(33,960,139)	214,708,387	41,164,927
Total Financing Sources	\$2,962,995,200	\$3,520,897,828	\$3,913,822,323	\$3,332,808,831	\$3,679,480,328	\$3,575,764,453



Appendix D: Health & Human Services - Regional Operations



Health and Human Services - Regional Operations

This appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the Regional Operations programs based on the type of program or administrative service rather than by location of services.

	Fiscal Year 2007-2008	Fiscal Year 2008-2009	Fiscal Year 2009-2010
	Adopted Budget	Adopted Budget	Approved Budget
Regional Administration	50.00	50.00	50.00
Public Health Services	171.00	171.00	171.00
Family Resource Centers/ Assistance Payments	1,389.00	1,390.00	1,390.00
Child Welfare Services	673.50	670.50	670.50
Welfare to Work/Employment Administration	101.00	101.00	101.00
California Children Services (North Central Region)	154.75	154.75	154.75
Child Care (East Region)	102.00	102.00	102.00
Community Action Partnership (Central)	13.00	13.00	13.00
Office of Violence Prevention (South)	4.00	4.00	4.00
Total	2,658.25	2,656.25	2,656.25

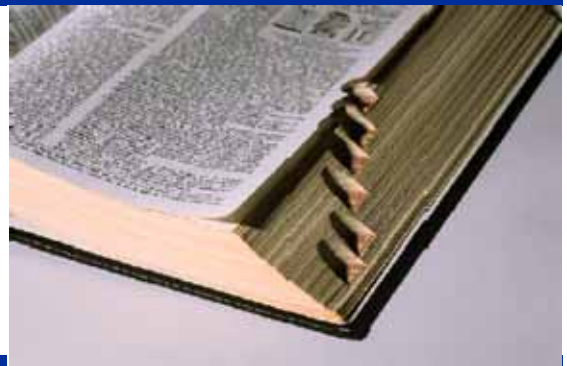


Appendix D: Health & Human Services - Regional Operations

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal year 2009-10 Approved Budget
Regional Administration	\$ 5,624,260	\$ 6,463,687	\$ 6,479,061	\$ 6,159,598	\$ 6,698,994	\$ 6,882,290
Public Health Services	16,762,147	18,848,494	18,945,129	17,590,679	19,378,858	20,001,735
Family Resource Centers/ Assistance Payments	262,391,709	278,732,887	278,245,093	274,603,383	281,375,649	285,789,054
Child Welfare Services	56,561,872	63,772,425	63,543,446	63,436,366	64,375,766	67,103,934
Welfare to Work/ Employment Administration	13,453,938	15,253,649	15,253,649	14,629,875	15,757,771	16,158,532
California Children Services (North Central Region)	18,058,311	21,043,226	21,557,794	20,904,171	20,304,415	20,901,221
Child Care (East Region)	41,741,073	45,871,902	45,871,902	44,608,963	47,193,085	47,519,962
Community Action Partnership (Central)	8,451,516	8,476,022	8,796,278	8,001,186	8,465,887	8,465,887
Office of Violence Prevention (South)	1,619,537	2,132,026	2,181,151	1,929,852	2,188,261	2,198,073
Total	\$ 424,664,362	\$ 460,594,318	\$ 460,873,503	\$ 451,864,073	\$ 465,738,686	\$ 475,020,688

Appendix E: Common Operational Plan Acronyms



A&C: Auditor and Controller	DGS: Department of General Services
ACAO: Assistant Chief Administrative Officer	DHR: Department of Human Resources
ADA: Americans with Disabilities Act	DIBBS: Do-It-Better-By-Suggestion
AIS: Aging and Independence Services	DMPR: Department of Media and Public Relations
APCD: Air Pollution Control District	DPLU: Department of Planning and Land Use
AWM: Agriculture, Weights and Measures	DPW: Department of Public Works
BHS: Behavioral Health Services	ERP: Enterprise Resource Planning
BPR: Business Process Reengineering	FGG: Finance and General Government Group
CAC: County Administration Center	FHA: Farm and Home Advisor
CAFR: Comprehensive Annual Financial Report	FY: Fiscal Year
CAO: Chief Administrative Officer	GAAP: Generally Accepted Accounting Principles
CDBG: Community Development Block Grant	GASB: Governmental Accounting Standards Board
CFO: Chief Financial Officer	GFOA: Government Finance Officers Association
CINA: Capital Improvement Needs Assessment	GIS: Geographic Information System
CLERB: Citizens' Law Enforcement Review Board	GMS: General Management System
COC: County Operations Center	GPR: General Purpose Revenue
COF: Capital Outlay Fund	HCD: Housing and Community Development
COPs: Certificates of Participation	HHSA: Health and Human Services Agency
CSA: County Service Area	ISF: Internal Service Fund
CSG: Community Services Group	IT: Information Technology
CTN: County Television Network	LUEG: Land Use and Environment Group
CTO: County Technology Office	MSCP: Multiple Species Conservation Program
CWS: Child Welfare Services	NACo: National Association of Counties
DAS: Department of Animal Services	OAAS: Office of Audits and Advisory Services
DCAO: Deputy Chief Administrative Officer	OES: Office of Emergency Services
DCSS: Department of Child Support Services	OPEB: Other Post Employment Benefit
DEH: Department of Environmental Health	PA/PG: Public Administrator/Public Guardian



Appendix E: Common Operational Plan Acronyms

PHS: Public Health Services

PINES: Public Income Notes

POB: Pension Obligation Bond

PRD: Permanent Road Division

PSG: Public Safety Group

RPTT: Real Property Transfer Tax

SANDAG: San Diego Association of Governments

SanGIS: San Diego Geographic Information Source

SDCERA: San Diego County Employees Retirement Association

SPOS: Strategic Planning & Operational Support

TANF: Temporary Assistance to Needy Families

TOT: Transient Occupancy Tax

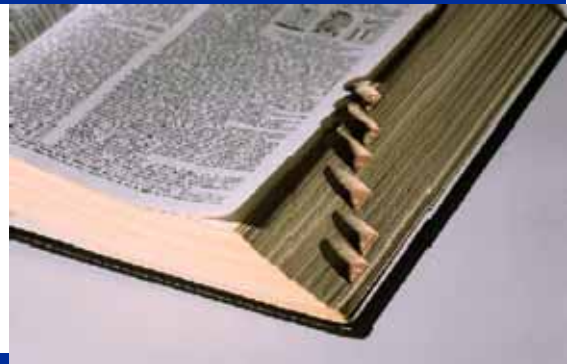
TRANS: Tax and Revenue Anticipation Notes

UAAL: Unfunded Actuarial Accrued Liability

USD RIP: Upper San Diego River Improvement Project

VLF: Vehicle License Fees

Appendix F: Glossary of Operational Plan Terms



Account: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the County's Budgeting, Reporting, and Analysis Support System (BRASS).

Activity: A departmental effort that contributes to the accomplishment of specific identified program objectives.

Actuarial Accrued Liability: Computed differently under different funding methods, the actuarial accrued liability generally represents 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.

Adopted Budget: The annual budget formally decided upon by the Board of Supervisors for a specific fiscal year.

Adopted Operational Plan: The Board of Supervisors' two-year financial plan that includes the adopted budget for the first year and a tentative budget that is approved in principle for the second year.

Amended Budget: Reflects the adopted budget plus carry forward items from the previous year and any mid-year changes authorized during the budget year.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

Appropriation: Legal authorization to make expenditures and to incur obligations for specific purposes.

Appropriation for Contingency: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

Arbitrage: As defined by treasury regulations, arbitrage is the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset: A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles (GAAP).

Balanced Budget or Balanced Operational Plan: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code Section 29000, et al.

Board of Supervisors: The five-member, elected governing body of the County.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

Budget: A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them; a financial plan for a single fiscal year.

Business Process Reengineering (BPR): Refers to the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical



Appendix F: Glossary of Operational Plan Terms

measures of performance, such as cost, quality, service, and speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California Department of Food and Agriculture (CDFA): A governmental department established by the California Legislature in 1919 to protect and promote agriculture.

California State Association of Counties (CSAC): An organization that represents county government before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information System. A fully integrated information network that provides client eligibility, status, and compliance information for CalWORKs.

CalWORKs: California Work Opportunities and Responsibilities to Kids Program. A welfare program that gives cash aid and services to eligible needy California families.

Capital Assets: Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets include buildings, equipment, improvements other than buildings, infrastructure, and land.

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 construction of buildings and improvements.

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 Expenditures: Expenditures incurred for the improvement to or acquisition of land, facilities, and infrastructure.

Capital Improvement Needs Assessment (CINA): An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): 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 of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly, quarterly, and annual basis.

Certificates of Participation (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California state law, the federal tax law treats the lease obligation as if it were a debt.

Charges for Current Services: This group of revenue accounts includes 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.

Chief Administrative Officer of the County (CAO): 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 over 50 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 protection and regulation and elections services. They also manage the allocation of personnel, capital and budgetary resources within the County organization.

Community Development Block Grant (CDBG): A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

Comprehensive Annual Financial Report (CAFR): Represents the annual audited financial statement 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, environment, and information necessary to demonstrate compliance with finance-related legal and contractual provisions. The financial section contains: (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information

from more than one fund or component unit, and (c) individual fund statements as needed. The statistical section provides trend data and non-financial data to assist users in utilizing the basic financial statements, notes to the basic financial statement, and required supplementary information in order to assess the economic condition of the County.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

County Administration Center (CAC): The County facility located at 1600 Pacific Highway, San Diego, California.

County Service Area (CSA): An assessment district comprised of unincorporated area property owners who pay for special services, such as park maintenance, fire suppression, and paramedic services, through special assessments on their property tax bills.

County Television Network (CTN): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

Credit Rating: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch, and Moody's.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within on year).

Current Liabilities: Liabilities which are payable within one year.

Custodian Bank: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The



role of a custodian in such a case would be the following: to hold in safekeeping assets such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

DCAO: Deputy Chief Administrative Officer or Group General Manager. See 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 long-term debt.

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.

Deferred Revenue: Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met, revenues to be collected beyond 180 days of the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. The portion of the cost of a capital asset charged as an expense during a particular period.

District Attorney: An elected official of the County whose department is included 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.

Do It Better By Suggestion (DIBBS): A program administered through the Department of Human Resources that recognizes and rewards employees by providing cash awards and certificates of appreciation for submitting suggestions for reducing costs, increasing revenues and improving operations through tangible savings, productivity savings and/or intangible benefits to the County.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance: The Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.



Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance, and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: 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: This account group, which is shown as a decrease in expenditures, consists of 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.

Final Amended Budget: The amended budget at the end of the fiscal year.

Fines, Forfeitures & Penalties: This group of accounts includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

Firestorm 2007: A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the disaster.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming year as a funding source for one-time projects/services.

Fund Balance Designation: A segregation of a portion of the unreserved fund balance to indicate plans for financial resources utilization in a future period.

General Fund: The 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 Chief Administrative Officer for additional description.



General Obligation Bonds: Bonds backed by the full faith and credit of a governmental entity.

General Plan 2020 (GP2020): See General Plan Update.

General Plan Update: (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan which forms the framework for growth in the unincorporated communities.

General Purpose Revenues: Revenues derived from sources not specific to any program or service delivery. Examples of general purpose revenues include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax, and miscellaneous other sources. General Purpose Revenues may be used for any purpose that is a legal expenditure of County funds.

General Reserve: A fund equity restriction to help protect the overall fiscal health of the County. The general reserve can only be adjusted during the annual budget adoption process. It is not available for estimated financing requirements except during a legally declared emergency.

General Revenue Allocation: The amount of general purpose revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account. It has the same meaning as net county cost, which is a term often used by other county governments.

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 encompasses 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 provides 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.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for state and local governments.

Government Finance Officers Association (GFOA): An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by state and local governments.

Government-wide Financial Statements: Financial statements that incorporate all of a government's governmental and business-type activities, as well as its nonfiduciary component units. There are two basic government-wide financial statements: the statement of net assets and the statement of activities. Both basic government-wide financial statements are presented using the economic resources measurement focus and the accrual basis of accounting.

Grant: Payment in the form of cash or other assets from one entity to another 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.

Group/Agency: The Group/Agency represents the five highest organizational units to which all County departments report. They include the Community Services Group (CSG), Finance and General Government Group (FGG), Health and Human Services Agency (HHS), Land Use and Environment Group (LUEG), and Public Safety Group.



Housing and Urban Development, Department of (HUD): A department of the federal government whose mission is to increase homeownership, support community development and increase access to affordable housing free from discrimination.

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Interfund Transfers: The transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenues: Revenues received from other government entities. Examples 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. Other examples include 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 proprietary type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

Joint Powers Agreement (JPA): A contractual agreement between a city, county, and/or special district in which services are agreed to be performed, or the county agrees to cooperate with or lend its powers to the other entity.

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 that shows expenditures and revenues by account or account category. An account category describes the nature of the expenditure (e.g. Services and Supplies) or revenue (e.g., Charges for Current Services). The County's Operational Plan for each department shows expenditures by program (the service being provided) and shows both expenditures and revenues by account category.

Local Agencies: Groups responsible for providing services in a community.

Managed Competition: A framework in which County departments compete with the private sector to determine the most cost effective method of delivering services.

Mandate: A requirement from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Management Reserves: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must



first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

Miscellaneous Revenues: This group of accounts includes other sales, tobacco settlement, and other monetary donations from private agencies, persons, or other sources.

Mission: The general assignment of the organization. What we are striving to do over a continuous period of time. The County's mission is "to 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."

Multiple Species Conservation Program (MSCP): This program will preserve a network of habitat and open space, protecting bio-diversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

National Association of Counties (NaCo): An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

Objective: A statement of anticipated accomplishment, usually measurable and time bound.

Objects (Line Items): A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Obligor: The person responsible for paying a debt or obligation.

Operating Budget: Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The 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 Operating Transfer In 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 Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: This group of accounts includes support and care of other persons (such as assistance payments), bond redemptions, retirement of other long-term debt, interest on bonds, other long term debt and notes and warrants, judgments and damages, rights of way, taxes and assessments, depreciation, bad debts, income allocation, contributions to non-County governmental agencies, and inter fund expenditures.

Other Financing Sources: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, transfers in, and long-term debt proceeds.

Parkland Dedication Ordinance (PLDO): A mechanism for funding local parks development.



Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed, and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

Permanent Road Division: An assessment district comprised of unincorporated area property owners who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenues: Revenues generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: The budget document developed by the CAO and accepted by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Proposed Operational Plan.

Proprietary Funds: 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.

Reappropriation: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent year.

Rebudget: To include funds for a project or services budgeted in the previous year but not spent within that year nor meeting the criteria for an encumbrance at year-end.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include fiscal stability, customer satisfaction, regional leadership, skilled, competent and diverse workforce, essential infrastructure, information technology, accountability/transparency, and continuous improvement.

Reserve/Designation Increases or Decreases: Account groups that indicate that a fund balance designation or a reserve is to be augmented (increased) or used as a funding source (decreased).

Revenue From Use of Money & Property: These accounts include investment income, rents and concessions, and royalties.

Salaries and Benefits: This group of accounts includes expenses related to compensation of County employees.

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.



Appendix F: Glossary of Operational Plan Terms

Securitization: A process whereby the owner of a receivable sells the right to that income stream to a third party in exchange for an up-front payment.

Services and Supplies: This group of accounts includes diverse non-personnel operating expenses such as contract services, office supplies, agricultural supplies, information technology services, minor equipment, and facilities 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 to determine how best to achieve the general goal of an entity.

Strategic Initiatives: As used by the County, broad organization-wide goals that guide the allocation of resources and set program. The County has three strategic initiatives: Kids (Improve opportunities for children), The Environment (Manage resources to 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.

Tax and Revenue Anticipation Notes (TRANs): A short term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

Teeter Plan: An alternative method for the distribution of secured property taxes that was enacted in California in 1949 whereby the local agencies for which the County acts as "bank" will receive annually the full amount of their share of property taxes on the secured rolls regardless of the amount of delinquencies experienced by the County in collecting such taxes. In return, the County receives all of the penalties and interest due on the delinquent taxes.

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.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

Trust Fund: Fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which therefore cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

Unfunded Actuarial Accrued Liability (UAAL): The 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 fund balance that is available for financing the budget requirements for a current or future fiscal period.

Vision: The image that an individual or organization has of itself or an end state. A picture of future desired outcomes. The County's vision is "A County government that has earned the respect and support of its residents."

