



COUNTY OF SAN DIEGO

Adopted Operational Plan Fiscal Years 2014–15 and 2015–16

Helen N. Robbins-Meyer
Chief Administrative Officer

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

Board of Supervisors

Greg Cox, District 1
Dianne Jacob, District 2
Dave Roberts, District 3
Ron Roberts, District 4
Bill Horn, District 5



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**San Diego County
California**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its annual budget for the fiscal year beginning **July 1, 2013**. 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. The County believes that the current budget continues to conform to program requirements, and will submit it to GFOA to determine its eligibility for another award.

Published October 2014

Office of Financial Planning

Ebony Shelton, Director



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Board of Supervisors



Greg Cox
Supervisor
District One



Dianne Jacob
Supervisor
District Two



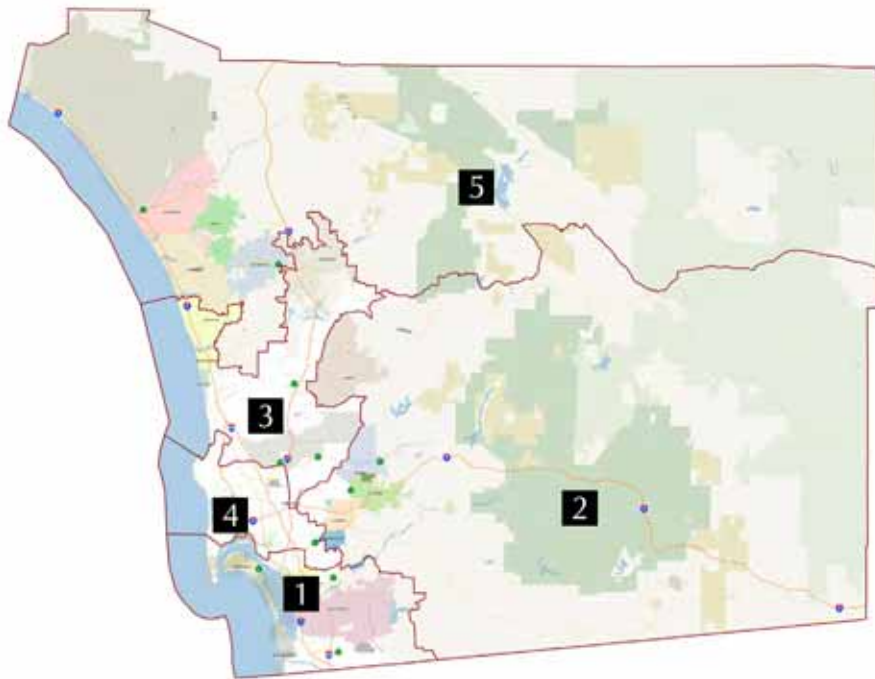
Dave Roberts
Supervisor
District Three



Ron Roberts
Supervisor
District Four

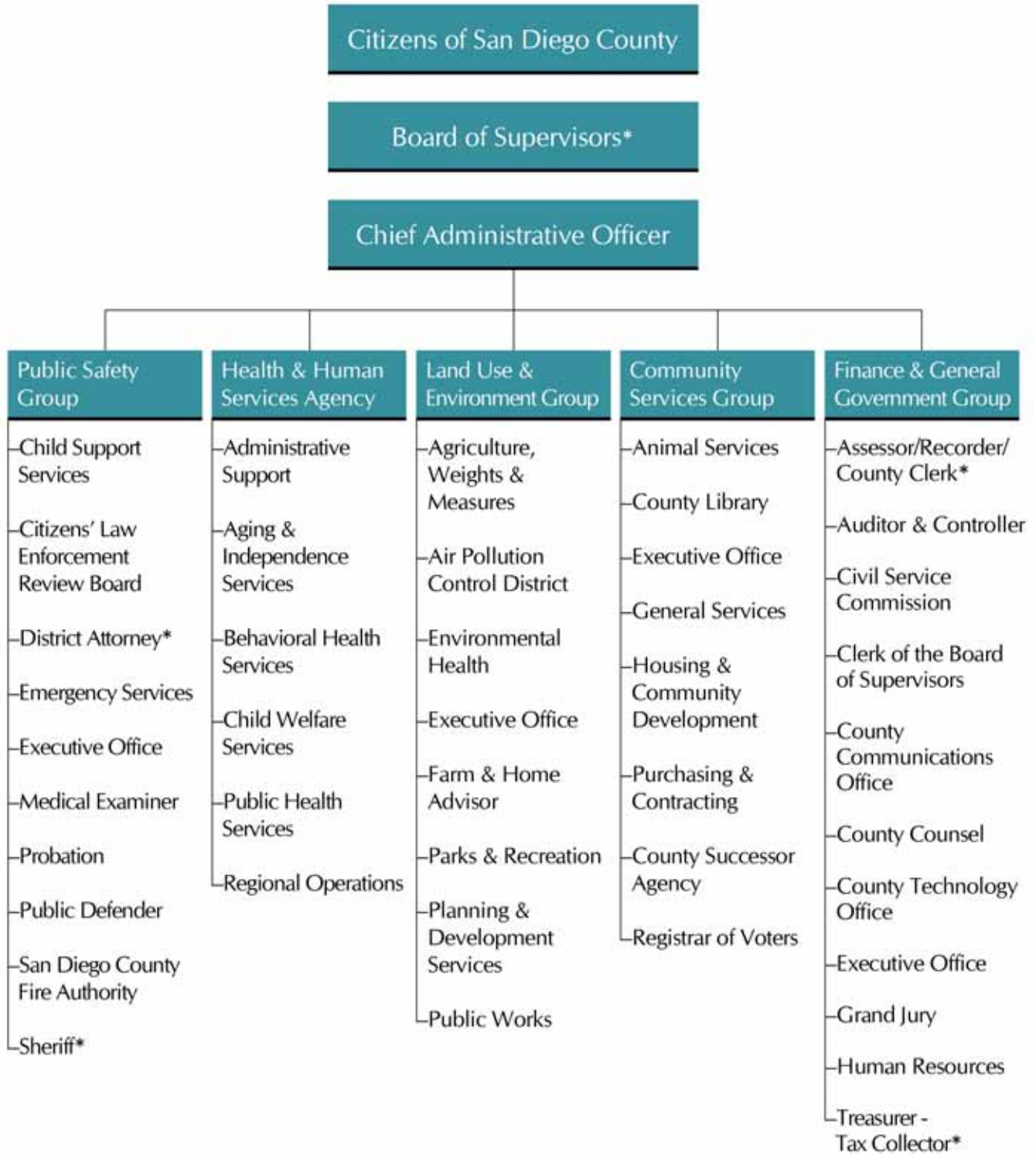


Bill Horn
Supervisor
District Five



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

Organizational Chart



*Elected Official(s)

Rev. 2/2013

Message from the Chief Administrative Officer

Journey to World Class

Throughout the last fiscal year, the County has reinforced our commitment to maintaining the legacy of fiscal stability and operational excellence. When you stop and think about how County services connect with so many parts of residents' lives, it is inspiring. County employees are involved with and care about the community we serve. From disaster preparedness to public guardianship, voting, recreational programs, inspections, child support, foster care and much more, the County remains committed to upholding public trust by conducting the public's business with excellence and integrity.



In the coming year, the County will embark on an effort to make all County services world class. This audacious goal will not happen overnight. The journey starts with the vision of a County that is safe, healthy and thriving. It continues with the County's ongoing efforts to provide public services that build strong and sustainable communities.

What do we mean by world class? Many County projects and services already are reaching this standard of excellence. For instance, the *Live Well San Diego* ten-year strategy for regional health, safety and well-being was featured in *Forbes* magazine. Its livewellsd.org website educates the community about the power of collective impact using five areas of influence and ten indicators of health across the county, state and nation. And the County's implementation of the federal *Patient Protection and Affordable Care Act* (ACA) continues with a new call center in place and increased staffing to help residents access needed health coverage. The County's responsibilities in the era of public safety realignment have seen the use of evidence-based practices connecting offenders to behavioral health and substance abuse treatment services, along with vocational training for rehabilitation and reduced recidivism.

When the community visits the County Administration Center, a beautiful new Waterfront Park greets them, in place of decades-old asphalt parking lots. Creating this open space around the historic 1930s-era building provides the public and employees with generations of enjoyment and well-being. This project is just one example of the County's commitment to upholding the highest standards of excellence in public facilities. This past fiscal year, the Board of Supervisors broke ground on a new fire station in Boulevard where the County's volunteer firefighters will work alongside their counterparts from the California Department of Forestry and Fire Protection (CAL FIRE). The Rancho San Diego Sheriff's Station was completed, providing law enforcement services to several unincorporated communities. Construction of both the new East Mesa Reentry Facility and Phase I of the Las Colinas Detention and Reentry Facility is complete, providing much needed space for an increasing detentions population brought on by public safety realignment. The Board of Supervisors also implemented the County's Strategic Energy Plan, continuing its leadership role in energy conservation and sustainability and creating taxpayer savings into the future. The plan builds on the County's substantial progress over the last decade in water conservation, sustainable design, energy supply, transportation and greenhouse gas emissions reduction.

■ ■ ■ Message from the Chief Administrative Officer

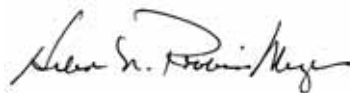
Additionally, we're turning our attention to improving the customer experience, expanding and simplifying technology applications and managing expectations for pent-up service demands resulting from years of economic stress.

We're now over four years into recovery from the great recession. Despite a slow-paced recovery, unemployment now is declining, the region's housing market has stabilized, County revenues are on the mend and the overall outlook for our local economy is positive.

In this ever-changing environment, our journey to world class has only begun. To further the effort, the Adopted Operational Plan for Fiscal Year 2014–2015 includes seed funding to replace the Sheriff's Crime Lab, to build a new library in Borrego Springs, additional law enforcement and detentions staffing, resources for ongoing implementation of the ACA, and the final year of increases to retirement contributions resulting from stock market losses in Fiscal Year 2008–09, as well as resources to support negotiated labor agreements. The Fiscal Year 2014–15 Adopted Operational Plan totals \$5.08 billion, an increase of 2.2% over the prior fiscal year, and includes 17,044 staff years, an increase of 2.5%.

In the coming fiscal year, the County will uphold the commitment to fiscal stability by setting aside prudent reserves and meeting our ongoing obligation to the San Diego County Employees Retirement Association while maintaining the ability to face future challenges. San Diego County is the highest rated urban county in California with a “AAA” issuer credit rating from all three financial rating agencies. We also have negotiated long-term labor agreements with our largest employee unions. It is this ongoing fiscal stability that enables us to aim for world class in all that we do.

I am proud to share more detailed descriptions of the County's accomplishments from the current fiscal year and goals for the next two fiscal years in the pages ahead. Included are the many different ways County departments support the community, as we make the journey to becoming world class.

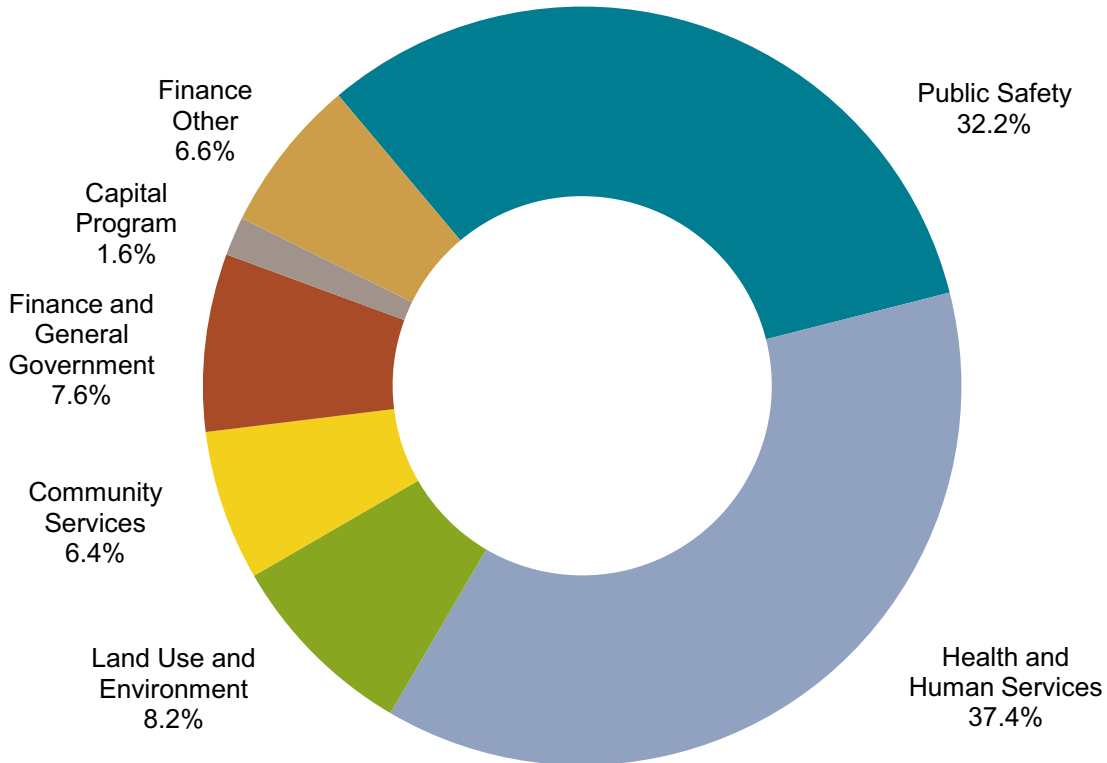


Helen N. Robbins-Meyer, Chief Administrative Officer

2014–15 Adopted Budget at a Glance

Adopted Budget by Functional Area: All Funds

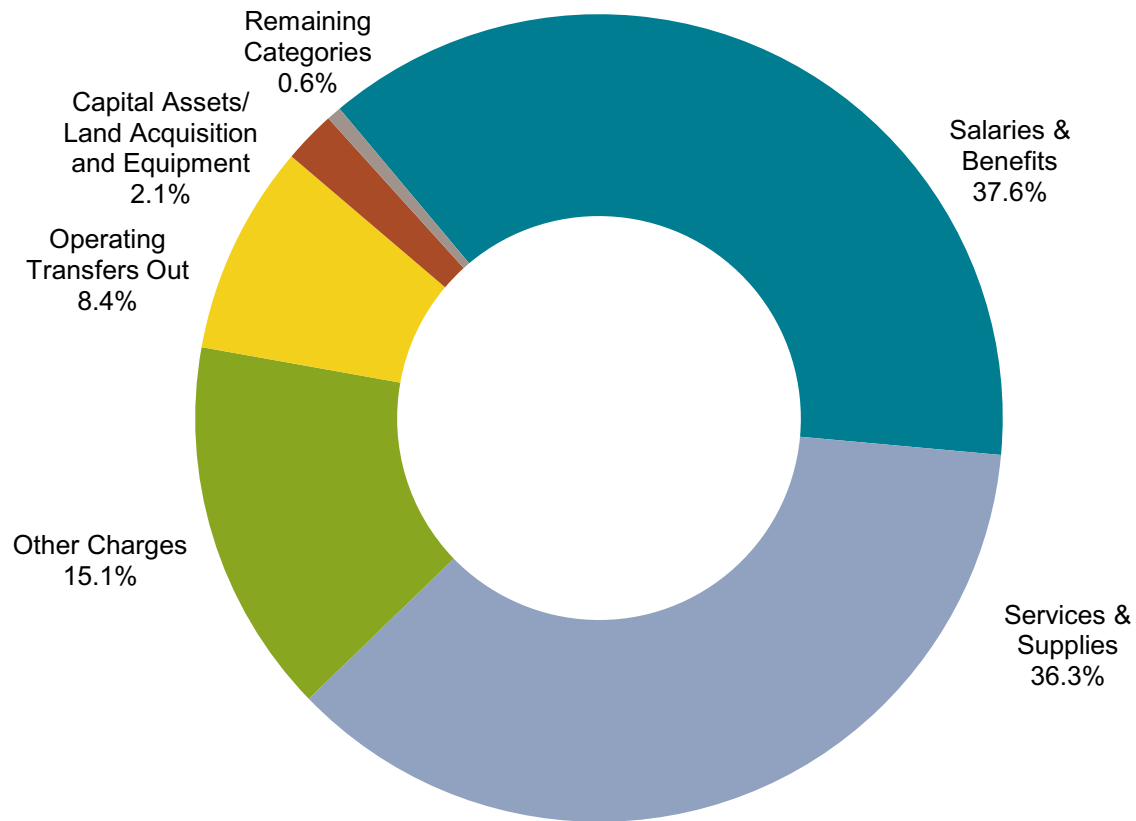
Total Adopted Budget: \$5.08 billion



Adopted Budget by Functional Area: All Funds		
	Budget in Millions	Percent of Total Budget
Public Safety	\$ 1,635.0	32.2
Health and Human Services	1,900.9	37.4
Land Use and Environment	417.5	8.2
Community Services	325.6	6.4
Finance and General Government	384.8	7.6
Capital Program	83.7	1.6
Finance Other	336.3	6.6
Total	\$ 5,083.7	100.0

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

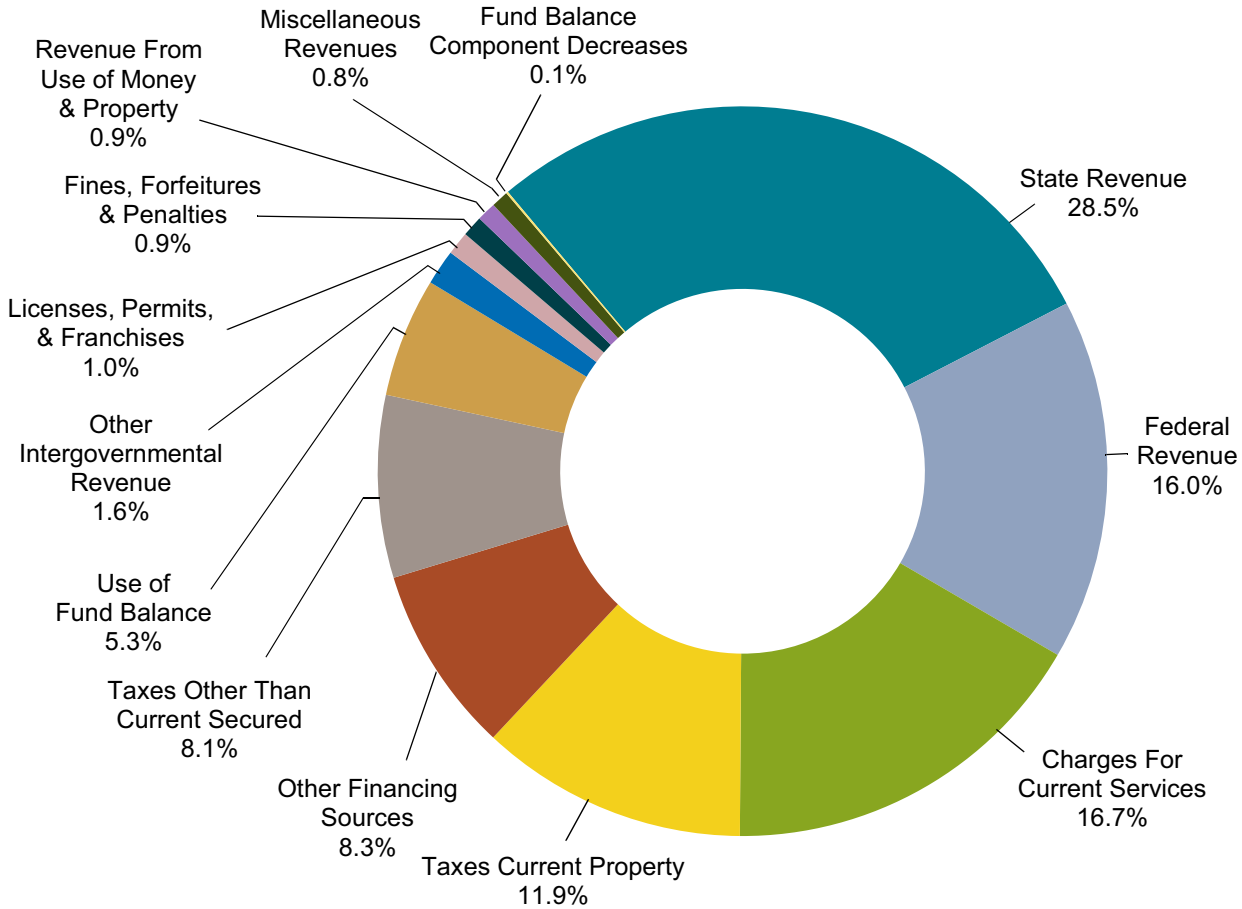
Adopted Budget by Categories of Expenditure: All Funds



Adopted Budget by Categories of Expenditure: All Funds		
	Budget in Millions	Percent of Total Budget
Salaries and Benefits	\$ 1,910.1	37.6
Services and Supplies	1,845.1	36.3
Other Charges	765.5	15.1
Operating Transfers Out	427.3	8.4
Capital Assets/Land Acquisition	84.5	1.7
Capital Assets Equipment	21.9	0.4
Remaining Categories:		
<i>Fund Balance Component Increases</i>	2.6	0.1
<i>Management Reserves</i>	32.2	0.6
<i>Contingency Reserves</i>	24.8	0.5
<i>Expenditure Transfer and Reimbursements</i>	(30.3)	(0.6)
Total	\$ 5,083.7	100.0

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

Adopted Budget by Categories of Revenue: All Funds

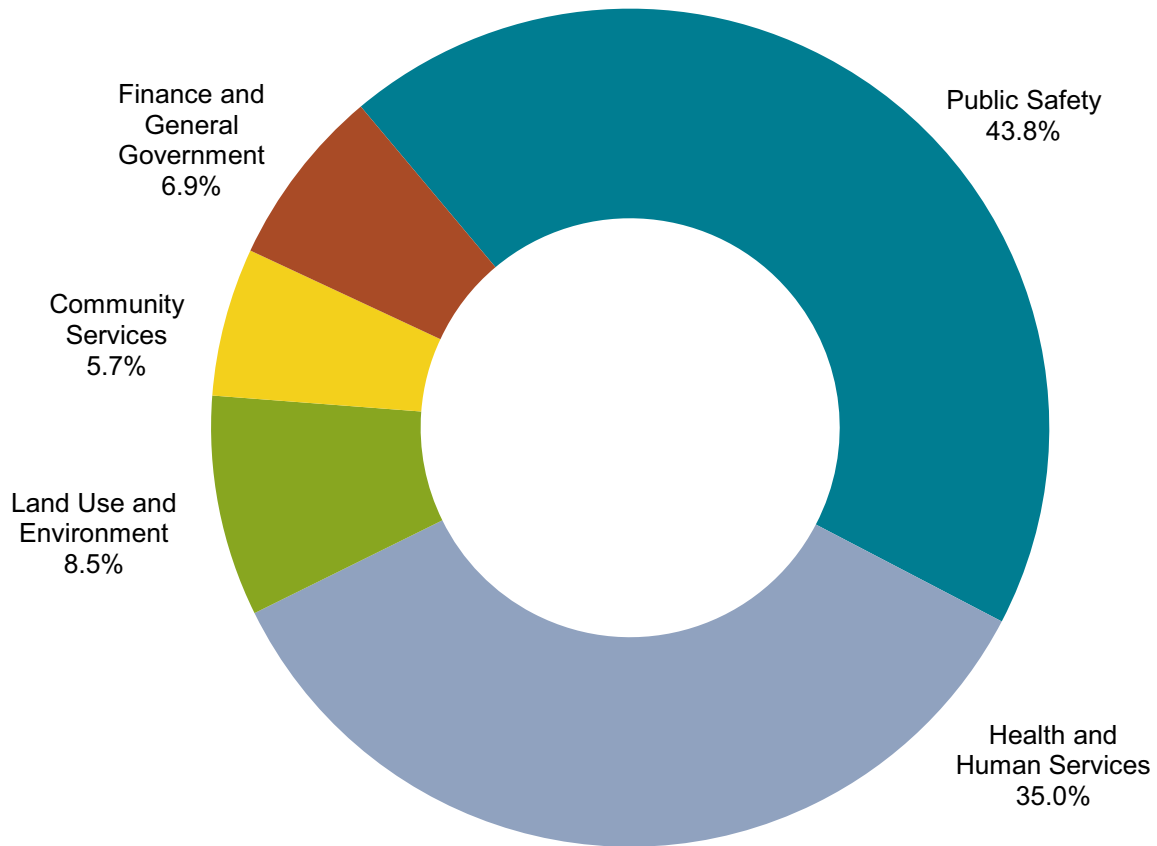


Adopted Budget by Categories of Revenue: All Funds		
	Budget in Millions	Percent of Total Budget
State Revenue	\$ 1,449.1	28.5
Federal Revenue	813.5	16.0
Charges For Current Services	849.9	16.7
Taxes Current Property	603.1	11.9
Other Financing Sources	422.5	8.3
Taxes Other Than Current Secured	410.6	8.1
Use of Fund Balance	269.5	5.3
Other Intergovernmental Revenue	79.4	1.6
Licenses, Permits and Franchises	53.1	1.0
Fines, Forfeitures and Penalties	46.2	0.9
Revenue From Use of Money & Property	43.3	0.9
Miscellaneous Revenues	38.7	0.8
Fund Balance Component Decreases	4.8	0.1
Total	\$ 5,083.7	100.0

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

Adopted Staffing by Group/Agency: All Funds

Total Adopted Staffing: 17,044.00



Adopted Staffing by Group/Agency: All Funds		
	Staff Years ¹	Percent of Total Staffing
Public Safety	7,459.00	43.8
Health and Human Services	5,973.50	35.0
Land Use and Environment	1,452.00	8.5
Community Services	976.00	5.7
Finance and General Government	1,183.50	6.9
Total	17,044.00	100.0

¹A staff year in the Operational Plan context equates to one permanent employee working full-time for one year.

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

Mission, Vision and Values/Guiding Principles

MISSION

To efficiently provide public services that build strong and sustainable communities

VISION

A county that is safe, healthy and thriving

VALUES/GUIDING PRINCIPLES

Integrity, Stewardship, Commitment



STRATEGIC INITIATIVES

Safe Communities

Promote safe communities

Sustainable Environments

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

Healthy Families

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



San Diego County Facts and Figures

FOUNDED:	February 18, 1850
SIZE:	4,261 square miles
COASTLINE:	70 miles
ELEVATION:	Lowest = Sea Level Highest = 6,535 ft Hot Springs Mountain

POPULATION¹:	2012	2013	2014
	3,128,734	3,150,178	3,194,362

¹San Diego County is the second most populous county in California and fifth most populous in the United States.

Source: State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change – January 1, 2013 and 2014. Sacramento, California, May 2014.

INCORPORATED CITIES:	18
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CIVILIAN LABOR FORCE:	2012	2013
	1,594,900	1,590,000

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, annual average (for the months of January to December) for 2012 and 2013.

UNEMPLOYMENT RATE:	2012	2013
	8.9%	7.5%

Source: California Employment Development Department (data not seasonally adjusted).

EMPLOYMENT MIX: (Industry)¹	2013 Employees	2014 Employees
Government ²	220,500	223,100
Professional & Business Services	223,700	230,700
Trade, Transportation & Utilities	211,100	216,000
Leisure and Hospitality	174,100	180,100
Educational & Health Services	175,200	182,700
Manufacturing	94,600	96,800
Financial Activities	71,900	71,100
Construction	61,800	68,800
Other Services	50,000	50,500
Information Technology	24,000	24,300
Farming	10,100	9,700
Mining & Logging	400	400
Total	1,317,400	1,354,200

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

Source: California Employment Development Department, Labor Market Information Division - August 15, 2014 News release.

TEN LARGEST EMPLOYERS:	2013 Employees
State of California	40,800
University of California San Diego	27,832
County of San Diego ¹	16,627
Sharp Healthcare	15,960
Scripps Health	14,381
Qualcomm Inc.	13,400
City of San Diego	10,306
Kaiser Permanente	7,800
General Atomics (and affiliated companies)	7,668
UC San Diego Health System	6,132

¹County of San Diego Fiscal Year 2013-14 Adopted Operational Plan.

Source: The San Diego Business Journal, Book of Lists (2014).

CONSUMER PRICE INDEX:	2012	2013	2014
	256.96	260.32 (1.3% increase)	265.25 (1.9% increase)

Source: U.S. Department of Labor, Bureau of Labor Statistics, August 2014 (Not seasonally adjusted - annual through 2013, for 2014 only 1st half).

MEDIAN HOUSEHOLD INCOME¹:	2011	2012	2013
	\$60,699	\$60,330	\$63,373

¹Adjusted for inflation to 2012 dollars.
Source: U.S. Census Bureau, 2012 Median Household Incomes by 25 Most Populous U.S. Metropolitan Areas.

MEDIAN HOME PRICE¹:	July 2012	July 2013	July 2014
	\$342,000	\$417,500	\$445,000

Source: California Association of Realtors/DataQuick Information System.
¹Median price of all existing homes sold in July of each year.

FISCAL YEAR 2013–14 TOP TEN PROPERTY TAXPAYERS (as of July 2013):	
	Amount of Tax
San Diego Gas & Electric Company	\$87,007,049
Southern California Edison Company	\$35,875,444
Irvine Company	\$19,995,798
Qualcomm Incorporated	\$18,573,859
Kilroy Realty, LP	\$15,791,405
Pacific Bell Telephone Company	\$10,658,898
Host Hotels and Resorts	\$9,242,345
OC/SD Holdings, LLC	\$7,596,075
One Park Boulevard LLC	\$7,245,071
BSK Del Partners LLC	\$6,135,288

Source: County of San Diego, Auditor and Controller, Property Tax Services Division.

**FISCAL YEAR 2014–15
ASSESSED VALUATION:** \$406 billion

Source: San Diego County Assessor/Recorder/County Clerk
(Gross less regular exemptions).

**2011 ESTIMATED TOTAL
HOUSING UNITS:** 1,186,100

Source: U.S. Census Bureau, 2011 American Housing Survey (AHD):
Last revised June 16, 2014.

LAND USE: (in descending order)	2013 Acres¹
Parkland	1,243,940
Vacant or Undeveloped Land	708,045
Residential	361,853
Public/Government	156,049
Agriculture	117,639
Other Transportation	106,019
Commercial/Industrial	33,657
Total	2,727,202

¹The acres available for land use may vary year to year due to survey updates that include tide level changes.
Source: San Diego Association of Governments, 2013.

AGRICULTURAL PRODUCTION:	2013 Value	2013 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$1,139,427,462	12,748
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$415,645,774	37,910
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$170,676,812	5,107
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$84,710,748	—
Livestock & Poultry (e.g., cattle, calves, chicken, hogs & pigs)	\$28,797,952	—
Field Crops (e.g., pastures, ranges, hay, etc.)	\$7,664,047	249,780
Apiary (e.g., honey, pollination, bees & queen bees, etc.)	\$2,517,936	—
Timber Products (e.g., firewood and timber)	\$886,560	—
Total	\$1,850,307,291	305,573

Source: San Diego Agricultural Commissioner / Sealer of Weights & Measures 2012- San Diego County Crop Statistics & Annual Report.

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

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

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

¹Anza-Borrego Desert State Park is primarily in San Diego County but also in Imperial and Riverside Counties.
Source: San Diego Tourism Authority.

TOTAL VISITORS 2013:	33,091,000
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Source: San Diego Tourism Authority, San Diego Visitor Industry Summary (Calendar Year through 2013)



San Diego County Profile and Economic Indicators

History & Geography

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

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,261 square miles, approximately the size of the state of Connecticut, extending 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. It is the southwestern most county in the contiguous 48 states.

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

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

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

County Population

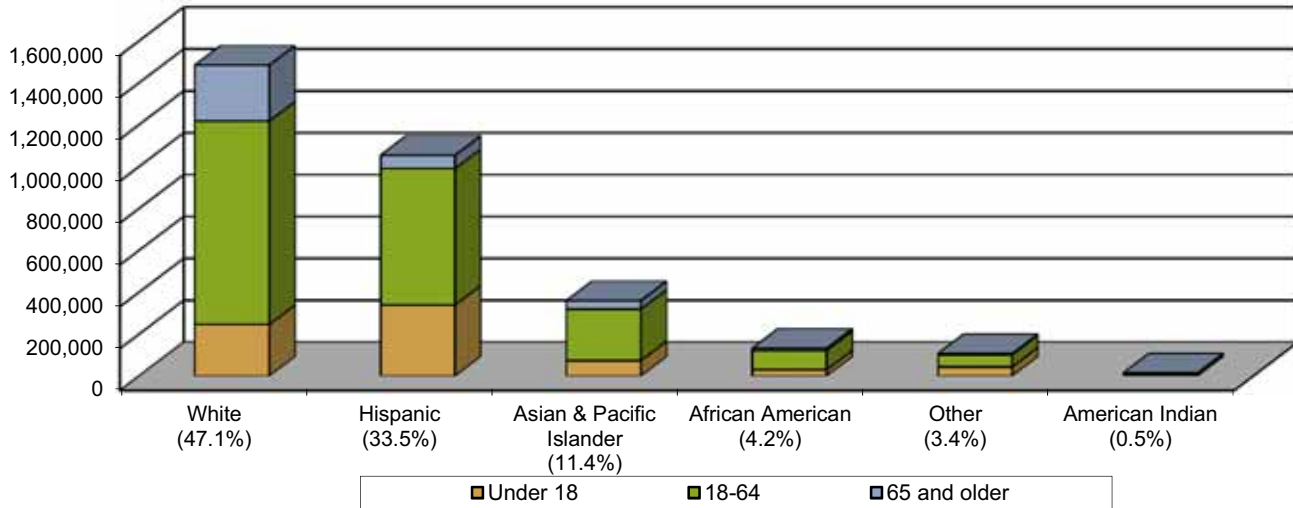
San Diego County is the southernmost major metropolitan area in the State. According to the State of California Department of Finance, the County's population estimate for January 1, 2013 was 3,150,178 and the County's population estimate for January 1, 2014 was 3,194,362. San Diego County is the second largest county by population in California and the fifth largest county by population in the nation, as measured by the U.S. Census Bureau.

San Diego County Population				
	2000	2013	2014	Year Incorporated
Carlsbad	78,247	108,246	110,169	1952
Chula Vista	173,556	251,613	256,139	1911
Coronado	24,100	23,176	23,419	1890
Del Mar	4,389	4,199	4,234	1959
El Cajon	94,869	100,460	101,256	1912
Encinitas	58,014	60,482	61,204	1986
Escondido	133,559	145,908	147,102	1888
Imperial Beach	26,992	26,496	26,675	1956
La Mesa	54,749	58,244	58,769	1912
Lemon Grove	24,918	25,554	25,928	1977
National City	54,260	58,838	59,381	1887
Oceanside	161,029	169,350	171,183	1888
Poway	48,044	48,559	48,979	1980
San Diego	1,223,400	1,326,238	1,345,895	1850
San Marcos	54,977	87,040	90,179	1963
Santee	52,975	55,033	55,806	1980
Solana Beach	12,979	12,987	13,099	1986
Vista	89,857	95,264	96,122	1963
Unincorporated	442,919	492,491	498,823	
Total	2,813,833	3,150,178	3,194,362	

Source: U.S. Census 2010 data and California Department of Finance 2013 and 2014 estimates.

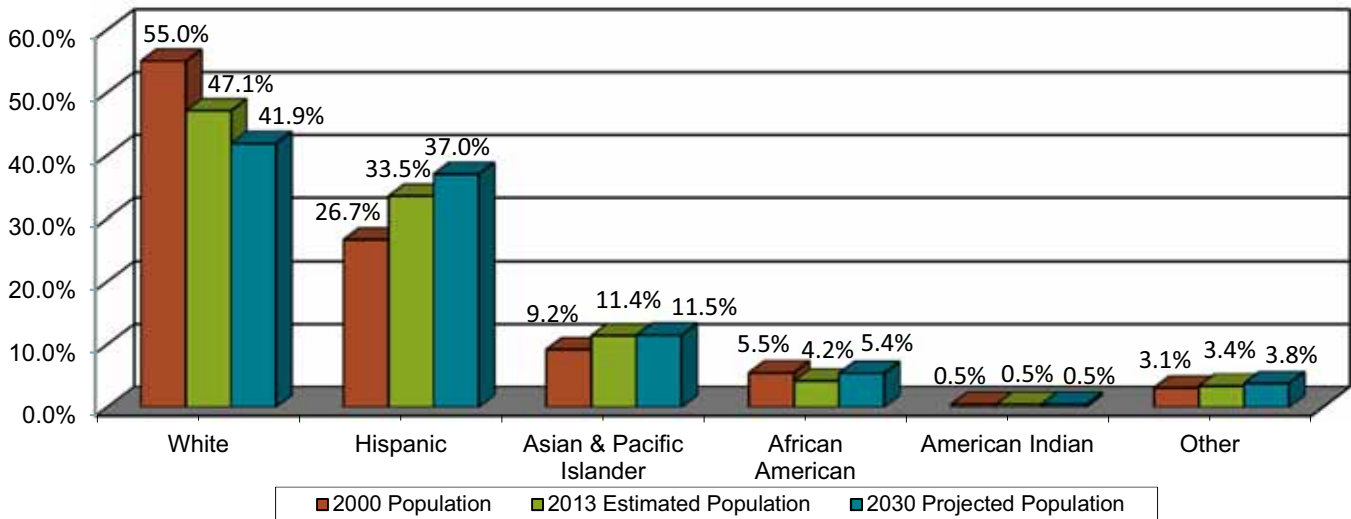
The first chart on the following page shows for 2013 the most recent race, ethnicity and age composition for the regional population. Data for 2030 indicates that the San Diego regional population will be approximately 3.9 million according to the San Diego Association of Governments (SANDAG) based on the 2050 Regional Growth Forecast final series as of October 2011, a 38% increase from calendar year 2000.

San Diego County Population Distribution by Race, Ethnicity and Age 2013 Total Population: 3,150,178



Source: San Diego Association of Governments 2013 Demographic & Socio Economic Estimates

San Diego County Population Distribution by Race and Ethnicity 2000, 2013, and 2030 Projection Percentage of Total Population



Note: Percentages represent the share of each group compared to the total population.

Sources: U.S. Census - 2000; San Diego Association of Governments 2013 Demographic & Socio Economic Estimates; San Diego Association of Governments 2050 Regional Growth Forecast (Feb 2010) 2030 Projection

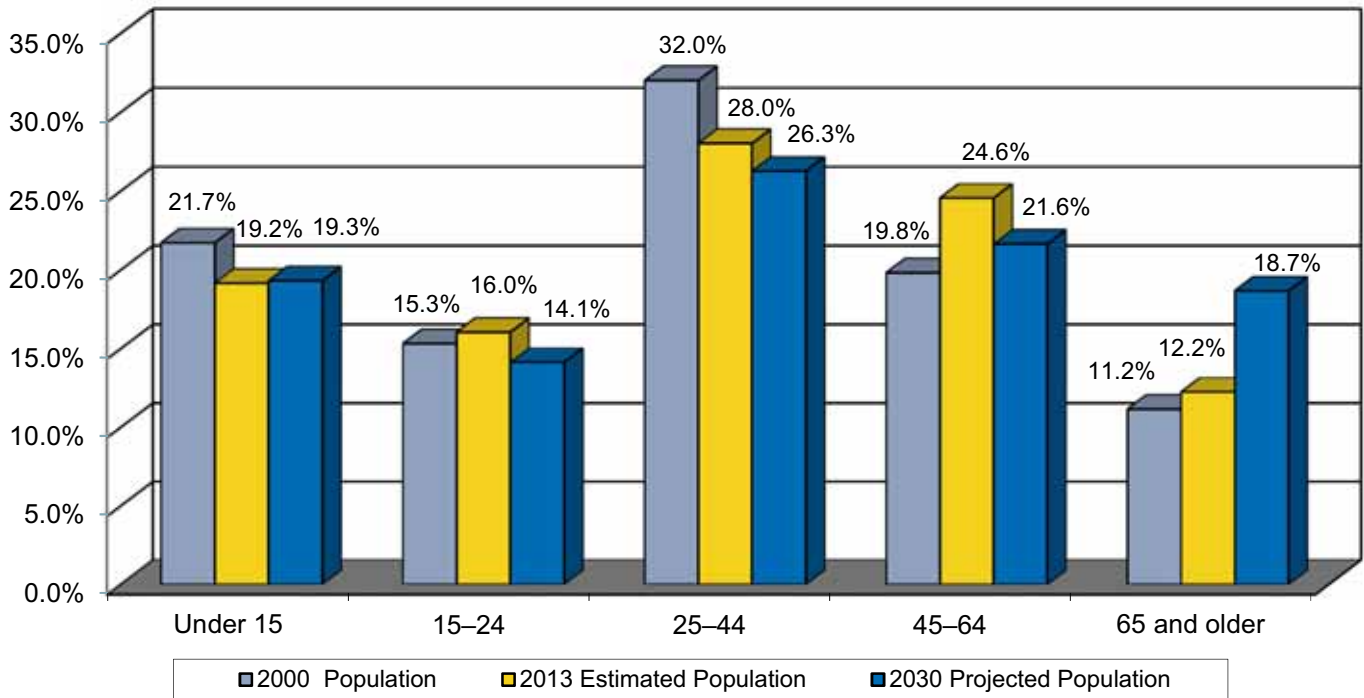
Note: In these charts, the sum of individual percentages may not total 100.0% due to rounding.

The second chart on the previous page shows that San Diego County's racial and ethnic composition is as diverse as its geography. SANDAG projects that in 2030, San Diego's population breakdown will be: 41.9% White; 37.0% Hispanic; 11.5% Asian and Pacific Islander; 5.4% African American; and 4.3% all other groups. A significant growth in the Hispanic population is seen in this projection. The chart below indicates the regional population trends are also anticipated to show changes to the population in sev-

eral age segments with individuals under 65 years of age declining gradually and those individuals 65 and older estimated to increase approximately 130% in 2030 from 2000.

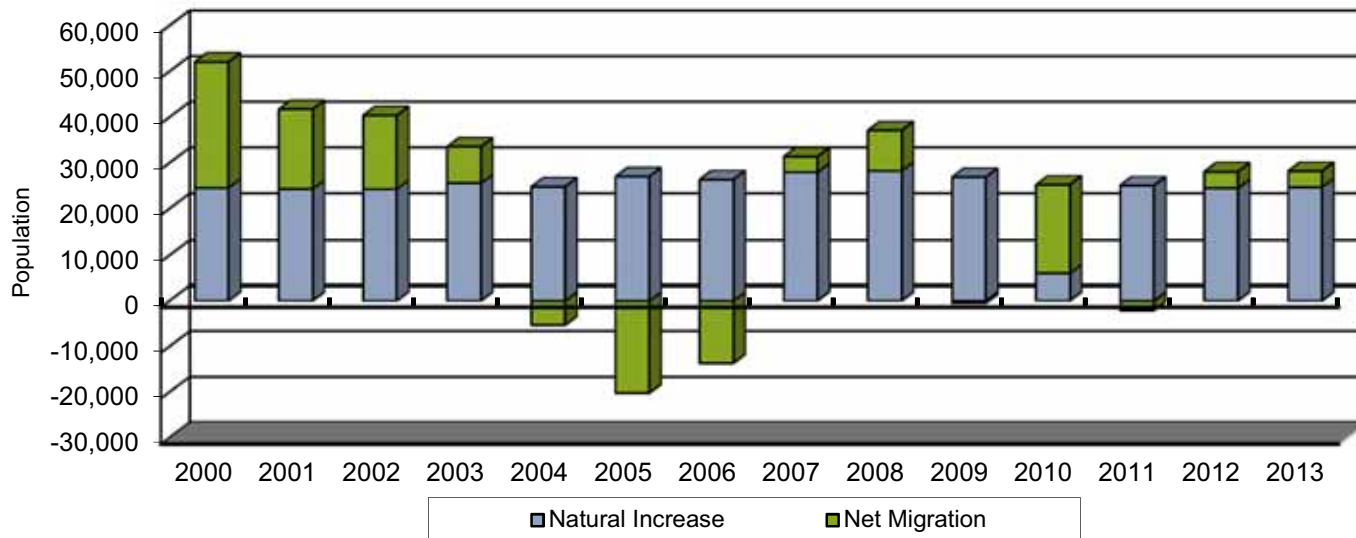
Annual population growth has averaged approximately 0.9% over the past 13 years as presented on the chart on the following page. Natural increase is the primary source of population growth. Another contributor to the change in population is net migration (both foreign and domestic) which has varied dramatically in the past 13 years.

**San Diego County Population Distribution by Age
2000, 2013, and 2030 Projection**



Sources: U.S. Census 2000; San Diego Association of Governments 2013 Demographic & Socio Economic Estimates; SANDAG 2050 Regional Growth Forecast (Feb 2010) 2030 Projection

San Diego County Population Change: 2000 through 2013



Note: Natural Increase consists of Births minus Deaths. Net Migration is a measure of people moving into and away from San Diego County, both foreign and domestic. San Diego County Population Change data is on a fiscal year basis beginning July 1st.

Source: CA Department of Finance E-6 Report: Population Estimates and Components of Change by County—July 1, 2010–2013

Economic Indicators

U.S. Economy

Despite a sluggish pace of the national economic recovery which started more than four years ago, the U.S. Economy not only made significant progress but an improved outlook is projected in the coming year. In 2013, real gross domestic product (GDP) increased by 1.9% compared to a 2.8% increase for 2012. See the chart on the following page for a historical comparison. According to U.S. Department of Commerce Bureau of Economic Analysis (BEA), the decrease in federal government spending, slowdown in business investment, mainly in power, communication and equipment and consumer spending on services, contributed to the slowdown in real GDP growth in 2013. This was offset by acceleration in consumer spending on goods, slowdown on imports and less decline in local government spending. For the second quarter of 2014, the U.S. economy increased at an annual rate of 4.0% compared to an increase of 2.1 percent in the first quarter of 2014. This upturn in the percent change in real GDP primarily reflected upturns in private inventory investment and in exports, an acceleration in PCE, an upturn in state and local government spending, an acceleration in nonresidential fixed investment, and an upturn in residential fixed investment that were partly offset by an acceleration in imports. It

should be noted that in July 2013, the BEA issued a comprehensive revision of GDP figures for 1929 through the first quarter of 2013. Revisions included a change in the reference year from 2005 to 2009, an upward revision of current-dollar GDP for all years, and the revision of 2012 from 2.2% to 2.8%.

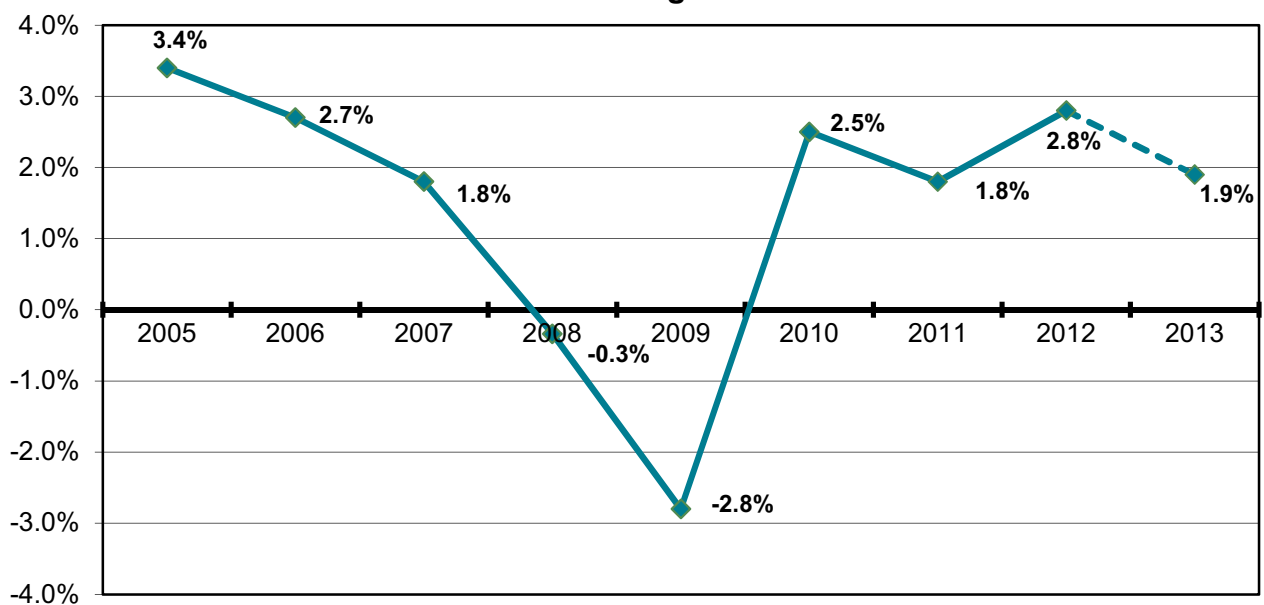
According to the minutes of the Federal Open Market Committee on its July 29-30, 2014 meeting, the staff continued to project that real GDP would expand at a faster pace in the second half of this year and over the next two years than in 2013. Factors contributing to the acceleration includes: further anticipated waning of the restraint on spending growth from changes in fiscal policy, continued improvement in credit availability, increases in consumer and business confidence, and a pickup in foreign economic growth. Staff lowered its forecast for the unemployment rate over their projection period. Participants of the meeting generally viewed the rebound in real GDP in the second quarter and the ongoing improvement in labor market conditions as supporting their expectations for continued moderate economic expansion.

In the housing sector, more expansion is ahead for the housing market during the second half of 2014 after a gloomy first quarter. Both building starts and sales (new and existing) are expected to show additional growth. For existing home

sales, headwinds include rising home values, slim wage gains, tight mortgage lending, fewer first-time buyers and less interest from investors. Existing home sales rose 8.9% in 2013. For new home sales, dim performance in June are affected by less desirable lot locations and affordability. As the economy picks up and lending to builders increases, more favorable lots should become more accessible (Source: Kiplinger's Economic Outlooks, August 2014 release). Household spending has been more positive in the third quarter of 2013 in part due to equity value in home prices.

According to the UCLA Anderson Forecast, June 2014, real GDP is forecasted to grow 3.6% in the second quarter, with a 3% economy that gets a little healthier in 2016. Not a recovery, but normal growth. While the rate of unemployment continues to trend downward to 5.4% in 2016. It should also be noted that according to U.S. Office of Travel and Tourism Industries, spending of international visitors in the United States continues to ascend showing a jump of more than 9% over 2012. This is another example of continuing growth after the Great Recession.

**U.S. Gross Domestic Product Annual Percent Change
2004 through 2013**



Notes: The percent change in Gross Domestic Product (GDP) is measured by calendar year based on chained 2009 dollars. The annual GDP percent change is projected for calendar year 2013. The 1.9% 2013 forecast does not consider adjustments to methodology made by the BEA in July 2013.
Source: Bureau of Economic Analysis (BEA), U.S. Department of Commerce Gross Domestic Product, Fourth quarter and Annual 2013 (second estimate) April 25, 2014

California Economy

Now, after more than four years of recovery, California is on a more solid footing and is back on track to reclaim its status as the Golden State according to Kyser Center for Economic Research. The recovery is accelerating in just about every part of the State. Despite the recovery being slow, more people are finding jobs, there is improvement in housing and the State budget situation is improving. In 2013, California had regained about 70% of jobs lost during the recession. The steep decline of the California economy during the recession was worsened by the fiscal challenges that began well before the downturn. Although the recovery continues to be very slow, budget surpluses are in sight.

(Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2014–2015 Economic Forecast and Industry Outlook, February 2014). The State unemployment rate continued to improve and fell modestly from 10.5% in 2012 to 8.9% in calendar year 2013. The July 2014 unemployment rate showed continued improvement to 7.4% (seasonally adjusted rate). Nonfarm payroll employment in California during the month of July 2014 increased by 27,700 for a total gain of 1,371,500 jobs since the recovery began in February 2010 (Source: California Employment Development Department, News Release, August 15, 2014).

The 2014 UCLA Anderson Forecast (June 2014 news release) anticipates total employment growth (payroll, farm and self-employed) of 1.8%, and 2.4% and 2.1% for 2015 and 2016 respectively. Non-farm payroll employment will grow similarly, at 2.1%, 2.3% and 2.1% for the three forecast years. Real personal income growth is forecast to be 3.1% in 2014, followed by 4.1% and 4.1% in 2015 and 2016. Unemployment will decline through 2014, averaging approximately 7.7% for this year. In 2015 the unemployment rate is expected to drop to 6.8% on average, a percent higher than the U.S. forecast, and then to 5.9% in 2016.

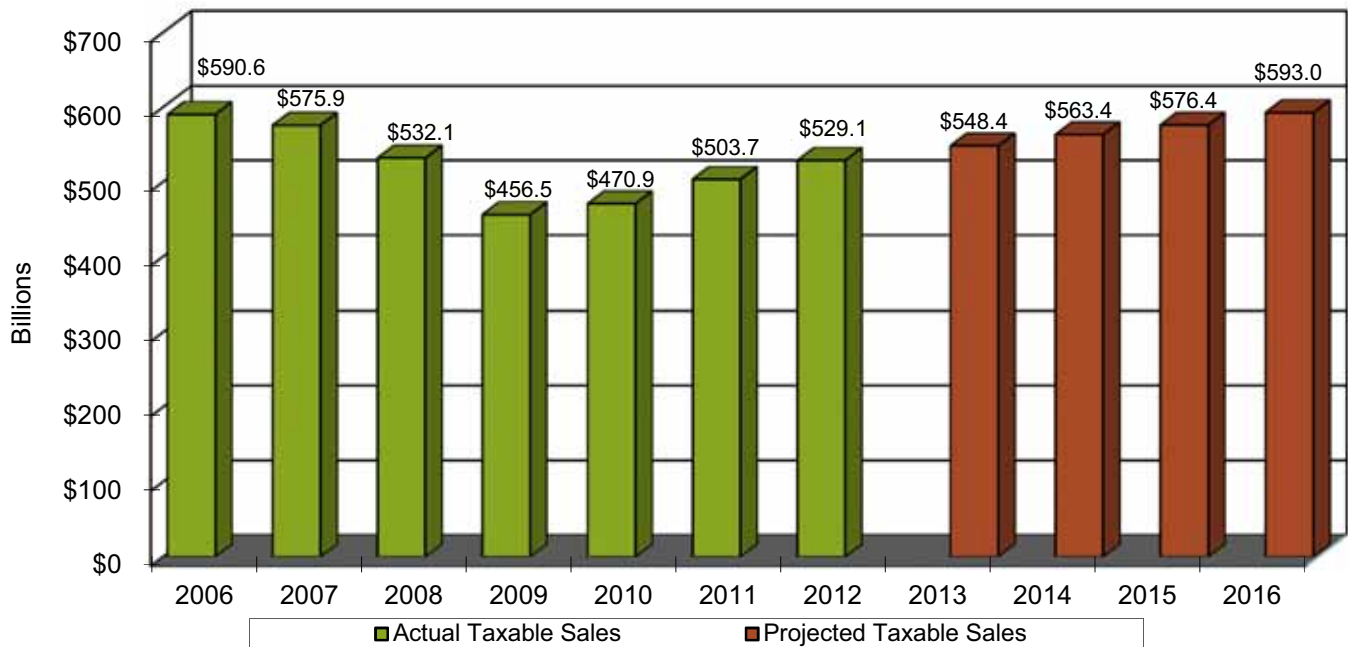
The average monthly employment in California's Aerospace and Technology sector in 2013 was 1.03 million workers, an increase of 23,400 or 2.3% compared with 2012. Agriculture jobs had an increase of 11,900 workers or 3.1% in 2013 compared with a year earlier. The health care industry in California has been a steady source of employment, adding jobs even during the recession, with year-over-year gains averaging 2.1% from 2009 through the first half of 2013. The second half of 2013 however had a slowdown in hiring due to federal government sequestration and Patient Protection and Affordable Care Act limitations on Medicare reimbursement to providers. International trade continues to play an important role in the State's economy. California ranks as the second largest exporting State in the country, with imports outweighing exports by a two-to-one margin.

Tourism and hospitality jobs increased as all of the major California metropolitan areas experienced gains in both occupancy rates and average daily rates due to rising demand for hotel rooms. Construction activity and employment have both experienced noteworthy gains in 2013 after struggling for several years. New home permits are expected to show significant gains of 41.4% in 2014 and 35.0% in 2015 (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2014–2015 Economic Forecast and Industry Outlook, February 2014).

In 2009, real personal income declined 3.7%, but since that time real personal income grew by 1.5% in 2010, 4.6% in 2011 and 2.8% in 2012. It is forecasted to grow by 1.3% in 2013, 3.1% in 2014 and 4.1% in 2015. Taxable sales declined 14.2% in 2009, and then grew by 3.1% in 2010, by 7.0% in 2011, by 5.0% in 2012, and are estimated to grow by 3.7% in 2013, by 2.7% in 2014, by 2.3% in 2015 and by 2.9% in 2016. These numbers are based on 2009 dollars, different from what was used in the 2013–15 Adopted Operational Plan which were based on 2005 dollars. See the chart below for detail.

In the housing sector, the state's falling home sales and dramatically rising prices, is an indication of a normalization in housing markets rather than a slowdown and, therefore,

California Annual Taxable Sales Trend 2006 through 2016



Note: Taxable sales are stated in calendar year 2009 dollars.
Source: UCLA Anderson Forecast, June 2014.

home construction should continue its return to normal activity (Source: UCLA Anderson Forecast, June 2014). The number of California homes entering the formal foreclosure process last quarter (April through June 2014) dropped to the lowest level since late 2005 which is the result of a stronger economy and higher home values. A total of 17,524 Notices of Default (NoDs) were recorded at county recorders offices last quarter. That was down 8.8% from 19,215 in the prior quarter, and down 31.9% from 25,747 in second quarter 2013. Trustees Deeds recorded (TDs), or the final loss of a home to the foreclosure process, totaled 7,392 last quarter, the lowest level for any quarter since 6,078 TDs were filed in fourth quarter 2006. The all-time peak was 79,511 foreclosures in third-quarter 2008. (Source: DataQuick July 17, 2014 Foreclosures Press Release).

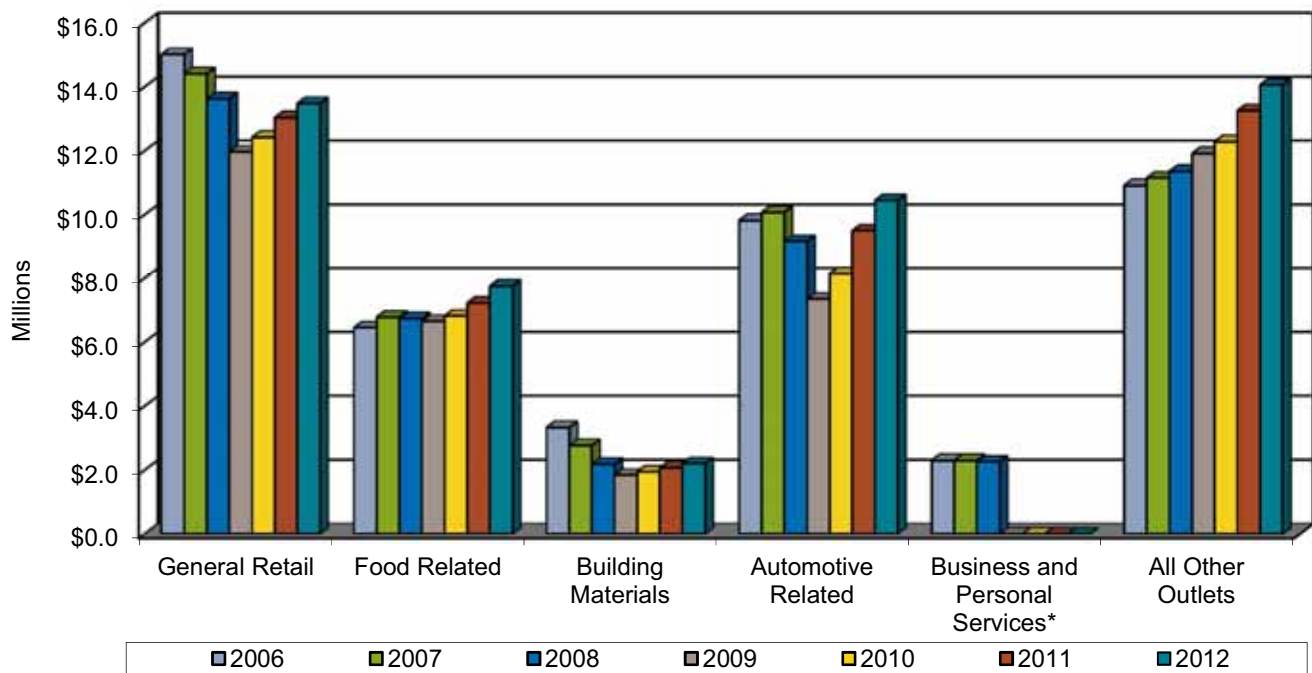
California's economy is expected to have a continued slow to no-growth in inland areas and above average growth for coastal areas. Nonfarm employment grew by 2.4% in 2012, by 3.0% in 2013 and is projected to grow by 2.1% in 2014 and 2.3% in 2015. (Source: UCLA Anderson Forecast, June 2014).

San Diego Economy

San Diego's economic outlook continues to be moderately positive. The region's economic stability is based on federal spending, innovation clusters, tourism and real estate. Government operations account for 18% of the region's GDP. Since the end of the Cold War, the military's presence has diminished but remains an important driver of the region's economy. San Diego is a thriving hub for the technology-oriented industries and an important manufacturing center as well as a popular travel destination. The quality of life attracts a well-educated, talented workforce and well-off retirees which contribute to a positive outlook in consumer spending.

Another indicator of economic health is county taxable sales. Taxable sales began to decline overall in the county in 2007 that continued through 2009. In 2010, taxable sales showed moderate growth which continued in 2011 and 2012 has shown continued improvement although not as great as 2011. Moderate growth in taxable sales is expected to continue in 2013 and 2014 in the region.

**San Diego County Taxable Sales by Category
2006 through 2012**



Note: In 2009, the State Board of Equalization began summarizing taxable sales using the North American Industry Classification System (NAICS) codes. As a result, industry-level data for 2009 are not comparable to that of prior years. *Due to the coding changes described above, this category no longer exists. For calendar year 2009 and following years, taxable sales in the Business and Personal Services category have been absorbed and redistributed to the remaining categories.

Source: State Board of Equalization

Unemployment in the San Diego region continues to improve. Preliminary July 2014 unemployment figures indicated a rate of 6.6%, compared to a rate of 8.0% in July 2013. Compared to other Southern California counties, San Diego compares favorably with only Orange County experiencing a lower unemployment rate. For the calendar year 2013, the average unemployment rate for San Diego County was 7.5%, only 0.1% higher than the U.S. national average, compared to an average rate of 9.2% for the 10 largest counties in California (Source: California Employment Development Department). San Diego County is forecasted to post an average annual unemployment rate of 6.4% for 2014 and 5.6% in 2015 (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2014–2015 Economic Forecast and Industry Outlook, February 2014).

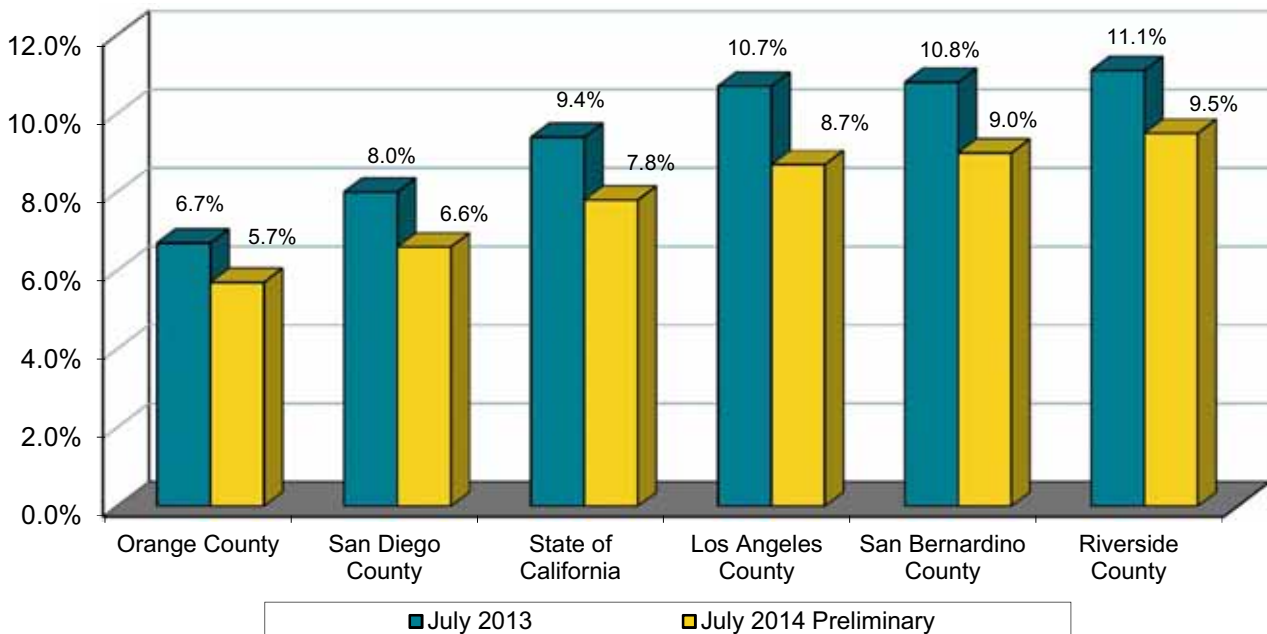
Inflation, as measured by the Bureau of Labor Statistics consumer price index for all urban consumers (CPI-U), showed the cost of living increased 1.2% in 2013 compared to 1.6% in 2012, 3.0% in 2011 and 1.3% in 2010. For 2014, inflation is projected to rise to 2.1% (Source: National University System Institute for Policy Research Economic Ledger, February 2014). For the first half of 2014, prices in

the greater San Diego area, as measured by CPI-U advanced 1.4%. The increase was influenced by higher prices for shelter, gasoline, and food. Over the past 12 months, the CPI-U rose 2.4%. (Source: Bureau of Labor Statistics, Consumer Price Index, San Diego – First Half 2014, August 19, 2014 news release).

Approximately half of San Diego County's population is part of the civilian labor force (1,603,300 in July 2014 preliminary data; Source: California Employment Development Department, Labor Market Information Division, August 15, 2014 news release.) The region is also home to one of the largest military complexes in the world. San Diego's annual average unemployment rate continues to compare favorably to the State rate, and it is expected to be marginally higher than the U.S. rate.

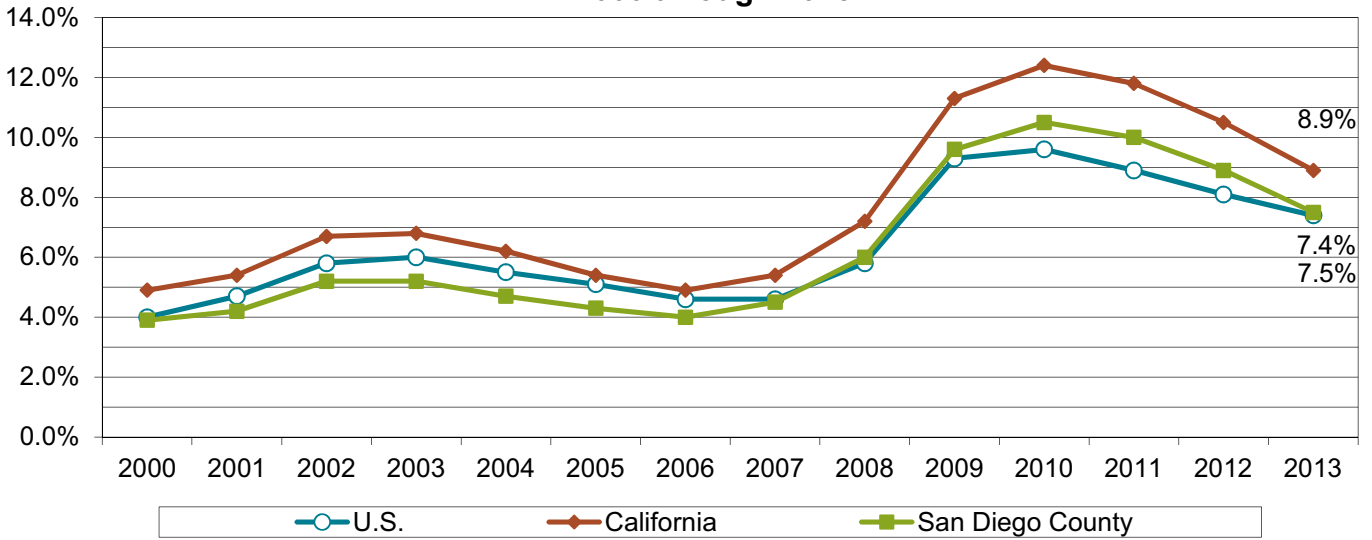
San Diego's median household income has remained relatively flat in recent years, after declines in 2009, 2010 and 2011 due to high unemployment and constrained consumer spending. There was a slight increase in 2011 then a slight decrease in 2012. Median household income for 2013 is estimated to be 0.6% lower than 2012. See the chart on page 24 for details.

Unemployment Rate Comparison by Select California Regions July 2013 and July 2014



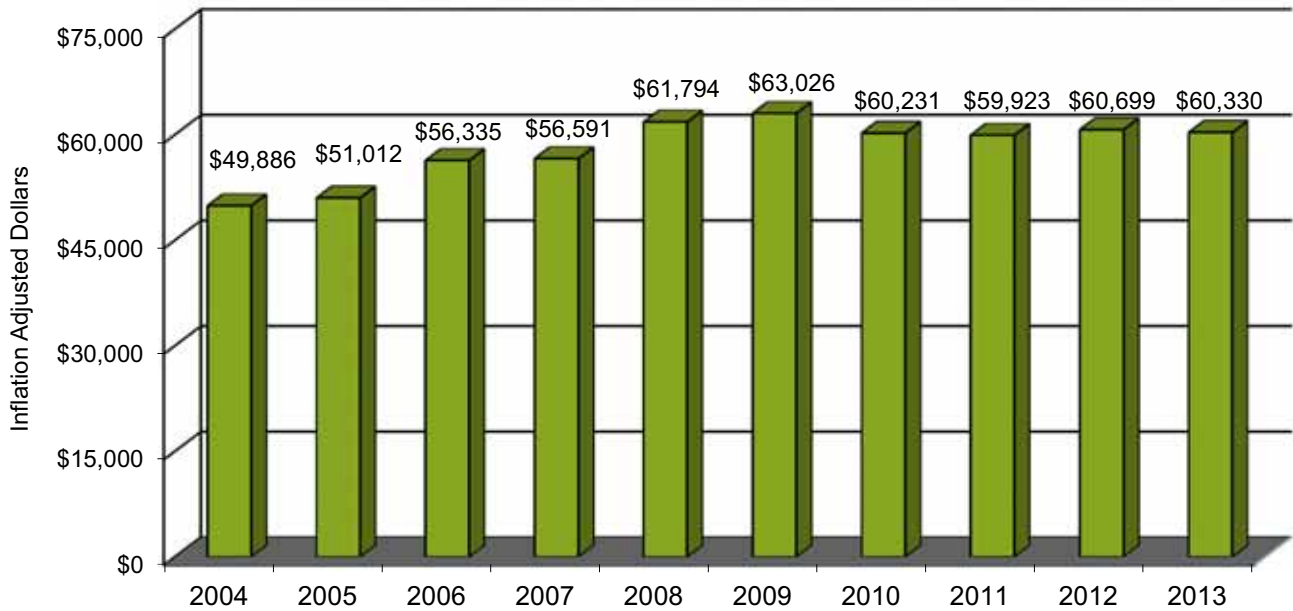
Source: California Employment Development Department, (July 2013; July 2014 Preliminary)

Annual Average Unemployment Rate Comparison U.S., California and San Diego County 2000 through 2013



Notes: Unemployment rates are measured by calendar year.
Source: California Employment Development Department; Bureau of Labor Statistics, U.S. Department of Labor

San Diego County Median Household Income 2004 through 2013



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

San Diego County's residential real estate market is on the mend. Over the year, the median price for an existing single-family home rose and the number of foreclosures on the market has declined (see the chart on the following page).

The median home price of existing homes sold also fluctuated with the housing related turmoil. During 2009 and 2010, median home sales started to rebound from the low experienced at the end of 2008 and early 2009. Median home prices declined marginally in 2011 but show improvement in July 2014 (\$445,000) compared to July 2013 (\$417,500), a 6.6% increase.

Another measure of the recovery in housing is the rate of foreclosures, as well as the companion indices of notices of loan default and deeds recorded (changes in ownership). Foreclosures compared to total deeds recorded (change in ownership) averaged 0.3% over the three-year period of 2003, 2004 and 2005, then rose significantly beginning in 2006, reaching 16.9% in 2008 and declining to 2.3% in 2013. The number of total deeds recorded has fallen significantly since 2003 from 223,087 to a low 115,540 in 2008. Total deeds have started to improve, with a total of 146,829 through December 2012 from 119,933 the year prior. Although the number declined slightly to 139,496 through

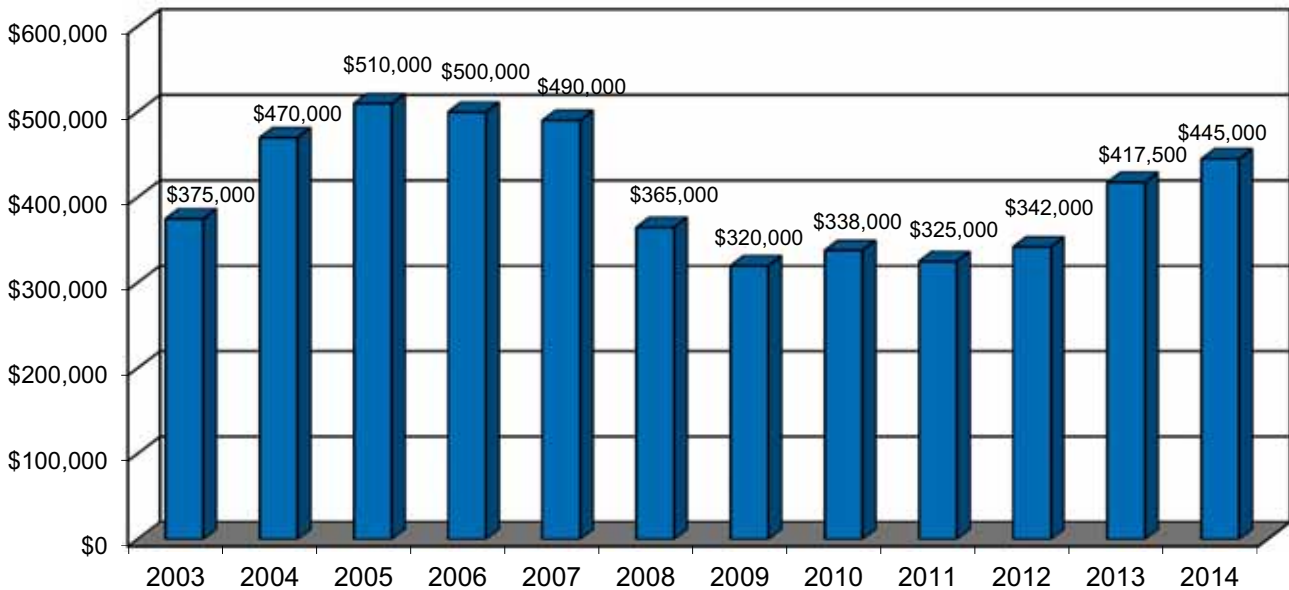
December 2013, this is still an improvement compared to the 2008 low of 115,540.

In San Diego County, notices from lenders to property owners that they were in default on their mortgage loans increased markedly from 2003 through 2009, and foreclosures rose dramatically from 2003 through 2008 before declining 21% in 2009. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6% from 2003 through 2005. During the recession, this indicator peaked at 57.5% in 2008 and declined to 42.5% in 2013.

San Diego's travel and tourism industry is growing with demand for hotel rooms outpacing new supply. Occupancy rates hit 80.4% in the third quarter of 2013 compared with 79.4% during the same period in 2012. Average daily room rates have also accelerated, rising to \$150.89 and surpassing the previous peak set in 2008 (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2014–2015 Economic Forecast and Industry Outlook, February 2014).

Tourism is San Diego's second largest industry, generating \$18.7 billion in economic impact. It is a top industry and revenue generator contributing to the \$184.3 billion Gross Regional Product (GRP).

San Diego County Median Price of Existing Homes Sold 2003 through 2014



Note: Median home price of all existing homes sold in July of each year.
Source: California Association of Realtors/DataQuick Information System

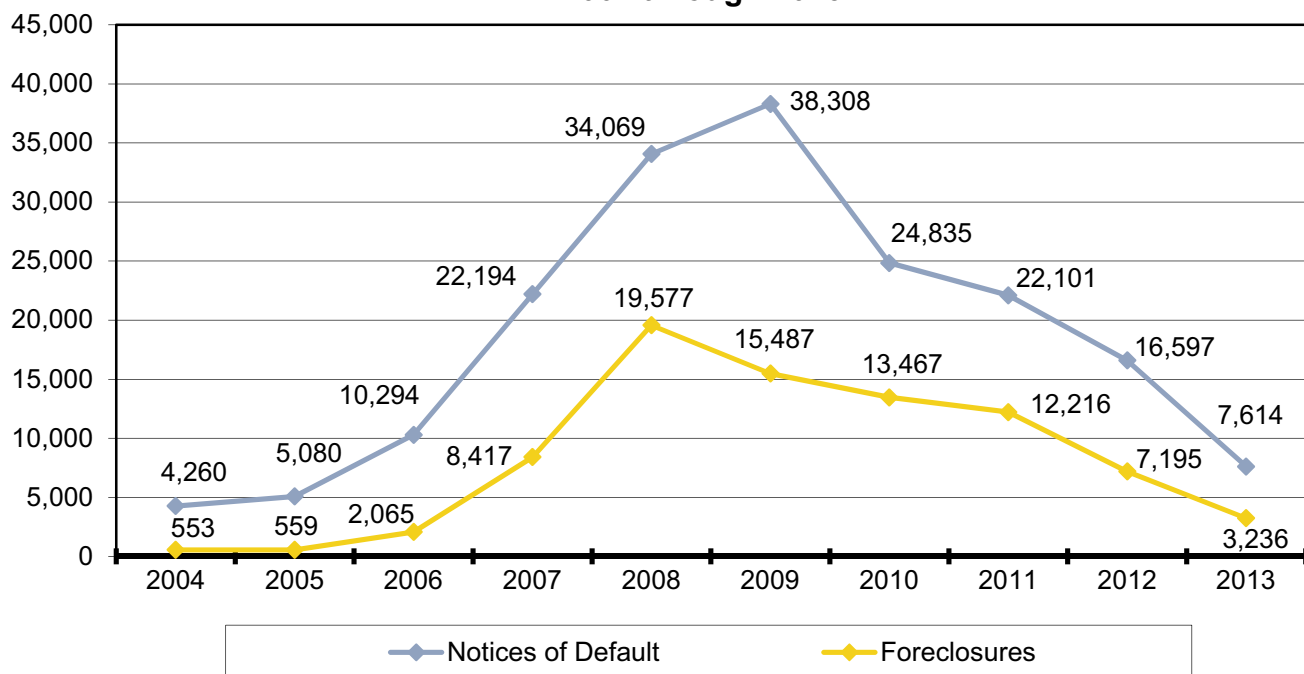
The number of San Diego visitors (day and overnight) was 33.1 million in 2013. The visitor industry employs about 165,900 San Diegans in fields directly related to the hospitality industry, including lodging, food service, attractions, and transportation. During Fiscal Year 2013 (July 2012-June 2013), approximately \$203 million was collected in Transient Occupancy Tax revenue (Source: San Diego Tourism Authority, San Diego County 2014 Visitor Industry General Facts). Visitor hotel expenditures were stronger, advancing 5.5% to \$2.6 billion (as of the third quarter of 2013). Average daily hotel expenditures increased across all visitor segments (Source: San Diego Tourism Marketing District 2013 Annual Report).

Tourism in the San Diego region last peaked in 2006, with the number of visitors reaching approximately 32.2 million. Total number of visitors declined through 2009; however, tourism improved gradually in 2010 increasing by 0.9%; improving by 4.3% in 2011 and 3.6% in 2012. Visitor expenditures exceeded \$8.3 billion last year. Visitor counts are expected to increase by 1.6% to 33.5 million in 2014

and total expenditures by 5.4% to approximately \$8.8 billion according to the Kyser Center. Longer term, visitor growth is forecast to rise above two percent in 2015 before settling down to an average growth rate of 1.8%. Spending growth will slow after 2014, but remain stable through 2016 (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2014–2015 Economic Forecast and Industry Outlook, February 2014).

San Diego's economy is widely expected to continue improving in 2014, but the consensus at the San Diego County's 30th Annual Economic Roundtable on January 2014 was that economic growth is not expected to be robust. The State's financial outlook is also improving as budget surpluses are expected in Fiscal 2014-15 and going forward. The strategies being employed by the County and its individual Groups and departments to manage the public's resources are described in the following pages that summarize the expenditures, revenues and staffing levels for Fiscal Years 2014–15 and 2015–16.

San Diego County Total Notices of Default and Foreclosures 2004 through 2013



Notes: A Notice of Default is an official notice of payment delinquency to a borrower with property as security under a mortgage or deed of trust; it prescribes the terms that must be met in order to prevent foreclosure proceedings. Foreclosures are measured by the number of Trustee's Deeds recorded.
Source: San Diego County Assessor/Recorder/County Clerk

Governmental Structure and General Management System

Governmental Structure

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

The Charter of San Diego County provides for:

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

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

decisions that pertain to the functions assigned to that officer; and supervises the expenditures of all departments.

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

The General Management System

The General Management System (GMS) is the County's strategic framework that guides operations and service delivery to residents, businesses and visitors. The GMS identifies how the County sets goals, prioritizes the use of resources, evaluates performance, ensures collaboration and recognizes accomplishments in a structured, coordinated way. By communicating and adhering to this strategic framework, the County of San Diego is able to create and maintain an organizational culture that values transparency, accountability, innovation, and fiscal discipline and that provides focused, meaningful public services.

At the heart of the GMS are five overlapping components which ensure that the County asks and answers crucial questions, as well as completes required deliverables.

- Strategic Planning
- Operational Planning
- Monitoring and Control
- Functional Threading
- Motivation, Rewards and Recognition

These 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. More information about the GMS and the Strategic Plan is available online at: www.sdcountry.ca.gov/cao/.



Context for Strategic and Operational Planning

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

A county that is safe, healthy and thriving

By establishing a clear Vision, the County can articulate the strategies it will take to carry out its Mission. The Mission reflects the County's commitment to understand and respond to the critical issues that affect county residents:

To efficiently provide public services that build strong and sustainable communities

The County recognizes that “The noblest motive is the public good.” As such, there is an ethical obligation to uphold basic standards as we conduct operations. The County embraces the following values and guiding principles:

- Integrity—We are dedicated to the highest ethical standards.

- Stewardship—We will ensure responsible stewardship of all that is entrusted to us.
- Commitment—We are committed to excellence in all that we do.

Strategic Planning

The County ensures operations are strategically aligned across the organization by developing a five-year Strategic Plan that sets forth its priorities and what it will accomplish with its resources. The Strategic Plan is developed by the Chief Administrative Officer and the County Executive Team, based on the policies and initiatives set by the Board of Supervisors and an enterprise review of the issues, risks and opportunities facing the region. All County programs support at least one of these three Strategic Initiatives or the Required Disciplines for Excellence through objectives that make achievement of the initiatives possible. The Strategic Initiatives and their supporting objectives include:

- Safe Communities: Promote safe communities
 - Protect residents from crime and abuse
 - Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights
 - Reduce recidivism and help offenders successfully reenter society
 - Make neighborhoods safe to live, work and play
 - Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies
- Sustainable Environments: Support environments that foster viable, livable communities while bolstering economic growth
 - Provide for planning, development, infrastructure and services that support the local economy and are fundamental to a strong, vibrant region
 - Implement strategies that protect our natural and agricultural resources, diverse habitats and sensitive species, and promote energy efficiency and conservation
 - Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences
 - Encourage residents to engage in community life, civic activities, volunteering, and recreational interests
- Healthy Families: Make it easier for residents to lead healthy lives while improving opportunities for children and adults
 - Help residents adopt a healthy lifestyle

- Make neighborhoods healthy places to live, work and play
- Improve access to high-quality and efficient health care that leads to improved physical and behavioral health
- Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospects of residents

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

- **Accountability, Transparency and Ethical Conduct:** Ensure accountability to ourselves and the public by upholding the highest ethical, financial and legal standards in addition to requiring that County business be conducted as openly as possible.
- **Customer Satisfaction:** Ensure customers are provided with superior services, while continually seeking opportunities for an improved experience.
- **Fiscal Stability:** Maintain fiscal stability through key management practices, including financial planning and forecasting, to ensure a structurally balanced budget and the availability of services for customers.
- **Regional Leadership:** The County forges cooperative partnerships, educates, and leverages resources to optimize services for residents.
- **Skilled, Adaptable and Diverse Workforce:** Develop and maintain a skilled, adaptable and diverse workforce that turns plans and resources into success while providing opportunities for well-being.
- **Continuous Improvement and Innovation:** Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for taxpayers.
- **Essential Infrastructure:** Provide the facilities and structures to ensure superior service delivery to our residents.
- **Information Services:** The County will be the center of Information Services innovation for advancing the delivery of County services, anytime and anywhere.

To ensure that the Strategic Plan incorporates a fiscal perspective, the CAO, ACAO/Chief Operating Officer and General Managers annually assess the long-term fiscal health of the County and review a five-year forecast of revenues and expenditures to which all departments contribute. This process leads to the development of preliminary short and

medium-term operational objectives and the resource allocations necessary to achieve them. The complete Strategic Plan is available online at: www.sdcounty.ca.gov/cao/.

Operational Planning

The Operational Plan provides the County's financial plan for the next two fiscal years (e.g., July 1, 2014 through June 30, 2016). However, pursuant to Government Code §29000 et seq., State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as the County's budget. The Board approves the second year of the plan in principle for planning purposes. To demonstrate that resources are allocated to support the County's Strategic Plan goals, all program objectives in the Operational Plan and department performance measures are aligned with the Strategic Plan Initiatives and/or the Required Disciplines for Excellence.

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

Performance Measurement

Since Fiscal Year 2005–06, the County has undertaken an extensive effort to demonstrate performance to citizens through reporting meaningful and uncomplicated performance measures. The focus was shifted from reporting on what was happening to the organization, to what is happening in the lives of residents, customers and stakeholders because of County services. This effort remains a priority and each department is required to measure performance in terms of outcomes, or how they affect people's lives, not just a count of the activities they perform. The most significant measures are reflected in this document as part of the respective narrative section of each department's budget presentation.

Enterprise Initiatives

Enterprise initiatives emphasize that everyone in the County workforce shares responsibility for helping the organization adapt to change and move forward in this fast-paced world. Past enterprise initiatives challenged County employees to identify and prepare for the signifi-

cant changes taking place in their workplace, community, economy and world using the GMS framework. The Knowledge Worker initiative required County managers and employees to identify: how their units were addressing the region's increasing need for resource conservation and sustainability and how staff will manage the exploding amount of information available to them to stay on the cutting edge of their fields. Additionally, the Government Without Walls (GWOW) initiative built on these principles by challenging the workforce to make better use of technology tools to accomplish its goals and to identify how the County can make its operations and the organization more nimble, mobile and adaptable as circumstances and needs change. The most recent enterprise initiative is the Leadership Development Model which outlines six competencies that exemplify the outstanding leadership that executives and managers across the organization hold as a standard to model and receive feedback on their performance.

Examples of how County employees are embracing these enterprise initiatives and what they have accomplished are now reflected throughout the enterprise. In keeping with the GMS disciplines and our commitment to continuous improvement, the County will continue to look ahead and aggressively embrace, adapt to and use the increasingly fast pace of change to ensure that County services meet residents' needs and provide the best value to taxpayers.

Monitoring and Control

Monitoring and Control is the portion of the GMS that requires the County to track, report and adjust, as necessary, the operations underway to ensure services are delivered and goals are accomplished as planned. A number of processes and activities have been established over the years for accountability. There are monthly department

reviews of programs and finances, quarterly business group reviews to the CAO, a quarterly Risk Oversight Committee to address significant legal, financial, contractual and operational risks to the County and a quarterly Audit Committee that advises the CAO on internal and external audits, risk assessments, as well as internal controls and governance matters. This level of accountability extends to employee performance reviews where performance expectations and goals for the rating period are outlined and reviewed on an annual basis.

Functional Threading

Functional threading is the process of collaboration throughout the organization to pursue goals, solve problems, share information, and leverage resources. It can be as simple as a monthly leadership meeting held by the CAO to cross functional collaboration on grants to briefings on agenda items to Board aides to implementing shared initiatives with multiple stakeholders both internal and external to the County.

Motivation, Rewards and Recognition

This final component of the GMS ensures our employees are engaged and striving for excellence across the organization. One way the County recognizes, rewards and motivates employees is by offering opportunities for training and continued education that support and encourage their professional growth, development and career success. Examples include leadership academies and seminars, mentor programs and a tuition reimbursement program. This investment in our workforce ensures they are skilled and engaged to provide the best customer service and delivery for our residents. Please see the following Awards and Recognition section for the honors County programs have received.

Awards and Recognition

The County of San Diego is always looking for ways to improve the lives of residents and save taxpayer dollars by cutting costs, streamlining processes, incorporating the latest technology and expanding services. We do it to improve communities, but it's an added bonus when people take notice!

Here's a look at the recognition the County received during the past fiscal year for its leadership and excellence in operations.

San Diego County Taxpayers Association

The San Diego County Taxpayers Association gives organizations that employ cost-efficient, smart governing decisions and innovative initiatives its Watchdog Awards. Of those winners, one is selected as the Grand Golden Watchdog Award. San Diego County has taken home that honor three years in a row.

- In 2014, the County was named along with the City of San Diego, the U.S. Navy and the U.S. Marine Corps for working together to fight wildfires that had taken place only months before the ceremony. This cooperation among local, state and federal governments enabled firefighters, the military, emergency medical service providers and law enforcement to put the fires out quickly, minimize damage and help residents stay safe.

National Association of Counties (NACo)

The National Association of Counties recognizes innovative county government programs from across the nation each year. In 2014, the County of San Diego received 34 NACo awards—the highest number of awards in California and tied with another county for the most in the nation. Two programs, "AlertSanDiego" and "Community Transition Center" not only won awards, but were judged "Best in Category." See below for highlights and learn more about the awards on County News Center at www.countynewscenter.com/news/san-diego-county-wins-34-achievement-awards-outstanding-programs.

- "AlertSanDiego (*Office of Emergency Services*): The County's Department of Emergency Services was honored for teaming up with the Target Corp. to give free tents donated by the company to the first 2,000 local residents who filled out Family Disaster Plans and registered with AlertSanDiego, the County's emergency alert system for cell phones. Learn more at www.countynewscenter.com/news/pledge-prepare-win-tent.

- Community Transition Center (*San Diego County Probation Department*): Probation created a new County unit to help deal with "Public Safety Realignment"—the state's 2011 move to shift responsibility for thousands of prisoners from state prisons to counties—by making sure offenders undergo assessments, treatment and case-plan development before being released into the community.
- Operations Center Redevelopment for Consolidation and Effectiveness (*Department of General Services*): The redevelopment project used a creative public-private approach to create a government center that consolidated public and internal services in a walkable, energy-efficient and model campus. The multi-year phased project replaced outdated and inefficient one- and two-story buildings.
- San Diego Legends (*San Diego County Library*): The Legends project lets San Diego elders lead selected youth by example. The elders exemplify lifestyles that embrace the community's diversity, spiritual integrity, humanism and healthy living. Their lives and accomplishments are a testament to the nobility of hard work, respect for each other, commitment and a 'greater good.'
- Family Advocate Program (*San Diego County Probation Department*): Retired probation officers serve as Family Advocates to help reduce language and cultural barriers for Hispanic youth and others involved in the juvenile justice system. Probation employs two bilingual Family Advocates who work at the Juvenile Court and help steer youth and their parents through the complex legal process to help address court and probation requirements.
- First 5 San Diego Quality Preschool Initiative (*First 5 Commission*): The initiative implements high-quality preschool programs that will help reduce the school readiness gap and improve children's school achievements in San Diego County. It is designed to ensure access to a high-quality preschool experience at no cost to families in 17 targeted high-need communities. The program promotes high standards for the delivery of early childhood education program services and learning environments based on state and nationally recognized best practices.
- Workers Compensation e-Billing (*Department of Human Resources*): An initiative that expanded the use of current vendor software to drastically reduce the volume of paper used for workers compensation

Awards and Recognition

medical bills. The project came at no cost to the County and has significantly improved staff efficiency in processing and paying medical bills.

- E-Notification (*Treasurer-Tax Collector*): A program designed specifically to remind taxpayers that their property tax payment will soon be due.
- Property Tax Drive-Thru "Drop-n-Go" Payment Program (*Treasurer-Tax Collector*): Property tax payments made by vehicle drive-through during peak periods.
- Behavioral Health Court (*Public Defender*): Behavioral Health Court is a collaborative program that helps formally diagnosed mentally ill offenders receive treatment, supervision and guidance on reaching life goals rather than jail time. It holds individuals accountable while helping them change for the better. The pioneering, innovative program helps offenders develop skills, receive appropriate mental health services and support in maintaining stable lives. The County of San Diego established the program to end the jail/prison revolving door many mentally ill offenders find themselves in. Defendants in this program are required to plead guilty to their crimes, but then receive treatment to reduce criminal activity.
- Community Resource Directory (*San Diego County Probation Department*): The San Diego County Probation Department has created a web-based Community Resource Directory to assist in linking probationers to appropriate community based intervention services based on their assessed needs via a customized case plan. The directory is a catalog of countywide services to which adults and juveniles can be referred in pursuit of their rehabilitation. The service provider reports back to probation officers on offender progress toward meeting program goals.
- DNA CODIS Hit/CMS Integration Program (*District Attorney*): The DNA CODIS Hit/CMS Integration Program is an innovative effort to enhance public safety by making DNA data automatically accessible for prosecutors. The real-time notifications allow the deputy district attorneys to connect a defendant to a new crime scene, even if it is someone they have prosecuted in the past.
- San Diego Electronic Probable Cause Declaration (*San Diego County Sheriff's Department*): The project streamlines the presentation of probable cause declarations from arresting officers, via the jail to the courts for judicial review to determine if an arrestee shall remain in County Jail pending arraignment. It was a joint initiative between the San Diego County Sheriff

and the Superior Court. This information technology project was internally developed by the San Diego County Sheriff's Department's Data Services Division.

- Tsunami Inundation Zone Mailing Project (*Office of Emergency Services*): The County of San Diego spearheaded a project to create tsunami evacuation zone maps for each of its coastal cities, employing common terminology and symbology to ensure message consistency regardless of where members of the public may be along San Diego's coast. City-specific tsunami information and evacuation brochures were then mailed to every single resident and business within the worst-case scenario tsunami inundation zones as identified by the U.S. Geological Survey.
- Autoscore (*Department of Human Resources*): Human Resources implemented autoscore, which looks at applicants' answers to a series of questions and screens out those who do not meet minimum qualifications. This enables staff to maintain timely hiring processes. The County receives over 90,000 online applications annually.
- Lead Gradient Study of Ambient Air Surrounding the McClellan-Palomar Airport (*Air Pollution Control District/ Department of Public Works*): The Air Pollution Control District collaborated with the County Department of Public Works Airports Division and conducted a special "Lead Gradient Study" of the ambient air surrounding the McClellan-Palomar Airport in which levels of the heavy metal lead were measured from April to May 2013 and determined to be well below national limits. The study is of special significance because the U.S. Environmental Protection Agency has been testing for lead in the air at more than 15 airports nationwide using the single-location sampling protocols and the APCD-Public Works study developed proper testing protocols for airport lead levels to ensure the public is appropriately informed of actual lead levels in the air they breathe.
- Beach and Bay Mobile Website (*Department of Environmental Health*): To meet growing demands in the use of mobile devices and provide timely public health protection information, the Department of Environmental Health launched its Beach Water Quality Monitoring Mobile Website. The site provides up-to-date beach water quality information to protect public health.
- Chemical Suicide Risk Assessment for First Responders and the Public (*Department of Environmental Health*): The County of San Diego, Department of Environmental Health, Hazardous Materials Division conducted an extensive risk assessment to evaluate the hazards associated with responding to hydrogen sulfide suicides and the subsequent disposal of the

hazardous wastes. This risk assessment has been presented and well-received by fire, law and medical professionals at local, regional, national and international conferences.

- **Love Your Heart (*Health and Human Services Agency*):** Love Your Heart is a Valentine's Day event during which the County of San Diego and its partners provide free blood pressure screenings to the public at select sites throughout the San Diego region. The goal of Love Your Heart is to activate San Diegans to "know their numbers" and take charge of their own heart health.
- **Protecting Our Hospitals From Contamination (*Department of Environmental Health*):** The County of San Diego, Department of Environmental Health, Hazardous Materials Division has trained over 400 hospital workers at 19 area hospitals to use Homeland Security equipment for decontamination. Hazardous materials incident victims that arrive at an area hospital potentially can close that hospital if not handled properly. The classes were conducted using adjunct instructors from multiple hospitals to standardize the hospitals and improve interoperability.
- **Safe Pain Medication Patient Handout (*Behavioral Health*):** The San Diego County Prescription Drug Abuse Task Force developed a colorful Safe Pain Medicine Prescribing handout printed in English and Spanish. The handout is given to all patients who are discharged from any emergency department in San Diego County.
- **Plan to Eliminate Homelessness for Families With Children (*Housing and Community Development*):** The County of San Diego Department of Housing and Community Development created a Special Local Preference for Homeless Families for the Housing Choice Voucher Rental Assistance Program (commonly referred to as "Section 8"). This preference is aimed at breaking the cycle of homelessness by providing a resource to prevent homeless individuals and families with children from returning to the streets or shelters once they have graduated from a federally funded transitional housing program.
- **Fall Risk Screenings for Older Adults in Community Settings (*Aging and Independence Services*):** Aging and Independence Services developed a screening to determine older adults' risk of falling.
- **Grandparents Raising Grandchildren (*Aging and Independence Services*):** Aging & Independence Services has been working with community partners and service providers to identify needed resources and support for grandparents raising grandchildren and other kinship caregivers in the community. Their combined efforts have resulted in annual "Grandparents Raising Grandchildren" symposiums held at various regional locations and in the creation of "Handbook for Grandparents and Other Relatives Raising Children," which is available in English and Spanish, and online as well.
- **County Government Jobs Makeover (*Department of Human Resources*):** Redesigned the external website to meet industry trends for design. The department included a promotional video to educate potential employees on available County opportunities, created a user-friendly experience and considered millennials in the design.
- **Electronic Performance Appraisal Notification (*Department of Human Resources*):** The Department of Human Resources improved the administration of performance appraisals in the County by implementing paperless delivery of notifications of performance appraisals due to departments. This saved the County significant annual printing costs and eliminated the labor costs of sorting and mailing the bi-weekly performance appraisal forms to departments.
- **Improved Access to Immunization Services (*Health and Human Services Agency*):** The South Region Public Health team successfully designed, implemented and evaluated a web-based immunization scheduling pilot that has improved access to important public health services. Evaluation data demonstrated a 96.7 percent high customer satisfaction rating and a significant reduction in wait time for services.
- **Job Applicant Self-Scheduling (*Department of Human Resources*):** Human Resources implemented the self-scheduling component of NEOGOV for written exams and interviews for applicants. This provided more convenience and flexibility for applicants and resulted in a reduction of staff time spent scheduling exams and interviews.
- **Legal Paperless System (*Department of Child Support Services*):** The County of San Diego's Department of Child Support Services' Legal Paperless System is an application that eliminated the need for paper files in court. The system reduced costs associated with generating paper files and increased the efficiency of the court hearing process.
- **Wireless Radio Alarm Transmission System (*Department of General Services*):** The Department of General Services developed a Wireless Radio Alarm Transmission System to ensure the continuous, fast, and reliable transmission of critical alarm signals from County facili-



ties. The goal was to improve the performance of the existing alarm communication system, minimize/eliminate reliance on older analog phone lines and, where possible, reduce costs associated with the use of dedicated phone land lines.

- **Community Design Guideline Checklists and Streamlined Process (*Planning and Development Services*):** The program establishes a new ministerial process for the design review of multi-family, commercial and industrial projects within nine unincorporated County village areas with adopted Community Design Guidelines. The new ministerial process is implemented through standardized Design Review Checklists that streamlined the design review process. By complying with the Design Review Checklists, applicants avoid going through the lengthier discretionary process while continuing to ensure that Community Design Guidelines are appropriately applied and community character is maintained.
- ***Live Well San Diego* Initiative Focuses on Population Health, Safety and Quality of Life (*Health and Human Services Agency*):** *Live Well San Diego* is an initiative that promotes a vision of healthy, safe and thriving communities in which every resident across the county can "live well." It marks an evolution in how local government connects with and energizes the public to make positive choices for their own well-being. *Live Well San Diego* involves every department in County government, formally recognized partners across every sector, and five regional leadership teams that drive change at the community level. The backbone or infrastructure of this initiative includes a new website—LiveWellSD.org/—and Top 10 Indicators to capture progress and focus efforts, as well as a process for enlisting and recognizing organizations as *Live Well San Diego* partners.
- **Online Building Permits for Roof-Mount Solar (*Planning and Development Services*):** The County of San Diego Department of Planning and Development Services developed an online application for roof top solar (photovoltaic) permits, and heating/air conditioning. Collectively, the department is processing over 25 percent of total permit volume online. This is a 400 percent increase from a year ago. It saves the customer and County a significant amount of time and money.
- **Fleet Mobile Maintenance (*Department of General Services*):** The Fleet Mobile Maintenance Program, offers an efficient and cost-effective method in providing routine preventive maintenance and repair of County vehicles and equipment operating in remote areas and where there is no fleet maintenance facility within close

proximity. The benefits include a reduction in fuel cost, vehicle mileage and staff downtime associated with transporting vehicles to and from Fleet Maintenance Facilities.

California State Association of Counties (CSAC)

San Diego County led the state in the CSAC annual awards program which honors the most innovative programs developed and implemented by California counties each year. CSAC recognized the County of San Diego with one Challenge Award and six Merit Awards in 2014.

- A Challenge Award went to the County's Accela Automation Implementation, <https://publicservices.sdcounty.ca.gov/citizenaccess/>, a new website to streamline a wide variety of permitting operations and allows you to apply for and pay for certain permits online. People can submit plans, ask to schedule an inspection and conduct research on permits and property information on the new website.

San Diego received Merit Awards for the following:

- **Embedding Eligibility Workers at Local Food Banks:** County Health and Human Services Agency had staff work at two food bank agencies to enhance access to nutrition assistance and health coverage. This partnership helps provide CalFresh (food stamps) and Medi-Cal application assistance.
- **Online Building Permits:** To reduce the time and cost of processing, as well as to improve customer service, the County's Planning and Development Services department developed an online application process for roof-mounted solar panels that has cut the processing time in half and eliminated the need for customers to spend time and money driving to County offices to get their building permits.
- **Paperless Performance Appraisals:** The County's Department of Human Resources improved the administration of performance appraisals by implementing paperless system. This electronic system has saved the County significant annual printing costs and eliminated the labor costs of sorting and mailing forms.
- **Plan to Eliminate Homelessness for Families:** The County established a Special Local Preference for Homeless Families applying for a Housing Choice Voucher Rental Assistance Program (commonly referred to as Section 8). This preference is aimed at breaking the cycle of homelessness.
- **San Diego Emergency Smartphone Application:** This mobile application allows users to access critical information to prepare for, respond to and recover from

disasters in San Diego County, including wildfires. The app is accessible on iPhone, iPad or Android phone and tablet.

- Sheriff's Analysis Driven Law Enforcement (SADLE): The Sheriff's Analysis Driven Law Enforcement team uses traditional investigative techniques along with computer-aided analysis to anticipate and respond to crime trends and hot spots. Overall, the approach has spread through the department and is credited with contributing to a 5 percent reduction in crime in the Sheriff's service areas.

Additional Honors

- First 5 San Diego received a Bronze award in the Campaign-Not-for-Profit category of the **Telly Awards**. The Telly Awards honor outstanding local, regional, and cable TV commercials and programs, video and film productions, web commercials, videos and films. First 5 won for its Early Childhood Health and Education Campaign.
- The SD Emergency mobile app, available at www.sdcounty.ca.gov/appcenter, received the International Association of Emergency Managers' **2013 Global Technology and Innovation Award** for a local government.
- The Department of Purchasing and Contracting received an **Achievement of Excellence in Procurement Award** for the 13th year in a row from the National Procurement Institute. The department was among 179 agencies to win the award, which recognizes organizational excellence in procurement by measuring innovation, professionalism, e-procurement, productivity and leadership attributes.
- The Auditor and Controller earned the **Popular Annual Financial Report (PAFR) Award**. The Government Finance Officers Association created the PAFR Awards Program to encourage and help state and local governments extract information from their comprehensive annual financial report to produce high quality popular annual financial reports. The County's PAFR is available at www.sdcounty.ca.gov/auditor/cafr.html.
- Two County projects won the **Center for Digital Government Best of California Awards**. The Department of Child Support Services won for its Legal Paperless System in the "Best Application Serving an Agency's Business Needs" category. Learn more about the app at www.countynewscenter.com/video?v=152554. The Office of Emergency Services won for its SD Emergency mobile app (available at www.sdcounty.ca.gov/appcenter) in the "Best Mobile/Wireless Project" category.
- The San Diego County Investment Pool has once again received the **Certificate of Achievement for Excellence in Financial Reporting**. The award, given by the Government Finance Officers Association (GFOA), represents the highest form of recognition in governmental accounting and financial reporting.
- The County was recognized with the **Distinguished Budget Presentation Award** for the Adopted Operational Plan Fiscal Years 2013-2014 & 2014-2015. This makes 12 consecutive years that the GFOA has recognized the County's commitment to the highest standards of governmental budgeting.
- Aging and Independence Services received two **Achievement Awards from the National Association for Area Agencies on Aging** for the More on the Menu (MOM) program and the Peer Educator Development and Leadership (PEDAL) program. MOM provides fresh produce to homebound older adults. Learn more at www.countynewscenter.com/news/helping-seniors-put-more-menu. PEDAL is an innovative program designed to support chronic disease self-management.
- Supervising Environmental Health Specialist, Nick Vent, was given a **Fire and Life Safety Educator of the Year** award from the Fire Prevention Officers Section of the San Diego County Fire Chiefs' Association. The award is presented to a public educator, fire inspector or firefighter who is selflessly dedicated to public fire safety education. Vent was nominated because of the extensive hazardous materials response and terrorism awareness training he has provided over the years in his role with the Department of Environmental Health.
- The Edgemoor Skilled Nursing Facility in Santee was honored by the American Health Care Association/National Center for Assisted Living with the **2013 Not-for-Profit Program of the Year** award for the Sierra Stroll Program. The program helps patients who suffer from dementia, mental illness and aggression by allowing them to engage in social and physical activities to improve their physical and mental health.
- The Help and Outreach to Protect the Elderly (HOPE) Team received one of 10 prestigious national **Community Partnership Awards** from Mutual of America. The team is a partnership of health, social service and law enforcement agencies focused on helping the most vulnerable victims of elder abuse get back on their feet and avoid being re-victimized.
- County Communications Office videographer Suzanne Bartole was awarded an **Emmy** for her profile of mountain bikers who volunteer with the Sheriff's Department



■ ■ ■ Awards and Recognition

Search and Rescue Team. The story is featured on County News Center and also ran on the CNC-TV's "County Chronicles" program. Bartole received the award from the National Academy of Television Arts and Sciences Pacific Southwest chapter. Watch www.countynewscenter.com/video?v=152269.

- County News Center (www.countynewscenter.com/) was named the best in the nation in local government multimedia. It was honored by the National Association of Telecommunications Officers and Advisors with the distinction of **First Place for Overall Excellence**.
- The County earned two **Gold Beacon Spotlight** awards from the California State Association of Counties for its efforts to reduce energy consumption and practice sustainability. The first award was for "Sustainability Best Practice Activities" after the County implemented 20 best practices in 10 different areas. The second was for "Energy Savings at Facilities" for reducing electricity and natural gas use in County buildings by more than 10 percent between 2006 and 2012. The Beacon Awards recognize cities and counties for reducing greenhouse emissions, saving energy and adopting policies and programs that promote sustainability.
- A project to update the County Transportation Impact Fee (TIF) won a **Small Firm Merit Award** in the 2014 Engineering Excellence Awards competition, sponsored by the American Counsel of Engineering Companies. A TIF is a fee that developers pay to mitigate the cumulative impacts of development.
- The California Park and Recreation Society presented the **Creating Community Award of Excellence for Environmental Stewardship** to the County for its efforts in involving the community in beautification projects, community cleanups and environmental education. Learn more at www.countynewscenter.com/news/celebrating-milestone-regional-park.
- The top passport official in the United States presented the Clerk of the Board with a **Leadership Award** for his exceptional commitment to the passport program in San Diego County, outstanding customer service and adherence to rigorous standards.
- The Department of General Services received the **2013 Public Facility Award of Excellence** from the California Counties Facilities Services Association. DGS demonstrated exceptional dedication to facilities excellence through best practices, process innovation, staff development, department automation and energy program improvements.
- Two County of San Diego projects, the Rancho San Diego Sheriff Station and the Registrar of Voters building at the County Operations Center, received the Construction Management Association of America's **Project Achievement Awards**, which recognize excellence in construction management. The American Public Works Association also recognized both projects as representing the best in the public works profession.
- The City of San Diego's Environmental Services Department selected the County as a Director's Recycling Award winner. The 2014 Waste Reduction and Recycling Awards recognized the County as an environmental leader through our combined efforts in waste reduction and recycling.
- County News Center won five first place honors at the Annual Conference for the California & Nevada Region of the National Association of Telecommunications Officers & Advisors. The awards were for **Best Website, Best Use of Social Media, Magazine Program** for "County Chronicles", **Public Safety** (for our Realignment video) and **Documentary-Profile**.
- Sheriff's Deputy William Dunford recently received the **Charles "Bud" Meeks Valor Award** for Deputy Sheriff of the Year, one of the highest honors a deputy sheriff can receive in the nation from the National Sheriff's Association. He is credited for helping save the lives of two fellow deputies. Read his story: www.countynewscenter.com/news/deputy%E2%80%99s-aid-wounded-partners-earns-top-honor.
- The Fire Safe Council of San Diego County, a nonprofit agency promoting fire prevention and management, presented the County Fire Authority with an **Agency Award** for providing exceptional service within the community. The award recognized the Fire Authority for funding work that better prepared more than 200 properties in the East County for the 2014 fire season.

Budget Process

CAO Recommended Operational Plan

The budget process begins annually with submittal of the CAO Recommended Operational Plan, which was referred to as the CAO Proposed Operational Plan prior to Fiscal Year 2013–14. This document is a comprehensive overview of the Chief Administrative Officer's (CAO) recommended plan for the County's operations for the next two fiscal years. It is submitted to the Board of Supervisors in May of each year. It includes:

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

Public Review and Hearings

Prior to adopting a budget, the Board of Supervisors conducts public hearings for 10 calendar days. Pursuant to California Government Code §29081, budget hearings may be continued from day to day until concluded, but not to exceed a total of 14 calendar days. This process commences with presentations by community organizations that have applied for grant funds available through the Community Enhancement Program. Public hearings on the Operational Plan begin during the first half of June.

All requests for revisions to the CAO Recommended Operational Plan, whether from members of the Board of Supervisors, County staff, County advisory boards or members of the public, must be submitted to the Clerk of

the Board in writing by the close of public hearings. These may include:

Change Letter

Change Letters are recommended changes to the CAO Recommended Operational Plan submitted by the CAO and/or members of the Board of Supervisors. The CAO Change Letter updates the CAO Recommended Operational Plan with information that becomes available after the latter document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Recommended Operational Plan or as a result of 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

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

Citizen Advisory Board Statements

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

Budget Deliberations

Budget Deliberations occur after the conclusion of public hearings when the Board of Supervisors discusses the CAO Recommended Operational Plan, any requested amendments and public testimony with the CAO and other County officials as necessary. Based on these discussions, the Board gives direction to the CAO regarding the expenditure and revenue levels to be included in the final operational plan. Once Budget Deliberations conclude, the Board gives approval, by majority vote, to operate pending the formal adoption of the budget for the coming fiscal year. Board of Supervisors Budget Deliberations are usually completed by the end of June.

Referrals from Budget

Referrals from Budget are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The applicable business group is responsible for providing the requested information to the Board of Supervisors. Any changes to the approved budget prior to adoption require a four-fifths vote of approval by the Board.

Budget Adoption

Budget Adoption occurs at a separate public hearing following the Board's Budget Deliberations. The budget, as finally determined, is adopted by resolution requiring a majority vote of the Board of Supervisors. Any changes to the adopted budget require a four-fifths vote of approval by the Board. Budget adoption typically occurs in August.

Adopted Operational Plan

The Adopted Operational Plan shows the Board of Supervisors' adopted budget for the immediate fiscal year and the plan approved in principle for the following year. The Adopted Operational Plan is an update of the CAO Recommended Operational Plan reflecting revisions made by the Board of Supervisors during Budget Deliberations. Unlike the CAO Recommended Operational Plan, which displays the two prior fiscal years' adopted budgets and the recommended amounts for the two upcoming fiscal years, the Adopted Operational Plan provides perspective by displaying actual expenditures and revenue at the group/agency and department level for the two prior fiscal years, as well as the adopted and amended budget for the immediate prior fiscal year. The amended budget for each department is the budget at the end of the fiscal year. It

reflects the adopted budget plus any amounts carried forward from the previous year through the encumbrance process and any changes that were authorized during the year. Any budget-to-actual comparisons are best made using the amended budget as a base.

Budget Modifications

State Law permits modifications to the adopted budget during the year with approval by the Board of Supervisors or, in certain instances, by the Auditor and Controller. There are two options for requesting a mid-year budget adjustment from the Board of Supervisors:

Board of Supervisors Regular Agenda Process

Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote of approval by the Board of Supervisors after the budget is adopted.

Such changes could include requests for additional appropriations as a result of additional revenues for specific programs, or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Deputy Chief Administrative Officer/Auditor & Controller. Contract modifications also require the approval of the Purchasing Agent. County Counsel reviews and approves all Board agenda items.

Quarterly Status Reports

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



Financial Planning Calendar: 2014 Dates

Calendar Year 2014

- Feb 10** Instructions for Operational Plan issued by the Office of Financial Planning (OFP)
Budget database opens for Operational Plan development
- Mar 14** Deadline for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections to OFP
Budget database closed to departments for review by business groups (groups) review
- Mar 21** Deadline for departments to submit all sections of narratives to their Group Finance Director
- Mar 28** Budget database closed to groups
Deadline for groups to submit all department and group narratives to OFP
- Apr 21** Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer (CAO), Assistant CAO/Chief Operating Officer (COO) and General Managers
- Apr 28** CAO Recommended Operational Plan docketed and released to the Board of Supervisors and public
- May 6** Board of Supervisors accepts CAO Recommended Operational Plan
- May 7** Budget database opens for modifications
- May 14** Budget Change Letter database closed to departments for review by groups
- May 16** Department Change Letter narratives due to groups
- May 21** Budget Change Letter database closed to groups
- May 29** Deadline for groups to submit all department and group Change Letter narratives to OFP
- Jun 9–18** Public hearings on CAO Recommended Operational Plan (ten calendar days)
- Jun 18** Last day for Citizen Advisory Committees to submit budget statements to the Clerk of the Board
All other proposals for budget changes from the Board of Supervisors and public due to the Clerk of the Board
CAO Change Letter filed with the Clerk of the Board
- Jun 24–25** Board of Supervisors budget deliberations
Board of Supervisors approves Fiscal Year 2014–16 Operational Plan
- Aug 5** Board of Supervisors adopts Fiscal Year 2014–15 budget





Operational Plan Format

Introduction: County Overview

This Operational Plan provides the financial plan for the County of San Diego for the next two fiscal years, July 1, 2014 through June 30, 2016. The introductory portion of the document highlights the following:

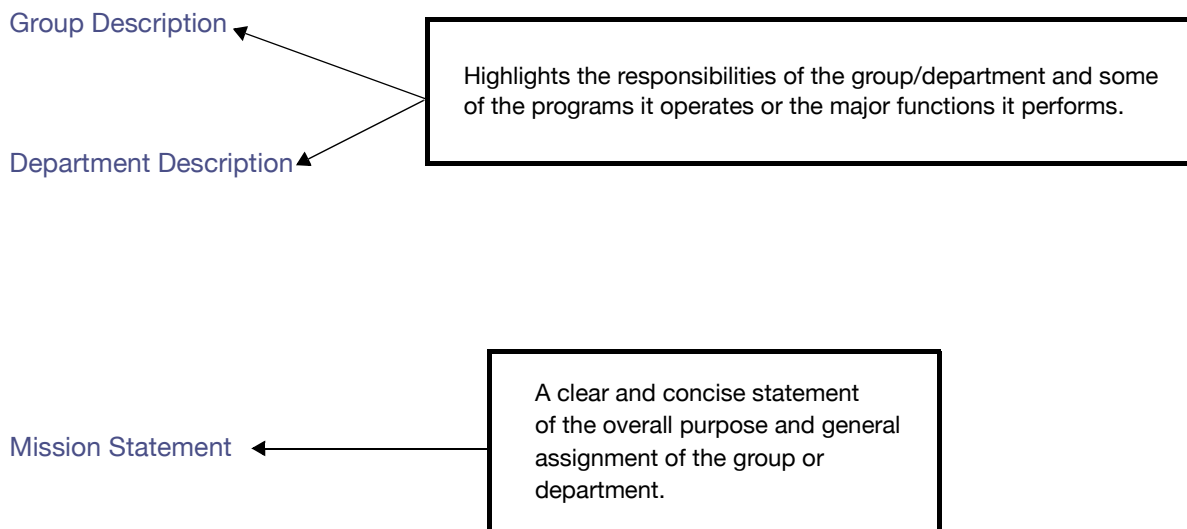
- Board of Supervisors and Organizational Chart
- Message from the Chief Administrative Officer
- Fiscal Year 2014–15 Adopted Budget at a Glance
- County Profile, County History and Economic Indicators
- Governmental Structure and General Management System
- Awards and Recognition of County Performance
- Budget Process, Budget Documents and Financial Planning Calendar
- Appropriations and Funding Sources for all funds and the General Fund
- Staffing
- Financial Policies
- Reserves and Resources
- Financial Obligations and Debt Service

Note on Rounding in All Charts and Tables

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

Groups and Departments

This section highlights the five business groups and the departments in each group. The following information is presented:



2013–14 Accomplishments

Brief descriptions of the group's/department's accomplishments for Fiscal Year 2013–14. The discussions address the progress made on the 2013–15 Objectives reported in the prior fiscal year and include the final results based on the actual work completed. Accomplishments are categorized by the County's Strategic Initiatives or Required Disciplines for Excellence.

2014–16 Objectives

Group's/department's key goals and priorities for the next two fiscal years and statements on how they will be achieved. Each objective is linked to one of the County's Strategic Initiatives or Required Disciplines for Excellence and focuses on the outcome desired by the work performed.

Related Links

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

Performance Measures

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

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Defined Measure...	90% of xxx	92% of xxx	93% of xxx	94% of xxx	94% of xxx

Table Notes

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

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

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

Budget Changes and Operational Impact: 2014–15 to 2015–16

A brief narrative description of significant changes in staffing, expenditures and revenues from the first year of the Adopted Operational Plan to the second year of the two-year plan.

Budget Tables

Tables of comparative data on staffing, expenditures and revenues are presented for each group and department. The following page provides an example of the table format which includes Fiscal Year 2012–13 Actuals; the Adopted Budget, Amended Budget and Actuals for Fiscal Year 2013–14; the Fiscal Year 2014–15 Adopted Budget; and the Approved Budget for Fiscal Year 2015–16.

Note on Actual General Purpose Revenue 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 revenues, fund balance, fund balance component decreases and General Purpose Revenue (GPR) allocation. For any given budget year, the amount of the GPR allocation is intended to be fixed, meaning that the amount is anticipated to be the same for the adopted budget, the amended budget and the actuals. Exceptions are made due to unique one-time events. In the case of the use of fund balance, the amount in the actual column may be either positive or negative. The sum of the actual fund balance, any fund balance component decreases and the GPR allocation equals the total amount of non-program revenue funding sources used to support the actual expenditures of the department.

Sample Budget Tables

Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Name of Program						
Name of Program						
Total						

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Name of Program						
Name of Program						
Total						

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits						
Services & Supplies						
Other Charges						
Capital Assets Equipment						
Total						

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Intergovernmental Revenues						
Other Financing Sources						
Use of Fund Balance						
General Purpose Revenue Allocation						
Total						

Capital Program

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

- Capital Improvement Needs Assessment (CINA): The CINA is the County's five-year Capital Improvement Plan (CIP). This section details the policies and procedures for funding and selection of capital projects. Tables are presented for the CIP prioritization score sheet as well as the major and minor capital projects listed on the CINA for Fiscal Years 2014–19.
- Operating Impact of Capital Program: A summary of the potential impact on the operating budget is presented for major capital projects that are scheduled for completion during Fiscal Years 2014–16.
- Capital Appropriations: Discusses new appropriations to the capital budget for Fiscal Years 2014–16, including the amount and purpose of each capital item.
- Capital Program Summary: Tables summarizing the Capital Program budget, including the budget by fund, by categories of expenditure and revenue, and revenue detail.
- Summary of Capital Program Funds: Tables are presented for each fund within the Capital Program that has budgeted appropriations for the fiscal years presented, which may include any or all of the following funds: Capital Outlay, County Health Complex, Justice Facility Construction, Multiple Species Conservation Program, Library Projects and Edgemoor Development. The information in the tables presents, for each fund, the capital budget by categories of expenditure and by categories of revenue.
- Outstanding Capital Projects by Fund: Tables for each Capital Program fund are arranged by groups within the fund and by project name. Included for each project is the scope/description of the project; project number; Fiscal Year project was established; the total appropriations through Fiscal Year 2013–14; Adopted Budget, Amended Budget and Actuals for Fiscal Year 2013–14; the Fiscal Year 2014–15 Adopted Budget; the Approved Budget for Fiscal Year 2015–16; and the total expenditures through June 2014.

Finance Other

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

- Lease Payments: Details lease payments budget by expenditures, revenues and funding sources.

Appendices

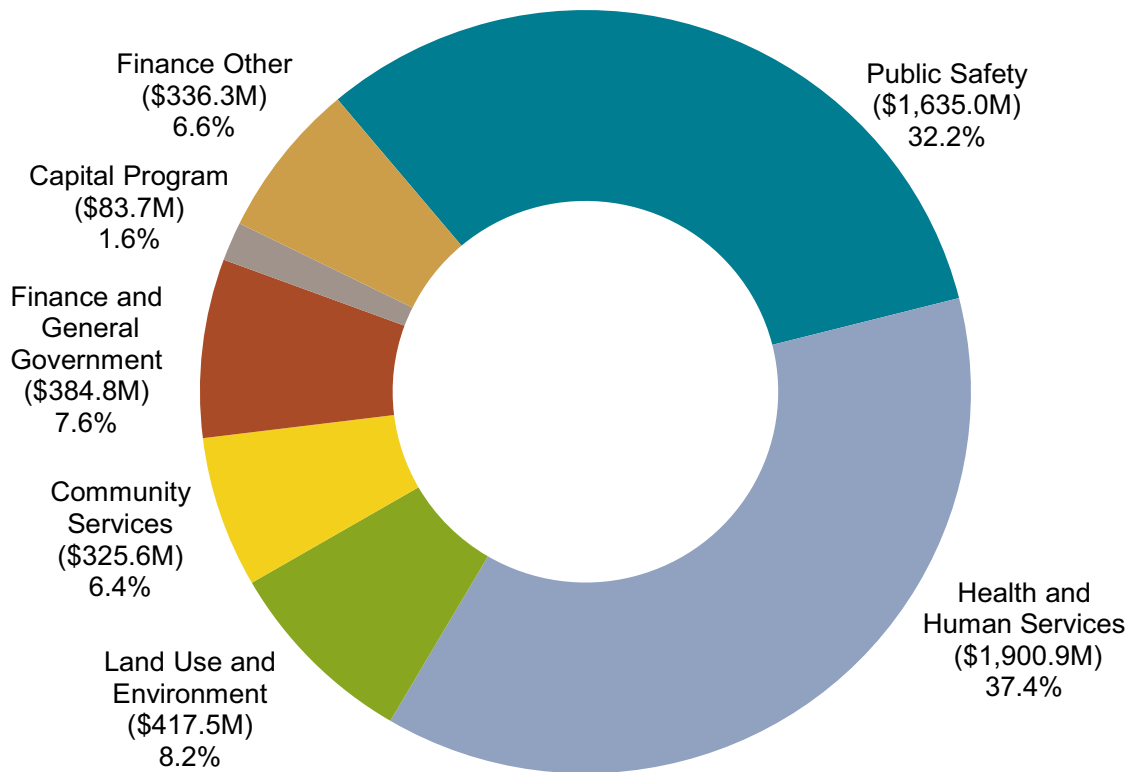
- Appendices A, B and C present tables of data which includes Fiscal Year 2012–13 Actuals; Adopted Budget, Amended Budget and Actuals for Fiscal Year 2013–14; the Fiscal Year 2014–15 Adopted Budget; and the Fiscal Year 2015–16 Approved Budget.
 - Appendix A: All Funds Budget Summary: Tables outline staff years; and expenditures and revenues by category for the total County and by each business group, the Capital Program and Finance Other.
 - Appendix B: Budget Summary by Fund: Tables of Countywide appropriations by fund type; and appropriations by fund type within each business group, the Capital Program and Finance Other.
 - Appendix C: General Fund Budget Summary: Tables of General Fund expenditures by department within each business group and for Finance Other; also provided are financing sources by category for the General Fund.
- Appendix D: Health and Human Services Agency (HHS): General Fund—Tables present staff years and summarize HHS's General Fund budget by operations and assistance payments.
- Appendix E: Operational Plan Abbreviations and Acronyms: Common abbreviations and acronyms referenced.
- Appendix F: Glossary of Operational Plan Terms: Explanations of key terms used in the document and during the budget process.
- Index: An alphabetical listing of key topics and the page reference for each.

All Funds: Total Appropriations

Total Appropriations by Group/Agency

Appropriations total **\$5.08 billion in the Adopted Budget for Fiscal Year 2014–15** and \$4.87 billion for Fiscal Year 2015–16. This is an increase of \$107.6 million or 2.2% for Fiscal Year 2014–15 from the Fiscal Year 2013–14 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations decrease in Health and Human Services and Finance and General Government, while there are increases in Public Safety, Land Use and Environment, Community Services, the Capital Program and Finance Other.

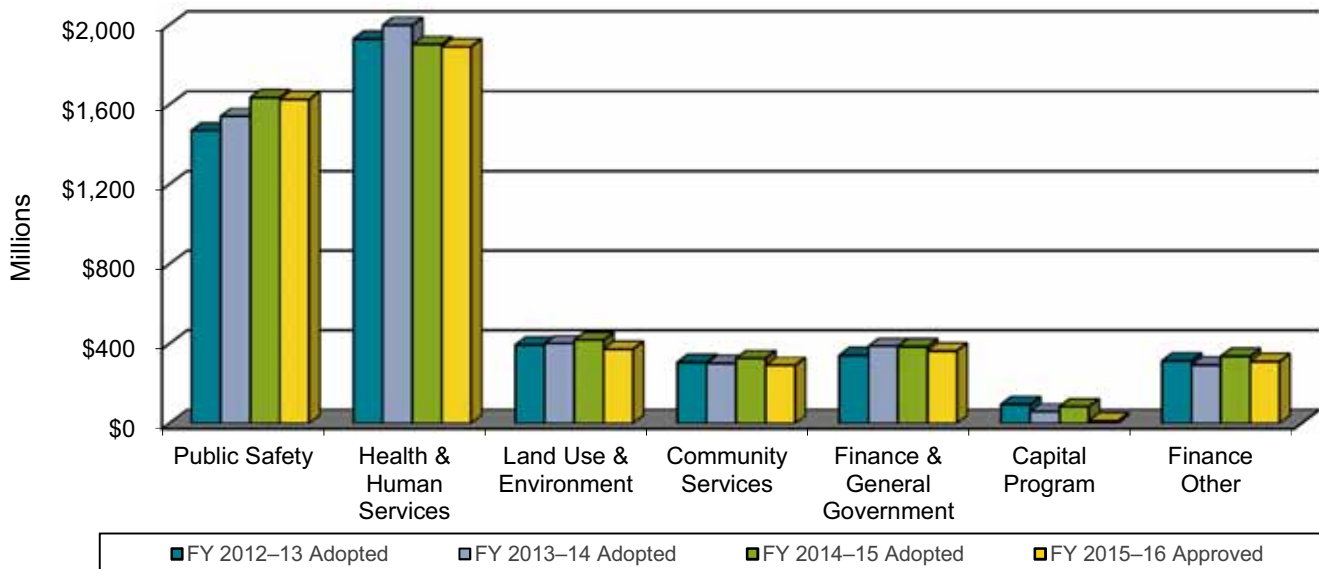
**Total Appropriations by Group/Agency
Fiscal Year 2014–15: \$5.08 billion**



The chart above shows each Group/Agency's share of the Fiscal Year 2014–15 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2014–15 and 2015–16 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2014–15 Adopted Budget and the Fiscal Year 2013–14 Adopted Budget. An

overview of the County's Operational Plan for Fiscal Year 2014–15 is presented on the following page by Group/Agency and highlights changes and key areas of focus. Appendix A: All Funds Budget Summary, provides a summary of expenditures and financing sources by account group for the entire County and for each Group/Agency. More detail by department begins on page 117.

Total Appropriations by Group/Agency Fiscal Years 2012–13 through 2015–16



Total Appropriations by Group/Agency (in millions)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
Public Safety	\$ 1,469.4	\$ 1,540.8	\$ 1,635.0	6.1	\$ 1,625.9
Health & Human Services	1,928.9	1,997.4	1,900.9	(4.8)	1,890.3
Land Use & Environment	392.9	399.8	417.5	4.4	372.6
Community Services	305.5	300.9	325.6	8.2	290.9
Finance & General Government	340.8	386.8	384.8	(0.5)	363.4
Capital Program	94.2	58.5	83.7	43.1	12.4
Finance Other	313.5	291.9	336.3	15.2	310.0
Total	\$ 4,845.2	\$ 4,976.1	\$ 5,083.7	2.2	\$ 4,865.5

Public Safety Group (PSG)

A net increase of 6.1% or \$94.2 million from the Fiscal Year 2013–14 Adopted Budget. The increase primarily relates to increased costs as a result of negotiated labor agreements and increases in County retirement contributions, growth in Proposition 172, the Local Public Safety Protection and Improvement Act of 1993 funding, reclassification of penalty assessment funds, increased law enforcement staffing in the Sheriff’s Department, decreased staffing levels in the Probation Department and the planned use of one-time resources. All mandated services are maintained.

Major changes include:

- Costs associated with the Las Colinas Detention and Reentry Facility and the East Mesa Reentry Facility.
- Increases in staff in the Law Enforcement Services Bureau, Detention Services Bureau, Sheriff’s Court Services Bureau and for management and executive support in the Sheriff’s Department and in the San Diego County Fire Authority.

- Increases in amounts allocated for one-time expenditures to support one-time negotiated salary and benefit payments; and various bridge funding for statutory State payments, pre-placement candidacy activities related to juvenile offenders, contracted services for high-risk offenders, fire protection and emergency response services, and the Sheriff's Transfer Assessment and Release Unit.
- Rebudgets for costs associated with the Regional Communications System (RCS), the RCS Microwave Transport Network, the Regional Realignment Response Group, law enforcement operations and various capital projects.
- Costs associated with contracted educational services for offenders under Post Release Community Supervision (PRCS).
- The reclassification of Penalty Assessment agency trust funds to special revenue funds. These resources were previously appropriated through a stand-alone resolution during the annual budget adoption process. For budgetary purposes, these funds have been reclassified to further promote transparency in the budget development process.
- A reduction in the Sheriff's Department associated with the 2013 Operation Stonegarden Grant Program due to revised spending estimates.
- A reduction in staff to support the Youthful Offender Block Grant program and the California Community Corrections Performance Incentive Act due to decreases in juvenile detention populations and offenders under community supervision, which will not impact services.

The Public Safety Group will continue to provide core services, supporting the County's strategic initiatives and operating an efficient and responsive criminal justice system.

Key areas of focus include:

- Promoting and implementing strategies that protect residents from crime and abuse.
- Providing a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
- Reducing recidivism by implementing strategies and providing services to help offenders successfully reenter society.
- Promoting strategies that prevent crime and make neighborhoods safe to live, work and play, including the expansion of data-driven crime prevention and information-led policing strategies.

- Continuing to strengthen the County's and communities' ability to prepare for, respond to and recover from natural disasters, public health threats, environmental hazards and other emergencies.
- Leveraging technology innovations and best practices to improve service delivery and operational efficiency.

Health and Human Services Agency (HHS)

A **net decrease of 4.8% or \$96.5 million** from the Fiscal Year 2013–14 Adopted Budget. The decrease is associated with the transition of the Low Income Health Program (LIHP) to the expanded Medi-Cal program offset by an increase in staff years, an increase due to negotiated labor agreements, increased County retirement contributions, and costs associated with contracted services and client payments. Adjustments to funding and caseloads are also recognized.

Major changes include:

- Decrease with the transition of LIHP to the expanded Medi-Cal program.
- Increase for modernization of service delivery through information technology and consultant contracts that advance *Live Well San Diego*, a countywide initiative to improve health, safety and well-being for all residents.
- Increase for Long Term Care (LTC) for increased capacity for residents with severe mental disease.
- Increase for a state settlement agreement which seeks to accomplish a systematic change of mental health services for children and youth in foster care.
- Expand the In-Home Outreach Team (IHOT) countywide.
- Increase for General Relief assistance payments to align with projected caseload.

A major goal in the development of HHS's operational plan is to advance the *Live Well San Diego* initiative. As in the past, HHS continues to work with advisory boards and other key stakeholders in these efforts.

Key areas of focus include:

- Restoring staff for the Long Term Care Ombudsman Program to promote safety of vulnerable adults in long-term care residential facilities.
- Enrolling newly eligible Medi-Cal recipients as part of the Patient Protection and Affordable Care Act (ACA) of 2010 to increase the number of Americans with insurance and cut the overall costs of health care to families and individuals.
- Expanding the IHOT program services countywide to link treatment resistant individuals to services.

■ ■ ■ All Funds: Total Appropriations

- Implementing a system change between Behavioral Health Services and Child Welfare Services to connect children to needed mental health services.
- Implementing strategies to streamline the Child Welfare Services Adoption Program.
- Facilitating the processing of compensation and pension claims for veterans and their dependents access to needed benefits.
- Continuing to advance against the 3 behaviors (no physical activity, poor diet, and tobacco use) that result in 4 diseases (cancer, heart disease and stroke, type 2 diabetes, and lung disease) that result in over 50 percent of deaths in San Diego by creating new partnerships through *Live Well San Diego*.
- Implementing a “trauma informed” model to recognize the impact trauma has in the overall wellness of clients and staff.
- Implementing recommendations to update and modernize facilities in response to changes in program and customer needs.

Land Use and Environment Group (LUEG)

A **net increase of 4.4% or \$17.7 million** from the Fiscal Year 2013–14 Adopted Budget. Significant increases are in: negotiated labor agreement costs and County retirement contributions; the mobile incentives grant award program; information technology projects; various County roads, airports and San Diego County Sanitation District capital improvement projects; business process reengineering projects; and the addition of staff years.

Major changes include:

- Reduction in one-time funding for inactive waste projects.
- Increased County road, airport and San Diego County Sanitation District capital improvement and maintenance projects.
- Increased one-time funding for major maintenance projects at County parks and facilities identified in the facilities conditions assessment program.
- One-time information technology projects including a new Asset Management System application, development of new online web and mobile applications and paperless conversion projects that will increase customer service, and efficiency in business operations.
- Additional staff years for: operational needs pertaining to Agriculture, Weights and Measures Pest Detection and the Integrated Pest Control programs; Parks and Recreations for the management of the new County Administration Center Waterfront Park; and in Planning

and Development Services for a Building Inspector due to increased permit activity and increased workload.

Key areas of focus include:

- Protecting San Diego County's \$1.75 billion agricultural industry from damaging pests, noxious non-native weeds and diseases.
- Protecting people and the environment from the harmful effects of air pollution.
- Continuing to work with the Farm and Home Advisor/ University of California Cooperative Extension to bring together education and research resources of the University of California, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.
- Protecting public health and helping to prevent disease through education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.
- Expanding and protecting park resources, improving infrastructure and acquiring additional parkland throughout the county.
- Improving the overall land development process, as well as the associated customer experience and streamlining permit processing.
- Continuing business process reengineering efforts to develop new online tools that will streamline processes and improve customer service.
- Awarding and managing construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow.
- Protecting and preserving the county's water quality and watersheds.

Community Services Group (CSG)

A **net increase of 8.2% or \$24.7 million** from the Fiscal Year 2013–14 Adopted Budget. The increase is due to increased salaries and benefits for existing employees and for 15.0 new positions, one-time projects for energy efficiency and major maintenance projects, library books and materials, vehicle fuel, operating transfers between internal service funds, and fund balance component increase for the Registrar of Voters. Partially offsetting decreases include payments for contracted facilities services and one-time capital equipment expenditures.

Major changes include:

- Negotiated one-time and ongoing salary and benefits increases for existing employees and for 15.0 new positions.

- One-time projects for energy efficiency in County facilities, including the third year of funding for Building Automation Systems technology.
- Consultant study to assess accessibility in County facilities and identify projects; funding for projects to improve accessibility.
- Major maintenance projects and capital improvement planning to improve and extend the utility of County animal shelters to provide safe places for animals and attractive environments for adoptions.
- Additional books and materials for library branches.
- Technical adjustments to transfer funds between internal service funds.

Key areas of focus include:

- Support of the *Live Well San Diego* community wellness and safety engagement efforts through a variety of programs relating to housing, animal safety, library services, and federally-funded projects for parks, fire-fighting equipment, health clinics, and other community resources.
- Maintaining library hours to provide patron access to library materials and services.
- The third 24/7 Library-To-Go kiosk automated book delivery technology.
- Planning and design activities for a new library in Borrego Springs.
- Construction of new libraries in Alpine and Imperial Beach. The Alpine Library is planned to be the first Zero Net Energy County facility.
- Demolition of the existing Las Colinas Detention and Reentry Facility and Phase 2 construction of the new Las Colinas Detention and Reentry Facility.
- Providing resources to homeless families and veterans exiting from transitional housing.
- Transparency in County procurement through online publishing of contracts.
- Increasing the number of permanent vote-by-mail voters.
- Conducting the November 2014 Gubernatorial General Election.

Finance and General Government Group (FGG)

A **net decrease of 0.5% or \$2.0 million** from the Fiscal Year 2013–14 Adopted Budget. The decrease is due primarily to a reduction in one-time Countywide information technology (IT) projects and support, partially offset by negotiated labor agreements, increased County retirement contributions, and facility maintenance operations costs.

Major changes include:

- A change in planned IT services for a number of County departments through the County's information technology outsourcing contract, including:
 - Upgrade of Kronos, the County's personnel timekeeping system.
 - Upgrades and licensing of multiple IT systems, including the Enterprise Document Processing Platform (EDPP).
 - Continued development of the County's new Integrated Property Tax System (IPTS), to reflect planned Fiscal Year 2015–16 implementation.
- Major maintenance projects for the County Administration Center.
- An increase in staff years for administration of employee benefits, workers' compensation, departmental legal support services, and tax collection services.

Key areas of focus include:

- Maintaining the County's fiscal stability through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, including continued assurance of accountability and transparency in the use of State and federal funds.
- Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- Maintaining a strong Treasurer's Investment Pool.
- Maintaining an investment in modern information technology.
 - Improving the County's Active Directory (AD) structure for information system access and moving toward an even more secure data environment.
 - Completing upgrades to the County's key information technology systems, including the personnel timekeeping system.

Capital Program

A **net increase of 43.1% or \$25.2 million** from the Fiscal Year 2013–14 Adopted Budget. The amount budgeted in the Capital Program for Capital Projects can vary significantly from year to year based on the size and scope of capital needs in the coming years. The Fiscal Year 2014–15 Capital Program includes \$73.8 million for the following capital projects:

- \$49.9 million of initial funding for the Sheriff's Crime Lab, with an estimated total project cost of \$104.8 million;
- \$10.0 million for the Multiple Species Conservation Program (MSCP);

■ ■ ■ All Funds: Total Appropriations

- \$9.8 million for the Borrego Springs Community Library;
- \$1.5 million for Guajome Regional Park Electrical, Water and Sewer;
- \$1.4 million for the County Administration Center Waterfront Park;
- \$0.6 million for Sweetwater Regional Park Photovoltaic Phase II
- \$0.3 million for Jess Martin Ballfield Improvements;
- \$0.3 million for Lamar Fitness Path; and
- \$0.1 million for Felicita Park Ramp and Sidewalks.

The Capital Program also includes \$9.9 million for the Edgemoor Development Fund to pay debt service on the 2005 and 2006 Edgemoor Certificates of Participation and

other costs to improve the Edgemoor property. Together with the amounts in the other Capital Program Funds, appropriations for Fiscal Year 2014-15 total \$83.7 million.

In Fiscal Year 2015-16, appropriations decrease by \$61.3 million from Fiscal Year 2014-15 and the program includes funding of \$2.5 million for the MSCP and \$9.9 million for the Edgemoor Development Fund.

Finance Other

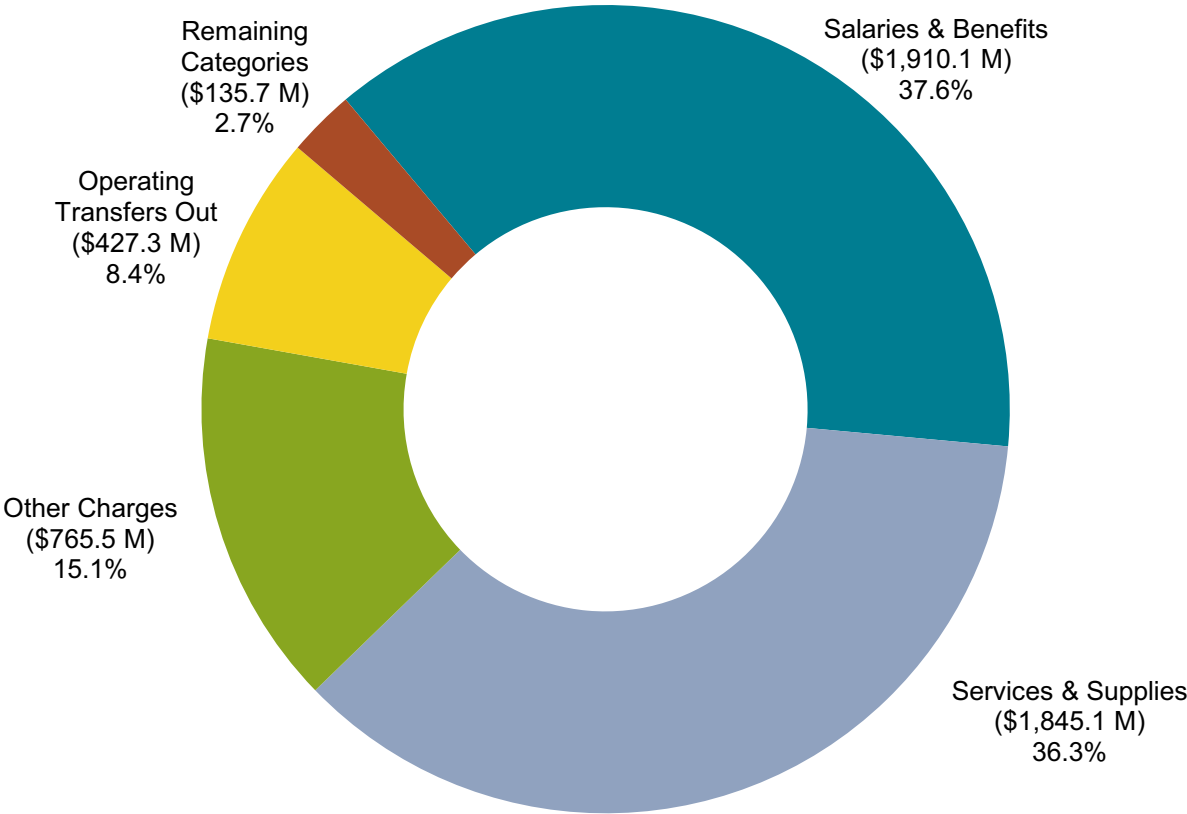
A **net increase of 15.2% or \$44.4 million** from the Fiscal Year 2013-14 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some appropriations reported here are one-time and can fluctuate significantly.

The majority of the increase in the Fiscal Year 2014-15 budget supports capital projects, as previously described.

Total Appropriations by Categories of Expenditure

The chart below shows the Adopted Budget detailed by categories of expenditure. As noted previously, the **Fiscal Year 2014–15** Adopted Budget is **increasing overall by \$107.6 million** from the Fiscal Year 2013–14 Adopted Budget and decreasing by \$218.3 million in Fiscal Year 2015–16.

Total Appropriations by Categories of Expenditure
Fiscal Year 2014–15: \$5.08 billion



The changes by category are summarized as follows:

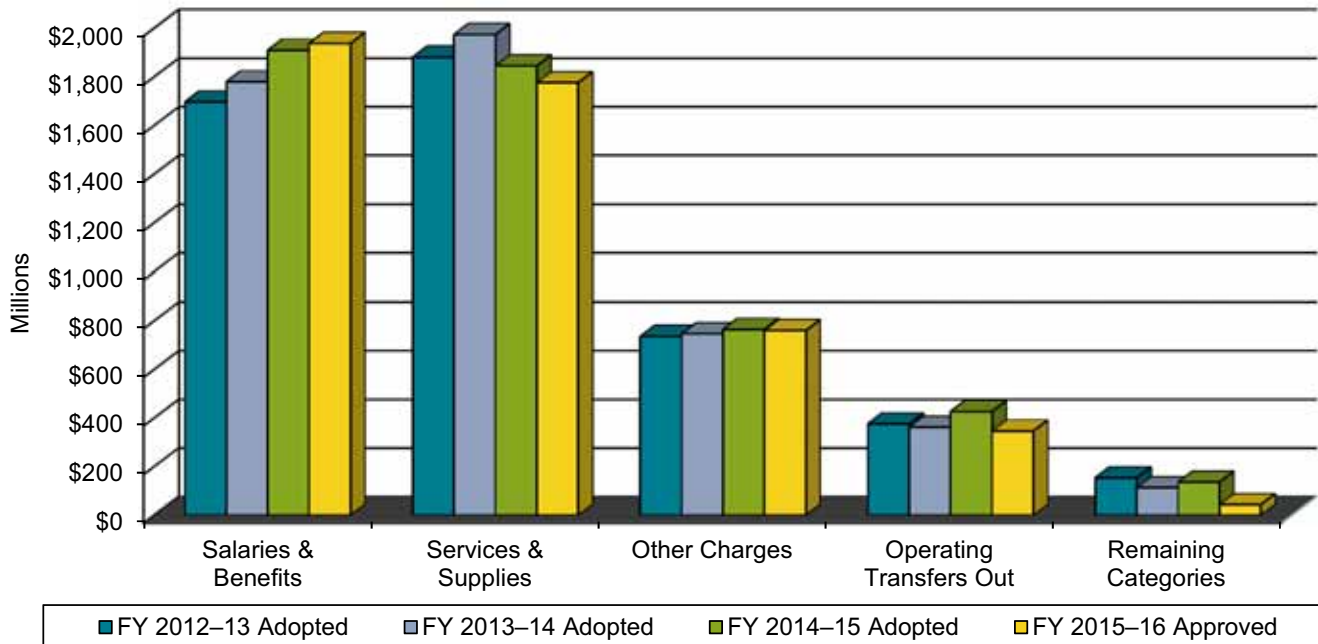
Salaries & Benefits

Salaries and Benefits are **increasing overall by a net \$129.9 million or 7.3%** in Fiscal Year 2014–15. This change reflects negotiated salary and benefit costs and retirement contributions, offset by a reduction in the County funding of the employee share, and a net staffing increase of 417.00 staff years. Staffing changes include additions in the Health and Human Services Agency, Sheriff's Department, District Attorney, and other various departments, and staffing reductions in the Probation

Department. All existing labor agreements include increases in flexible benefit credits.

In Fiscal Year 2015–16, Salaries and Benefits are increasing by a net of \$27.5 million or 1.4%, which reflects negotiated salary and benefit costs and retirement contribution requirements, an increase in flexible benefit credits and a net increase of 2.00 staff years. See Total Staffing on page 61 for a summary of staffing changes by business group.

Total Appropriations by Categories of Expenditure Fiscal Years 2012–13 through 2015–16



Total Appropriations by Categories of Expenditure (in millions)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
Salaries & Employee Benefits	\$ 1,697.3	\$ 1,780.3	\$ 1,910.1	7.3	\$ 1,937.6
Services & Supplies	1,881.0	1,973.9	1,845.1	(6.5)	1,776.5
Other Charges	736.4	746.8	765.5	2.5	760.5
Operating Transfers Out	376.4	362.1	427.3	18.0	347.0
Remaining Categories:					
Capital Assets/Land Acquisition	93.0	59.1	84.5	42.9	5.5
Capital Assets Equipment	24.8	23.6	21.9	(7.4)	13.3
Expenditure Transfer & Reimbursements	(29.7)	(30.2)	(30.3)	0.2	(30.6)
Contingency Reserves	22.1	23.1	24.8	7.2	25.3
Fund Balance Component Increases	13.7	0.6	2.6	314.5	0.2
Management Reserves	30.3	36.8	32.2	(12.3)	30.3
Total	\$ 4,845.2	\$ 4,976.1	\$ 5,083.7	2.2	\$ 4,865.5

Services & Supplies

Services and Supplies are **decreasing by a net of \$128.8 million or 6.5%**. This category accounts for expenditures for items such as office supplies, contracted services, facility leases, facility maintenance, minor equipment, utility usage, services provided by internal service funds and

various other requirements. While individual accounts are increasing or decreasing by varying amounts, the most significant changes include: a decrease of \$143.7 million in contracted services associated with the end of the Low Income Health Program (LIHP), a decrease of \$9.5 million

in grant funds that support State and federal homeland security initiatives, a decrease of \$7.6 million in eligibility program contracts including the one-time cost for the California Healthcare Eligibility Enrollment and Retention System (CalHEERS) in CalWIN, a decrease of \$5.9 million in facility management costs and contract costs in landfill management for the Department of Public Works, a decrease of \$5.3 million in contracts for the San Diego County Fire Authority due to the expiration of the Dead, Dying and Diseased Tree Removal grant, a decrease of \$4.8 million due to reduction in one-time expenditures appropriated for major information technology system upgrades in the Finance and General Government Group, an increase of \$11.9 million in contract services for various capital improvement projects including retrofitting of street lights to energy saving Light Emitting Diode (LED), and an increase of \$11.2 million due to a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the internal service funds (ISFs) (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million).

A decrease of \$68.6 million or 3.5% in Fiscal Year 2015–16, is primarily due to completion of one-time initiatives in Fiscal Year 2014–15.

Other Charges

Other Charges are **increasing by \$18.7 million or 2.5%**. This category includes items such as aid payments, debt service payments, interest expenses, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement and Neighborhood Reinvestment Programs. The increase is primarily due to transfer of a portion of the Tobacco Settlement payments between Operating Transfers and Other Charges to be used for contingencies for various health and human services programs, increase in the Community Enhancement and Neighborhood Reinvestment Programs, increase in General Relief assistance payments, increase for Penalty Assessment distribution dedicated to Emergency Medical Services, increased inmate medical costs due to full year operations at the San Diego County Women's Detention and Reentry Facility and the East Mesa Reentry Facility, increase due to the mobile incentives program in Air Pollution Control District, increase for housing assistance for families with special needs, and decrease related to one-time funding received in Fiscal Year 2013–14 for projects in the Environment Trust Fund.

A net decrease of \$5.1 million or 0.7% is projected in Fiscal Year 2015–16 due to non-recurrence of one-time items from the prior year.

Operating Transfers Out

Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **increasing by \$65.2 million or 18.0%**. The most significant increases are in the Public Safety Group due to increased revenues from Proposition 172 and distribution of Penalty Assessment revenue; in the Community Services Group from a technical adjustment between the ISFs; and in Finance Other to support recommended capital initiatives in Fiscal Year 2014–15 including new projects included in the capital program described in the Capital Assets/Land Acquisition below, while Operating Transfers decrease in the Health and Human Services Agency.

A decrease of \$80.3 million or 18.8% is projected for Fiscal Year 2015–16, and is primarily due to the nonrecurrence of one-time items from the prior year, including a \$70.7 million decrease for funding future capital projects.

Capital Assets/Land Acquisition

Capital Assets/Land Acquisition, which includes capital improvement projects and property acquisitions, is **increasing by \$25.4 million or 42.9%** from Fiscal Year 2013–14. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the \$84.5 million budgeted for Fiscal Year 2014–15, \$73.8 million is for projects in the Capital Program, with the remainder for projects in the Airport Enterprise Fund and in the San Diego County Sanitation District. The Fiscal Year 2014–15 Capital Program of \$73.8 million includes \$49.9 million for the Sheriff's Crime Lab, \$10.0 million for land acquisition for the Multiple Species Conservation Program (MSCP), \$9.8 million for the Borrego Springs Branch Library, \$1.5 million for Guajome Regional Park Electrical, Water and Sewer upgrades, \$0.9 million for the Waterfront Park project water fountain enhancements, \$0.6 million for the Sweetwater Regional Park Photovoltaic Phase II project, \$0.3 million for Jess Martin Ballfield Improvements, \$0.3 million for the Lamar Fitness Path project, and \$0.1 million for Felicita Park Americans with Disabilities Act (ADA) Ramp and Sidewalks project.

A decrease of \$79.1 million or 93.5% is projected for Fiscal Year 2015–16 due to the removal of appropriations to support the one-time projects above. Amounts included in Fiscal Year 2015–16 reflect planned for MSCP land acquisition and projects in the San Diego County Sanitation District.



Capital Assets Equipment

Capital Assets Equipment is **decreasing by \$1.8 million or 7.4%** from last year. This account primarily includes routine ISF purchases of replacement vehicles and heavy equipment. It may also include appropriations for information technology hardware and communications equipment. Amounts may vary from year to year. A decrease of \$8.5 million is expected for Fiscal Year 2015–16.

Expenditure Transfers & Reimbursements

Expenditure Transfers and Reimbursements are **increasing by \$0.1 million or 0.2%**. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenses to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

The Expenditure Transfers and Reimbursement accounts are negative amounts to avoid the duplication of expenditures. One example is the agreement between the Health and Human Services Agency (HHSA) and the District Attorney for Public Assistance Fraud investigation services. The District Attorney investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in the Expenditure Transfers and Reimbursements account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State or federal revenue account.

Contingency Reserves

Contingency Reserves are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2014–15, three funds have a contingency reserve.

The General Fund contingency reserve increased to \$20.7 million from \$20.0 million. The Employee Benefits ISF contingency reserve increased to \$4.0 million from \$3.0 million. The Fleet ISF contingency reserve is budgeted at \$0.1 million, which is unchanged from Fiscal Year 2013–14. In Fiscal Year 2015–16, the General Fund contingency reserve increased to \$21.2 million. See the discussion of the General Fund Contingency Reserve in the Finance Other section on page 493.

Fund Balance Component Increases

Fund Balance Component Increases can vary from year to year depending upon the need to set aside fund balance for specific future uses. In Fiscal Year 2014–15, fund balance has been committed for the principal and interest received from the February 2011 sale of the Grand Avenue clinic (\$1.1 million), for the 2016 Presidential Primary Election for the Registrar of Voters (\$1.0 million), for reserves for building maintenance and replacement for the Air Pollution Control District (\$0.3 million), toward the replacement/upgrade of fire apparatus and equipment for regional support for the San Diego County Fire Authority (\$0.1 million), and for replacement reserves for equipment and infrastructure in the San Diego County Sanitation District for the Pine Valley Service Area (\$0.1 million).

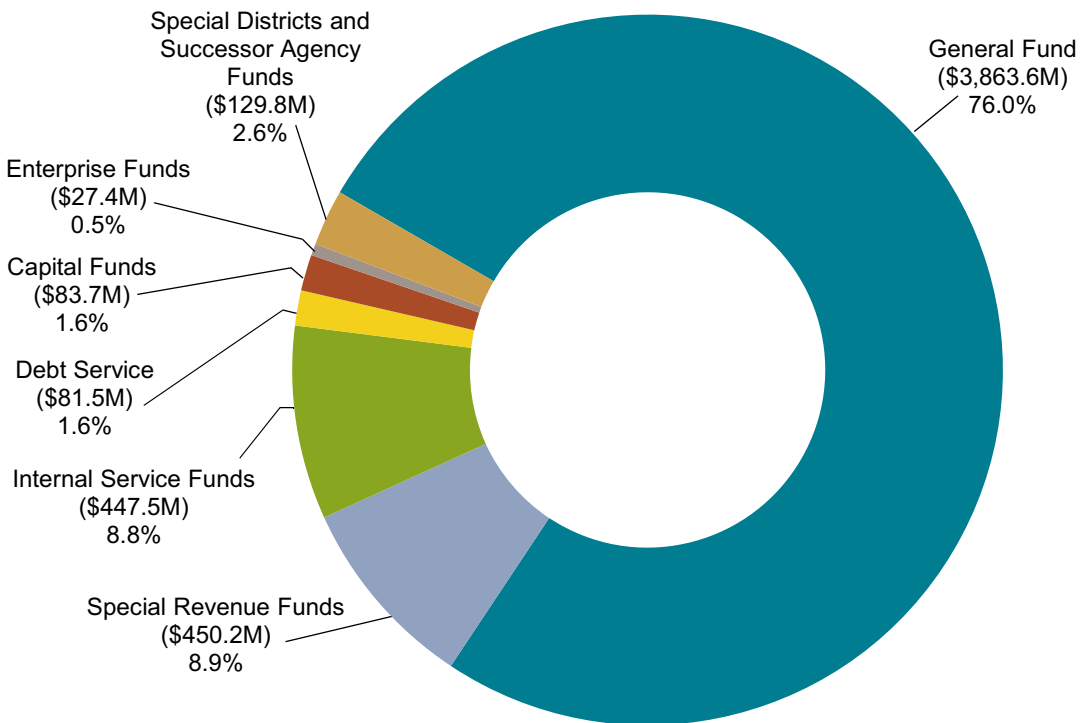
Management Reserves

Management Reserves are **decreasing by \$4.5 million or 12.3%**. The level of Management Reserves can vary from year to year. They are used to fund one-time projects or to serve as a prudent mitigation for revenue and economic uncertainties at the business group or department level.

Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the funds/fund types described below provide the basic structure for the Operational Plan. Appendix B: Budget Summary and Changes in Fund Balance provides expenditure amounts for County funds by Type of Fund and by Group/Agency. (See also “Measurement Focus and Basis of Accounting” on page 98.)

Total Appropriations by Fund Type
Fiscal Year 2014–15: \$5.08 billion



Governmental Fund Types

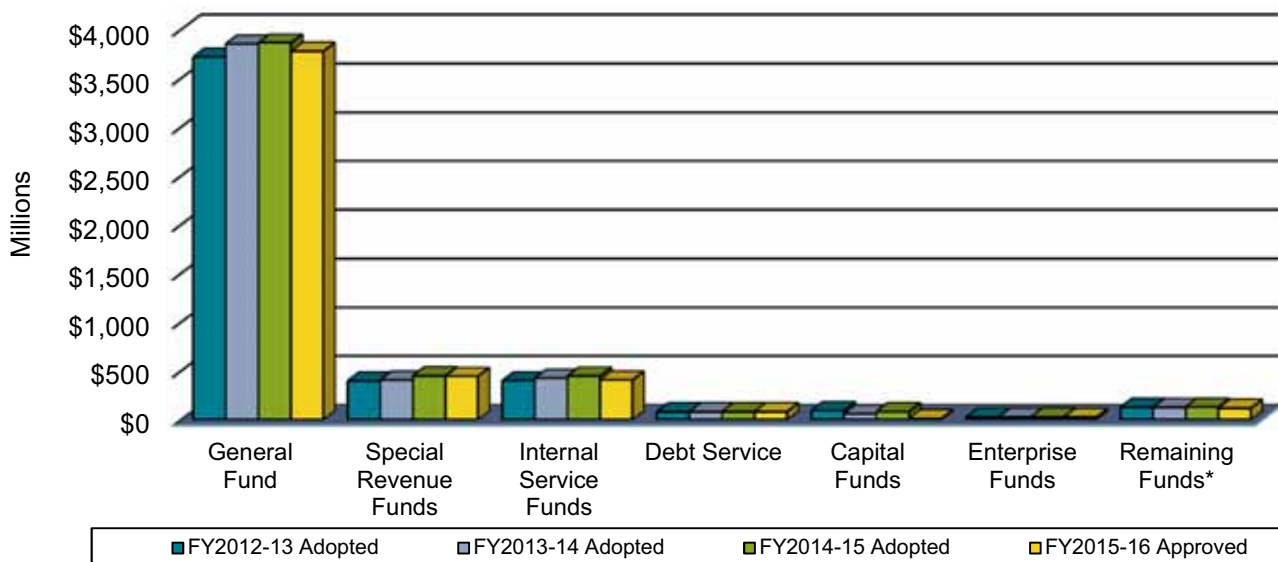
The **General Fund** accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

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

Debt Service Funds account for the accumulation of resources for the payment of principal and interest on general long-term debt. The Debt Service Funds include bond principal and interest payments and administrative expenses for Pension Obligation Bonds. A discussion of long and short-term financial obligations can be found on page 109.

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

Total Appropriations by Fund Type Fiscal Years 2012–13 through 2015–16



*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
General Fund	\$ 3,718.9	\$ 3,853.1	\$ 3,863.6	(0.3)	\$ 3,777.9
Special Revenue Funds	398.2	406.9	450.2	10.6	444.7
Internal Service Funds	399.4	425.7	447.5	5.1	407.9
Debt Service Funds	81.5	81.5	81.5	0.0	81.5
Capital Project Funds	94.2	58.5	83.7	43.1	12.4
Enterprise Funds	25.0	24.8	27.4	10.3	24.1
Special Districts and Successor Agency Funds	128.1	125.7	129.8	3.2	116.9
Total	\$ 4,845.2	\$ 4,976.1	\$ 5,083.7	2.2	\$ 4,865.5

Proprietary Fund Types

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

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

- Issued debt is backed solely by fees and charges.
- Cost of providing services must legally be recovered through fees and charges.

- Government's policy is to establish fees or charges to recover the cost of provided services.

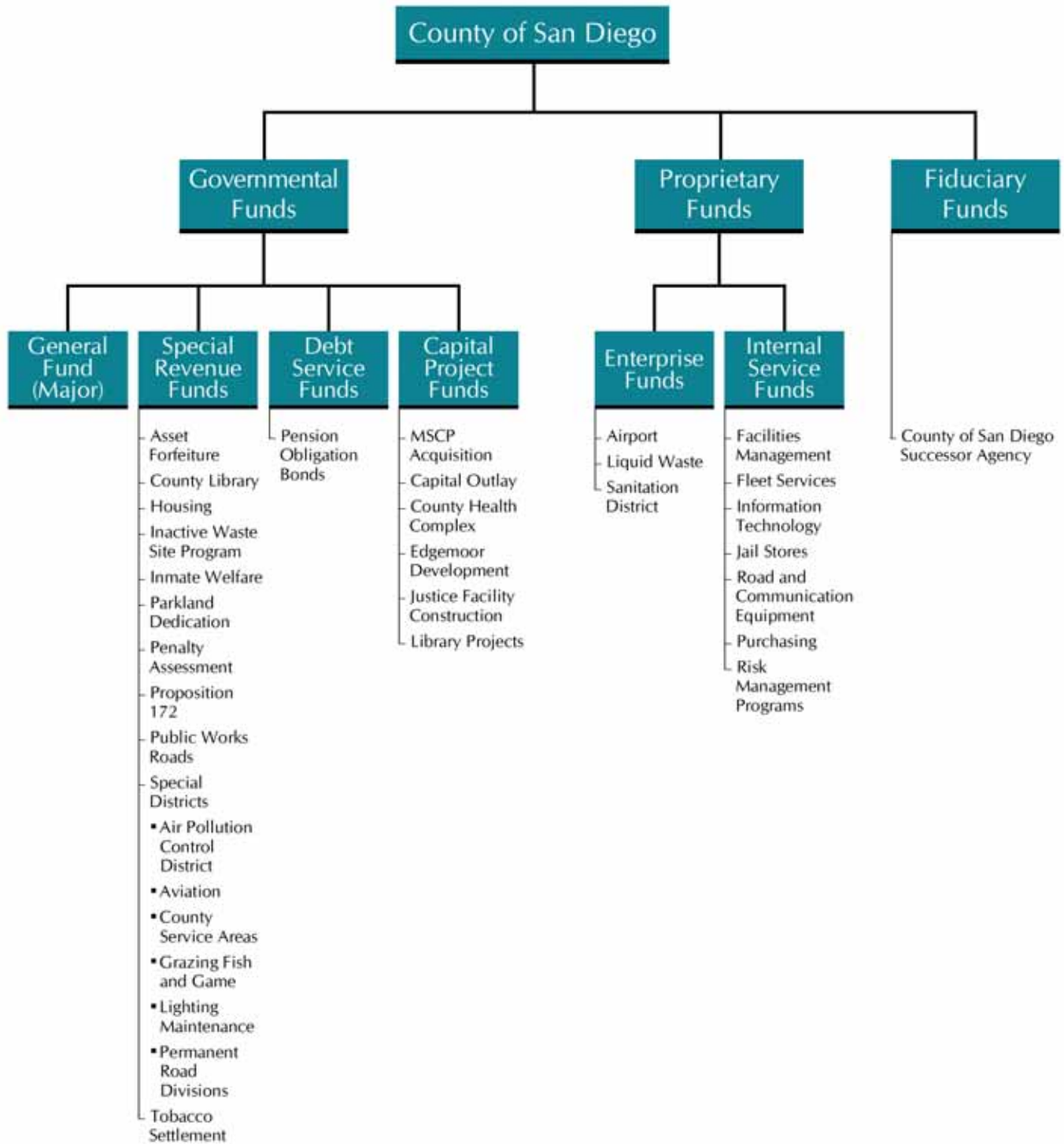
Examples include the Airport and Wastewater Funds.

Fiduciary Funds

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

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

County Budgetary Fund Structure



Department Fund Relationship

The table on the following pages summarizes the relationship between County funds and each of the County's business groups. Funds are summarized by fund type and categorized as governmental, proprietary or fiduciary.

Department Fund Relationship							
	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
Community Services Group (CSG)							
Animal Services	✓						
County Library		✓					
County of San Diego Successor Agency							✓
CSG Executive Office	✓						
General Services						✓	
Housing and Community Development	✓	✓					
Purchasing and Contracting						✓	
Registrar of Voters	✓						
Finance and General Government (FGG) Group							
Assessor/Recorder/County Clerk	✓						
Auditor and Controller	✓						
Board of Supervisors	✓						
Clerk of the Board of Supervisors	✓						
Chief Administrative Office	✓						
Civil Service Commission	✓						
County Counsel	✓					✓	
County Communications Office	✓						
County Technology Office	✓					✓	
FGG Group Executive Office	✓						
Grand Jury	✓						
Human Resources	✓					✓	
Treasurer-Tax Collector	✓						
Health and Human Services Agency							
Administrative Support	✓						
Aging and Independence Services	✓						
Behavioral Health Services	✓						
Child Welfare Services	✓						
Public Health Services	✓	✓					
Regional Operations	✓						

■ ■ ■ All Funds: Total Appropriations

	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
Land Use and Environment Group (LUEG)							
Agriculture, Weights & Measures	✓	✓					
Air Pollution Control District		✓					
Environmental Health	✓						
Farm and Home Advisor	✓						
LUEG Executive Office	✓						
Parks and Recreation	✓	✓					
Planning and Development Services	✓						
Public Works	✓	✓			✓	✓	
Public Safety Group (PSG)							
Child Support Services	✓						
Citizens' Law Enforcement Review Board	✓						
District Attorney	✓	✓					
Medical Examiner	✓						
Office of Emergency Services	✓						
Probation	✓	✓					
Public Defender	✓						
PSG Executive Office	✓	✓					
San Diego County Fire Authority	✓	✓					
Sheriff	✓	✓				✓	
Capital Program	✓			✓			
Finance Other	✓		✓			✓	

Appropriations Limits

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

The limit for each year is equal to the prior year's spending with upward adjustments allowed for changes in population and the cost of living. Most appropriations are subject to the limit. However, Proposition 4 and subsequently Proposition 99 (1988), *Tobacco Tax and Health Protection Act*, Proposition 10 (1998), *California Children and Families First*

Act and Proposition 111 (1990), *Traffic Congestion Relief and Spending Limitations Act*, exempt certain appropriations from the limit. These exemptions include capital outlay, debt service, local government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

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

San Diego County Appropriations Limit (in millions)								
	Fiscal Year 2007–08	Fiscal Year 2008–09	Fiscal Year 2009–10	Fiscal Year 2010–11	Fiscal Year 2011–12	Fiscal Year 2012–13	Fiscal Year 2013–14	Fiscal Year 2014–15
Gann Limit	\$ 3,619	\$ 3,825	\$ 3,897	\$ 3,852	\$ 3,977	\$ 4,164	\$ 4,465	\$ 4,509
Appropriations subject to the limit	\$ 1,287	\$ 1,340	\$ 1,309	\$ 1,264	\$ 1,255	\$ 1,527	\$ 1,683	\$ 1,772



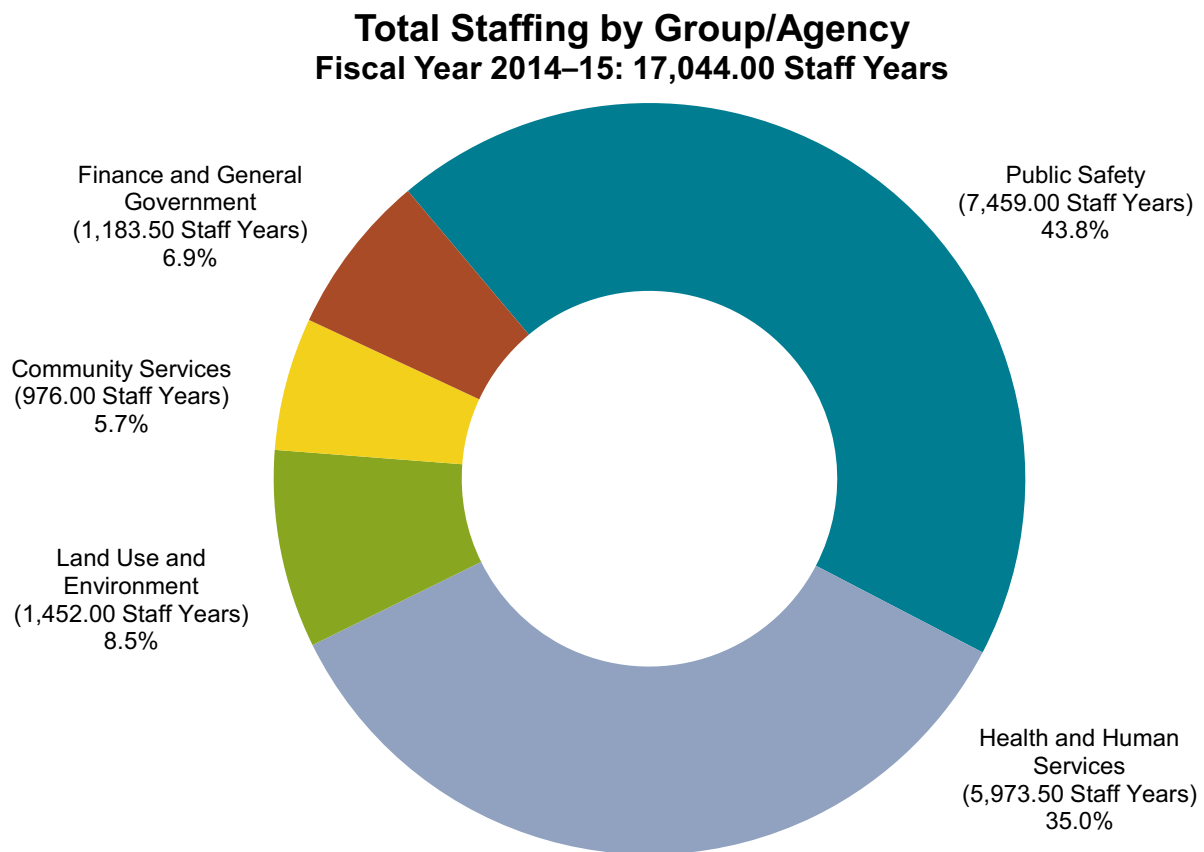
All Funds: Total Staffing

Total Staffing by Group/Agency

Adopted staff years¹ for **Fiscal Year 2014–15 increased by 417.00** from the Adopted Budget for Fiscal Year 2013–14, **an increase of 2.5% to a total of 17,044.00 staff years**. One staff year equates to one permanent employee working full-time for one year.

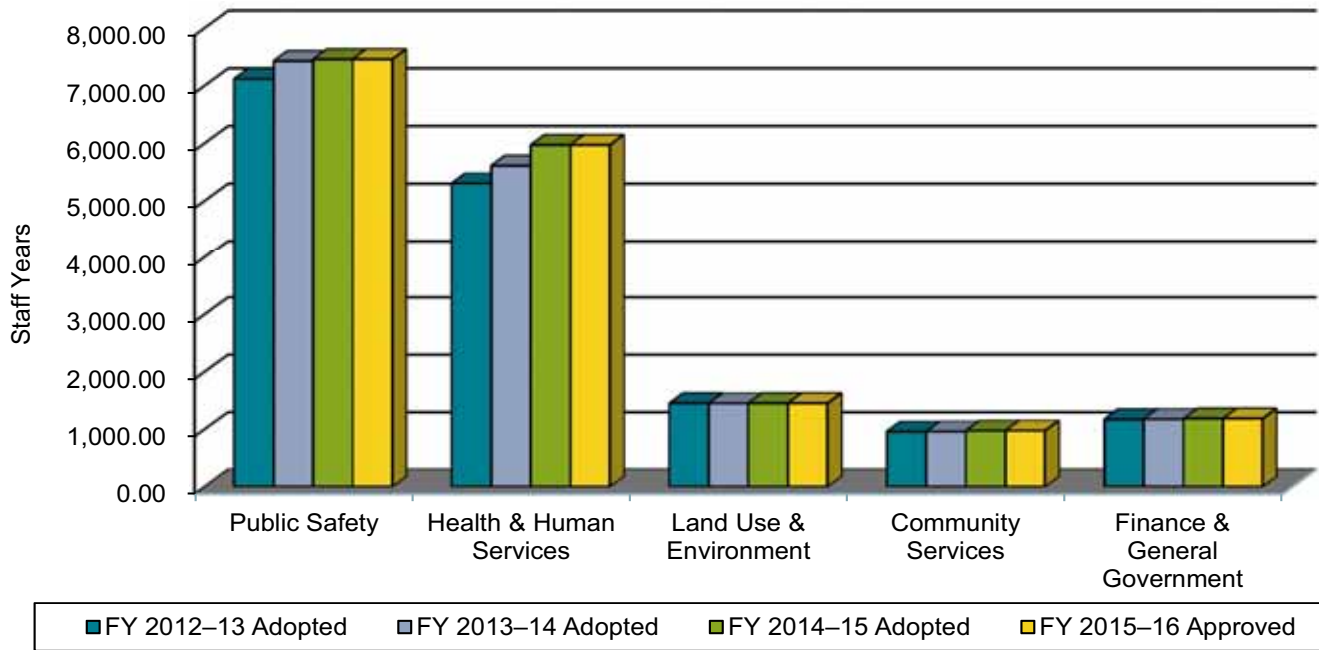
This net increase is primarily attributable to increased staffing in the Health and Human Services Agency. While overall staffing levels are increasing, there are some departments and programs in which staffing levels are decreasing. The staffing changes are summarized by business group in the chart below.

Total staff years in Fiscal Year 2015–16 are expected to remain relatively constant at 17,046.00.



¹One staff year is equivalent to one permanent employee working full-time for one year

Total Staffing by Group/Agency Fiscal Years 2012–13 through 2015–16



Total Staffing by Group/Agency (staff years)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
Public Safety	7,120.00	7,429.00	7,459.00	0.4	7,461.00
Health and Human Services	5,306.25	5,613.50	5,973.50	6.4	5,973.50
Land Use and Environment	1,451.00	1,446.00	1,452.00	0.4	1,452.00
Community Services	959.00	961.00	976.00	1.6	976.00
Finance and General Government	1,174.50	1,177.50	1,183.50	0.5	1,183.50
Total	16,010.75	16,627.00	17,044.00	2.5	17,046.00

Public Safety Group (PSG)

PSG has a **net increase of 30.00 staff years, or 0.4%**, to align staffing with available revenues and to address key operational requirements.

- District Attorney: increases by 11.00 staff years. This includes an increase of 7.00 staff years associated with projected increases in caseload; 2.00 staff years associated with fulfilling additional responsibilities to victims of crime; and 2.00 staff years to develop and implement new and innovative information technology projects.
- Sheriff’s Department: increases by a net of 34.00 staff years. This includes an increase of 22.00 staff years in the Law Enforcement Services Bureau (of these, 8.00

staff years, 5.00 staff years, and 1.00 staff year were approved by the Board of Supervisors on August 6, 2013, February 25, 2014, and March 11, 2014 respectively), increase of 4.00 staff years in the Detention Services Bureau, increase of 1.00 staff year in the Sheriff’s Court Services Bureau and increase of 7.00 staff years for management and executive support.

- Medical Examiner: increases by 2.00 staff years to provide laboratory support for Toxicology and Human Resources support.
- Probation Department: decreases by a net of 23.00 staff years. This includes a decrease of 4.00 staff years due to a reduction in Senate Bill (SB) 678, The California

Community Corrections Performance Incentive Act of 2009 revenue and a decrease of 19.00 staff years as a result of a reduction in the Youthful Offender Block Grant program due to decreases in juvenile detention populations and offenders under community supervision.

- San Diego County Fire Authority: increases by 6.00 staff years. This includes an increase of 4.00 staff years to support expanding administrative and fiscal responsibilities with the implementation of the Fire Master Plan as approved by the Board of Supervisors on July 30, 2013, and an increase of 2.00 staff years to support fire prevention activities (of these, 1.00 staff year was approved by the Board of Supervisors on October 22, 2013).

In Fiscal Year 2015–16, the Public Safety Group anticipates increasing by 2.00 staff years in the Sheriff's Department to support the increased workload for the Special Enforcement Detail.

Health and Human Services Agency (HHS)

HHS has an **increase of 360.00 staff years or 6.4%**. The increase includes the addition of 351.00 staff years as approved by the Board of Supervisors on September 24, 2013 to implement the new responsibilities associated with the federal Patient Protection and Affordable Care Act (ACA) of 2010; the addition of 3.00 staff years as approved by the Board of Supervisors on November 5, 2013 to support the streamlining of the Child Welfare Services Adoption Program; and the addition of 6.00 staff years in response to direction by the Board of Supervisors on March 11, 2014 to identify funding to fully offset the 2009 cuts in the Long-Term Care Ombudsman program.

- Regional Operations: increases by 345.75 staff years to support the implementation of ACA, and includes interdepartmental transfers.
- Administrative Support: increases by 8.00 staff years in Human Resources, Financial Services Division–Facilities Management, Information Technology, and Office of Strategy and Innovation to support the implementation of ACA.
- Aging and Independence Services: increases by 6.00 staff years in the Long-Term Care Ombudsman program.
- Child Welfare Services: increases by 5.00 staff years to support streamlining of the Adoptions Program, and includes interdepartmental transfers.
- Behavioral Health Services: decreases by 4.75 staff years due to interdepartmental transfers.

In Fiscal Year 2015–16, there is no change in staffing.

Land Use and Environment Group (LUEG)

LUEG has an **increase of 6.00 staff years or 0.4%**.

- Agriculture, Weights and Measures: increases by 2.00 staff years. This includes an increase of 1.00 staff year in the Pest Detection program to survey Huonglongbing disease, a vector of the Asian Citrus Psyllid pest, to prevent the spread of the deadly disease to citrus trees in the county and an increase of 1.00 staff year in the Integrated Pest Control program for increased invasive weed abatement work.
- Parks and Recreation: increases by 3.00 staff years in the Operations Division for the management of the new County Administration Center Waterfront Park.
- Planning and Development Services: increases by a net of 1.00 staff year for a Building Inspector due to increased permit activity and increased workload.
- Public Works: No net change in staffing.
- Increase of 3.00 staff years departmentwide includes 1.00 new staff year in the Wastewater Enterprise Fund to provide mandated level of service for the Harmony Grove Service District area in the San Diego County Sanitation District, and 2.00 new staff years in DPW General Fund Watershed Protection Program to meet operational needs and additional regulatory responsibilities due to new Municipal Storm Water permit requirements, and oversee a new residential compliance program.
- Decrease in the Road Fund of 3.00 staff years (2.00 in the Capital Improvement Program and 1.00 in Environmental Services) as a result of decreased workload for capital improvement projects funded by Highway Users Tax.
- Transfer of 4.00 staff years from Inactive Waste fund into the newly created Waste Planning and Recycling fund. This action will separate State grant-funded recycling operations and related staff in the Waste Planning fund from the Inactive Waste fund activities related to maintenance of inactive landfills funded by the Environmental Trust Fund.

In Fiscal Year 2015–16, there is no change in staffing.

Community Services Group (CSG)

CSG has an **increase of 15.00 staff years or 1.6%**.

- Department of General Services: increases by 14.00 staff years. This includes an increase of 10.00 staff years to support expanding facilities and operational needs, primarily for the new San Diego County Women's Detention and Reentry Facility; and an

■ ■ ■ All Funds: Total Staffing

increase of 4.00 staff years for the CAC Waterfront Park operations and maintenance.

- Department of Animal Services: increases by 1.00 staff year for a human resource management position.

In Fiscal Year 2015–16, there is no change in staffing.

Finance and General Government Group (FGG)

FGG has an **increase of 6.00 staff years or 0.5%**.

- County Counsel: increases by 2.00 staff years. The staffing increase results from the addition of a Senior Deputy County Counsel position to address an increase in public works and planning project workloads, and the addition of a Senior Deputy County Counsel position to address an increase in demand for workers' compensation legal support services. The first position was approved by the Board of Supervisors on December 3, 2013.
- Department of Human Resources: increases by 2.00 staff years. The staffing increase results from the addi-

tion of a Human Resource Analyst position in the Employee Benefits Division to address increasing workloads and ensure compliance with Affordable Care Act (ACA) mandates, and the addition of a Workers' Compensation Adjuster to keep pace with current claims workloads.

- Treasurer-Tax Collector: increases by 2.00 staff years. The staffing increase results from the reinstatement of two previously defunded positions in the Tax Collector division (an Administrative Secretary II and a Tax Payment Enforcement Officer) to address increasing workloads in tax collection activities and administrative support.

In Fiscal Year 2015–16, there is no change in staffing.

Changes by department are summarized in the table on the following pages. Additional detail on staff year changes can be found in the Group/Agency section that begins on page 117.

Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
Public Safety	7,120.00	7,429.00	7,459.00	0.4	7,461.00
Public Safety Executive Office	11.00	11.00	11.00	0.0	11.00
District Attorney	978.00	985.00	996.00	1.1	996.00
Sheriff	3,896.00	4,178.00	4,212.00	0.8	4,214.00
Child Support Services	472.00	471.00	471.00	0.0	471.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Office of Emergency Services	17.00	17.00	17.00	0.0	17.00
Medical Examiner	52.00	54.00	56.00	3.7	56.00
Probation	1,331.00	1,339.00	1,316.00	(1.7)	1,316.00
Public Defender	346.00	357.00	357.00	0.0	357.00
San Diego County Fire Authority	13.00	13.00	19.00	46.2	19.00
Health and Human Services	5,306.25	5,613.50	5,973.50	6.4	5,973.50
Regional Operations	2,432.00	2,838.00	3,183.75	12.2	3,183.75
Strategic Planning and Operational Support	211.00	0.00	0.00	—	0.00
Aging and Independence Services	291.50	379.00	385.00	1.6	385.00
Behavioral Health Services	829.50	791.00	786.25	(0.6)	786.25
Child Welfare Services	717.50	752.00	757.00	0.7	757.00
Public Health Services	483.75	484.50	484.50	0.0	484.50
Public Administrator/Public Guardian	34.00	0.00	0.00	—	0.00
Administrative Support	307.00	369.00	377.00	2.2	377.00
Land Use and Environment	1,451.00	1,446.00	1,452.00	0.4	1,452.00
Land Use and Environment Executive Office	10.00	10.00	10.00	0.0	10.00
Agriculture, Weights and Measures	153.00	160.00	162.00	1.3	162.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	281.00	280.00	280.00	0.0	280.00
Farm and Home Advisor	2.00	0.00	0.00	—	0.00
Parks and Recreation	175.00	175.00	178.00	1.7	178.00
Planning and Land Use	160.00	0.00	0.00	—	0.00
Planning and Development Services	0.00	175.00	176.00	0.6	176.00
Public Works	524.00	500.00	500.00	0.0	500.00

■ ■ ■ All Funds: Total Staffing

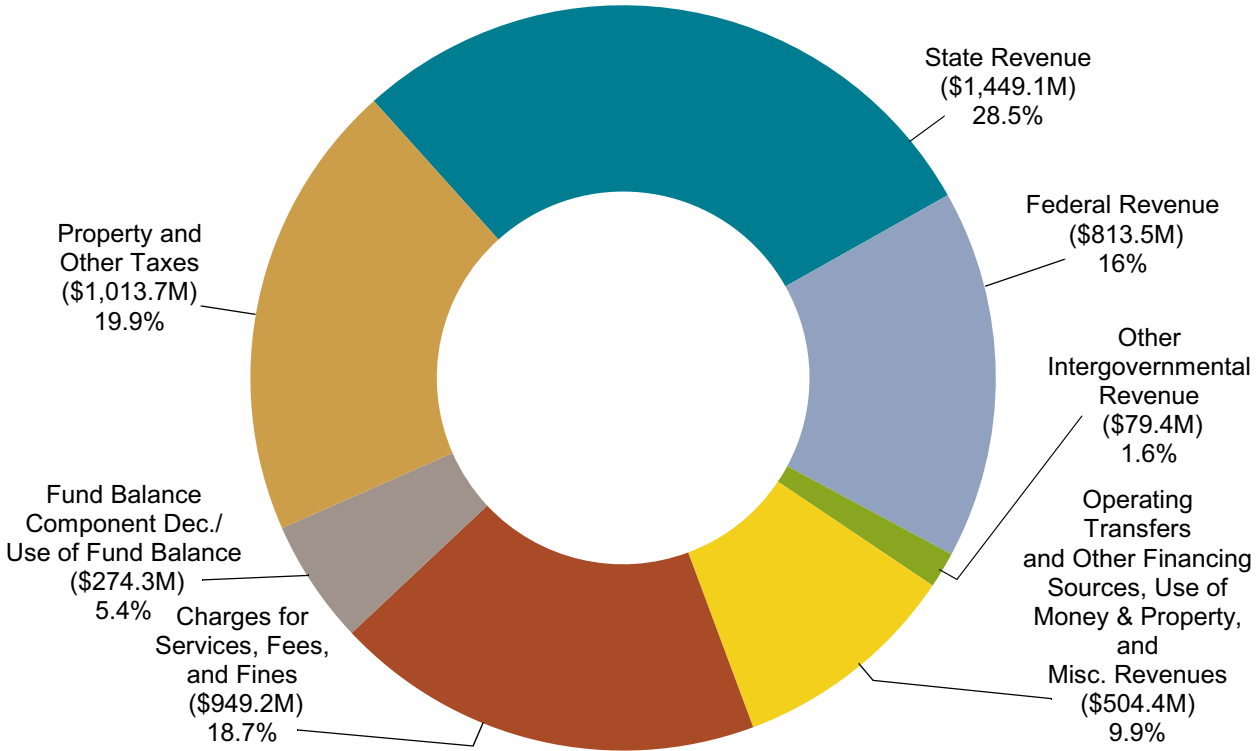
Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
Community Services	959.00	961.00	972.00	1.6	976.00
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	123.00	123.00	124.00	0.8	124.00
County Library	270.00	270.00	270.00	0.0	270.00
General Services	336.00	338.00	352.00	4.1	352.00
Housing and Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	56.00	56.00	56.00	0.0	56.00
Registrar of Voters	64.00	64.00	64.00	0.0	64.00
Finance and General Government	1,174.50	1,177.50	1,183.50	0.5	1,183.50
Finance and General Government Executive Office	7.00	21.00	21.00	0.0	21.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor/Recorder/County Clerk	410.50	410.50	410.50	0.0	410.50
Treasurer-Tax Collector	121.00	121.00	123.00	1.7	123.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	246.50	232.50	232.50	0.0	232.50
County Technology Office	16.00	17.00	17.00	0.0	17.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	27.00	27.00	27.00	0.0	27.00
County Counsel	135.00	136.00	138.00	1.5	138.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	114.00	115.00	117.00	1.7	117.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
County Total	16,010.75	16,627.00	17,044.00	2.5	17,046.00

All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for Fiscal Year 2014–15 are **\$5.08 billion, an increase of \$107.6 million or 2.2%** from the Fiscal Year 2013–14 Adopted Budget. Total resources decrease by \$218.3 million or 4.9% to \$4.87 billion in Fiscal Year 2015–16. For Fiscal Year 2014–15, the combination of State Revenue (\$1.4 billion), Federal Revenue (\$813.5 million) and Other Intergovernmental Revenue (\$79.4 million) supplies 46.1% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues and Other Financing Sources make up 9.9% of the funding sources (\$504.4 million). Another 18.7% (\$949.2 million) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 5.4% (\$274.3 million) of the funding sources.

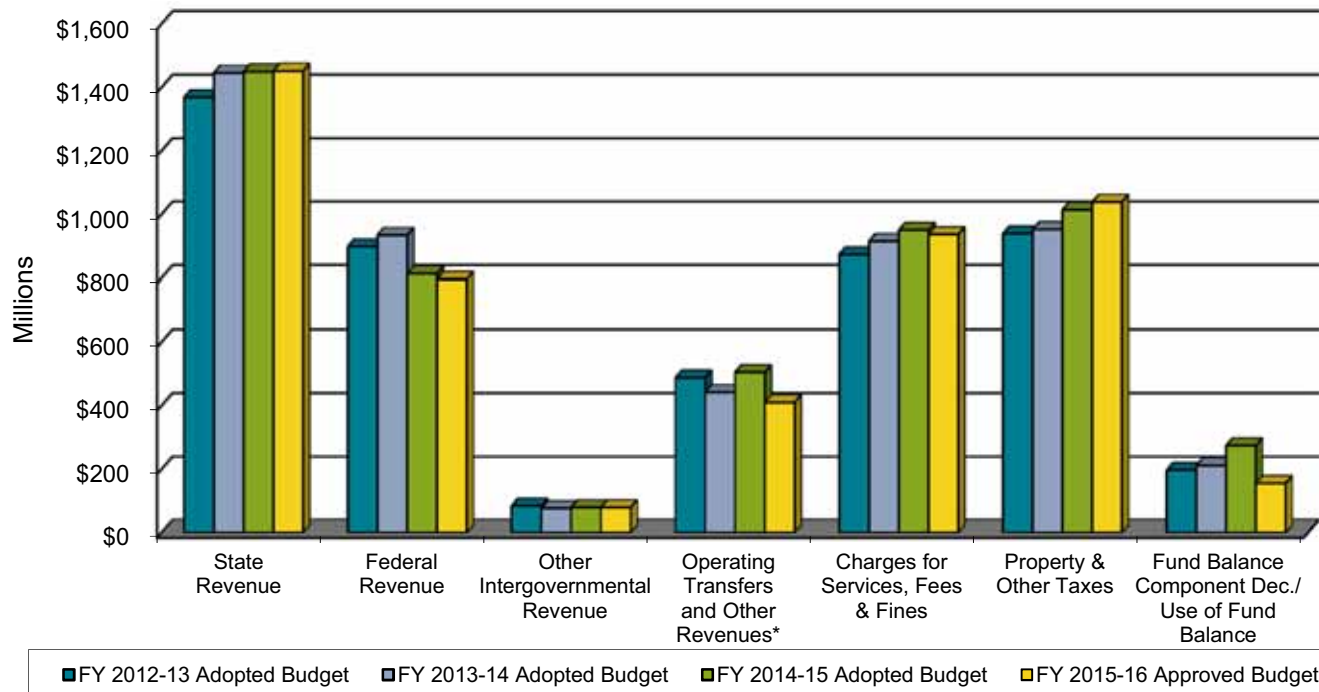
Total Funding by Source
Fiscal Year 2014–15: \$5.08 billion



Finally, revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales and Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other revenues account for 19.9% (\$1.0 bil-

lion) of the financing sources for the County's budget. The majority of the revenues in this category (95.2%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.

Total Funding by Source Fiscal Years 2012–13 through 2015–16



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

Total Funding by Source (in millions)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
State Revenue	\$ 1,367.7	\$ 1,445.6	\$ 1,449.1	0.2	\$ 1,451.6
Federal Revenue	898.1	934.0	813.5	(12.9)	795.9
Other Intergovernmental Revenue	84.1	76.5	79.4	3.9	79.3
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	487.3	442.0	504.4	14.1	409.7
Charges for Services, Fees, and Fines	873.2	914.9	949.2	3.8	935.9
Property and Other Taxes	938.3	951.4	1,013.7	6.5	1,038.3
Fund Balance Component Decrease	0.5	3.4	4.8	44.0	20.2
Use of Fund Balance	196.1	208.4	269.5	29.3	134.5
Total	\$ 4,845.2	\$ 4,976.1	\$ 5,083.7	2.2	\$ 4,865.5

Overall Change

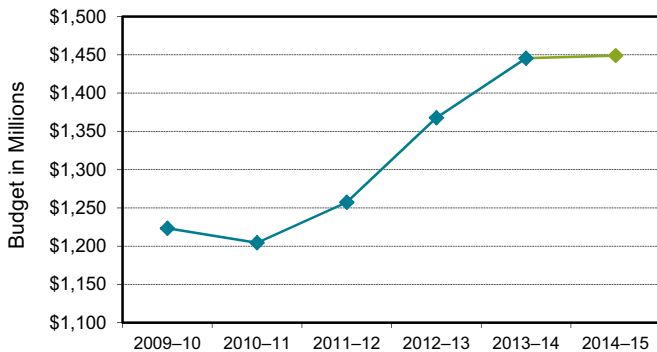
The \$107.6 million increase in the Fiscal Year 2014–15 Adopted Budget is the net of increases in some funding sources and decreases in others. In the table on the previous page, all revenue categories with the exception of Federal Revenue increase by a net of \$228.1 million overall. Federal Revenue decreases by \$120.5 million. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **increases by \$3.5 million or 0.2%** overall in Fiscal Year 2014–15.

All Funds: State Revenue History

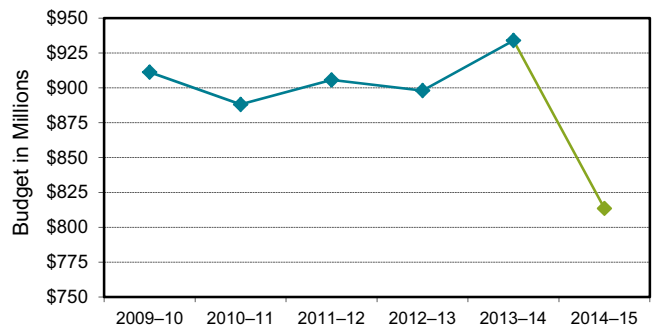


The increases in State Revenue are in the Health and Human Services Agency (HHS) of \$17.4 million, in the Land Use and Environment Group (LUEG) of \$1.6 million and in the Community Services Group (CSG) of \$0.1 million. These are offset by decreases in the Public Safety Group (PSG) of \$15.5 million and in Finance Other of \$0.1 million. A decrease of \$13.5 million in the General Fund is described in the next section. State revenues outside of the General Fund increase by \$17.0 million primarily in PSG due to an increase of \$15.0 million in the Proposition 172 Special Revenue Fund which supports regional law enforcement services and in LUEG due to increased funding of \$3.5 million in Air Pollution and Control District (APCD) for the mobile source incentives program and decreases in the Department of Public Works (DPW) of \$0.5 million in State Construction Other revenue for capital improvement projects and \$1.1 million in State Aid Other State Grants for inactive waste landfills and recycling programs.

Federal Revenue

Federal Revenue **decreases by \$120.5 million or 12.9%** overall in Fiscal Year 2014–15.

All Funds: Federal Revenue History

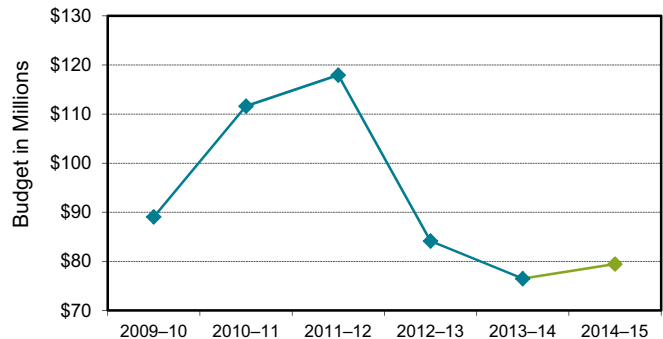


Of the decreases in Federal Revenue, \$119.2 million are in the General Fund which is explained in the next section. The decrease of \$1.2 million outside of General Fund is primarily in LUEG due to a decrease in DPW of \$1.7 million in Federal Emergency Management Assistance Homeland Security grants supporting one time capital projects.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$3.0 million or 3.9%** overall in Fiscal Year 2014–15.

All Funds: Other Intergovernmental Revenue History

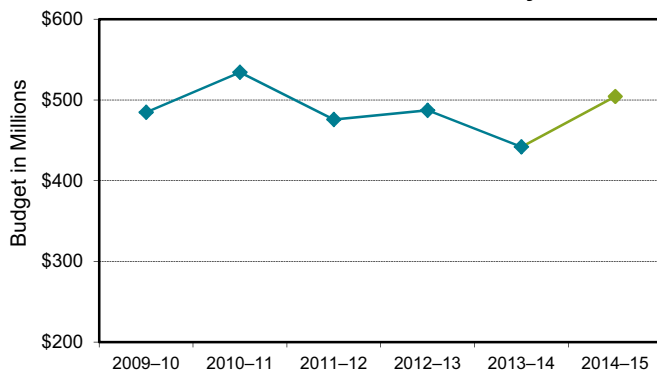


The increase in Other Intergovernmental Revenue of \$0.8 million outside the General Fund is primarily in CSG in Housing and Community Development. This increase is primarily due to a \$0.8 million increase in Aid from the Housing Authority revenue which is offset by a decrease of \$0.1 million in the Emergency Shelter Grant (ESG) and Housing Assistance for Persons with Aids (HOPWA) revenue.

■ ■ ■ All Funds: Total Funding Sources

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

All Funds: Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues History

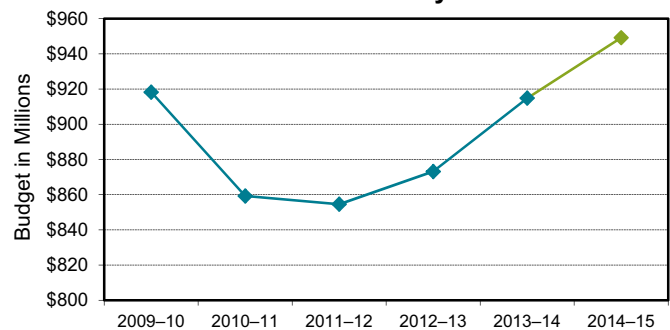


- Other Financing Sources (primarily Operating Transfers between funds) **increase by a net of \$70.1 million or 19.9%** of which \$19.7 million is in the General Fund. The most significant changes outside of the General Fund include increases of \$33.0 million in the Capital Program, \$9.0 million in CSG, \$4.8 million in PSG and \$3.7 million in LUEG offset by a decrease of \$0.2 million in FGG. The \$33.0 million increase in the Capital Program is due to increases in various capital projects. In CSG, the \$9.0 million increase is due to a technical adjustment to clear the loan payable and receivable between Internal Service Funds (ISFs). The \$4.8 million increase in PSG is primarily due to the reclassification of amounts previously budgeted in Agency Funds to Special Revenue Funds. In LUEG, the \$3.7 million increase is in DPW from the California Energy Resource Conservation and Development Commission and other one-time maintenance projects, and in APCD to support the mobile source incentives program. The decrease of \$0.2 million in FGG is due to a decrease in costs for Enterprise Resource Planning system licenses and related expenditures.
- Revenue from Use of Money & Property **decreases by a net of \$6.9 million or 13.7%** in Fiscal Year 2014-15. Of the \$6.9 million decrease, \$1.0 million is in the General Fund. Outside of the General Fund, decreases include:
 - \$3.9 million in the Capital Program in Edgemoor Development due to a decrease in lease revenue of properties.
 - \$1.7 million in LUEG due to a decrease of \$1.8 million in declining interest earnings on investments and deposits in all DPW funds and a decrease in equipment rental operating fee and equipment depreciation due to reduction in DPW's fleet.

- \$0.2 million increase is due primarily to rental properties owned by County airports.
- \$0.1 million in PSG due to the termination of lease revenue pursuant to the terms of court facility transfer agreements.
- Decrease of \$0.1 million in CSG due to the loss of lease revenue.
- Miscellaneous Revenues **decrease by \$0.8 million or 1.9%**. The decrease is mainly outside of the General Fund (\$3.1 million) which includes.
 - Decrease of \$4.4 million in the Capital Program due to decreases in funding for one time prior year capital projects and a decrease of \$0.3 million in CSG due to estimated repayment from San Diego River Conservancy and a decrease in revenue from program income base on decreased prior year loan reconveyances.
 - Net increase of \$0.7 million in PSG in Salaries & Benefits and Services & Supplies to fund additional law enforcement operations; communication tower site relocation and costs related to the Regional Communication System (RCS) Microwave Transport Network base on revenue from the RCS Trust Fund as well as a \$0.8 million increase in LUEG, DPW due to new airline revenue and an increase in *Indian Gaming* grant revenue.

Charges for Services, Fees and Fines

All Funds: Charges for Services, Fees and Fines History



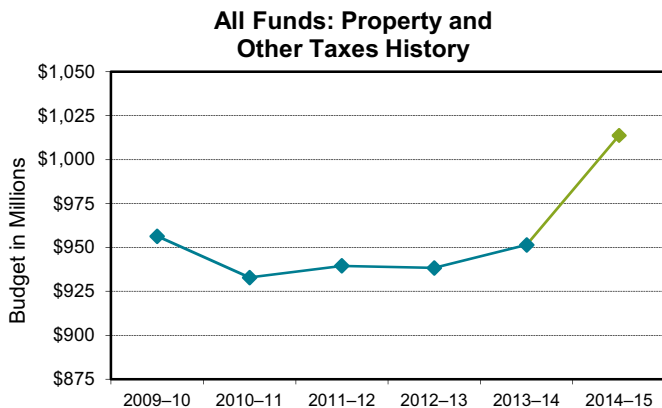
- Charges for Current Services **increase by \$38.1 million or 4.7%** in Fiscal Year 2014-15. This is mainly due to an increase of \$39.1 million in PSG in the General Fund resulting from an increase in Trial Court Security and an increase to cover costs of negotiated salary and benefit increases and service adjustments for the contracted law enforcement services. Outside of the General Fund, there is a decrease of \$5.3 million offset by an increase of \$4.4 million in Finance Other. The \$5.3 million decrease includes: \$4.4 million is in CSG due to a reduction in cost of services provided to client

departments; a \$0.6 million in PSG due to a reduction in Service to Property Owners in CSA 135 Regional and decrease in civil services process fees and a \$0.3 million in LUEG due to decreases in capital improvement projects. The \$4.4 Million increase in Finance Other is due to increases in Public Liability ISF's and Employee Benefits ISF's.

- Licenses, Permits & Franchises **increase by \$2.2 million or 4.2%** in Fiscal Year 2014–15. Of this increase, \$1.8 million is in the General Fund. There is a \$0.4 million increase in the LUEG outside the General Fund due to an increase of \$0.9 million in APCD generated by current year growth in fees and an anticipated mid-year fee increase. The increase was offset by a decrease of \$0.6 million in Parks & Recreation's Park Land Dedication Ordinance Fund.
- Fines, Forfeitures & Penalties **decrease overall by \$6.0 million or 11.4%**. There is an overall \$15.7 million decrease in General Fund primarily in PSG and Finance Other which is described in the next section. A \$9.7 million increase outside of the General Fund is primarily due to funds reclassified from Agency Trust Funds to Special Revenue Funds in the PSG Executive Office.

Property and Other Taxes

Property and Other Taxes **increase by \$62.3 million or 6.5%** in Fiscal Year 2014–15.



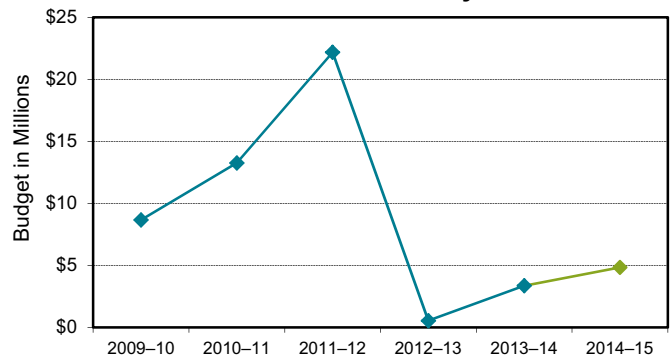
The increase of \$58.7 million is primarily in the General Fund. Outside of the General Fund, an increase of \$3.5 million is primarily in LUEG for the Department of Public Works' TransNet sales tax revenue (\$1.5 million) and in CSG for the Library's secured and unsecured property tax revenues (\$1.6 million).

Fund Balance Component Decreases

The use of Fund Balance Component Decreases **increase by \$1.5 million or 44.0%** in Fiscal Year 2014–15 compared to Fiscal Year 2013–14.

The increases in this category are \$0.6 million in the General Fund and \$0.9 million outside of the General Fund primarily in DPW for capital improvement projects in the San Diego County Sanitation District for the Lakeside, Pine Valley, and Julian Service Areas.

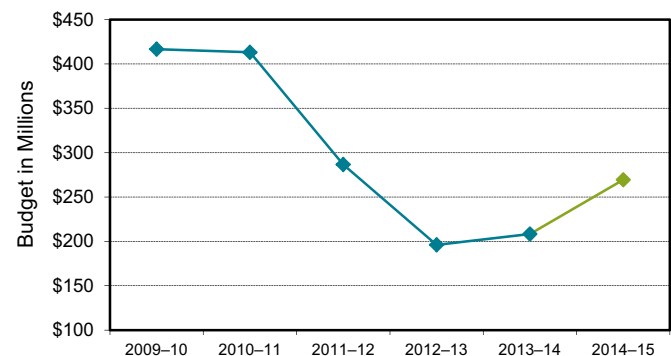
All Funds: Fund Balance Component Decreases History



Use of Fund Balance

Finally, the Use of Fund Balance **increase by \$61.1 million or 29.3%** in Fiscal Year 2014–15. Of this amount, \$35.5 million is in the General Fund and described in the next section.

All Funds: Use of Fund Balance History



Outside of the General Fund, there is a \$12.4 million increase in CSG, a \$7.1 million increase in LUEG, a \$5.7 million increase in PSG, and a \$0.3 million increase in Capital which contribute to the overall non-General Fund increase of \$25.5 million. The increase in CSG is primarily due to loan repayment of interfund borrowing between the Fleet ISF and Major Maintenance ISF to fund the Fleet Management ISF Countywide replacement acquisition program and for major maintenance repairs at County-owned facilities. The increase in LUEG is primarily due to increases in APCD to support the mobile source incentives program and for purchasing replacement or new equipment in DPW. The increase in PSG is primarily due to increases in one-time expenditures in the PSG Executive Office.

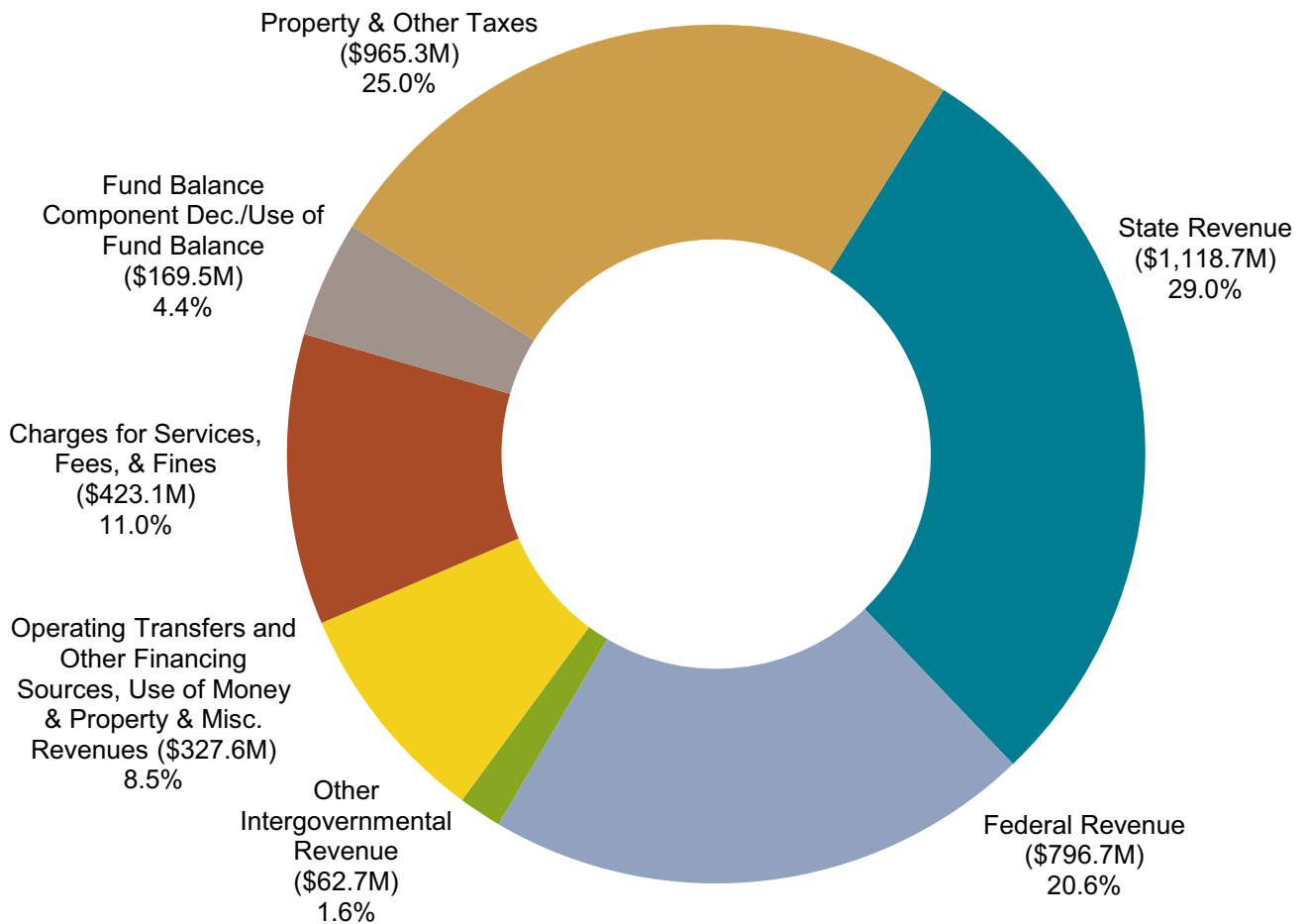


General Fund

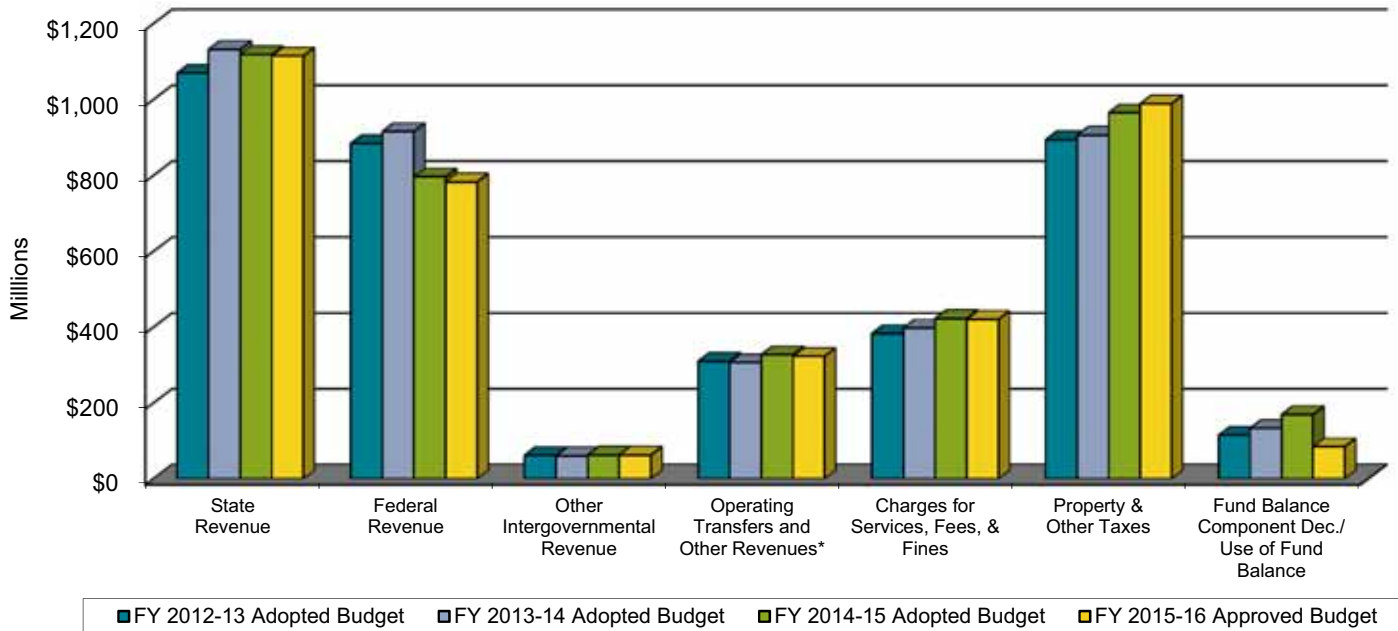
Overview of General Fund Financing Sources

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 this Adopted Operational Plan, General Fund Financing Sources **total \$3.86 billion for Fiscal Year 2014–15, a \$10.6 million or 0.3% increase** from the Fiscal Year 2013–14 Adopted Budget. In comparison, the ten year average annual growth rate through Fiscal Year 2014–15 was 3.1%. General Fund Financing Sources decrease by \$85.7 million or 2.2% in Fiscal Year 2015–16 primarily due to a reduction in the use of one-time resources.

General Fund Financing Sources Fiscal Year 2014–15: \$3.86 billion



General Fund Financing Sources Fiscal Years 2012–13 through 2015–16



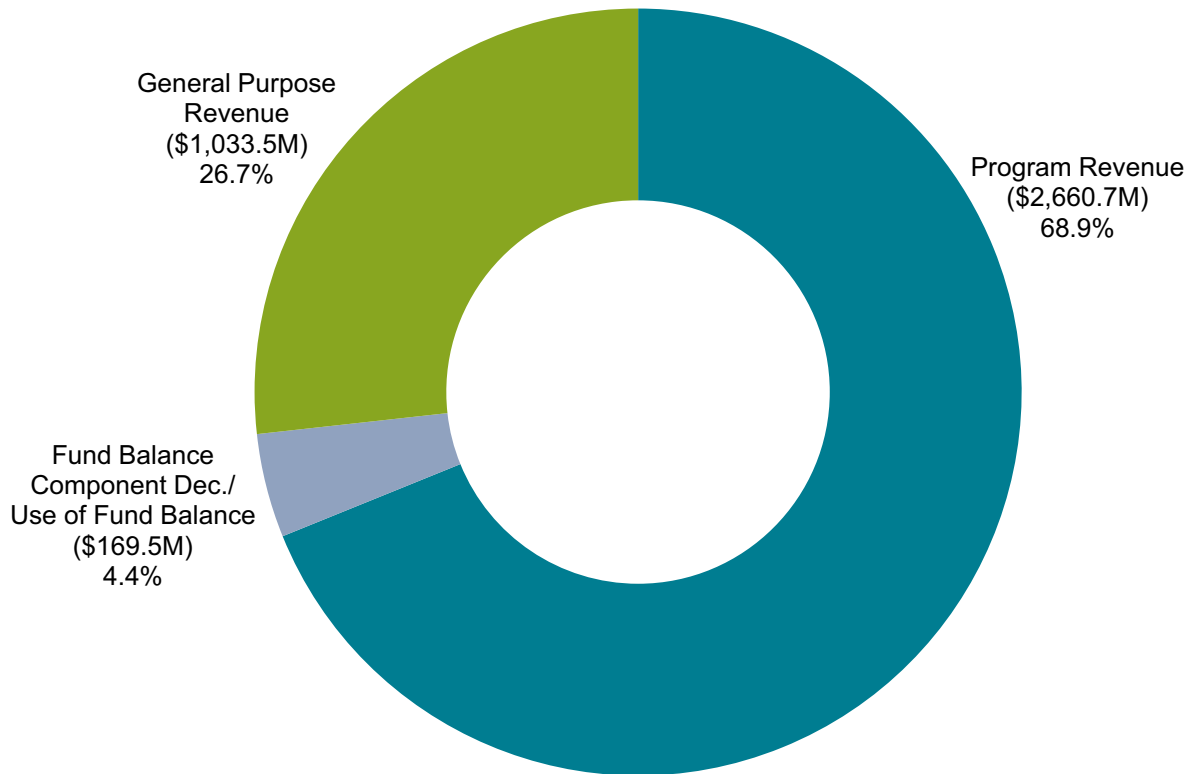
*Other Revenues include Other Financing Sources, Use of Money & Property and Miscellaneous Revenues.

General Fund Financing Sources (in millions)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
State Revenue	\$ 1,069.7	\$ 1,132.2	\$ 1,118.7	(1.2)	\$ 1,114.8
Federal Revenue	884.5	915.9	796.7	(13.0)	783.1
Other Intergovernmental Revenue	61.9	60.5	62.7	3.6	62.6
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	310.0	306.5	327.6	6.9	323.1
Charges for Services, Fees, and Fines	383.5	398.0	423.1	6.3	420.6
Property and Other Taxes	894.3	906.6	965.3	6.5	989.2
Fund Balance Component Decreases	0.5	0.8	1.4	75.4	17.7
Use of Fund Balance	114.5	132.5	168.1	26.8	66.8
Total	\$ 3,718.9	\$ 3,853.1	\$ 3,863.6	(0.3)	\$ 3,777.9

General Fund Financing Sources by Category

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

General Fund Financing Sources by Category Fiscal Year 2014–15: \$3.86 billion

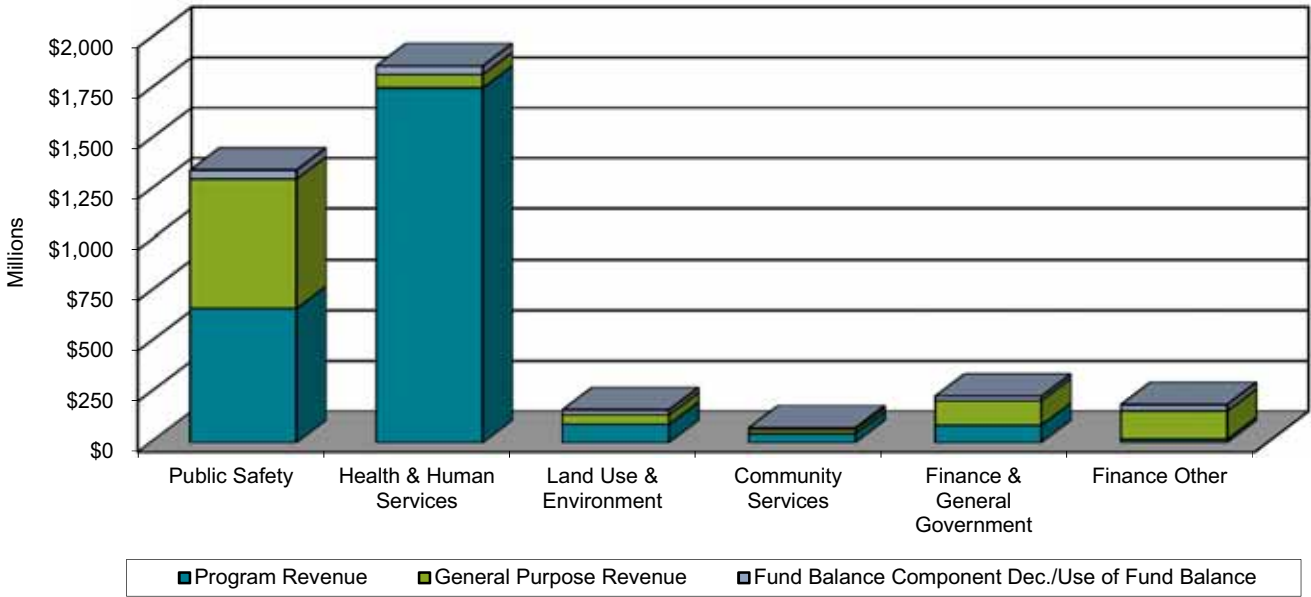


General Fund Financing Sources by Category (in millions)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
Program Revenue	\$ 2,636.8	\$ 2,741.7	\$ 2,660.7	(3.0)	\$ 2,635.8
Fund Balance Component Decreases/Use of Fund Balance	115.0	133.4	169.5	27.1	84.6
General Purpose Revenue	967.1	978.0	1,033.5	5.7	1,057.6
Total	\$ 3,718.9	\$ 3,853.1	\$ 3,863.6	(0.3)	\$ 3,777.9

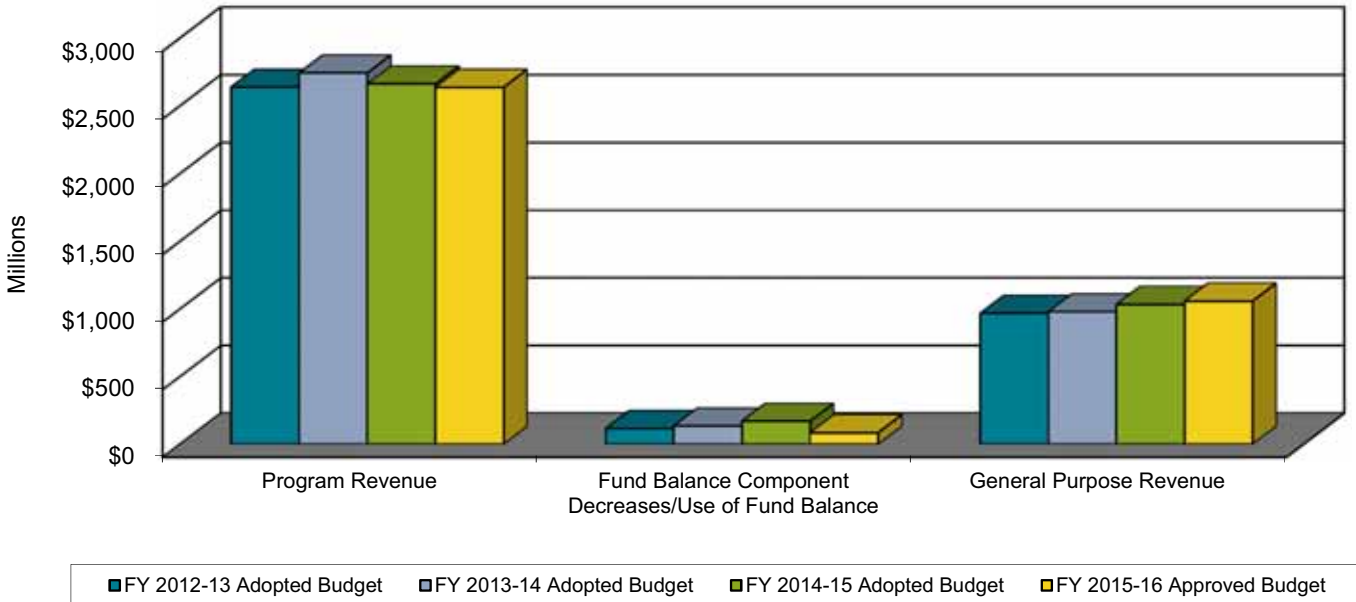
In Fiscal Year 2014–15, Program Revenue decreases by 3.0% (\$81.1 million), the Fund Balance Component Decreases/Use of Fund Balance increases by 27.1% (\$36.2 million) and General Purpose Revenue (GPR) increases by 5.7% (\$55.5 million) from the Fiscal Year 2013–14 Adopted Budget.

In Fiscal Year 2015–16, GPR increases by 2.3% (\$24.1 million), Program Revenue decreases by 0.9% (\$24.9 million) and the planned use of fund balance declines by 50.1% (\$85.0 million). Uses of fund balance in Fiscal Year 2015–16 are tentative and subject to revision during the next Operational Plan development cycle.

General Fund Financing by Group and Category Fiscal Year 2014–15: \$3.86 billion



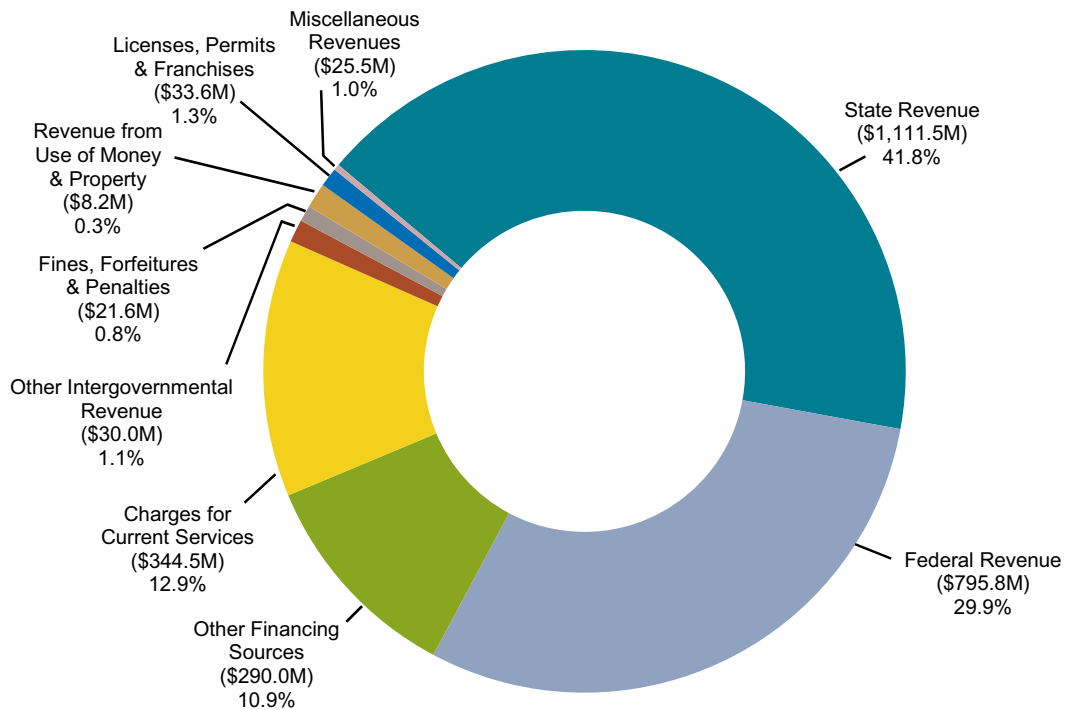
General Fund Financing Sources by Category Fiscal Years 2012–13 through 2015–16



General Fund Program Revenue

Program Revenue, as the name implies, is dedicated to and can be used only for the specific programs with which it is associated. This revenue makes up 68.9% of General Fund financing sources in Fiscal Year 2014–15, and is derived primarily from State and federal subventions and grants, and from charges and fees earned by specific programs. Of the County's Program Revenue, the Health and Human Services Agency manages 65.9%, the Public Safety Group manages 25.0% and the balance is managed across the County's other business groups. Program Revenue is expected to decrease by 3.0% (\$81.1 million) from the Fiscal Year 2013–14 Adopted Budget compared to an average annual growth for the last ten years of 3.1%.

**General Fund Program Revenue by Source
Fiscal Year 2014–15: \$2.66 billion**



General Fund Program Revenue by Source (in millions)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
State Revenue	\$ 1,062.0	\$ 1,124.9	\$ 1,111.5	(1.2)	\$ 1,107.5
Federal Revenue	883.4	914.8	795.8	(13.0)	782.2
Other Financing Sources	264.6	270.3	290.0	7.3	293.1
Charges For Current Services	289.9	305.4	344.5	12.8	341.7
Other Intergovernmental Revenue	29.8	27.8	30.0	7.8	29.8
Fines, Forfeitures & Penalties	35.1	34.4	21.6	(37.1)	19.1
Licenses, Permits & Franchises	31.0	31.9	33.6	5.6	36.2
Miscellaneous Revenues	30.5	23.2	25.5	(10.1)	18.0
Revenue From Use of Money & Property	10.5	9.2	8.2	(11.1)	8.1
Total	\$ 2,636.8	\$ 2,741.7	\$ 2,660.7	(3.0)	\$ 2,635.8

General Fund Change in Program Revenue

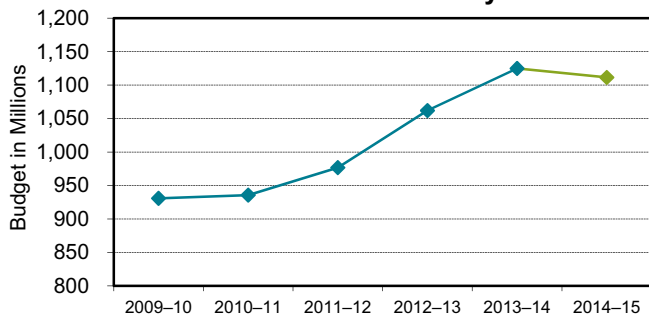
The \$81.1 million decrease in Program Revenue in the Fiscal Year 2014–15 Adopted budget is the net of increases and decreases in various funding sources. As indicated in the table on the previous page, State Revenue, Federal Revenue, Fines, Forfeitures & Penalties, and Revenue from Use of Money & Property decrease a combined \$146.2 million. The decrease in State revenue is primarily due to a reclassification of revenue in PSG to Charges for Current Services, and is detailed below. Increases totaling \$65.1 million are in the categories of Other Financing Sources, Charges for Current Services, Other Intergovernmental Revenue, Miscellaneous Revenues, and Licenses, Permits & Franchises.

General Fund Change in Program Revenue by Source

State Revenue

State Revenue **decreases by \$13.4 million or 1.2%** in Fiscal Year 2014–15.

General Fund Program Revenue: State Revenue History



There is an overall decrease of \$30.5 million in the Public Safety Group (PSG), primarily in the Sheriff's Department to realign revenue allocated from the Local Revenue Fund 2011 Trial Court Security to the appropriate subaccount, which will be reflected as an increase in Charges for Current Services. This decrease is partially offset by an increase of \$17.4 million in the Health and Human Services Agency (HHS) realignment revenue and Social Services Administrative revenue to support Health Care reform.

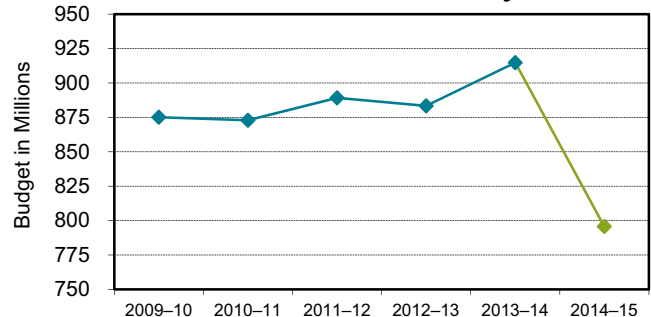
There is an overall decrease in the Land Use and Environment Group (LUEG) of \$0.4 million. A \$0.2 million decrease in the Department of Public Works (DPW) is mainly due to reduced State revenue for construction projects, and a \$0.2 million decrease in Department of Environmental Health (DEH) primarily due to fringe benefit and

indirect cost limitations in the State Radiological Health Program Revenue Agreement.

Federal Revenue

Federal Revenue **decreases by a net of \$119.0 million or 13.0%**.

General Fund Program Revenue: Federal Revenue History



Federal Revenue decreases in HHS by \$99.9 million, in PSG by \$20.8 million and in LUEG by \$0.4 million, partially offset by an increase in CSG of \$2.1 million.

The net decrease of \$99.9 million in HHS is predominantly related to the transition of the Low Income Health Program (LIHP) to the expanded Medi-Cal program as part of the *Patient Protection and Affordable Care Act (ACA)* of 2010.

The net decrease in PSG of \$20.8 million includes \$5.6 million in the San Diego County Fire Authority mainly due to expiration of the Dead, Dying and Diseased Tree Removal grant as well as the Community Development Block Grant (CDBG), a decrease of \$8.6 million in the Sheriff's Department primarily due to decreases in various grant programs, a decrease of \$3.8 million in the Probation Department mainly due to a decrease in Title IV-E revenue for the estimated impact of federal guidelines for pre-replacement candidacy activities related juvenile offenders, a decrease of \$1.2 million in Child Support Services due to decrease in claimable expenditures, and decreases of \$1.3 million in OES, \$0.3 million decrease in DA for the Southwest Border Prosecution Initiative and \$0.1 million in the Medical Examiner due to reduction in grant funding.

The decrease of \$0.4 million in LUEG is largely in Agriculture, Weights and Measures (AWM) related to a decrease in contract funding for Sudden Oak Death as well as in DPW for Federal Emergency Management Assistance Homeland Security grant.

The \$2.1 million net increase in CSG is in Housing and Community Development (HCD) and is associated with carryover of remaining prior year HOME grant and CDBG revenue.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of \$19.7 million or 7.3%**. This is a result of an increase of \$28.2 million in PSG and \$2.2 million in Contributions to Capital Outlay, offset by \$10.7 million decrease in HHSA.

The \$28.2 million increase in PSG is primarily due to funding from Proposition 172 and realigning revenue to the proper account. More information about Proposition 172 funding appears in the following section. The \$2.2 million in Capital Outlay Fund is related to an increase in revenue for capital projects. The \$10.7 million overall decrease in HHSA is a primarily related to the transition of the LIHP to the expanded Medi-Cal program as part of ACA.

Charges For Current Services

Charges For Current Services increase by \$39.1 million or 12.8%. Revenues increase by \$39.1 million in PSG, \$3.2 million in CSG, \$2.3 million in LUEG, and \$2.1 million in the Finance and General Government Group (FGG), offset by a decrease of \$7.6 million in HHSA.

- In PSG, the increase includes reclassification of Trial Court Security revenue to the proper account, and an increase in revenue for contracted law enforcement services to cities, transit entities and tribes in the Sheriff's Department.
- In CSG, the increase is largely in the Registrar of Voters as a result of a greater number of billable jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.
- In LUEG, increases include \$1.0 million in the Department of Environmental Health (DEH) for the Vector Control Benefit Assessment associated with the Vector Control program, and \$1.3 million in Planning and Development Services (PDS) related to increased work on various land development projects.
- In FGG, increases include \$1.2 million in County Counsel related to Internal Service Fund areas and Public Administrator/Public Guardian estates, \$0.6 million in the Assessor/Recorder/County Clerk for marriage, duplicating and filing fees, \$0.4 million in Treasurer-Tax Collector for Assembly Bill (AB) 2890 supplemental property tax revenue, \$0.1 million in the FGG Executive Office for external department overhead (A-87) revenues, partially offset by a decrease of \$0.2 million in the Department of Human Resources for a decrease in A-87 revenue.
- In HHSA, the \$7.6 million decrease is primarily due to decreased third party reimbursement associated with the transition of the LIHP to ACA and healthcare reform.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by \$2.2 million or 7.8%**. An increase of \$1.2 million in LUEG is largely related to the Department of Public Works from co-permittees for new Total Maximum Daily Load (TMDL) and stormwater permit requirements. There is also an increase in CSG of \$0.7 million in HCD due to increased funding allocation in Aid from the Housing Authority for program administration, and an increase of \$0.4 million in FGG Executive Office for a tax sharing agreement with the City of San Diego for maintenance of the Waterfront Park, partially offset by a decrease of \$0.2 million in PSG primarily due to expiration of Indian Gaming Local Benefit Grant projects in the San Diego County Fire Authority.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decrease by \$12.7 million or 37.1%**, primarily in PSG due to a reduction in AB 189 Criminal Justice Facility Penalty revenue, realignment of revenue to proper accounts in the Sheriff and Probation Departments and in Contributions to Trial Courts due to decline in court revenues.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increase by \$1.8 million or 5.6%**, primarily in LUEG, for increased building permits in PDS and for Food and Housing Division and Hazardous Materials Management Division permit revenues in DEH.

Miscellaneous Revenues

Miscellaneous Revenues **increase by \$2.4 million or 10.1%**. A net increase of \$3.5 million in PSG is primarily related to revenue from the Regional Communications System (RCS) Trust Fund in the Sheriff's Department for RCS related expenditures. This increase is offset by decreases of: \$0.5 million in LUEG to realign revenue in the proper account in DEH, and a delay in citrus grove abatement activities in AWM; \$0.3 million in HHSA due to the elimination of a one-time donation and transfers from Community Service Areas to Administrative Support; \$0.2 million in CSG for prior year loan reconveyances in HCD; and \$0.2 million in FGG due to decreased cost reimbursement from the Employee Benefits Internal Service Fund and decreased proceeds from property sales in the Treasurer-Tax Collector.

Revenue from Use of Money & Property

Revenue from Use of Money & Property **decreases by \$1.0 million or 11.1%**. The primary source of the decrease is in HHSA associated with a termination of a lease agreement for a program contractor.

Select General Fund Program Revenues

Following are some of the largest and most closely watched program revenues. Please see the individual Group and department sections beginning on page 117 for more specific information on the various other program revenues.

1991 and 2011 Health and Human Services Realignment Revenues

1991 and 2011 Health and Human Services Realignment Revenues (**\$518.7 million in Fiscal Year 2014–15** and **\$525.2 million in Fiscal Year 2015–16**) are projected to be received from the State to support health and social services programs.

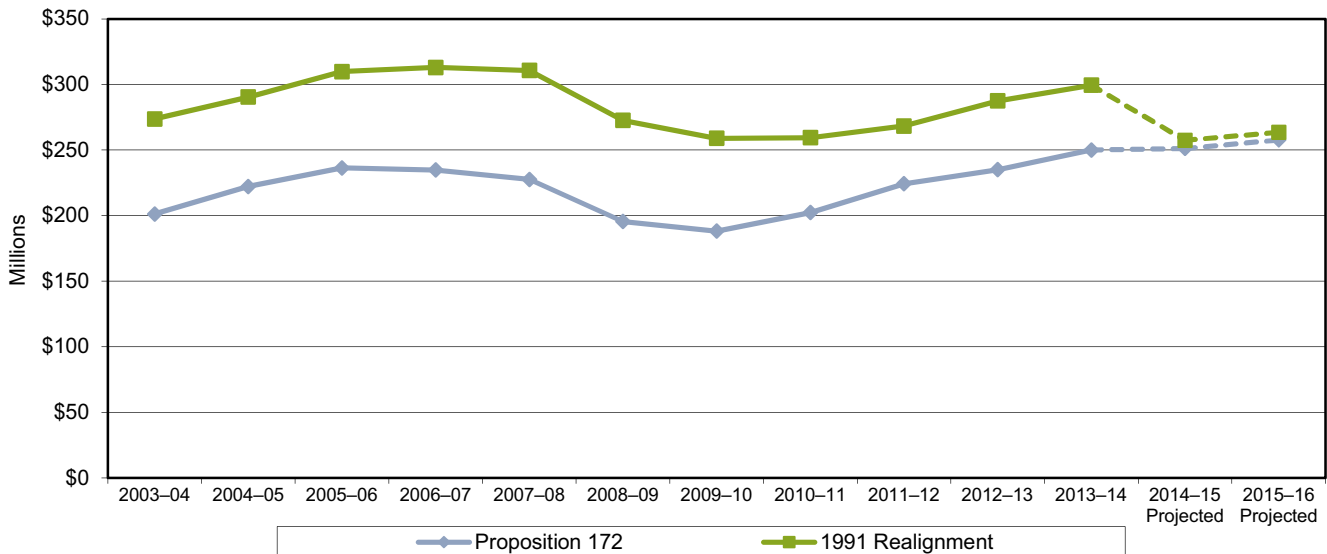
The term “1991 Realignment” refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health and social services programs, along with the provision of dedicated sales tax and vehicle license fee revenues to pay for these services. In Fiscal Year 2011–12 the State further realigned an additional amount of social services and behavioral health services

over a two-year period (some additional mental health programs were realigned in Fiscal Year 2012–13) and as in 1991, the State dedicated additional sales tax revenues to support them.

For Fiscal Year 2014–15, it is projected that 28.4% of the HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010–11, the last year prior to the implementation of 2011 Realignment. These revenues are projected to decrease by 1.4% (\$7.4 million) compared to Fiscal Year 2013–14, primarily due to the requirement under Assembly Bill (AB) 85 *Redirection of 1991 State Health Realignment* (2013), that a portion of 1991 State Health Realignment funds be redirected to the State for implementation of the ACA. The redirection of funds is offset somewhat by growth in other realignment subaccounts. A modest growth of 1.2% is anticipated for Fiscal Year 2015–16.

The chart below shows the realized revenues for 1991 Health and Social Services Realignment for Fiscal Years 2003–04 through 2013–14 and projected levels for Fiscal Years 2014–15 through 2015–16.

**Proposition 172 and 1991 Realignment Sales Tax Revenue
Fiscal Year 2003–04 to Fiscal Year 2015–16**



Note: Fiscal Year 2003–04 to 2013–14 figures represent actual revenues. Fiscal Year 2014–15 through Fiscal Year 2015–16 figures represent projected revenue as included in the Fiscal Years 2014–16 Adopted Operational Plan. Starting in 2011, the 1991 Realignment has been adjusted to exclude funding for Mental Health support that was transferred to the 2011 Realignment. Also beginning in 2011, CalWORKs funding has been incorporated into the 1991 Realignment.

2011 Public Safety Realignment Revenues

2011 Public Safety Realignment Revenues (**\$135.1 million in Fiscal Year 2014–15 and \$134.8 million in Fiscal Year 2015–16**) are projected to be received from the State to support criminal justice programs. The revenue source is a dedicated portion of State sales tax and State and local Vehicle License Fees (VLF). The revenues provided for realignment are deposited into the Local Revenue Fund 2011 and allocated to specific accounts and subaccounts by statute. Funds allocated to the Community Corrections Subaccount will support services required to address the transfer of responsibility for certain offenders from the State to the counties pursuant to Assembly Bill (AB) 109, *Public Safety Realignment* (2011), including supervision of offenders, costs associated with the custody of offenders including food and medical costs and equipment, and resources for services including mental health treatment, substance abuse treatment, and vocational and behavioral services. These revenues are projected to increase by 2.9% (\$3.8 million) compared to Fiscal Year 2013–14. A decrease of 0.2% (\$0.3 million) is anticipated for Fiscal Year 2015–16.

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

Proposition 172, Public Safety Sales Tax Revenues

Proposition 172, Public Safety Sales Tax Revenues (**\$251.0 million in Fiscal Year 2014–15 and \$257.6 million in Fiscal Year 2015–16**) support regional 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 State-wide sales tax that was approved by voters in 1993 and is distributed to counties based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. In turn, counties distribute a portion of the Proposition 172 receipts to local cities according to ratios established pursuant to the Government Code.

Between Fiscal Years 2005–06 and 2009–10, revenues fell by 20.4% (\$48.2 million). For Fiscal Year 2014–15, these revenues are 6.4% (\$15.0 million) above the Fiscal Year 2013–14 budgeted amount, exceeding the level received in Fiscal Year 2005–06. It is anticipated that these revenues will grow modestly in Fiscal Year 2015–16. The chart on the preceding page shows the realized revenues for

Proposition 172 for Fiscal Years 2003–04 through 2013–14 and projected levels for Fiscal Years 2014–15 through 2015–16.

Tobacco Settlement Revenues

Tobacco Settlement Revenues (**\$21.5 million in Fiscal Year 2014–15 and \$13.5 million in Fiscal Year 2015–16**) by Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, are dedicated to healthcare-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than \$206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

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

In May 2006, the County securitized additional anticipated receipts and added \$123.5 million to the endowment fund. These proceeds were intended to enable the County to fund health care programs annually through approximately year 2034.

The \$21.5 million budgeted in Fiscal Year 2014–15 reflects \$8.0 million in one-time, non-securitized Tobacco Settlement funds and \$13.5 million in Securitized Tobacco funds. This is a reduction in Securitized Tobacco Funds support to the General Fund of \$10.7 million from Fiscal Year 2013–14 as a result of savings related to the elimination of the Low Income Health Program, offset by an increase to support the expansion of mental health services for children and youth in foster care. Another \$14.0 million is budgeted and retained in the Tobacco Securitization Special Revenue Fund which includes \$13.8 million set aside as an unallocated reserve (an increase of \$10.7 million from Fiscal Year 2013–14) and \$0.2 million is bud-

geted for processing costs in Fiscal Year 2014–15. A request will be submitted to the Board of Supervisors if additional resources are needed.

General Fund General Purpose Revenue

General Purpose Revenue (GPR) makes up 26.7% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section.

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

Use of Fund Balance, including Fund Balance Component Decreases, (**\$169.5 million in Fiscal Year 2014–15 and \$84.6 million in Fiscal Year 2015–16**), represents 4.4% of General Fund Financing Sources in Fiscal Year 2014–15. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a mitigation for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations.

The following list details the various General Fund Use of Fund Balance/Fund Balance Component Decreases budgeted for Fiscal Year 2014–15:

- Management reserves.
- Labor costs due to negotiated one-time salary and benefit payments.
- One-time major maintenance.
- One-time funding for County Administration Center Waterfront Park security.
- One-time funding for Pre-Arrestment Release program, Sheriff's Transfer, Assessment and Release Unit implementation.
- San Diego County Fire Authority one-time funding for volunteer station equipment, fuel costs, and contract costs.
- One-time training, recruitment and retention for the volunteer firefighter program.
- Aerial Fire Suppression "Call When Needed" support.
- Comprehensive wildfire preparedness outreach campaign.
- Bridge funding to support the Probation Department due to the loss of Senate Bill 678 and Title IV-E Foster Care funding.
- One-time contracted vocational, educational, and life skills services for high-risk offenders.
- Juvenile Diversion program support in the Probation Department.
- Bridge funding for Contribution to Trial Courts to support the statutory payments to the State.
- One-time administrative and logistical support needs for the San Diego County Fire Authority.
- Bridge funding for costs associated with fire protection and emergency medical services.
- Support costs for Probation dispatch services.
- Health and Human Services continuous improvement and integration projects.
- Grand Avenue clinic sale proceeds commitment for Public Health.
- One year extension of the cultural broker consultant services for a pilot program to enhance child safety and family stability in the Child Welfare system and to allow for a more accurate evaluation of the outcomes.
- Agriculture, Weights and Measures Red Imported Fire Ant (RIFA) survey.
- Parks and Recreation Lindo Lake study/basin environmental documents and permitting.
- Green Building Program and Homeowner Relief Act fee waivers.
- Planning and Development Services Transportation Impact Fee (TIF) update.
- Zoning ordinance revisions to encourage composting activities.
- Road maintenance projects.
- Design of the San Diego River flood forecast model.
- Purchase of Agriculture Conservation Easements (PACE) program support.
- LUEG business process reengineering projects.
- Watershed Protection Program to fund Total Maximum Daily Load and Water Improvement projects necessary to comply with new Stormwater Permit requirements.
- One-time funding to continue the SMART building program aka Building Automation System (BAS).
- County Administration Center maintenance projects including electrical, and heating, ventilation, and air conditioning (HVAC) system.
- Training certifications for employee development
- Internship programs.
- Workforce Academy for Youth (WAY) program.
- Grants provided to community organizations.
- Public Works school safety enhancement.
- Various information technology (IT) projects, including:



- Digitizing records and one-time IT projects in the District Attorney's Office.
- San Diego County Fire Authority Advanced Situational Awareness for Public Safety Network.
- Public Defender software and programming changes associated with receiving discovery electronically.
- Health and Human Services technological improvements to support *Live Well San Diego* and the delivery of integrated services.
- Emergency Medical Services pre-hospital patient records scanning project.
- Testing and remediation costs related to Microsoft Office 2013 upgrade.
- IT applications in Agriculture, Weights and Measures such as the Trapping iPad application and the Pierce's Disease (PDCP) iPad application.
- Agriculture, Weights and Measures business registration and investigative process through Accela.
- Documentum upgrade and recording.
- Air Pollution Control District paperless project.
- Business Case Management System infrastructure upgrades.
- New civic engagement webpage.
- Open Data Platform project to deploy a public-facing dashboard for LUEG.
- Application discretionary work for LUEG.
- Development of public website with historical and real-time automated flood warning data (ALERT).
- Justice Electronic Library System (JELS), T360 and Case Management System development and enhancement.
- External webpage enhancement for the Auditor and Controller.
- Adobe FrameMaker publishing software upgrade for the Comprehensive Annual Financial Report (CAFR).
- TeamMate suite upgrade.
- Oracle Fusion Middleware upgrade.
- Emergent and/or unanticipated County Technology Office platform needs.
- Planned enhancements and upgrades to the Electronic Approval (EA) system, SharePoint, JELS, MyRequests, DocVault systems and non-discretionary work request for break/fixes.
- SharePoint platform upgrade.
- Enterprise Document Processing Platform (EDPP) licenses during migration (Reveille, Adobe CQ & Forms, LiveCycle, Captiva, SharePoint Connector) and upgrade documentation.
- Automated Runbooks.
- Application Rationalization and Roadmapping Tool.
- Adobe upgrades for Board of Supervisors Districts Two, Three, and Four websites.
- Data Loss Prevention.
- *Affordable Care Act* compliance module.
- NeoGov online testing.
- AS400 hardware and operating system upgrade.
- SQL database environment upgrade.
- Digital signage pilot project.
- Kronos application upgrade including workforce scheduler.
- Electronic hand held devices for recording polling place accessibility and survey data in the field.
- Online campaign financial disclosure filing system.
- Wellness portal.
- Enterprise Resource Planning (ERP) data services.
- One-time enterprise IT contracts.
- Various mobile applications to improve the efficiency of Probation case management and supervision, and for complaints and service request in LUEG departments using the Accela Automation platform.
- Various one-time facility maintenance and upgrades which include:
 - Renovation and remodel of the Emergency Operations Center.
 - Construction of the San Diego County Real-time Network Base Station in the Lakeside/Santee area.
 - Assessment of accessibility in key public facilities.
 - American with Disabilities (ADA) accessibility projects.
 - Energy projects.
- Various equipment purchase/replacement including:
 - San Diego County Fire Authority rescue and safety equipment including Forward Looking Infrared (FLIR) cameras.
 - San Diego County Fire Authority fire apparatus and apparatus replacement commitment.
 - Training equipment for the Public Defender Vista and South Bay branches.
 - Weco Electric Meter Tester.
 - Medical Examiner equipment replacement.
 - Vehicle purchase for Integrated Pest Control (IPC) and Huonglongbing (HLB) staff.
 - Traffic safety enhancement equipment.
 - Accident scan equipment for County litigation.
 - Webcams at Low Water Crossings.
 - Preservation of standard and safe roadway maintenance levels: Closed Circuit Television Video (CCTV) for video within County culverts.
 - Library 24/7 machines.
 - Image scanning equipment.
 - Fingerprinting equipment for background investigations.

- Other minor equipment to support volunteers and employee development.
- Rebudgets:
 - Support Law Enforcement Operations.
 - Furniture, fixtures, equipment and other non-consumable start-up costs for multiple capital projects, including Lakeside Substation and San Diego County Women's Detention and Reentry Facility.
 - San Diego County Fire Authority technology and communication enhancement projects.
 - Defense of special circumstance cases.
 - Vehicle purchases to meet Agricultural Water Quality inspection requirements.
 - Documentum Record Manager integration.
 - Documentum upgrade for Environmental Health.
 - Tribal liaison consultant and support.
 - Fire victim permit fee waiver.
 - Land Use Data imaging project.
 - Development of an onsite wastewater treatment program in compliance with AB 885, *Onsite Sewage Treatment Systems* (2000).
 - Accela upgrade for Environmental Health.
 - Environmental Health support for beach water quality monitoring.
 - Asset Management application.
 - Business process reengineering for LUEG departments.
 - Business Case Management System rebudget (various underground utility one-time projects and purchase of commercial off the shelf software to allow display and markup of Capital Improvement Program design drawings for electronic review).
- Mobile applications and web portal design.
- Geographic Information Systems (GIS) infrastructure upgrade, Parcel Genealogy, Business Intelligence contract Phase III.
- Q-matic system upgrade, Customer Routing in Land Development Process.
- Electronic document review/submittal automation.
- PACE program support and zoning ordinance update.
- Multiple Species Conservation Program (MSCP) (North) Resource Management Plans to protect biological and cultural resources.
- Planning and Development Services continuous improvement program customer service and cultural awareness training.
- Firestorm 2007 rebuilding permit fee waiver.
- Comprehensive Renewable Energy Plan.
- Planning and Development Services General Plan amendments for property-specific requests.
- Code enforcement abatements.
- San Diego Association of Governments Quality of Life to fund water quality projects and programs.
- Integrated Regional Water Management data management system grant match, and Proctor Valley Road closure.
- Warehouse Asset Tracking system.
- Poll worker internet site.

Temporary help for contract monitoring and other functions in various departments.

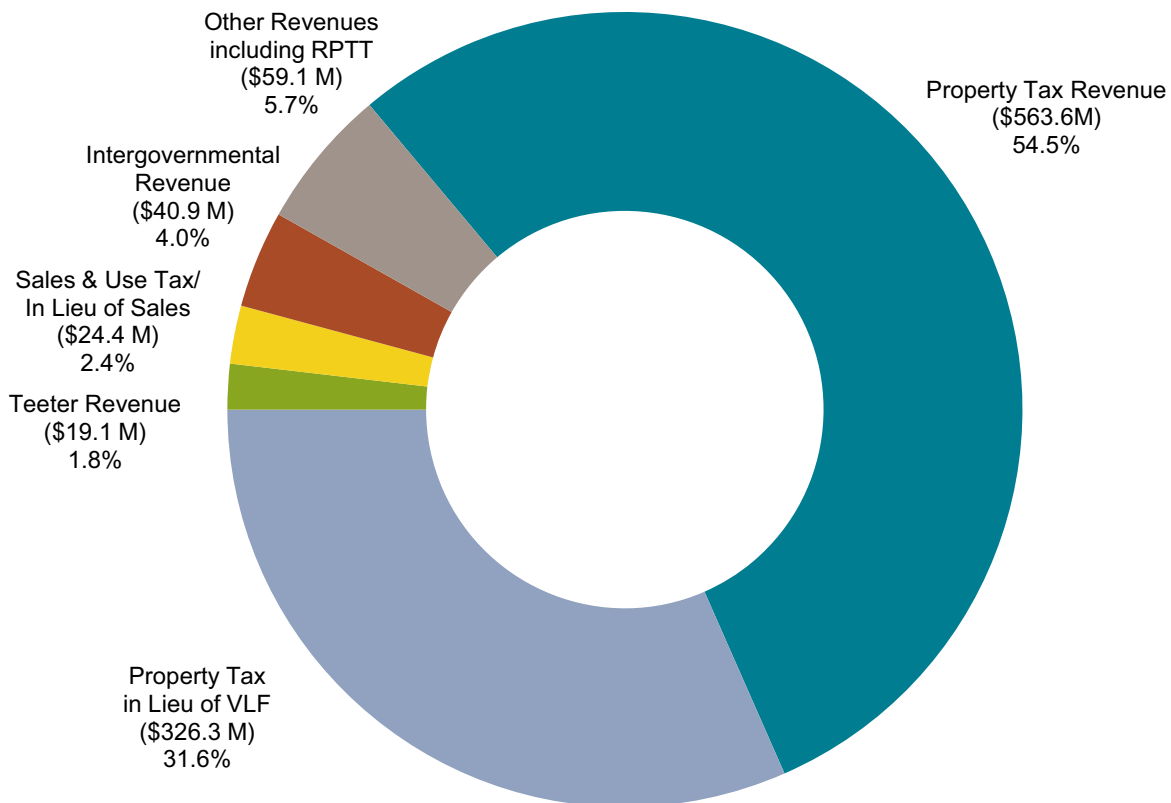


General Purpose Revenue

General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 26.7% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Successor Agencies, and other miscellaneous sources. It may be used for any purpose that is a legal expenditure of County funds. Therefore the Board of Supervisors has the greatest flexibility in allocating this revenue. The following section presents details of the major components of General Purpose Revenue.

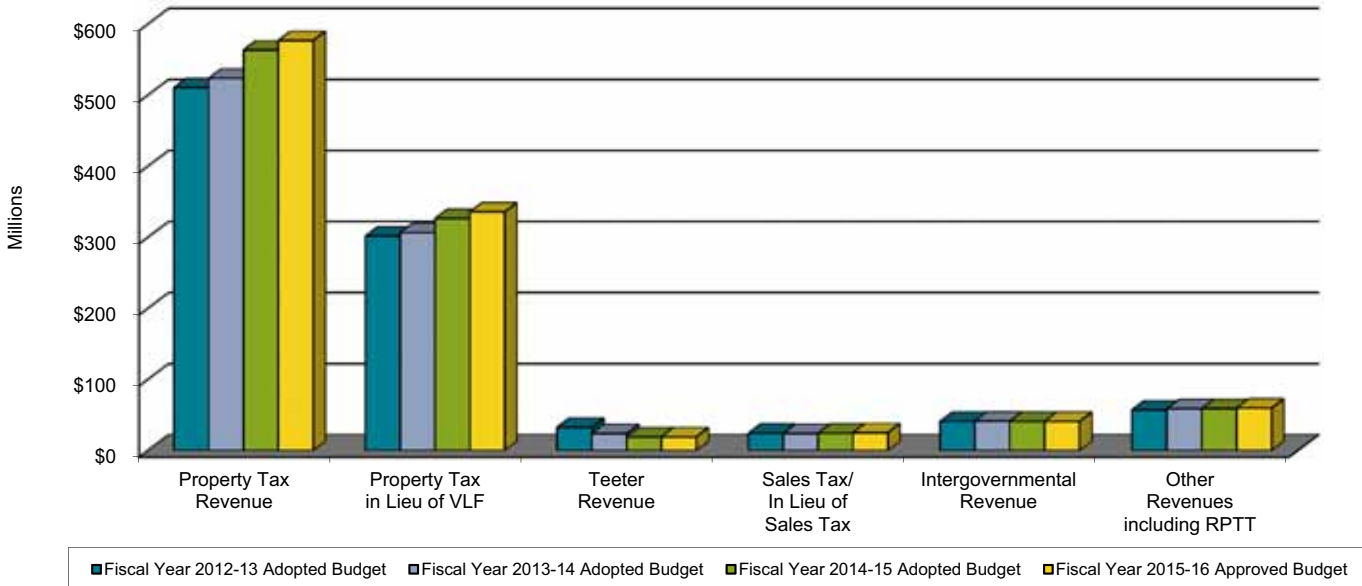
General Purpose Revenue by Source
Fiscal Year 2014–15: \$1,033.5 million



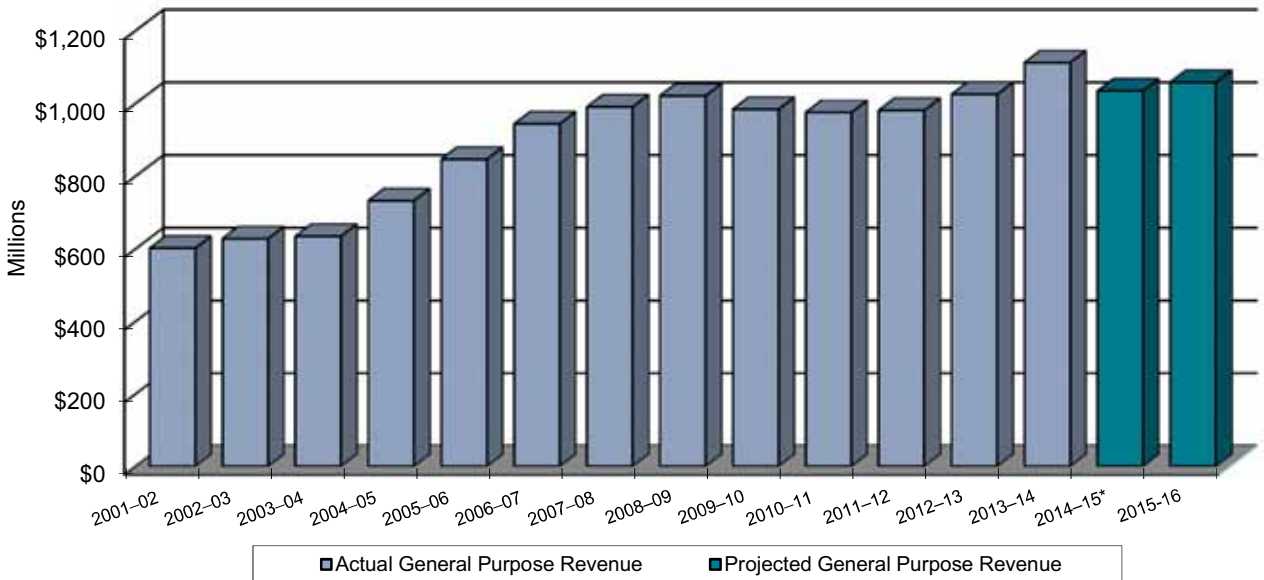
The national recession from December 2007 through June 2009, and the corresponding State and local economic downturn, have had a significant impact on GPR. The U.S. economy is making a continued slow progress and is projected to have an improved outlook in 2014. For Fiscal Year 2014–15, the \$1,033.5 million budgeted for GPR is an increase of \$55.5 million or 5.7% from the Fiscal Year 2013–

14 budgeted amount of \$978.0 million. These resources are projected to increase to \$1,057.6 million in Fiscal Year 2015–16. The charts on the following page present GPR by source and a historical view of GPR. The accompanying table includes a summary by account of historical and projected GPR.

General Purpose Revenue by Source Fiscal Years 2012-13 through 2015-16



General Purpose Revenue History Fiscal Year 2001-02 to Fiscal Year 2015-16



Notes: General Purpose Revenue (GPR) for Fiscal Years 2001-02 through 2013-14 represents actual revenue. GPR projections for Fiscal Years 2014-15 and 2015-16 are included in the Fiscal Years 2014-16 Adopted Operational Plan. *Fiscal Year 2014-15 Assessed Value (AV) projection is based on 4% growth but actual AV growth is 6%.

General Purpose Revenue

General Purpose Revenue					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
Property Taxes Current Secured	\$ 490,625,867	\$ 503,560,241	\$ 543,889,435	8.0	\$ 557,257,121
Property Taxes Current Supplemental	3,291,750	3,490,901	2,552,267	(26.9)	2,595,796
Property Taxes Current Unsecured	16,522,894	16,512,624	17,128,637	3.7	17,062,911
Property Taxes Current Unsecured Supplemental	50,000	50,750	51,511	1.5	52,284
Total Property Tax Revenue	\$ 510,490,511	\$ 523,614,516	\$ 563,621,850	7.6	\$ 576,968,112
Total Property Tax In Lieu of VLF	\$ 301,668,991	\$ 306,580,585	\$ 326,332,670	6.4	\$ 335,805,542
Teeter Tax Reserve Excess	\$ 21,000,000	\$ 15,100,000	\$ 13,100,000	(13.2)	\$ 13,100,000
Teeter Property Tax All Prior Years	11,526,506	8,783,594	6,003,200	(31.7)	6,003,200
Total Teeter Revenue	\$ 32,526,506	\$ 23,883,594	\$ 19,103,200	(20.0)	\$ 19,103,200
Sales & Use Taxes	\$ 18,406,197	\$ 18,106,197	\$ 18,443,383	1.9	\$ 18,996,684
In Lieu Local Sales & Use Tax	5,999,874	5,800,000	5,974,000	3.0	6,153,220
Total Sales & Use Tax/In Lieu of Sales Tax	\$ 24,406,071	\$ 23,906,197	\$ 24,417,383	2.1	\$ 25,149,904
State Aid Homeowner's Property Tax Relief (HOPTR)	\$ 4,882,356	\$ 4,890,644	\$ 4,795,214	(2.0)	\$ 4,795,214
Federal In-Lieu Taxes	1,081,818	1,127,720	922,549	(18.2)	922,549
Local Detention Facility Revenue/State Aid Booking Fees	2,850,953	2,450,380	2,450,380	0.0	2,450,380
Aid From City of San Diego	2,371,600	2,772,173	2,772,173	0.0	2,772,173
Aid from Redevelopment Agencies/Aid from Redevelopment Successor Agencies	29,772,755	29,971,545	29,971,545	0.0	29,971,545
Total Intergovernmental Revenue	\$ 40,959,482	\$ 41,212,462	\$ 40,911,861	(0.7)	\$ 40,911,861
Property Taxes Prior Secured	\$ 400,000	\$ 400,000	\$ 400,000	0.0	\$ 400,000
Property Taxes Prior Secured Supplemental	4,914,113	5,211,938	5,685,976	9.1	5,742,562
Property Taxes Prior Unsecured	250,000	450,000	450,000	0.0	450,000
Property Taxes Prior Unsecured Supplemental	400,000	400,000	400,000	0.0	400,000
Other Tax Aircraft Unsecured	2,609,264	2,648,403	2,635,824	(0.5)	2,675,362
Transient Occupancy Tax	2,500,000	2,600,000	3,100,000	19.2	3,100,000
Real Property Transfer Taxes (RPTT)	14,097,121	16,875,633	19,175,936	13.6	19,367,696
Franchises, Licenses, Permits	10,513,537	10,438,344	10,441,416	0.0	10,491,137
Fees, Fines & Forfeitures	2,221,017	2,198,207	1,939,135	(11.8)	1,939,135
Penalties & Cost Delinquency Taxes	14,693,668	13,637,044	10,936,000	(19.8)	11,194,473
Interest On Deposits & Investments	3,437,944	2,867,302	2,867,302	0.0	2,867,302
Interfund Charges/Miscellaneous Revenues	1,027,775	1,027,775	1,036,334	0.8	1,036,334
Total Other Revenues including RPTT	\$ 57,064,439	\$ 58,754,646	\$ 59,067,923	0.5	\$ 59,664,001
Total General Purpose Revenue	\$ 967,116,000	\$ 977,952,000	\$ 1,033,454,887	5.7	\$ 1,057,602,620

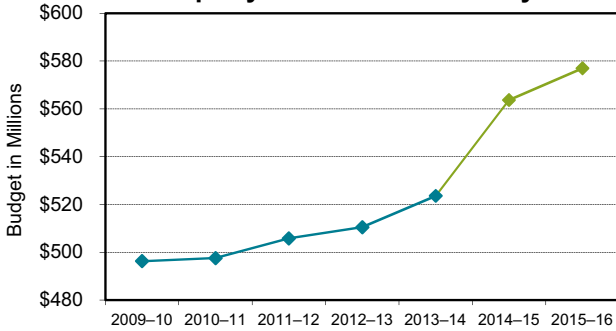
Property Tax Revenue

Property Tax Revenue, (**\$563.6 million in Fiscal Year 2014–15 and \$577.0 million in Fiscal Year 2015–16**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 54.6% of the total General Purpose Revenue in Fiscal Year 2014–15 and 54.5% of the projected amount in Fiscal Year 2015–16.

2.4% or \$13.3 million for Fiscal Year 2015–16. Property Tax Revenue in the State of California is a funding source for local governments and school districts and is based on ad valorem property taxation, whereby the amount due is calculated by applying a 1% tax rate to the assessed value of real property (land and improvements) and certain business personal property owned by tenants. The assessed value of property is tracked on the secured, unsecured and supplemental tax rolls. Counties generate the property tax bills and collect the tax payments on behalf of the taxing entities within their respective boundaries. In some cases, there are additional ad valorem taxes and special assessments approved by the voters, which are included on the tax bills as well. Property tax payment amounts received by counties are then distributed to the various taxing entities.

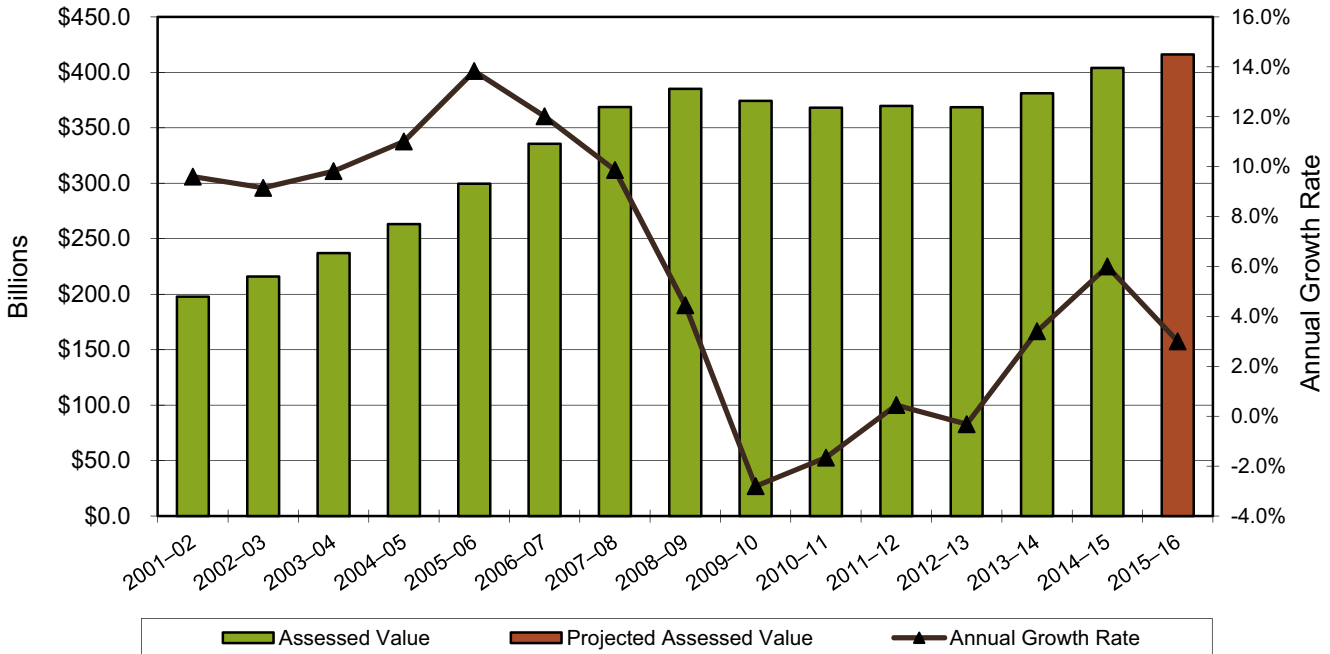
The decline of the assessed value of real property in 2009 and 2010 is an aftereffect of the credit crisis and economic downturn that began in 2007. In 2011, the assessed value of real property grew marginally while in 2012, weakness in residential markets contributed to 0.3% decline. In 2013, improvement in the residential market and positive change in both ownership and new construction activity resulted in an increase of 3.4%. For 2014, an assumed rate of 4.0% was used for projection. However, a final growth of 6.0% is projected in assessed value of real property overall.

General Purpose Revenue: Property Tax Revenue History



The term “current” refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2014–15, property tax revenue is budgeted to be \$40.0 million or 7.6% higher than the budget for Fiscal Year 2013–14. Property tax revenue is projected to increase

Locally Assessed Secured Property Values Fiscal Year 2001–02 to Fiscal Year 2015–16



Note: The locally assessed secured values assumed a 4.0% growth rate for Fiscal Year 2014–15 but the final growth rate is 6%. The Fiscal Year 2015-16 is based on assumed growth rate of 3.0%. Source: San Diego County Auditor and Controller

Current Secured Property Tax Revenue

Current Secured property tax revenue (**\$543.9 million in Fiscal Year 2014–15 and \$557.3 million in Fiscal Year 2015–16**) is expected to increase by \$40.3 million in Fiscal Year 2014–15 from the adopted level for Fiscal Year 2013–14.

This revenue is generated from the secured tax roll, that part of the roll containing real property, including residential and commercial property as well as State-assessed public utilities. The Fiscal Year 2014–15 revenue amount assumes an increase of 4.0% in the local secured assessed value compared to the actual current local secured assessed value amount for 2013–14 (which was an approximate 3.4% increase from the prior year), but it also makes certain assumptions regarding the County's share of countywide property tax revenues, the delinquency rate and the amount of tax roll corrections and refunds on prior year assessments.

In Fiscal Year 2014–15, refunds and corrections combined are projected at \$7.2 million compared to the Fiscal Year 2010–11 actual level of \$19.4 million.

The expected increase in current secured revenue of \$40.3 million or 8.0% is the result of the increase in the budgeted current local secured assessed value amount, an improvement in the delinquency rate and the higher assessed value assumption used to develop this budget compared to what was used in the adopted budget in Fiscal Year 2013–14. The Fiscal Year 2013–14 current secured revenue assumed a 1.0% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2012–13. However, the actual current local secured assessed value increased by 3.4% (gross less regular exemptions) in Fiscal Year 2013–14. Further, as noted above, for Fiscal Year 2014–15, local secured assessed value is budgeted to increase by 4.0%. For Fiscal Year 2015–16, local secured assessed value is assumed to grow by 3.0% thereby increasing the anticipated growth in the County's share of total property tax revenues.

Current Supplemental Property Tax Revenue

Current Supplemental property tax revenue (**\$2.6 million in Fiscal Year 2014–15 and \$2.6 million in Fiscal Year 2015–16**) is budgeted to decrease by \$0.9 million in Fiscal Year 2014–15 from the adopted level in Fiscal Year 2013–14. This revenue is derived from net increases to the secured tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are therefore more difficult to predict. These actions are

captured on the supplemental tax roll. The slowdown in new construction and the decline in real estate prices have been acutely felt in supplemental property tax revenues. In many change of ownership transactions, a refund was due to the owner since the value of the property is lower than it was on the lien date instead of a bill for an additional amount of property tax because the property value is higher than the value as of the lien date.

Refunds on current supplemental property tax totaled \$4.0 million in Fiscal Year 2005–06 and began increasing in Fiscal Year 2006–07 to \$6.2 million until it reached \$38.3 million in Fiscal Year 2008–09. In Fiscal Year 2009–10, supplemental refunds decreased to \$21.6 million then to \$15.3 million in Fiscal Year 2010–11. In Fiscal Year 2011–12, they increased to \$18.3 million and went back down to \$13.9 million in Fiscal Year 2012–13. They are anticipated to continue to decline gradually over time as residential and commercial assessed values improve.

Current supplemental property tax revenues reached a low of \$1.9 million in Fiscal Year 2009–10. In Fiscal Year 2010–11, current supplemental property tax revenues started to improve to \$3.9 million and increased to \$4.4 million in Fiscal Year 2012–13.

Current Unsecured Property Tax Revenue

Current Unsecured property tax revenue (**\$17.1 million in Fiscal Year 2014–15 and \$17.1 million in Fiscal Year 2015–16**) is not based on a lien on real property. The unsecured tax roll is that part of the assessment roll consisting largely of business personal property owned by tenants. Based on trends and most up-to-date information, a modest increase in projection is used for the next two fiscal years.

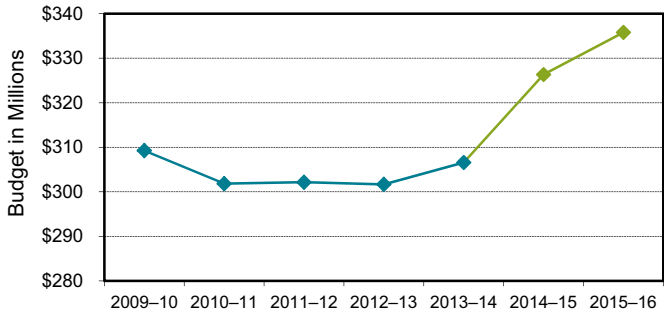
Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**\$0.1 million in Fiscal Year 2014–15 and \$0.1 million in Fiscal Year 2015–16**) is derived from supplemental bills that are transferred to the unsecured tax roll when a change in ownership occurs and a tax payment is due from the prior owner. Or there may be a subsequent change in ownership following the initial change in ownership which occurs prior to the mailing of the initial supplemental tax bill. When this occurs, the bill is prorated and a portion of the original supplemental tax bill that is attributable to the initial change in ownership or completion of new construction becomes an unsecured supplemental tax bill.

Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 31.5% (**\$323.3 million**) of the General Purpose Revenue amount in **Fiscal Year 2014–15** and 31.7% of the projected amount (**\$332.7 million**) in **Fiscal Year 2015–16**.

General Purpose Revenue: Property Tax in Lieu of VLF History



Beginning in Fiscal Year 2004–05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value. With a projected and budgeted 4.0% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2014–15, revenues are anticipated to be \$19.8 million higher than budgeted for Fiscal Year 2013–14. The increase is partially associated with the change in actual assessed value in Fiscal Year 2013–14 which increased by 3.4% compared to a budgeted increase of 1.0%. The Fiscal Year 2015–16 revenue is estimated using a 3.0% assessed value growth.

Teeter Revenue

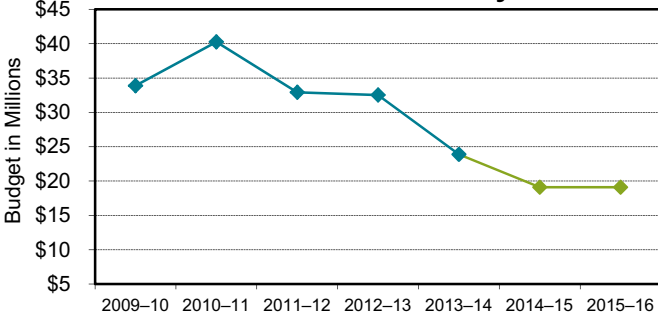
Teeter Revenue (**\$19.1 million in Fiscal Year 2014–15 and \$19.1 million in Fiscal Year 2015–16**) represents approximately 1.8% of General Purpose Revenue in Fiscal Year 2014–15 and 1.8% of the projected amount in Fiscal Year 2015–16. For Fiscal Year 2014–15, Teeter Revenue is \$4.8 million or 20.0% less than the budget for Fiscal Year 2013–14.

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

special assessments during the year for which the taxes are levied, regardless of whether all taxes due were paid by the property owner in that year. Under this plan, the County advances funds to these taxing entities to cover the unpaid (delinquent) taxes (the “Teetered taxes”). The County’s general fund benefits from this plan by being entitled to future collections of penalties and interest that are due once the delinquent taxes are paid.

Teeter Revenue is projected based on the anticipated collection of the County’s portion of the Teetered taxes from all prior years as well as the interest and penalty payments, which appear in the Teeter Tax Loss Reserve Excess account. See the table on page 86 for the amount of revenue pertaining to these components. A legal requirement of the Teeter Plan requires the County to maintain a tax loss reserve fund to cover losses that may occur if delinquent taxes are not paid and the property goes into default and is sold for less than the amount of outstanding taxes and assessments. Throughout the year, all interest and penalties collected on Teetered secured and supplemental property taxes are first deposited into the Teeter Tax Loss Reserve Fund. Any excess amounts above 25% of the total delinquent secured taxes and assessments may be transferred to the general fund.

General Purpose Revenue: Teeter Revenue History



For Fiscal Year 2014–15, collections from previous years’ receivables are budgeted to decrease by \$2.8 million based on the size of the outstanding annual receivables, anticipated collection trends and market conditions.

In Fiscal Year 2014–15, excess amounts from the Teeter Tax Loss Reserve Fund are budgeted to decrease from \$15.1 million in the Fiscal Year 2013–14 budget to \$13.1 million due to the size of the outstanding annual receivables and market conditions. Excess amounts from the Teeter Tax Loss Reserve Fund are projected at \$13.1 million in Fiscal Year 2015–16.

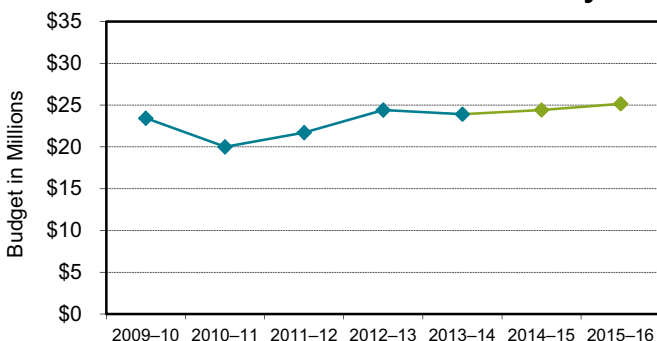
Sales and Use Tax Revenue

Sales and Use Tax Revenue (**\$24.4 million in Fiscal Year 2014–15 and \$25.1 million in Fiscal Year 2015–16**) represents approximately 2.4% of General Purpose Revenue in Fiscal Year 2014–15 as well as in Fiscal Year 2015–16. This revenue is derived from taxable sales by retailers who sell or rent tangible personal property in unincorporated areas of the county, or from use taxes from consumers who purchase tangible personal property from out of State. Use taxes are also imposed on the storage, use, lease or other consumption of tangible personal property at any time a sales tax has not been paid by the retailer. The amounts shown in the table on page 86 reflect the combined Sales and Use Tax revenues and the In Lieu Local Sales and Use Tax replacement funding that will be transferred to the County from the Educational Revenue Augmentation Fund (ERAF).

The ERAF was established in Fiscal Years 1992–93 and 1993–94 in response to serious State budgetary shortfalls. The State legislature and administration permanently redirected more than \$3 billion of property taxes from cities, counties and special districts to schools and community college districts. These redirected funds reduced the State's funding obligation for K-14 school districts by a commensurate amount.

The In Lieu Local Sales and Use Tax is referred to as the “triple flip” and was effective July 1, 2004. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act*, one of the 2003–04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to \$15.0 billion in bonds authorized by Proposition 57 (2004), *Economic Recovery Bond Act*, to help the State refinance its past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF.

**General Purpose Revenue:
Sales and Use Tax Revenue History**

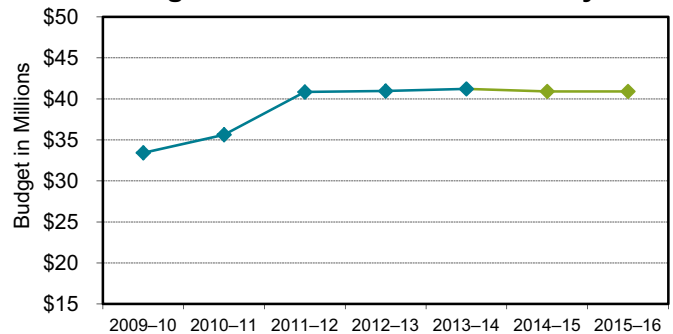


Sales and Use Tax revenue in the county had been growing moderately through Fiscal Year 2007–08 in concert with population growth and new retail business formation in the unincorporated areas of the county. The recent recession, housing market declines and unemployment trends negatively impacted taxable sales at the Statewide, Southern California and San Diego regional levels. Sales and Use Tax revenue began to improve in calendar years 2010 and 2011 and increased slightly in 2012. Fiscal Year 2013–14 Sales and Use Tax revenue is projected to decrease by \$0.2 million or 1.1% compared to budget and \$0.5 million or 2.8% compared to Fiscal Year 2012–13 actuals. For Fiscal Year 2014–15, the amount is budgeted to increase by \$0.5 million or 2.1% above the Fiscal Year 2013–14 Adopted Operational Plan. Sales and Use Tax revenue growth in Fiscal Year 2015–16 is anticipated to be \$0.7 million or 3.0% over Fiscal Year 2014–15.

Intergovernmental Revenue

Intergovernmental Revenue (**\$40.9 million in Fiscal Year 2014–15 and \$40.9 million in Fiscal Year 2015–16**) comprises 4.0% of the General Purpose Revenue amount in Fiscal Year 2014–15 and 3.9% of the projected amount in Fiscal Year 2015–16. For Fiscal Year 2014–15, the amount budgeted is \$0.3 million or 0.7% lower than the Fiscal Year 2013–14 Adopted Operational Plan.

**General Purpose Revenue:
Intergovernmental Revenue History**



Funding for this revenue source comes from various intergovernmental sources including Redevelopment Successor Agencies, the City of San Diego (pursuant to a Memorandum of Understanding [MOU] related to the County's Central Jail), the federal government (Payments in Lieu of Taxes [PILT] for tax-exempt federal lands administered by the Bureau of Land Management, the National Park Service, and the U.S. Fish and Wildlife Service), and the State of California (reimbursement to the County for the Homeowner's Property Tax Relief [HOPTR] program). Under the HOPTR program, homeowners are exempted from paying

property taxes on the first \$7,000 of the assessed value of their personal residence and the State reimburses local taxing entities for the related loss of revenue.

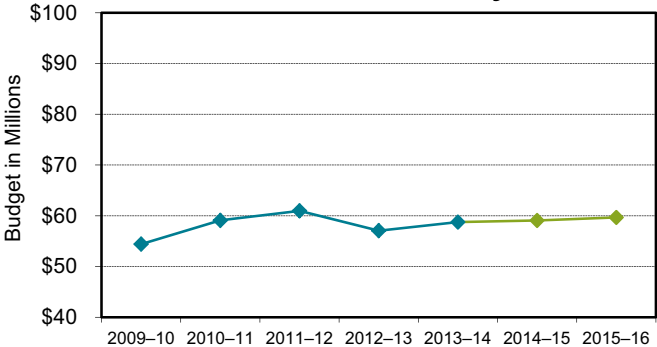
The largest portion of this funding is from aid from Redevelopment Successor Agencies. Redevelopment agencies were dissolved by the California Legislature in ABX1 26 on June 28, 2011. The California Supreme Court upheld the constitutionality of the dissolution on December 29, 2011 and extended the date of dissolution to February 1, 2012. Based on Section 34183 of the Health and Safety Code, the county auditor-controller shall remit from the Redevelopment Property Tax Trust Fund to each affected taxing agency property tax revenues in an amount equal to that which would have been received under Section 33401, 33492.14, 33607, 33607.6, 33607.7 or 33676. Residual funds not allocated for specific purposes will be distributed to affected taxing agencies under Section 34183 of the Health and Safety Code. The County General Fund and Library Fund, as affected taxing entities, receive a share of this tax distribution, but this has not been included in the Fiscal Year 2014–15 Adopted Operational Plan.

Other Revenues

Other Revenues for **Fiscal Year 2014–15 total \$59.1 million and increase to \$59.7 million in Fiscal Year 2015–16**, and are approximately 5.7% of the total General Purpose Revenue amount in Fiscal Year 2014–15 and Fiscal Year 2015–16. The Fiscal Year 2014–15 amount represents a 0.5% or \$0.3 million increase from the Fiscal Year 2013–14 Adopted Operational Plan.

Various revenue sources make up this category including Real Property Transfer Tax (RPTT), interest on deposits, fees, fines, forfeitures, prior year property taxes, penalties, cost delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues. One large component of this revenue category for Fiscal Year 2014–15 is RPTT, a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2014–15 is budgeted at \$19.2 million, a 13.6% (\$2.3 million) increase from the Fiscal Year 2013–14 Adopted Operational Plan, reflecting a continued improvement in receipts in Fiscal Year 2013–14 compared to substantial slowing and overall volatility that began in fall 2008. Revenues are projected to slightly increase by \$0.2 million or 1.0% in Fiscal Year 2015–16 with an assumption that property resales will modestly improve. RPTT is paid when any lands, tenements or other realty exceeding \$100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate set by the State is \$0.55 per \$500 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% from transactions in the incorporated areas. Another large component, \$10.9 million, is Penalties and Cost on Delinquency Taxes. These revenues are received from penalties assessed on late payment of current year taxes (those taxes paid late, but before the end of the fiscal year). These revenues are projected to decrease in Fiscal Year 2014–15 (\$10.9 million or 19.8%) due to improvement in collections and are projected to slightly increase in Fiscal Year 2015–16.

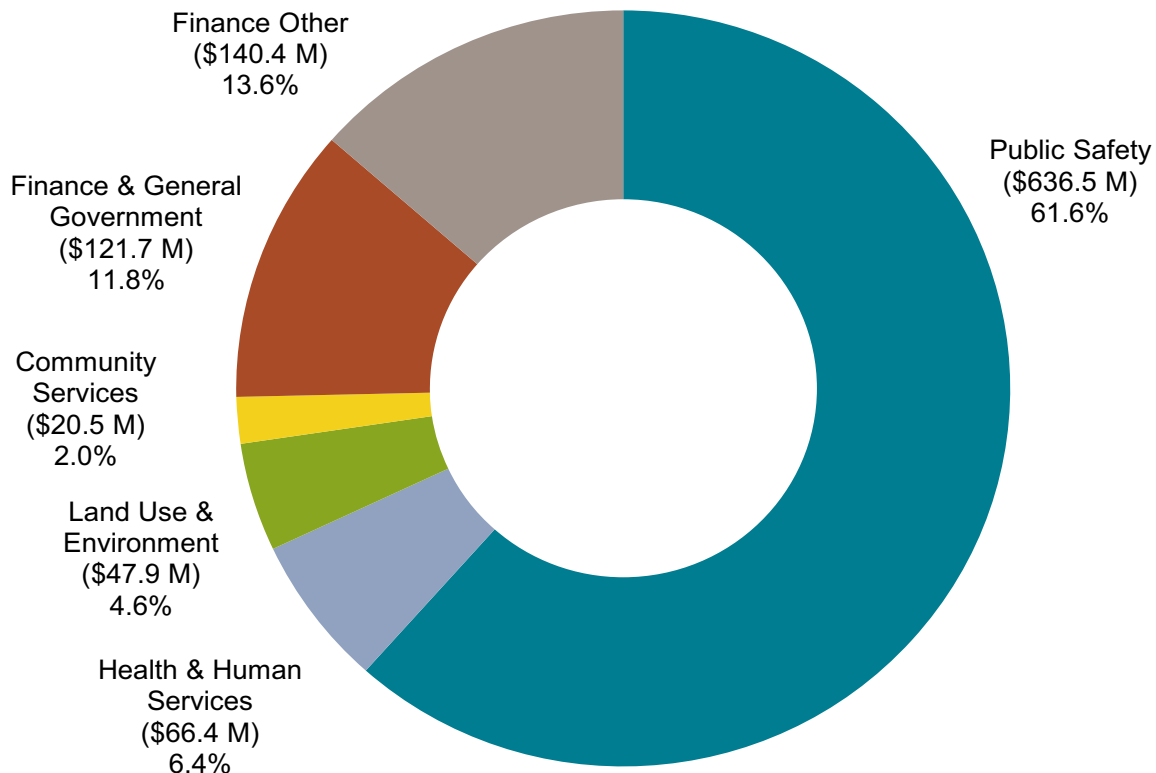
**General Purpose Revenue:
Other Revenues History**



Allocation of General Purpose Revenue by Group/Agency

General Purpose Revenue (GPR) is allocated annually to fund County services based on an analysis of available program revenues, federal or State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the Fiscal Year 2014–15 budget for the Public Safety Group represents 32.2% of total County expenditures, the allocation of GPR for services in that Group equals 61.6% of the total GPR. By contrast, the Health and Human Services Agency’s budget represents 37.4% of total County expenditures but, because of significant amounts of funding from program revenues, it is allocated only about 6.4% of the total GPR.

**General Purpose Revenue Allocations
by Group/Agency
Fiscal Year 2014–15: \$ 1,033.5 million**



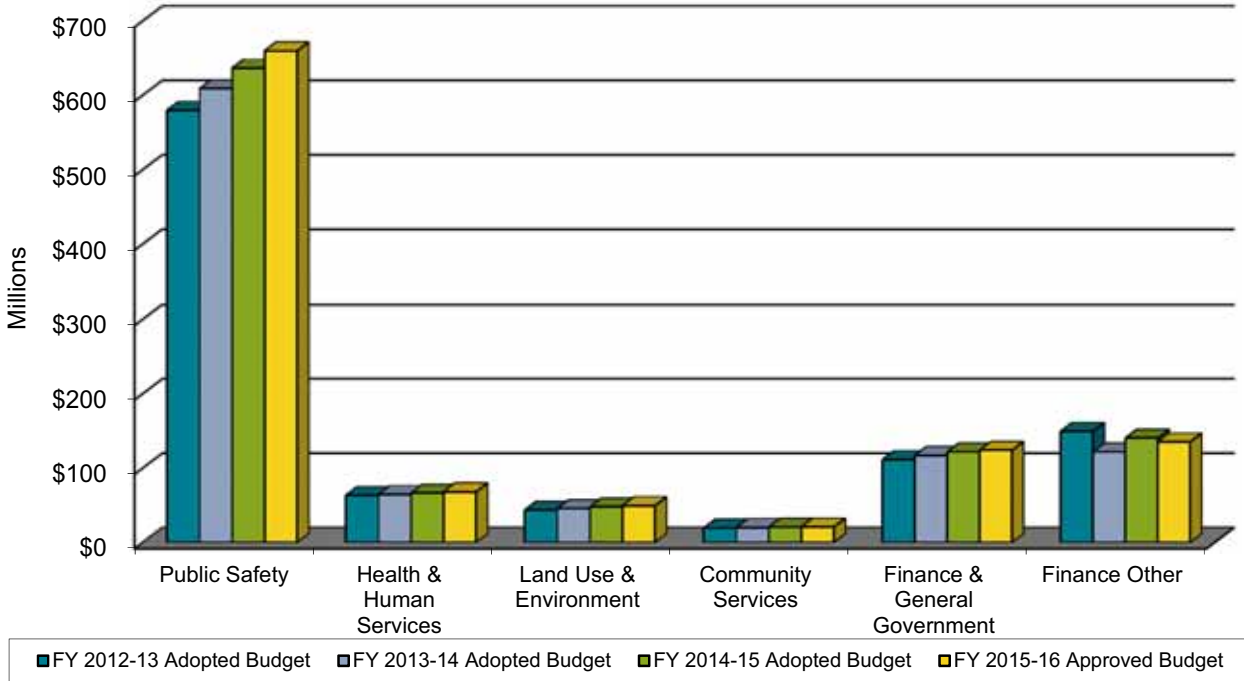
The allocation of GPR for Fiscal Years 2014–15 and 2015–16 reflects a multi-year strategy to manage County resources within the recovering economic environment, which began to show signs of gradual recovery in Fiscal Year 2010–11. The primary goals of this strategy are to preserve core services to the public, maintain the commitment to the County's capital program, and address increases in contributions to the retirement fund.

Although various aspects of the economic environment are described elsewhere in this document, the following is a

brief summary of trends. The total assessed value of real estate in the County fell in Fiscal Years 2009–10 and 2010–11, grew marginally in Fiscal Year 2011–12, declined marginally in Fiscal Year 2012–13 and grew moderately in Fiscal Year 2013–14. For 2014, an assumed rate of 4.0% was used for projection. However, a final growth of 6.0% is projected in assessed value of real property overall.

In **Fiscal Year 2014–15, GPR is budgeted at \$1,033.5 million**, an increase from Fiscal Year 2013–14, which was budgeted at \$978.0 million. Also, important are increases in

General Purpose Revenue Allocations by Group/Agency Fiscal Years 2012–13 through 2015–16



General Purpose Revenue Allocations by Group/Agency (in millions)					
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	% Change	Fiscal Year 2015–16 Approved Budget
Public Safety	\$ 579.9	\$ 608.9	\$ 636.5	4.5	\$ 659.8
Health & Human Services	63.4	64.7	66.4	2.7	68.2
Land Use & Environment	43.6	45.5	47.9	5.2	49.5
Community Services	19.3	20.1	20.5	2.2	20.9
Finance & General Government	111.5	117.0	121.7	4.0	124.0
Finance Other	149.4	121.7	140.4	15.3	135.3
Total	\$ 967.1	\$ 978.0	\$ 1,033.5	5.7	\$ 1,057.6

the required contributions to the County's retirement fund driven by the 25.7% loss in the retirement fund's market value in Fiscal Year 2008–09. The annual retirement contributions are budgeted to increase in Fiscal Year 2014–15 by 8.4% and in Fiscal Year 2015–16 by 3.0%. The Fiscal Year 2014–15 employer contributions to the retirement fund are budgeted to increase by 3.3%. Contributions are expected to continue to increase slightly through Fiscal Year 2015-16; however, the annual rate of increase beyond Fiscal Year 2014-15 is not certain. Future contribution rates will be driven by actual market performance of the retirement fund and actuarial assumptions.

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

- Fiscal Year 2014–15 of the Adopted Operational Plan assumes salaries will remain at the Fiscal Year 2013-14 levels except for changes due to step or merit increases and previously negotiated changes in labor agreements through June 30, 2015.
- Fiscal Year 2014-15 shifts \$21.5 million from the pension stabilization fund to the County's five business groups to fund the cost increase in required retirement fund contributions.

■ ■ ■ General Purpose Revenue

- The Fiscal Year 2015–16 Approved Budget assumes previously negotiated changes in labor agreements for the Deputy Sheriffs' Association (DSA), Services Employees International Union (SEIU), Construction, Maintenance, Operations and Repair Unit (CM) and Crafts Unit (CR) through June 30, 2016.
- Fiscal Year 2015-16 shifts \$29.3 million from the pension stabilization fund to the County's five business groups to fund the net cost increase in required retirement fund contributions.

Further detail on GPR allocations is provided in the Group and Department sections that begin on page 117. The previous charts and table show the amount of General Purpose Revenue allocated to support each Group/Agency for Fiscal Years 2014–15 and 2015–16 compared to the two prior fiscal years.

Summary of Financial Policies

Background

The County of San Diego has long been recognized for its strong financial management practices. The Government Finance Officers Association has recognized the County for its annual financial report with the Certificate of Achievement for Excellence in Financial Reporting and for its budget document with the Distinguished Budget Presentation Award. The following is an overview of various policies that the County adheres to in its financial management practices and that guide the County's budgetary decision making process. The policies can be viewed online at: <http://sdpublic.sdcounty.ca.gov/your-county-government/government-documents/>.

Financial Planning and Budget

The County is actively engaged in financial and strategic planning activities. As discussed previously, the General Management System is the framework that guides County operations as set forth in Board of Supervisors Policy A-136, *Use of County of San Diego General Management System for Administration of County Operations*.

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

Revenues

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

■ ■ ■ Summary of Financial Policies

in Board of Supervisors Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.

- Full cost is defined as the sum of direct costs plus departmental overhead costs plus external indirect costs as calculated pursuant to the federal Office of Management and Budget Circular A-87 cost plan for the County.
- All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing was unavailable.
- Funding sources that will require a revenue match from the County General Fund shall be limited to the designated match level mandated as a condition of funding.
- The establishment of fees, and subsequent changes to fees, will be done by ordinance at regularly scheduled meetings of the Board of Supervisors. Fees are to be deposited or paid in advance of delivery or completion of services. All fee schedules will be reviewed annually or more frequently if warranted, to allow for full cost recovery.
- The Chief Administrative Officer shall review all proposed new or changed fee schedules, grant applications and revenue contracts from an overall policy perspective before they are submitted to the Board of Supervisors for action. County Counsel shall review all revenue contracts to ensure that the County's interests are protected.
- During the budget development process, selected departments may be asked to analyze services, either County operated or contracted, to determine if the quality, economy and productivity are equal to that of an alternative delivery method, including other government agencies, and to determine how the revenues can be maximized so the highest level or volume of services can be provided as set forth in Board of Supervisors Policy B-63, *Competitive Determination of Optimum Service Delivery Method*.
- There are three basic categories of funding sources for County programs and services: Program Revenue, General Purpose Revenue and Fund Balance.
 - Program Revenue may be received in the form of fees paid by customers for a particular service or may be received as a subvention or grant from the State or federal government based on qualifying services being provided to local residents. For purposes of constructing the Operational Plan, Program Revenue is defined to also include all revenue received by special funds.
 - General Purpose Revenue may be used to provide for any service that is within the legal purview of the County. It is used to match federal or State program revenues where required and to fund mandated and discretionary services where either no program revenue or insufficient program revenue is received. General Purpose Revenue shall be budgeted only after all other funding sources for those services are taken into account.
 - Fund Balance results from an excess of revenues over expenditures in prior fiscal years. Fund balance is used to support one-time projects only, not ongoing services.
- Revenue received from the Tobacco Master Settlement Agreement (1998) shall be allocated to support a comprehensive tobacco control strategy, to increase funding for health care-based programs, and to supplement, but not replace, existing health care revenue pursuant to Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*.
- All County funds shall be established according to the procedures set forth in County of San Diego Administrative Manual 0030-18, *Establishing Funds and Transfer of Excess Cash Balances to the General Fund*. Interest earned on all funds is deposited to the General Fund, unless specific legislation, codes or Board of Supervisors action directs otherwise.

Expenditures

- Pursuant to the Charter of the County of San Diego, Article VII, §703.4, the Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary.
- Changes during the year to the adopted budget are permitted by State law with approval by the Board of Supervisors or, in certain instances, by the Auditor and Controller.
- Appropriation transfers of any amount between objects within a budget unit may be processed by the Auditor and Controller except when the transfer would have actual or potential programmatic impacts or is to or from Capital Projects, Road Projects or Operating Transfers between departmental budget units. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval

from the Board of Supervisors pursuant to County of San Diego Administrative Manual 0030–10, *Transfers of Appropriations between Objects within a Budget Unit*.

- As a general practice, the County does not backfill programmatic funding eliminated by the State of California.
- Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to the Charter of the County of San Diego §703.10 and §916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods set forth in Board of Supervisors Policy A-81, *Procurement of Contract Services*.
- The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated procurement. Definitions and guidelines for exemptions and exceptions are outlined in Board of Supervisors Policy A-87, *Competitive Procurement*.
- The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines included in Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*.
- All appropriations available for the Neighborhood Reinvestment Program will be included annually in the County's Operational Plan. Resources available may vary and may range up to \$10.0 million, distributed evenly among the five Board of Supervisors districts, subject to the budget priorities of the Board of Supervisors as detailed in Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*.

Reserves

- The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events or economic uncertainties that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- Pursuant to Board of Supervisors Policy B-71, Fund Balance and Reserves, the County will maintain fund balances and reserves in the General Fund to support fiscal health and stability including:
 - Fund Balance Committed for Unforeseen Catastrophic Events
 - General Fund Contingency Reserve
 - General Fund Minimum Fund Balance for economic uncertainty
- The Board of Supervisors may waive the requirement to maintain fund balance and reserve amounts at the targeted levels if it finds that it is in the best interest of the residents of the County to do so.
- In the event that the Fund Balance Committed for Unforeseen Catastrophic Events, the Contingency Reserve or General Fund Minimum Fund Balance for economic uncertainty falls below targeted levels, the Chief Administrative Officer will present a plan to the Board of Supervisors for restoration to those targeted levels.
- In addition, the policy authorizes the Chief Administrative Officer to assign fund balance for specific purposes.
- For additional details on County Reserves, refer to the section on Reserves and Resources.

Debt Management

- The County adopted Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy*, to ensure sound financial management. The Policy governs the County's entry into financial obligations that exceed one fiscal year.
- The County may issue Tax and Revenue Anticipation Notes (TRANS) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.
- For additional details on the County's debt management policy, refer to the Debt Management Policies and Obligations section.

Investments

- The San Diego County Treasurer-Tax Collector is responsible for the collection, banking, investment, disbursement and accountability of public funds, excluding pension funds. Accordingly, the County Treasurer shall annually prepare an Investment Policy that will be reviewed and monitored by the County Treasury Oversight Committee, established by the Board of Supervisors pursuant to California Government Code §§27130–27137.
- The monies entrusted to the County Treasurer (the Fund) will comprise an actively managed portfolio. This means that the Treasurer and his staff will observe, review and react to changing conditions that affect the Fund.
- The *San Diego County Treasurer's Pooled Money Fund Investment Policy* shall be annually reviewed and approved at a public hearing by the Board of Supervisors. When investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds:
 - The primary objective shall be to safeguard the principal of the funds under the County Treasurer's control.
 - The secondary objective shall be to meet the liquidity needs of the participants.
 - The third objective shall be to achieve an investment return on the funds under control of the Treasurer within the parameters of prudent risk management.
- More information about the Fund and the policy is available at: www.sdtreastax.com/treasury.html.
- The Treasurer shall prepare a monthly investment report to be posted on the Treasurer-Tax Collector's website (www.sdtreastax.com/treasury.html).
- The Treasurer shall provide to the Treasury Oversight Committee an annual independent review by an external auditor to assure compliance with policies and procedures set forth by the California Government Code.

Capital Improvements

- The County Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of California Government Code §23004.
- The need for capital improvements is assessed annually. Board of Supervisors Policy B-37, *Use of the Capital Program Funds*, establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.

- The physical assets of the County are extensive; thus it is essential that the County follows an effective strategy to manage and plan for current and long-term capital and space needs. The Department of General Services shall be the responsible agency to manage the capital facilities planning and space needs of the County. The department is responsible for establishing the general objectives and standards for the location, design and occupancy of County-owned or leased facilities, as well as serving as the steward of a Countywide master plan and individual campus plans per Board of Supervisors Policy G-16, *Capital Facilities and Space Planning*.
- The Capital Program Funds were established by the Board of Supervisors to provide centralized budgeting for the accumulation and expenditure of funds. The CAO Administrative Manual Policy 0030-23; *Use of the Capital Program Funds, Capital Project Development and Budget Procedure*, establishes procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets and closure of capital projects within the Capital Program Funds.
- Additional details on the County's Capital Program can be found in the Capital Program section.

Measurement Focus and Basis of Accounting

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

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

ments are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

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

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

Financial Statement Presentation

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

For proprietary funds and fiduciary funds, all assets and all liabilities associated with the operation of these funds are included on the statement of net assets. Net assets for the proprietary funds are segregated into “invested in capital assets, net of related debt” and “unrestricted net assets” in the County's Comprehensive Annual Financial Report (CAFR). The net assets for the fiduciary funds are described as “held in trust for other pool participants” and “held in

trust for individual investment accounts” in the CAFR. Proprietary funds statement of revenues, expenses and changes in fund net assets present increases (i.e., operating revenues and non-operating revenue), decreases (i.e., operating expenses and non-operating expenses), income/loss before capital contributions and transfers, and the change in net assets.

Differences Between Budgetary and Financial Reports

Governmental Funds

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

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

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

Proprietary Funds

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

All Funds/GASB 54

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

The five components of fund balance are:

- Nonspendable fund balance: inherently nonspendable.
- Restricted fund balance: externally enforceable limitations on use.

- Committed fund balance: self-imposed limitations set in place prior to the end of the period.
- Assigned fund balance: limitation resulting from intended use.
- Unassigned fund balance - residual net resources.

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

Capital Projects

Capital Projects

Each year, the County assesses the need for capital improvements in accordance with Board of Supervisors Policies G-16, *Capital Facilities and Space Planning* and B-37, *Use of the Capital Program Funds*. These policies provide guidelines for the County's multi-year approach to planning for capital projects. The projects identified in this process include the improvement to or acquisition of land and facilities. Certain recurring capital or 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 2014–15 capital projects budget for the County is \$73.8 million and \$2.5 million for Fiscal Year 2015–16. This excludes the \$9.9 million appropriated in Fiscal Year 2014–15 and 2015–16 in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction.

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

Capital Project Appropriations		
	Dollar Amount	Number of Projects
Appropriation Increases for New and Existing Capital Projects (Fiscal Year 2014–15)		
Capital Outlay Fund	\$ 4,125,000	6
Justice Facility Construction Fund	49,940,000	1
Library Construction Fund	9,750,000	1
Multiple Species Conservation Program Fund*	10,000,000	1
Total Appropriation Increases for New and Existing Capital Projects (Fiscal Year 2014–15)	\$ 73,815,000	9
Capital Project Remaining Appropriations by Group		
	Dollar Amount	Number of Projects
Projects Underway		
Public Safety Group	\$ 155,330,774	15
Health and Human Services Agency	2,527,769	5
Land Use and Environment Group	62,310,003	59
Community Services Group	33,224,696	13
Finance and General Government Group	37,696,479	3
Total Projects Underway	\$ 291,089,721	95
Grand Total	\$ 364,904,721	101*

*Grand total number of projects may not equal the sum of both project totals due to existing projects with new appropriations.

The Capital Program section of this Operational Plan beginning on page 455 highlights major projects and provides project details on all outstanding capital projects. The Finance Other section on page 493 includes a schedule of lease-purchase payments related to previously debt-financed projects.



Reserves and Resources

Reserves and Resources

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

Reserves and Resources (in millions)		
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget
General Fund Minimum Fund Balance for Economic Uncertainty	\$ 100.0	\$ 103.3
Group/Agency Management Reserves	36.8	29.8
General Fund Contingency Reserve: Operations	20.0	20.7
Committed Fund Balance: Unforeseen Catastrophic Events	55.5	55.5
Total	\$ 212.3	\$ 209.3

General Fund Fund Balance and Reserves

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

General Fund Minimum Fund Balance for Economic Uncertainty

Established in Fiscal Year 2009–10, pursuant to Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount that equates to 10% of General Purpose Revenue. The \$103.3 million set aside of General Fund unassigned fund balance for Fiscal Year 2014–15 equates to 10% of General Purpose Revenue and is in compliance with the policy.

General Fund Contingency Reserve

Appropriated for unanticipated needs or to offset revenue shortfalls during the fiscal year. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount that equates to 2% of budgeted General Purpose Revenue. The \$20.7 million budgeted for Fiscal Year 2014–15 equates to 2% of General Purpose Revenue and is in compliance with the policy.

Committed: Unforeseen Catastrophic Events

Established in Fiscal Year 2007–08 by the Board of Supervisors, previously known as General Reserve, to address unforeseen catastrophic situations. By law, the General Reserve may be established, cancelled, increased or decreased at the time of adopting the budget with a three-fifths vote of the Board of Supervisors. It may be increased at any time during the year with a four-fifths vote of the Board. In the case of a legally declared emergency as defined in Government Code §29127, the Board, by a four-fifths vote, may appropriate these funds and make the expenditures necessary for the emergency. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 5% of budgeted General Purpose Revenue. The County's fund balance commitment for Unforeseen Catastrophic Events of \$55.5 million in Fiscal Year 2014–15 equates to 5.4% of Fiscal Year 2014–15 budgeted General Purpose Revenue and is in compliance with the policy.

Group/Agency Management Reserves

Appropriations established at the Group/Agency or department level to fund unanticipated items during the fiscal year, or for a planned future year use. There is no targeted level for these reserves. However, establishment of management reserves shall not be permitted if the action would result in the amount of unassigned fund balance falling below the targeted level.

Additional Reserves and Resources (in millions)		
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget
Tobacco Securitization Endowment Fund	\$ 347.4	\$ 325.3
Workers' Compensation Fund	108.0	116.4
Environmental Trust Fund	50.4	54.1
Public Liability Fund	40.5	40.8
Restricted: Debt Service	25.9	25.6
Total	\$ 572.2	\$ 562.2

Additional Reserves and Resources

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

Tobacco Securitization Endowment Fund

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

Workers' Compensation Fund

The County contracts with an actuary to annually estimate the liability and capture the costs associated with all reported and unreported workers' compensation claims. The liability is estimated to be \$153.8 million, which includes \$28.2 million in expected costs for Fiscal Year 2014–15. The cash balance in the fund was \$116.4 million at July 1, 2014.

Environmental Trust Fund

Proceeds from the sale of the County's solid waste system on August 12, 1997, were set aside to fund inactive/closed landfill management for approximately 30 years.

Public Liability Fund

The County contracts with an actuary to annually assess the long-term liability of the fund and determine an adequate level of reserves for current and future public risk management claims. The liability is estimated to be \$30.9 million, which includes \$13.2 million in expected costs for Fiscal Year 2014–15. The cash balance in the fund was \$40.8 million at July 1, 2014.

Restricted: Debt Service

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

Committed Fund Balance (General Fund only)

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

Committed: Registrar of Voters

Established in Fiscal Year 2003–04 to provide sustained funding for those election years with few billable participating jurisdictions.

■ ■ ■ Reserves and Resources

Committed: Sales Proceeds Grand Avenue Clinic

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

Committed: SDCFA Equipment Replacement

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

Committed: Environmental Health

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

Committed Fund Balance (General Fund only, in millions)		
	Fiscal Year 2013–14 Adopted Budget Increase/(Decrease) From Prior Year	Fiscal Year 2014–15 Adopted Budget Increase/(Decrease) From Prior Year
Committed: Registrar of Voters	\$ 0.0	\$ 1.0
Committed: Sale Proceeds Grand Avenue Clinic	0.1	1.1
Committed: SDCFA Equipment Replacement	0.3	0.1
Committed: Environmental Health	(0.8)	(1.4)
Total	\$ (0.5)	\$ 0.8

Debt Management Policies and Obligations

Debt Management

The County of San Diego uses debt financing to: (i) fund certain capital assets that support the provision of services by the County; (ii) achieve savings in existing financial obligations through refinancing; and (iii) manage short-term cash flow requirements. The decision to use debt financing is governed by several factors including the nature of the project to be financed, availability of other financing, and debt affordability. The County enters into both long-term and short-term financings, which are reviewed by the credit rating agencies. The County's long-term financings adhere to a Board of Supervisors approved policy. This policy, the County's current credit ratings and the various forms of debt financing used by the County are described in more detail below. The term "debt" is used to refer to certain financial obligations of the County that are sold in the capital markets, including its bonds, certificates of participation and notes.

Long-Term Obligation Policy

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

Long-Term Obligation Limits

- All long-term financings shall comply with federal, State and County Charter requirements.
- All long-term obligations must be approved by the Board of Supervisors after approval and recommendation by the Debt Advisory Committee, which is currently composed of the Assistant Chief Administrative Officer/Chief Operating Officer, the Auditor and Controller and the Treasurer-Tax Collector.

- Prior to its recommendation, the Debt Advisory Committee shall assess the ability of the County to repay the obligation, identify the funding source of repayment, evaluate the impact of the ongoing obligation on the current budget and future budgets, assess the maintenance and operational requirements of the project to be financed, and consider the impact on the County's credit rating.
- The term of the long-term obligation will not exceed the useful life or the average life of the project or projects being financed.
- Annual principal and interest payments on long-term obligations of the General Fund will not exceed 5% of General Fund revenue.

Uses of Long-Term Obligations

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

Structuring Practices

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

■ ■ ■ Debt Management Policies and Obligations

Management Practices

- The County shall encourage and maintain good relations with credit rating agencies, investors in the County's long-term financial obligations, and those in the financial community who participate in the issuance or monitoring of the County's long-term obligations. A policy of full and open disclosure on every financial report and long-term obligation transaction will be enforced, an investor relations website will be maintained with current and accurate information, and a credit rating agency presentation/update shall be conducted annually.
- The County shall comply with all ongoing disclosure conditions and shall file such required documents in a timely manner.
- The County shall monitor earnings on bond proceeds and rebate excess earnings as required to the U.S. Treasury to avoid the loss of tax-exempt status.
- The County of San Diego will enforce filing notices of completion on all projects within five years of their financing. The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.

Credit Ratings

The County of San Diego seeks ratings from three rating agencies, Moody's Investors Service, Standard and Poor's and Fitch Ratings, in order to provide an objective measure of the strength of the County's credit.

The most recent full credit review of the County by the rating agencies was performed in July and August 2014 in

connection to the County of San Diego's 2014 Refunding Certificates of Participation (Edgemoor and RCS Refunding). At this time, Standard and Poor's and Fitch Ratings affirmed the County's issuer and long-term obligation ratings. Moody's Investors Service upgraded the County's issuer rating from "Aa1" to "Aaa" and the long-term obligation ratings from "Aa3" to "Aa2".

All three rating agencies cited the County's strong financial management, broad and diverse economy, and low to moderate debt burden in their rationale for the ratings they assigned. Standard and Poor's affirmed its ratings of the County and its obligations and maintained the stable outlook on the County's ratings because of strong economy, very strong budgetary flexibility, strong budgetary performance, very strong liquidity, very strong management conditions with strong financial policies, and a strong debt and contingent liabilities position. Fitch Ratings states, "the county's strong financial results are supported by forward-looking management policies and practices which include clear reserve targets, disciplined funding of capital needs and long-term obligations, and conservative budgeting... the county has instituted numerous expenditure controls over the past several years, reducing both near-term and future cost pressures." Moody's Investors Service attributes its upgrade to "the county's consistent maintenance of a very strong fiscal position ... [and] stable and prudent management, which maintained the county's resilient credit strength even during the recession."

The County of San Diego's credit ratings are presented in the table below.

Credit Ratings			
	Moody's Investors Service	Standard & Poor's	Fitch Ratings
County of San Diego (Issuer Rating)	Aaa	AAA	AAA
Certificates of Participation and Lease Revenue Bonds	Aa2	AA+	AA+
Pension Obligation Bonds	Aa2	AA+	AA+

Authority to Finance and Bond Ratios

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

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

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

types of obligations are not considered indebtedness under the State constitution and are not subject to the limitations on general obligation debt. The reason these obligations are not subject to the debt limit are further discussed below.

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

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

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

Authority to Finance	
Issuer	Issuance Legal Authority
County of San Diego	General: Government Code §5900 et seq. and §29900 et seq. Maximum Indebtedness: Government Code §29909 Short-Term TRANS: Government Code §53820 et seq. Pension Obligation Bonds: Government Code §53580 et seq.
Nonprofit Public Benefit Corporation	Corporations Code §5110 et seq.
Joint Powers Authority	Government Code §6500 et seq.
Redevelopment Successor Agency	Health and Safety Code §34177.5 et seq.
Housing Authority	Health and Safety Code §34200 et seq. Multi-family Rental Housing Bonds: Health and Safety Code §52075 et seq.
Assessment Bonds	Street and Highway Code §6400 et seq. and §8500 et seq.
Mello-Roos Community Facilities District	Government Code §53311 et seq.
Conduit Bonds	Government Code §26227
School District General Obligation Bonds	Education Code §15000 and following Government Code §53500 and following

■ ■ ■ Debt Management Policies and Obligations

Bond Ratios						
	Fiscal Year 2009–10	Fiscal Year 2010–11	Fiscal Year 2011–12	Fiscal Year 2012–13	Fiscal Year 2013–14	Fiscal Year 2014–15
Net Bonded Debt (in millions) ¹	\$ 1,436.7	\$ 1,265.5	\$ 1,204.4	\$ 1,177.0	\$ 1,144.4	\$ 1,086 ²
Net Bonded Debt per Capita ³	\$ 465	\$ 406	\$ 385	\$ 373	\$ 360	\$ 338
Ratio of Net Bonded Debt to Assessed Value	0.36%	0.32%	0.31%	0.30%	0.28%	0.26%

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

²Net Bonded Debt as of June 30, 2014.

³Based on the January 1st annual estimated population figures for San Diego County provided by the State of California Department of Finance (DOF) based on the US Census.

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code §29909 would be 1.25% of the taxable property of the county. The estimated taxable assessed value in the county as of June 30, 2014 is \$417.4 billion.

Components of General Fund Debt Service Ratio (in millions)					
	Fiscal Year 2011–12 Adopted Budget	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Recommended Budget	Fiscal Year 2015–16 Recommended Budget
General Fund Revenue ¹	\$ 3,526.9	\$ 3,603.9	\$ 3,719.7	\$ 3,694.1	\$ 3,693.4
Total Debt Service	\$ 120.5	\$ 124.5	\$ 120.0	\$ 118.5	\$ 118.5
Ratio of Total Debt Service to General Fund Revenue	3.42%	3.46%	3.23%	3.21%	3.21%
General Fund Share of Debt Service Cost ²	\$ 95.0	\$ 97.2	\$ 92.5	\$ 90.9	\$ 91.0
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.69%	2.70%	2.49%	2.46%	2.47%

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

²General Fund Share of Debt Service Cost excludes debt service chargeable to special revenue funds, enterprise funds, special districts and external funding sources.

Bond and Debt Service Ratios

The table above presents bond ratios useful to County management, the general public and investors.

General Fund Debt Service Ratios

The total debt service reported in the table below is composed of payments on the County's Pension Obligation Bonds, Certificates of Participation and Lease Revenue

Bonds. They are described in the following section titled Long-Term Obligations. In addition, the detail of the payments required for assets financed through the Certificates of Participation and Lease Revenue Bonds and the payments required for the Pension Obligation Bonds is provided in the Finance Other section beginning on page 493.

Outstanding Principal Bonded Debt (in millions)		
	As of June 30, 2014	Projected as of June 30, 2015
Certificates of Participation	\$ 252.6	\$ 239.1
Lease Revenue Bonds	127.2	123.8
Pension Obligation Bonds	732.3	692.3
Redevelopment Successor Agency Bonds	13.1	12.7
Total	\$ 1,125.3	\$ 1,067.8

Long-Term Obligations

The County's outstanding long-term principal bonded debt as of June 30, 2014 and projected as of June 30, 2015 are presented in the table above.

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

Certificates of Participation (COPs) and Lease Revenue Bonds (LRBs)

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

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

Taxable Pension Obligation Bonds (POBs)

POBs are financing instruments typically used to pay some or all of a pension plan's unfunded liability. The bond pro-

ceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer, and the proceeds are invested as directed by the pension system. POBs have been issued on several occasions by the County to reduce the unfunded actuarial accrued liability (UAAL) of the San Diego County Employees Retirement Association (SDCERA) on a lump sum basis rather than making actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings on the assets of the fund and retiree benefits. POBs totaling \$430.4 million were first issued by the County in February 1994. Since this initial issue, the County has issued additional series of POBs: in September 2002, the County issued \$737,340,000 of POBs, a portion of which refunded the POBs issued in 1994; in June 2004, the County issued an additional \$454,112,916 of POBs; and in August 2008, \$443,515,000 of POBs were issued to refund the variable rate portion of the POBs issued in 2002.

A total of \$264 million of the principal component of the County's outstanding taxable POBs has been prepaid. As reflected in the Fiscal Year 2009–10 Adopted Operational Plan, the most recent prepayment occurred on July 1, 2009 and retired the \$100 million of outstanding 2008 Series B1-B2 POBs (variable rate demand obligations). This most recent prepayment resulted in lowering the aggregate annual debt service for the taxable POBs from \$86.0 million to \$81.4 million and a further shortening of the final maturity to Fiscal Year 2026–27. As of June 30, 2014, the County is anticipated to have \$732.3 million of taxable POBs outstanding.

Redevelopment Successor Agency Tax Allocation Bonds (TABs)

TABs are limited obligations issued by the former Redevelopment Agency of the County of San Diego (Agency) to help pay for improvements related to projects within its redevelopment areas. The Agency was formed on October 14, 1974 pursuant to Redevelopment Law, and effective

February 1, 2012 has been dissolved by the State legislature. Any outstanding TABs of the Agency are now limited obligations of the County of San Diego Successor Agency, which now manages the assets, repays the debts, and fulfills other obligations that were previously attributable to the Agency. An initial series of TABs was issued on September 12, 1995 as limited obligations of the Agency in the amount of \$5.1 million for the construction of public improvements at the Gillespie Field Airport located on the Gillespie Field Redevelopment Project Area, which was one of the Agency's two redevelopment project areas. On December 22, 2005, the Agency issued \$16 million in TABs to refund all of the Agency's outstanding 1995 bonds and to repay loans owed to the County's Airport Enterprise Fund. These loans from the County Airport Enterprise Fund were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In connection with the 2005 TABs, the County pledged to make limited payments to the Agency from the Airport Enterprise Fund. This pledge remains a limited obligation of the Successor Agency and is not secured by the County's General Fund. This pledge, along with certain Redevelopment Property Tax Trust Fund revenues generated in the Gillespie Field Redevelopment Project Area, support annual principal and

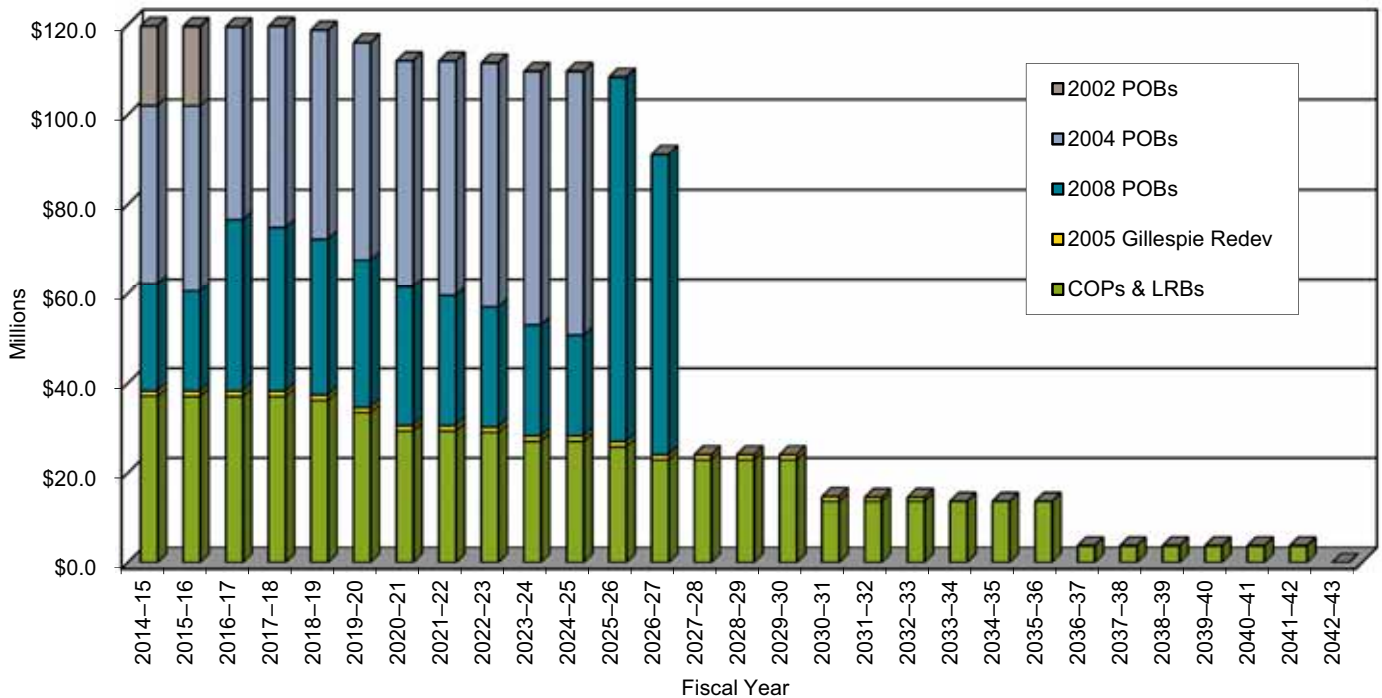
interest payments of approximately \$1.2 million through Fiscal Year 2032–33; the final maturity of the 2005 TABs is in December 2032.

General Obligation Bonds (GO Bonds)

GO Bonds are debt instruments issued by local governments to raise funds for the acquisition or improvement of real property. GO bonds are backed by the full faith and credit of the issuing entity; in California, authorization to issue GO bonds requires supermajority (two-thirds) voter approval as the bonds are secured by an ad valorem tax that may be levied in whatever amount is necessary to pay debt service. The County has no outstanding General Obligation Bonds.

The chart below shows the County's scheduled long-term obligation payments through Fiscal Year 2041–42 as of June 30, 2014, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs), and does not include any future debt issuances by the County. The table on the following page details the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.

Long-Term Debt Obligations¹
Fiscal Years 2014–15 through 2042–43



¹Represent principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2014. Details of these obligations, issued from 2002 through 2012, are provided in the table on the following page.

Outstanding County Financings (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
2005 Edgemoor & RCS Refunding	2019	\$ 112,395	\$ 72,710
2005 North & East County Justice Facility Refunding	2019	28,210	14,130
2006 Edgemoor Completion Project	2030	42,390	35,495
2009 County Operations Center Phase 1A	2036	136,885	127,210
2009 Justice Facilities Refunding	2025	80,940	56,950
2011 MTS Tower Refunding	2019	19,260	13,090
2011 County Administration Center Waterfront Park	2042	32,665	31,500
2012 Cedar and Kettner Development Project	2042	29,335	28,750
Total Certificates of Participation and Lease Revenue Bonds		\$ 482,080	\$ 379,835
Taxable Pension Obligation Bonds			
Series 2002	2015	\$ 132,215	\$ 33,635
Series 2004 ¹	2024	454,113	387,285
Series 2008	2027	343,515	311,410
Total Pension Obligation Bonds		\$ 929,843	\$ 732,330
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	\$ 16,000	\$ 13,095
Total Tax Allocation Bonds		\$ 16,000	\$ 13,095

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

The table above reflects the County's outstanding financings as of June 30, 2014.

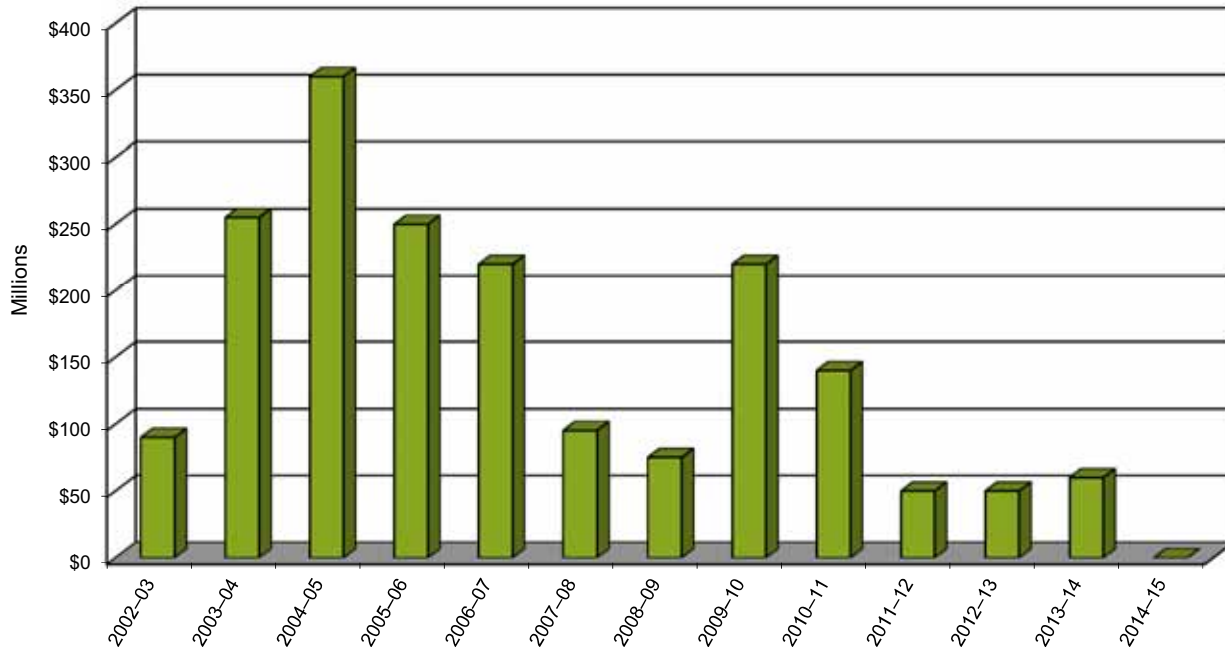
Short-Term Obligations

During the ordinary course of business, local governments, such as the County, typically experience temporary mismatches in cash flow due to the timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely focused on months surrounding tax payment dates. To mitigate these cash flow imbalances, the County may borrow cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within 12 to 13 months of the date of issuance and are, therefore, considered short-term obligations. The chart on the following page shows TRANs borrowing since 2002–03. The County did not issue TRANs for Fiscal Year 2014–15.

Conduit Issuances

Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy*, also provides for the County to assist qualified nonprofit and for-profit entities to access tax-exempt financing for projects that provide a tangible public benefit, contribute to social and economic growth and improve the overall quality of life to the residents of the San Diego region. In these financings, the County is a conduit issuer whereby it issues tax-exempt long-term bonds on behalf of the qualifying entity. That entity, the conduit borrower, is responsible for all costs in connection with the issuance and repayment of the financing. Debt issued under the conduit program is secured by the borrower, and is not considered to be a debt of the County.

Tax and Revenue Anticipation Notes (TRANs) Cash Borrowing 2002–03 through 2014–15



The Board of Supervisors, as outlined in Board Policy B-65, may consider conduit financing on behalf of nonprofit organizations upon recommendation of the Debt Advisory Committee. The Board of Supervisors may also consider assessment district and community facilities district financings to provide for public improvements and services, whether initiated by petition of the property owners, the County or a non-County agency.

All considerations for financing will be directed to the Debt

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

The table on the following page details the County's outstanding conduit issuances as of June 30, 2014.

Outstanding Conduit Issuances (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Conduits			
2000 San Diego Museum of Art	2030	\$ 6,00	\$ 5,700
2003 Chabad	2023	11,700	6,650
2003 San Diego Jewish Academy	2023	13,325	8,510
2004 Museum of Contemporary Art	2034	13,000	5,350
2006 Burnham Institute for Medical Research	2034	59,405	50,420
2008 The Arc of San Diego	2038	13,250	12,205
2010 Salk Institute for Biological Studies	2040	37,445	36,215
2012 Burnham Institute for Medical Research	2030	18,885	18,190
Total Conduits		\$ 173,010	\$ 143,240
Housing			
1999 Laurel Village Apartments	2014	\$ 1,670	\$ 1,245
2002 Spring Valley	2032	\$ 3,250	\$ 1,725
Total Housing		\$ 4,920	\$ 2,970



County of San Diego

Public Safety Group

Public Safety Group & Executive Office	117
District Attorney	125
Sheriff	131
Child Support Services	141
Citizens' Law Enforcement Review Board	147
Office of Emergency Services	151
Medical Examiner	157
Probation	161
Public Defender	169
San Diego County Fire Authority	177

Public Safety Group Summary & Executive Office

Group Description

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



PSG Departments

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

Mission Statement

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

Vision Statement

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

2013–14 Accomplishments

Aligned activities of the Public Safety Group with the key outcomes of the County's *Live Well San Diego* Living Safely strategy; addressing the incidence of crime and

injury and the community experience of overall safety. The key outcomes are: residents are protected from crime and abuse; neighborhoods are safe to work, live and play; and communities are resilient to disasters and emergencies. These objectives facilitate collaborative policy development across various public agencies, with private sector partners, and support the key outcomes of the *Live Well San Diego* Living Safely strategy.

Strategic Initiative: Safe Communities

- Protected residents from crime and abuse.
 - Monitored offenders subject to community supervision to prevent new crimes.
 - ◆ Employed information-led policing strategies to crime problems at the local and regional levels.
 - ◆ Reduced recidivism through evidence-based practices and services in collaboration with community and justice partners.
 - Continued proactive law enforcement activities in the unincorporated area and in cities that contracted with the Sheriff's Department for law enforcement services.
 - Expanded services to offenders in custody and increased detention capacity; supported the opening of Phase I of the Las Colinas Detention and Reentry Facility and completed construction of the East Mesa Reentry Facility.
- Communities were resilient to disasters and emergencies.
 - Collaborated with regional fire service agencies to improve fire protection and emergency response services.
 - Engaged residents, the private sector and local jurisdictions through community outreach events and emergency readiness planning.

- Coordinated with local and regional agencies' emergency services and critical first responder agencies to strengthen the regional emergency notification system.
- Incorporated disaster preparedness into programs and services that target vulnerable populations and encourage self-sufficiency during and after an adverse event.

Strategic Initiative: Healthy Families

- Neighborhoods were safe to work, live and play.
 - Focused on youth in local communities with actions to steer them in a positive direction.
 - Educated residents through community outreach, prevention and safety programs.
 - Assisted and advocated for victims of crime.
 - Promoted the well-being of children and the self-sufficiency of families through the success of the child support program.

Required Discipline for Excellence: Information Services

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

2014–16 Objectives

Strategic Initiative: Safe Communities

- Protect residents from crime and abuse.
 - Strengthen our prevention and enforcement strategies to protect San Diego youth against crime, neglect and abuse.
 - Collaborate with law enforcement agencies and community services organizations to combat human trafficking and enhance the support to victims and education to the community.
 - Enhance enforcement of required standards of care in long-term care facilities.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
 - Continue participation in multi-agency operations and multi-agency task forces.
- Reduce recidivism and help offenders successfully reenter society.
 - Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation.

- Improve offender reintegration into the community through a continuum of care and case management through reentry that begins at Sheriff facilities and juvenile institutions with an assessment of offender needs, which also occurs at the Community Transition Center (CTC) for certain offenders. Probation will continue to engage with offenders on supervision to provide case management and rehabilitative services.

- Make neighborhoods safe to live, work and play.
 - Expand data-driven crime prevention and information-led policing strategies, focus on prolific offenders and utilize current technologies to reduce crime at the local and regional level.
 - Improve the quality of life of all San Diego residents by proactively working to make our streets, parks, public spaces and buildings safer from crime and injury.
- Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies.
 - Encourage and promote residents to take important and meaningful steps to protect themselves and their families for at least 72 hours during a disaster.
 - Complete a disaster preparedness curriculum, which aligns and complies with the Common Core State Standards, for San Diego County's 4th grade students.
 - Ensure professional, timely emergency response is provided to the residents of County Service Area 135 through the supervision of the San Diego County Fire Authority.
 - Continue the implementation process of replacing the Regional Communications System (RCS) with a state of the art, next-generation communications system.

Strategic Initiative: Healthy Families

- Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospects of residents.
 - Ensure the success of the child support program by establishing and enforcing court orders to support the long-term well-being of children by collaborating with custodial and non-custodial parents, courts, government agencies, and community resources.

Required Discipline for Excellence: Information Services

- Leverage technology innovations and best practices to improve service delivery and operational efficiency.



- Improve communications with volunteer firefighters through the continued implementation of the Advanced Situational Awareness for Public Safety Network (ASAP NET).
- Continue projects to improve data sharing and operations while achieving optimal results for County residents.

Related Links

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

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

Staffing

No change in staffing.

Expenditures

Net increase of \$34.8 million.

- Salaries & Benefits—increase of \$0.2 million as a result of negotiated labor agreements and an increase in County retirement contributions.
- Services & Supplies—net decrease of \$2.8 million due to a decrease in amounts budgeted and retained in the Special Revenue Fund for Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, the dedicated one-half cent sales tax for public safety to support regionwide services.
- Other Charges—increase of \$3.1 million for Penalty Assessment distributions to Emergency Medical Services resulting from a reclassification transfer of amounts previously budgeted in other agency funds to special revenue funds.
- Operating Transfers Out—increase of \$34.3 million reflects an increase of \$21.0 million as a result of a change in transfers to public safety agencies of increased revenues from Proposition 172, which supports regional law enforcement services, in addition to an increase of \$13.2 million in Penalty Assessment distributions to support General Fund costs, resulting from a reclassification transfer as noted above.

Revenues

Net increase of \$34.8 million.

- Fines, Forfeitures & Penalties—increase of \$9.7 million resulting from a reclassification transfer as noted above.

- Revenue from Use of Money & Property—net decrease of \$0.3 million due primarily to the termination of lease revenue pursuant to the terms of court facility transfer agreements.
- Intergovernmental Revenue—increase of \$15.0 million due to an increase in revenues from Proposition 172, which supports regional law enforcement services.
- Other Financing Sources—increase of \$4.7 million resulting from a reclassification transfer as noted above.
- Use of Fund Balance—increase of \$5.6 million. A total of \$7.2 million is budgeted.
 - \$0.2 million for temporary support for Public Safety Realignment.
 - \$1.5 million for one-time major maintenance projects.
 - \$1.8 million for the construction and maintenance of county criminal justice and court facilities.
 - \$3.7 million for the cost of the Long-Term Care Facilities, Special Prosecution Unit Pilot Program and support for regional law enforcement and detention services.

Executive Office Budget Changes and Operational Impact: 2014–15 to 2015–16

Net increase of \$4.3 million is primarily to align expenditures to anticipated levels of Proposition 172 revenue.

Juvenile Justice Commission

The Juvenile Justice Commission (JJC) was established in 1964 under the Welfare and Institutions Code sections 225, et seq. The Welfare and Institutions Code gives the commission the authority to inquire into the administration of the juvenile court law in its respective county. The primary role of the JJC is to perform annual inspections of all county operated juvenile facilities and group homes where wards and dependent children of the juvenile court are placed. On May 5, 1992 (2), the Board of Supervisors approved in concept the establishment of county staff support and other assistance to the JJC. The JJC's two staff support positions, currently performed by the Public Safety Group Executive Office and Probation Department, in concept will end on June 30, 2014. Staff support for the JJC will be provided instead by the San Diego Superior Court effective July 1, 2014. The County will continue to pay the JJC members a stipend of \$25 per meeting, not exceeding two meetings per month, pursuant to Welfare and Institutions Code section 231.

Contributions for Trial Courts

The Contributions for Trial Courts function of the Public Safety Group involves the management and administration of the County's statutory Maintenance of Effort payment. Pursuant to Senate Bill (SB) 1732, *Court Facilities Legislation, the Trial Court Facility Act* and Assembly Bill (AB) 1491, *Court Facilities Transfer Deadline Extension*, the transfer of court facilities to the State occurred in Fiscal Year 2008–09. County financial responsibility for facility maintenance costs will continue as a statutorily required County Facility Payment. The detailed changes in the State and County financial and management responsibilities are included in the Joint Occupancy Agreements.

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

Expenditures

Decrease of \$1.6 million primarily in Other Charges to align to anticipated levels of revenues.

Revenues

Net decrease of \$1.6 million.

- Fines, Forfeitures & Penalties—net decrease of \$2.9 million due to decline in court revenues.

- Charges for Current Services—net decrease of \$1.5 million due to decline in court revenues.
- Use of Fund Balance—increase of \$2.7 million. A total of \$2.7 million is budgeted to offset the decline in revenues supporting the statutorily required payments described above.

Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.

Group Staffing by Department

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Public Safety Executive Office	11.00	11.00	11.00
District Attorney	985.00	996.00	996.00
Sheriff	4,178.00	4,212.00	4,214.00
Child Support Services	471.00	471.00	471.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00
Office of Emergency Services	17.00	17.00	17.00
Medical Examiner	54.00	56.00	56.00
Probation	1,339.00	1,316.00	1,316.00
Public Defender	357.00	357.00	357.00
San Diego County Fire Authority	13.00	19.00	19.00
Total	7,429.00	7,459.00	7,461.00

Group Expenditures by Department

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Public Safety Executive Office	\$ 231,196,894	\$ 243,967,318	\$ 249,844,438	\$ 243,918,089	\$ 278,740,324	\$ 283,056,547
District Attorney	143,568,727	161,489,357	167,281,771	155,676,474	170,595,851	165,699,264
Sheriff	617,013,553	678,338,637	728,884,267	668,037,282	729,234,894	726,865,971
Child Support Services	45,328,053	51,723,838	51,777,119	47,421,421	51,460,166	51,350,972
Citizens' Law Enforcement Review Board	549,261	606,082	628,668	608,610	631,239	625,732
Office of Emergency Services	7,875,165	6,930,698	13,575,405	6,721,846	6,635,516	5,449,237
Medical Examiner	8,487,156	9,481,818	9,837,264	9,345,484	9,814,462	9,747,607
Probation	191,833,974	215,488,100	219,362,496	209,622,231	216,837,604	213,614,115
Public Defender	67,163,463	75,169,778	76,656,403	72,385,475	77,288,460	77,134,959
Contribution for Trial Courts	69,655,207	70,903,113	71,015,559	68,467,270	69,259,172	69,259,172
San Diego County Fire Authority	23,789,926	26,658,124	32,356,750	22,266,278	24,470,081	23,135,084
Total	\$ 1,406,461,380	\$ 1,540,756,863	\$ 1,621,220,140	\$ 1,504,470,459	\$ 1,634,967,769	\$ 1,625,938,660

Public Safety Group Summary & Executive Office

Executive Office Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Public Safety Executive Office	11.00	11.00	11.00
Total	11.00	11.00	11.00

Executive Office Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Public Safety Executive Office	\$ 6,520,829	\$ 6,645,128	\$ 9,091,687	\$ 6,689,469	\$ 7,635,835	\$ 7,575,471
Juvenile Justice Commission	8,672	—	—	9,203	—	—
Penalty Assessment	—	—	—	—	7,875,730	7,875,730
Criminal Justice Facility Construction	—	—	—	—	7,491,425	7,491,425
Courthouse Construction	—	—	—	—	970,000	970,000
Public Safety Proposition 172	224,667,393	237,322,190	240,752,751	237,219,417	254,767,334	259,143,921
Total	\$ 231,196,894	\$ 243,967,318	\$ 249,844,438	\$ 243,918,089	\$ 278,740,324	\$ 283,056,547

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,641,903	\$ 1,931,530	\$ 1,988,944	\$ 1,926,868	\$ 2,105,499	\$ 2,082,722
Services & Supplies	4,262,296	10,126,000	9,825,145	4,136,296	7,329,586	8,338,198
Other Charges	626,116	635,508	635,508	635,508	3,774,001	3,783,666
Expenditure Transfer & Reimbursements	(815)	—	—	—	—	—
Operating Transfers Out	224,667,393	231,274,280	237,394,841	237,219,417	265,531,238	268,851,961
Total	\$ 231,196,894	\$ 243,967,318	\$ 249,844,438	\$ 243,918,089	\$ 278,740,324	\$ 283,056,547

Executive Office Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Fines, Forfeitures & Penalties	\$ —	\$ —	\$ —	\$ —	\$ 9,736,973	\$ 9,736,973
Revenue From Use of Money & Property	3,793,483	424,032	424,032	3,831,140	78,757	78,757
Intergovernmental Revenues	235,009,549	236,027,012	235,852,012	250,021,353	251,015,756	257,642,221
Charges For Current Services	708,016	708,000	708,000	708,000	708,000	708,000
Other Financing Sources	—	—	—	—	4,746,780	4,746,780
Use of Fund Balance	(11,899,978)	1,605,982	7,658,102	(15,844,696)	7,218,280	4,776,345
General Purpose Revenue Allocation	3,585,824	5,202,292	5,202,292	5,202,292	5,235,778	5,367,471
Total	\$ 231,196,894	\$ 243,967,318	\$ 249,844,438	\$ 243,918,089	\$ 278,740,324	\$ 283,056,547



District Attorney

Department Description

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

Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Collaborated with criminal justice partners locally and statewide to expand the integration and use of DNA information by prosecutorial agencies, to strengthen the quality of crime analysis and criminal prosecutions.
- Expanded the District Attorney's Youth Advisory Board to two additional high schools to assist students in developing solutions for issues facing young people in their respective communities.
- Worked collaboratively with the Superior Court and local law enforcement to develop and implement the revocation process in accordance with Public Safety Realignment.
- Expanded services for domestic violence victims in the eastern region of San Diego County through the implementation of a High Risk Domestic Violence Team in partnership with local providers and law enforcement.
- Continued to support the Reentry Roundtable comprised of organizations actively involved in making neighborhoods safe.
- Collaborated with the Sheriff's Regional Crime Laboratory to expand the integration and use of fingerprint information by prosecutorial agencies, to strengthen the quality of crime analysis and criminal prosecutions.
- Achieved a conviction on 94% of felony cases prosecuted.



- Achieved a conviction on 86% of misdemeanor cases prosecuted. This measure accurately reflects the activity directed to the District Attorney by law enforcement. Plea agreements with possible convictions on other charges was the contributing factor to not meeting the goal of 90%.

Required Discipline for Excellence: Fiscal Stability

- Settled 75% of adult felony cases prior to preliminary hearing, exceeding the goal of 70%.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Incorporated an employee wellness presentation focused on work-life balance into the annual departmentwide training to create awareness about employee health and efficiency.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Protect residents from crime and abuse.
 - Develop and implement strategies to educate, prevent, detect and prosecute human trafficking crimes.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
 - Collaborate with local law enforcement and community services organizations on issues related to human trafficking crimes to enhance support to victims, training of law enforcement, and education to the community.

- Make neighborhoods safe to live, work and play.
 - Establish a one-year pilot program to investigate and prosecute crimes committed against residents of long-term care facilities and to raise public awareness about preventing and reporting abuse and neglect of our most vulnerable citizens.
 - Develop and implement cyber-crime public awareness campaigns to help the community avoid becoming victims of online predators.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Develop protocols necessary to implement a trusted electronic document management system that meets the required professional guidelines.
- Expand the use of technology to reduce the number of paper files retained and stored.
- Develop and implement online training courses for staff to address improved business processes created through the implementation of new technologies.

Related Links

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

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Achieve a conviction on felony cases prosecuted ¹	94% of 16,667	94%	94% of 17,550	94%	94%
Achieve a conviction on misdemeanor cases prosecuted	88% of 20,908	90%	86% of 21,440	90%	90%
Resolve adult felony cases prior to the preliminary hearing ²	78% of 16,666	70%	75% of 17,550	70%	70%

Table Notes

¹“Cases” refers to the number of people prosecuted.

²The total number of cases for Fiscal Year 2012–13 Actuals of 16,666 for resolution prior to the preliminary hearing differs from the total number of cases reported in the measure of felony conviction rate of 16,667 in Fiscal Year 2012–13 Actuals due to cases that were initially issued as a felony or misdemeanor but were later charged at a different level.

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

Staffing

Increase of 11.00 staff years.

- Increase of 7.00 staff years associated with projected increases in caseload.
- Increase of 2.00 staff years associated with fulfilling additional responsibilities to victims of crime.
- Increase of 2.00 staff years to develop and implement new and innovative information technology projects.

Expenditures

Increase of \$9.1 million.

- Salaries and Benefits—increase of \$9.0 million.
 - Increase of \$4.7 million as a result of negotiated labor agreements and an increase in County retirement contributions.
 - Increase of \$2.1 million due to one-time negotiated salary and benefit payments.
 - Increase of \$1.2 million due to the addition of 11.00 staff years as described above.

- Increase of \$1.0 million for the Long-Term Care Facilities, Special Prosecution Unit Pilot Program as approved by the Board of Supervisors in March 2014.
- Services and Supplies—increase of \$0.2 million for costs associated with the Long-Term Care Facilities, Special Prosecution Unit Pilot Program.
- Management Reserves—no net change. A total of \$4.0 million is budgeted for facility maintenance, renovation, and ergonomic upgrades (\$3.0 million) and document management and imaging projects (\$1.0 million).

Revenue

Net increase of \$9.1 million.

- Other Financing Sources—increase of \$2.8 million due to projected receipts from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which support regional law enforcement services, including revenue to offset the addition of 11.00 staff years as described above, the cost of the Long-Term Care Facilities, Special Prosecution Unit Pilot Program as approved by the Board of Supervisors in March 2014, and to partially offset increases as a result of negotiated labor agreements.

- Use of Fund Balance—increase of \$2.1 million. A total of \$10.6 million is budgeted.
 - \$2.1 million for one-time negotiated salary and benefit payments.
 - \$8.0 million for multiple projects related to facility maintenance, renovation and ergonomic upgrades, information technology refresh and upgrades, electronic discovery and activities related to document imaging solutions to reduce off-site storage costs.
 - \$0.5 million in Federal Asset Forfeiture Funds to support law enforcement purposes.
- General Purpose Revenue Allocation—increase of \$4.2 million as a result of negotiated labor agreements and an increase in County retirement contributions.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$4.9 million. A decrease of \$5.2 million in Services and Supplies, Capital Assets Equipment and Management Reserves combined is due to the anticipated completion of one-time projects, partially offset by an increase of \$0.3 million in Salaries and Benefits as a result of negotiated labor agreements.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Criminal Prosecution		560.00			571.00	571.00
Specialized Criminal Prosecution		263.00			263.00	263.00
Juvenile Court		42.00			42.00	42.00
Public Assistance Fraud		69.00			69.00	69.00
District Attorney Administration		51.00			51.00	51.00
Total		985.00			996.00	996.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Criminal Prosecution	\$ 85,848,070	\$ 100,324,388	\$ 104,944,933	\$ 95,392,414	\$ 105,198,845	\$ 100,886,627
Specialized Criminal Prosecution	44,920,235	47,107,092	46,776,231	48,741,713	50,615,732	49,873,575
Juvenile Court	5,685,488	6,129,375	6,129,913	5,993,102	6,323,017	6,415,239
Public Assistance Fraud	(420,099)	(962,799)	(962,722)	(1,521,161)	(598,803)	(500,594)
District Attorney Administration	7,337,024	8,376,301	9,878,416	6,958,565	8,542,060	8,509,417
District Attorney Asset Forfeiture Program	198,009	515,000	515,000	111,842	515,000	515,000
Total	\$ 143,568,727	\$ 161,489,357	\$ 167,281,771	\$ 155,676,474	\$ 170,595,851	\$ 165,699,264

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 126,037,526	\$ 142,304,106	\$ 142,652,251	\$ 136,076,601	\$ 151,260,367	\$ 151,514,013
Services & Supplies	22,625,196	20,106,423	29,161,107	25,544,975	20,256,656	20,106,423
Other Charges	2,419,687	2,884,891	2,921,757	1,802,588	2,884,891	2,884,891
Capital Assets Equipment	550,105	1,382,200	1,734,919	1,478,084	1,382,200	382,200
Expenditure Transfer & Reimbursements	(8,063,788)	(9,188,263)	(9,188,263)	(9,225,773)	(9,188,263)	(9,188,263)
Management Reserves	—	4,000,000	—	—	4,000,000	—
Total	\$ 143,568,727	\$ 161,489,357	\$ 167,281,771	\$ 155,676,474	\$ 170,595,851	\$ 165,699,264

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ 377,651	\$ —	\$ —	\$ 184,630	\$ —	\$ —
Revenue From Use of Money & Property	5,997	—	—	6,633	—	—
Intergovernmental Revenues	20,290,863	20,059,293	20,425,284	21,810,970	20,059,293	20,059,293
Charges For Current Services	1,228,961	1,060,000	1,060,000	859,310	1,060,000	1,060,000
Miscellaneous Revenues	1,584,378	2,616,297	2,616,297	1,071,373	2,616,297	2,616,297
Other Financing Sources	45,852,440	46,541,641	46,731,641	46,752,928	49,291,877	48,412,429
Use of Fund Balance	(6,416,784)	8,515,000	13,751,423	2,293,504	10,640,472	3,515,000
General Purpose Revenue Allocation	80,645,221	82,697,126	82,697,126	82,697,126	86,927,912	90,036,245
Total	\$ 143,568,727	\$ 161,489,357	\$ 167,281,771	\$ 155,676,474	\$ 170,595,851	\$ 165,699,264



Sheriff

Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering over 4,200 square miles. The department's approximately 4,200 employees provide general law enforcement, detention, and court security services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 908,000 county residents, including those in nine contract cities. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for about 6,100 inmates per day. The Sheriff's detention facilities conduct approximately 90,000 unduplicated inmate bookings annually. Services provided to the San Diego Superior Court include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants and temporary restraining orders.



Mission Statement

We provide the highest quality public safety service in an effort to make San Diego the safest urban county in the nation.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Fully implemented information-led policing (ILP) as the primary philosophy used to address crime trends in order to establish San Diego as the safest urban county in the country.
 - Implemented the Information Managed Policing Addressing Community Threats (IMPACT) program at every station and substation.
 - Increased the use of analytical staff providing information to field operations.
 - Built regional partnerships with other law enforcement agencies and the community to share information, including the creation of Community Advisory Groups to discuss crime trends and public safety concerns with residents and businesses.
 - Expanded the use of technology to disseminate information and utilized facial recognition software to identify criminals in the community through a mobile device pilot plan completed in June 2014, with 28 test devices used in the field in law enforcement, detentions and court services functions.
- Reduced crime in Sheriff's jurisdictions within San Diego County by 11.0%, exceeding the goal of 2%.
- Improved the ability of deputies to work with mentally ill subjects. Over 550 deputies in the Law Enforcement Services Bureau completed the eight-hour Psychiatric Evaluation Response Team (PERT) training. The goal to have 100% of these deputies complete the training was not reached this fiscal year due to unanticipated operational vacancies.
- Continued to focus on youth in local communities using a three prong approach of education, awareness and enforcement to engage and steer youth in a positive direction.
 - Increased the use of social host enforcement operations by 150% (6 to 15) in order to reduce opportunities for teenage alcohol and drug abuse, exceeding the goal of 40%.
 - Provided 25 Start Smart Program drivers education classes for newly licensed drivers.
 - Provided 30 Sober Graduation enforcement programs in the months of May and June throughout the county.
 - Implemented a juvenile traffic citation diversion program.
 - Conducted a juvenile leadership/mentoring camp program through events such as the Juvenile Champions Camp in July (64 participants), StarPal Mini Padres Camp (46 participants) and Juvenile Surf Camp (5 participants) in August, Camp Mariposa and StarPal Chargers Play Camps in October, and the San Diego Youth Services Juvenile Law Class held monthly with approximately 15 juveniles in each class.

- Highlighted youth interests by having a member of the Juvenile team take part in the newly established Community Advisory Groups at each station and substation.
- Evaluated the use of body scanning equipment to increase capabilities of detecting contraband (e.g., drugs, weapons, etc.) as it is smuggled into detention facilities. Procurement of scanners is in process, with a delivery date in summer 2014.
- Completed the update of the Superior Court contract for services, which improves the fiscal health of the contract over a five-year period.
- Completed and occupied Phase 1 of the Las Colinas Detention and Reentry Facility project in summer 2014. Phase 2 of the project will include the demolition of the existing jail and is anticipated for completion in January 2016.
- The East Mesa Reentry Facility construction began in June 2013 and was completed in May 2014. The expansion project consisted of 2 new housing units, a new intake area and classrooms to provide services for 400 inmates.
- The new Rancho San Diego Station provides law enforcement services to the unincorporated areas east of Lemon Grove. The new 25,000 square foot station opened in February 2014.
- The new Pine Valley Substation construction began in August 2013 on a one acre site adjacent to the County's park and library and was occupied in May 2014.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Increased hiring to meet department goals of opening the East Mesa Reentry Facility and the Las Colinas Detention and Reentry Facility. The Sheriff's Department has hired 324 sworn positions this fiscal year.
 - Achieved a higher number of female recruits in each academy class, with an average of ten females per class, to achieve department goals for staffing the Las Colinas Detention and Reentry Facility.
- Achieved 98% staffing of the Emergency Services Dispatcher classification.
- Worked with County departments to improve health and academy readiness of new recruits/cadets and reduced injuries at the Regional Academy. A weekly physical training session was implemented for academy applicants to prepare them for the physical, mental, and emotional challenges of the Regional Academy.

- Developed a Department Wellness Committee and continued to work with County Risk Management to develop employee wellness programs and increase employee attendance.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Protect residents from crime and abuse.
 - Reduce crime in Sheriff's jurisdictions within San Diego County by 5%.
 - Increase the number of field interviews conducted by 5%.
 - Increase closure of cold case homicides from an average of two per year to five per year.
 - Increase the number of Crime Free Multi-Housing units in Sheriff's jurisdiction by 10%.
 - Improve the ability of deputies to work with mentally ill subjects by ensuring that 100% of deputies and sergeants complete a minimum eight-hour PERT training by May 2015.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
 - Continue to implement information-led policing (ILP) throughout the department as the primary philosophy used to address crime trends in order to establish San Diego as the safest urban county in the country.
- Reduce recidivism and help offenders successfully reenter society.
 - Obtain beds in the community to be utilized as a Residential Reentry Program for female offenders. The program would provide services specific to female offenders, including employment services and family reunification.
 - Increase the number of community based providers that provide evidence based programs to the inmates within the jail facilities by 50%.
- Reduce chargeable traffic accidents by 10%.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Increase hiring to meet department goal of opening East Mesa Reentry Facility and the Las Colinas Detention and Reentry Facility, with a goal to hire 127 sworn positions by June 30, 2015 and 228 sworn positions by June 30, 2016.
 - Achieve a minimum of eight female recruits in each academy class.

- Achieve 99% staffing of Emergency Services Dispatcher classification.
- Continue to work with departments to improve health and academy readiness of new recruits/cadets and reduce injuries at Regional Academy.

Related Links

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

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Priority 1 & 2 Response Times:					
– Incorporated Response Times (in minutes) ¹	10.2	9.4	10.8 ²	N/A	N/A
– Unincorporated Response Times (in minutes) ¹	12.9	13.2	14.0	N/A	N/A
– Rural Response Times (in minutes) ¹	22.2	22.9	22.8	N/A	N/A
Public Calls for Service	213,800	188,184	268,989 ³	190,000	190,000
Deputy Initiated Actions (DIA) ⁴	309,604	294,318	227,992 ⁵	N/A	N/A
Field Interviews (FI) ⁶	N/A	N/A	10,062	10,367	10,367
Daily Average – Number of Inmates	5,274	5,900 ⁷	5,706	6,100	6,300
– Number of Inmates serving one year or more	716	790	1,532 ⁸	1,900	2,260
Number of Jail A Bookings	126,836	138,000	89,936 ⁹	90,000 ⁹	91,000
Bank Garnishment Civil Unit Processing ¹⁰	7.5 Days	7.5 Days	7.5 Days	N/A	N/A
Warrants Cleared	3,289	3,000	2,407 ¹¹	3,000	3,000

Table Notes

¹The shift to an ILP philosophy results in a change from event-based to an offender-based approach to policing. The measurement of response times does not reflect ILP's proactive approach focusing on prolific criminal offenders, and will no longer be reported as a performance measure starting Fiscal Year 2014–15.

²Incorporated Response Times in Fiscal Year 2013–14 were higher than anticipated due to higher than anticipated calls for service from the public and an emphasis on safe driving practices while continuing to respond appropriately to all calls aided by ILP strategies.

³Calls for service were higher than anticipated in Fiscal Year 2013-14 due to a higher than anticipated demand for law enforcement services by the public.

⁴DIA has been modified by the ILP philosophy. Many offender-based strategies are not recorded in the Computer Aided Dispatch (CAD) records, the primary source for this statistic. For that reason, DIAs will no longer be used as a performance measure beginning Fiscal Year 2014–15.

⁵DIAs were lower than anticipated in Fiscal Year 2013-14 because calls for service increased. Deputies had less time to initiate contacts because they were responding to calls from the public.

⁶Field interviews, which are completed on persons suspected of criminal activity, are a more accurate and meaningful measure of deputies' activity. The information gleaned is utilized to research criminal trends and identify suspects within the ILP framework. This measure will replace the DIA measures.

⁷The daily average number of inmates anticipated for Fiscal Year 2013–14 includes the availability of 400 additional reentry beds to be constructed at the East Mesa Reentry Facility.

⁸The actual number of inmates serving one year or more in Fiscal Year 2013–14 was higher than projected due to the limited experience with the effect of Public Safety Realignment on inmate population. The 1170(h) population would have been sentenced to state prison prior to realignment, and now serve their time at the local level with no limit on the length of sentence.

⁹“A” booking is known as “Arrest #1”, or the first charge on which an arrestee is booked into jail. Each arrestee receives an “Arrest #1” and it can be used to calculate an unduplicated count of individuals booked into jail in a given time period. Starting in Fiscal Year 2013–14, the number of Jail Bookings will count only “A” bookings to provide a more accurate number of individuals being booked into jail rather than total bookings processed by jail staff.

¹⁰The Civil Automation System is not able to report on the length of time required to process a bank garnishment. This will no longer be reported as a performance measure beginning Fiscal Year 2014–15.

¹¹The number of warrants cleared decreased as jail capacity was reached due to the implementation of Public Safety Realignment.

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

Staffing

Net increase of 34.00 staff years.

- Increase of 4.00 staff years in the Detention Services Bureau.
 - Increase of 3.00 staff years in Inmate Services Counseling, including 2.00 staff years to develop a community inmate work crew and 1.00 staff year to supervise correctional counselors added in Fiscal Year 2013–14 as part of Public Safety Realignment 2011.
 - Increase of 1.00 staff year due to a transfer from the Law Enforcement Services Bureau based on operational needs.
- Net increase of 22.00 staff years in the Law Enforcement Services Bureau.
 - Increase of 13.00 staff years due to an increase in law enforcement services requested for the North County Transit District (5.00 staff years) approved by the Board of Supervisors on February 25, 2014 and the Grossmont Cuyamaca Community College District (8.00 staff years) approved by the Board of Supervisors on August 6, 2013.
 - Increase of 4.00 staff years for the Threat Assessment Group to increase the Sheriff's ability to respond to and investigate work-related threats to County employees, and employees of cities and bureaus who contract with the Sheriff's Department.
 - Increase of 4.00 staff years for the Special Enforcement Detail to address the unit's increased workload.
 - Increase of 1.00 staff year to assist in the department's efforts to combat criminal activity on or facilitated by the internet.
 - Increase of 1.00 staff year to supervise and coordinate the volunteer program of the Sheriff's Department.
 - Increase of 1.00 staff year to serve as the grant/budget manager for the San Diego Law Enforcement Coordination Center.
 - Increase of 1.00 staff year for the High Intensity Drug Trafficking Areas (HIDTA) program.
 - Decrease of 2.00 staff years due to a reduction in law enforcement services requested by contract cities.
 - Decrease of 1.00 staff year due to a transfer to the Detention Services Bureau for operational needs.
- Net increase of 1.00 staff years in the Sheriff's Court Services Bureau.
 - Increase of 1.00 staff year in the Field Division to conduct analysis regarding county wanted subjects.
 - Increase of 1.00 staff year in Vista courthouse to provide an additional sworn supervisory position.

- Net decrease of 1.00 staff year due to the addition of 1.00 Deputy Sheriff – Detentions/CtSvc position offset by the deletion of 2.00 Community Service Officer positions.
- Increase of 3.00 staff years in the Management Services Bureau.
 - Increase of 1.00 staff year to coordinate procurements involving multiple divisions and other County departments.
 - Increase of 1.00 staff year to support the Integrated Justice Applications work group and oversee the new internal data sharing and collaboration applications environment.
 - Increase of 1.00 staff year to provide information technology technical expertise to support the Transmission Control Protocol/Internet Protocol demands for the next generation Regional Communications System (RCS) microwave system.
- Increase of 1.00 staff year in the Sheriff's Internal Service Fund/Information Technology Bureau to coordinate and manage fleet administration to monitor costs and preventative maintenance schedules.
- Increase of 3.00 staff years in the Office of the Sheriff Bureau.
 - Increase of 2.00 staff years in the Division of Inspectional Services to assess internal processes and review high-risk events to create a more efficient and effective operational environment.
 - Increase of 1.00 staff year to act as a liaison between the Office of the Sheriff, the media and the public.
- ◆ Increase of \$1.0 million for planned academies.
- ◆ Increase of \$0.6 million primarily for positions underfunded in the Salary and Benefit Forecasting System.
- ◆ Increase of \$0.5 million to reflect a lower rate of staff turnover and unfilled positions in Fiscal Year 2014–15 compared to Fiscal Year 2013–14.
- Increase of \$6.9 million to fund additional hours primarily related to operational needs, negotiated base salary increases for the Deputy Sheriff's Association, to support law enforcement operations, the Las Colinas Detention and Reentry Facility, the East Mesa Reentry Facility, and to support state and federal grant programs.
- Increase of \$5.3 million for one-time negotiated salary and benefit payments.
- Increase of \$4.6 million due to the addition of 34.00 staff years as described above.
- Services & Supplies—net increase of \$3.5 million.
 - Increase of \$4.8 million to fund costs including major maintenance and routine maintenance projects which address emerging facility issues, furniture, fixtures and equipment and other non-consumable start-up costs for multiple capital projects, information technology (IT) projects including an increase to departmentwide system refresh funding, various IT services and supplies accounts to support department facility expansions, increase broadband communication abilities to patrol cars to receive and utilize large data streams while parked or mobile, increased costs to enhance California Law Enforcement Telecommunication System message switch, costs for a department inventory and asset management system, inmate bedding costs, toxicology and phlebotomy services costs and safety equipment and clothing costs.
 - Increase of \$4.1 million due to various Internal Service Funds and Public Liability insurance costs.
 - Increase of \$3.3 million for communication tower site relocation, tower replacements and to support costs related to the RCS Microwave Transport Network based on revenue from the RCS Trust Fund.
 - Increase of \$0.7 million for ongoing costs associated with law enforcement services provided to the Grossmont Cuyamaca Community College District and the North County Transit District.
 - Increase of \$0.6 million in the Sheriff's Jail Stores Internal Service Fund for the increased demand of e-commerce sales, commissary purchases and telephone time sales.

Expenditures

Net increase of \$50.9 million.

- Salaries & Benefits—net increase of \$46.1 million.
 - Increase of \$16.8 million as a result of negotiated labor agreements and an increase in County retirement contributions.
 - Increase of \$12.5 million in salary adjustments.
 - ◆ Increase of \$6.7 million due to the full year funding of staff in the Las Colinas Detention and Reentry Facility (\$2.9 million) and the East Mesa Reentry Facility (\$3.8 million). Partial funding was provided in Fiscal Year 2013–14.
 - ◆ Increase of \$2.0 million for the Pre-Arrest Release program, Sheriff's Transfer, Assessment and Release (STAR) unit.
 - ◆ Increase of \$1.7 million for law enforcement deputy costs associated with providing 24-hour coverage for the County Administrative Center (CAC) Waterfront Park.



- Increase of \$0.4 million for professional, specialized and contracted services costs related to the replacement of the conventional radio system and technical support for the RCS Core.
- Increase of \$0.2 million for security equipment at the North County Regional Center and the Kearny Mesa Courthouse based on revenue from the Vehicle Inspection Fee Trust Fund.
- Decrease of \$9.5 million in grant funds that support State and federal homeland security initiatives.
- Decrease of \$0.6 million due to the partial reimbursement of the Regional Realignment Response Group to allied agencies for their participation in completed law enforcement operations.
- Decrease of \$0.5 million due to the completion of one-time start-up purchases for the Las Colinas Detention and Reentry Facility and the East Mesa Reentry Facility.
- Other Charges—increase of \$2.5 million for inmate medical costs due to full year operations at the Las Colinas Detention and Reentry Facility and the East Mesa Reentry Facility.
- Capital Assets Equipment—net decrease of \$2.1 million.
 - Decrease of \$3.2 million due to the completion of one-time projects and purchases in Fiscal Year 2013–14.
 - Increase of \$1.1 million for purchases of fixed assets and transportation equipment to support State and federal homeland security initiatives.
- Expenditure Transfers & Reimbursements—Increase of \$0.2 million in cost applied expenditure transfers (reimbursement) for food services provided to the Probation Department. Since this is a reimbursement, it has the effect of \$0.2 million increase in expenditures.
- Operating Transfers Out—net increase of \$1.0 million due to transfers among Inmate Welfare, Jail Stores, Asset Forfeiture, County Service Areas (CSA) and the General Fund for costs of negotiated labor agreements, increases in County retirement contributions, sale of commissary items and RCS contracted services, offset by a reduction due to overtime costs.
- Decrease of \$6.4 million due to a reduction in available AB 189 Criminal Justice Facility Penalty revenue and to realign revenue to a proper account.
- Net decrease of \$0.3 million from the Sheriff's Warrant Automation Trust Fund due to the completion of a one-time project in Fiscal Year 2013–14 offset by an increase associated with the addition of 1.00 staff year in the Sheriff's Court Services Bureau.
- Increase of \$0.1 million due to increases in Cal-ID revenue based on an increase in planned expenditures for the Cal-ID program.
- Revenue From Use of Money & Property—net decrease of \$0.1 million in Rents and Concessions due to decreased revenue based on the inmate telephone system contract (\$0.2 million), partially offset by an increase in revenue based on the agreement with the Corrections Corporation of America for the lease of the Otay Mesa Detention Facility (\$0.1 million).
- Intergovernmental Revenues—net decrease of \$35.9 million.
 - Decrease of \$33.4 million due to the realignment of State revenue allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount to a proper account.
 - Net decrease of \$7.8 million in State and federal grant revenues due to decreases in the Urban Areas Security Initiative Grant, State Homeland Security Grant Program and the Operation Stonegarden Grant Program.
 - Decrease of \$0.8 million due to the expiration of the Community Oriented Policing Services Technology 2010 grant.
 - Decrease of \$0.3 million for the federal State Criminal Alien Assistance Program, which provides federal reimbursement to states and localities that incur correctional salary costs for incarcerating undocumented criminal aliens.
 - Net increase of \$6.0 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount, as a result of Public Safety Realignment due to increased costs to support the full year operation of the East Mesa Reentry Facility and for negotiated salary and benefit increases offset by the completion of the Realignment Data Collection and Analysis project.
 - Net increase of \$0.1 million for the Forensic DNA Backlog Reduction Program grant to augment the Sheriff's Regional Crime Laboratory's current DNA analysis capacity.

Revenues

Net increase of \$50.9 million.

- Fines, Forfeitures & Penalties—net decrease of \$6.6 million.

- Increase of \$0.1 million in federal grant revenue through the HIDTA program associated with the reimbursement of 1.00 additional staff year.
- Increase of \$0.1 million in revenue from the Bureau of State and Community Corrections (BSCC) Police Grant funds for overtime costs.
- Charges for Current Services—net increase of \$37.9 million.
 - Increase of \$33.4 million in Trial Court Security due to the realignment to a proper account.
 - Increase of \$5.4 million to recover costs of negotiated salary and benefit increases and service adjustments for the contracted law enforcement services provided to the 9 contract cities, transit entities, community college district and tribes.
 - Decrease of \$0.6 million due to a reduction in Service to Property Owners in CSA 135 Regional.
 - Decrease of \$0.2 million in civil services process fees.
 - Net decrease of \$0.1 million from the Civil Automation Trust Fund for one-time projects completed in Fiscal Year 2013–14.
- Miscellaneous Revenues—net increase of \$4.1 million.
 - Increase of \$3.5 million due to an increase in planned expenditures to be reimbursed from the RCS Trust Fund.
 - Increase of \$0.7 million due to increased sales of commissary goods to inmates.
 - Increase of \$0.1 million due an increase in planned expenditures related to the replacement of the conventional radio system based on revenue from the Fire Safety Trust Fund.
 - Decrease \$0.2 million due to the completion of one time purchases from the Cal-ID Equipment Replacement/System Enhancement Trust Fund.
- Other Financing Sources—net increase of \$21.9 million.
 - Increase of \$15.3 million due to projected receipts and use of fund balance available in the Special Revenue Fund from Proposition 172, the Local Public Safety Protection and Improvement Act of 1993, which supports regional law enforcement and detention services.
 - Increase of \$5.6 million to realign revenue to a proper account.
 - Increase of \$0.8 million due to an increase in the funds transferred from the Inmate Welfare Fund to the General Fund.
- Increase of \$0.3 million due to an increase in funds transferred from CSA 135 Regional to the General Fund.
- Increase of \$0.1 million due to an increase in the funds transferred from Jail Stores ISF to the Inmate Welfare Fund.
- Decrease of \$0.1 million due to a decrease in the funds transferred from the Asset Forfeiture Fund to the General Fund.
- Use of Fund Balance—increase of \$7.5 million. A total of \$12.0 million is budgeted.
 - \$5.1 million to offset one-time negotiated salary and benefit payments.
 - \$2.0 million to offset the Pre-Arrestment Release program, STAR unit.
 - \$1.8 million to offset law enforcement security costs for the CAC Waterfront Park.
 - \$1.3 million in the Inmate Welfare Fund to offset services and supplies increases and in Operating Transfers Out due to a transfer from the Inmate Welfare Fund to support positions for the East Mesa Reentry Facility and Inmate Services Counseling.
 - \$0.7 million to rebudget unspent BSCC Police Grant Funds to support law enforcement operations.
 - \$0.4 million to offset costs to provide dispatch services to the Probation Department.
 - \$0.3 million for furniture, fixtures and equipment and other non-consumable start-up costs for multiple capital projects, including the Lakeside Substation and Las Colinas Detention and Reentry Facility.
 - \$0.3 million in CSA 135 to support RCS infrastructure costs.
- General Purpose Revenue Allocation—increase of \$22.1 million as a result of negotiated labor agreements and an increase in County retirement contributions and to support the Las Colinas Detention and Reentry Facility full year of operations.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Increase of 2.00 staff years in the Law Enforcement Services Bureau, Special Enforcement Detail to support the increased workload. A net decrease of \$2.4 million is primarily due to reductions to Services & Supplies, Capital Assets Equipment and Operating Transfers Out due to the completion of one-time projects offset by an increase in Salaries & Benefits for negotiated labor agreements and Expenditure Transfers & Reimbursements for food services provided to the Probation Department.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Detention Services	2,035.00	2,039.00	2,039.00
Law Enforcement Services	1,350.00	1,372.00	1,374.00
Sheriff's Court Services	377.00	378.00	378.00
Human Resource Services	130.00	130.00	130.00
Management Services	248.00	251.00	251.00
Sheriff's ISF / IT	15.00	16.00	16.00
Office of the Sheriff	23.00	26.00	26.00
Total	4,178.00	4,212.00	4,214.00

Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Detention Services	\$ 224,882,425	\$ 253,650,221	\$ 257,125,655	\$ 252,515,380	\$ 279,108,547	\$ 286,442,787
Law Enforcement Services	205,333,376	217,394,745	240,908,525	219,831,050	225,231,198	221,879,453
Sheriff's Court Services	47,235,057	51,056,502	51,968,320	48,832,833	54,779,930	54,682,442
Human Resource Services	22,886,075	23,949,042	24,184,121	26,965,413	26,680,094	26,344,616
Management Services	28,870,455	37,783,835	46,193,772	31,173,356	40,954,168	36,055,829
Sheriff's ISF / IT	67,965,104	75,036,139	83,017,098	69,885,697	80,851,089	80,089,567
Office of the Sheriff	3,896,526	4,692,054	7,351,866	4,483,104	5,467,531	5,425,253
Sheriff's Asset Forfeiture Program	3,971,601	1,100,000	2,218,206	1,083,234	1,100,000	1,100,000
Sheriff's Jail Stores ISF	6,737,831	7,097,050	7,462,240	7,355,634	7,787,452	7,798,992
Sheriff's Inmate Welfare Fund	4,784,231	5,705,192	7,570,205	5,714,681	6,760,355	6,796,130
Countywide 800 MHZ CSA's	450,872	873,857	884,258	196,901	514,530	250,902
Total	\$ 617,013,553	\$ 678,338,637	\$ 728,884,267	\$ 668,037,282	\$ 729,234,894	\$ 726,865,971

Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 461,229,738	\$ 504,996,463	\$ 508,768,252	\$ 498,992,799	\$ 551,087,807	\$ 565,715,458
Services & Supplies	127,822,128	146,884,297	180,302,194	137,437,852	150,406,101	136,504,166
Other Charges	24,169,460	23,244,695	29,752,462	29,658,815	25,792,682	25,792,682
Capital Assets Equipment	3,588,343	5,566,167	11,996,519	3,952,191	3,450,487	818,324
Expenditure Transfer & Reimbursements	(7,744,516)	(7,876,491)	(7,876,491)	(7,524,615)	(8,051,198)	(8,334,361)
Operating Transfers Out	7,948,399	5,523,506	5,941,332	5,520,239	6,549,015	6,369,702
Total	\$ 617,013,553	\$ 678,338,637	\$ 728,884,267	\$ 668,037,282	\$ 729,234,894	\$ 726,865,971

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Licenses Permits & Franchises	\$ 521,842	\$ 463,000	\$ 463,000	\$ 537,310	\$ 463,000	\$ 463,000
Fines, Forfeitures & Penalties	12,307,002	12,128,871	13,638,401	5,350,382	5,542,127	3,120,503
Revenue From Use of Money & Property	8,328,962	8,383,360	8,383,360	8,309,340	8,328,601	8,328,601
Intergovernmental Revenues	77,733,463	92,346,214	75,088,279	52,830,319	56,428,001	49,267,093
Charges For Current Services	88,200,182	92,178,360	128,057,625	130,602,980	130,049,689	132,287,618
Miscellaneous Revenues	9,717,158	11,601,240	24,099,573	12,849,852	15,712,386	8,697,184
Other Financing Sources	167,376,636	172,476,533	173,244,218	172,688,949	194,363,110	198,183,139
Fund Balance Component Decreases	—	—	2,000,000	2,000,000	—	—
Use of Fund Balance	(10,338,983)	4,468,302	19,617,053	(1,424,607)	11,961,933	3,425,451
General Purpose Revenue Allocation	263,167,290	284,292,757	284,292,757	284,292,757	306,386,047	323,093,382
Total	\$ 617,013,553	\$ 678,338,637	\$ 728,884,267	\$ 668,037,282	\$ 729,234,894	\$ 726,865,971



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 collaborates with custodial and non-custodial parents, courts, governmental agencies and community resources to support the long-term well-being of our customers' children. The organization is committed to establishing and enforcing court orders for financial and medical support for these children, while taking into account the changing needs of both parents. DCSS encourages self-sufficiency and provides resources and options through the life of the case.

Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Healthy Families

- Assisted families in achieving and maintaining self-sufficiency and promoted the future well-being and prospects of residents.
 - Increased the percentage of open cases with an enforceable order to 87% (64,885 of 74,171), exceeding the statewide goal of 85%.
 - Increased the percentage of cases with parentage established to 96% (53,431 of 55,738), exceeding the statewide goal of 90%.
 - Increased the percentage of current support collected to current support owed to 68% (\$111 million of \$164 million), exceeding the goal of 65%.
 - Increased the percentage of arrears cases with a collection to 67% (37,675 of 56,169), exceeding the goal of 65%.
- Collected \$176 million in child support during Fiscal Year 2013–14, below the goal of \$182 million. Actual total collections were less than estimated due to a reduction in collections from sources including the Internal Revenue Service and Unemployment Income Benefits.



- Developed and implemented a process to provide customers with referrals to outside community agencies to assist in attaining self-sufficiency.
- Developed and implemented a process that assists customers in establishing a parenting time order along with a child support order to build healthy relationships and consistent payment; successfully established a parenting time order with 75 parents.

Strategic Initiative: Safe Communities

- Protected residents from crime and abuse.
 - Developed and implemented a domestic violence screening tool for customers seeking to establish a parenting time order as part of the Parenting Time Opportunities for Children grant; assessed 766 case participants using this screening tool.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Achieved a program cost effectiveness of \$3.85 for every \$1.00 spent on program operations, which was just short of the goal of \$3.88 due to lower than anticipated collections in Fiscal Year 2013–14.

2014–16 Objectives

Strategic Initiative – Healthy Families

- Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospect of residents.
 - Increase the percentage of open cases with an enforceable order at or above 89% (64,460 of 72,350), consistent with the statewide goal.
 - Ensure the percentage of cases with parentage established is at 100%, consistent with the statewide goal.

- Increase the percentage of current support collected to current support owed at or above 70% (\$114 million of \$163 million).
- Increase the percentage of arrears cases with a collection to 68% (38,500 of 56,500) or above.
- Maintain collections for child support at or above \$178 million.
- Establish at least 275 parenting time orders along with a child support order to build healthy relationships and consistent payment.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Collect at least \$3.75 for every \$1.00 spent on operations.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Develop and distribute at least one informational video and two e-newsletters to educate employers on how their contributions positively affect the families of our region.

Required Discipline for Excellence: Regional Leadership

- Continue to promote family self-sufficiency by partnering with at least one community based or governmental organization to ensure the needs of the family are met.

Related Links

For additional information about the Department of Child Support Services, refer to the website at www.sandiego-county.gov/dcscs/.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Current support collected (federal performance measure #3) (in millions)	67% of \$126.4	65%	68% of \$164	70%	70%
Cases with an enforceable order (federal performance measure #2)	87% of 77,300	85%	87% of 74,171	89%	89%
Arrears cases with a collection (federal performance measure #4)	65% of 59,200	65%	67% of 56,169	68%	68%
Total Collections (in millions)	\$178.1	\$182	\$176	\$178	\$178

Table Notes

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

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

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

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.3 million.

- Salaries and Benefits—increase of \$0.4 million as a result of negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies—decrease of \$0.7 million due to the realignment of resources to support negotiated salary and benefit costs.

Revenues

Net decrease of \$0.3 million.

- Intergovernmental Revenues—decrease of \$0.8 million due to a decrease in claimable expenditures.
- Charges for Current Services—increase of \$0.6 million due to an increase in the number of open public assistance cases where amounts collected result in a reimbursement for income assistance payments.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.1 million due to a \$0.3 million decrease in Salaries and Benefits from the elimination of a one-time negotiated salary adjustment, partially offset by an increase as a result of negotiated labor agreements, offset by an increase of \$0.2 million in Services and Supplies associated with new leased space in a South Bay Satellite Office.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Production Operations		363.00			363.00	363.00
Quality Assurance		11.00			11.00	11.00
Administrative Services		45.00			45.00	45.00
Recurring Maintenance and Operations		5.00			5.00	5.00
Legal Services		47.00			47.00	47.00
Total		471.00			471.00	471.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Production Operations	\$ 33,330,065	\$ 39,447,232	\$ 39,500,513	\$ 35,379,070	\$ 38,869,304	\$ 38,548,774
Staff Development Division	3,596,610	—	—	42,833	—	—
Quality Assurance	1,221,759	1,094,804	1,094,804	864,309	1,103,592	1,124,955
Administrative Services	4,171,529	4,316,152	4,316,152	4,286,947	4,339,416	4,423,925
Recurring Maintenance and Operations	763,861	776,512	776,512	835,062	792,113	793,009
Special Projects	313	—	—	4,881	—	—
Legal Services	2,243,917	6,089,138	6,089,138	6,008,320	6,355,741	6,460,309
Total	\$ 45,328,053	\$ 51,723,838	\$ 51,777,119	\$ 47,421,421	\$ 51,460,166	\$ 51,350,972

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 39,098,906	\$ 43,170,146	\$ 43,170,146	\$ 40,560,872	\$ 43,584,276	\$ 43,267,223
Services & Supplies	6,229,147	8,553,692	8,600,772	6,854,349	7,875,890	8,083,749
Capital Assets Equipment	—	—	6,201	6,201	—	—
Total	\$ 45,328,053	\$ 51,723,838	\$ 51,777,119	\$ 47,421,421	\$ 51,460,166	\$ 51,350,972

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 46,082,282	\$ 50,540,613	\$ 50,540,613	\$ 48,436,079	\$ 49,722,162	\$ 49,678,748
Charges For Current Services	42,098	1,179,225	1,179,225	1,699,471	1,738,004	1,672,224
Miscellaneous Revenues	746	4,000	4,000	47	—	—
Other Financing Sources	—	—	—	53	—	—
Use of Fund Balance	(797,073)	—	53,281	(2,714,229)	—	—
Total	\$ 45,328,053	\$ 51,723,838	\$ 51,777,119	\$ 47,421,421	\$ 51,460,166	\$ 51,350,972



Citizens' Law Enforcement Review Board

Department Description

The Citizens' Law Enforcement Review Board (CLERB) receives and investigates complaints of misconduct concerning sworn Sheriff's Deputies and Probation Officers. CLERB also investigates, without a complaint, the death of any person arising out of, or in connection with, the activities of these sworn officers. CLERB issues an annual report, monthly workload reports and summaries of decisions in completed investigations.



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.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

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

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Maintained public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation and review of citizens' complaints of misconduct.
- Issued and publicly distributed monthly workload reports to the CLERB, and Sheriff and Probation departments. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change.
- Completed 98% (142 of 145) of complaint investigations within one year of receipt, unless delayed due to lengthy investigations that may be required in complex cases, exceeding the goal of 95%.
- Provided monthly "early warning" reports to the Sheriff and Probation departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.

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

Required Discipline for Excellence: Continuous Improvement and Innovation

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

Required Discipline for Excellence: Customer Satisfaction

- Processed new complaints in a timely manner. Maintained a complaint turnaround of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Provide for a strong, collaborative criminal justice system that hold offenders accountable and protects victims' rights.
 - Increase community awareness of the CLERB through quarterly stakeholder outreach.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Maintain public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation and review of citizens' complaints of misconduct.
- Issue and publicly distribute monthly workload reports to the CLERB, and Sheriff and Probation departments. Complete a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change.
- Complete 95% of complaint investigations within one year of receipt, unless delayed due to lengthy investigations that may be required in complex cases.
- Provide monthly "early warning" reports to the Sheriff and Probation departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.
- Maintain a transparent and independent citizen complaint process, to the extent allowed by law, which provides relevant feedback and recommendations to the Sheriff and the Chief Probation Officer.

- Provide redacted case synopses that include relevant information for the public while respecting peace officer confidentiality rights.

Required Discipline for Excellence: Continuous Improvement and Innovation

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

Required Discipline for Excellence: Customer Satisfaction

- Process new complaints in a timely manner. Maintain a complaint turnaround of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.

Related Links

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

Performance Measures	2012-13 Actuals	2013-14 Adopted	2013-14 Actuals	2014-15 Adopted	2015-16 Approved
Mail out complaint documents for complainant signature within two working days of initial contact ^{1, 2}	99% of 145	100%	100% of 105	100%	100%
Complete complaint investigations within one year ¹	92% of 130	95%	98% of 145	95%	95%
Provide 12 early warning reports annually to the Sheriff's and Probation Departments	100% of 12	100% of 12	100% of 12	100% of 12	100% of 12
Hold or attend at least four community-based meetings annually (one meeting per quarter)	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
Present training on law enforcement issues once per quarter	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4

Table Notes

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

²CLERB 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 125 based on a five-year average.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$25,000.

- Salaries and Benefits—net increase of \$34,000 as a result of negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies—net decrease of \$9,000 due to the realignment of resources to support negotiated salary and benefit costs.

Revenues

Increase of \$25,000.

- Use of Fund Balance—increase of \$9,000. A total of \$9,000 is budgeted for one-time negotiated salary and benefit payments.
- General Purpose Revenue Allocation—increase of \$16,000 to offset an increase as a result of negotiated labor agreements and an increase in County retirement contributions.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease of \$6,000 due to the elimination of one-time negotiated salary and benefit payments.

■ ■ ■ Citizens' Law Enforcement Review Board

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Law Enforcement Review Board		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Law Enforcement Review Board	\$ 549,261	\$ 606,082	\$ 628,668	\$ 608,610	\$ 631,239	\$ 625,732
Total	\$ 549,261	\$ 606,082	\$ 628,668	\$ 608,610	\$ 631,239	\$ 625,732

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 468,776	\$ 492,664	\$ 502,879	\$ 502,564	\$ 526,597	\$ 519,035
Services & Supplies	80,485	113,418	125,789	106,046	104,642	106,697
Total	\$ 549,261	\$ 606,082	\$ 628,668	\$ 608,610	\$ 631,239	\$ 625,732

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Use of Fund Balance	\$ (38,850)	\$ —	\$ 22,586	\$ 2,528	\$ 8,780	\$ —
General Purpose Revenue Allocation	588,111	606,082	606,082	606,082	622,459	625,732
Total	\$ 549,261	\$ 606,082	\$ 628,668	\$ 608,610	\$ 631,239	\$ 625,732

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 (EOC), a central facility providing regional coordinated emergency response, and acts as staff to the Unified Disaster Council (UDC). The UDC is a joint powers agreement among all 18 incorporated cities and the County of San Diego that provides for the coordination of plans and programs countywide to ensure protection of life and property.



Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Increased public awareness of the importance of personal preparedness by providing presentations and engaging the public at safety events to an estimated 3,500 residents at 25 events, including 180 fourth graders who attended “OES for Kids” presentations at 2 elementary schools.
- Promoted the SD Emergency application for mobile devices throughout the county at 12 outreach events, including the “Pledge to Prepare” campaign and the “Resolve to be Ready” campaign, which increased the number of mobile application users by 10,222 (34,578 to 44,800). The wildfires that the region experienced in May 2014 increased the number of mobile application users by 79,216 (44,800 to 124,016). An additional 4,590 users downloaded the application in June 2014 for a total of 128,606.
- Ensured communities were resilient to disasters and emergencies.
 - Ensured the safety of the public while visiting County facilities and safeguarded the continuation of County core services following a disaster by updating and

enhancing comprehensive continuity of operations plans and site evacuation plans for all County facilities.

- Promoted AlertSanDiego, the County's mass notification system, which increased the number of cell phone registrations by 137,775 (229,595 to 367,370).
- Designed, produced and mailed over 5,000 Childcare Disaster Plans to area family care and child care centers. A workshop was held for childcare providers to launch the childcare preparedness initiative and introduce the new plan.
- Increased the private sector's ability to prepare for and recover from a disaster by holding a Business Alliance training summit, assisted in the planning and coordination of four disaster trainings, and provided four quarterly newsletters and other disaster preparedness communication for our private sector partners via the Ready San Diego Partner Connection.
- Ensured readiness in the region by participating in one nuclear power plant exercise, which examined the region's ability to respond to an event at San Onofre Nuclear Generating Station (SONGS). Participants included federal, State, and local jurisdictions and private sector partners.

Required Discipline for Excellence: Regional Leadership

- Represented the needs and interests of residents, businesses and local jurisdictions by leveraging resources and creating innovative opportunities and best practices to prepare for, respond to and recover from any type of disaster.

- Translated recently developed preparedness materials, “Top 10 Personal/Home Preparedness Tips” and “Top 10 Tips for People/Caregivers That May Need Assistance” into Spanish, Tagalog, and Vietnamese languages to assist in the outreach to diverse populations in the county.
- Continued to promote and implement training for regional partners on emergency-related technology.
 - ◆ Adapted the curriculum to match new system specifications, refined the standards for use and conducted ten trainings for regional partners on the proper use of the AlertSanDiego mass notification system.
 - ◆ Conducted eight WebEOC trainings for regional partners. WebEOC is an online communication tool for emergency responders.
- Provided for the development of hazard-specific annexes to the Operational Area Emergency Plan.
 - ◆ Facilitated the development of a Cyber Disruption Planning hazard-specific annex, to increase the regional ability to prepare for and respond to cyber threats.
 - ◆ Completed the development of an earthquake hazard-specific annex to assist the region’s response to and recovery from a catastrophic earthquake.
- Conducted eight tabletop and three functional exercises to continue the San Diego region’s disaster readiness. Exercise participants included local, State and military public safety personnel.
- Conducted four quarterly drills to test EOC activation procedures. The EOC or alternate EOC was activated within 30 minutes from the time of authorization.
- Conducted one communications tabletop exercise to test the County’s ability to communicate during a disaster. This exercise tested the Tactical Interoperable Communications Plan.

Required Discipline for Excellence: Information Services

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

2014–16 Objectives

Strategic Initiative: Safe Communities

- Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies.
 - Foster a culture of independence, self-sufficiency and disaster readiness by completing a disaster preparedness curriculum for San Diego County’s 37,000+ 4th grade students. The curriculum will align and comply with the Common Core State Standards (CCSS).
 - Increase public awareness of the importance of personal preparedness by providing presentations and attending safety events for children and adults, for a total of 20 events.
 - Reach out to five large San Diego Business Alliance member companies and encourage them to foster a mentee/mentor relationship with other member companies that wish to improve their emergency management capability and business continuity planning.
 - Ensure readiness in the region by improving the response capability of the Operational Area EOC.
 - ◆ Develop plans, procedures and responsibilities to add an emergency response position focused on Access and Functional Needs in the EOC during a level III activation.
 - ◆ Enhance the EOC facility by intelligently modifying existing space to ensure it can accommodate a larger and more flexible response during activations.

Required Discipline for Excellence: Information Services

- Promote Accessible AlertSanDiego, the County’s mass notification system, which targets individuals who are blind, deaf, or hard of hearing, throughout the county to increase the number of registrants by conducting one targeted, incentivized outreach campaign.
- Research multiple translation technologies and available translation services to expand the capability of Accessible AlertSanDiego to provide Spanish translations of emergency alerts and notifications.

Required Discipline for Excellence: Regional Leadership

- Provide for the continued development of regional emergency and mitigation plans.

- Update and enhance the Operational Area Emergency Operations Plan with a focus on community planning. This plan assigns responsibilities, establishes lines of authority, identifies resources and describes how people and property will be protected in an emergency. The new version will incorporate input from regional partners and individuals with disabilities.
- Update and enhance the San Diego County Multi-Jurisdictional Hazard Mitigation plan with a focus on the effect climate change has on regional natural and manmade disasters. This plan enhances public awareness of hazards, creates a decision tool for emergency managers and assists in the development of local policies for hazard mitigation.
- Facilitate the development of a drought concept of operations plan which contains prepared emergency procedures and resource information to increase the regional ability to respond to and recover from regional drought conditions.
- Align one County disaster response exercise with an external agency exercise to improve overall coordination, collaboration and response capability.

Related Links

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

- www.sandiegocounty.gov/oes/
- www.sdcountyemergency.com

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Number of exercises (tabletop or functional) conducted to continue the San Diego County region's emergency management readiness ¹	11	9	11	9	9
Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted ²	0 ³	1	1	1	1
Number of quarterly drills conducted to test EOC Activation procedures ⁴	4	4	4	4	4
Number of exercises (tabletop or full-scale) conducted to test the County's Tactical Interoperable Communications Plan (TICP) ⁵	1	1	1	1	1

Table Notes

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

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

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

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

⁵TICP is a requirement of the U.S. Department of Homeland Security to document coordination of interoperable communications, or public safety radio communications, within the region.

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

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.3 million.

- Salaries and Benefits—increase of \$0.2 million as a result of negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies— net increase of \$0.6 million.
 - Increase of \$0.5 million to support the “Call When Needed” program.
 - Increase of \$0.4 million for the comprehensive wildfire preparedness outreach campaign.
 - Increase of \$0.3 million due to the EOC facility renovation.
 - Decrease of \$0.5 million in contracted services related to the State Homeland Security Grant Program.
 - Decrease of \$0.1 million associated with the SD Emergency application for mobile devices.

- Other Charges—decrease of \$1.1 million due to a decrease in the State Homeland Security Grant Program which provides pass-through funds to other agencies.

Revenues

Net decrease of \$0.3 million.

- Intergovernmental Revenues—decrease of \$1.6 million primarily due to reductions in the State Homeland Security Grant Program.
- Use of Fund Balance—increase of \$1.2 million. A total of \$1.5 million is budgeted.
 - \$0.3 million to renovate and remodel the EOC.
 - \$0.8 million to support the “Call When Needed” program to access fire suppression aircraft.
 - \$0.4 million to support the comprehensive wildfire preparedness outreach campaign.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$1.2 million primarily due to the anticipated completion of one-time projects.



Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Office of Emergency Services	17.00	17.00	17.00
Total	17.00	17.00	17.00

Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Office of Emergency Services	\$ 7,875,165	\$ 6,930,698	\$ 13,575,405	\$ 6,721,846	\$ 6,635,516	\$ 5,449,237
Total	\$ 7,875,165	\$ 6,930,698	\$ 13,575,405	\$ 6,721,846	\$ 6,635,516	\$ 5,449,237

Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,709,921	\$ 2,107,701	\$ 1,893,976	\$ 1,830,899	\$ 2,323,569	\$ 2,306,287
Services & Supplies	1,965,711	2,409,884	4,916,487	2,434,101	3,028,329	1,859,332
Other Charges	4,047,998	2,413,113	6,746,743	2,438,648	1,283,618	1,283,618
Capital Assets Equipment	151,536	—	18,199	18,199	—	—
Total	\$ 7,875,165	\$ 6,930,698	\$ 13,575,405	\$ 6,721,846	\$ 6,635,516	\$ 5,449,237

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 6,404,680	\$ 5,618,961	\$ 7,252,053	\$ 5,616,798	\$ 4,057,067	\$ 4,085,845
Charges For Current Services	—	—	—	1,647	—	—
Miscellaneous Revenues	32,227	—	11,600	11,600	—	—
Use of Fund Balance	478,588	250,000	5,250,015	30,064	1,484,222	250,000
General Purpose Revenue Allocation	959,670	1,061,737	1,061,737	1,061,737	1,094,227	1,113,392
Total	\$ 7,875,165	\$ 6,930,698	\$ 13,575,405	\$ 6,721,846	\$ 6,635,516	\$ 5,449,237



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 46% of deaths in the county, and ultimately transports approximately 14% of decedents to the department facility to determine the cause and manner of death. The department performs scene investigations, autopsies and external examinations, toxicology, histology, and administrative support. In addition, the department hosts educational tours of the Medical Examiner & Forensic Center facility on a regular basis.



Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Continued enabling timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
 - Completed 89% (2,638 of 2,972) of investigative reports in 60 days or less, exceeding the goal 85%.
 - Completed 99% (2,057 of 2,078) of toxicology reports in 60 days or less, exceeding the goal of 95%.
 - Completed 87% (2,485 of 2,869) of examination reports in 60 days or less, exceeding the goal of 80%.
 - Completed 95% (4,413 of 4,646) of report requests in 7 days or less.
- Enabled timely progress of the justice system by completing 89% (87 of 98) of homicide examination reports in 60 days or less. Although there was a reduction in the number of homicide cases in 2013, there was also an increase in complexity of the findings and/or investigations of those cases. Eight of the 11 cases that were over 60 days had either highly complex autopsy find-

ings and/or a complicated, evolving investigative process coordinated with law enforcement. These were contributing factors in not meeting the goal of 95%.

- Ensured neighborhoods were safe to work, live and play.
 - Gathered epidemiology information to address public health issues and partnered with agencies to alert the community on patterns and trends. These trends were communicated through press releases and an annual report published online.
 - Continued to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests, at least 75, within 4 months of the request. A total of 860 medical residents, students and first responders were trained or observed a forensic investigation.

Strategic Initiative: Healthy Families

- Continued to contribute to research efforts in childhood death by providing statistics and case examples, and lending expertise through active participation in groups such as the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, Medical Examiners and Coroners Alert Project (MECAP), National Institute of Child Health and Human Development (NICHD), Prescription Drug Abuse Task Force (PDATF), Domestic Violence Task Force and the California Sudden Infant Death Syndrome (SIDS) Advisory Council.
- Continued to contribute to research efforts in Alzheimer's, Epilepsy, Autism, and Schizophrenic and/or Bipolar studies by providing 23 tissues to academic research organizations, with family consent.

Required Discipline for Excellence: Customer Satisfaction

- Continued to assist in the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
 - Notified 91% (4,084 of 4,466) of next-of-kin for identified Medical Examiner cases in 12 hours or less, exceeding the goal of 90%.
- Enabled timely funeral services for families by making 99% (2,551 of 2,568) of bodies ready for release in 7 days or less, exceeding the goal of 97%.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
 - Complete 90% of homicide examination reports in 60 days or less.

Strategic Initiative: Healthy Families

- Make neighborhoods healthy places to live, work and play.
 - Gather epidemiology information to address public health issues and partner with agencies to alert the community on patterns and trends. These trends will be communicated through press releases and an annual report published online.
 - Continue to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests, at least 75, within 4 months of the request.
 - Contribute to research efforts in childhood death by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, PDATE, MECAP, NICHHD, and the SIDS Advisory Council.
 - Continue to contribute to research efforts in Alzheimer's, Epilepsy, Autism and Schizophrenic studies by providing tissue to academic research organizations, with family consent.

Required Discipline for Excellence: Customer Satisfaction

- Continue to assist in the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
 - Notify 90% of next-of-kin for identified Medical Examiner cases in 12 hours or less.
 - Enable timely funeral service for families by making 97% of bodies ready for release in 7 days or less.
 - Enable timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc) regarding the cause and manner of death.
 - ◆ Complete 85% of investigative reports in 60 days or less.
 - ◆ Complete 95% of toxicology reports in 60 days or less.
 - ◆ Complete 80% of examination reports in 60 days or less.
 - ◆ Provide 95% of report requests within 7 days or less.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Use advanced forensic imaging to assist in the determination of the cause and manner of death.
 - Gather imaging case information to locate objects, identify John or Jane Does and document fractures, deformities and post-surgical procedures.
 - Use bar coding technology to ensure transfer and maintenance of specimens, evidence, and bodies is accomplished quickly, efficiently, and accurately.

Related Links

For additional information about the Department of the Medical Examiner, refer to the following websites:

- www.sandiegocounty.gov/me/
- www.sdcounty.ca.gov/me/docs/SDME_Annual_Report_2012.pdf

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Bodies ready for release in seven days or less	99% of 2,409	97%	99% of 2,568	97%	97%
Investigative reports completed in 60 days or less	83% of 2,817	85%	89% of 2,972	85%	85%
Toxicology reports completed in 60 days or less	77% of 1,967	95%	99% of 2,078	95%	95%
Examination reports completed in 60 days or less	68% of 2,676	80%	87% of 2,869	80%	80%
Homicide examination reports completed in 60 days or less ¹	54% of 127	95%	89% of 98	90%	90%
Next-of-kin notification completed in 12 hours or less	91% of 2,627	90%	91% of 4,466	90%	90%
Case reports completed in seven days or less	92% of 7,115	95%	95% of 4,646	95%	95%

Table Notes

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

¹Although there was a reduction in the number of homicide cases in 2013, there was also an increase in complexity of the findings and/or investigations of those cases. Eight of the 11 cases that were over 60 days had either highly complex autopsy findings and/or a complicated, evolving investigative process coordinated with law enforcement. These were contributing factors in not meeting the goal of 95%. The Fiscal Year 2014–15 goal has decreased due to the complexity of cases.

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

Staffing

Increase of 2.00 staff years to provide laboratory support for Toxicology and Human Resources support.

Expenditures

Increase of \$0.3 million in Salaries and Benefits due to the addition of 2.00 staff years as described above and an increase as a result of negotiated labor agreements.

Revenues

Net increase of \$0.3 million.

- Intergovernmental Revenues—decrease of \$0.1 million due to the expiration of the Forensic Science Training Development and Delivery Program grant.

- Charges for Current Services—increase of \$0.1 million due to an increase in fee revenue based on current requests for services.
- Use of Fund Balance—increase of \$0.1 million. A total of \$0.3 million is budgeted.
 - \$0.2 million for equipment replacement.
 - \$0.1 million for one-time negotiated salary and benefit payments.
- General Purpose Revenue Allocation—increase of \$0.2 million as a result of negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.1 million due to a reduction in one-time expenditures, partially offset by an increase as a result of negotiated labor agreements.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Decedent Investigations		54.00			56.00	56.00
Total		54.00			56.00	56.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Decedent Investigations	\$ 8,487,156	\$ 9,481,818	\$ 9,837,264	\$ 9,345,484	\$ 9,814,462	\$ 9,747,607
Total	\$ 8,487,156	\$ 9,481,818	\$ 9,837,264	\$ 9,345,484	\$ 9,814,462	\$ 9,747,607

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 6,247,840	\$ 7,015,951	\$ 7,139,610	\$ 6,726,080	\$ 7,362,800	\$ 7,458,656
Services & Supplies	2,339,316	2,405,867	2,567,170	2,437,522	2,381,662	2,388,951
Capital Assets Equipment	—	160,000	230,484	181,882	170,000	—
Expenditure Transfer & Reimbursements	(100,000)	(100,000)	(100,000)	—	(100,000)	(100,000)
Total	\$ 8,487,156	\$ 9,481,818	\$ 9,837,264	\$ 9,345,484	\$ 9,814,462	\$ 9,747,607

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ —	\$ 111,477	\$ 111,477	\$ 86,712	\$ —	\$ —
Charges For Current Services	995,878	841,332	841,332	978,063	954,162	964,224
Miscellaneous Revenues	101,116	86,460	86,460	111,823	86,460	86,460
Other Financing Sources	—	—	—	485	—	—
Use of Fund Balance	(669,188)	160,000	515,446	(114,148)	291,855	—
General Purpose Revenue Allocation	8,059,350	8,282,549	8,282,549	8,282,549	8,481,985	8,696,923
Total	\$ 8,487,156	\$ 9,481,818	\$ 9,837,264	\$ 9,345,484	\$ 9,814,462	\$ 9,747,607

Probation

Department Description

The Probation Department, established in 1907, has been providing effective community corrections solutions to San Diego County residents for over 100 years. Services provided include detention for delinquent juveniles in two Juvenile Halls, treatment and custody for juvenile wards in three minimum-security facilities, investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court, as well as victim assistance through notification and restitution. The department has developed a wide variety of community outreach prevention programs to strengthen families, increase youth resiliency, and reduce gang involvement for youth at risk of entering the juvenile justice system. Additional programs provided in partnership with community providers target behaviors that drive criminal activity. These programs were created in collaboration with the courts, law enforcement, health agencies, schools, social service agencies and other community-based organizations. With the enactment of Assembly Bill (AB) 109, Public Safety Realignment (2011), the Probation Department now also provides supervision and reentry services to adult inmates returning to the community from prison.



Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Healthy Families

- Increased public safety and reduced crime by providing supervision and services so that 69% (1,231 of 1,781) of juvenile probationers completed their probation without a new sustained law violation, which was just short of the goal of 70%. Continuing efforts to train officers, to customize case planning and to match intervention services to needs will improve this performance measure.
- Provided rehabilitative services to youth in custody to prepare them for success in the community.
 - Provided employment readiness services to 100% (469 of 471) of youth in custody who are over the age of 16, exceeding the goal of 85%.

- Provided services to 100% (568 of 569) of youth in custody who are at high risk of delinquency, exceeding the goal of 95%.
- Provided services to 100% (510 of 512) of youth assessed to have substance abuse needs, exceeding the goal of 90%.
- Provided rehabilitative opportunities in order to reduce future criminal offenses by connecting adult and juvenile offenders with appropriate community resources.
 - Linked 51% (2,553 of 4,997) of high-risk adult offenders and Post Release Community Supervision Offenders to appropriate intervention services to address factors that lead to criminal behavior through the Community Resource Directory.
 - Expanded the Community Resource Directory to Juvenile Field Services in December 2013 to support collecting information on referrals and juvenile probationers were linked to appropriate intervention services.
- Encouraged offender behavior change through employment of 19% (934 of 4,935) of adult offenders on high-risk supervision. Major factors contributing to not achieving the goal of 30% included limited employment opportunities for this population and a greater ratio of caseloads than anticipated.

Strategic Initiative: Safe Communities

- Protected residents from crime and abuse.
 - Increased public safety and reduced crime by providing supervision and services using evidence-based and best practices with adults under supervision.
 - Sixty-six percent (3,745 of 5,647) of adult probationers completed their probation without being convicted of a new crime.

- Sixty-four percent (1,250 of 1,951) of post release offenders completed their supervision without being convicted of a new crime. A contributing factor to not meeting the goal of 65% was the limited employment opportunities for high-risk offenders.
 - Conducted 8,098 searches to ensure that probationers were in compliance with their supervision, exceeding the goal of 6,300.
 - Partnered with local, State and federal law enforcement agencies to monitor high-risk offenders.
 - Participated in 510 multi-agency operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints, exceeding the goal of 285.
 - Collaborated with the District Attorney, Public Defender, Superior Court, and Sheriff to implement the Mandatory Supervision Re-entry Program to assist in the successful transition of Mandatory Supervision Offenders from local prison to community supervision.
 - Educated crime victims of their constitutional rights and provided victim input to the court regarding sentencing, restitution and other conditions of probation.
 - Contacted 99% (14,141 of 14,219) of available victims to inform them of their right to restitution and a victim impact statement.
 - Increased services for crime victims by collecting a total of \$2.3 million in restitution from adult offenders. The major factor contributing to not meeting the goal of \$2.5 million was the limited employment opportunities for high-risk offenders.
- Required Discipline for Excellence: Continuous Improvement and Innovation**
- Ensured continuous improvement and innovation by improving processes.
 - Expanded the use of the Community Resource Directory to juvenile supervision in December 2013, thereby supporting a balanced approach by providing access to community resources based on offender needs.
 - Developed a web-based enrollment for Work Projects in October 2013 to improve efficiency.
- 2014–16 Objectives**
- Strategic Initiative: Safe Communities**
- Reduce recidivism and help offenders successfully reenter society.
 - Provide rehabilitative services to youth in custody to prepare them for success in the community.
 - ◆ Continue to provide employment readiness services to at least 99% of youth in custody assessed as having an employment readiness need.
 - ◆ Continue to provide services to reduce delinquency for 100% of the youth in custody who are at high risk to recidivate.
 - ◆ Continue to provide substance abuse services for at least 99% of the youth assessed to have substance abuse needs.
 - Provide rehabilitative opportunities in order to reduce future criminal offenses by connecting adult and juvenile offenders with appropriate community resources.
 - ◆ Link high-risk juvenile probationers to community-based services associated with the juvenile's assessed need.
 - ◆ Increase the percentage of high-risk adult offenders and Post Release Community Supervision Offenders linked to appropriate intervention services by 20% (55% to 75%) to address factors that lead to criminal behavior.
 - Increase the percentage of adult offenders on high-risk supervision engaged in work readiness and employment services.
 - Protect residents from crime and abuse.
 - Increase public safety and reduce crime by providing supervision and services using evidence-based and best practices so that 70% of juvenile probationers complete their probation without a new sustained law violation.
 - Increase public safety and reduce crime by providing supervision and services using evidence-based and best practices to adults under supervision.
 - Ensure 65% percent of adult probationers complete their probation without being convicted of a new crime.
 - Ensure 70% percent of Post Release Community Supervision Offenders will complete their supervision without being convicted of a new crime.
 - Increase the number of searches on probationers by 5% (8,098 to 8,503) to ensure that probationers are in compliance with their terms of supervision and not in possession of illegal contraband such as weapons, drugs, and child pornography and/or gang paraphernalia.
 - Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.

- Increase the percentage of participation in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints by 5% to at least 536 operations.
- Increase the restitution collected from adult probationers from \$2.3 million to \$2.5 million for the benefit of crime victims.
- Maximize the amount of restitution collected in relation to juvenile cases.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Develop applications for mobile devices to improve the efficiency of case management and supervision.

Related Links

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

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Adult offenders who complete their probation without being convicted of a new crime	64% of 6,023	65%	66% of 5,647	65%	65%
Juvenile offenders who complete their probation without a new law violation	69% of 2,322	70%	69% of 1,781	70%	70%
Adult and juvenile probationers who have been searched to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia ¹	26% of 10,437	N/A	N/A	N/A	N/A
Searches on probationers to ensure that they are in compliance with their terms of supervision and not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia ²	N/A	6,300	8,098	8,503	8,503
Participation in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints ³	276	285	510	536	536
Available victims contacted to inform them of their rights to restitution and a victim impact statement ⁴	99% of 13,342	99%	99% of 14,219	N/A	N/A
Provide services to reduce delinquency of youth in custody who are at high risk of delinquency	98% of 717	95%	100% of 569	100%	100%

Table Notes

¹This measure was discontinued in Fiscal Year 2013–14 and replaced with a measure that reflects the number of searches, rather than the number of probationers searched.

²Factors contributing to the projected 7,587 searches include an increase in adult offenders supervised by the department as a result of Public Safety Realignment. The increase includes the Post Release Community Supervision Offenders and Mandatory Supervision Offenders, which account for approximately 2,000 additional offenders supervised by the department.

³Factors contributing to the anticipated 506 searches include additional field trained officers and officers working with various local law enforcement agencies. These collaborations, such as Operation Stonegarden and the Jurisdictions United for Drug Gang Enforcement (JUDGE), have assisted in increased joint operations with law enforcement agencies. In addition, the Special Operations Division continues to focus on making fourth waiver searches a high priority, given the high-risk probationers with whom they work.

⁴This measure is being discontinued in Fiscal Year 2014–15. The Probation Department continues to consistently achieve this goal as required by the Victims' Bill of Rights Act of 2008: Marsy's Law.

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

Staffing

Net decrease of 23.00 staff years.

- Adult Field Services net decrease of 2.00 staff years.
 - Decrease of 4.00 staff years due to a reduction in Senate Bill (SB) 678, *The California Community Corrections Performance Incentive Act* revenues. The decrease in staff years will impact administrative support that was provided to the supervision officers assisting offenders to transition to the communities.
 - Decrease of 3.00 staff years due to the transfer of staff to Department Administration.
 - Increase of 5.00 staff years due to the transfer of staff from Juvenile Field Services and Institutional Services.
- Institutional Services net decrease of 16.00 staff years.
 - Decrease of 15.00 staff years due to the reduction in the Youthful Offender Block Grant program. The decrease coincides with the reduction of the juvenile population in the detention facilities.
 - Decrease of 1.00 staff year due to the transfer of staff to Adult Field Services.
- Juvenile Field Services net decrease of 8.00 staff years.
 - Decrease of 4.00 staff years due to the reduction in the Youthful Offender Block Grant program. The decrease coincides with the reduction of the juvenile population supervised in the community.
 - Decrease of 4.00 staff years due to the transfer of staff to Adult Field Services.
- Department Administration net increase of 3.00 staff years due to transfer of staff from Adult Field Services.

Expenditures

Net increase of \$1.3 million.

- Salaries and Benefits—net decrease of \$0.6 million.
 - Decrease of \$3.0 million due to the reduction of 23.00 staff years as described above.

- Increase of \$2.4 million as a result of negotiated labor agreements.
- Services and Supplies—net increase of \$2.0 million.
 - Increase of \$1.2 million to support juvenile diversion contracts transferred from the Health and Human Services Agency.
 - Increase of \$1.0 million to support a contract to provide educational services to offenders under Post Release Community Supervision.
 - Decrease of \$0.2 million due to completed one-time projects.
- Expenditure Transfer & Reimbursements—decrease of \$0.1 million due to increased reimbursement from the Health and Human Services Agency for the provision of mental health services to at-risk youth.

Revenues

Net increase of \$1.3 million.

- Fines, Forfeitures & Penalties—decrease of \$1.0 million due to a reduction in AB 189 Criminal Justice Facility Penalty revenue and to realign revenue to a proper account.
- Intergovernmental Revenues—net decrease of \$7.4 million.
 - Decrease of \$2.5 million in the SB 678 revenue. These incentive payments are based on calculated savings to the state due to reductions in felony probation prison commitments.
 - Decrease of \$2.5 million in State revenue allocated from the Local Revenue Fund 2011, Youthful Offender Block Grant Special Account. The decrease in funding is pursuant to a statewide formula using information on the county's relative share of the juvenile population and juvenile felony dispositions.
 - Decrease of \$3.5 million in Title IV-E revenue due to an estimated impact of federal guidelines for pre-placement candidacy activities related to juvenile offenders.

- Net increase of \$1.0 million in State revenue from the California Department of Transportation to provide educational services to offenders under Post Release Community Supervision.
- Net increase of \$0.1 million in revenues associated with various funding sources.
- Charges for Current Services—increase of \$0.5 million due to increased work projects crew revenue.
- Miscellaneous Revenues—increase of \$0.2 million due to the Positive Youth Justice Initiative grant, funded by Sierra Health Foundation, which will provide appropriate developmental support and services for crossover youth. Crossover youth are those youth with a history of child welfare involvement and are now in the juvenile justice system.
- Other Financing Sources—net increase of \$3.7 million
 - Increase of \$0.7 million to realign revenue to a proper account.
 - Increase of \$3.0 million due to projected receipts from Proposition 172, the *Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, including \$1.5 million to mitigate a portion of the reduction of Title IV-E revenue described above and to sustain services as alternatives are developed.
- Use of Fund Balance—increase of \$6.2 million. A total of \$8.8 million is budgeted.
 - \$2.9 million is budgeted in General Fund Fund Balance.
 - ◆ \$1.2 million to support juvenile diversion contracts.
 - ◆ \$1.7 million for one-time negotiated salary and benefit payments.
- \$5.8 million is budgeted in Public Safety Group Fund Balance.
 - ◆ \$1.0 million for major maintenance projects.
 - ◆ \$2.0 million to mitigate a portion of the reduction of Title IV-E revenue described above and to sustain services as alternatives are developed.
 - ◆ \$1.8 million for contracted vocational, educational, and life skills services for high-risk offenders.
 - ◆ \$0.6 million for one-time negotiated salary and benefit payments.
 - ◆ \$0.4 million for the development of mobile applications to assist probation officers.
- General Purpose Revenue Allocation—decrease of \$0.9 million to align with anticipated actual costs and which will not result in program reductions.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$3.2 million due to the anticipated completion of one-time projects and the elimination of one-time salary and benefit payments as a result of negotiated labor agreements.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Adult Field Services		452.00			450.00	450.00
Institutional Services		493.00			477.00	477.00
Juvenile Field Services		318.00			310.00	310.00
Department Administration		76.00			79.00	79.00
Total		1,339.00			1,316.00	1,316.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Adult Field Services	\$ 56,269,371	\$ 74,940,920	\$ 74,348,546	\$ 70,506,085	\$ 76,873,560	\$ 77,111,830
Institutional Services	68,674,749	68,058,787	68,392,106	67,827,575	67,561,554	67,641,569
Juvenile Field Services	52,839,646	54,641,993	56,968,732	55,562,610	55,401,537	53,746,197
Department Administration	13,961,457	17,701,400	19,506,968	15,619,062	16,805,953	14,969,519
Probation Asset Forfeiture Program	24,156	50,000	50,741	48,936	100,000	50,000
Probation Inmate Welfare Fund	64,596	95,000	95,403	57,962	95,000	95,000
Total	\$ 191,833,974	\$ 215,488,100	\$ 219,362,496	\$ 209,622,231	\$ 216,837,604	\$ 213,614,115

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 128,111,872	\$ 138,475,298	\$ 140,846,793	\$ 135,828,348	\$ 137,922,842	\$ 138,097,809
Services & Supplies	56,487,319	69,985,647	68,572,485	63,944,964	71,987,607	68,589,151
Other Charges	9,523,000	8,954,631	11,870,694	11,802,748	8,954,631	8,954,631
Expenditure Transfer & Reimbursements	(2,288,216)	(1,927,476)	(1,927,476)	(1,953,829)	(2,027,476)	(2,027,476)
Total	\$ 191,833,974	\$ 215,488,100	\$ 219,362,496	\$ 209,622,231	\$ 216,837,604	\$ 213,614,115

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Fines, Forfeitures & Penalties	\$ 1,157,618	\$ 1,068,500	\$ 1,068,500	\$ 860,823	\$ 68,500	\$ 68,500
Revenue From Use of Money & Property	177,190	95,000	95,000	163,368	95,000	95,000
Intergovernmental Revenues	70,134,444	85,323,277	83,323,277	74,241,589	77,907,307	78,107,307
Charges For Current Services	7,264,684	7,968,504	7,968,504	7,236,130	8,494,922	8,604,922
Miscellaneous Revenues	56,161	7,132	7,132	42,744	232,132	232,132
Other Financing Sources	16,401,642	17,779,612	19,779,612	19,779,612	21,478,486	21,679,315
Use of Fund Balance	(3,073,350)	2,520,000	6,394,396	6,571,890	8,764,547	3,250,000
General Purpose Revenue Allocation	99,715,586	100,726,075	100,726,075	100,726,075	99,796,710	101,576,939
Total	\$ 191,833,974	\$ 215,488,100	\$ 219,362,496	\$ 209,622,231	\$ 216,837,604	\$ 213,614,115



Public Defender

Department Description

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

Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Protected residents from crime and abuse.
 - Reduced recidivism and helped offenders successfully reenter society by encouraging clients to take advantage of programs that allowed them to thrive by successfully completing probation and reducing the likelihood of reoffending.
 - ◆ Filed 733 misdemeanor expungement requests to help clients obtain meaningful employment, exceeding the goal of 350.
 - ◆ Filed 653 felony expungement requests to help clients obtain meaningful employment, exceeding the goal of 400.
 - ◆ Represented 289 prison inmates with life sentences who qualify for a sentence recall and resentencing under Proposition 36, which was approved by voters in November 2012, exceeding the goal of 250.
- Promoted collaborative justice by establishing a professional rapport and bond of trust with clients and worked with criminal justice partners to ensure a reasonable and efficient criminal justice system and obtained the best possible outcome for the client.



- Resolved 99% of misdemeanor cases prior to trial when doing so benefitted the client more than litigation, exceeding the goal of 70%.
- Resolved 73% of felony cases within 60 days of arraignment when doing so benefitted the client more than litigation, exceeding the goal of 62%.
- Promoted collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs.
 - Participated in Offender Reentry Court, Adult and Juvenile Drug Court, and Homeless Court which helped ensure clients were able to obtain the services they needed to become self-sufficient and maintain a crime-free lifestyle.
 - Maintained 90% of caseload capacity in the Behavioral Health Court Calendar.
 - Maintained 90% of caseload capacity in the Veterans Treatment Review Calendar.

Strategic Initiative: Healthy Families

- Improved opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
 - Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs for 99% of requests, exceeding the goal of 80%.
 - Maintained the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days to accelerate rehabilitation.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Improved the efficiency and cost-effectiveness of services by storing case-related information electronically.

- Received discovery electronically via eDiscovery on 78% of incoming adult felony cases, exceeding the goal of 65%.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

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

Required Discipline for Excellence: Regional Leadership

- Developed and maintained partnerships with educational and community organizations to leverage resources and address common needs.
 - Volunteers provided 92,195 hours, exceeding the goal of 90,000.
 - Participated in five community outreach events through the Public Defender's Community Outreach Program, exceeding the goal of four.
 - Trained 1,154 non-staff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system, exceeding the goal of 725.
 - Provided 95 streaming video trainings to the department's branch offices and other indigent defense agencies.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Protect residents from crime and abuse.
 - Encourage clients to take advantage of programs that will allow them to thrive by successfully completing probation and reduce the likelihood of reoffending.
 - File approximately 475 misdemeanor expungement requests to help clients obtain meaningful employment.
 - File approximately 475 felony expungement requests to help clients obtain meaningful employment.
- Reduce recidivism and help offenders successfully reenter society.
 - Promote collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs.

- Participate in Offender Reentry Court, Adult and Juvenile Drug Court, and Homeless Court to help ensure clients obtain the services they need to become self-sufficient and maintain a crime-free lifestyle.
- Maintain 90% of caseload capacity in the Behavioral Health Court Calendar.
- Maintain 90% caseload capacity in the Veterans Treatment Review Calendar.
- Improve opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
 - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for 90% of requests.
 - Maintain the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days to accelerate rehabilitation.

Required Discipline for Excellence: Customer Satisfaction

- Promote collaborative justice by establishing a professional rapport and bond of trust with clients, and work with criminal justice partners to ensure a reasonable and efficient criminal justice system and obtain the best possible outcome for the client.
 - Resolve 90% of misdemeanor cases prior to trial when doing so benefits the client more than litigation.
 - Resolve 65% of felony cases within 60 days of arraignment when doing so benefits the client more than litigation.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Improve the efficiency and cost-effectiveness of services by storing case-related information electronically.
 - Receive discovery electronically via eDiscovery on 80% of incoming adult felony cases in Fiscal Year 2014–15, and 100% of incoming adult felony cases in Fiscal Year 2015–16.

Required Discipline for Excellence: Skilled, Adaptable, and Diverse Workforce

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



- Achieve eight hours of annual investigation-related training for all investigators.

Required Discipline for Excellence: Regional Leadership

- Develop and maintain partnerships with educational and community organizations to leverage resources and address common needs.
- Maintain at least 100,000 hours provided by volunteers.
- Participate in four community outreach events through the Public Defender's Community Outreach Program.

- Train approximately 800 non-staff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system.

- Provide 50 streaming video trainings to the department's branch offices and other indigent defense agencies.

Related Links

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

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Number of juvenile record requests sealed ¹	91% of 336	80% of 450	99% of 339	90% of 450	90% of 450
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28	28	28	28	28
Misdemeanor cases resolved prior to trial ²	99% of 55,859	70% of 50,000	99% of 55,859	90% of 50,000	90% of 50,000
Felony cases resolved at pre-preliminary hearing ³	68% of 28,799	62% of 27,000	73% of 28,482	65% of 27,000	65% of 27,000
Number of misdemeanor expungement requests filed ⁴	500	350	733	475	475
Number of felony expungement requests filed ⁵	533	400	653	475	475
Caseload capacity in Behavioral Health Court Calendar	90% of 30	90% of 50	90% of 50	90% of 50	90% of 50
Caseload capacity in Veterans' Treatment Review Calendar	90% of 20	90% of 40	90% of 40	90% of 40	90% of 40
Number of hours of continuing legal education per attorney	15	15	15	15	15
Number of hours of training per investigator	8	8	8	8	8
Total volunteer hours ⁶	125,327	90,000	92,195	100,000	100,000
Number of outreach events attended	4	4	5	4	4
Number of non-staff attorneys trained ⁷	771	725	1,154	800	800
Number of streaming video trainings provided ⁸	42	50	95	50	50
Number of adult felony cases receiving discovery electronically ⁹	N/A	65% of 13,000	78% of 13,596	80% of 13,000	100% of 13,000

Table Notes

¹More resources have been dedicated to work with juvenile clients in addressing concerns of the Probation Department and the court to seal juvenile records. The number of juvenile record requests goal measurement will be increased to 90% in Fiscal Year 2014–15.

²The misdemeanor case resolution goal measurement initially reflected the number of misdemeanor cases resolved solely by the central branch of the division of the Primary Public Defender, and was the basis for future year goals. The 99% resolution rate reflects the performance of all branches in all divisions. The goal will be increased to 90% in Fiscal Year 2014–15.

³The felony case resolution goal measurement may reflect changes in laws associated with Proposition 36 (3 Strikes Law) and Assembly Bill (AB) 109, *Public Safety Realignment (2011)*. The goal will be increased to 65% in Fiscal Year 2014–15.

⁴A new baseline of 350 misdemeanor expungements was implemented in Fiscal Year 2013–14. Fiscal Year 2013–14 Actuals exceeded the goal because the department, in conjunction with community and County partners, created and opened the Clean Slate Reentry Expungement Clinic in April 2012. The clinic allows the department to accept and process a high volume of expungement requests. The expungement goal was increased in Fiscal Year 2014–15.

⁵The Fiscal Year 2013–14 Actuals includes 444 felony expungement requests filed and 209 requests for felonies to be reduced to misdemeanors followed by expungement. Fiscal Year 2013–14 Actuals exceeded the goal because the department, in conjunction with community and county partners, created and opened the Clean Slate Reentry Expungement Clinic in April 2012. The clinic allows the department to accept and process a high volume of expungement requests. The felony expungement goal will be increased to 475 in Fiscal Year 2014–15.

⁶The total of 92,195 volunteer hours reflects the number of volunteer hours certified by the department to outside institutions confirming that volunteers had fulfilled their minimum requirement. The department has increased its use of technology, such as Skype, to reach and interview potential volunteer interns. This enables the department to recruit interns from a wider geographical base, resulting in more volunteers. The total volunteer hours goal will be increased to 100,000 hours in Fiscal Year 2014–15.

⁷The performance goal to concurrently train non-staff attorneys first took effect in Fiscal Year 2011–12, and that year’s goal of 450 non-staff attorneys was greatly exceeded once the department implemented web streaming to deliver the training courses. The number of non-staff attorneys trained continues to reflect the department’s ability to reach a large audience through web streaming. The goal will be increased to 800 for Fiscal Year 2014–15.

⁸Reported figures for Fiscal Year 2012–13 Actuals have been revised from the Adopted Operational Plan for Fiscal Years 2013–15 to reflect the number of distinct training events rather than the total number of remote locations served by department webcasts. The number of training modules delivered via webcast continued to increase in Fiscal Year 2013–14 as the Department gained experience and expertise in this area.

⁹This was a new measure effective Fiscal Year 2013–14 that tracks the department’s transition to paperless case files. A goal of 80% of electronic adult felony discovery is reflective of the expected progress of this project for Fiscal Year 2014–15. In Fiscal Year 2015–16 this project is expected to be completed, and thus a goal of 100% is expected.

Recommended Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

No net change in staffing.

Expenditures

Net increase of \$2.1 million.

- Salaries and Benefits—net increase of \$1.5 million as a result of negotiated labor agreements and an increase in County retirement contributions partially offset by a decrease in temporary help.
- Services and Supplies—net increase of \$0.6 million to support increased information technology costs associated with eDiscovery.

Revenues

Net increase of \$2.1 million.

- Intergovernmental Revenues—decrease of \$0.1 million in State revenue as a result of decreased eligible costs associated with the mandated Sexually Violent Predator program.
- Charges for Current Services—increase of \$0.2 million to realign revenue to a proper account.
- Miscellaneous Revenues—decrease of \$0.2 million to realign revenue to a proper account.
- Use of Fund Balance—net increase of \$0.5 million. A total of \$3.5 million is budgeted.
 - \$1.0 million rebudgeted to support costs associated with the defense of special circumstances cases.

- \$1.0 million to support costs associated with temporary staff.
- \$1.0 million for one-time negotiated salary and benefit payments.
- \$0.5 million to support eDiscovery costs.
- General Purpose Revenue Allocation—increase of \$1.8 million as a result of negotiated labor agreements and an increase in County retirement contributions.

Recommended Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.2 million primarily due to a reduction in one-time expenditures.

Staffing by Program

	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Primary Public Defender	286.00	284.00	284.00
Office of Assigned Counsel	6.00	6.00	6.00
Alternate Public Defender	44.00	45.00	45.00
Multiple Conflicts Office	8.00	9.00	9.00
Administration	13.00	13.00	13.00
Total	357.00	357.00	357.00

Budget by Program

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Indigent Defense	\$ —	\$ —	\$ —	\$ 347	\$ —	\$ —
Primary Public Defender	45,870,566	46,851,448	46,892,526	48,453,996	47,735,898	48,775,671
Office of Assigned Counsel	5,239,469	6,830,413	6,830,413	5,339,300	6,865,822	6,878,855
Alternate Public Defender	8,210,935	7,808,373	7,827,940	8,730,130	8,212,039	8,388,703
Multiple Conflicts Office	1,571,045	1,475,987	1,476,645	1,958,292	1,789,920	1,807,344
Dependency	60,134	—	201	1,072	—	—
Administration	6,211,315	12,203,557	13,628,678	7,902,337	12,684,781	11,284,386
Total	\$ 67,163,463	\$ 75,169,778	\$ 76,656,403	\$ 72,385,475	\$ 77,288,460	\$ 77,134,959

Budget by Categories of Expenditures

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 53,233,319	\$ 58,863,323	\$ 57,270,623	\$ 56,847,174	\$ 60,361,014	\$ 60,627,891
Services & Supplies	13,930,145	16,306,455	19,385,780	15,538,301	16,927,446	16,507,068
Total	\$ 67,163,463	\$ 75,169,778	\$ 76,656,403	\$ 72,385,475	\$ 77,288,460	\$ 77,134,959

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Fines, Forfeitures & Penalties	\$ 51,347	\$ —	\$ —	\$ —	\$ —	\$ —
Intergovernmental Revenues	1,876,332	2,851,839	2,851,839	3,348,030	2,729,839	2,729,839
Charges For Current Services	1,010,442	850,000	1,050,000	965,300	1,050,000	1,050,000
Miscellaneous Revenues	30,388	200,000	—	58,609	—	—
Use of Fund Balance	(2,813,626)	2,965,000	4,451,625	(289,404)	3,455,452	2,000,000
General Purpose Revenue Allocation	67,008,580	68,302,939	68,302,939	68,302,939	70,053,169	71,355,120
Total	\$ 67,163,463	\$ 75,169,778	\$ 76,656,403	\$ 72,385,475	\$ 77,288,460	\$ 77,134,959

San Diego County Fire Authority

Department Description

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

Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Provided regional leadership with the implementation of the County's Fire Master Plan and continued collaboration with other fire agencies to improve overall efficiency through consolidation and sharing of resources.
 - Continued efforts towards the implementation of Step III of the County's Fire and Life Safety Reorganization Report.
 - Continued building relationships to improve regional fire protection and emergency response services, including collaboration with Fire Protection Districts and Tribal Governments.
 - Led outreach efforts to collaborate with other fire agencies to explore options to improve the alternate energy fire standards and mitigation efforts.
- Ensured neighborhoods are safe to work, live and play.
 - Provided defensible space outreach and education to property owners within County Service Area (CSA) 135. Evaluated the feasibility of continued expansion of the Defensible Space Program to additional fire agencies in the unincorporated area.
 - Amended the County Fire Code to be consistent with the revised California Fire Code.
 - Collaborated with regional agencies to continue the development of the 2014 Consolidated Fire Code, which will help to provide consistent and enforceable fire codes for all of the individual fire protection



districts. The Consolidated Fire Code will be presented to the Board of Supervisors for adoption by December 31, 2014.

- Continued efforts to amend the County Fire Code and Consolidated Fire Code in preparation for submittal to the State Board of Forestry for certification by June 30, 2015.
- Ensured communities are resilient to disasters and emergencies.
 - Managed and implemented programs that helped protect residents from wildfire and other emergencies.
 - Provided advanced Firefighter-1 and Driver Operator training to 34 volunteer firefighters.
 - Continued implementation of the Advanced Situational Awareness for Public Safety Network (ASAP NET) to improve communications with volunteer firefighters and began the evaluation of the volunteer fire stations' communication network.
 - Oversaw the completion of the U.S. Forest Service's Fire Safety and Fuels Reduction grant program which removed approximately 8,778 large dead, dying and diseased trees from private property within the Greater Julian area.

Required Discipline for Excellence: Fiscal Stability

- Pursued grant funding opportunities to support the partnering fire services agencies, including collaboration with non-profit and other governmental agencies.
- Developed a cost recovery fee package for fire plan review and inspection that was adopted by the Board of Supervisors on December 3, 2013.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

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

2014–16 Objectives

Strategic Initiative: Safe Communities

- Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies.
 - Develop the 2014 Consolidated Fire Code, which will provide consistent and enforceable fire codes for all individual fire protection districts. The Consolidated Fire Code is planned for presentation to the Board of Supervisors for adoption by December 31, 2014.
 - Manage and implement programs that will help protect residents from wildfire and other emergencies.
 - ◆ Establish and implement programs to enhance volunteer firefighter emergency training and readiness.
 - ◆ Continue implementation of the ASAP NET and evaluation of the volunteer fire stations' communication network.
 - ◆ Develop and implement a regional closest resource concept, including the installation and maintenance of automated vehicle locators for SDCFA first responder vehicles, to improve emergency response.
 - ◆ Provide outreach, education and enforcement of the Defensible Space Program to property owners within CSA 135, including the mailing of 10,000 notifications.
 - ◆ Continue to evaluate expanding the Defensible Space Program to additional fire agencies in the unincorporated area.

Required Discipline for Excellence: Regional Leadership

- Provide regional leadership with the implementation of the County's Fire Master Plan and continue collaboration with other fire agencies to improve overall efficiency through consolidation and sharing of resources.
 - Finalize Step III of the County's Fire and Life Safety Reorganization Report, which will reorganize the Pine Valley and San Diego Rural Fire Protection Districts into CSA 135.
 - Continue to build a regional fire prevention program, including collaboration with other agencies.
- Continue to participate with the Greater San Diego Fire Safe Council and provide regional leadership on the development of Community Wildfire Protection Plans for Fire Safe Councils in various unincorporated communities.

Required Discipline for Excellence: Fiscal Stability

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

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Conduct at least 11 site visits to SDCFA volunteer fire stations to ensure program compliance.

Required Discipline for Excellence: Essential Infrastructure

- Complete construction of the new Boulevard Volunteer Fire Station by spring 2015.

Related Links

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

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Perform program compliance site visits ¹	13	11	11	11	11
Recruit new volunteer firefighters ²	123	N/A	N/A	N/A	N/A
Public outreach – provide information by mail to residents regarding Defensible Space ³	3,917	2,500	11,754	10,000	10,000
Number of advanced training class opportunities	23	25	30	30	30
Number of training academies ⁴	N/A	10	2 ⁵	N/A	N/A
Voluntary compliance rate with Defensible Space standards on all parcels inspected ⁶	N/A	N/A	N/A	90%	90%

Table Notes

¹Program compliance site visits include review of station needs, inventory, and administrative and financial recordkeeping within CSA 135.

²This measure was discontinued in Fiscal Year 2013–14. SDCFA will focus on the implementation of a new volunteer firefighter training program, which will be measured through the administration of new training programs.

³The actual number of Defensible Space notifications varies each year as a result of ongoing assessments of properties in high-risk areas. The goal is increased beginning in Fiscal Year 2014–15 as a result of additional agencies participating in the Defensible Space Program.

⁴This measure will be discontinued effective Fiscal Year 2014–15. SDCFA will focus on the implementation of new volunteer firefighter training programs, which will be measured through the administration of advanced training class opportunities.

⁵This goal was not met due to a programmatic change in the way volunteer firefighters are recruited and trained. This measure will be discontinued effective Fiscal Year 2014–15.

⁶This is a new measure effective Fiscal Year 2014–15. SDCFA provides defensible space inspection of parcels within CSA 135, Lakeside Fire Protection District, Ramona Municipal Water District and San Diego Rural Fire Protection District.

**Budget Changes and Operational Impact:
2013–14 to 2014–15**

Staffing

Increase of 6.00 staff years.

- Increase of 4.00 staff years to support expanding administrative and fiscal responsibilities with the implementation of the Fire Master Plan as approved by the Board of Supervisors on July 30, 2013.

- Increase of 2.00 staff years to support fire prevention activities (of these, 1.00 staff year was approved by the Board of Supervisors on October 22, 2013).

Expenditures

Net decrease of \$2.2 million.

- Salaries and Benefits—increase of \$0.8 million due to the addition of 6.00 staff years as described above and costs associated with temporary staff.

- Services and Supplies—net decrease of \$3.0 million.
 - Increase of \$1.0 million due to increases in contracted services for fire and emergency medical services.
 - Increase of \$0.5 million for the volunteer firefighter program.
 - Increase of \$0.8 million due to increased vehicle maintenance costs, minor equipment, and to support initiatives to enhance communication and technology within CSA 135.
 - Increase of \$0.4 million due to a planned station improvement project within CSA 135.
 - Increase of \$0.3 million due to a rebudget of one-time information technology and communication projects planned for Fiscal Year 2013-14 that will be completed in Fiscal Year 2014-15.
 - Decrease of \$5.3 million due to the expiration of the Dead, Dying and Diseased Tree Removal grant.
 - Decrease of \$0.7 million due to the expiration of the Community Development Block and Indian Gaming Local Benefit Grants.
- Capital Assets Equipment—net increase of \$0.2 million.
 - Increase of \$0.6 million for the purchase of fire apparatus as outlined in the Fire Master Plan.
 - Decrease of \$0.5 million due to one-time purchases of fire apparatus completed in Fiscal Year 2013-14.
- Fund Balance Component Increases—decrease of \$0.2 million due to a one-time contribution toward the replacement or upgrade of fire apparatus and regional support equipment.
- Operating Transfers Out—decrease of \$0.1 million as a result of a reduction in the total cost of workers' compensation.
 - Decrease of \$6.0 million due to the expiration of the grants described above.
- Charges for Current Services—increase of \$0.7 million primarily due to the execution of new revenue agreements for the fire prevention program.
- Miscellaneous Revenues—net increase of \$0.1 million.
 - Increase of \$0.2 million as a result of the transfer of the program agreement for the First Responder Pool of Funds to the SDCFA and alternative energy project mitigation funding agreements.
 - Decrease of \$0.1 million due to the expiration of a one-time funding source.
- Use of Fund Balance—increase of \$2.6 million for a total of \$4.9 million is budgeted.
 - \$1.7 million for minor equipment, fixed assets and contracted services.
 - \$0.7 million to sustain administrative and logistical support needs as alternatives are developed.
 - \$0.5 million for the purchase of fire apparatus.
 - \$0.7 million for the volunteer firefighter program and enhancements to the volunteer firefighter training program.
 - \$0.4 million for a planned major maintenance project for the Pine Valley Fire Station.
 - \$0.3 million for a rebudget from Fiscal Year 2013-14 for technology and communication enhancement projects.
 - \$0.2 million for the purchase of fire apparatus as outlined in the Fire Master Plan.
 - \$0.2 million to support the Fire Protection and Emergency Medical Services program.
 - \$0.1 million for the replacement/upgrades of fire apparatus and equipment for regional support.
 - \$0.1 million for the Forward Looking Infrared Thermal Imaging Devices.
- General Purpose Revenue Allocation—increase of \$0.1 million as a result of negotiated labor agreements and an increase in County retirement contributions.

Revenues

Net decrease of \$2.2 million.

- Intergovernmental Revenues—net decrease of \$5.6 million.
 - Increase of \$0.4 million based on grants awarded from the Indian Gaming Local Community Benefit Committee, and the Community Development Block Grant program for the purchase of fire apparatus.

Budget Changes and Operational Impact: 2014-15 to 2015-16

A net decrease of \$1.3 million due to the anticipated completion of one-time projects.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
San Diego County Fire Authority		13.00			19.00	19.00
Total		13.00			19.00	19.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
San Diego County Fire Authority	\$ 22,202,951	\$ 25,115,783	\$ 29,715,512	\$ 20,401,463	\$ 22,935,081	\$ 21,600,084
County Service Areas - Fire Protection/EMS	1,586,974	1,542,341	2,641,238	1,864,815	1,535,000	1,535,000
Total	\$ 23,789,926	\$ 26,658,124	\$ 32,356,750	\$ 22,266,278	\$ 24,470,081	\$ 23,135,084

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,656,731	\$ 1,596,940	\$ 1,978,054	\$ 1,910,744	\$ 2,443,774	\$ 2,358,889
Services & Supplies	17,340,699	23,271,096	26,696,039	17,755,723	20,310,923	19,240,311
Other Charges	1,310	—	—	—	—	—
Capital Assets Equipment	2,122,183	915,000	2,267,064	1,231,114	1,079,500	800,000
Expenditure Transfer & Reimbursements	—	—	—	(9,290)	(5,000)	(5,000)
Fund Balance Component Increases	1,883,000	250,000	250,000	250,000	100,000	200,000
Operating Transfers Out	786,002	625,088	1,165,593	1,127,986	540,884	540,884
Total	\$ 23,789,926	\$ 26,658,124	\$ 32,356,750	\$ 22,266,278	\$ 24,470,081	\$ 23,135,084

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 500,438	\$ 573,491	\$ 573,491	\$ 528,558	\$ 575,000	\$ 575,000
Taxes Other Than Current Secured	4,643	—	—	6,126	—	—
Revenue From Use of Money & Property	64,000	43,710	44,454	66,088	43,000	43,000
Intergovernmental Revenues	2,099,883	6,007,626	6,582,589	3,825,956	404,500	—
Charges For Current Services	499,333	505,140	705,140	925,752	1,227,000	1,252,000
Miscellaneous Revenues	313,853	100,000	2,286,344	640,999	153,729	160,659
Other Financing Sources	671,222	420,000	960,505	922,898	390,000	390,000
Use of Fund Balance	3,943,116	2,302,138	4,498,208	(1,356,117)	4,852,663	3,865,000
General Purpose Revenue Allocation	15,693,438	16,706,019	16,706,019	16,706,019	16,824,189	16,849,425
Total	\$ 23,789,926	\$ 26,658,124	\$ 32,356,750	\$ 22,266,278	\$ 24,470,081	\$ 23,135,084

County of San Diego

Health and Human Services Agency

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Health and Human Services Agency Summary

Agency Description

The Health and Human Services Agency (HHSA) provides critical services to 3.2 million residents through its many programs and strategic initiatives that help advance Live Well San Diego, an initiative to improve health, safety and well-being for all residents. These services include disease surveillance, education, and prevention efforts that encourage healthy living and promote safe communities to help the region thrive.

More than one in three residents (over 960,000) receive direct services from HHSA such as foster care, adoptions, adult protection, health insurance coverage, assistance with food, drug and alcohol prevention services, and mental health care. Without these services there would be no one to call to answer the over 45,000 child abuse hotline calls, over 42,000 adult abuse and service referrals, or respond to over 90,000 mental health crisis calls each year. There would be no one to ensure that over 7,000 vulnerable children are protected, and that over 762,000 children, adults, and seniors receive the federal and State benefits they need to meet basic needs.

HHSA provides these services with a budget of \$1.9 billion which is derived from federal, State, and local funding, and 5,974 HHSA employees, over 550 contracted providers, and hundreds of volunteers who work together to deliver services. HHSA also works with its 18 citizen advisory boards and commissions, and participates in over 160 community advisory groups, to ensure the right services are provided to the right people, at the right time for the best possible outcome.

HHSA Departments

- Regional Operations
- Aging and Independence Services
- Behavioral Health Services
- Child Welfare Services
- Public Health Services
- Administrative Support

Mission Statement

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



2013–14 Accomplishments

Advanced the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Healthy Families

- Building a better service delivery system that is innovative, impactful, and outcome driven. A few examples include the following:
 - Provided 1,089 public health nurse home visits to Community Care Transition Program (CCTP) participants to help them proactively manage their chronic medical conditions and avoid costly hospital readmissions.
 - Continued implementation of the multi-year Community Transformation Grant (CTG) to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs, including changing the San Diego Unified School District procurement practices to improve the nutrition of school meals for 132,000 students.
 - Expanded trauma-informed practices among Child Welfare Services staff by including trauma information to help foster parents, relatives, non-relative extended family members, and group homes to build trust with the children who are leaving the Polinsky Children's Center to be in their care.
 - Collaborated with the Probation Department to maximize prevention and early intervention resources for youth at-risk by consolidating 15 contracts into 5 contracts. The consolidation will simplify access to prevention and early intervention and diversion for children, as well as maximize local resources, thereby reducing the likelihood that at-risk youth will engage in criminal activity.



- Supporting positive choices that empower residents to take responsibility for their own health and well-being. A few examples include the following:
 - Continued implementation of the multi-year Supplemental Nutrition Assistance Program Education (SNAP-Ed) grant to promote nutrition education and obesity prevention services to 30,484 low-income families that are potentially eligible for the federally funded CalFresh food assistance program. This project is a continuation of the grant formerly known as the Community Nutrition Education program.
 - Implemented In-Home Outreach Team (IHOT) to link treatment-resistant individuals and their families with existing services within the adult/older adult behavioral health system. This outreach and engagement is essential in assisting this population to willingly receive these needed services.
- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors. A few examples include the following:
 - Identified various community projects including creating walkable neighborhoods and community gardens. These projects will be conducted by, and with, graduates from the Resident Leadership Academy (RLA) in support of the regional community health improvement plans. RLA graduates are community members who have received training on how to advocate for improvements to the health, safety and quality of life within their own neighborhoods.
 - Supported the Department of Human Resources employee wellness initiatives that promote healthy and safe behaviors in the workplace, including employee volunteers who serve as Wellness Champions on the Wellness Committee to promote activities such as the Stairwell Campaign, and the blood and bone marrow drive.

Required Discipline for Excellence: Customer Satisfaction

- Successfully transitioned over 65,000 Healthy Families children and over 46,000 Low Income Health Program (LIHP) participants to the newly expanded Medi-Cal program, maintaining uninterrupted health care coverage for these individuals. In addition, processed over 250,000 people into Medi-Cal and Covered California products as of July 2014. The expanded Medi-Cal program and Covered California are part of the federal

Patient Protection and Affordable Care Act (ACA) of 2010 enacted to increase the number of Americans with health insurance.

Required Discipline for Excellence: Accountability and Transparency

- To promote accountability and continuous improvement, completed phase two (Application) of the Public Health Accreditation Board's seven phases for national voluntary public health accreditation. The voluntary accreditation signifies that a health department is meeting national standards for ensuring essential public health services are provided in the community. The national voluntary public health accreditation was launched September 2011.
- Continued electronic information exchange activities including the Beacon Health Information Exchange with hospitals and Knowledge Integration Program procurement efforts to build a better service delivery system.

Required Discipline for Excellence: Regional Leadership

- Received the American Health Care Association/ National Center for Assisted Living 2013 Not-for-Profit Program of the Year award for a program at the Edgemoor Skilled Nursing Facility. The award was for their Sierra Stroll Program to help patients who suffer from dementia, mental illness and aggression.
- Partnered with Chula Vista Elementary School District to release the Body Mass Index (BMI) Surveillance kit for school districts. The BMI kit is a how-to guide for schools developed by the Chula Vista Elementary School District and the County to measure and reduce obesity among students. Obesity is one the four major contributing factors to chronic disease. In two years, the Chula Vista Elementary School Districts showed a 3.2 percent decrease in the number of students considered "obese or overweight" after revamping and enhancing its school wellness policies and practices.
- Implemented the Exceptional Families Adoption Campaign to recruit families to meet the needs of children in foster care, particularly those considered hard to place. There are many challenges that make it difficult to place some children in permanent adoptive homes. In some cases parental rights have been terminated and attempts to place children with extended family have been unsuccessful. The Exceptional Families Adoption Campaign complements the County's existing adoption and foster parent recruitment efforts.

- Conducted the 3rd Annual “Love Your Heart” campaign to help residents take charge of their own health by offering free blood pressure screenings to over 17,000 individuals on February 14, 2014 at a variety of sites including retail pharmacies, shopping centers and through healthcare providers. Heart disease is the second leading cause of death in San Diego County.
- Hosted the Veteran/Military/Family: Community Needs Forums to collect information about the needs of veterans, active military, reservists, National Guard, and Coast Guard members to help Behavioral Health Services develop the next phase of the Courage to Call program. Courage to Call is a 24-hour, 7 days/week, peer-to-peer support program run by veterans, for veterans and their families.
- Supported County departments and partners in their efforts to advance the *Live Well San Diego* initiative, resulting in the official recognition of over 45 new *Live Well San Diego* partners, including the City of San Diego, the Regional Chamber of Commerce, San Diego City College, and San Diego County Vons Markets.

2014–16 Objectives

Advance the County’s Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Safe Communities

- Promote the safety of vulnerable adults in long-term care residential facilities by restoring the staffing levels for the Long Term Care Ombudsman Program. The increase in staff will allow the program to address issues such as training needs, facility inspections, community education, and complaint resolution.

Strategic Initiative: Healthy Families

- Support positive choices for health by enrolling 100% of newly eligible Medi-Cal recipients as part of the ACA to increase the number of Americans with insurance and cut the overall costs of health care to families and individuals. Medi-Cal is California’s Medicaid program which provides needed health care services to eligible children, families and individuals.
- Support healthy and safe living by expanding the In-Home Outreach Team (IHOT) program services from three HHS service regions to the remaining three ser-

vice regions, providing countywide coverage. IHOT links treatment-resistant individuals and their families to existing behavioral health services and community resources. This outreach and engagement is essential in assisting this population to willingly receive these needed services.

- Build a better service delivery system for children and youth in foster care by connecting the children in child welfare to needed mental health services.

Required Discipline for Excellence: Customer Satisfaction

- Enhance services for children awaiting adoption, and the potential permanent families approved to adopt, by implementing strategies to streamline the Child Welfare Services Adoption Program.
- Stabilize psychiatric staffing at the San Diego County Psychiatric Hospital through procurement and implementation of a Medical Services Group. The Medical Services Group will augment psychiatric staff.
- Assist veterans and their dependents to thrive by facilitating their access to needed benefits by processing 2,520 compensation and pension claims.

Required Discipline for Excellence: Regional Leadership

- Continue efforts to impact the 3 behaviors (no physical activity, poor diet, and tobacco use) that result in 4 diseases (cancer, heart disease and stroke, type 2 diabetes, and lung disease) that contribute to over 50 percent of deaths in San Diego by creating new *Live Well San Diego* partnerships.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Increase understanding among HHS staff of how trauma affects individuals, families, groups, and communities by implementing a “trauma-informed” model that recognizes how trauma impacts the overall wellness of clients and staff.

Required Discipline for Excellence: Essential Infrastructure

- Address changes in program and customer needs by implementing approved recommendations from a multi-year facility plan which includes updating and modernizing facilities.



Related Links

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

For additional information about the *Live Well San Diego* initiative, go to www.livewellsd.org.

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

Overview

The Health and Human Services Agency's Fiscal Year 2014–15 budget includes appropriations of \$1.9 billion, a decrease of \$96.5 million.

Significant changes to the Operational Plan for Fiscal Year 2014–15 include an increase of 360.00 staff years to support the expansion of new and existing programs: the enactment of the ACA, the Child Welfare Services Adoptions program and the Long-Term Care Ombudsman program.

On September 24, 2013, the Board of Supervisors approved the addition of 351.00 staff years to implement the new responsibilities associated with the ACA. On January 1, 2014, Medicaid and health coverage expanded under ACA, which requires most United State citizens and legal residents to have health insurance. The expansion includes changes to eligibility standards, enrollment processes, and outreach for Medi-Cal, the California Medicaid program that provides health care services to low-income Californians who meet predefined eligibility requirements. While additional staffing costs were necessary to administer the expanded Medicaid program, there was a significant decrease in costs in HHSA's budget for provider services as enrollees in the County's Low Income Health Program (LIHP) became eligible for and transitioned to Medi-Cal.

On November 5, 2013, the Board of Supervisors approved the addition of 3.00 staff years to support the streamlining of the Child Welfare Services Adoption Program. Staff will implement strategies to promote quality assurance, effi-

ciency and customer service for children awaiting adoption and potential permanent families approved to adopt.

On March 11, 2014, the Board of Supervisors directed staff to identify funding to increase staff years in the Long-Term Care Ombudsman program to fully offset the 2009 cuts. HHSA is adding 6.00 staff years based on that action.

HHSA increased appropriation for the modernization of services delivery through information technology and consultant contracts that advance *Live Well San Diego*, as well as a one-time increase for remodeling of the Family Resource Centers. Additional appropriations for programs are included for Long Term Care (LTC) for increased capacity for residents with severe mental disease, for a State settlement agreement which seeks to accomplish a systemic change of mental health services for children and youth in foster care, for the countywide expansion of In-Home Outreach Team (IHOT), for the Medical Services Group (MSG) contract, and for General Relief assistance payments to align with projected caseload.

The County is required to administer State and federal programs. Moving forward, HHSA will return to the Board of Supervisors and adjust its budget as needed to align ongoing funding with core, essential services. HHSA continues to work with its citizen advisory boards, the County Office of Strategy and Intergovernmental Affairs, and other key stakeholders in these efforts.

Tobacco Settlement Funds

Tobacco settlement payments were first securitized in Fiscal Year 2001–02 to allow a stable funding stream for health and human services programs. This Special Revenue fund reflects \$27.5 million for Fiscal Year 2014–15. No change is proposed from the prior year.

\$10.7 million was transferred between Operating Transfers and Other Charges. The \$10.7 million reduction in Operating Transfers is the result of \$12.1 million savings related to the elimination of the Low Income Health Program, offset by a \$1.4 million increase to support the expansion of mental health services for children and youth in foster care. The \$10.7 million in Other Charges will be held for contingencies during the year.

**Budget Changes and Operational Impact:
2014–15 to 2015–16**

Net decrease of \$10.6 million due to a \$18.5 million decrease in Services and Supplies due primarily to the elimination of one-time projects from the prior year and a

\$1.1 million reduction in Fund Balance Component Increases due to the elimination of the one-time commitment of Grand Avenue clinic sale proceeds, offset by an increase of \$9.0 million in Salaries and Benefits due to negotiated labor agreements and an increase in County retirement contributions.



Health and Human Services Agency Summary

Group Staffing by Department						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Regional Operations		2,838.00			3,183.75	3,183.75
Aging and Independence Services		379.00			385.00	385.00
Behavioral Health Services		791.00			786.25	786.25
Child Welfare Services		752.00			757.00	757.00
Public Health Services		484.50			484.50	484.50
Administrative Support		369.00			377.00	377.00
Total		5,613.50			5,973.50	5,973.50

Group Expenditures by Department						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Regional Operations	\$ 429,657,920	\$ 730,255,328	\$ 750,166,855	\$ 700,078,861	\$ 615,226,914	\$ 621,344,133
Strategic Planning & Operational Support	303,107,096	—	91,996	119,241	—	—
Aging and Independence Services	297,293,572	329,246,054	330,281,848	318,650,244	333,551,249	334,212,243
Behavioral Health Services	390,794,611	423,558,464	426,683,022	385,747,166	425,433,577	425,622,559
Child Welfare Services	230,113,630	264,598,530	266,034,813	240,563,171	270,597,535	271,397,717
Public Health Services	93,910,219	105,705,151	111,468,714	99,395,749	106,403,685	106,548,950
Public Administrator / Public Guardian	4,256,287	—	60,000	13,184	—	—
Administrative Support	64,588,357	116,554,358	122,914,565	81,902,586	122,228,623	103,688,695
Tobacco Settlement Funds	24,327,520	27,500,000	27,500,000	24,328,584	27,500,000	27,500,000
Total	\$ 1,838,049,211	\$ 1,997,417,885	\$ 2,035,201,813	\$ 1,850,798,784	\$ 1,900,941,583	\$ 1,890,314,297

Regional Operations

Department Description

San Diego County is comprised of 3.2 million residents who live in 18 incorporated cities and 17 unincorporated communities which are urban, suburban and rural. These communities reflect great diversity in ethnicity, socio-economic status, and age. The county is also home to the largest naval fleet in the world, has more Indian reservations than any other county in the United States, and is ranked first among refugee admissions to California.

To address this diversity and the unique needs of each community, the Health and Human Services Agency (HHS) has divided the county into six geographic service regions. Each region provides direct services such as child protection, immunizations, public health nurse visits, and enrollment of more than 762,000 residents into health care, nutrition, and temporary financial assistance programs. These services are provided in all regions through six public health centers, ten family resource centers, two call centers, and staff that work in the field.

In addition to providing direct services, the regions collaborate with partners to address the uniqueness of their own communities, identify emerging needs, and develop shared goals to advance Live Well San Diego, a countywide initiative to improve health, safety and well-being for all residents.

In order to deliver these essential services, Regional Operations has 3,184 staff and a budget of \$615.2 million, which includes assistance aid payments for residents. For more information about the assistance aid payments, see Appendix D.



Mission Statement

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

2013–14 Accomplishments

Advanced the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Safe Communities

- Building a better service delivery system by providing protection, permanency and stability to children and youth who are at-risk of being, or have been, abused and neglected.

- 45% (2,106 of 4,646) of families participated in joint case planning and family meetings regarding their children quarterly. Families who are engaged in joint decision planning are more likely to follow through with plans and meet safety goals, which ultimately results in positive outcomes for the children.
- 55% (819 of 1,502) of foster youth were placed with a relative or non-related extended family member minimizing trauma to children by maintaining their connections to familiar environments.
- 85% (1,418 of 1,674) of children in foster care (8 days or more, but less than 12 months) had fewer than three placements. Fewer placements minimize the trauma that children experience and may help lessen negative impact to their school performance.
- Rolled out the Neighborhood for Kids model that focuses on embracing community support through increased collaboration among Child Welfare Services, schools, law enforcement, and service organizations. Children embraced by community often experience fewer changes in placements and improved outcomes through a reduction in secondary trauma from instability and multiple placements.
 - ◆ 74% (173 of 233) of children in East Region were placed in a familiar environment, such as protective custody with a relative or family friend, or were able to remain in their current school. Having children placed in a familiar environment provides consistency for the children and minimizes adverse impacts and disruption when they are removed from their parents' custody.
 - ◆ 43% (52 of 122) of children in East Region were placed with their parents within 12 months, avoiding potential termination of parental rights by the Court.

- ◆ Established baselines and gathered demographics during the Neighborhood for Kids pilot phase in North Inland Region. The information gathered was used to develop a multi-year goal to support stability and education growth of children coming into protective custody.
- ◆ Began the development and implementation of a strategic plan for the Neighborhood for Kids model in the South Region by partnering with the Chula Vista Community Collaborative and capitalizing on a well-established network of organizations and schools to provide integrated, multi-disciplinary services to children and families.
- ◆ Began the development and implementation of a strategic plan for the Neighborhood for Kids model in the Central Region by leveraging the results of a needs assessment that is currently underway in the Barrio Logan community through the Casey Programs Foundation to develop customized strategies tailored to the Central Region. The Central Region will identify best practices and replicate services in other Central Region locations based on these results.
- Through collaborative efforts with Military family services, Public Health Nursing in North Coastal Region provided 768 service contacts, which included home safety assessments, education, parenting and health education to military families supporting the safety and protection of children and military families in North Coastal Region. Camp Pendleton, which is located in North Coastal Region, is home to over 45,000 military families.

Strategic Initiative: Healthy Families

- Building a better service delivery system to maximize the health and well-being of at-risk children, families and vulnerable adults.
 - 51% (165 of 323) of mothers in the Maternal Child Health and Nurse Family Partnership (NFP) programs continued to breastfeed their infant at 6 months of age, promoting healthy outcomes for their infants. NFP is a national evidence-based program that provides prenatal and infant home visits to low-income, first-time mothers and their families to improve pregnancy outcomes, prevent child abuse and neglect, and improve school readiness.
 - 99% (12,702 of 12,769) of children and adolescents, 18 years of age or less, served at Public Health Centers and clinics, were immunized, protecting them from diseases including measles and whooping cough.
- As part of the Health Care Options orientations held at Family Resource Centers, enrolled 81% (17,434 of 21,492) of newly referred Medi-Cal recipients to a managed care plan of their choice, rather than being automatically assigned to a plan.
- Successfully transitioned over 65,000 Healthy Families children to Medi-Cal and over 46,000 Low Income Health Program (LIHP) participants to the newly expanded Medi-Cal program, maintaining uninterrupted health care coverage for 111,000 residents. In addition, processed over 250,000 people into Medi-Cal and Covered California products. The expanded Medi-Cal program and Covered California are part of the federal *Patient Protection and Affordable Care Act (ACA)* of 2010 enacted to increase the number of Americans with health insurance.
- Supported positive choices through implementation of the Nurse Family Partnership (NFP) program which originated in East Region and was rolled out to other regions.
 - ◆ 99% (67 of 68) of East Region NFP mothers initiated breast feeding and 22% (10 of 45) of the mothers decreased their smoking.
 - ◆ 100% (162) of North Central Region, 97% (28 of 29) of North Coastal and 98% (46 of 47) of North Inland NFP mothers initiated breast feeding.
 - ◆ 94% (74 of 79) of North Central Region, 75% (12 of 16) of North Coastal and 97% (34 of 35) of North Inland NFP participants' children received their required immunizations by 6 months of age.
- Promoted the health of East Region's children in protective custody by ensuring 91% (202 of 221) of children were current on annual medical exams and 90% (129 of 143) of children 3 years and older were current on annual dental exams.
- Supported positive choices in East Region by linking culturally appropriate service providers to refugee families to promote self-sufficiency by supporting community involvement and participation. Of the 13,410 refugees living in the county, approximately 76% reside in East Region.
- Supported community involvement and participation by developing leaders and making positive changes to the quality of life in neighborhoods by encouraging participation in the Resident Leadership Academy (RLA) and the Communities for Excellence projects, advancing *Live Well San Diego*.

- Identified various community improvement projects in East and North Central Regions focused on creating walkable neighborhoods, improving access to healthy food, community beautification, and safety concerns.
- Identified five community improvement projects in Central and South Regions to address healthy food access, reduction in alcohol outlets, and increase safety in communities. .
- Identified various community improvement projects in North Coastal and North Inland Regions for walkable neighborhoods, access to healthy foods, and the creation of school and community gardens. Also convened the North County RLA Facilitator's Advisory Group to provide support and assistance to community partners who are trained to facilitate RLAs in North County.
- Increased by 7% (from 1,126 to 1,210) the number of video interviews, and number of video interview sites, for public assistance clients in North County who are older adults or live in rural communities. The population in rural San Diego is over 100,000 including many Native American Reservations and rural communities. Transportation in these communities is limited, making it difficult for residents to apply for needed medical services and health/nutrition resources. The video interview clients served also include pregnant women, homeless individuals, and parenting teens.
- Established video interviewing in a Southeast community in Central Region to improve application process for public assistance programs, including CalFresh. Through collaboration with community partners, video interviewing improves customer service and enhances access to health coverage and food assistance. Customers can apply for services in familiar surroundings and complete their application interview using video conferencing at a partner organization and with support from the partner organization's staff.

Required Discipline for Excellence: Customer Satisfaction

- Advancing operational excellence in customer service through technology, timely processing and improved accuracy.
 - Launched the CalWIN Electronic Management System (CERMS) to improve document and record management resulting in more efficient processing and data management.
 - Implemented a new eligibility intake process for CalFresh, CalWORKs, and Medi-Cal benefits to improve accuracy and timely processing.
 - Processed 90% (11,080 of 11,303) of CalFresh applications timely every month. CalFresh is a State nutrition program to help eligible families and individuals buy food to improve their nutrition.
 - Processed 97% (3,254 of 3,573) of CalWORKs applications timely every month. CalWORKs is a State financial temporary assistance program that helps eligible families become more self-sufficient.
 - Increased by 46% (from 52 to 76) the number of Access Customer Service Call Center agents trained to perform eligibility determinations for more than two public assistance programs, which created a more knowledgeable, efficient workforce that can meet multiple customer service demands.
 - Increased by 74% (from 46 to 80) the number of customers using the web-based online appointment scheduling system in South Region to access Public Health services, leveraging technology to improve customer service and operational efficiencies.

2014–16 Objectives

Advance the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Safe Communities

- Building a better service delivery system by providing protection, permanency and stability to children and youth who are at-risk or have been, abused or neglected.
 - Improve positive outcomes for children by increasing to 50% (2,350 of 4,700) the number of families who participate in joint case planning. Families who are engaged in joint decision making are more likely to follow through with plans and meeting safety goals, resulting in positive results for children.
 - Support stability by placing 55% (825 of 1,500) of foster care children with a relative or close non-family member, minimizing trauma to children by maintaining their connections to familiar environments.
 - Support stability by increasing to 87% (1,479 of 1,700) the number of children who have been in foster care for less than 12 months who have fewer than 3 placements. Fewer placements minimize the trauma that children experience and may help lessen negative impact to their school performance.



Strategic Initiative: Healthy Families

- Building a better service delivery system to maximize the health and well-being of at-risk children and families and vulnerable adults.
 - Ensure 50% (150 of 300) mothers in the Maternal Child Health and NFP programs will continue to breastfeed their infant at 6 months of age, promoting healthier outcomes for their infants.
 - Immunize 99% (14,850 of 15,000) of children and adolescents, 18 years of age or less, served at Public Health Centers and clinics, protecting them from diseases such as measles and whooping cough.
 - Partner with community agencies and regions to conduct at least five informational events on immunization targeting at-risk populations.
- Support choices to become more healthy and self-sufficient by helping eligible families and individuals access health care, nutrition, and temporary financial assistance programs.
 - Enroll 100% of newly eligible Medi-Cal recipients as part of the ACA to increase the number of Americans with health insurance and cut the overall costs of health care to families and individuals. Medi-Cal is California's Medicaid program which provides needed health care services to eligible children, families and individuals.
 - Process 91% (11,933 of 13,114) of CalFresh applications timely every month. CalFresh is a State nutrition program to help eligible families and individuals buy food to improve their nutrition.
 - Process 95% (3,442 of 3,624) of CalWORKS applications timely every month. CalWORKS is a State financial temporary assistance program that helps eligible families become more self-sufficient.
- To reduce homelessness in San Diego County, Central Region which has an estimated 65% or 5,733 of the homeless population, will coordinate with Behavioral Health Services in countywide homeless services by actively participating with coordinating bodies and organizations addressing homelessness including the Regional Continuum of Care Council, the 25 Communities Effort, the Campaign to End Homelessness in Downtown San Diego Leadership Team, the Emergency Food and Shelter Program, and the Unaccompanied Youth Task Force.
- To address the high rate of domestic violence in South Region, in which children are frequently present during these domestic violence incidents, South Region will partner with the Chula Vista Police Department on the planning and implementation of the Smart Policing Initiative Grant. This collaborative approach between law enforcement and Child Welfare Services will provide support to at-risk children and families.
- Partner with the South Region communities on the implementation of the Chula Vista Promise Neighborhood Grant. As a region with a very large number of non-English speakers, South Region faces challenges in delivering culturally and linguistically appropriate services to its residents. Chula Vista Promise Neighborhood is poised to develop and implement customized solutions that address the culturally and linguistically unique needs of South Region. This is a multi-year grant with interagency coordination to improve long-term outcomes, and identify best practices that can be replicated throughout the County and the nation.
- Work with community partners in East Region to develop effective resources and supports that allow refugees to acculturate, gain independence, and enhance long-term self-sufficiency. East Region is home to the largest concentration of existing and incoming refugees in the county.
- In collaboration with community partners, North Central Region will develop resources that promote safe and healthy lifestyles for military personnel transitioning to civilian life. The Marine Corps Air Station Miramar is located in North Central Region and has over 15,000 service members.
- Provide at least 640 service contacts, which include home safety assessments, education, parenting and health education to military families in North Coastal Region, supporting the safety and protection of children and military families. Camp Pendleton, which is located in North Coastal Region, is home to over 45,000 military families.
- Increase by 5% (from 1,260 to 1,323) the number of video interviews for public assistance clients in North County who are older adults or live in rural communities. The population in rural San Diego numbers over 100,000 including many Native American Reservations and rural communities. Transportation in these communities is limited, making it difficult for residents to apply for needed medical services and health/nutrition resources.

Related Links

For detailed information about the health and characteristics of the people living in each HHS Region, go to www.sandiegocounty.gov/hhsa/programs/phs/community_health_statistics/.

For additional information on the programs offered by the Health and Human Services HHS, go to www.sandiegocounty.gov/hhsa/.

For information about the *Live Well San Diego* initiative, go to www.livewellsd.org.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Family participation in joint case planning and meetings quarterly	42% of 5,375	44% of 5,500	45% of 4,646	50% of 4,700	50% of 4,700
Children in foster care that are with a relative or non-related family member	46% of 3,079	49% of 2,900	55% of 1,502	55% of 1,500	55% of 1,500
Children in foster care for less than 12 months have fewer than 3 placements during that period	83% of 1,838	83% of 2,070	85% of 1,674	87% of 1,700	87% of 1,700
Mothers who continue to breastfeed their infant at 6 months of age	52% of 265	40% of 75	51% of 323 ¹	50% of 300	50% of 300
Children 0–18 years of age receive age-appropriate vaccines ²	99% of 3,206	98% of 3,115	99% ³ of 12,769	99% of 15,000	99% of 15,000
Timely processing of CalFresh applications per month	87% of 9,312	90% of 12,000	90% of 11,303	91% of 13,114	91% of 13,114
Timely processing of CalWORKs applications per month ⁴	N/A	N/A	97% of 3,573	95% of 3,624	95% of 3,624
Children enrolled in Medi-Cal and Healthy Families health care coverage ⁵	-16.5% ⁶ (decrease from 278,402 to 232,543)	N/A	N/A	N/A	N/A
Enrollment of newly eligible Medi-Cal recipients as part of the ACA ⁷	N/A	N/A	N/A	100% of 100,000	100% of 95,000

Table Notes

¹During Fiscal Year 2013–14, the measure was expanded to include Nurse Family Partnership participants, increasing the denominator.

²During Fiscal Year 2013–14, the two immunization measures for children aged 0–4 years and 11–18 years were combined into one immunization measure for children aged 0–18 years.

³During Fiscal Year 2013–14, an additional public health vaccine provider site, VIP, was included in the denominator to fully reflect the number of vaccines provided by Health and Human Services Agency. The denominators for Fiscal Year 2014–15 and 2015–16 reflect the recent addition.

⁴Beginning Fiscal Year 2014–15, the CalWORKs timely processing measure will be reported in the Op Plan to more accurately reflect the activities in the 10 Family Resource Centers and 2 call centers.

⁵Effective Fiscal Year 2013–14, this measure was no longer reported in the Operational Plan due to the transition of Healthy Families participants to another health care program.



⁶In Fiscal Year 2012–13, the target of 1% increase over prior fiscal years was not met. The decrease is in alignment with a strong decrease in enrollment Statewide.

⁷This is a new measure effective Fiscal Year 2014-15 to reflect program changes associated with implementation of the ACA.

Budget Changes and Operational Impact: 2013–14 to 2014–15: All Regions

Staffing

Net increase of 345.75 staff years

- Increase of 343.00 staff years to support the implementation of Health Care Reform as approved by the Board of Supervisors on September 24, 2013.
- Increase of 1.75 staff years due to a transfer from Behavioral Health Services to support operational needs.
- Increase of 1.00 staff year due to a transfer from Administrative Support to support operational needs.

Expenditures

Net decrease of \$115.0 million.

- Salaries and Benefits—increase of \$34.2 million as a result of negotiated labor agreements including one-time salary and benefit payments (\$4.1 million), an increase in County retirement contributions and the addition of 345.75 staff years.
- Services and Supplies—decrease of \$152.7 million.
 - Decrease of \$151.3 million in contracted services due to a decrease of \$143.7 million in contracted services associated with the end of the Low Income Health Program (LIHP) and a decrease of \$7.6 million in eligibility program contracts including \$5.5 million associated with the one-time cost for California Healthcare Eligibility Enrollment and Retention System (CalHEERS) in CalWIN.
 - Decrease of \$0.8 million in Services and Supplies associated with the transition of LIHP to ACA and healthcare reform.
 - Decrease of \$0.6 million in various services and supplies.
- Other Charges—increase of \$3.5 million in General Relief assistance payments to align with projected caseload.

Revenues

Net decrease of \$115.0 million.

- Fines, Forfeitures & Penalties—decrease of \$0.1 million in Emergency Medical Services (EMS) Penalty.
- Revenue From Use of Money & Property—decrease of \$0.7 million in Rents & Concessions.
- Intergovernmental Revenues—net decrease of \$96.2 million.
 - Decrease of \$77.0 million in federal revenue associated with the transition of LIHP to the expanded Medi-Cal program as part of the ACA.
 - Decrease of \$40.6 million Realignment revenue due to the requirement under Assembly Bill (AB) 85 *Redirection of 1991 State Health Realignment* (2013).
 - Decrease of \$0.1 million in Indian Gaming Grants associated with the end of the funding.
 - Increase of \$21.5 million primarily in Social Services administrative revenue due to the addition of staff to support Health Care Reform.
- Charges for Current Services—decrease of \$8.9 million.
 - Decrease of \$8.2 million in Third Party Reimbursement associated with the transition of LIHP to ACA and healthcare reform.
 - Decrease of \$0.7 million in Hospital Council Contract Social Services revenue which is no longer received.
- Other Financing Sources—decrease of \$12.1 million in Operating Transfer from Tobacco Securitization revenues associated with the transition of LIHP to the expanded Medi-Cal program as part of ACA.
- Use of Fund Balance—increase of \$3.1 million. A total of \$3.1 million is budgeted for one-time salary and benefit payments associated with negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16: All Regions

Net increase of \$6.1 million is the result of an increase of Salaries and Benefits associated with negotiated labor agreements and an increase in County retirement contributions.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Regional Self Suffic Elig		1,497.00			2,113.00	2,113.00
Regional Child Welfare Svcs		605.00			606.00	606.00
Central Region		153.00			47.00	47.00
East Region		93.50			42.25	42.25
North Central Region		106.00			27.00	27.00
North Coastal Region		58.00			31.00	31.00
North Inland Region		67.00			35.00	35.00
South Region		76.50			30.50	30.50
Eligibility Operations Administration		147.00			217.00	217.00
Health Care Policy Administration		35.00			35.00	35.00
Total		2,838.00			3,183.75	3,183.75

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Regional Self Suffic Elig	\$ 305,852,537	\$ 367,043,984	\$ 377,293,281	\$ 338,435,111	\$ 419,485,159	\$ 423,831,016
Regional Child Welfare Svcs	52,896,162	55,989,759	56,752,035	55,644,914	58,547,657	59,817,416
Central Region	20,962,771	19,739,038	20,287,181	19,198,199	10,500,386	10,572,725
East Region	12,639,171	10,085,225	10,334,035	10,261,929	7,500,662	7,562,012
North Central Region	9,417,605	9,618,300	9,863,847	9,404,505	4,167,231	4,203,778
North Coastal Region	8,032,364	7,340,031	7,464,244	6,960,777	5,612,453	5,675,924
North Inland Region	8,423,349	7,224,367	7,522,761	7,132,756	5,598,346	5,642,319
South Region	11,436,468	9,327,480	9,603,383	9,451,293	6,643,934	6,672,159
Eligibility Operations Administration	(2,505)	80,180,387	87,273,401	75,927,577	77,054,775	77,233,250
Health Care Policy Administration	—	163,706,757	163,772,687	167,661,800	20,116,311	20,133,534
Total	\$ 429,657,920	\$ 730,255,328	\$ 750,166,855	\$ 700,078,861	\$ 615,226,914	\$ 621,344,133





Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 188,498,117	\$ 223,048,506	\$ 235,721,177	\$ 232,627,372	\$ 257,212,209	\$ 263,329,755
Services & Supplies	31,843,521	262,385,675	269,624,531	258,910,804	109,693,558	109,693,231
Other Charges	209,201,485	244,821,147	244,821,147	208,334,526	248,321,147	248,321,147
Capital Assets Equipment	114,797	—	—	206,159	—	—
Total	\$ 429,657,920	\$ 730,255,328	\$ 750,166,855	\$ 700,078,861	\$ 615,226,914	\$ 621,344,133

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ 32,020	\$ 3,349,216	\$ 3,349,216	\$ 3,223,026	\$ 3,200,000	\$ 3,200,000
Revenue From Use of Money & Property	—	1,019,083	1,019,083	903,087	277,191	277,191
Intergovernmental Revenues	398,953,977	662,437,063	676,823,484	613,511,356	566,192,422	565,717,884
Charges For Current Services	1,060,771	10,899,612	10,899,612	17,838,962	2,003,588	2,003,588
Miscellaneous Revenues	1,680,649	699,183	699,183	2,499,825	658,451	658,451
Other Financing Sources	—	20,600,000	20,600,000	20,600,000	8,500,000	8,500,000
Fund Balance Component Decreases	—	—	—	—	—	7,954,998
Use of Fund Balance	8,075,938	—	5,525,106	10,251,434	3,144,091	—
General Purpose Revenue Allocation	19,854,566	31,251,171	31,251,171	31,251,171	31,251,171	33,032,021
Total	\$ 429,657,920	\$ 730,255,328	\$ 750,166,855	\$ 700,078,861	\$ 615,226,914	\$ 621,344,133

Aging and Independence Services

Department Description

Aging and Independence Services (AIS) provides critical services to community residents, answers over 59,000 calls for referrals and information, assists more than 42,000 older adults and people with disabilities and their family members through a variety of programs to help keep them safe in their homes, and serves over 1 million meals to low-income older adults. The programs under AIS range from protection to advocacy, health independence, home based services, enrichment and involvement, and care-givers services. The total population of the San Diego region grew from 2.8 million in 2000, to 3.2 million in 2013, an increase of nearly 14 percent in 13 years. During this time it is estimated that those aged 60 and over increased in number from approximately 400,000 to more than 545,000. AIS is the only single public or private organization in the county that combines so many services for older adults and disabled persons under one umbrella—and mostly at no charge to county residents who use the services.

In addition, AIS administers estates of individuals who die without a will or without an appropriate person to act as an administrator through the Public Administrator (PA) program; 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, and have no family or relatives available through the Public Guardian (PG) program; and helps individuals deemed by court order to be gravely disabled by mental illness through the Public Conservatorship (PC) program.

The County Veterans Service Office (CVSO) is also under AIS and assists military veterans, their dependents and survivors to obtain federal and State benefits that they are entitled to receive. It provides a variety of professional support services that include comprehensive benefits counseling, assistance with claims preparation and advocacy with various federal, State and local agencies. The services provided by the CVSO are critical as one-third of county residents are connected to the military in some fashion and San Diego boasts an estimated 244,000 veterans. The county has the second largest veteran population in California and the third largest in the nation.

In order to deliver these critical and essential services, AIS has 385 staff, numerous volunteers, and a budget of \$333.6 million.



Mission Statement

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

2013–14 Accomplishments

Advanced the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Safe Communities

- Building a better service delivery system by protecting vulnerable adults from neglect and abuse.
 - 95% (5,668 of 5,937) of face-to-face contacts made within 10 days of receiving an Adult Protective Services (APS) referral.
 - 96% (5,705 of 5,937) of APS cases were not re-referred within 6 months of case closing.
- Ensuring the safety of vulnerable older adults, dependent adults, and the community.
 - 97% (1,345 of 1,383) of conservatorship investigations for PG and PC began within 2 business days of assignment to an investigator as mandated by the Omnibus Conservatorship and Guardianship Reform Act.
 - 99% (113 of 114) of follow-up face-to-face visits with conservatees living in San Diego County were completed within 30 days of the date of the previous face-to-face visit.
 - 92% (20,081 of 21,846) of annual In-Home Supportive Services (IHSS) reassessments were recertified timely so that clients received the appropriate level of care to remain safely in their own home.

- Minimized the risk and loss of assets and resources belonging to conservatees and decedents.
 - 100% (637) of all bank inquiries began within 2 business days, to safeguard and protect the assets and resources of clients.
 - 100% (7) of Inventory and Appraisal reports of all estate cases in the PG Program were submitted to the Court within 90 days of receiving Letters of Conservatorship.
 - 100% (1,046) of Public Administrator (PA) investigations began within 2 business days of a referral being assigned for investigation.
 - 100% (12) Inventory and Appraisal reports of all formal probate cases in the PA Program were submitted to the Court within 120 days of receiving Letters of Administration. A formal probate case is an estate valued over \$150,000 and is under court supervision.

Strategic Initiative: Healthy Families

- Building a better service delivery system to improve quality and efficient care for vulnerable adults by ensuring 80% (1,486 of 1,860) of high-risk, fee-for-service Medicare patients received a home visit within three calendar days of discharge from a partner Acute Care Hospital or Skilled Nursing Facility as part of the Community Based Transition Program (CCTP).
- Connected 2,034 older adults with volunteer opportunities to promote active living and ensure older adults build social connections.
- Maintained 99% (545 of 550) participation in the Multi-purpose Senior Services Program (MSSP) case management program helping to avoid, delay or remedy inappropriate placement in nursing facilities, while fostering independent living in the community.
- Notified 99% (6,961 of 7,032) of customers assisted by CVSO within 14 calendar days of the result of their college tuition waiver application to allow veterans and their dependents to thrive by supporting their goal of higher education.
- Served 1,082,200 meals to the homebound and at senior dining centers to help low-income older adults gain access to nutrition.

Required Discipline for Excellence: Customer Satisfaction

- Expanded service locations for veteran services by using a County Library location to provide benefits counseling, assistance with claims and information and referrals to assist veterans and their dependents with access to benefits.

Required Discipline for Excellence: Regional Leadership

- Received Achievement Awards from the National Area Agencies on Aging (n4a) for the “More On the Menu” program, which provides a weekly delivery of fresh produce to homebound seniors, and the “Peer Education Development and Leadership” program, which engages peer educators to provide chronic disease self-management trainings in their own community.
- Received the Challenge Award from the California State Association of Counties (CSAC) for creation of the Technology and Aging Coalition to brainstorm and take action on ways to educate older adults about the benefits of technology.
- Operated the annual Cool Zones program, consisting of 155 sites, to help older adults and persons with disabilities escape from the heat during the summer.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Advanced operational excellence of a skilled workforce by maintaining 100% (17) of mandated California State PA/PG certification for applicable PA/PG staff in order to improve services to conservatees and families of decedents.

2014–16 Objectives

Advance the County’s Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Safe Communities

- Build a better service delivery system by safeguarding and protecting vulnerable adults from neglect and abuse, including financial, physical and emotional.
 - Conduct 96% (7,200 of 7,500) of face-to-face contacts within 10 days of receiving an APS referral.
 - Ensure 91% (6,825 of 7,500) of APS cases are not re-referred within six months of case closing.
 - Restore the staffing levels for the Long Term Care Ombudsman Program. The increase in staff will allow the program to address issues such as training needs, facility inspections, community education, and complaint resolution.
- Ensure the safety of vulnerable seniors, dependent adults and the community.
 - Ensure that 100% (1,230) of conservatorship investigations for PG and PC begin within 2 business days of assignment to an investigator as mandated by the Omnibus Conservatorship and Guardianship Reform Act.

- Complete 98% (123 of 125) of follow-up face-to-face visits with conservatees living in San Diego County within 30 days of previous date of face-to-face visit.
- Complete 98% (1,029 of 1,050) of assessment notes on conservatorship investigations within 10 business days of assignment of referral.
- Minimize the risk and loss of assets and resources belonging to conservatees and decedents.
 - Submit 100% (10) of Inventory and Appraisal reports of all estate cases in the PG Program to the Court within 90 days of receiving letters of conservatorship.
 - Ensure 100% (1,050) of PA investigations are begun within 2 business days of a referral being assigned for investigation.
 - Submit 100% (20) of Inventory and Appraisal reports of all formal probate cases in the PA Program to the Court within 120 days of receiving Letters of Administration. A formal probate case is an estate valued over \$150,000 and is under court supervision.

Strategic Initiative: Healthy Families

- Build a better service delivery system to improve quality and efficient care for vulnerable adults ensuring 90% (1,800 of 2,000) of high-risk, fee-for-service Medicare patients receive a home visit within three calendar days of discharge from a partner Acute Care Hospital or Skilled Nursing Facility as part of CCTP.
- Support positive choices that foster independence among seniors and educational opportunities for veterans and their families.
 - Connect 1,900 older adults with volunteer opportunities, including the Retired & Senior Volunteer Program (RSVP), promoting *Live Well San Diego* through active living.

- Provide 1,300 older adults with the Feeling Fit exercise program, promoting *Live Well San Diego* by increasing opportunities for physical activity.
- Maintain 98% (539 of 550) participation in the MSSP case management program helping to avoid, delay or remedy inappropriate placement in nursing facilities.

Required Discipline for Excellence: Customer Satisfaction

- Process 2,520 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
- Ensure 90% (14,850 of 16,500) of annual IHSS reassessments are recertified timely so that clients receive the appropriate level of care to remain safely in their own home.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Maintain 100% (19) of mandated California State PA/PG certification for applicable PA/PG staff in order to improve services to conservatees and families of decedents.

Related Links

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

For additional information on the programs offered by Aging & Independence Services, refer to the website at www.sandiegocounty.gov/hhsa/programs/ais/.

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



■ ■ ■ Aging and Independence Services

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Face-to-face APS investigations conducted within 10 days of referral	97% of 6,944	96% of 7,500	95% of 5,937	96% of 7,500	96% of 7,500
APS cases not re-referred within 6 months of closing	91% of 6,944	91% of 7,500	96% of 5,937	91% of 7,500	91% of 7,500
PG and PC Conservatorship investigations begin within 2 business days of referral being assigned	See Table Note 1	100% of 1,230	97% of 1,383	100% of 1,230	100% of 1,230
Face to face visits with conservatees completed within 30 days of previous visit	See Table Note 1	95% of 125	99% of 114	98% of 125	98% of 125
PC investigator completes assessment note on conservatorship investigations within 10 business days of referral being assigned ²	N/A	N/A	N/A	98% of 1,050	98% of 1,050
PG Estate cases submit I&A reports to Probate Court within 90 days of receipt of Letters of Conservatorship	See Table Note 1	100% of 10	100% of 7	100% of 10	100% of 10
PA investigations begin within 2 days of referral	See Table Note 1	95% of 1,050	100% of 1,046	100% of 1,050	100% of 1,050
PA formal probate cases submit I&A reports to Probate Court within 120 days of receiving Letters of Administration	See Table Note 1	100% of 20	100% of 12	100% of 20	100% of 20
High-risk CCTP Medicare fee-for-service beneficiaries will receive contact from staff within 72 hours of discharge notification from a partner Acute Care Hospital or Skilled Nursing Facility	N/A	90% of 3,457	80% of 1,860 ³	90% of 2,000	90% of 2,000
Number of older adults linked with RSVP and Intergenerational volunteer opportunities	2,195	2,318	2,034 ⁴	1,900	1,900
Number of older adults participating in Feeling Fit exercise program ²	N/A	N/A	N/A	1,300	1,300
Average monthly number of MSSP case management slots filled	97% of 550	96% of 550	99% of 550	98% of 550	98% of 550
Number of compensation and pension claims processed by the Veterans Services Office ²	N/A	N/A	N/A	2,520	2,520
Notification response rate within 14 days for customers applying for the college fee waiver ⁵	98% of 6,611	99% of 5,000	99% of 7,032	N/A	N/A
IHSS reassessments recertified timely	75% ⁶ of 21,841	96% of 16,500	92% of 21,846	90% of 16,500	90% of 16,500
Deputy PA/PGs certified by California State PA/PG Association	See Table Note 1	100% of 19	100% of 17	100% of 19	100% of 19
All bank inquiries begin within 2 business days ⁵	See Table Note 1	96% of 500	100% of 637	N/A	N/A

Table Notes

¹Prior to Fiscal Year 2013–14, the PA/PG measures were reported separately in the Operational Plan.

²Effective Fiscal Year 2014–15, this is a new measure to reflect strategic priorities.

³During the start up phase of the CCTP in Fiscal Year 2013–14, unexpected challenges impacted the estimated actual performance rate for this measure; including patient requests for a delayed home visit, hospital discharge dates not being communicated to AIS staff, and staff not being able to get in contact with the patient post-discharge.

⁴During Fiscal Year 2013–14 the focus areas for the RSVP grant were modified, consequently fewer sites qualified as RSVP host sites, thus decreasing the number of volunteers. Staff will add sites to increase the number of volunteer opportunities, as appropriate.

⁵Effective Fiscal Year 2014–15 this measure will no longer be reported in the Operational Plan, but will continue to be monitored internally by program.

⁶During Fiscal Year 2012–13, IHSS participated as a pilot county in a new State computer system, the Case Management Information and Payroll System (CMIPS) II. The system's reporting feature was problematic and the data produced has not been accurate, resulting in a negative impact to the results reported.

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

Staffing

- Increase of 6.00 staff years in the Long-Term Care Ombudsman program to fully offset the 2009 cuts as approved by the Board of Supervisors on March 11, 2014.

Expenditures

Net increase of \$4.3 million

- Salaries and Benefits—increase of \$3.6 million as a result of negotiated labor agreements including one-time salary and benefit payments (\$0.6 million), an increase in County retirement contributions and the addition of 6.00 staff years.
- Services and Supplies—net increase of \$0.4 million.
 - Increase of \$0.5 million in information technology primarily due to Customer Relationship Management (CRM) tool upgrades.
 - Increase of \$0.3 million primarily associated with Intergenerational and Veteran's outreach programs.
 - Decrease of \$0.3 million in contracted services primarily due to sequestration.
- Operating Transfers Out—increase of \$0.2 million due to an increase in services and supplies for IHSS Public Authority.

Revenues

Net increase of \$4.3 million

- Fines, Forfeitures & Penalties—increase of \$0.2 million to align with anticipated revenues.
- Intergovernmental Revenues—net increase of \$3.2 million
 - Increase of \$4.5 million in Realignment revenue.
 - Increase of \$0.3 million in Community Based Care Transitions Program revenue.
 - Increase of \$0.2 million in various Aging program revenue.
 - Decrease of \$0.9 million in IHSS Provider Payments and Administration revenue.
 - Decrease of \$0.7 million in revenue associated with sequestration.
 - Decrease of \$0.2 million in Indian Gaming revenue associated with the end of the grant.
- Use of Fund Balance—increase of \$0.3 million. A total of \$0.3 million is budgeted for one time Salaries and Benefit payments.
- General Purpose Revenue Allocation—increase of \$0.7 million primarily for increases associated with negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net increase of \$0.7 million as a result of an increase in Salaries and Benefits due to negotiated labor agreements.



■ ■ ■ Aging and Independence Services

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
In-Home Supportive Services		160.00			160.00	160.00
Veterans Services		8.00			8.00	8.00
Senior Health and Social Services		60.00			60.00	60.00
Protective Services		72.00			78.00	78.00
Administrative and Other Services		23.00			24.00	24.00
Public Administrator/ Guardian/Conservator		56.00			55.00	55.00
Total		379.00			385.00	385.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
In-Home Supportive Services	\$ 269,316,218	\$ 285,912,754	\$ 286,269,973	\$ 279,014,885	\$ 288,232,957	\$ 288,501,097
Veterans Services	946,873	982,923	994,789	1,055,600	1,094,562	1,111,389
Senior Health and Social Services	14,412,131	21,890,107	21,994,444	18,966,927	22,253,880	22,348,739
Protective Services	8,701,555	8,884,081	9,002,650	8,681,543	9,663,205	9,870,501
Administrative and Other Services	3,916,795	4,292,035	4,650,665	4,514,540	5,050,748	5,045,700
Public Administrator/ Guardian/Conservator	—	7,284,154	7,369,327	6,416,749	7,255,897	7,334,817
Total	\$ 297,293,572	\$ 329,246,054	\$ 330,281,848	\$ 318,650,244	\$ 333,551,249	\$ 334,212,243

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 26,849,868	\$ 34,977,670	\$ 35,581,400	\$ 35,990,972	\$ 38,593,477	\$ 39,254,471
Services & Supplies	257,722,191	280,816,951	281,249,015	269,957,856	281,266,051	281,266,051
Other Charges	42,561	255,000	255,000	312,619	255,000	255,000
Operating Transfers Out	12,678,952	13,196,433	13,196,433	12,388,797	13,436,721	13,436,721
Total	\$ 297,293,572	\$ 329,246,054	\$ 330,281,848	\$ 318,650,244	\$ 333,551,249	\$ 334,212,243

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Other Than Current Secured	\$ —	\$ —	\$ —	\$ 6,932	\$ —	\$ —
Licenses Permits & Franchises	—	46,000	46,000	51,290	46,000	46,000
Fines, Forfeitures & Penalties	314,132	185,660	185,660	309,065	366,509	366,509
Revenue From Use of Money & Property	—	40,000	40,000	43,000	40,000	40,000
Intergovernmental Revenues	287,214,649	315,427,706	315,519,511	304,102,295	318,671,389	317,192,418
Charges For Current Services	—	893,838	893,838	974,660	893,838	893,838
Miscellaneous Revenues	101,763	172,043	172,043	168,531	102,950	102,950
Other Financing Sources	88,980	100,000	100,000	99,975	100,000	100,000
Fund Balance Component Decreases	—	—	—	—	—	2,452,134
Use of Fund Balance	1,077,707	60,000	1,003,989	573,689	312,169	—
General Purpose Revenue Allocation	8,496,341	12,320,807	12,320,807	12,320,807	13,018,394	13,018,394
Total	\$ 297,293,572	\$ 329,246,054	\$ 330,281,848	\$ 318,650,244	\$ 333,551,249	\$ 334,212,243





Behavioral Health Services

Department Description

Behavioral Health Services (BHS) serves as the local Mental Health Plan for delivery of services to Medi-Cal recipients, and also serves the medically indigent who neither qualifies for public assistance nor have sufficient private resources for needed care. The latter population would be unserved were it not for Behavioral Health Services. BHS provides a continuum of mental health and alcohol and other drug services for all ages to over 68,000 individuals, promoting recovery and well-being through prevention, treatment, and intervention, as well as integrated services for clients experiencing co-occurring mental illness and alcohol and/or other drug issues. Major initiatives of BHS include integration with primary care, stigma reduction, and developing a trauma-informed system.

BHS provides treatment services under two primary systems of care: The Adult/Older Adult System of Care and the Children, Youth and Families System of Care. In addition, the Prevention and Planning Unit provides prevention services for all ages. For clients requiring hospitalization, Inpatient Health Services provides services at the San Diego County Psychiatric Hospital which provides inpatient psychiatric care for over 5,700 individuals, and at the Edgemoor Distinct Part Skilled Nursing Facility (DPSNF) which provides services for over 190 seriously injured and/or disabled individuals who meet program criteria.

In order to deliver these critical services, BHS has 787 staff, including medical professionals, and a budget of \$425.4 million that includes payments made to providers for care.



Mission Statement

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

2013–14 Accomplishments

Advanced the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Healthy Families

- Building a better service delivery system for children and adults with behavioral and physical health needs by providing timely integrated, specialized developmental and mental health services for 259 young chil-

dren (ages 0–5 years) with complex developmental, behavioral, and/or mental health issues through the KidSTART program. Studies indicate that 50 to 75% of children entering foster care exhibit developmental delays and behavioral health issues. KidSTART is a multidisciplinary program with County Child Welfare Services funded by the First 5 San Diego Commission.

- Building a better service delivery system through the integration of physical and behavioral health services with two modified service delivery system programs. Care coordination between physical and behavioral health services has enormous potential for enhancing the quality of care provided for clients as well as increasing efficiencies in the delivery of health care services overall.
 - The ICARE program, which ended June 30, 2014, provided comprehensive counseling and mental health services for children and adults through a holistic and collaborative continuum of care between primary care and mental health clinics.
 - ♦ Maintained baseline of 3% (6 of 200) of participants reporting inpatient hospitalization for physical health reasons. Maintaining or reducing the incidence of inpatient hospitalization is a measure of the effectiveness of the ICARE counseling and outpatient mental health services.
 - ♦ Maintained baseline of 20% (40 of 200) of participants reporting an emergency room visit. Emergency room visits are expensive and an indicator of poor health. Maintaining or reducing the number of visits indicates that the individual has received an adequate level of preventive care and is therefore leading a healthier life.
 - ♦ Maintained current levels of program satisfaction among participants at 98% (294 of 300).

- The SmartCare program added psychiatric consultation services to support primary care providers in serving children and adults with mental health challenges. SmartCare partnered with the Community Clinic Program and worked hand in hand with clinic doctors, nurses, and other primary health care specialists to provide behavioral health screening, evaluation, education, and short term counseling.
 - ◆ Expanded psychiatric consultation services to pediatric providers who serve children with Medical to ensure that behavioral health, as well as physical health needs are met.
 - ◆ Increased the use of the wellness blog in the online newspaper *Ramona Patch* that serves the rural community by posting 20 blogs. Residents of rural San Diego County are an underserved population, and this wellness blog is designed to reach out with information regarding available services.
 - ◆ Maintained 97% (250 of 257) client satisfaction with the integrated care model.
- Supporting positive choices among participants in alcohol and drug treatment programs.
 - Supported educational growth and overall well-being of adolescents who completed alcohol and drug treatment by ensuring 93% (572 of 614) either completed high school (or the equivalent) or were enrolled in an educational setting. Educational counseling is an integral component of alcohol and drug treatment programs.
 - Supported healthy and safe living by ensuring that 42% (5,834 of 13,891) of participants completed alcohol and drug treatment. Ensuring treatment progress for adolescents and adults helps to build healthy, productive, citizens and contributes to overall community safety and well-being.

Required Discipline for Excellence: Customer Satisfaction

- Advancing operational excellence in customer service through timely and improved access to services.
 - Ensured access to outpatient mental health assessments for at-risk children and youth by maintaining an average wait time of 3.5 days.
 - Ensured timely access to care and treatment in nonresidential alcohol and drug treatment programs for adolescents by admitting 99% (1,028 of 1,033) within 14 days.
 - Improved access to prevention, early intervention, and treatment services for older adults, an underserved population, by serving an additional 82% (from 4,447 to 8,102).

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Advancing operational excellence by demonstrating accountability and commitment to outstanding patient care.
 - Achieved full accreditation with the Joint Commission Standards Compliance for the San Diego County Psychiatric Hospital (SDCPH). It is essential that the SDCPH maintain its accreditation through the Joint Commission. Failure to maintain accreditation can result in the loss of deemed status from the Center for Medicare and Medicaid Services, endangers the licensure and signals to the community that the County of San Diego safety net hospital services do not meet nationally-recognized standards of quality of care.
 - Achieved a State rating of substantial compliance for Edgemoor DPSNF; rating level was “D,” the highest possible rating. The rating comes from an annual survey, in adherence to Title 22 statute, and looks at over 2,000 requirements. It indicates substantial compliance as defined by the California Department of Public Health Services Licensing and Certification Program, which means there are no widespread deficiencies and minimal physical, mental and/or psychological discomfort to the residents.
- Maintained a readmission rate at SDCPH of 8.72% for Fiscal Year 2013–14 that is lower than the readmission rate for fee-for-service hospitals of 26.56% for Fiscal Year 2012–13.

2014–16 Objectives

Strategic Initiative: Healthy Families

- Build a better service delivery system for children and adults with behavioral and physical health needs by maintaining timely integrated, specialized developmental and mental health services for 250 young children (ages 0–5 years) with complex developmental and/or behavioral health issues through the KidSTART program.
- Build a better service delivery system through the integration of physical and behavioral health services with SmartCare, a modified service delivery system program. Care coordination between physical and behavioral health services has enormous potential for enhancing the quality of care provided for clients as well as increasing efficiencies in the delivery of health care services overall.

- Expand psychiatric consultation services to pediatric providers who serve children with Medi-Cal to ensure that behavioral health as well as physical health needs are met.
- Increase the use of the wellness blog in the online newspaper *Ramona Patch* that serves the rural community.
- Maintain 97% (291 of 300) client satisfaction with the integrated care model.
- Support educational growth and overall well-being of adolescents who complete alcohol and drug treatment by ensuring 95% (879 of 925) either complete high school (or the equivalent) or are enrolled in an educational setting.
- Support healthy and safe living by ensuring that 42% (5,460 of 13,000) of participants complete alcohol and drug treatment.
- Support healthy and safe living by expanding In-Home Outreach Team (IHOT) program services from three HHSA service regions to the remaining three service regions, providing countywide coverage. IHOT links treatment-resistant individuals and their families to existing behavioral health services and community resources. This outreach and engagement is essential in assisting this population to willingly receive these needed services.
- Build a better service delivery system for children and youth in foster care by connecting them with needed mental health services by:
 - Developing and implementing a joint screening tool for children coming into the system with Child Welfare Services.
 - Implementing the cross-training model developed for Child Welfare Services and Behavioral Health Services staff for screening to connect children to assessment.
 - Implementing the plan for co-location of Child Welfare and Behavioral Health staff to ensure referral for assessment and treatment.
- Stabilize psychiatric staffing at the San Diego County Psychiatric Hospital through procurement and implementation of a Medical Services Group. The Medical Services Group is intended to augment the full-time psychiatric staff and psychiatric staff provided through locum tenens. These contracted psychiatric staff services will be integrated with the full range of behavioral or medical health services offered at the clinical facility, which provides both emergency psychiatric services and inpatient services.
 - Support healthy and safe living by ensuring that a

minimum of 1,000 members of the community receive training designed to help them recognize the warning signs of suicide and help them assist someone who may be considering suicide to seek help. Suicide is a leading cause of non-natural death for all ages in San Diego County, second only to motor vehicle crashes. In 2010, a total of 372 San Diegans died by suicide, for a rate of 11.5 suicides per 100,000 population.

Required Discipline for Excellence: Customer Satisfaction

- Advance operational excellence in customer service through timely and improved access to services.
 - Ensure access to outpatient mental health assessments for at-risk children and youth by maintaining an average wait time of three days.
 - Ensure timely access to care and treatment in nonresidential alcohol and drug treatment programs for adolescents by admitting 90% (1,296 of 1,440) within 14 days.
 - Improve access to prevention, early intervention, and treatment services for older adults, an underserved population, by serving an additional 5% (from 8,102 to 8,507).

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Advance operational excellence by demonstrating accountability and commitment to outstanding patient care by maintaining a readmission rate at SDCPH that is lower than the readmission rate for fee-for-service hospitals of 26.56% for Fiscal Year 2012–13.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Lead efforts to increase understanding among HHSA staff of how trauma affects individuals, families, groups, and communities by implementing a “trauma-informed” model that recognizes how trauma impacts the overall wellness of clients and staff.

Related Links

For information about mental illness, how to recognize symptoms, use local resources and access assistance, go to www.up2sd.org.

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

For additional information on the programs offered by the Health and Human Services Agency, refer to the website <http://www.sandiegocounty.gov/hhsa/>.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Children 0–5 years served in KidSTART ¹ program	250	250	259	250	250
Adolescents discharged from alcohol and drug treatment who complete high school (or the equivalent), or are enrolled in an educational setting	95% of 581	90% of 925	93% of 614	95% of 925	95% of 925
Participants in alcohol and drug treatment who complete treatment	42% of 13,148	35% of 13,000	42% of 13,891	42% of 13,000	42% of 13,000
Decrease in the number of adult clients who cancel or fail to show for outpatient mental health appointment ²	5% (from 18,137 to 17,230)	N/A	N/A	N/A	N/A
Wait time for children’s mental health outpatient treatment	4 days	5 days	3.5 days ³	3 days	3 days
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment	99% ⁴ of 1,172	85% of 1,440	99% of 1,003	90% of 1,440	90% of 1,440
Increase in number of older adults receiving mental health services, including senior-focused prevention, early intervention, and treatment services	-16% ⁵ (from 5,662 to 4,757)	5% (from 4,757 to 4,994)	82% ⁶ (from 4,447 to 8,102)	5% (from 8,102 to 8,507)	5% (from 8,102 to 8,507)
Readmission rate at SDCPH	N/A	Less than 26.56% ⁷	8.72%	Less than 26.56%	Less than 26.56%
Compliance rating of Edgemoor DPSNF ^{8, 9}	D	D	D	N/A	N/A

Table Notes

¹KidSTART is a multidisciplinary program with Child Welfare Services and funded by the First 5 Commission. The program provides screening, triage, assessment, referral and treatment.

²Effective Fiscal Year 2013–14, this measure is no longer reported due to challenges in identifying a reliable and accurate method of data collection at the various contractor sites.

³In Fiscal Year 2013–14, a wait time of 3.5 days was achieved due to having a sufficient number of providers to meet demand, and the implementation of a walk-in model by some clinic providers who had long wait lists. This target has been decreased to three days for Fiscal Year 2014-15.

⁴In Fiscal Year 2013-14, the target of 85% of adolescents admitted timely to non-residential alcohol and drug treatment was exceeded due to the ability of the Teen Recovery Centers to admit clients quickly and efficiently, resulting in no wait list during the Fiscal Year. This target has been increased to 90% for Fiscal Year 2014-15.

⁵In Fiscal Year 2012–13, the target of 5% increase in outpatient mental health services for older adults was not met. The decrease of 16% clients served is attributed to the successful linkages of clients to their primary care providers and the mental health anti-stigma campaign, It’s Up to Us!

⁶In Fiscal Year 2013-14, the target of 5% increase in outpatient mental health services for older adults was significantly exceeded, with an increase of 82%. During the Fiscal Year 2013-14, the measure was expanded to include all senior focused prevention, early intervention, and treatment services. This accounts for the dramatic increase in the number served; for subsequent fiscal years, the 5% increase target remains a realistic goal.

⁷The readmission rate of 26.56% for Fiscal Year 2012–13 is the San Diego County MediCal readmission rate as measured by Optum which tracks all MediCal patients in San Diego County. The rates are distributed monthly at hospital partner meetings.

⁸The rating of “D” is the highest possible rating. The rating comes from an annual survey, in adherence to Title 22 statute, and looks at over 2,000 requirements. It indicates substantial compliance as defined by the California Department of Public Health Services Licensing and Certification Program, which means there are no widespread deficiencies and minimal physical, mental and/or psychological discomfort to the residents.

⁹This measure will be discontinued beginning Fiscal Year 2014–15, since it has been continuously achieved over time.

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

Staffing

Net decrease of 4.75 staff years.

- Decrease of 2.00 staff years due to a transfer to Administrative Support to support operational needs.
- Decrease of 1.75 staff years due to a transfer to Regional Operations to support Assembly Bill (AB) 12, the *California Fostering Connections to Success Act* (2010).
- Decrease of 1.00 staff years due to a transfer to Child Welfare Services to support operational needs associated with AB 12.

Expenditures

Net increase of \$1.9 million.

- Salaries and Benefits—net increase of \$2.2 million as a result of negotiated labor agreements including one-time salary and benefit payments (\$1.2 million) and an increase in County retirement contributions offset by the reduction of the costs associated with the decrease of 4.75 staff years.
- Services and Supplies—net decrease of \$0.4 million.
 - Net decrease of \$3.8 million in contracted services.
 - ◆ Decrease of \$5.9 million in Mental Health Services Act (MHSA) contracted services to align with program trends.
 - ◆ Decrease of \$1.8 million in Evidence-Based Probation Supervision Program contracts associated with the end of the funding.
 - ◆ Decrease of \$1.4 million in Parolee Services Network (PSN) program contracts associated with the end of the funding.
 - ◆ Decrease of \$0.2 million in Alcohol & Drug Services (ADS) contracts.

- ◆ Increase of \$1.4 million for Long Term Care (LTC) for Special Needs Institute for Mental Disease additional bed capacity for residents with severe mental disease.
- ◆ Increase of \$1.4 million for the Countywide expansion of In-Home Outreach Team (IHOT).
- ◆ Increase of \$2.7 million to address a State settlement agreement which seeks to accomplish a systemic change of mental health services for children and youth in foster care.
- Decrease of \$1.2 million in various services and supplies including Medicines, Drugs, & Pharmaceuticals and Rent and Leases.
- Increase of \$3.7 million for temporary contract help primarily for the Medical Services Group (MSG) contract in Inpatient Health Services San Diego Psychiatric Hospital. The contractor will provide psychiatric services after hours and all day on weekends.
- Increase of \$1.0 million for information technology costs primarily for the PYXIS Medcards system.

Revenues

Net increase of \$1.9 million

- Intergovernmental Revenues—decrease of \$1.7 million.
 - Decrease of \$6.2 million in Mental Health Services Act (MHSA) revenue primarily to align with program trends.
 - Decrease of \$1.9 million in Evidence-Based Probation Supervision Program revenue associated with the end of the funding.
 - Decrease of \$1.4 million in PSN program associated with the end of the funding.
 - Decrease in \$0.7 million in ADS funding to align with anticipated State and federal allocations.
 - Increase of \$5.7 million in Realignment revenue.



- Increase of \$2.9 million in Short Doyle Medical revenue to align with program trends including an increase of \$1.3 million for costs associated with the State settlement agreement described above and \$1.2 million in Inpatient Health Services to fund the temporary contract help increase.
- Charges for Current Services—increase of \$0.9 million.
 - Increase of \$0.6 million in Institutional Hospital services at Edgemoor.
 - Increase of \$0.3 million for Superior Court forensic evaluations.
- Other Financing Sources—increase of \$1.4 million of Securitized Tobacco revenue for costs associated with the State settlement agreement described above.

- Use of Fund Balance—increase of \$1.2 million. A total of \$1.5 million is budgeted for one-time salary and benefit payments associated with negotiated labor agreements and one-time projects related to information technology upgrades.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net increase of \$0.2 million as a result of an increase of \$0.9 million in Salaries and Benefits due to negotiated labor agreements, offset by a decrease of \$0.7 million in Services and Supplies due to the elimination of one-time projects from the prior year.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Alcohol and Other Drug Services		19.00			18.00	18.00
Mental Health Services		222.25			215.50	215.50
Inpatient Health Services		475.75			476.75	476.75
Behavioral Health Svcs Administration		74.00			76.00	76.00
Total		791.00			786.25	786.25

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Alcohol and Other Drug Services	\$ 52,608,617	\$ 62,356,996	\$ 62,942,861	\$ 52,191,611	\$ 58,330,000	\$ 58,343,161
Children's Mental Health Services	3,068	—	—	—	—	—
Mental Health Services	268,639,375	285,117,462	286,190,785	260,447,678	285,857,310	286,038,823
Inpatient Health Services	60,631,774	65,617,750	66,897,000	62,796,858	70,095,913	70,109,861
Behavioral Health Svcs Administration	8,911,777	10,466,256	10,652,376	10,311,019	11,150,354	11,130,714
Total	\$ 390,794,611	\$ 423,558,464	\$ 426,683,022	\$ 385,747,166	\$ 425,433,577	\$ 425,622,559

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 76,232,182	\$ 81,399,796	\$ 82,783,522	\$ 76,905,562	\$ 83,590,794	\$ 84,455,511
Services & Supplies	318,663,902	346,857,092	348,597,924	314,959,104	346,476,207	345,800,472
Other Charges	4,207,645	4,175,000	4,175,000	4,929,147	4,195,000	4,195,000
Capital Assets Equipment	43,698	170,000	170,000	—	215,000	215,000
Expenditure Transfer & Reimbursements	(8,352,817)	(9,043,424)	(9,043,424)	(11,046,648)	(9,043,424)	(9,043,424)
Total	\$ 390,794,611	\$ 423,558,464	\$ 426,683,022	\$ 385,747,166	\$ 425,433,577	\$ 425,622,559

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 345,989,108	\$ 375,988,641	\$ 376,182,641	\$ 327,330,332	\$ 374,335,713	\$ 374,456,516
Charges For Current Services	32,103,147	35,880,681	35,880,681	34,975,935	36,824,768	36,824,768
Miscellaneous Revenues	1,545,243	891,000	891,000	1,861,900	891,000	891,000
Other Financing Sources	3,000,000	3,000,000	3,000,000	3,000,000	4,400,000	4,400,000
Fund Balance Component Decreases	—	—	—	—	—	1,552,133
Use of Fund Balance	658,971	300,000	3,230,558	11,080,858	1,483,954	—
General Purpose Revenue Allocation	7,498,142	7,498,142	7,498,142	7,498,142	7,498,142	7,498,142
Total	\$ 390,794,611	\$ 423,558,464	\$ 426,683,022	\$ 385,747,166	\$ 425,433,577	\$ 425,622,559

Child Welfare Services

Department Description

Child Welfare Services (CWS) protects over 7,000 vulnerable children from abuse and neglect across the County with regional staff, manages the CWS 24-hours/7 days a week hotline, oversees adoptions and residential care programs, licenses foster homes, and provides policy direction and information to field staff. Services include responding to approximately 45,000 calls a year, identifying opportunities and best practices for child welfare services, and continuously developing staff so that practices are culturally competent, family-centered, child-focused, and trauma informed. CWS also administers the Polinsky Children’s Center (PCC), a 24-hour temporary emergency shelter for children, San Pasqual Academy, a first-in-the-nation residential education campus for adolescent foster youth, and the extended foster care youth program for youth ages 18 to 21 years to promote a successful transition into adulthood.

To ensure these critical services are provided, CWS has 757 staff and a budget of \$270.6 million that includes assistance payments. Regional Operations includes an additional 606 child welfare staff and a budget of \$58.5 million for regional child welfare services. For more information about assistance payments, see Appendix D.



Mission Statement

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

2013–14 Accomplishments

Advanced the County’s Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Safe Communities

- Building a better service delivery system to protect vulnerable children and youth by improving child welfare practices.
 - Improved community engagement and service integration by co-locating 63 CWS staff with staff from community-based organizations and other public agencies, such as the Family Justice Center and school-based family service centers, in order to make it easier for children and parents to access services in their neighborhoods and in familiar environments.

- Improved child well-being outcomes, such as timely reunification and stable out-of-home placements, through the implementation of a practice framework that includes continuous quality improvement, trauma-informed practice, and improved staff development and training.
 - ◆ 99% (642 of 651) of foster parents, relatives, non-relative extended family members and group homes received the child’s personalized “Me at PCC” information summary and trauma-informed brochures in order to ensure placement success. The “Me at PCC” provides information from the child’s perspective about what is important to them, such as favorite foods, whether they have siblings, and their birthday. The trauma-informed brochure is included to help the caregiver understand how the child/youth might express their trauma, and how to begin to build trust with the child/youth.
 - ◆ 94% (31 of 33) of the Child Abuse Hotline Screeners were trained in managing “Secondary Trauma” associated with the critical intervention of responding to, and processing the public reporting of child abuse. Secondary trauma is the stress resulting from helping a traumatized individual. To manage secondary trauma, Social Workers learn concepts of self-care so as to continue providing quality services to vulnerable children.

Strategic Initiative: Healthy Families

- Building a better service delivery system for vulnerable children and youth by strengthening families and supporting transitions to adulthood.
 - Placed an average of 73% (170 of 234) of youth enrolled in intensive home-based services (i.e. Wraparound) in a home-like setting to improve their

connections to home and community and to reduce the use of costly group home placements each month.

- Promoted housing stability by maintaining safe and secure placements for 97% (361 of 371) of the young adults in Extended Foster Care each month to promote self-sufficiency and prevent homelessness.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Building a trauma-informed Child Welfare system by developing and implementing an action plan to address the negative impact of trauma on children's development, which can include behavioral and physical problems in adulthood.
- Partnered with Behavioral Health Services to implement Pathways to Well Being which includes systematically addressing the mental health needs of children in child welfare through a trauma informed lens. As of June 20, 2014, 753 children and youth have received enhanced behavioral health services.

2014–16 Objectives

Advance the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Healthy Families

- Building a better service delivery system for vulnerable children and youth by strengthening families and supporting transitions to adulthood.
- Place 78% (181 of 232) youth enrolled in intensive home-based services (i.e. Wraparound) in a home-like setting each month to improve their connection to home and community and to reduce the use of costly group home placements.
- Promote housing stability by maintaining safe and secure placements for 96% (348 of 363) of young adults that are in Extended Foster Care each month in order to promote self-sufficiency and prevent homelessness. The remaining 4% would be either in Guardianship placements or are pending Change of Placement approval with their Supervised Independent Living Plan.
- 50% (230 of 460) of youth, ages 13 to 18, at PCC will participate in a diversion program that teaches youth to identify and manage behavior to decrease the risk of crossing over to the juvenile justice system.
- Offer 83% (91 of 110) of youth enrolled in the San Pasqual Academy work readiness program internships and part-time employment to obtain

work skills and experience that will help with their transition to adulthood.

- Conduct trainings regarding the Quality Parenting Initiative for 80% (667 of 834) of Child Welfare Services social workers. Quality parenting seeks to improve the partnership between staff and foster parents. Social Workers will learn about the collaboration underway to enhance foster care by strengthening relationships with foster parents and community partners which will help minimize the impact of trauma on children, help children develop strong attachments, and facilitate information sharing which supports quality caregivers.
- Increase the number of completed home studies by 15% (300 to 345). Home Studies are a major milestone in the adoptions process for prospective adoptive families.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Building a better service delivery system to protect vulnerable children and youth by improving child welfare practices.
- Train 100% (33) Child Abuse Hotline Screeners on the framework of "Safely Organized Practice" to increase competency in Child Welfare practice which supports safety, well-being, and permanency of families served by Child Welfare Services.
- Continue to improve community engagement and service integration by identifying new opportunities for co-location of CWS staff.
- Continue to build a trauma-informed Child Welfare system through the implementation of the Pathways to Well-Being practice model where children and youth of the Child Welfare system will be screened and assessed to determine the impact of trauma on development and well-being.
- Improve child well-being through the implementation of a practice framework that includes continuous quality improvement (CQI), trauma-informed practice, and improved staff development/training.

Related Links

For information about San Diego County Adoptions, go to www.iadoptu.org and for San Pasqual Academy, go to www.sanpasqualacademy.org.

For additional information on the programs offered by the Health and Human Services Agency (HHS), refer to the website www.sandiegocounty.gov/hhsa/.



Performance Measures ¹	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Youth in intensive, wraparound program in a family-like setting	76% of 270	70% of 250	73% of 234	78% of 232	78% of 232
Youth participation in juvenile diversion program ²	N/A	N/A	N/A	50% of 460	50% of 460
Youth enrolled in work readiness program ²	N/A	N/A	N/A	83% of 110	83% of 110
Stable housing for youth in Extended Foster Care ³	N/A	96% of 270	97% of 371	96% of 363	96% of 363
Polinsky Children’s Center assessment center entries placed in family, relative or other foster care settings in less than 24 hours ⁴	74% of 179	N/A	N/A	N/A	N/A
Children who were adopted from the child welfare system were adopted within 24 months ⁵	19% of 373	N/A	N/A	N/A	N/A
Foster children in 12th grade who achieve high school completion (diploma, certificate, or equivalent) ⁶	83% of 152	N/A	N/A	N/A	N/A

Table Notes

¹For more Child Welfare Services performance measures, see the HHSA Regional Operations section.

²This is a new measure effective Fiscal Year 2014–15 that is reported in the Operational Plan to reflect the activities that support foster youth transition into adulthood.

³Effective Fiscal Year 2013–14, this measure replaces the measure for “foster care graduation” which will continue to be monitored internally.

⁴Effective Fiscal Year 2013–14 this measure was discontinued. While the practice of placing children with relatives as soon as possible continues, the efforts of regional staff have greatly reduced the number of children placed at the Polinsky Children’s Center.

⁵Effective Fiscal Year 2013–14 this measure is no longer reported in the Operational Plan, but is monitored internally.

⁶Effective Fiscal Year 2013–14 this measure is no longer reported in the Operational Plan, but is monitored internally. Foster care graduation rates in the State and nation range from 50% to 80%.

**Budget Changes and Operational Impact:
2013–14 to 2014–15**

Staffing

Increase of 5.00 staff years.

- Increase of 3.00 staff years to support streamlining of the Child Welfare Services Adoptions Program as approved by the Board of Supervisors on November 5, 2013.

- Increase of 1.00 staff year due to a transfer from Behavioral Health Services to support operational needs associated with Assembly Bill (AB) 12, the *California Fostering Connections to Success Act* (2010).
- Increase of 1.00 staff year due to a transfer from Administrative Support for the Intergenerational Program.



Expenditures

Net increase of \$6.0 million.

- Salaries and Benefits—increase of \$4.8 million as a result of negotiated labor agreements including one-time salary and benefit payments (\$1.1 million), an increase in County retirement contributions and the addition of 5.00 staff years.
- Services and Supplies—increase of \$1.2 million.
 - Increase of \$0.6 million in various services and supplies primarily related to increases in rents and leases, internal service funds charges, and information technology costs.
 - Increase of \$0.3 million in court ordered travel costs associated with the Foster Care Program.
 - Increase of \$0.2 million for the PCC Health Services to provide medical screenings for all children who enter PCC.
 - Increase of \$0.1 million for the Mobility Project to improve staff productivity and efficiency.

Revenues

Increase of \$6.0 million.

- Intergovernmental Revenues—increase of \$4.9 million primarily in federal Social Services Administrative revenue and Realignment revenue.
- Use of Fund Balance—increase of \$1.1 million. A total of \$1.3 million is budgeted for one-time salary and benefit payments associated with negotiated labor agreements and the Cultural Broker contract to enhance child safety and family stability outcomes for children.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net increase of \$0.8 million is primarily a result of an increase of \$1.0 million in Salaries and Benefits due to negotiated labor agreements.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Child Welfare Services		520.00			516.00	516.00
Foster Care		95.00			99.00	99.00
Adoptions		137.00			142.00	142.00
Total		752.00			757.00	757.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Child Welfare Services	\$ 71,331,077	\$ 85,640,545	\$ 86,707,166	\$ 84,137,466	\$ 90,101,951	\$ 90,504,621
Foster Care	144,972,642	164,281,674	164,461,722	142,473,084	165,043,082	165,211,294
Adoptions	13,809,911	14,676,311	14,865,925	13,952,621	15,452,502	15,681,802
Total	\$ 230,113,630	\$ 264,598,530	\$ 266,034,813	\$ 240,563,171	\$ 270,597,535	\$ 271,397,717

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 58,669,395	\$ 64,867,526	\$ 65,880,280	\$ 63,343,185	\$ 69,701,255	\$ 70,701,437
Services & Supplies	31,532,949	42,533,133	42,906,126	41,311,089	43,698,409	43,498,409
Other Charges	139,911,286	157,197,871	157,248,407	135,908,897	157,197,871	157,197,871
Total	\$ 230,113,630	\$ 264,598,530	\$ 266,034,813	\$ 240,563,171	\$ 270,597,535	\$ 271,397,717



Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Licenses Permits & Franchises	\$ 626,572	\$ 654,000	\$ 654,000	\$ 663,026	\$ 654,000	\$ 654,000
Revenue From Use of Money & Property	542,936	681,211	681,211	540,639	681,211	681,211
Intergovernmental Revenues	233,740,670	248,558,214	249,591,453	246,469,329	253,482,907	256,482,907
Charges For Current Services	4,522,565	4,917,233	4,917,233	3,896,912	4,917,233	1,917,233
Miscellaneous Revenues	290,160	91,450	91,450	187,876	91,450	91,450
Fund Balance Component Decreases	—	—	—	—	—	2,074,494
Use of Fund Balance	(19,064,136)	200,000	603,044	(20,691,033)	1,274,312	—
General Purpose Revenue Allocation	9,454,863	9,496,422	9,496,422	9,496,422	9,496,422	9,496,422
Total	\$ 230,113,630	\$ 264,598,530	\$ 266,034,813	\$ 240,563,171	\$ 270,597,535	\$ 271,397,717

Public Health Services

Department Description

Public Health Services (PHS) provides services to 3.2 million residents in the County. PHS protects against public health threats such as foodborne outbreaks, environmental hazards, and disasters; prevents injuries, disease, disabilities and epidemics; and promotes wellness, healthy behaviors and access to quality care. PHS seeks to identify and address root causes of priority health issues to achieve health equity among all San Diego County residents. Providing public health protection for residents and visitors is a multidisciplinary and collaborative effort, involving other County business groups, as well as the private health care provider network, schools, businesses, communities and individuals.

To ensure these critical services are provided, PHS has 485 staff and a budget of \$106.4 million.



Mission Statement

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

2013–14 Accomplishments

Advanced the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people at the right time, for the best possible outcome.

Strategic Initiative: Safe Communities

- Building a better service delivery system through implementation of programs to protect the health of the public.
 - Reduced the spread of disease by investigating 100% (58) of reported selected communicable disease cases within 24 hours. Examples of reportable communicable diseases include influenza, pertussis (also known as whooping cough), and tuberculosis.
 - Prevented transmission of tuberculosis (TB) by ensuring 97% (196 of 203) of cases were reported within one working day from start of treatment.
 - Increased access to healthcare by connecting 97% (791 of 814) of new case management clients with HIV (Human Immunodeficiency Virus) to an HIV primary care provider within 90 days.
 - Ensured preparedness for response during a disaster or public health threat by activating the public health emergency response system six times.

- ◆ Marine Corps Air Station Miramar Mass Casualty Incident Drill, September 1, 2013
- ◆ ChemPack Exercise, October 1, 2013
- ◆ Graded San Onofre Nuclear Generating Station Exercise, October 23, 2013
- ◆ Mass Vaccination Points of Dispensing Drill, November 13, 2013
- ◆ Statewide Medical and Health Full Scale Exercise, November 21, 2013
- ◆ Hospital Mass Casualty Incident Evacuation Exercise, April 9, 2014

- Provided guidance and direction on the development of goals and objectives for regional *Live Well San Diego* Community Health Improvement Plan (CHIP), including identifying performance measures to track progress toward those goals and objectives over time. Each CHIP reflects the region's unique needs and incorporates input from local communities. See Related Links section to access document online.

Strategic Initiative: Healthy Families

- Building a better service delivery system for vulnerable children.
 - Ensured preventive health examinations were performed to identify and correct health issues for 87% (2,254 of 2,589) of children in out-of-home placement.
 - Expedited California Children Services (CCS) referrals and improved accuracy by receiving 63% (26,680 of 42,584) of referrals electronically. CCS is a state funded program for children with certain diseases or health problems. Through this program, children up to 21 years old can get the health care and services they need.



- Promoted positive nutrition choices throughout the county.
 - Worked with the San Diego Unified School District to change procurement practices that will lead to improved school meals for 132,000 students that incorporate more fresh fruits and vegetables and decrease sodium content as part of the Community Transformation Grant (CTG) activities.
 - Implemented the first year of the Supplemental Nutrition Assistance Program Education (SNAP-Ed) activities, to provide nutrition education and obesity prevention services to 30,484 low-income families who are potentially eligible for the federally funded CalFresh food assistance program.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Advanced operational excellence through continuous improvement.
 - Completed six quality improvement projects related to TB infection clinics, healthy equity, communication with limited and non-English speaking population, emergency medical technician (EMT) pilot, HIV services, and foster care coordination. See Related Links section to access project information published in the Public Health Services Annual Report.
 - To promote accountability and continuous improvement, completed phase two (Application) of the Public Health Accreditation Board's seven phases for national voluntary public health accreditation. The voluntary accreditation signifies that a health department is meeting national standards for ensuring essential public health services are provided in the community. The national voluntary public health accreditation was launched September 2011. See Related Links section for more information about public health accreditation.
 - Provided data analysis for the *Live Well San Diego* indicators to monitor progress throughout the Region and align to public health accreditation efforts.

2014–16 Objectives

Advance the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Safe Communities

- Build a better service delivery system through programs to protect the health of the public.

- Reduce the spread of disease by investigating 100% (130) of reported selected communicable disease cases within 24 hours.
- Prevent transmission of TB by ensuring 100% (260) of cases are reported within one working day from start of treatment.
- Increase access to healthcare by connecting 100% (700) of new case management clients with an HIV primary care provider within 90 days.
- Ensure preparedness for response during a disaster or public health threat by activating the public health emergency response system a minimum of five times.
- Continue to support Health and Human Services Agency (HHS) service regions in the implementation and monitoring of *Live Well San Diego* Community Health Improvement Plans.

Strategic Initiative: Healthy Families

- Build a better service delivery system for vulnerable children and adults.
 - Ensure preventive health examinations are performed to identify and correct health issues for 90% (2,700 of 3,000) of children in out-of-home placement.
 - Expedite CCS referrals and improve accuracy by receiving 65% (29,250 of 45,000) of referrals electronically.
 - Work with the Border Health Consortium to assess border health data, identify regional health priority areas, and develop a plan to address them via a Binational Border Health Improvement Strategic Plan.
- Promote positive nutrition choices throughout the county by implementing the second year of the Supplemental Nutrition Assistance Program Education (SNAP-Ed) activities, to provide nutrition education and obesity prevention services to low-income families who are potentially eligible for the federally funded CalFresh food assistance program.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Advance operational excellence through continuous improvement.
 - Conduct a minimum of six quality improvement projects.
 - Submit 100% of required documentation (97 performance standards and measures) for national voluntary public health accreditation, phase three

(Document Submission) of the Public Health Accreditation Board's seven phases for national voluntary public health accreditation.

Related Links

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

For the *Live Well San Diego* Community Health Improvement Plan (CHIP), go to www.livewellsd.org/uploads/files/CHIP_Final.pdf.

For Fiscal Year 2012–13 PHS Accomplishments report, go to: www.sandiegocounty.gov/content/dam/sdc/hhsa/programs/phs/documents/PHSMajorAccomplishments2012-2013.pdf.

For more information about public health accreditation, go to www.phaboard.org.

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to the website www.sandiegocounty.gov/hhsa/programs/phs/community_health_statistics/.

For additional information about the *Live Well San Diego* indicators, go to www.livewellsd.org/make-an-impact/10-indicators-of-success/.

Performance Measures ¹	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Selected communicable diseases cases contacted/investigations initiated within 24 hours ²	98% of 103	99% ³ of 130	100% of 58	100% ³ of 130	100% ³ of 130
TB cases reported to PHS within one working day from start of treatment ²	97% of 231	96% of 260	97% of 203	100% of 260	100% of 260
New clients enrolled with an HIV primary care provider within 90 days ²	100% of 779	98% of 1,000	97% of 814	100% of 700	100% of 700
Activation of public health emergency response system for drills, exercises and actual responses	5	5	6	5	5
Children in out-of-home placements who receive preventive health examinations in accordance with CHDP ⁴ guidelines	85% of 2,548	86% of 3,000	87% of 2,589	90% of 3,000	90% of 3,000
Number of electronic referrals received by CCS	63% of 44,320	60% of 45,000	63% of 42,584	65% of 45,000	65% of 45,000

Table Notes

¹For more Public Health Services performance measures, see the HHS Regional Operations section.

²The number of cases listed in the Fiscal Year 2013–14 Adopted columns for these measures are estimates based on the average number of cases. These numbers may vary from year to year since the targets are based on incidents of disease that have not yet happened, and cannot be predicted.

³In Fiscal Year 2013–14, this measure was modified to include San Diego County resident cases that are more challenging to investigate.

⁴The Child Health and Disability Prevention program (CHDP) is a preventive program that delivers periodic health assessments and services to low income children and youth in California.



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

Staffing

No change in staff years.

Expenditures

Net increase of \$0.7 million.

- Salaries and Benefits—increase of \$3.1 million as a result of negotiated labor agreements including one-time salary and benefit payments (\$1.0 million) and an increase in County retirement contributions.
- Services and Supplies—decrease of \$2.5 million.
 - Decrease of \$1.6 million in contracted services to reflect reduced grant funding primarily in the Community Transformation Grant (CTG) and as a result of federal sequestration.
 - Decrease of \$0.5 million due to elimination of one-time information technology (IT) project costs for the Lab Information Management System (LIMS) from the prior year.
 - Decrease of \$0.4 million in various other services and supplies.
- Capital Assets Equipment—decrease of \$0.1 million due to elimination of one-time project costs for the purchase of Digital X-ray equipment from the prior year.
- Expenditure Transfer & Reimbursements—increase of \$0.2 million in Costs Applied due to a technical adjustment.

Revenues

Net increase of \$0.7 million.

- Intergovernmental Revenues—net decrease of \$0.9 million.

- Decrease of \$2.4 million in CTG associated with the end of the funding.
- Decrease of \$2.3 million in Federal HIV Prevention and Care revenue, Ryan White/Minority AIDS Initiative Grant, Federal TB control funding and Homeland Security grant due to decreased allocations and federal sequestration.
- Increase of \$2.1 million in Realignment revenues.
- Increase of \$0.7 million in California Children Services funding due to a projected increase in Medi-Cal caseload.
- Increase of \$0.5 million in SNAP-Ed revenue.
- Increase of \$0.5 million in Epidemiological Research AIDS and HIV revenue for additional expanded testing.
- Charges for Current Services—increase of \$0.2 million primarily related to increased State fees for certified copies.
- Miscellaneous Revenues—decrease of \$0.1 million primarily related to revenues no longer being transferred from CSAs to Administration.
- Use of Fund Balance—increase of \$0.6 million. A total of \$1.0 million is budgeted to fund the one-time salary and benefit payments associated with negotiated labor agreements and one-time projects related to information technology upgrades.
- General Purpose Revenue Allocation—increase of \$1.0 million for costs associated with negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Administration and Other Services	28.00	28.00	28.00
Bioterrorism / EMS	49.00	49.00	49.00
Infectious Disease Control	107.25	107.25	107.25
Surveillance	84.00	84.00	84.00
Prevention Services	79.50	79.50	79.50
California Childrens Services	136.75	136.75	136.75
Total	484.50	484.50	484.50

Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Administration and Other Services	\$ 4,729,694	\$ 5,804,954	\$ 6,302,210	\$ 4,636,083	\$ 5,977,009	\$ 6,044,349
Bioterrorism / EMS	11,634,177	11,984,045	13,387,287	11,299,214	12,717,648	12,569,847
Infectious Disease Control	27,371,504	28,600,453	31,109,485	26,432,532	27,946,148	28,138,158
Surveillance	10,858,045	12,133,563	12,490,548	11,221,567	12,340,374	12,477,637
Prevention Services	12,106,245	17,109,593	17,602,012	17,235,609	16,192,200	16,331,056
California Childrens Services	17,998,864	19,683,178	19,891,118	18,736,583	20,655,645	20,413,242
Ambulance CSA's - Health & Human Services	9,211,690	10,389,365	10,686,054	9,834,161	10,574,661	10,574,661
Total	\$ 93,910,219	\$ 105,705,151	\$ 111,468,714	\$ 99,395,749	\$ 106,403,685	\$ 106,548,950



Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 47,669,142	\$ 51,541,320	\$ 52,369,019	\$ 50,364,326	\$ 54,607,487	\$ 54,847,637
Services & Supplies	43,152,187	49,615,061	54,480,925	45,598,237	47,164,198	47,069,313
Other Charges	3,225,940	4,599,000	4,599,000	3,361,525	4,599,000	4,599,000
Capital Assets Equipment	58,443	145,070	215,070	120,486	33,000	33,000
Expenditure Transfer & Reimbursements	(195,493)	(195,300)	(195,300)	(48,825)	—	—
Total	\$ 93,910,219	\$ 105,705,151	\$ 111,468,714	\$ 99,395,749	\$ 106,403,685	\$ 106,548,950

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 1,477,395	\$ 1,602,726	\$ 1,602,726	\$ 1,531,749	\$ 1,602,726	\$ 1,602,726
Taxes Other Than Current Secured	13,351	26,784	26,784	17,418	26,784	26,784
Licenses Permits & Franchises	224,230	207,613	207,613	212,411	214,613	214,613
Fines, Forfeitures & Penalties	1,953,862	2,263,805	2,263,805	2,838,056	2,199,943	2,199,943
Revenue From Use of Money & Property	29,022	79,000	79,000	34,582	54,000	54,000
Intergovernmental Revenues	81,377,220	87,638,356	89,530,722	87,289,039	86,728,206	86,109,211
Charges For Current Services	7,701,337	7,812,285	7,812,285	8,451,561	7,971,031	8,076,304
Miscellaneous Revenues	1,909,955	1,018,644	1,018,644	1,390,173	930,558	930,558
Other Financing Sources	500,079	500,000	500,000	500,029	500,000	500,000
Fund Balance Component Decreases	—	—	—	—	—	1,681,758
Use of Fund Balance	(5,362,171)	470,000	4,341,197	(6,955,207)	1,022,771	—
General Purpose Revenue Allocation	4,085,938	4,085,938	4,085,938	4,085,938	5,153,053	5,153,053
Total	\$ 93,910,219	\$ 105,705,151	\$ 111,468,714	\$ 99,395,749	\$ 106,403,685	\$ 106,548,950

Administrative Support

Department Description

The Health and Human Services Agency's (HHS) administrative divisions support 5,974 HHS staff that provide critical, essential services to the San Diego region. The administrative divisions include: Financial Services and Support, Human Resources, Management Information Support, Contract Support, Office of Strategy and Innovation, First 5 San Diego Commission, and the Executive Office. Also included under Administrative Support is the Community Action Partnership (CAP) program. CAP is the federally designated Community Action Agency and administers the Community Services Block Grant for the San Diego region.

The administrative divisions ensure all HHS divisions and regions are working together by providing services that ensure business continuity and optimal use of resources. Services include planning and forecasting for fiscal stability, developing and maintaining a knowledge-based workforce, supporting programs with information management and technology, providing general policies to ensure accountability with federal, State, local and County requirements, and guiding HHS in its efforts to advance Live Well San Diego, the County's initiative to improve health, safety and well-being for all residents.

To ensure HHS service regions and divisions can provide critical, essential services; the administrative support divisions have 377 staff and a budget of \$122.2 million.

Mission Statement

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

2013–14 Accomplishments

Advanced the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Safe Communities

- Supported positive choices by ensuring 87% (1,550 of 1,783) of youth who participated in a juvenile diversion program did not enter, or re-enter, the juvenile justice system.



Strategic Initiative: Healthy Families

- Completed the development of 5-year Strategic Plan for the First 5 San Diego Commission. First 5 San Diego promotes the health and well-being of young children from the prenatal stage to five years of age through programs that focus on health, learning, families and communities.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Promoted the well-being of the workforce by conducting a thorough ergonomic assessment for all (715) new HHS employees within 90 days of their start date.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Ensured public funds were used in accordance with funding requirements.
 - Completed 22 comprehensive financially focused compliance reviews of contractors.
 - Completed 15 quality assurance reviews with HHS Regions and Divisions to ensure adherence to contracting policies and procedures and established standards for funding sources.
 - Conducted 15 internal reviews of offices with petty cash to ensure appropriate controls were in place.

Required Discipline for Excellence: Regional Leadership

- Trained 18 facilitators and 67 resident leaders in the Resident Leadership Academy, which teaches residents to identify issues and take action to improve the health, safety and quality of life in their own neighborhoods, thus building the community's capacity for implementing *Live Well San Diego* through community health improvement projects.



- Provided support to the *Live Well San Diego* initiative, a collective effort involving all County groups and community partners across every sector—businesses, schools, cities and governments, and community and faith-based organizations.
 - Introduced a new website (LiveWellSD.org) to support communication and solicit partner and resident involvement.
 - Implemented an innovative measurement framework comprised of *Live Well San Diego* Top Ten Indicators across five areas of influence that capture progress made throughout the region and align with public health accreditation efforts, the San Diego County Report Card on Child and Family Well-being, and other community measurement efforts.
 - Supported County departments, HHS Regions, and partners, in their efforts to advance the *Live Well San Diego* initiative, resulting in the official recognition of 45 new *Live Well San Diego* partners, including the City of San Diego, the Regional Chamber of Commerce, San Diego City College, and San Diego County Vons Markets. Of the cities that have adopted the initiative, *Live Well San Diego* has a potential reach of over 2 million county residents.

Required Discipline for Excellence: Information Services

- Supported improvements in HHS's technological framework to help HHS build a better service delivery system.
 - Established a data governance structure, including roles and guidelines, to improve access to quality data and information so that services are delivered efficiently and effectively.
 - Identified and moved program information to a more efficient IT system by launching the CalWIN Electronic Management System (CERMS) to improve document and record management.
 - Issued Request for Proposal to procure an electronic information exchange system which will support a person-centered service delivery system.
 - Combined the Management Information Division and the Knowledge Integration Program to create a new structure that will provide three distinct, but related capabilities in managing technology, information, and knowledge integration.
- Established an operations research unit and used analytical discipline to monitor and measure services to the community such as using geographic information systems to determine the optimal location for two new Family Resource Centers, reviewing zip codes to iden-

tify locations of current and future clients, and estimating the number of potentially eligible individuals under the federal *Patient Protection and Affordable Care Act* (ACA) of 2010.

2014–16 Objectives

Advance the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative: Healthy Families

- Conduct a countywide community needs assessment to inform the development of an updated Community Action Plan for San Diego County's use of Community Service Block Grant funds to help strengthen economically disadvantaged individuals, families and communities.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Advance operational excellence by ensuring public funds are used in accordance with funding requirements.
 - Conduct 21 comprehensive financially focused compliance reviews of contractors.
 - Conduct 14 quality assurance reviews of HHS Regions/Divisions to ensure adherence to contracting policies and procedures, and funding source established standards.
 - Conduct 15 internal reviews of offices with petty cash to ensure appropriate controls are in place.

Required Discipline for Excellence: Fiscal Stability

- Increase financial competency across all levels of management regarding their program's increasingly complex funding streams and other financial issues that impact their program operations and service delivery.
- Develop a multi-year financial spending plan for the First 5 San Diego Commission to reflect declining revenues. First 5 San Diego programs and services are funded through San Diego County's portion of the State's Proposition 10, *State and County Early Childhood Development Programs Additional Tobacco Sur-tax* (1998) tobacco tax revenues.

Required Discipline for Excellence: Regional Leadership

- Continue to advance against the 3 behaviors (no physical activity, poor diet and tobacco use) that result in 4 diseases (cancer, heart disease and stroke, type 2 diabetes and lung disease) that result in over 50 percent of

deaths in San Diego by creating new partnerships through *Live Well San Diego*.

- Increase the number of unique visitors to the public-facing *Live Well San Diego* website (LiveWellSD.org) by 50% (from 8,841 to 13,262) by providing access to timely, relevant news and materials that support the communication, adoption and measurement of collective efforts and local best practices across all sectors.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Collaborate with County business groups to expand and enhance employee data security practices, ensuring compliance with regulations and sharing of best practices.
- Implement recommendations from a review of existing trainings, for new and continuing employees in public assistance programs, to strengthen their knowledge, improve customer relations, and promote cultural sensitivity.
- Collaborate with the County Department of Human Resources in promoting *Live Well San Diego* to all County job applicants.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Coordinate with the County Technology Office to conduct information technology countywide projects such as the Data Loss Prevention Pilot.

- With the Probation Department and Sheriff, enroll newly eligible individuals to health care in order to maximize the use of State and federal resources.
- Reach out to community-based organizations to support their efforts to enroll eligible families and individuals to public assistance programs such as health, nutrition, and temporary financial assistance.

Required Discipline for Excellence: Essential Infrastructure

- Implement the approved recommendations from a multi-year facility plan to address changes in program and customer needs, including updating and modernizing facilities.

Required Discipline for Excellence: Information Services

- Launch information and knowledge management practices to support a person-centered service delivery system, by establishing guidelines, policies, and tools to ensure consistent, accurate, and quality use and sharing of information and employee knowledge to improve service delivery.

Related Links

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

For information about the *Live Well San Diego* initiative, go to www.livewellsd.org.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Completed comprehensive fiscal compliance reviews ¹	21	21	22	21	21
Completed quality assurance reviews	28	15 ²	15	14 ³	14
Reduction in records storage space ⁴	1% increase (from 18,865 to 20,077)	N/A	N/A	N/A	N/A
Number of unique visitors to the <i>Live Well San Diego</i> website ⁵	N/A	N/A	3,600	50% increase (from 8,841 to 13,262)	50% increase (from 13,262 to 19,893)

Table Notes

¹A comprehensive financial focused compliance review consists of testing financial material, review of contractor financial systems and controls, and observation of contractor systems, activities and processes. A review can range from one month to nine months to complete.

²Effective Fiscal Year 2013–14, the selection methodology for review was revised to reflect integration of administrative efforts within HHSa. All departments with contracts receive one integrated quality assurance review report. Departments with more than 100 contracts each, such as Behavioral Health Services and Public Health Services, will receive two integrated quality assurance review reports.

³In Fiscal Year 2014–15, the number of reviews is recommended to decrease from 15 to 14 to reflect integration of two HHSa programs.

⁴Effective Fiscal Year 2013–14, the records storage space performance measure will no longer be reported in the Operational Plan.

⁵This is a new measure beginning Fiscal Year 2014–15. The purpose of the *Live Well San Diego* website is to include timely and relevant information and materials targeting formally-recognized and community partners in every sector (business, community and faith-based organizations, governments and schools).

**Budget Changes and Operational Impact:
2013–14 to 2014–15**

Staffing

Net increase of 8.00 staff years.

- Increase of 8.00 staff years in Human Resources, Financial Services Division – Facilities Management, Information Technology, and Office of Strategy and Innovation to support the implementation of the ACA as approved by the Board of Supervisors in September 2013.
- Increase of 2.00 staff years due to a transfer from Behavioral Health Services to support operational needs.

- Decrease of 1.00 staff year due to a transfer to Regional Operations to support operational needs.
- Decrease of 1.00 staff year due to a transfer to Child Welfare Services to support the Intergenerational program.

Expenditures

Net increase of \$5.7 million.

- Salaries and Benefits—increase of \$2.0 million as a result of negotiated labor agreements including one-time salary and benefit payments (\$0.6 million), an increase in County retirement contributions and the addition of 8.00 staff years.
- Services and Supplies—net increase of \$2.6 million.

- Increase of \$5.2 million for modernization of service delivery through information technology and consultant contracts that advance *Live Well San Diego*.
- Increase of \$3.0 million for one-time costs related to remodeling of the Family Resource Centers.
- Increase of \$1.0 million for continuous improvement and innovation projects.
- Increase of \$0.7 million for one-time information technology costs related to the Microsoft Office 2013 upgrade.
- Increase of \$0.5 million in the public liability insurance premium.
- Increase of \$0.2 million for facility lease costs.
- Decrease of \$5.0 million in one-time appropriations reserved in prior year for unanticipated State and federal budget issues.
- Decrease of \$1.6 million in Community Action Partnership contracted services as a result of the \$1.2 million transfer of the Juvenile Diversion Program to the Probation Department and \$0.4 million to align various contracts to projected funding levels.
- Decrease of \$1.4 million due to redistribution of Purchasing & Contracting Internal Service Fund costs to the various HHS divisions.
- Fund Balance Component Increases—increase of \$1.1 million to commit principal and interest received from the February 2011 sale of the Grand Avenue clinic.
- Increase of \$8.6 million in Social Services Administrative revenue and Realignment revenue.
- Decrease of \$0.3 million in Community Action Partnership to align with program allocations.
- Charges for Current Services—increase of \$0.3 million.
 - Increase of \$0.2 million for Coast2Coast Rx Prescription Drug Card funding.
 - Increase of \$0.1 million for the First Five San Diego Commission related to negotiated one-time salary and benefit payments.
- Miscellaneous Revenue—decrease of \$0.1 million associated with the elimination of a one-time private donation in the prior year.
- Use of Fund Balance—decrease of \$2.7 million. A total of \$35.4 million is budgeted.
 - \$20.0 million for management reserves due to the uncertainty of the economy.
 - \$7.0 million for major maintenance projects.
 - \$5.0 million for modernization of service delivery through information technology that will advance *Live Well San Diego* and delivery of integrated services.
 - \$1.1 million to commit Grand Avenue clinic sale proceeds.
 - \$1.0 million for continuous improvement and innovation projects.
 - \$0.7 million for the one-time information technology costs related to the Microsoft Office 2013 upgrade.
 - \$0.6 million for one-time salary and benefit payments associated with negotiated labor agreements.

Revenues

Net Increase of \$5.7 million.

- Revenue From Use of Money & Property—decrease of \$0.1 million as a result of decreased interest revenues due to receiving the full payment on the February 2011 sale of the Grand Avenue clinic.
- Intergovernmental Revenues—increase of \$8.3 million.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$18.5 million is primarily due to the elimination of one-time projects from the prior year.



Administrative Support

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Agency Executive Office		25.00			24.00	24.00
Agency Contract Support		18.00			18.00	18.00
Financial Services Division		158.00			161.00	161.00
Human Resources		81.00			83.00	83.00
Management Support		14.00			21.00	21.00
Proposition 10		23.00			23.00	23.00
Office of Strategy and Innovation		38.00			35.00	35.00
Community Action Partnership		12.00			12.00	12.00
Total		369.00			377.00	377.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Agency Executive Office	\$ 5,409,210	\$ 43,772,938	\$ 44,824,193	\$ 7,570,586	\$ 40,305,558	\$ 25,124,841
Agency Contract Support	3,723,510	3,736,703	3,779,985	3,851,766	2,463,495	2,455,511
Office of Health Systems Innovation	45,134	—	—	—	—	—
Financial Services Division	30,701,870	30,055,420	34,188,901	29,976,366	34,524,593	31,728,969
Human Resources	8,635,522	9,578,507	10,140,342	13,432,512	10,556,868	10,550,383
Management Support	13,600,926	13,824,115	14,081,075	14,319,995	20,778,528	20,065,623
Proposition 10	2,472,183	2,823,090	2,880,204	2,547,594	2,882,295	2,869,942
Office of Strategy and Innovation	—	5,755,689	5,995,519	4,443,344	5,318,131	5,352,942
Community Action Partnership	—	7,007,896	7,024,346	5,760,423	5,399,155	5,540,484
Total	\$ 64,588,357	\$ 116,554,358	\$ 122,914,565	\$ 81,902,586	\$ 122,228,623	\$ 103,688,695

Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 28,200,984	\$ 36,864,182	\$ 38,054,795	\$ 34,864,639	\$ 38,908,281	\$ 39,073,708
Services & Supplies	36,003,555	59,611,776	64,473,000	46,650,383	62,177,040	44,614,987
Capital Assets Equipment	305,418	—	308,370	309,164	—	—
Fund Balance Component Increases	78,400	78,400	78,400	78,400	1,143,302	—
Management Reserves	—	20,000,000	20,000,000	—	20,000,000	20,000,000
Total	\$ 64,588,357	\$ 116,554,358	\$ 122,914,565	\$ 81,902,586	\$ 122,228,623	\$ 103,688,695

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ —	\$ 50,000	\$ 50,000	\$ 28,020	\$ 50,000	\$ 50,000
Revenue From Use of Money & Property	78,400	78,400	78,400	23,302	—	—
Intergovernmental Revenues	65,470,508	74,145,812	75,728,733	70,157,375	82,399,133	78,469,133
Charges For Current Services	4,567,390	4,121,746	4,121,746	3,546,572	4,386,096	4,373,743
Miscellaneous Revenues	3,707,511	100,000	100,000	2,509	26,000	26,000
Other Financing Sources	3,705	—	—	1,120,000	—	—
Fund Balance Component Decreases	—	—	—	—	—	769,819
Use of Fund Balance	(9,239,158)	38,058,400	42,835,686	7,024,807	35,367,394	20,000,000
Total	\$ 64,588,357	\$ 116,554,358	\$ 122,914,565	\$ 81,902,586	\$ 122,228,623	\$ 103,688,695



County of San Diego

Land Use and Environment Group

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Land Use and Environment Group Summary & Executive Office

Group Description

The Land Use and Environment Group (LUEG) protects and promotes a healthy environment for the residents and visitors of San Diego County. LUEG departments work collaboratively with constituents and industry partners to improve air and water quality, encourage sustainable development that fosters viable and livable communities, preserve and enhance natural and agricultural resources, construct and maintain critical infrastructure and ensure compliance with local, State, and federal laws that protect the public's health, safety, and quality of life for current and future generations.



LUEG Departments

- Agriculture, Weights and Measures
- Air Pollution Control District
- Environmental Health
- Farm and Home Advisor
- Parks and Recreation
- Planning and Development Services
- Public Works

Mission Statement

The Land Use and Environment Group protects the health and safety of residents and preserves and enhances the natural environment in which they live by unifying the County's efforts in land use, environmental protection and preservation, agriculture, recreation and infrastructure development and maintenance.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Repainted and re-marked all crosswalks and roadway legends adjacent to all 121 public school and 12 private school locations in the unincorporated areas of the county.
- Reduced vandalism and theft by installing safety/security cameras at three park facilities: 4S Ranch Sports Park, Sweetwater Lane Sports Park and Spring Valley Gym and Teen Center.
- Installed Wi-Fi technology and equipped rangers with tablets at Sweetwater Regional Park. This technology provided improved business efficiency and greater customer service during check-in of campers by their vehicles.

- As the Gold Spotted Oak Borer (GSOB) continues to affect oak trees, expanded and enhanced the existing program established as a foundation for GSOB education and outreach by creating online training and self-testing modules for public land managers, homeowners, recreationalists and other groups as needed, on the biology, impacts and symptoms, and best management practices relating to GSOB. These resources are found at <http://ucanr.edu/sites/gsobinfo>. Additionally, distributed 6,825 GSOB brochures, ID cards and other outreach materials to residents and other stakeholders.
- Worked with the U.S. Environmental Protection Agency (EPA) and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region including:
 - Coordinated and conducted binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.
 - Integration of the Office of Emergency Services (OES) Operational Area Emergency Operations Center and the Tijuana Protection Civil's Emergency Operations Center into binational exercises. This was not completed as OES was unable to secure adequate funding from the EPA. This exercise is now planned for Fiscal Year 2014–15 with an eventual goal of regular binational EOC exercises.
- Reduced risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
 - Reviewed 10,628 proposed building plans to ensure structures are properly and safely designed.



- Helped 52,966 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
- Conducted 31,926 building inspections during construction to ensure structures are built in accordance with approved building plans.

Strategic Initiative: Sustainable Environments

- Ensured that regulated agricultural commodities met international shipping requirements for Light Brown Apple Moth by inspecting 90 cropland traps once every 30 days to meet export requirements for Canada and Mexico.
- Increased stakeholders' awareness of pesticide regulators' roles and responsibilities in protecting human health, safety and the environment by conducting 34 outreach activities and regulatory updates during Fiscal Year 2013–14.
- Assisted in the coordination and training of 1,184 volunteers through the Master Gardener and 4-H programs to provide 268,166 hours of volunteer service for a value to the County of \$6,047,139.
- Saved 37 million gallons of water at 19 park facilities that have converted to smart irrigation controllers, resulting in water conservation.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as waivers for 4,621 renewable energy permits.
- Partnered with East Otay Mesa property owners, the San Diego Association of Governments (SANDAG), the California Department of Transportation (CalTrans) and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.
- Reduced air pollution emissions and health risk from freight movement by providing 36 grant awards from Proposition 1B (Proposition 1B) *Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006*, Goods Movement Emission Reduction Program funds to equipment owners to replace or repower 150 older, higher emitting heavy-duty diesel equipment with newer, cleaner models.
- Protected the health of the public by reducing exposure to hazardous air pollutants by testing natural gas fired reciprocating internal combustion engines for initial compliance with the National Emissions Standards

for Hazardous Air Pollutants; expanding the network of air monitors for carbonyl compounds (toxic air pollutants) to include the Environmental Justice area of Barrio Logan and the Otay Mesa border crossing; and developing the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire threatening a wide area of the County and provide real-time data delivery to the public.

Strategic Initiative: Healthy Families

- Provided administrative and instructional material support for 589 4-H adult leaders to conduct community-based educational programs to 25 4-H clubs, 7 after-school sites and 8 military 4-H sites.
- Provided nutrition education for 733 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety. Additionally, over 4,000 youth received nutrition education via a train-the-trainer method whereby teachers are taught the curricula and then teach their students.
- Promoted healthy lifestyles for 2,000 adults and seniors through participation in 66 recreation programs.
- Ensured that all construction work by utility companies and private developers in the County's right-of-way that is within 1,000 feet of a school site provides safe access to schools for families and children.
- Protected public health and the environment by minimizing the risk of sanitary sewer spills.
 - Cleaned 402 miles of sanitary sewer collector mains within the sanitary sewer system.
 - Inspected 21 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs.
 - Planned and completed a draft detailed design for a major upgrade of the Rancho San Diego wastewater pump station facility.
- Educated over 9,000 children on awareness and protection from mosquito-borne diseases and other vector-related diseases, household hazardous waste/source reduction, environmental health careers, and food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year.
- Expanded the Yellow Fever and Asian Tiger mosquito surveillance for early detection of these invasive mosquito species that transmit dengue and yellow fever. To date, no detections of these invasive species have occurred.

- Led efforts for the integration of the Health in All Policies (HiAP) initiative through identification and engagement of Countywide enterprise collaboration opportunities.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Completed 85% of investigative reports of pesticide illness complaints within 120 days by implementing efficiencies identified during the Pesticide Regulation Program's Business Process Reengineering and using the functionality of BCMS.
- Implemented changes and monitored the Community Event Permit (CEP) process for improved customer service. The new process provides a dedicated CEP Coordinator as a single point of contact; streamlines the application process and reduces the size of the application from 22 to 3 pages; and provides community outreach and training for repeat and potential event organizers.
- Developed and implemented a streamlined application process for grants under the Goods Movement Emission Reduction Program to allow easier application completion and to reduce APCD processing times, resulting in faster project completion and earlier emission reductions.
- Conducted a study on the use of a rapid molecular diagnostic test to improve the response to sewage-contaminated beach water.
- Completed the development of a new online payment tool for land development projects. The new tool will accept electronic payment for permits, fees and deposits, reducing the need for customers to physically visit an office.

Required Discipline for Excellence: Customer Satisfaction

- Increased awareness of the Mobile Source Incentive Program by participating in 21 community outreach events to educate attendees about APCD's mobile source emission reduction incentive programs and grant funding opportunities.
- Used State Air Quality Improvement Program grant funding to implement an Advanced Hybrid School Bus Demonstration Project in partnership with Transportation Power, Inc. (TransPower), an electric propulsion system manufacturer located in Poway. San Diego County school districts will be given the opportunity to gain hands-on experience with the advanced hybrid school bus during the demonstration period.

- Provided excellent customer service by diagnosing 100% of more than 10,760 plant and insect samples within two weeks of submission. The anticipated sample size of 31,000 was not received since AWM no longer traps for Asian Citrus Psyllid (ACP) and the California Department of Food and Agriculture reduced their number of ACP traps which resulted in a reduction in the number of samples submitted for identification by approximately 20,000. The remaining reduction is due to the normal fluctuation in the number of samples received annually.
- Ensured consumer confidence by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers and computing scales, and 90% of all counter scales.
- Implemented the use of an online intake form to receive public complaints of food borne illness.
- Developed a new customer service program for PDS, including identification of customer and stakeholder priorities, customer service training and an online customer satisfaction survey to measure performance.

Required Discipline for Excellence: Regional Leadership

- Hosted a Hazardous Analysis and Critical Control Points workshop in coordination with the restaurant industry, the Food and Drug Administration and the California Department of Public Health to educate local industry and regulators; invited regulators from neighboring jurisdictions to participate in the training.
- Worked with the Industrial Environmental Association (IEA) to provide the annual "IEA-APCD Blue Sky Leadership Award" to three local businesses.

Required Discipline for Excellence: Information Services

- Continued to refine and enhance the Business Case Management System (BCMS) automation system that integrates land development permit operations, time accounting and finances of land development permits.
- Converted all 14 of the County's intranet and internet mapping applications to the current industry-standard technology ArcGIS Server using Microsoft Silverlight.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Protect county residents by conducting 320 safety inspections on structural fumigations annually in San Diego County.



- Provide safe and accessible parks and preserves, foster innovative programs and initiatives that promote government agency partnerships and community involvement, and enhance emergency communication and preparedness.
- Provide four workshops for the Local Agency Management Program to educate stakeholders on the new standards and regulations for onsite wastewater treatment systems.
- Provide two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to DEH by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.
- Create safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations, and maintenance.
- Work collaboratively with County Fire Authority, Planning and Development Services, Office of Emergency Services, County Department of Parks and Recreation, regional fire authorities, government agencies, university staff and community groups to enhance wildfire-related research. Disseminate information through a minimum of four outreach activities.
- Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
 - Review proposed building plans to ensure structures are properly and safely designed.
 - Help customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
 - Conduct building inspections during construction to ensure structures are built in accordance with approved building plans.
- Facilitate at least one training for federal agency staff and local aviation community members on foreign flight student vetting and screening requirements.
- Flood Control staff will assist communities to prepare and respond to flood events by inspecting 75% of flood control facilities annually and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.
- Prevent the spread of the insidious pest Glassy-Winged Sharpshooter, a serious threat to California's \$4.0 billion grape industry, by ensuring 100% of more than 2,350 plant shipments arrive at destination with no viable life stages of the pest.
- Stop the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments, by planning and conducting a comprehensive survey of high risk habitat throughout the entire county for RIFA infestations. Conduct three RIFA training sessions with key personnel from County of San Diego Parks and Recreation and Public Works by June 30, 2015.
- Maintain an inspection program to protect the public from the harmful effects of air pollution by annually conducting 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
- Protect the health of the public by reducing exposure to hazardous air pollutants by implementing the following actions:
 - Test emissions from all natural gas fired reciprocating internal combustion engines required to show ongoing compliance with the National Emissions Standards for Hazardous Air Pollutants.
 - Maintain the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.
 - In coordination with affected industries, develop training videos on how to comply with air pollution control requirements.
- Identify problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc.) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes. Provide a minimum of four outreach activities to nursery and ornamental horticulture growers, residents and agricultural community members.
- Maintain and manage the volunteer Master Gardener program to provide research-based information in the areas of home gardening, community gardening, landscaping, water conservation, and pest management to San Diego County residents, Agriculture, Weights and Measures and other Land Use and Environment Group departments. Provide a minimum of 400 office consultations, 10 educational exhibits and 4,000 hours of volunteer service.

Strategic Initiative: Sustainable Environments

- Promote the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works by implementing two collection events for recycling of used pesticide containers from the agricultural community.

- Acquire, develop and maintain facilities that support and promote park stewardship and environmental sustainability and efficiency.
 - Conserve irrigation water by installing smart irrigation controllers at one County park.
 - Enhance recreation opportunities by improving sports fields by installing new turf at two County parks.
 - Acquire 500 acres within the MSCP plan areas that will count toward the County's commitment to the MSCP Implementing Agreement.
 - Use Board Policy I-138, Mitigation on County-Owned Land Managed by the Department of Parks and Recreation to generate \$40,000 of revenue for acquisitions, operations and maintenance of MSCP lands.
 - Install additional photovoltaic panels at one County park to offset energy consumption and provide a clean source of renewable energy.
 - Incorporate cultural, historical or environmental interpretive components at two park facilities.
- Protect the environment and preserve community character through the efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.
 - Continue implementation of the Purchase Agricultural Conservation Easement (PACE) program, which supports the local agriculture industry and the preservation of community character.
 - Extend easement contract offers to the 15 remaining program properties.
 - Develop for Board of Supervisors' consideration a mechanism that would allow easement land acquired under the PACE program to be utilized as off-site mitigation for agricultural impacts resulting from private development.
- Improve the efficiency of land use programs that guide the physical development of the County's land through a balance of growth and conservation while collaborating with communities.
 - Present for the Board of Supervisors' consideration a Comprehensive Renewable Energy Plan (CREP) by summer 2015. The CREP will explore opportunities for a more comprehensive approach to increasing renewable energy use, reducing costs for consumers, and minimizing impacts to the community and its resources.
 - Complete public review of the North County Multiple Species Conservation Program (MSCP) text and environmental document by April 2016.
- Present for the Board of Supervisors' consideration a Form-Based Zoning Code for the Valley Center South Village by summer 2015. Similar to the Zoning Ordinance, the Form-Based Codes will include provisions on allowed uses, setbacks, height and information on development process. The new codes will also provide detailed architectural and landscaping requirements and information to applicants on required street and trail improvements.
- Conduct outreach to residents with information and resources on stormwater pollution prevention at 15 community events throughout the unincorporated area of the county.
- Monitor 50% of major stormwater outfalls by June 2016 to assess the health of watersheds by conducting a comprehensive monitoring program.
- Assist 100 businesses and 60 multifamily complexes in initiating recycling programs.
- Provide residential composting education at nine workshops, one community event and three schools in the unincorporated area of the county. Install one new composting demonstration site.

Strategic Initiative: Healthy Families

- In conjunction with LUEG's Thriving Team in support of HiAP, produce consumer-oriented certified farmer's market (CFM) brochure in English and Spanish with information on availability of healthy, locally produced fruit, vegetables, and other agricultural products.
- Recruit and train a minimum of 350 adult and teen 4-H volunteers to deliver positive youth development experiences through a minimum of four experiential learning outreach activities.
- Conduct nutrition education for 500 low-income families with children to reduce the risk of childhood obesity and chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.
- Develop and enhance the experiences of park patrons and promote healthy lifestyles by increasing recreational opportunities and educational programs.
 - Create additional recreational opportunities by constructing new exercise stations along two County Park's trails.
 - Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.



- Foster positive development of 6,500 youth through 180 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
- Repaint and or use thermoplastic to re-mark crosswalks and roadway legends adjacent to 121 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic will be introduced at some schools' sites to minimize the need for annual repainting.

Required Discipline for Excellence: Essential Infrastructure

- Manage the execution of parks-related capital projects identified in the Capital Improvement Needs Assessment as approved by the Board of Supervisors, in a timely and cost effective manner.

Required Discipline for Excellence: Customer Satisfaction

- Maintain the commitment to customer service by promptly reviewing all Carl Moyer Program grant applications upon receipt and notifying applicants within five business days of any additional information that may be required.
- Maintain average plan review times for new retail food and public swimming pool projects at levels that are 50% less than the State law requirement of 20 days.
- Provide three California Environmental Reporting System (CERS) kiosks for facility owners and operators throughout the county that need CERS assistance or may not have access to a computer.
- Ensure ongoing customer and stakeholder engagement through proactive outreach, regular stakeholder and industry group meetings, and continuous communication through a variety of formats.

Required Discipline for Excellence: Regional Leadership

- Collaborate with the San Diego Foundation on its Climate Initiative and help coordinate with government, nonprofits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.
- Increase awareness of the Mobile Source Incentive Program by participating in eight community outreach events about APCD's mobile source emission reduction incentive programs and grant funding opportunities.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- LUEG is committed to embodying the County's Strategic Initiatives and practicing the Required Disciplines for Excellence included in the County's Strategic Plan. As part of this, "Team LUEG" was created to leverage interdepartmental efforts in the following areas: Workforce Development, Communication and Outreach, Customer and Stakeholder Focus, Team First and Continuous Improvement. Comprised of all LUEG Departments, "Team LUEG" is about striving to be a "service before self" organization by working together and meeting the varying needs of customers.

Required Discipline for Excellence: Continuous Improvement and Innovation

- To increase efficiency, consistency and accuracy, implement auto-generated Notices of Proposed Action (NOFA) for Weights and Measures' retail fuel meter and water dispensers, develop associated business practices and conduct staff training.
- Streamline the Temporary Event permit process to leverage online information resources. Conduct a workshop for event organizers and vendors with annual permits to provide them with food safety education and a sound understanding of the permitting process.
- Conduct an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review.
- Reengineer and streamline the incentive grant application process, moving from a largely paper-based system to an electronic system using Accela Citizen Access.
- Provide assistance with air pollution rules and regulations to the business community by creating two new compliance assistance videos and posting them on the APCD website.
- Expand the development of project management tools to improve case and project management within the department of Planning and Development Services.
- Conduct an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review.
- Implement a new Airport Lease Management System (ALMS), using BCMS, to track County airport leases and other contracts to replace the current lease management system, which will no longer be supported.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Ensure responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public records and making them available on AWM webpage for 24/7 customer access.

Required Discipline for Excellence: Fiscal Stability

- Reduce the delivery cost of repaving streets in the unincorporated area by 10% within the next two years. Delivery costs do not include the cost of materials, since the Department of Public Works cannot control the cost of the asphalt paving materials, but the department can take actions to control costs for getting those materials installed on County roads. Reducing costs will benefit the region by enabling the department to stretch existing dollars even further, thereby enabling additional lane-miles to be paved.

Related Links

For additional information about the Land Use and Environment Group, refer to the website at www.sdcounty.ca.gov/lueg/index.html.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.6 million.

- Salaries and Benefits—net decrease of \$0.4 million due to salary adjustment reduction and the effects of negotiated labor agreements.

- Services and Supplies—increase of \$1.0 million due to \$0.8 million in new one-time only projects and \$0.2 million in information technology costs.

Revenues

Net increase of \$0.6 million

- Charges for Other Services—decrease of \$0.2 million in cost plan revenue.
- Use of Fund Balance—net increase of \$0.7 million. A total of \$3.6 million is budgeted for one-time only projects. New projects totaling \$1.7 million include:
 - Agriculture, Weights and Measures iPad trapping application (\$0.1 million).
 - Air Pollution Control District paperless project (\$0.2 million).
 - “Team LUEG” business process reengineering project (\$0.5 million).
 - Business Case Management System infrastructure upgrades (\$0.5 million).
 - Information technology application discretionary projects (\$0.2 million).
 - Open data platform (\$0.1 million).
 - Civic engagement (\$0.1 million).
- Rebudgeted projects totaling \$1.9 million include:
 - LUEG departments’ business process reengineering projects (\$0.5 million).
 - Mobile application development (\$0.2 million).
 - BCMS (\$0.2 million).
 - Asset management system (\$0.9 million)
 - Geographic Information Systems (GIS) infrastructure upgrade/enhancements (\$0.1 million).
- General Purpose Revenue Allocation—increase of \$0.1 million for previously negotiated one-time and ongoing salary and benefit increases.

Executive Office Budget Changes and Operational Impact: 2014–15 to 2015–16

- A decrease of \$1.3 million in Services and Supplies is due to the anticipated completion of one-time projects.



Land Use and Environment Group Summary & Executive Office

Group Staffing by Department						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Land Use and Environment Executive Office		10.00			10.00	10.00
Agriculture, Weights and Measures		160.00			162.00	162.00
Air Pollution Control District		146.00			146.00	146.00
Environmental Health		280.00			280.00	280.00
Parks and Recreation		175.00			178.00	178.00
Planning and Development Services		175.00			176.00	176.00
Public Works		500.00			500.00	500.00
Total		1,446.00			1,452.00	1,452.00

Group Expenditures by Department						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Land Use and Environment Executive Office	\$ 4,348,225	\$ 7,567,626	\$ 7,759,010	\$ 3,244,749	\$ 8,142,384	\$ 6,857,481
Agriculture, Weights and Measures	18,204,659	19,723,398	20,380,237	18,769,517	20,095,110	20,268,468
Air Pollution Control District	44,874,724	41,990,873	49,583,987	36,840,720	49,487,307	48,762,407
Environmental Health	38,508,826	44,665,102	46,012,951	40,267,909	46,661,684	44,834,151
Farm and Home Advisor	948,800	853,058	884,128	907,391	853,058	853,058
Parks and Recreation	35,447,048	34,903,837	44,227,223	34,430,402	35,059,532	33,178,086
Planning and Land Use	9,154,775	—	—	—	—	—
Planning and Development Services	14,532,141	31,798,763	33,971,373	26,400,446	34,763,543	28,883,613
Public Works	188,029,913	218,343,927	347,989,890	188,626,663	222,420,632	188,940,965
Total	\$ 354,049,111	\$ 399,846,584	\$ 550,808,799	\$ 349,487,797	\$ 417,483,250	\$ 372,578,229

Land Use and Environment Group Summary & Executive Office ■ ■ ■

Executive Office Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Land Use and Environment Executive Office	10.00	10.00	10.00
Total	10.00	10.00	10.00

Executive Office Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Land Use and Environment Executive Office	\$ 4,348,225	\$ 7,567,626	\$ 7,759,010	\$ 3,244,749	\$ 8,142,384	\$ 6,857,481
Total	\$ 4,348,225	\$ 7,567,626	\$ 7,759,010	\$ 3,244,749	\$ 8,142,384	\$ 6,857,481

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,495,985	\$ 2,279,387	\$ 2,312,654	\$ 1,484,893	\$ 1,914,619	\$ 1,875,290
Services & Supplies	2,852,239	5,288,239	5,446,356	1,759,856	6,227,765	4,982,191
Total	\$ 4,348,225	\$ 7,567,626	\$ 7,759,010	\$ 3,244,749	\$ 8,142,384	\$ 6,857,481

Executive Office Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Charges For Current Services	\$ 923,101	\$ 850,000	\$ 850,000	\$ 895,783	\$ 650,000	\$ 650,000
Use of Fund Balance	(259,966)	2,940,000	3,131,384	(1,428,660)	3,657,680	2,370,605
General Purpose Revenue Allocation	3,685,090	3,777,626	3,777,626	3,777,626	3,834,704	3,836,876
Total	\$ 4,348,225	\$ 7,567,626	\$ 7,759,010	\$ 3,244,749	\$ 8,142,384	\$ 6,857,481





Agriculture, Weights and Measures

Department Description

The Department of Agriculture, Weights and Measures (AWM) protects public health, the environment and the County's \$1.75 billion agricultural industry by educating the public, partnering with industry and enforcing laws and regulations.

AWM:

- Ensures the safe use of pesticides and investigates pesticide-related complaints and reported illnesses.
- Inspects eggs for defects to prevent food-borne illnesses.
- Prevents the establishment of pests that require pesticide controls, sting or severely injure people, and inhibit growing fresh, nutritious fruits, vegetables and other plants.
- Promotes the use of effective biocontrol measures.
- Regulates organic growers, certified producers and certified farmer's markets to allow local marketing of fresh commodities.
- Ensures accurate net quantity of packaged goods and accuracy of commercial weighing, measuring and scanning devices.
- Protects people from injury and disease caused by wildlife.



Mission Statement

Promoting a thriving agricultural community, healthy residents and a balanced environment. Supporting a fair marketplace and consumer confidence in the accuracy of product weight, measure and price.

2013–14 Accomplishments

Strategic Initiative: Sustainable Environments

- Ensured that regulated agricultural commodities met international shipping requirements for Light Brown Apple Moth by inspecting 90 cropland traps once every 30 days. The reduction from the original goal of 300 to 90 traps is because after the quarantine began some quadrants were trapped at nurseries eliminating the need for a separate cropland trap in many quadrants. Also, host crops were removed in some quadrants which also eliminated the need to trap.

- Protected commercial produce, residential gardens and parks from pest infestation by placing and maintaining more than 9,800 traps designed for early pest detection, thereby mitigating the need for widespread use of pesticides in the environment. This is 900 traps less than the objective of 10,700 traps due to the loss of the Asian Citrus Psyllid (ACP) State contract.
- Ensured safe and effective pest management by sending monthly email communications to County Integrated Pest Control Coordinators to promote the use of Integrated Pest Management methods in County facilities each year.
- Increased the number of potential pest detection trapping sites by 10% (5,500), by distributing multi-lingual Pest Detection brochures at certified farmer's markets. Increasing the pool of trap locations improves the ability to protect commercial produce, residential gardens and the environment from pest infestations.
- Increased stakeholders' awareness of pesticide regulators' roles and responsibilities in protecting human health, safety and the environment by conducting 34 outreach activities and regulatory updates, exceeding the goal of 12.
- Prevented the spread of the insidious pest Glassy-Winged Sharpshooter by ensuring 100% of more than 2,470 plant shipments arrived at its destination with no viable life stages of the pest.
- Intercepted 96 invasive pest species not known to exist in California. Examples of these pests include *Parmarion martensi*, a semi-slug known to be a vector of rat lungworm disease; bamboo pit scale, a new pest of ornamental bamboo; mango shield scale, a pest that hampers fruit production and many others.

- Participated in the County's efforts in the Community Transformation Grant, promoting public education by collaborating in the Land Use and Environment Group's (LUEG's) Health in All Policies (HiAP) strategy to support the County Detention Facility Healthy Food Strategic Planning and Best Management Practices development effort related to safe pesticide use.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Developed new export certification database which merged shipment and export information from two different sources, thus creating one database improving reporting and operational efficiency.
- Improved efficiency and staff access to information by digitizing 100% of 772 Gypsy Moth and Japanese beetle host locations developed in the updated statewide mapping grid.
- Increased operational efficiency and the ability to locate high priority host plants by incorporating 46% of previously developed trapping sites (25,185 of 54,825) into the recently implemented statewide mapping grid system.
- Completed 85% (40 of 47) of investigative reports of pesticide illness within 120 days by implementing efficiencies identified during the Pesticide Regulation Program's Business Process Reengineering and using the functionality of BCMS.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Improved training for inspectors by developing a comprehensive list of Business Case Management System (BCMS) Frequently Asked Questions with answers and posting it on SharePoint.
- Identified departmental information needed by new Agricultural/Standards Inspectors during their first year of employment to be successful in their development. As part of "Team LUEG" workforce development, the first Inspector Series Academy was launched on April 1, 2014.
- Incorporated best management practices for terrestrial weed control into the annual pesticide safety training for Integrated Pest Control staff to continue protecting the natural environment from unintentional pesticide discharges.

Required Discipline for Excellence: Customer Satisfaction

- Developed a pilot program to allow Plant Health and Pest Prevention customers to request and schedule

inspections online using Accela Citizen Access. Pilot program started April 1, 2014.

- Improved communication with Spanish-speaking customers by posting one outreach presentation regarding Point of Sale Inspections and Compliance in Spanish on the AWM webpage and translating the required retail consumer notice posting into Spanish.
- Developed an automated notice of proposed action for gas pump compliance to improve accuracy and timeliness for customers.
- Provided excellent customer service by diagnosing 100% of 10,760 plant and insect samples within two weeks of submission. The anticipated sample size of 31,000 was not received since AWM no longer traps for Asian Citrus Psyllid (ACP) and the California Department of Food and Agriculture reduced their number of ACP traps which resulted in a reduction in the number of samples submitted for identification by approximately 20,000. The remaining reduction is due to the normal fluctuation in the number of samples received annually.
- Ensured consumers' confidence by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers and computing scales, and 90% of all counter scales.

2014–16 Objectives

Strategic Initiative: Sustainable Environments

- Promote the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works by implementing two collection events for recycling of used pesticide containers from the agricultural community.
- Prevent the spread of the insidious pest Glassy-Winged Sharpshooter, a serious threat to California's \$4 billion grape industry, by ensuring 100% of more than 2,350 plant shipments arrive at destination with no viable life stages of the pest.
- Stop the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments, by planning and conducting a comprehensive survey of high risk habitat throughout the entire county for RIFA infestations. Conduct three RIFA training sessions with key personnel from County of San Diego Parks and Recreation and Public Works by June 30, 2015.
- Avert the establishment of invasive pest species and provide excellent customer service in a timely manner by identifying and diagnosing 100% of plant insect and

disease samples submitted by industry and AWM inspection staff within two weeks of submission. Early and accurate identification is crucial to ensure invasive pest species do not become established in San Diego County or other parts of California.

- Ensure consumers' confidence by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers, computing scales, and counter scales.
- Protect agriculture, the food supply, and urban and natural environments by pursuing additional funding to control invasive pests.

Strategic Initiative: Healthy Families

- Establish a County of San Diego Interdepartmental Live Well Food System Task Force to develop HiAP-compatible strategies for improved access to fresh, nutritious, and affordable foods in identified food deserts (areas with low access).
- In conjunction with LUEG's Thriving Team in support of HiAP, produce consumer-oriented certified farmer's market brochure in English and Spanish with information on availability of healthy, locally produced fruit, vegetables, and other agricultural products.
- Convert the remainder (7,695 of 54,825) of the previously developed trapping sites into the statewide mapping grid system. This is year two of a two-year goal.
- Increase consumer protection of organic produce by increasing produce sampling inspections for illegal pesticide residues by 100%, from 15 to 30, at certified farmer's markets and other venues.

Strategic Initiative: Safe Communities

- Ensure timeliness in pesticide-related illness investigations by completing 90% of investigations within 120 days.

- Protect county residents by conducting 320 safety inspections on structural fumigations annually in San Diego County.

Required Discipline for Excellence: Continuous Improvement and Innovation

- To increase efficiency, consistency and accuracy, implement auto-generated Notices of Proposed Action (NOPA) for Weights and Measures' retail fuel meters and water dispensers, develop associated business practices and conduct staff training.
- To improve timeliness of payments and increase customer satisfaction, implement Accela Citizen Access online registration/fee payment system for the Point of Sale System and Device Registration.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Ensure responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public records and making them available on AWM webpage for 24/7 customer access.

Required Discipline for Excellence: Information Services

- Maximize technology and improve efficiency by implementing a mobile application for the Pierce's Disease Control Program (PDCP). By June 30, 2015, 100% of PDCP Insect Detection Specialists will be using the PDCP Trap App to capture daily trapping data.

Related Links

For additional information about Agriculture, Weights and Measures, refer to www.sandiegocounty.gov/awm/.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Plant and insect samples diagnosed within two weeks of submission	100% of 30,903	100% of 31,000	100% of 10,760 ¹	100% of 8,800	100% of 8,800
Plant shipments certified by the Pierce’s Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter ²	100% of 2,327	100% of 2,700	100% of 2,470	100% of 2,350	100% of 2,350
Pesticide illness investigations completed within State guidelines of 120 days	95% of 84 ³	85% of 130	85% of 47 ⁴	90% of 77	90% of 77
Annual fumigation inspections ⁵	100% of 312	N/A	N/A	100% of 320	100% of 320
Annual number of initial and new install inspections for these registered retail devices:					
– Fuel meters	100% of 19,700	100% of 18,909	100% of 19,872	100% of 19,985	100% of 19,985
– Taxi Meters	100% of 1,469	100% of 1,427	100% of 1,411	100% of 1,426	100% of 1,426
– Water dispensers	90% of 1,858	100% of 1,477	100% of 1,422	100% of 1,456	100% of 1,456
– Computing scales	90% of 6,430	100% of 5,987	100% of 6,189	100% of 6,138	100% of 6,138
– Counter scales	80% of 600	90% of 663	90% of 686	100% of 635	100% of 635

Table Notes

¹AWM no longer traps for Asian Citrus Psyllid (ACP) and the California Department of Food and Agriculture reduced their number of ACP traps, which resulted in a reduction in the number of samples submitted for identification. This accounts for approximately 20,000 reduction in samples diagnosed. The remaining reduction is due to the normal fluctuation in the number of samples received annually.

²The Glassy-Winged Sharpshooter is an agricultural pest that serves as a vector of Pierce’s Disease, which is fatal to grapevines.

³In Fiscal Year 2012–13, four investigations required more than 120 days to complete due to greater complexity, lack of cooperation and/or delays by external parties. There were a total of 154 investigations in Fiscal Year 2012–13 including “Priority” and “Other” categories that were not required to be completed in 120 days.

⁴In Fiscal Year 2013–14, seven investigations required more than 120 days to complete due to the learning curves of new inspectors, supervisors and manager in the program. Fiscal Year 2014–15 reflects the historical average of illness investigations of 77.

⁵This measure is being reintroduced due to revised State statute for the Structural Fumigation Enforcement Program in Fiscal Year 2014–15.

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

Staffing

Increase of 2.00 staff years.

- Increase of 1.00 staff year in the Pest Detection program to survey Huonglongbing disease, a vector of the Asian Citrus Psyllid pest, to prevent the spread of the deadly disease to citrus trees in the county.
- Increase of 1.00 staff year in the Integrated Pest Control program for increased invasive weed abatement work.

Expenditures

Net increase of \$0.4 million.

- Salaries and Benefits—net decrease of \$0.1 million primarily due to salary savings budgeted to offset a reduction in State contract revenue for Sudden Oak Death and Asian Citrus Psyllid. This decrease is partially offset by an increase due to additional funding for 2.00 staff years, and increase as a result of negotiated labor agreements and increases in County retirement contributions.
- Services and Supplies—increase of \$0.3 million primarily for one-time Business Case Management System – report scripts that will enhance reporting requirements and improve efficiency.

- Capital Assets Equipment—increase of \$0.1 million for one-time funding of vehicle purchases.

Revenues

Net increase of \$0.4 million.

- Intergovernmental Revenues—net decrease of \$0.4 million primarily due to the reduction of State contract revenue in the Plant Health and Pest Prevention Program, Sudden Oak Death contract.
- Miscellaneous Revenues—decrease of \$0.1 million related to the delay in citrus grove abatement activities.
- Use of Fund Balance—net increase of \$0.5 million. A total of \$0.7 million is budgeted. \$0.6 million of Land Use and Environment Group fund balance is related to the rebudget of one-time funding to purchase vehicles, one-time only projects and for the Fish and Wildlife Fund. \$0.1 million of General Fund fund balance is related to previously negotiated labor increases.
- General Purpose Revenue Allocation—increase of \$0.4 million due to negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net increase of \$0.2 million. The increase is primarily due to negotiated labor agreements and information technology projects offset by a reduction of one-time funding for vehicle purchases.



■ ■ ■ Agriculture, Weights and Measures

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Agriculture, Weights and Measures		160.00			162.00	162.00
Total		160.00			162.00	162.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Agriculture, Weights and Measures	\$ 18,193,899	\$ 19,705,398	\$ 20,362,237	\$ 18,760,069	\$ 20,077,110	\$ 20,250,468
Fish and Wildlife Fund	10,760	18,000	18,000	9,448	18,000	18,000
Total	\$ 18,204,659	\$ 19,723,398	\$ 20,380,237	\$ 18,769,517	\$ 20,095,110	\$ 20,268,468

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 14,300,585	\$ 15,975,562	\$ 15,963,570	\$ 14,938,804	\$ 15,896,766	\$ 16,244,718
Services & Supplies	3,931,853	3,565,836	4,220,467	3,872,407	3,898,344	3,998,750
Other Charges	14,921	22,000	22,000	11,977	25,000	25,000
Capital Assets Equipment	—	160,000	174,200	—	275,000	—
Expenditure Transfer & Reimbursements	(42,700)	—	—	(53,671)	—	—
Total	\$ 18,204,659	\$ 19,723,398	\$ 20,380,237	\$ 18,769,517	\$ 20,095,110	\$ 20,268,468

Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Licenses Permits & Franchises	\$ 3,736,771	\$ 3,968,500	\$ 3,968,500	\$ 3,593,707	\$ 3,896,500	\$ 4,250,783
Fines, Forfeitures & Penalties	177,690	116,000	116,000	158,676	166,000	166,000
Revenue From Use of Money & Property	29	—	—	28	—	—
Intergovernmental Revenues	9,246,182	8,950,988	8,950,988	9,083,279	8,543,257	8,543,257
Charges For Current Services	516,433	824,436	824,436	558,089	753,617	753,617
Miscellaneous Revenues	18,419	103,032	103,032	16,192	3,000	3,000
Other Financing Sources	2,375	—	—	27	—	—
Use of Fund Balance	(732,410)	162,000	818,839	(238,922)	677,039	2,000
General Purpose Revenue Allocation	5,239,171	5,598,442	5,598,442	5,598,442	6,055,697	6,549,811
Total	\$ 18,204,659	\$ 19,723,398	\$ 20,380,237	\$ 18,769,517	\$ 20,095,110	\$ 20,268,468



Air Pollution Control District

Department Description

The Air Pollution Control District (APCD) protects people and the environment from the harmful effects of air pollution. Air quality is continuously monitored throughout the San Diego Air Basin and programs are developed to achieve clean air through reduced air pollutant emissions. The APCD issues permits that limit air pollution, adopts regulations, ensures adherence to air pollution control laws and administers grants and funds used to reduce regional mobile source air pollutant emissions through incentive programs.



Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Sustainable Environments

- Due to delays by the Environmental Protection Agency (EPA) in reviewing several proposed “near-road” air monitoring sites, the District was not able to complete the installation of the one approved “near-road” air quality monitoring station (which will measure the emissions’ impacts of on-road motor vehicles) by June 30, 2014. The District has received approval for a site that meets EPA requirements and anticipates installation and monitoring will be completed by September 30, 2014.
- Reduced air pollution emissions and health risk from freight movement by providing 36 grant awards from Proposition 1B, *Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006* (Proposition 1B) Goods Movement Emission Reduction Program funds to equipment owners to replace or repower 150 older, higher emitting heavy-duty diesel equipment with newer, cleaner models.
- Maintained an inspection program to protect the public from the harmful effects of air pollution by conducting 10,777 annual inspections of equipment at regulated facilities for compliance with air pollution laws.
- Collected valid ozone concentration data on 92% of monitoring days in the year, thereby exceeding the EPA standard of 75% valid samples.
- Reduced mobile source air pollutant emissions by 265 tons by providing incentive grants to projects that removed highly polluting vehicles and engines from service. The goal of 300 tons was not met due to substantial delay by California Air Resource Board (CARB) in disbursing Proposition 1B grant funding.
- Supported the Juror Transit Pass program in cooperation with the San Diego Association of Governments (SANDAG), the San Diego Metropolitan Transit System (MTS), and the courts to reduce transportation-related emissions resulting from jury duty by partially funding the program.
- Protected the health of the public by reducing exposure to hazardous air pollutants by implementing the following actions:
 - Tested emissions from all natural gas fired reciprocating internal combustion engines required to show initial compliance with the National Emission Standards for Hazardous Air Pollutants.
 - Expanded the network of air monitors for carbonyl compounds (toxic air pollutants) to include the Environmental Justice area of the Barrio Logan community of San Diego and the Otay Mesa border crossing. The chemical analyses of air samples include tests for formaldehyde, a significant driver of cancer risk in the nation.
 - Developed the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.
 - Proposed a rule for Air Pollution Control Board consideration to reduce air contaminant emissions from house paints and other architectural coatings, reflecting the California Air Resources Board's

Suggested Control Measure for Architectural Coatings and the current market availability of lower-emitting coatings. The proposed rule for architectural coatings was published by the APCD on September 23, 2013, for discussion at a Public Workshop held on October 29, 2013.

- Proposed a rule for Air Pollution Control Board consideration to reduce air contaminant emissions from new, natural gas-fired residential-type water heaters, reflecting the current market availability of lower-emitting technologies. The proposed rule for residential-type water heaters was published by the APCD on November 15, 2013, for discussion at a Public Workshop held on January 16, 2014.
- In coordination with affected industries, developed training videos on how to comply with air pollution control requirements applicable to marine coating operations.
- Modified Air Quality Index calculations and reporting procedures used for daily air quality forecasts and reports to reflect the revised National Ambient Air Quality Standard for inhalable particulate matter (PM_{2.5}).

Required Discipline for Excellence: Customer Satisfaction

- Maintained the commitment to customer service by responding to and investigating 100% of 599 annual air pollution complaints from the public.
- Promptly reviewed all 103 Carl Moyer Program grant applications upon receipt and notified applicants within five business days of any additional information that was required.
- Used State Air Quality Improvement Program grant funding to implement an Advanced Hybrid School Bus Demonstration Project in partnership with Transportation Power, Inc. (TransPower), an electric propulsion system manufacturer located in Poway. San Diego County school districts will be given the opportunity to gain hands-on experience with the advanced hybrid school bus during the demonstration period.

Required Discipline for Excellence: Regional Leadership

- Participated in meetings of the San Diego Regional Clean Cities Coalition and the San Diego Regional Electric Vehicle Infrastructure Working Group to promote the use of alternative fuels and alternative fuel vehicles in the region.

- Developed a webpage linkage to educational resources on the science and impacts of climate change and actions being taken to curb greenhouse gas emissions to provide the public and industry with resources to help reduce their emissions of air pollutants (www.sdapcd.org).
- Collaborated with the San Diego Foundation on its Climate Initiative and helped coordinate with government, nonprofits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.
- Increased public awareness and enhanced public support of reduction in emissions by recognizing San Diego's local leaders in reducing emissions.
- Coordinated the VIP (Very Important Planet) reception and the annual San Diego APCD Clean Air Award hosted by the County of San Diego, Third District.
- Worked with the Industrial Environmental Association (IEA) to provide the annual "IEA-APCD Blue Sky Leadership Award" to three local businesses.
- Created greater public awareness of the harmful impacts of air pollution by participating in five public outreach events and coordinating activities with events such as the Earth Day fair.
- Increased awareness of the Mobile Source Incentive Program by participating in 21 community outreach events to educate attendees about APCD's mobile source emission reduction incentive programs and grant funding opportunities.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Obtained inspection reports for 100% of the 102 pieces of equipment funded through the Carl Moyer Program and Goods Movement Emission Reduction Program to ensure that the new or upgraded equipment meets program specific requirements to achieve emission reductions.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Participated in "Team LUEG" training by providing both trainers and trainees for the first Inspector Series Academy, to enhance professionalism and customer service while conducting inspections and investigations.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Developed and implemented a streamlined application process for grants under the Goods Movement Emission Reduction Program to allow easier application completion and reduce APCD processing times, result-



ing in faster project completion and earlier emission reductions. Applicants were able to apply for grants under the new process; however, because of delays by CARB in funding new grants projects, faster completion of the process has not been realized.

- Provided assistance with air pollution rules and regulations to the business community by creating two new compliance assistance videos and posting them on the APCD website. (www.sdapcd.org/SBA/videos.html)
- Evaluated the Federal Clean Air Act Title V permit processing procedures and implemented process improvements in order to better meet APCD's business needs.

Required Discipline for Excellence: Information Services

- Implemented and completed a file digitization pilot project to digitize all 36 Proposition 1B Lower-Emission School Bus program files that are required to be sent to the California Air Resources Board for retention for the remainder of the required 35-year bond records retention time frame.

2014–16 Objectives

Strategic Initiative: Sustainable Environments

- Implement the first “near-road” air quality monitoring station in the County of San Diego to measure the emission impact of on-road motor vehicles by September 30, 2014. Contingent on EPA site approval, implement a second “near-road” air quality monitoring station to measure the emission impact of on-road motor vehicles at a second location by June 30, 2015.
- Relocate the El Cajon ambient air quality monitoring site, which is designated as a National Core monitoring station, to a permanent location within 30 days after the relocation site is ready.
- Maintain an inspection program to protect the public from the harmful effects of air pollution by annually conducting 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
- Collect valid ozone concentration data on at least 90% of monitoring days in the year, thereby exceeding the EPA standard of 75% valid samples.
- Reduce mobile source air pollutant emissions by up to 350 tons by providing incentive grants to projects that remove high polluting vehicles and engines from service.

- Support the Juror Transit Pass program in cooperation with SANDAG, MTS and the courts to reduce transportation-related emissions resulting from jury duty by partially funding the program.
- Protect the health of the public by reducing exposure to hazardous air pollutants by implementing the following actions:
 - Test emissions from all natural gas fired reciprocating internal combustion engines required to show ongoing compliance with the National Emission Standards for Hazardous Air Pollutants.
 - Maintain the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.
 - In coordination with affected industries, develop training videos on how to comply with air pollution control requirements.

Strategic Initiative: Healthy Families

- Participate in LUEG's Health in All Policies (HiAP) initiative and help to develop metrics to evaluate baseline and ongoing implementation of measures to build and maintain healthy and safe communities.

Required Discipline for Excellence: Customer Satisfaction

- Provide excellent customer service by responding to and investigating 100% of an estimated 540 annual air pollution complaints from the public.
- Provide excellent customer service by promptly reviewing all Carl Moyer Program grant applications upon receipt and notifying applicants within five business days of any additional information that may be required.
- Develop customer service training program that instructs staff on effective communication skills with the regulated community by June 30, 2015.

Required Discipline for Excellence: Regional Leadership

- Participate in meetings of the San Diego Regional Clean Cities Coalition and related working groups to promote the use of alternative fuels and alternative fuel vehicles in the region.
- Collaborate with the San Diego Foundation on its Climate Initiative and help coordinate with government, nonprofits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.



- Support public awareness and enhanced support of reduction in emissions by recognizing local leaders in reducing emissions.
- Partner with San Diego EarthWorks on the VIP (Very Important Planet) reception and the annual San Diego APCD Clean Air Award hosted by the County of San Diego, Third District.
- Partner with the Industrial Environmental Association (IEA) to provide the annual “IEA-APCD Blue Sky Leadership Award” to three local businesses.
- Create greater public awareness of the harmful impacts of air pollution by participating in two public outreach events and coordinating activities with events such as the Earth Day fair.
- Increase awareness of the Mobile Source Incentive Program by participating in eight community outreach events about APCD’s mobile source emission reduction incentive programs and grant funding opportunities.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Obtain inspection reports for 100% of the equipment funded through the Carl Moyer Program and Goods Movement Emission Reduction Program to ensure that the new or upgraded equipment meets program specific requirements to achieve emission reductions.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Reengineer and streamline the incentive grant application process, moving from a largely paper-based system to an electronic system using Accela Citizen Access.
- Provide assistance with air pollution rules and regulations to the business community by creating two new compliance assistance videos and posting them on the APCD website.

Related Links

For additional information about the Air Pollution Control District, refer to the website at www.sdapcd.org/index.html.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Scheduled equipment/facilities inspections completed ¹	100% of 10,987	100% of 7,400	100% of 10,777	100% of 7,400	100% of 7,400
All citizen complaints investigated and contact made within two business days of reported complaint ²	100% of 585	100% of 545	100% of 599	100% of 540	100% of 540
Annual number of low-polluting vehicle incentive projects completed under the mobile source incentive programs ³	365	N/A	N/A	N/A	N/A
Valid ozone data collection per year ⁴	90% of data	90% of data	92% of data	90% of data	90% of data
Annual tons of air pollutants reduced from mobile source incentive projects ⁵	N/A	300	265	350	350

Table Notes

¹Indicates the completion levels for inspections of equipment/facilities emitting air contaminants. Annual target of 7,400 is based on standards established by the California Air Resources Board and the EPA, however, APCD is able to achieve higher inspections than the minimum requirement.

²The majority of complaints from the public are due to dust-related pollution from construction and visible emissions, and 100% of public complaints are investigated. APCD responds to complaints the same day if a complaint is received during the business day and will respond to all complaints received within two business days.

APCD cannot control the number of complaints about the environment received from the public and the number of resulting cases to investigate but sets targets for the percentage of complaints that are responded to in a timely manner and thoroughly investigated as a measure of internal department performance standards. The average number of complaints per year over the past three fiscal years is 566.

³This measure was discontinued in Fiscal Year 2013–14 and replaced by a new measure to better indicate the benefits achieved by the Mobile Source Incentive Program.

⁴The EPA requires 75% data capture to designate valid data.

⁵Starting in Fiscal Year 2013–14, a new results-focused performance measure of annual tons of air pollutants reduced from mobile source incentive projects is being used to better indicate the benefits achieved by the Mobile Source Incentive Program. For Fiscal Year 2013–14, delays in the program by the California Air Resources Board significantly reduced mobile source incentive projects that decrease air pollutants. APCD did not meet the goal of reducing annual tons of pollutants from mobile sources by 300 tons due to this delay.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$7.5 million.

- Salaries and Benefits—net increase of \$1.1 million is due to reduced negative salary adjustments, negotiated labor increases and increases in County retirement contributions.
- Services and Supplies—net increase of \$1.1 million is due to increases in maintenance and information technology expenditures of \$1.4 million, offset by a reduction of \$0.3 million in computer equipment purchases.



- Other Charges—increase of \$3.5 million is due to increased expenditures on the mobile incentives program.
- Capital Assets Equipment—decrease of \$0.1 million is due to reductions in replacement vehicle purchases.
- Operating Transfers Out—increase of \$1.8 million is to support operations, primarily in the mobile incentives program.

Revenues

Net increase of \$7.5 million.

- Licenses, Permits & Franchises—increase of \$0.9 million is due to current year growth in fees and an anticipated mid-year fee increase.
- Intergovernmental Revenues—increase of \$3.5 million is based on increased funding for the mobile incentives program.

- Other Financing Sources—increase of \$1.8 million is due to increased funding from the Air Pollution Control Air Quality Improvement Trust to support the mobile incentives program.
- Use of Fund Balance—increase of \$1.4 million. Use of Fund Balance of \$1.4 million will support the mobile incentives program.

Budget Changes and Operational Impact: 2014–15 to 2015–16

A decrease of \$0.7 million in overall budget. Increase of \$0.7 million primarily due to completion of one-time IT and maintenance projects.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Air Pollution Control District Programs	146.00	146.00	146.00
Total	146.00	146.00	146.00

Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Air Pollution Control District Programs	\$ 44,874,724	\$ 41,990,873	\$ 49,583,987	\$ 36,840,720	\$ 49,487,307	\$ 48,762,407
Total	\$ 44,874,724	\$ 41,990,873	\$ 49,583,987	\$ 36,840,720	\$ 49,487,307	\$ 48,762,407

Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 15,410,117	\$ 16,875,066	\$ 16,506,886	\$ 15,763,439	\$ 18,017,625	\$ 18,678,135
Services & Supplies	3,953,589	4,631,679	5,588,949	4,765,890	5,730,153	5,003,115
Other Charges	17,092,033	10,892,676	17,162,137	6,779,910	14,428,991	14,070,619
Capital Assets Equipment	403,893	505,000	1,239,103	609,002	445,000	445,000
Fund Balance Component Increases	300,000	300,000	300,000	300,000	300,000	—
Operating Transfers Out	7,715,092	8,786,452	8,786,911	8,622,478	10,565,538	10,565,538
Total	\$ 44,874,724	\$ 41,990,873	\$ 49,583,987	\$ 36,840,720	\$ 49,487,307	\$ 48,762,407

Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Licenses Permits & Franchises	\$ 8,511,984	\$ 7,833,723	\$ 8,149,543	\$ 7,857,192	\$ 8,729,927	\$ 8,681,509
Fines, Forfeitures & Penalties	1,815,885	980,000	980,000	1,465,252	980,000	980,000
Revenue From Use of Money & Property	93,901	30,000	30,000	85,878	30,000	30,000
Intergovernmental Revenues	28,980,122	22,671,047	27,707,282	20,118,616	26,122,876	26,122,876
Charges For Current Services	491,359	581,278	581,278	492,450	593,478	593,478
Miscellaneous Revenues	50,124	—	—	35,242	—	—
Other Financing Sources	7,733,924	8,786,453	8,786,912	8,626,847	10,565,538	8,786,453
Use of Fund Balance	(2,802,572)	1,108,372	3,348,972	(1,840,758)	2,465,488	3,568,091
Total	\$ 44,874,724	\$ 41,990,873	\$ 49,583,987	\$ 36,840,720	\$ 49,487,307	\$ 48,762,407

Environmental Health

Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality. DEH educates the public to increase environmental awareness and compliance and implements and conducts enforcement of local, state and federal environmental laws when necessary to protect public and environmental health. DEH regulates retail food safety; public housing; public swimming pools; small drinking water systems; mobile home parks; onsite wastewater systems; recreational water; medical and hazardous materials and waste; aboveground and underground storage tanks as well as contaminated site cleanup oversight. In addition, DEH serves as the Solid Waste Local Enforcement Agency, surveys for vector-borne diseases carried by rodents, ticks and mosquitoes and helps to ensure safe workplaces for County employees.

Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Worked with the U.S. Environmental Protection Agency (EPA) and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region including:
 - Coordinated and conducted binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training. Twenty-two first responders from the Tijuana fire department attended a four-week long hazardous materials training class and are now State of California Certified HazMat Technicians. First responders from Mexico were also provided a First Responder Awareness level training class conducted in Tijuana.
 - Integration of the Office of Emergency Services (OES) Operational Area Emergency Operations Center (EOC) and the Tijuana Protection Civil's Emergency Operations Center into binational exercises. This was not completed as OES was unable to secure adequate funding from the EPA.



This exercise is now planned for Fiscal Year 2014–15 with an eventual goal of regular binational EOC exercises.

- Improved collaboration with federal, State, county and city prosecutors, investigators and other regulatory agencies to prosecute environmental crimes, both locally and Statewide, by hosting 26 hazardous waste task force meetings. In addition, 46 responders, inspectors and law enforcement personnel received joint training on personal protective equipment and sampling. Four inspectors received the Federal Law Enforcement Training Center's advanced environmental crimes multi-jurisdictional task force training.

Strategic Initiative: Healthy Families

- Educated over 9,000 children on awareness and protection from mosquito-borne diseases and other vector-related diseases, household hazardous waste/source reduction, environmental health careers, and food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year.
- Trapped rodents twice per year at port of entry sites where freight from foreign origin is received by boat, airplane or truck. Rodents were tested for plague and flea species were identified.
- Trapped at 63 (exceeding the goal of 40) locations and tested captured mice (by taking blood samples) for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.
- Inspected 100% (259 of 259) of identified waste tire sites in the Tire Enforcement Agency Inspection Work Plan to ensure compliance and reduce illegal handling and disposal of waste tires.

- Collaborated with the Southern Chapter of the California Environmental Health Association (CEHA) and conducted a public housing seminar for regulated operators and regulators in May 2014, creating a more knowledgeable housing industry that is aware of resources available to them so that they may make better-informed decisions to reduce violations. A public housing workshop will be conducted every other year alternating with the Food and Housing Division/CEHA pool seminar.
- Expanded the Yellow Fever and Asian Tiger mosquito surveillance for early detection of these invasive mosquito species that transmit dengue and yellow fever. To date, no detections of these invasive species have occurred.
- Investigated, via aerial surveillance, over 517 neglected swimming pools for mosquito breeding.
- Protected residents from West Nile Virus by treating 8,774 acres by helicopter to minimize the presence of mosquito-borne diseases.
- Launched the new Beach Water Quality Mobile Web Application along with the use of the social media tools Twitter and Facebook to alert the public of changes to beach water quality in San Diego County. These tools allow DEH to deliver real-time beach water quality status updates to computers, tablets and smart phones 24 hours a day, 365 days a year.
- Continued implementing the grading system for mobile food facilities that prepare food to ensure that customers have access to safe food. DEH actively partnered with stakeholders and met with all operators at their commissaries to coordinate updates in truck routes and enhance the ability of inspectors to find mobile trucks in the field when their routes change.
- Contacting 97% (2,617 of 2,698) of complainants regarding mosquitoes, rats and flies within three days.
- Closing 97% (950 of 975) of mosquito control requests for service within 21 days or less after initial contact.
- Completing the review of septic system layouts within an average of 10.1 days. The goal of 10 days was not achieved because there was a 29% increase in projects received as compared to last year.
- Completing the review and approving 72% (102 of 141) of plans and permits for installation, repair and removal of Underground Storage Tanks (UST) within 10 working days of receiving a complete application. The goal of 95% was not achieved due to additional workload created by the implementation of the California Electronic Reporting System.
- Reviewing and responding to 97% (725 of 751) of Local Oversight Program (LOP) reports and work plans within 60 days. The 100% goal of response time within 60 days was not achieved because the number of reports submitted did not come in uniformly, with the number of submittals tripling during certain times of the year, which caused a lag in response times as staff worked to complete the reviews.
- Reviewing, processing and approving 100% of 706 monitoring well permit applications within an average of 8 working days.
- Developing and implementing an online universal mosquito, rat and green pool complaint form for the public with automatic receipt of confirmation, which allows DEH to initiate a response more efficiently.
- Implementing the use of an online intake form to receive public complaints of food borne illness.

Required Discipline for Excellence: Customer Satisfaction

- Provided quality customer service by:
 - Reducing the average food and housing complaint response time from five to three days.
 - Maintaining average plan review times for new retail food and public swimming pool projects to less than the 20 working days allowed by State law. The goal to maintain levels that are 50% less than the State law requirement was not achieved due to unanticipated extended absences of two departmental Plan Check Specialists and the need to train staff to perform plan checks during their absence.

Required Discipline for Excellence: Regional Leadership

- Coordinated with local cities in the region to adopt local requirements in the County Code of Regulatory Ordinances related to body art, public housing and public pools to improve the uniformity of regional inspection programs.
- Co-hosted the annual statewide Mosquito and Vector Control Association of California Conference February 18 - 21, 2014.
- Worked with cities that currently delegate authority to the County to implement the massage, pet shop and bath house inspection programs in their jurisdictions. This reflects changes in State law that makes the programs no longer subject to regulation by the County.

The two cities with pet shop ordinances previously designating the County as the regulatory agency, San Diego and Chula Vista, have updated their ordinances to remove this designation. Coordination with cities to update their ordinances on massage establishments and bath houses will continue in Fiscal Year 2014–15.

- Hosted a Hazardous Analysis and Critical Control Points workshop on August 7–8, 2013, in coordination with the restaurant industry, the Food and Drug Administration and the California Department of Public Health to educate local industry and regulators. Regulators from neighboring jurisdictions participated in the training.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Implemented changes to the Community Event Permit (CEP) process for improved customer service. The new process provides a dedicated CEP Coordinator as a single point of contact; streamlines the application process and reduces the size of the application from 22 to 3 pages; and provides community outreach and training for repeat and potential event organizers.
- Conducted a study on the use of a rapid molecular diagnostic test to improve the response to sewage contaminated beach water.
- Submitted a request for proposal to develop Phase I of Virtual Unified Program inspector training and selected a contractor. Software development has begun and is anticipated to be completed in Fiscal Year 2014–15. This training will allow for supervised and unsupervised training in a virtual environment to augment instructor-led and one-on-one field inspector training.
- Continued leading an effort with the Land Use and Environment Group (LUEG) departments to develop a Health in All Policies (HiAP) strategy that aims to improve health and the environment and support the goals of the *Live Well San Diego* initiative.
- Participated in the County's efforts in the Community Transformation Grant by:
 - Assisting in the development of a culinary garden agreement between the Sheriff's Department and DEH for facilities that will grow produce to be consumed by inmates, wards of the State and staff through the institutional meal program.
 - Participating in a supporting role for the County Detention Facility Healthy Food Strategic Planning and Best Management Practices development effort related to on-site agriculture production, water reuse, food safety, composting, and sustainability/green business practices.

- Key DEH staff participated in the innovative “Team LUEG” which fosters collaboration and leverages inter-departmental efforts in the following areas: Workforce Development, Communication and Outreach, Customer and Stakeholder Focus, Team First and Continuous Improvement. “Team LUEG” is about striving to demonstrate “service before self” by working together and meeting the varying needs of customers.

Required Discipline for Excellence: Information Services

- Developed the capability of accepting online applications and payments for housing permits in the Food and Housing Division.
- Completed development of an automatic electronic data transfer system to upload data for compliance monitoring and enforcement information from the Business Case Management System (BCMS) to the California Electronic Reporting System and U.S. EPA's databases. Reporting tools that will allow the Hazardous Materials Division to monitor the information will be developed in Fiscal Year 2014–15.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Continue to work with the EPA and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region to:
 - Coordinate and conduct binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.
 - Integrate the Office of Emergency Services Operational Area Emergency Operations Center and the Tijuana Protection Civil's Emergency Operations Center into binational exercises.
- Improve collaboration with federal, State, county and city prosecutors, investigators and other regulatory agencies to prosecute environmental crimes, both locally and Statewide, by hosting hazardous waste task force meetings, hosting joint hazardous waste operations and emergency response training, and sending two inspectors to the Advanced Environmental Crimes Training Program (AECTP).
- Develop a drought management plan for small drinking water systems regulated by DEH to ensure procedures are in place to maintain adequate supplies for water system customers.



■ ■ ■ Environmental Health

- Provide three stakeholder workshops for the Voluntary Assistance Program (VAP) to increase awareness on the benefits of the program and how it will help expedite resolution of contaminated properties to allow development.
- Provide two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to DEH by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.
- Provide two outreach events for the Beach Water Quality Program to educate the public on the resources available to determine the water quality at local beaches prior to use.
- Provide four workshops for the Local Agency Management Program to educate our stakeholders on the new standards and regulations for onsite wastewater treatment systems.
- DEH will continue to play an active role with the County's efforts to develop the *Live Well San Diego* Thriving initiative.
- Develop a graywater procedure manual to address options for water conservation for drought relief and provide guidance to residents of the unincorporated areas of San Diego County.
- Streamline the Temporary Event permit process to leverage online information resources. Conduct a workshop for event organizers and vendors with annual permits to provide them with food safety education and a sound understanding of the permitting process.
- Develop an electronic Compliance Inspection Report (CIR) to replace the existing report that no longer meets staff requirements. This new CIR will streamline the inspection paperwork processing time.
- Complete development of a Virtual Unified Program inspector training program. This training will allow for supervised and unsupervised training in a virtual environment to augment instructor-led and one-on-one field inspector training.
- Develop and implement a continuous improvement plan for the Department to improve processes and customer service.

Strategic Initiative: Healthy Families

- Educate 8,000 children on awareness and protection from mosquito-borne diseases and other vector-related diseases, household hazardous waste/source reduction, environmental health careers, and food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year.
- Trap rodents twice per year at port of entry sites where freight from foreign origin is received by boat, airplane or truck in order to conduct tests for plague and identify flea species.
- Trap at 60 locations and test captured mice (by taking blood samples) for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.
- Inspect at least 75% of the 259 identified waste tire sites in the Tire Enforcement Agency Inspection Work Plan to ensure compliance and reduce illegal handling and disposal of waste tires.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Increase Department participation in Team LUEG process improvement efforts.
- Develop a strategy for evaluating and controlling mosquito breeding in storm drains.

Required Discipline for Excellence: Customer Service

- Provide quality customer service by:
 - Completing the review of septic system layouts within an average of 10 days.
 - Reviewing and responding to 100% of LOP reports and workplans within 60 days.
 - Reviewing and processing 100% of monitoring well permit applications within an average of 8 working days.
 - Collaborating with the Southern Chapter of the California Environmental Health Association to conduct a public pool seminar for regulated operators in 2015. The seminar will enhance knowledge, resulting in better compliance for operators and improved health protection for bathers.
 - Maintaining average plan review times of 10 days for new retail food and public swimming pool projects which is 50% less than the State law requirement of 20 days.
 - Completing, reviewing and approving 95% of plans and permits for installation, repair and removal of Underground Storage Tanks (USTs) within 10 working days of receiving a complete application.
 - Providing three California Environmental Reporting System (CERS) kiosks for facility owners and operators throughout the County that need CERS assistance or may not have access to a computer.

Required Discipline for Excellence: Information Services

- Create reporting tools for internal and external use. Internal reports will be used for management and field staff. External reports will be used for Certified Unified Program Agency (CUPA) reporting requirements for information not available in CERS.
- Initiate selection and implementation process for inspection capture software.

Related Links

For additional information about the Department of Environmental Health, refer to the website at www.sandiego-county.gov/deh/ and Facebook page at www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Respond to service calls about mosquitoes, rats and flies by contacting complainants within three days	96% of 3,032	97%	97% of 2,698	97%	97%
Average number of days to complete review of septic system layouts ¹	9.6	10	10.1	10	10
Percentage of all plans and permits for installation, repair, and removal of Underground Storage Tank (UST) reviewed and approved within 10 working days of receiving a complete application ²	90% of 318	95%	72% of 141	95%	95%
Review and respond to all Local Oversight Program (LOP) reports and work plans within 60 days ³	93% of 9,193	100%	97% of 751	100%	100%
All monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days	100% of 713	100%	100% of 715	100%	100%
Mosquito service calls closed within 21 days or less after initial contact	99% of 1,685	97%	97% of 1,264	97%	97%

Table Notes

¹Completed review of septic system layouts within an average of 10.1 days (exceeding the goal of 10 days due to a 29% increase in projects received as compared to last year.)

²The Fiscal Year 2013–14 goal of 95% was not achieved due to the implementation of CERS.

³The LOP is under contract with the State Water Resources Control Board to oversee corrective action of unauthorized fuel releases from Underground Storage Tanks. The Fiscal Year 2013–14 goal of 100% response time within 60 days was not achieved because the number of reports submitted did not come in uniformly as anticipated, with the number of submittals tripling during certain times of the year.

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

Staffing

No change in staffing.

Expenditures

Net increase of 2.0 million.

- Salaries and Benefits—net increase of \$1.3 million. Increase of \$1.5 million reflects negotiated labor agreements and increases in County retirement contributions; \$0.1 million for overtime related to one-time

projects in the Food & Housing Division offset by an increase of \$0.4 million in negative salary adjustments for modified and vacant positions.

- Services and Supplies—net increase of \$0.8 million. An increase of \$0.3 million is based on historical trends associated with the Vector Control Program; an increase of \$0.5 million related to repayment of DEH's remaining share of the San Marcos building loan and various one-time costs associated with the Business Case Management System (BCMS).
- Capital Assets Equipment—increase of \$0.1 million related to equipment required for an emergency response vehicle in the Hazardous Materials Division.
- Expenditure Transfer & Reimbursements—decrease of \$0.2 million as a budgetary adjustment to more accurately reflect projected costs.

Revenues

Net increase of \$2.0 million.

- Licenses, Permits & Franchises—net increase of \$0.8 million. Increase of \$0.4 million in Food and Housing Division and Hazardous Materials Management Division permit fee revenue related to industry growth and \$0.5 million as a budgetary adjustment to realign revenue to the correct account.
- Intergovernmental Revenues—decrease of \$0.1 million in State funding due to fringe benefit and indirect cost limitations in the Radiological Health Program Revenue Agreement.

- Charges for Current Services—increase of \$1.0 million in Vector Control Benefit Assessment funds to cover increases associated with the Vector Control program.
- Miscellaneous Revenues—net decrease of \$0.3 million. An increase of \$0.2 million related to repayment of DEH's remaining share of the San Marcos building loan and one-time projects offset by a decrease of \$0.5 million budgetary adjustment to realign revenue to the correct account.
- Fund Balance Component Decrease—net increase of \$0.6 million. An increase of \$0.5 million related to repayment DEH's remaining share of the San Marcos building loan and \$0.3 million for BCMS post go-live support and report writing offset by a reduction of \$0.2 million related to completion of one-time projects.
- Use of Fund Balance—decrease of \$0.1 million. A total of \$0.4 million for the following rebudgeted items: \$0.1 million for BCMS; \$0.1 million for beach water quality monitoring; \$0.1 million for development of an Onsite Wastewater Treatment program and \$0.1 million to offset Tribal Liaison costs, data imaging projects and Fire Victim permit fee waivers.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease of \$1.8 million primarily due to the completion of various one-time projects.

Staffing by Program

	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Environmental Health	280.00	280.00	280.00
Total	280.00	280.00	280.00

Budget by Program

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Environmental Health	\$ 38,508,826	\$ 44,665,102	\$ 46,012,951	\$ 40,267,909	\$ 46,661,684	\$ 44,834,151
Total	\$ 38,508,826	\$ 44,665,102	\$ 46,012,951	\$ 40,267,909	\$ 46,661,684	\$ 44,834,151

Budget by Categories of Expenditures

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 27,208,664	\$ 29,874,927	\$ 30,408,791	\$ 28,380,994	\$ 31,160,613	\$ 31,405,545
Services & Supplies	11,444,458	14,745,175	15,000,813	11,450,226	15,519,071	13,458,606
Capital Assets Equipment	19,495	45,000	60,909	60,909	132,000	120,000
Expenditure Transfer & Reimbursements	(163,791)	—	—	(166,658)	(150,000)	(150,000)
Fund Balance Component Increases	—	—	542,438	542,438	—	—
Total	\$ 38,508,826	\$ 44,665,102	\$ 46,012,951	\$ 40,267,909	\$ 46,661,684	\$ 44,834,151

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Licenses Permits & Franchises	\$ 21,409,968	\$ 20,344,609	\$ 20,344,609	\$ 22,503,374	\$ 21,140,400	\$ 21,140,400
Fines, Forfeitures & Penalties	126,034	318,094	318,094	263,936	318,094	318,094
Intergovernmental Revenues	3,547,183	3,376,637	3,387,137	3,275,082	3,232,977	3,232,977
Charges For Current Services	12,567,479	17,980,274	17,980,274	14,757,603	19,010,000	18,977,620
Miscellaneous Revenues	1,407,762	1,382,381	1,382,381	255,287	1,130,502	835,000
Other Financing Sources	—	—	—	225	—	—
Fund Balance Component Decreases	544,380	810,502	810,502	810,502	1,421,854	250,000
Use of Fund Balance	(1,093,980)	452,605	1,789,954	(1,598,100)	407,857	80,060
Total	\$ 38,508,826	\$ 44,665,102	\$ 46,012,951	\$ 40,267,909	\$ 46,661,684	\$ 44,834,151

Farm and Home Advisor

Department Description

The Farm and Home Advisor (FHA) conducts educational programs and applied research through a partnership with the County of San Diego, the University of California and the U.S. Department of Agriculture. The partnership brings together the resources of these entities to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The FHA advisors are academic professionals with expertise in the areas of Agriculture, Natural Resources, Youth Development, Nutrition and Family and Consumer Science.



Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension brings together education and research resources of the University of California, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- As wildfires continue to pose a threat to San Diego area residents, continued to investigate stakeholder needs and additional resource opportunities to further develop wildfire education and outreach programming. Collaborated with Fire Safe Council and Forest Area Safety Taskforce at 22 strategic planning meetings as well as 10 open house and other events throughout the county reaching 4,276 residents and stakeholders. Distributed 29,500 wildfire brochures, tip cards and other outreach materials to residents and other stakeholders.
- As the Gold Spotted Oak Borer (GSOB) continues to affect oak trees, expanded and enhanced the existing program established as a foundation for GSOB education and outreach by creating online training and self-testing modules for public land managers, homeowners, recreationalists and other groups as needed, on the biology, impacts and symptoms, and best management practices relating to GSOB. These resources are found at <http://ucanr.edu/sites/gsobinfo>. Additionally, distributed 6,825 GSOB brochures, ID cards and other outreach materials to residents and other stakeholders.

Strategic Initiative: Sustainable Environments

- Protected water quality and promoted water conservation.
 - Completed 21 agricultural water workshops and educated 520 agricultural and other large water users such as cemeteries and golf courses within the county about stormwater regulations and requirements, best management practices, record keeping and employee training.
 - Provided printed outreach materials such as management booklets, self-assessment surveys, record keeping systems and agricultural water quality best management pocket field guides designed to educate growers and other land managers.
 - Provided an annual display at the Flower Fields at Carlsbad Ranch from March 1, 2014 through May 11, 2014 to over 125,000 people of examples of water quality and runoff control best management practices for growers and the public and provided self-assessment materials for their own properties.
- Continued research projects on blueberries, strawberries, pitahaya (dragon fruit), avocados and mandarin oranges to evaluate water use levels and newer varieties or alternate crops for the region. As water prices continue to rise, these new crop types are anticipated to consume less water thereby bolstering the regions and potentially, the States' economic growth.
- Assisted in the coordination of 1,184 volunteers through the Master Gardener and 4-H programs who then provided 268,166 hours of volunteer service for a value to the County of \$6,047,139. Staff also assisted in the coordination and training of 48 new Master Gardeners as well as the ongoing training of 589 new and existing 4-H adult and teen volunteers.

- Using the volunteer Master Gardener program, provided research-based information in the areas of home gardening, landscaping and pest management to county residents through consultations, educational exhibits and seminar classes. The Master Gardeners answered 7,239 public inquiries and presented 82 educational exhibits throughout the county to over 16,000 residents.
- Using the Master Gardener program, provided outreach and assistance in creating and maintaining 502 school and community gardens throughout the county region.
- Due to expiration of funding, could not expand the number and size of demonstration pilot sites of habitat restoration techniques and therefore did not continue with the research in 2013-14 in collaboration with U.S. Fish and Wildlife Service, city and County Department of Parks and Recreation, Barnett Ranch Preserve, University of California, Irvine and the Irvine Ranch Conservancy.

Strategic Initiative: Healthy Families

- Improved youth development and nutrition in the region.
 - Provided administrative and instructional material support for 589 4-H adult volunteer leaders over the age of 18 to conduct community-based educational programs to 25 4-H clubs, 7 after-school sites and 8 military 4-H sites. One thousand nine hundred eighty-seven (1,987) youth under the age of 18 completed 6 hours of hands-on instruction in each area of study such as biological sciences, communications and expressive arts, animals, community/volunteer service, environmental education/earth sciences, and food and nutrition and health. Most youth completed multiple areas of study.
 - Provided nutrition education for 733 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety. Additionally, over 4,000 youth received nutrition education via a train-the-trainer method whereby teachers are taught the curricula and then teach their students.

2014–16 Objectives

Strategic Initiative: Sustainable Environments

- Identify threats to water supply systems from pollution, invasive species, and climate change to develop management practices that aid growers in meeting the reg-

ulatory requirements of federal, State and local laws and that also consider the local climate, land use issues and other resource constraints. Extend the findings and information to residents through a minimum of three outreach activities. Provide growers with concrete ways they can mitigate water supply pollution.

- Due to drought and ensuing water constraints, work with the Departments of Agriculture, Weights and Measures, Environmental Health, Public Works or other Land Use and Environment Group (LUEG) departments to evaluate the water needs of current and future crops for San Diego County, agriculture water runoff and/or Total Maximum Daily Load (TMDL) impacts. Provide water needs assessment results at a minimum of four outreach activities and four visits to the agricultural community. Provide residents and grower's concrete ways or methods to reduce water usage and/or TMDL's.
- Riparian zones are instrumental in water quality improvement for both surface runoff and water flowing into streams through subsurface or groundwater flow. Identify threats to aquatic and riparian ecosystems from pollution, invasive species, and climate change. Provide a minimum of three outreach activities to residents and other collaborators providing concrete ways to reduce these threats to riparian ecosystems.
- Identify problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc.) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes. Provide a minimum of four outreach activities to nursery and ornamental horticulture growers, residents and agricultural community members.
- Identify problems and potential solutions in nursery and floriculture industries on issues impacting production and economic viability of these industries. Disseminate information through a minimum of four outreach activities to nursery and floricultural industry growers.
- Conduct pruning research on high-density avocado plantings in order for avocado production in San Diego County to remain profitable for growers. Disseminate information through a minimum of four outreach activities to avocado producers in the county.
- Evaluate crops such as pitahaya (dragon fruit), blueberries, strawberries, Gold Nugget mandarins, etc. and methods of production to improve production and viability of these as commercial crops. Disseminate the

information through a minimum of four outreach activities to small farm growers, rare fruit and other agriculture growers in the county.

- With assistance and/or input from other County departments such as Agriculture, Weights and Measures, begin a needs assessment to identify and develop resources for sustainable urban farming.
- Expand market opportunities for agricultural producers in San Diego County through agricultural tourism, direct marketing, and value added activities. Disseminate information through a minimum of four outreach activities to agricultural producers in the region.
- Provide business and risk management education to agricultural producers in areas such as financial management, food safety, business management, etc. Maintain the *Ag in Uncertain Times* website at www.farmmanagement.org/aginuncertaintimes/, devoted to providing current information to farmers and ranchers about the challenges in today's agricultural economy. Disseminate information through a minimum of two outreach activities to the agricultural community.
- Maintain and manage the volunteer Master Gardener program to provide research-based information in the areas of home gardening, community gardening, landscaping, water conservation, and pest management to San Diego County residents, Agriculture, Weights and Measures and other Land Use and Environment Group departments. Provide a minimum of 400 office consultations, 10 educational exhibits and 4,000 hours of volunteer service.

Strategic Initiative: Healthy Families

- Conduct nutrition education for 500 low-income families with children to reduce the risk of childhood obesity and chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.
- Assess individuals and family behavioral changes by collecting data on a minimum of 400 families related to food resource management practices, nutrition and food safety practices and positive dietary changes.
- Assist families in achieving and maintaining financial self-sufficiency through two outreach educational activities to the residents of San Diego County about household savings and debt reduction.
- Recruit and train a minimum of 350 adult and teen 4-H volunteers to deliver positive youth development experiences through a minimum of four experiential learning outreach activities.
- Participate in the integration of LUEG's Health in All Policies (HiAP) initiative through the identification and engagement of Countywide enterprise collaboration opportunities.

Related Links

For additional information about the Farm and Home Advisor Office, refer to www.sandiegocounty.gov/fha/.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Staff provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) ¹	65 projects/ \$2,517,670 ²	45 projects/ \$2,500,000	48 projects/ \$2,749,217	45 projects/ \$2,500,000	45 projects/ \$2,500,000
Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/volunteer hours)	1,099 vol/ 305,782 hours ³	1,000 vol/ 205,000 hours	1,184 vol/ 268,166 hours	1,000 vol/ 205,000 hours	1,000 vol/ 205,000 hours
Research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability	3 projects	2 projects	5 projects	4 projects	4 projects
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety ⁴	670 families	500 families	733 families	500 families	500 families

Table Notes

¹The number of projects and funding figures for Fiscal Years 2013–14 and 2014–15 reflect a decrease from prior years due to a reduction in advisor staff and a decreasing pool of grant funds.

²Statewide, the University of California provided academics with several small grants to facilitate new local, regional and Statewide projects such as creation and updating of publications, Statewide collaborative efforts with other academics to address issues such as integrated pest management, small farms issues, citrus and avocado issues, etc. which increased the number of projects but didn't increase the actual dollar amount.

³Contributing to the increase in Fiscal Year 2013-14 volunteer hours were a spring seminar organized by the Master Gardeners and a Middle Management Volunteer program coordinated by 4-H. The Master Gardeners organized and held a large spring seminar for over 500 County workers at the County Operations Center. The event required hundreds of additional volunteer hours for the collaboration, organization, set-up and take-down. Also, many 4-H volunteers donated additional hours to creating a Middle Management Volunteer Program for the 4-H volunteers which should be implemented by Fiscal Year 2014–15.

⁴Adopted participant numbers for performance measures in nutrition education are set by State funding contract requirements; actual participant numbers can vary due to the number of paid nutrition education staff and the number of participants the State requires each educator to reach. These numbers can vary depending on State funding.

**Budget Changes and Operational Impact:
2013–14 to 2014–15**

Staffing

No change in staffing.

Expenditures

No net change.

Revenues

No change.

**Budget Changes and Operational Impact:
2014–15 to 2015–16**

No significant change.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Total		0.00			0.00	0.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Farm and Home Advisor	\$ 948,800	\$ 853,058	\$ 884,128	\$ 907,391	\$ 853,058	\$ 853,058
Total	\$ 948,800	\$ 853,058	\$ 884,128	\$ 907,391	\$ 853,058	\$ 853,058

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 24,134	\$ —	\$ —	\$ —	\$ —	\$ —
Services & Supplies	924,666	853,058	884,128	907,391	853,058	853,058
Total	\$ 948,800	\$ 853,058	\$ 884,128	\$ 907,391	\$ 853,058	\$ 853,058

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 29,454	\$ —	\$ —
Use of Fund Balance	95,742	—	31,070	24,879	—	—
General Purpose Revenue Allocation	853,058	853,058	853,058	853,058	853,058	853,058
Total	\$ 948,800	\$ 853,058	\$ 884,128	\$ 907,391	\$ 853,058	\$ 853,058

Parks and Recreation

Department Description

The Department of Parks and Recreation (DPR) enhances the quality of life for county residents and visitors of all ages. DPR promotes health and wellness, safe communities, and civic pride through thousands of programs system-wide, including events and activities, recreation centers and state-of-the-art sports complexes. The County's award-winning park system includes 35 local and 13 regional parks, 8 camping parks, more than 300 miles of trails, fishing lakes, ecological preserves and open space preserves. DPR operates and manages more than 45,000 acres of parkland and 8 historic park sites that foster an appreciation of nature and history. Park facilities are open year-round and departmental programs enrich the lives of all patrons with a special focus for families, seniors, people with disabilities and at-risk youth.



Mission Statement

The Department of Parks and Recreation enhances the quality of life in the region by providing opportunities for high-quality parks and recreation experiences and preserving regionally-significant natural and cultural resources.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Provided safe and accessible parks and preserves, fostered innovative programs and initiatives that promoted government agency partnerships and community involvement, and enhanced emergency communication and preparedness.
 - Performed small water sampling training on potable water requirements for park operations staff to further educate staff working in parks with small water systems on how to ensure safe drinking water is supplied to park patrons.
 - In collaboration with the Health and Human Services Agency, provided training on child abuse prevention for all after-school full-time program coordinators and 50% (8 of 16) of seasonal staff to develop as trauma-informed knowledge workers.
 - Facilitated community service projects, through court order and/or school participation, at park facilities for 19,416 hours, exceeding goal of 15,000.

- Reduced vandalism and theft by installing safety/security cameras at three park facilities: 4S Ranch Sports Park, Sweetwater Lane Sports Park and Spring Valley Gym and Teen Center.
- Provided training through Agriculture, Weights and Measures for 103 staff in park facilities on proper protocols and procedures for the use of herbicides, exceeding goal of 100.
- Installed Wi-Fi technology and equipped rangers with tablets at Sweetwater Regional Park. This technology provided improved business efficiency and greater customer service during check-in of campers by their vehicles.
- Improved access at park and recreation facilities by adding Americans with Disabilities Act access to three park facilities (Swiss Park, Rainbow Park and Felicita Park).
- Created safer parks, preserves and recreation centers by using volunteers to assist with park patrols, operations, and maintenance, contributing more than 106,500 volunteer hours annually, exceeding goal of 96,000.

Strategic Initiative: Sustainable Environments

- Acquired, developed and maintained facilities that support and promote park stewardship and environmental sustainability and efficiency.
 - Installed five new solar trash compacting receptacles at various parks to maintain service levels and reduce maintenance costs and staffing time for trash disposal.
 - Provided three new special events, Collier Park Celebration Days, Concerts in the Park at Dos Picos and Pedal for the Cause at Jess Martin Park, to further engage residents in community life, civic, and recreational activities.

- Replaced diseased, dying or dead trees with varieties of pest-resistant trees at 10 park locations to protect the current tree population.
- Mitigated fire fuel hazards and maintained fire safe zones in 40 park facilities through continued implementation of fuel management practices.
- Implemented a green building GIS mapping layer that demonstrates DPR's achievements in developing sustainable facilities in County parks.
- Incorporated cultural, historical or environmental interpretive components at Potrero Park Nature Trail, Goodan Ranch Park and Hollister Pond.
- Acquired 637 acres within the Multiple Species Conservation Plan (MSCP), exceeding goal of 300 acres.
- Used Board Policy I-138, *Mitigation on County-Owned Land Managed by the Department of Parks and Recreation* to generate \$29,479 of revenue for acquisitions, operations and maintenance of MSCP lands. Goal of \$80,000 was not met due to lower than anticipated project mitigation needs.
- Saved 37 million gallons of water at 19 park facilities that have converted to smart irrigation controllers resulting in water conservation, exceeding goal of 30 million.
- Developed a park design manual that guides the development of future park and recreation facilities.

Strategic Initiative: Healthy Families

- Developed and enhanced the experiences of park patrons and promoted healthy lifestyles by increasing recreational opportunities and educational programs.
- Promoted healthy lifestyles for 2,186 adults and seniors through participation in 68 recreation programs, exceeding goal of 60 recreation programs.
- Implemented the TRACK Trails interpretative program at Lindo Lake, San Elijo and Stelzer Park, which encourages children and families to participate in outdoor recreation through earning small rewards, such as stickers, pencils, badges and nature journals, for completing activities and hikes and recording them online. Goal of two parks was exceeded.
- Participated in the County's efforts in the Community Transformation Grant, specifically by participating in LUEG's Health in All Policies (HiAP) strategy to identify a comprehensive integrated Active Transportation Plan for specific communities that would incorporate the County's Trails, Bike and

Pedestrian Plans. In collaboration with other County departments four grants have been pursued; however funding has not been secured.

- Fostered positive development of 6,842 youth through 182 recreation programs and services that increase physical, intellectual, social and/or emotional abilities, exceeding goal of 6,000.
- Enhanced trails at San Dieguito and Potrero parks to promote health and fitness.
- Performed comprehensive active living assessments at Hilton Head, Rancho Penasquitos, and Lincoln Acres using DPR's new Healthy Edge Park Design Guidelines. Used the assessments to develop a "health report card" and improvement strategy for facilities.

Required Discipline for Excellence: Essential Infrastructure

- Managed parks-related capital projects identified in the Capital Improvement Needs Assessment approved by the Board of Supervisors, in a timely and cost effective manner. Some capital projects can take multiple years before being completed. Remaining appropriations at the end of the fiscal year are carried forward until the project is completed. For more information see the Capital Program section.
- San Elijo Lagoon Gateway Property Acquisition: This project is to acquire a triangle of open space between Solana Beach and the Lagoon, just east of the Cardiff State Beach, and incorporate it into the San Elijo Ecological Reserve. Project cost of \$1.8 million is budgeted in the Capital Program. Acquisition and is anticipated to be completed by October 31, 2014.
- San Diego Botanic Garden Expansion: This project is for planning and development of the future expansion to the San Diego Botanic Garden. Project cost of \$1.0 million is budgeted in the Capital Program. County staff is working with the San Diego Botanic Garden Foundation to develop a scope of work for this project. Planning and design will begin in Fiscal Year 2014–15.
- 4S Ranch Synthetic Turf South Ball Fields: The project consists of the conversion of 239,000 square feet of multi-purpose grass fields into synthetic turf, which will conserve water. Project cost of \$2.5 million is budgeted in the Capital Program. Conversion of the grass fields to turf will begin after the Little League season is completed, in July 2014.

- Lake Morena Electrical Upgrade: This project consists of removing old electrical system infrastructure, currently providing 15 and 30 amp service and installing an upgraded system that provides 50 amp service. Project cost of \$2.0 million is budgeted in the Capital Program. Project is currently under construction and is anticipated to be completed by March 2015.
- Tijuana River Valley Trails Construction: This project is for the design and construction of trails and other related improvements within the park. Project cost of \$1.9 million is budgeted in the Capital Program. Project is currently under construction and is anticipated to be completed by winter 2015.
- San Luis Rey River Park: This project will partially fund land acquisition needed for future development of active recreation sites at the Park. Project cost of \$3.1 million is budgeted in the Capital Program. DPR is currently seeking possible acquisitions.
- Conserve irrigation water by installing smart irrigation controllers at one County park.
- Enhance recreation opportunities by improving sports fields by installing new turf at two County parks.
- Acquire 500 acres within the MSCP plan areas that will count toward the County's commitment to the MSCP Implementing Agreement.
- Use Board Policy I-138, *Mitigation on County-Owned Land Managed by the Department of Parks and Recreation* to generate \$40,000 of revenue for acquisitions, operations and maintenance of MSCP lands.
- Install photovoltaic panels at one County park to offset energy consumption and provide a clean source of renewable energy.
- Incorporate cultural, historical or environmental interpretive components at two park facilities.

Required Discipline for Excellence: Information Services

- Achieved 74% of camping reservations through an online reservation system delivering service anytime, anywhere.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Provide safe and accessible parks and preserves, foster innovative programs and initiatives that promote government agency partnerships and community involvement, and enhance emergency communication and preparedness.
- Enhance the enjoyment and safety for children at play by replacing playground equipment with new features at two County parks.
- In partnership with law enforcement, offer an inmate services work program at parks for a minimum of 7,000 hours annually.
- Create safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations, and maintenance.
- Provide Certified Playground Safety Inspector training to three DPR employees.

Strategic Initiative: Sustainable Environments

- Acquire, develop and maintain facilities that support and promote park stewardship and environmental sustainability and efficiency.

Strategic Initiative: Healthy Families

- Develop and enhance the experiences of park patrons and promote healthy lifestyles by increasing recreational opportunities and educational programs.
- Create additional recreational opportunities by constructing exercise stations along two County Park trails.
- Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
- Foster positive development of 6,500 youth through 180 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
- Continue the participation and implementation of the HiAP strategy by assessing and refining policies that contribute to overall improvement in healthy lifestyles for families at parks and recreational facilities.

Required Discipline for Excellence: Skilled Adaptable Workforce

- Train 50% of DPR staff on *Live Well San Diego* strategies.
- Contribute to the "Team LUEG" efforts to implement improvements including collaborative communication across LUEG departments, improving customer service, creating business process improvements and efficiencies and effectively training staff.



Required Discipline for Excellence: Essential Infrastructure

- Manage the execution of parks-related capital projects identified in the Capital Improvement Needs Assessment as approved by the Board of Supervisors, in a timely and cost effective manner. For more information see the Capital Program section.
- Guajome Regional Park Electrical, Water and Sewer: This project consists of upgrading the park's electrical distribution system and to provide 50 amp electrical service to accommodate present-day RVs. Additionally, the project includes new sewer lines, RV connections, conveyance systems, potable water

lines, drinking fountains and stabilization of utility pedestals. Project cost of \$1.5 million is budgeted in the Capital Program.

- Sweetwater Regional Photovoltaic System Phase II: This project is for the installation of 98 additional solar panels that will connect to the existing 250 kilowatt photovoltaic system. Project cost of \$0.6 million is budgeted in the Capital Program.

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at www.sandiego-county.gov/parks/. Follow us on Facebook at www.facebook.com/CountyofSanDiegoParksandRecreation and on Twitter at twitter.com/sandiegoparks.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Number of parkland acres owned and managed	47,270	47,700	47,907	48,000	48,300
Number of volunteers/number of volunteer hours ^{1,2}	3,695/ 96,457	3,000/ 96,035	3,440/ 106,500	3,000/ 100,000	3,000/ 100,000
Number of unduplicated Youth Diversion participants ³	6,523	6,500	6,842	6,500	6,500
Number of capital projects improved or developed ⁴	7	7	9	9	9
Number of miles of trails managed in the County Trails Program	330	336	336	342	343
Percent/number of camping reservations placed online of total number of camping reservations ⁵	74% 18,015 of 24,274	76% 18,000 of 23,684	74% 19,340 of 26,057	N/A	N/A
Number of water gallons saved at smart irrigation controller converted facilities (in millions) ⁶	36	30	37	30	30

Table Notes

¹The term “volunteers” in this performance measure refers to the total number of volunteers including one-day volunteers, park host volunteers, volunteer patrol members and docents.

²In Fiscal Year 2013–14, DPR had an increased number of volunteers due to Waterfront Park Grand Opening.

³Youth diversion programs consist of DPR recreation facilities, sports programs, teen programs and special events. An unduplicated youth is counted once regardless of registration in multiple programs.

⁴The performance measure title “Number of park facilities improved or developed” is being updated to “Number of capital projects improved or developed” to accurately reflect the measurement.

⁵Effective Fiscal Year 2014–15, this measure will be discontinued. DPR’s online reservation system has been in place for over eight years. Reservation numbers have remained steady over the last five years therefore this measure is no longer relevant.

⁶DPR achieved higher than expected water savings in Fiscal Year 2012–13 due to the installation of new Calsense controllers, synthetic turf conversions, and irrigation system repairs.

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

Staffing

Increase of 3.00 staff years in the Operations Division for the management of the new County Administration Center Waterfront Park.

Expenditures

Net increase of \$0.2 million.

- Salaries and Benefits—increase of \$1.1 million due to costs for 3.00 additional staff years, negotiated labor

agreements and increased County retirement contributions.

- Services and Supplies—decrease of \$0.8 million.
 - Decrease of \$0.3 million due to a decrease of one-time funding for major maintenance repairs throughout County parks and facilities.
 - Decrease of \$0.5 million due to budgetary adjustment to accurately reflect actual spending in the Park Land Dedication Ordinance (PLDO) fund.
- Other Charges—decrease of \$0.1 million due to reduction of fixed assets.

Revenues

Net increase of \$0.2 million.

- Taxes Current Property—increase of \$0.1 million due to additional property tax revenue in the Community Service Area.
- Licenses Permits & Franchises—decrease of \$0.6 million due to budgetary adjustment to reflect revenue funding to actual spending from the PLDO fund.
- Charges for Current Services—increase of \$0.2 million due to park day use and camping fees.
- Use of Fund Balance—a total of \$2.5 million is budgeted. \$1.9 million is budgeted to complete major maintenance projects including renovation and repair at County parks and recreation facilities, \$0.2 million

for one-time labor payments resulting from negotiated labor agreements, \$0.1 million for Lindo Lake Study and environmental permitting and \$0.3 million for one-time fixed asset purchases in Community Services Areas.

- General Purpose Revenue Allocation—increase of \$0.4 million due to negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$1.9 million primarily due to completion of one-time major maintenance projects.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Parks and Recreation		175.00			178.00	178.00
Total		175.00			178.00	178.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Parks and Recreation	\$ 29,431,581	\$ 30,729,517	\$ 37,595,961	\$ 30,355,116	\$ 31,326,390	\$ 29,495,977
Park Land Dedication	695,831	667,055	3,047,631	875,933	78,750	78,750
Park Special Districts	5,319,636	3,507,265	3,583,631	3,199,353	3,654,392	3,603,359
Total	\$ 35,447,048	\$ 34,903,837	\$ 44,227,223	\$ 34,430,402	\$ 35,059,532	\$ 33,178,086

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 17,506,527	\$ 18,427,039	\$ 17,325,748	\$ 17,305,671	\$ 19,538,334	\$ 19,674,475
Services & Supplies	13,582,589	14,378,526	22,554,869	14,562,721	13,534,865	11,521,715
Other Charges	460,113	214,000	218,573	173,228	100,000	100,000
Capital Assets Equipment	—	—	7,670	6,669	20,000	—
Expenditure Transfer & Reimbursements	(12,500)	—	—	(5,000)	—	—
Operating Transfers Out	3,910,320	1,884,272	4,120,363	2,387,113	1,866,333	1,881,896
Total	\$ 35,447,048	\$ 34,903,837	\$ 44,227,223	\$ 34,430,402	\$ 35,059,532	\$ 33,178,086

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 1,784,798	\$ 1,763,407	\$ 1,763,407	\$ 1,831,816	\$ 1,827,171	\$ 1,843,671
Taxes Other Than Current Secured	9,090	7,545	7,545	11,643	9,321	9,321
Licenses Permits & Franchises	947,027	624,350	624,350	1,950,005	64,950	64,950
Fines, Forfeitures & Penalties	2,878	—	—	360	—	—
Revenue From Use of Money & Property	930,254	936,789	936,789	1,060,025	975,642	983,342
Intergovernmental Revenues	571,735	739,177	977,714	933,631	759,514	743,456
Charges For Current Services	5,298,634	5,301,592	5,301,592	5,191,940	5,461,055	5,599,189
Miscellaneous Revenues	362,484	175,000	407,700	504,820	213,538	146,000
Other Financing Sources	1,872,023	1,884,272	1,884,272	1,732,953	1,866,333	1,881,897
Use of Fund Balance	3,237,256	2,442,000	11,294,149	183,504	2,487,922	107,906
General Purpose Revenue Allocation	20,430,868	21,029,705	21,029,705	21,029,705	21,394,086	21,798,354
Total	\$ 35,447,048	\$ 34,903,837	\$ 44,227,223	\$ 34,430,402	\$ 35,059,532	\$ 33,178,086

Planning and Development Services

Department Description

Planning and Development Services (PDS) enhances the quality of our communities and ensures the health and safety of residents through a variety of programs. PDS is responsible for long-range planning which determines how communities will grow. The department analyzes privately-initiated development projects to ensure compliance with land use regulations and makes recommendations to the Board of Supervisors and the County Planning Commission. PDS maintains public health and safety through the land development engineering services, building permit review, and building inspection. The PDS Code Compliance program ensures safe, sustainable communities and preservation of our natural resources. PDS is committed to creating a seamless land use process that works efficiently, maintains high quality standards, and helps customers navigate the planning and development process.



Mission Statement

Through operational excellence and attention to customer service, we strive to balance community, economic and environmental interests to ensure the highest quality of life for the public of San Diego County.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Ensured public safety through application of public road standards into the design of county roadways for new land development projects.
- Reduced risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
 - Reviewed 10,628 building plans to ensure structures are properly and safely designed.
 - Helped 52,966 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
 - Conducted 31,926 building inspections during construction to ensure structures are built in accordance with approved building plans.
- Improved community health and safety conditions through elimination of dilapidated buildings and removal of substandard housing.

- Responded to the public within 24 hours of receipt of 1,544 code complaints.
- Abated hazardous living conditions through removal of 11 abandoned homes and dilapidated structures.
- Expanded the new Geographic Information System (GIS) damage assessment tool to standardize the County and Federal Emergency Management Agency (FEMA) format for reporting damage assessment data which improved the timeliness of reporting data to the federal government.

Strategic Initiative: Sustainable Environments

- Protected the environment and preserved community character through efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.
 - Continued implementation of the Purchase of Agriculture Conservation Easement (PACE) program which supports the local agricultural industry and the preservation of community character. A total of 782 acres of agricultural easements have been acquired to date, exceeding the initial program goal of 500 acres.
 - Extended easement contract offers to three pilot program properties.
 - Provided a report to the Board of Supervisors on December 4, 2013, summarizing the results of the pilot program and opportunities for an expanded mitigation component.
- Improved the efficiency of land use programs that guide the physical development of the county's land through a balance of growth and conservation while collaborating with communities.

- Presented to the Planning Commission for consideration Form-Based Zoning Codes for the Ramona Town Center. Original objective to present Form-Based Zoning Codes to the Board of Supervisors was not met due to additional time required to address community requests.
- The Board of Supervisors considered the General Plan/Zoning Cleanup on June 18, 2014, which resolved mapping errors, omissions, and included other minor editorial changes.
- Continued to work towards completion of public review of the North County Multiple Species Conservation Program text and environmental document. On target to be completed by December 2015.
- The Board of Supervisors provided direction to PDS on June 25, 2014, regarding the creation of a Land Use Map for the Forest Conservation Initiative General Plan Amendment, which ensures a sustainable environment and promotes economic opportunities in the East County.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives, including waivers for 4,621 renewable energy permits.
- Ensured effective and efficient management of discretionary project applications from submittal to final decision through workforce development, highlighted by project management training.

Required Discipline for Excellence: Customer Satisfaction

- Developed a new customer service program for PDS including identification of customer and stakeholder priorities, customer service training, and an online customer satisfaction survey to measure performance.
- Provided quality customer service to customers by deploying performance improvements, including permit templates that automatically populate required data entry fields such as stormwater fees, repeat customer information, and contractor licenses, as well as deployment of expanded online permit options to minimize Building and Zoning Counter wait times.

Required Discipline for Excellence: Fiscal Stability

- Managed workload and staffing levels by balancing housing market fluctuations with fiscal and customer service stability. This is highlighted through the ability to manage a 35% increase in building permit applications.

- Completed development of the annual Advance Planning Work Program. This work program prioritizes the deployment of resources for Advance Planning projects that streamline and update County policies and ordinances related to land development.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Developed a comprehensive workforce development program to enhance the skills of employees. The program focused on assessment of current capabilities, areas of future growth and development highlighted by a project management boot camp, and inspector training series, in coordination with “Team LUEG.”
- Held several customer service panels that provided staff with the opportunity to learn our customer perspective.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Developed mobile applications such as a permit research application, to improve the efficiency of operations and service to customers.
 - Enabled building inspectors to access the Business Case Management System (BCMS) from the field, enhancing the efficiency of conducting field inspections.
 - Enabled property research by customers through expanded online GIS features, reducing the need to visit or call a County office.
- Expanded the use of electronic plan check correction lists to replace paper copy correction lists for use in building permits. Use of electronic correction lists improves processing times and communication with customers, as well as document management practices for PDS.
- Completed the development of a new online payment system for land development projects. The new system accepts electronic payments for permit fees and deposits, reducing the need for customers to physically visit an office.
- Created a comprehensive continuous improvement program focused on creating an environment where staff at all levels create, implement, and maintain improvements that ensure the services and products we provide are high quality, cost-effective, and responsive to customer needs.



Required Discipline for Excellence: Information Services

- Continued to refine and enhance the Business Case Management System (BCMS) that integrates land development permit operations, time accounting, and finances of land development permits. This improves productivity while eliminating inefficiencies in financial disciplines and staff time accounting. These enhancements also provide an effective and efficient means for citizens to submit permit applications online.
- Converted all 14 of the County's intranet and internet mapping applications to the current industry-standard technology ArcGIS Server using Microsoft Silverlight.
- Developed six new GIS layers in the Enterprise Data Maintenance Environment that results in greater access and transparency of land use data management in the GIS system for our internal and external customers.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
 - Review proposed building plans to ensure structures are properly and safely designed.
 - Help customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
 - Conduct building inspections during construction to ensure structures are built in accordance with approved building plans.
- Improve community health and safety conditions through elimination or securing dilapidated buildings and improving substandard housing conditions.
 - Respond to the public within 24 hours of receiving code complaints.
 - Resolve complaints regarding unpermitted or dangerous structures.

Strategic Initiative: Sustainable Environments

- Protect the environment and preserve community character through the efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.
 - Continue implementation of the PACE program, which supports the local agriculture industry and the preservation of community character.

- Extend easement contract offers to 8 properties identified during the pilot program.
- Develop for Board of Supervisors' consideration a mechanism that would allow easement land acquired under the PACE program to be utilized as off-site mitigation for agricultural impacts resulting from private development.
- Improve the efficiency of land use programs that guide the physical development of the County's land through a balance of growth and conservation while collaborating with communities.
 - Present for the Board of Supervisors' consideration a Comprehensive Renewable Energy Plan (CREP) by summer 2015. The CREP will explore opportunities for a more comprehensive approach to increasing renewable energy use, reducing costs for consumers, and minimizing impacts to the community and its resources.
 - Complete public review of the North County Multiple Species Conservation Program (MSCP) text and environmental document by April 2016.
 - Present for the Board of Supervisors' consideration a Form-Based Zoning Code for the Valley Center South Village by summer 2015. Similar to the Zoning Ordinance, the Form-Based Codes will include provisions on allowed uses, setbacks, height and information on development process. The new codes will also provide detailed architectural and landscaping requirements and information to applicants on required street and trail improvements.
- Promote green building, including sustainable building practices, renewable energy and energy efficiency through streamlined permit processing.

Strategic Initiative: Healthy Families

- Enhance integration of the Land Use and Environment Group's Health in All Policies (HiAP) initiatives through identification and engagement of Countywide enterprise threading opportunities.

Required Discipline for Excellence: Customer Satisfaction

- Ensure effective and efficient management of discretionary project applications from submittal to final decision through the use of proactive project and case management resources.
- Ensure ongoing customer and stakeholder engagement through proactive outreach, regular stakeholder and industry group meetings, and continuous communication through a variety of formats.



Required Discipline for Excellence: Fiscal Stability

- Manage workload and staffing levels by balancing housing market fluctuations with fiscal and customer service stability through the appropriate deployment of resources.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Implement the PDS Workforce Development Program to cultivate, retain, and attract a workforce that has the skills, talent, and commitment to achieve organizational excellence.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Expand the development of project management tools to improve case and project management within the department.
- Conduct an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review.
- Expand online services to reduce transaction times and the need for customers to visit a County office.
 - Increase the number of permit types offered online.
 - Develop an online tool for customers to renew existing permits online.
 - For those permit types that require visiting a County office, develop an online tool that will allow customers to complete the application online, reducing time they must spend at the County office while the plans are reviewed.
- Develop a 3-1-1 style mobile application for the public to file certain complaints for Code Compliance cases.

- Continue to develop the continuous improvement program and create a database of concise “case studies” that describes best practices that led to the success of a particular project and the lessons learned.
- Update the annual Advance Planning Work Program by June 2015, to prioritize the deployment of resources for Advance Planning projects that streamline and update County policies and ordinances related to land development.
- Develop a performance management program, including establishment of meaningful performance measures to maintain the discipline of monitoring and tracking performance in the areas of Customer Service, Project Management, and other PDS business operations.

Required Discipline for Excellence: Information Services

- Upgrade the Planning & Development Services public facing website in accordance with the Countywide enterprise website transition. This upgrade will enhance the overall customer experience and usefulness of the website.
- Implement the Business Case Management System (BCMS) upgrade in accordance with the Land Use and Environment Group BCMS upgrade project.

Related Links

For additional information about Planning and Development Services, refer to the website at www.sandiegocounty.gov/pds/.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Building and Zoning Counter wait time (in minutes)	See Table Note ¹	25	31 ²	20	20
Achieve 15 day turnaround for Residential Plan Checks (% goal met)	See Table Note ¹	90%	60% ³	90%	90%
Percentage of Building Inspections completed next day	See Table Note ¹	100% of 24,000	98% of 31,926 ⁴	100% of 36,000	100% of 36,000
Project Planning number of discretionary projects to reach final decision and resolution ⁵	See Table Note ¹	350	468 ⁶	375	375
New GIS layers added to the Enterprise Data Maintenance Environment ⁷	See Table Note ¹	6	6	6	6

Table Notes

¹As of Fiscal Year 2013–14, the Department of Planning and Land Use (DPLU) was dissolved. A new department, Planning & Development Services (PDS), was established which consolidates the land use functions of the DPLU, Public Works and Parks and Recreation into one department to create a seamless land use process. As the Adopted Operational Plan for Fiscal Years 2013–14 and 2014–15 reflects the first year of operation for PDS, no historical data for performance measures is reported.

²The Building and Zoning Counter wait times increased due to the 35% increase in building permit activity, with no additional staff, as the housing market improves and many customers have questions about opportunities for development on land. PDS has implemented several permit streamlining measures to mitigate this increase, and anticipates the wait time to decrease in future years.

³The average plan check turnaround goal has not been attained due to the 35% increase in building permit activity as the housing market improves.

⁴The total number of building inspections conducted, increased by nearly 33%, due to the increased construction activity as the housing market improves. Due to this rapid increase, not all inspections were completed next day. To manage this increased workload, the department has added inspector positions to meet the sustained trend of increased construction. To manage any workload fluctuations beyond the sustained trend, PDS has also brought on as-needed contract services to conduct inspections.

⁵This metric demonstrates the number of actual project applications to reach final decision by the approving body each year. Applicants of permit applications are primarily interested in their projects reaching final decision, thus this metric reports on this performance.

⁶The number of discretionary projects to reach final resolution fluctuates based on workload and housing market trends. This year, the number of projects to reach final decision increased due to increased workload.

⁷New GIS layers provide additional data in the County's Enterprise Data Environment. Each year, additional layers are included that result in a larger breadth and depth of information, as well as accuracy and availability of the data environment for County and public use.

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

Staffing

Net increase of 1.00 staff year for a Building Inspector due to increased permit activity and increased workload. Transfers between divisions are as follows:

- Transfer of 3.00 staff years from Project Planning to Administration to meet operational needs.
- Transfer of 1.00 staff year from Project Planning to Advance Planning as a result of the reorganization of duties between the divisions.
- Transfer of 2.00 staff years from Code Compliance and 1.00 staff year from Project Planning into Building division to meet operational needs.

Expenditures

Net increase of \$3.0 million.

- Salaries and Benefits—increase of \$2.6 million reflects the staffing changes noted above, increases due to negotiated labor agreements and increased County retirement contributions.
- Services and Supplies—increase of \$0.4 million primarily due to increased computer related costs for BCMS enhancements (\$0.3 million) and increased Public Liability Insurance Premium (\$0.1 million).

Revenues

Net increase of \$3.0 million.

- License Permits & Franchises—increase of \$1.2 million related to increased building permit activity.
- Fines, Forfeitures & Penalties—decrease of \$0.1 million related to staff transfers from the Code Compliance division.
- Intergovernmental Revenues—increase of \$0.1 million related to increased work on the Endangered Species Conservation grant for the North County MSCP Plan.

- Charges for Current Services—increase of \$1.3 million related to increased workload on various land development projects in the county.
- Use of Fund Balance—net decrease of \$0.5 million. A total of \$8.7 million is budgeted for use in Fiscal Year 2014–15 as follows:
 - \$3.1 million of General Fund fund balance for the:
 - ◆ Homeowner Relief and Green Building Permit fee waivers (\$2.0 million).
 - ◆ Transportation Impact Fee Update (\$0.2 million).
 - ◆ PACE program (\$0.8 million).
 - ◆ Negotiated labor agreements (\$0.1 million).
 - \$5.5 million of Land Use and Environment Group fund balance for:
 - ◆ Ongoing MSCP funding (\$0.1 million).
 - ◆ Rebudget for one-time funding related to various IT projects (\$0.6 million).
 - ◆ Rebudget for customer service training (\$0.3 million).
 - ◆ Rebudget for the General Plan Amendment for Property Specific Requests (\$1.4 million).
 - ◆ Rebudget for Comprehensive Renewable Energy Plan (CREP) (\$0.3 million).
 - ◆ Rebudget for PACE (\$0.7 million).
 - ◆ Rebudget for the Zoning Ordinance Update (\$1.1 million).
 - ◆ Rebudget for Greenhouse Gas Guidelines (\$0.3 million).
 - ◆ Rebudget for building permit fee waivers related to Firestorm 2007 (\$0.5 million).
 - ◆ Rebudget for nuisance abatements (\$0.2 million).
- General Purpose Revenue Allocation—increase of \$1.0 million due to negotiated labor agreements, increasing County retirement contributions and ongoing funding for regional services (\$0.6 million).

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$5.9 million due primarily to the anticipated completion of one-time projects.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Administration		13.00			16.00	16.00
Advance Planning		11.00			12.00	12.00
Project Planning		54.00			49.00	49.00
Land Development		23.00			23.00	23.00
Building Services		42.00			46.00	46.00
Code Compliance		19.00			17.00	17.00
LUEG GIS		9.00			9.00	9.00
SanGIS COSD		4.00			4.00	4.00
Total		175.00			176.00	176.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Administration	\$ 2,006,476	\$ 3,829,388	\$ 4,404,584	\$ 2,893,022	\$ 4,043,886	\$ 3,210,356
Advance Planning	1,239,060	6,643,472	7,215,427	3,686,727	6,428,400	1,493,422
Project Planning	4,471,364	6,945,594	7,497,649	6,501,956	7,616,939	7,667,757
Land Development	1,431,833	3,338,251	3,460,240	2,849,261	3,955,946	3,782,332
Building Services	3,077,583	5,751,189	5,885,771	6,253,669	7,802,452	7,873,099
Code Compliance	1,286,701	2,530,830	2,549,562	2,001,026	2,615,285	2,509,066
LUEG GIS	630,980	1,924,241	2,122,342	1,550,072	1,460,461	1,508,103
SanGIS COSD	388,144	835,798	835,798	664,714	840,174	839,478
Total	\$ 14,532,141	\$ 31,798,763	\$ 33,971,373	\$ 26,400,446	\$ 34,763,543	\$ 28,883,613

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 10,755,671	\$ 19,798,820	\$ 20,190,944	\$ 18,135,849	\$ 22,421,706	\$ 21,957,514
Services & Supplies	3,902,724	12,209,943	13,990,429	8,491,563	12,591,837	7,136,099
Expenditure Transfer & Reimbursements	(126,254)	(210,000)	(210,000)	(226,966)	(250,000)	(210,000)
Total	\$ 14,532,141	\$ 31,798,763	\$ 33,971,373	\$ 26,400,446	\$ 34,763,543	\$ 28,883,613



■ ■ ■ Planning and Development Services

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Licenses Permits & Franchises	\$ 1,813,310	\$ 2,721,461	\$ 2,721,461	\$ 4,003,533	\$ 3,894,461	\$ 5,881,461
Fines, Forfeitures & Penalties	245,244	500,000	500,000	208,986	416,203	349,235
Revenue From Use of Money & Property	162	500	500	622	500	500
Intergovernmental Revenues	277,977	544,248	544,248	518,728	673,624	542,928
Charges For Current Services	5,848,741	11,233,170	11,233,170	11,033,894	12,557,797	12,891,985
Miscellaneous Revenues	—	—	—	150,041	—	—
Other Financing Sources	—	—	—	3,170	—	—
Use of Fund Balance	6,346,708	9,243,887	11,416,497	2,925,976	8,692,764	179,887
General Purpose Revenue Allocation	—	7,555,497	7,555,497	7,555,497	8,528,194	9,037,617
Total	\$ 14,532,141	\$ 31,798,763	\$ 33,971,373	\$ 26,400,446	\$ 34,763,543	\$ 28,883,613

Public Works

Department Description

The Department of Public Works (DPW) enhances the health and safety of residents through a variety of critical activities. DPW is responsible for such services as: the design, engineering, construction and maintenance of County roads. Additionally, the department manages County airports, wastewater systems, inactive landfills and special districts. Finally, DPW provides environmental review services; private land development construction inspection; land surveying and map processing; cartographic services; solid waste planning and diversion; and ensures watershed quality and flood protection.



Mission Statement

Preserve, enhance and promote quality of life and public safety through the responsible development of reliable and sustainable infrastructure and services.

- Commitment: Promote a culture that provides responsive service through highly motivated, professional and knowledgeable staff in a safe, fair and efficient work environment.
- Integrity: Provide leadership and promote collaboration to balance stakeholder interests.
- Stewardship: Manage resources to continually improve services, and balance safety and infrastructure needs with protection of the environment.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Completed five public outreach presentations to North County neighborhood associations and local organizations regarding McClellan-Palomar Airport operations and the County's efforts to minimize noise impacts.

Strategic Initiative: Sustainable Environments

- Designed and initiated construction on 16 road and road-related infrastructure improvement projects that enhance the long-term sustainability of the transportation network.
- Worked with contractors that are committed to the development and construction of sustainable, environmentally-efficient projects. Specifically, DPW completed several projects involving the use of recycled asphalt in County airport projects and the use of eco-

friendly Light-Emitting Diode (LED) lighting on airport property resulting in substantial savings from reduced energy and maintenance costs.

- Protected a sustainable watershed and minimized downstream pollutants.
 - Provided water quality and watershed education by conducting 161 presentations to high school students at 90% of public high schools in the unincorporated area of the county as part of a long-term strategy for achieving positive behavioral changes.
 - Conducted outreach to residents with information and resources on stormwater pollution prevention at 33 community events throughout the unincorporated area of the county.
 - Performed stormwater inspections during the construction phase on private development projects to ensure compliance with State requirements and to reduce erosion.
 - Removed more than 60,045 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to keep the debris from entering county waterways.
 - Swept more than 20,775 lane-miles of roadway to clean debris from road surfaces.
 - Incorporated erosion control measures on 100% of 27 new infrastructure construction sites using stormwater Best Management Practices (BMPs) for erosion and sediment control, as required by State and regional stormwater permits.
- Managed solid waste and oil generated in the unincorporated area of the county.
 - Worked with all private developments with permits or permits pending that have 40,000 square feet or more of building space (162 projects, exceeding the

- estimated 45), to increase the tonnage of construction and demolition materials diverted from landfills, diverting 3,500 tons or 100% of inert materials, exceeding the goal of 90% and 57% of other recyclable materials, less than the goal of 70%. As construction has increased this year, the original goals of 45 building permits and 3,000 tons of diversion were exceeded. Goals for recycling diversion are limited by the number of projects, debris volumes, and how much is recycled.
- Completed 10 oil collection and outreach events and recycled 85,408 gallons of used oil and 30,845 used oil filters. This exceeded the goal of recycling 80,000 gallons of used oil and 20,000 used oil filters, but was below the goal of completing 15 events partly as a result of two of the larger auto stores conducting one event each, rather than the initial two events each.
 - Assisted 100 businesses and 99 multifamily complexes in initiating recycling programs, meeting or exceeding the goal of 100 business and 40 multifamily complexes.
 - Provided education about recycling programs and benefits of recycling to 65 classrooms.
 - Provided residential composting education at nine workshops, two community events and four schools in the unincorporated area of the county. Installed one new composting demonstration site.
 - Promoted the County's recycling hotline and database and received 6,186 inquiries from the public.
 - Added information on 158 recycling centers/events to the recycling database at www.wastefreesd.org.
 - Provided Recycling Market Development Zone assistance to 11 businesses. Worked collaboratively with applicable jurisdictions to provide assistance in siting and permitting of recycling sites.
 - Partnered with East Otay Mesa property owners, San Diego Association of Governments (SANDAG), California Department of Transportation (CalTrans) and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.
 - Improved road ride-ability and enhanced the safety of the traveling public through the rehabilitation of 98 lane-miles of County roadways.

Strategic Initiative: Healthy Families

- Protected public health and the environment by minimizing the risk of sanitary sewer spills.
 - Cleaned 402 miles of sanitary sewer collector mains within the sanitary sewer system.
 - Inspected 21 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs.
 - Planned and completed a draft detailed design for a major upgrade of the Rancho San Diego wastewater pump station facility.
- Ensured that all construction work by utility companies and private developers in the County's right-of-way that is within 1,000 feet of a school site provides safe access to schools for families and children.
- Repainted and re-marked crosswalks and roadway legends adjacent to 121 public schools and 12 private schools in the unincorporated area of the county.
- Worked with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 14 schools, or 10% of all public and private schools in the unincorporated area of the county.

Required Discipline for Excellence: Customer Satisfaction

- Built stronger customer relationships through meetings and other communication with industry and resource agencies.
- Developed and implemented a program for installing community-oriented signs and banners within the County of San Diego road right-of-way to welcome travelers, tourists and visitors; help motorists find services; locate local points of interest and places of historical significance; provide directional guidance to events, attractions and centers of commerce; and enhance community character, beauty and safety for residents and communities.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Automated several DPW processes by taking advantage of the Land Use and Environment Group's (LUEG's) new Business Case Management System (BCMS) to save staff time and reduce costs.
 - Created several automated inspection reports for Stormwater.
 - Streamlined the traffic control permit process and reporting documents through BCMS.
 - Collected several new wastewater deposits through BCMS.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Identified training needs, developed training plans and provided training opportunities to technical staff to enhance both their technical and soft skills.
- Sent five inspectors through the “Team LUEG” pilot training for inspectors which emphasized: customer service, or the compliance aspect of an inspection rather than the enforcement component; why we do what we do; preparing for and conducting inspections and investigations; good communication; and the components of inspections that are common across all LUEG departments.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Facilitate at least one training for federal agency staff and local aviation community members on foreign flight student vetting and screening requirements.
- Flood Control staff will assist communities to prepare and respond to flood events by inspecting 75% of flood control facilities annually and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.
- Protect public health and the environment by minimizing the risk of sanitary sewer spills.
 - Clean 390 miles of sanitary sewer collector mains within the sanitary sewer system.
 - Inspect 20 miles of targeted sewer mains within the sewer system to identify sewer defects and facilitate proactive repairs to infrastructure.
 - Start construction on major upgrades to the Rancho San Diego wastewater pump station.

Strategic Initiative: Sustainable Environments

- Protect a sustainable watershed by improving the health of local waters and minimizing downstream pollutants.
 - Conduct inspections of local commercial areas to educate local business operators to comply with stormwater requirements.
 - Provide water quality and watershed education by conducting 150 presentations to high school students at 90% of public high schools in the unincorporated area of the county as part of a long-term strategy for achieving positive behavioral changes.
 - Conduct outreach to residents with information and resources on stormwater pollution prevention at 15 community events throughout the unincorporated area of the county.

- Perform stormwater inspections during the construction phase on private development projects to ensure compliance with State requirements and reduce erosion.
- Monitor 50% of major stormwater outfalls by June 2016 to assess the health of watersheds by conducting a comprehensive monitoring program.
- Transportation road crews will remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to keep the debris from entering county waterways.
- Sweep 16,200 lane-miles of roadway to clean debris from road surfaces.
- Manage solid waste and oil generated in the unincorporated area of the county to maximize the amount of waste diverted from landfills.
 - Complete 10 oil collection and outreach events to recycle 75,000 gallons of used oil and 18,000 used oil filters.
 - Assist 100 businesses and 60 multifamily complexes in initiating or expanding recycling programs.
 - Provide education about recycling programs and benefits of recycling to 55 classrooms.
 - Promote the County’s recycling hotline and database to achieve at least 5,000 inquiries from the public.
 - Provide residential composting education at nine workshops, one community event and three schools in the unincorporated area of the county. Install one new composting demonstration site.
 - Add information on 65 recycling centers/events to the recycling database at www.wastefreesd.org.
 - Provide Recycling Market Development Zone assistance to 10 businesses. Work collaboratively with applicable jurisdictions to provide assistance in siting and permitting of recycling sites.

Strategic Initiative: Healthy Families

- Repaint and or use thermoplastic to re-mark crosswalks and roadway legends adjacent to 121 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic will be introduced at some schools sites to minimize the need for annual repainting.
- Work with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools, or 9% of all public and private schools in the unincorporated area of the county.



- Working within multiple communities, develop a walkability study to support *Live Well San Diego's* Thriving initiative and LUEG's Health in All Policies (HiAP) strategy to pursue programs that make it easier for people to engage in physical activities in their community.

Required Discipline for Excellence: Fiscal Stability

- Reduce the delivery cost of repaving streets in the unincorporated area by 10% within the next two years. Delivery costs do not include the cost of materials, since the department cannot control the cost of the asphalt paving materials, but DPW can take actions to control costs for getting those materials installed on County roads. Reducing costs will benefit the region by enabling the department to stretch existing dollars even further, thereby enabling additional lane-miles to be paved.
- Seek to reduce costs associated with permits required as part of running the closed landfill program by partnering with regulators to evaluate the true risks to the environment associated with the closed landfills.

Required Discipline for Excellence: Regional Leadership

- Build a stronger relationship with the Regional Water Quality Control Board (RWQCB) and provide cross-training opportunities for staff from the RWQCB, other jurisdictions, industry and the County to learn and understand the complex regulations governing clean water.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Implement a new Airport Lease Management System (ALMS), using BCMS, to track County airport leases and other contracts to replace the current lease management system, which will no longer be supported.
- Conduct at least one additional public workshop and two user group advisory committee meetings to solicit input on the development of a new 20-year Master Plan for McClellan-Palomar Airport to determine plans and priorities for the future of this airport.
- Replace 2,000 of the County's existing 6,500 High Pressure Sodium street lights with energy efficient LED street lights, which is projected to result in a 60% reduction in energy use as well as reduced maintenance costs. There should also be a decrease in greenhouse gas emissions, aiding with sustaining the environment. The retrofit will be financed through a 1% loan from the California Energy Commission, which will be repaid with savings achieved by the retrofit.

Related Links

For additional information about the DPW, refer to the website at www.sandiegocounty.gov/dpw/index.html.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
School zone circulation improvements identified and implemented at existing public and private schools in the unincorporated area of the county for pedestrians, bicyclists, buses and automobiles ¹	13% of 133	9% of 133	10% of 133	9% of 133	9% of 133
Developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools ²	100%	100%	100%	100%	100%
Design and initiate construction on at least 12 road and road-related infrastructure improvement projects that enhance the long-term sustainability of the transportation network ³	N/A	N/A	N/A	12	12
Number of cubic yards of drainage waste/debris removed to protect water quality	25,000	25,000	60,045 ⁴	25,000	25,000
Stormwater Best Management Practices on active infrastructure construction sites ⁵	100% of 26	100% of 25	100% of 28	100%	100%
Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts	416	390	402	390	390

Table Notes

¹This Performance Measure includes the total of existing private and public schools in the unincorporated area of the county. Publicly-maintained streets are adjacent to private schools as well as public schools, and safety is important at all of them.

²Includes both open and closed projects occurring during the fiscal year. This measure reflects assurance that 100% of development projects adjacent to schools address safety issues to protect the safety and well-being of children.

³This is a new measure for Fiscal Year 2014–15.

⁴The amount of debris removed for Fiscal Year 2013–14 was particularly high as a result of the debris removed after the August storms.

⁵The County has active DPW construction sites and must maintain proper stormwater controls throughout construction to ensure that pollution such as silt and debris does not enter local watersheds. All construction sites must have erosion controls in place. The number of overall sites decreased in Fiscal Year 2012–13 due to the economic slowdown. The number will vary based on the number of sites, but the objective is for 100% compliance. In addition, DPW changed the title of this measure because not all new infrastructure construction sites use erosion control plans (e.g., asphalt overlay and slurry seal projects do not). Accordingly, the performance measure title was changed to “Stormwater Best Management Practices on active infrastructure construction sites” so it would be clear that the measure only applies to construction projects which use erosion control.



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

Staffing

- No net change in staffing.
 - Increase of 3.00 staff years departmentwide includes 1.00 new staff year in the Wastewater Enterprise Fund to provide the mandated level of service for the Harmony Grove Service District area in the San Diego County Sanitation District, and 2.00 new staff years in DPW General Fund Watershed Protection Program to meet operational needs and additional regulatory responsibilities due to new Municipal Stormwater permit requirements and will oversee a new residential compliance program.
 - Decrease in the Road Fund of 3.00 staff years (2.00 in the Capital Improvement Program (CIP) and 1.00 in Environmental Services) as a result of decreased workload for capital improvement projects funded by *Highway Users Tax*.
 - Transfer of 4.00 staff years from Inactive Waste fund into the newly created Waste Planning and Recycling fund. This action will separate the State grant-funded recycling operations and related staff into Waste Planning fund from the Inactive Waste activities related to maintenance of inactive landfills funded by the Environmental Trust Fund.

Expenditures

Net increase of \$4.1 million.

- Salaries and Benefits—Net increase of \$2.3 million reflects the staffing changes noted above, an increase in workers' compensation costs, negotiated salary increases and increased County retirement costs.
- Services and Supplies—Net increase of \$6.0 million.
 - Increase of \$11.9 million is related to increases in various capital improvement projects; contract services for retrofitting of street lights to energy saving Light-Emitting Diode (LED), equipment maintenance in the San Diego County Sanitation District; Public Liability insurance, Internal Service Fund (ISF) charges, landscaping services for maintenance of medians, construction equipment rental, and one-time information services system enhancements.
 - Decrease of \$5.9 million is due to decreases in facility management costs; reduced contract costs in landfill management due to completion of Fallbrook 1C burn site construction; Countywide overhead

costs; reduced contributions to the Equipment Acquisition ISFs for rental of vehicles; reduced vehicle maintenance and fuel costs in the Equipment Operations ISF; utility charges by the ISF, utility charges from SDG&E in the Street Lighting District, IT network services and completion of one-time IT application projects.

- Other Charges—Net decrease of \$8.5 million due primarily to a reduction of \$9.0 million related to one-time funding received in the prior year for projects in the Environmental Trust Fund; partially offset by increases in right-of-way for capital improvement projects and depreciation expense for structures and infrastructure in Airport Enterprise Fund and San Diego County Sanitation District resulting from completion of capital improvement projects; and increase for partial repayment of loan from the California Energy Resources Conservation and Development Commission for retrofit of 2,000 street light fixtures to energy saving LED.
- Capital Assets/Land Acquisition—Net increase of \$2.8 million is in capital improvement projects in the Airport Enterprise Fund (\$1.4 million) and San Diego County Sanitation District (\$1.4 million).
- Capital Assets Equipment—Net increase of \$1.0 million due primarily to an increase in vehicle purchases in the Road Fund Equipment Acquisition ISF, Liquid Waste Equipment Acquisition ISF and Inactive Waste Equipment Acquisition ISF.
- Fund Balance Component Increases—Increase of \$0.1 million to establish replacement reserves for equipment and infrastructure in the San Diego County Sanitation District for Pine Valley Service Area.
- Operating Transfers Out—Net increase of \$0.4 million.
 - Increase of \$1.8 million includes \$1.0 million transfer between Road Fund and Road Fund Equipment Acquisition ISF; \$0.5 million transfer between General Fund and Road Fund for one-time maintenance projects; and \$0.3 million transfer between General Fund and Road Fund Equipment Acquisition ISF for vehicle purchase.
 - Decrease of \$1.4 million includes completion of transfers: \$0.9 million between Road Fund and Road Fund Equipment Acquisition ISF; \$0.4 million between the San Diego County Sanitation District and the Wastewater Enterprise Fund for one-time IT costs; and \$0.1 million between Road Fund and Road Fund Equipment Acquisition ISF.

Revenues

Net increase of \$4.1 million.

- Taxes Current Property—Increase of \$0.1 million primarily due to projected taxes from property owners for Flood Control District.
- Taxes Other Than Current Secured—Increase of \$1.5 million due to increase in Road Fund capital improvement projects funded by TransNet sales tax.
- Revenue From Use of Money & Property—Net decrease of \$1.6 million.
 - Decrease of \$1.8 million due to declining interest earnings on investments and deposits in all DPW funds; and decrease in equipment rental operating fee and equipment depreciation due to reduction in DPW's fleet.
 - Increase of \$0.2 million due primarily to increase for rental properties owned by County airports.
- Intergovernmental Revenues—Net decrease of \$2.0 million.
 - Increase of \$2.0 million includes \$1.0 million increase in *Aid From Other Government Agencies* revenue from co-permittees for new Total Maximum Daily Load and stormwater permit requirements including development of water quality improvement plans and new bacterial monitoring activities; increase in *Federal Department of Transportation (DOT) Airport* of \$0.9 million for capital improvement projects at County airports, and an increase of \$0.1 million in *State Aid Other* for the upgrade of the County's flood control alert system to a new efficient radio protocol.
 - Decrease of \$4.1 million includes a net decrease of \$2.1 million in Federal Emergency Management Assistance Homeland Security grant due to a decrease in funding for the Wing Avenue capital project (\$4.0 million) offset by an increase in the Woodside Avenue capital project (\$1.9 million); \$0.3 million decrease in design work and right-of-way acquisition for Federal Highway Planning and Construction for Federal Highway Administration capital improvement projects in the Road fund; \$0.5 million decrease in State Construction Other for capital improvement projects; a decrease of \$1.1 million in State Aid Other State Grants for Inactive Waste Landfills due to completion of CalRecycle grant funded project, reduction in funding for Recycling Programs and delay of grant funding for the Watershed Protection Program due to drought conditions; and a decrease of \$0.1 million in Federal Emergency Management Agency grant funding due to completed purchase of a truck.
- Charges for Current Services—Net decrease of \$0.3 million.
 - Decrease of \$2.0 million includes a \$1.5 million decrease for capital improvement projects and work funded by the Airport Enterprise Fund, Road Fund, Air Pollution Control, Capital Outlay Funds, Inactive Waste, Flood Control and Sanitation Districts and Survey Remonumentation Fund; a \$0.3 million decrease in developer deposit funded capital improvement projects; and a \$0.1 million decrease in Flood Control District revenue due to decreased operating costs.
 - Increase of \$1.7 million includes a \$0.4 million increase in sanitation capital improvement projects generating shared revenue from other governments; \$0.5 million increase in sanitation sewer service charge rates due to more customers; \$0.2 million increase for capital improvement projects and work funded by Permanent Road Divisions, General Fund, Internal Service Funds, Liquid Waste Enterprise, and Library; and an increase of \$0.6 million for increased developer deposit funded projects.
- Miscellaneous Revenues—Increase of \$0.7 million includes \$0.6 million of new airline revenue from California Pacific Airlines at Palomar airport, and \$0.1 million increase in *Indian Gaming* grant revenue for capital improvement projects in the Road Fund.
- Other Financing Sources—Net increase of \$2.0 million. Increase of \$2.4 million includes \$1.6 million loan proceeds from California Energy Resources Conservation and Development Commission to retrofit 2,000 street light fixtures to energy saving LED, \$0.5 million transfer from the General Fund to Road Fund for one-time maintenance projects and \$0.3 million transfer from the General Fund to the Road Fund Equipment Acquisition Fund for equipment. This is offset by a decrease of \$0.4 million due to the reduction of an operating transfer from the San Diego County Sanitation District to Liquid Waste Enterprise Fund for one-time IT application project.
- Fund Balance Component Decreases—Net increase of \$0.9 million includes \$1.4 million in increases to fund capital improvement projects in the San Diego County Sanitation District for Lakeside, Pine Valley and Julian Service Areas; and a decrease of \$0.5 million in the San Diego County Sanitation District for completed capital improvement project in the Wintergarden Service Area.
- Use of Fund Balance—Net increase of \$2.3 million. A total of \$44.4 million budgeted includes:



- One-time General Fund fund balance of \$4.0 million includes \$3.95 million for the Watershed Protection Program to fund Total Maximum Daily Load and Water Improvement projects necessary to comply with new Stormwater Permit requirements, and \$0.07 million for one-time labor costs.
- One-time Land Use and Environment Group fund balance of \$2.13 million for one-time projects includes:
 - ◆ \$0.3 million for consultant services to develop Environmental Impact Report (EIR) for zoning ordinance revisions to encourage composting.
 - ◆ \$0.1 million for construction of a new Geographic Positioning System (GPS) Base Station in Lakeside/Santee area of the County to provide County and private surveyors real-time GPS and survey grade data.
 - ◆ \$0.03 million for purchase of portable equipment to measure retroreflective pavement markings on County roads.
 - ◆ \$0.15 million for purchase of a 3D scanner to document scene evidence and topography at accident/collision sites.
 - ◆ \$0.25 million for purchase of a closed circuit television to inspect and document condition of culverts underneath County roads.
 - ◆ \$0.4 million for upgrade of striping and markings to durable thermoplastic material.
 - ◆ \$0.25 million for County's share of cost to produce a comprehensive flood forecast model for bridges crossing river and key tributaries and 2D modeling of primary floodplains.
 - ◆ \$0.1 million for development of website with historical and real-time automated flood warning data.
 - ◆ \$0.05 million for installation of webcams at Cole Grade road on the San Luis Rey river and De Luz Road on De Luz Creek.
 - ◆ \$0.5 million for the slurry seal of road maintenance projects in the Road Fund.
- Rebudget of \$0.3 million of Land Use and Environment Group fund balance in the DPW General Fund for projects that will continue into Fiscal Year 2014–15 including the County's match for Integrated Regional Water Management's data management system (\$0.03 million); Proctor Valley Road Vacation and closure (\$0.2 million); SANDAG Quality of Life voter initiative for regional funding strategy to fund water quality projects and programs (\$0.06 million); and various underground utility one-time projects and purchase of commercial off the shelf software to allow display and markup of CIP design drawings for electronic review (\$0.03 million).
- One-time funding of \$38.0 million for various DPW funds including purchasing replacement or new equipment in the DPW Internal Service Equipment Acquisition funds; commitment for replacement in the Pine Valley service area in the San Diego County Sanitation District; capital improvement projects in Airports Program, San Diego County Sanitation District service areas, Flood Control District and Road Fund; one-time maintenance projects in the Road Fund; maintenance for paving projects and potential emergencies in the Permanent Road Divisions; asset replacement in the Lighting District; irrigation and landscaping projects in the County Service Area landscaping districts; and IT projects in the Road Fund, Wastewater Enterprise Fund and Airport Enterprise Fund.
- General Purpose Revenue Allocation—Increase of \$0.5 million for previously negotiated salary increases, increased County retirement costs and two additional staff years for ongoing stormwater permit activities in the Watershed Protection Program; and regional services provided by the Private Development Construction Inspection Program in the General Fund.

Budget Changes and Operational Impact: 2014–15 to 2015–16

A decrease of \$33.5 million is primarily due to one-time capital and acquisition projects.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Transportation Program		202.00			202.00	202.00
Land Development Program		43.00			43.00	43.00
Engineering Services Program		65.00			63.00	63.00
Solid Waste Management Program		19.00			19.00	19.00
Management Services Program		48.00			47.00	47.00
General Fund Activities Program		49.00			51.00	51.00
Airports Program		35.00			35.00	35.00
Wastewater Management Program		39.00			40.00	40.00
Total		500.00			500.00	500.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Transportation Program	\$ 34,223,853	\$ 38,087,979	\$ 39,909,190	\$ 34,954,803	\$ 38,772,534	\$ 38,991,614
Land Development Program	11,304,232	8,092,962	8,015,071	7,343,292	7,851,228	8,037,034
Engineering Services Program	37,272,084	28,398,158	115,233,653	28,304,455	35,336,920	25,692,381
Solid Waste Management Program	6,103,639	8,425,803	8,619,256	8,088,233	7,621,043	7,713,428
Management Services Program	14,353,441	14,554,556	16,422,435	13,625,943	15,413,581	14,387,785
General Fund Activities Program	12,183,613	23,341,972	28,264,762	24,669,015	21,257,431	14,810,603
Airports Program	14,924,466	17,700,618	29,563,406	14,915,844	19,982,158	17,321,357
Wastewater Management Program	6,112,354	7,511,950	7,649,620	6,017,338	7,793,918	7,161,084
Sanitation Districts	33,959,201	33,775,944	46,727,954	27,366,531	33,028,950	26,483,831
Flood Control	7,184,078	13,882,112	20,971,138	12,399,171	10,057,966	6,926,092
County Service Areas	246,449	518,201	540,073	226,284	582,824	582,824
Street Lighting District	1,576,820	2,059,790	2,059,790	1,776,378	3,591,497	2,013,089
Permanent Road Divisions	1,403,967	8,945,080	9,213,038	1,871,988	8,641,205	8,641,205
Equipment ISF Program	7,181,715	13,048,802	14,800,505	7,067,389	12,489,377	10,178,638
Total	\$ 188,029,913	\$ 218,343,927	\$ 347,989,890	\$ 188,626,663	\$ 222,420,632	\$ 188,940,965

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 55,240,668	\$ 59,828,294	\$ 60,202,562	\$ 56,420,446	\$ 62,120,912	\$ 62,776,284
Services & Supplies	106,131,936	124,541,981	226,751,870	106,688,640	130,561,268	111,128,568
Other Charges	10,113,328	19,521,540	21,754,152	18,416,962	11,024,077	9,608,157
Capital Assets/Land Acquisition	—	8,449,000	25,540,887	—	11,232,300	2,963,000
Capital Assets Equipment	53,616	3,960,977	6,262,688	58,286	4,977,000	1,775,000
Fund Balance Component Increases	11,465,898	—	5,024,902	5,024,902	61,119	—
Operating Transfers Out	5,024,467	2,042,135	2,452,829	2,017,428	2,443,956	689,956
Total	\$ 188,029,913	\$ 218,343,927	\$ 347,989,890	\$ 188,626,663	\$ 222,420,632	\$ 188,940,965

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 5,341,646	\$ 5,279,932	\$ 5,279,932	\$ 5,493,239	\$ 5,402,070	\$ 5,402,070
Taxes Other Than Current Secured	3,142,217	5,110,699	40,395,962	2,459,203	6,603,438	6,603,438
Licenses Permits & Franchises	239,310	165,000	165,000	197,599	200,000	200,000
Fines, Forfeitures & Penalties	62,657	—	—	108,020	3,000	3,000
Revenue From Use of Money & Property	19,522,362	21,448,009	21,448,009	20,378,566	19,810,262	20,498,851
Intergovernmental Revenues	73,326,010	77,186,315	91,311,396	92,795,327	75,144,961	71,325,641
Charges For Current Services	52,117,061	53,952,105	62,932,113	51,938,553	53,698,226	54,671,780
Miscellaneous Revenues	1,517,987	1,696,692	6,297,343	1,499,021	2,377,273	1,763,273
Other Financing Sources	4,793,495	2,149,444	2,452,829	2,356,897	4,111,265	797,265
Fund Balance Component Decreases	—	2,551,989	2,551,989	2,551,989	3,420,074	2,448,000
Use of Fund Balance	21,878,471	42,072,274	108,423,848	2,116,782	44,401,515	17,836,306
General Purpose Revenue Allocation	6,088,699	6,731,468	6,731,468	6,731,468	7,248,548	7,391,341
Total	\$ 188,029,913	\$ 218,343,927	\$ 347,989,890	\$ 188,626,663	\$ 222,420,632	\$ 188,940,965



County of San Diego

Community Services Group

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Community Services Group Summary & Executive Office

Group Description

The Community Services Group Executive Office ensures fiscal responsibility and provides management direction for six County departments and the County of San Diego Successor Agency. Through these departments, the Community Services Group (CSG) provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries and 2 mobile libraries with collections and programs; housing assistance such as rental and first-time homebuyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.

CSG Departments

- Animal Services
- Housing and Community Development
- County Library
- Registrar of Voters
- General Services
- Purchasing and Contracting

Mission Statement

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

2013–14 Accomplishments

The departments of the Community Services Group collectively support the County's Strategic Initiatives and Required Disciplines for Excellence, while advancing *Live Well San Diego* community wellness and safety engagement efforts. Accomplishments include:

Strategic Initiative: Healthy Families

- Supported regional efforts to reduce homelessness among families and veterans and increase self-sufficiency through the Veterans Affairs Supportive Housing vouchers for rental assistance and Emergency Solutions Grant funds for security and utility deposits.



Strategic Initiative: Sustainable Environments

- Celebrated 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery.
- Improved County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.

Required Discipline for Excellence: Essential Infrastructure

- Completed construction for the new County Administration Center Waterfront Park and underground parking garage.
- Planned and designed facilities to serve the growing needs of County residents including new capital projects for libraries in Alpine and Imperial Beach, infrastructure improvements at Lake Morena, and a new fire station in Boulevard.
- Completed construction of the new Registrar of Voters (ROV) building on the County Operations Center Campus and relocated ROV operations and equipment in time to conduct special elections for the City of San Diego and the 2014 election cycle.
- Completed the sale of the County Operations Center Annex.
- Maintained County facilities by performing preventive maintenance on buildings and systems according to schedule.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Delivered training in procurement, contracting, and records management through both classroom and online sessions.



2014–16 Objectives

Community Services Group activities over the next two years will continue to support departments' efforts toward becoming world class organizations. These objectives are dedicated to internal and external customer service, and maintaining a culture of accountability and transparency in the use of public resources. Detailed departmental objectives are on the following pages, and many of them support public access to County services, either in person, through additions and improvements to County facilities, or virtual access, through enhancements to online services.

Strategic Initiative: Sustainable Environments

- Maintain the planned schedule of library operations.
- Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Increase the number of permanent vote-by-mail voters.
- Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Make contracts available through the internet to the public by posting at least 90% of new and amended contracts within five business days of award.

Required Discipline for Excellence: Essential Infrastructure

- Complete the master plan for capital improvements to the animal shelter in Bonita.
- Begin design-build construction of the new libraries in Alpine and Imperial Beach.
- Continue due diligence for donated property, planning, and design for new Borrego Springs Library.
- Complete construction of the Cedar and Kettner Development Parking Structure in summer 2015.
- Initiate replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.
- Assess and improve accessibility in County facilities.

Required Discipline for Excellence: Information Services

- Install a 24/7 Library-To-Go kiosk to provide library services to remote areas currently without library services; examine the viability and feasibility of rolling out these devices to other potential locations.

- Update the Library's website to maximize customer usability and access to self-published e-materials and publishers' e-book catalogs.
- Provide enhanced customer service by sharing/ disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, social media and/or Quick Response (QR) barcodes.

In addition, departments will continue to support the *Live Well San Diego* initiatives through a variety of programs:

Strategic Initiative: Safe Communities

- Maintain the current levels of services by offering an average of 300 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- In support of the County's *Live Well San Diego* Living Safely initiative, expand the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.
- Support the *Live Well San Diego* Building Better Health initiative by funding 30 public community projects for parks, street/sidewalk improvements, Americans with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.

Strategic Initiative: Healthy Families

- Support the County of San Diego's *Live Well San Diego* Building Better Health initiative by offering more than 200 healthy lifestyle library programs for all ages every month.
- Support the *Live Well San Diego* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that serve up to 65 youth aging-out of the foster care system and 44 families with children that are participants of the County's substance abuse recovery and family reunification programs.
- Continue to distribute information in support of the County's *Live Well San Diego* Building Better Health and Living Safely strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2014

Gubernatorial General and June 2016 Presidential Primary elections.

- The Community Services Group is also working with the Land Use and Environment Group to develop the third component of *Live Well San Diego*, the Thriving initiative, which will be launched during fiscal year 2014–15.

Related Links

For additional information about the Community Services Group, refer to www.sandiegocounty.gov/community/.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.7 million.

- Salaries and Benefits—increase of \$0.1 million due to salary, retirement, and other employment cost increases.
- Services and Supplies—increase of \$0.8 million in one-time projects related to energy savings and accessibility at County facilities.
- Operating Transfers Out—decrease of \$0.2 million due to funding provided for one-time projects in Fiscal Year 2013–14.

- Management Reserves—Management reserves of \$3.25 million are budgeted as a contingency for any unanticipated or emergent Community Service Group needs.

Revenues

Net increase of \$0.7 million.

- Charges for Current Services—increase of \$0.3 million in revenue for central County support costs.
- Use of Fund Balance—increase of \$0.6 million for a total of \$5.5 million due to one-time projects related to energy savings and accessibility at County facilities. Fund Balance of \$5.5 million is for \$3.25 million in Management Reserves, \$0.5 million to continue Building Automation Systems (BAS) improvements (the third year of BAS projects), \$0.5 million for energy efficiency projects, and \$0.5 million for an assessment of accessibility and \$0.7 for projects to improve accessibility in County facilities.
- General Purpose Revenue Allocation—decrease of \$0.2 million to realign resources to programs.

Executive Office Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease of \$1.0 million due to decline in one-time projects. Fund balance of \$4.45 million is for \$3.25 million in Management Reserves, \$0.5 million for energy efficiency projects for County facilities, and \$0.7 million for projects to improve accessibility in County facilities.



Community Services Group Summary & Executive Office

Group Staffing by Department						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Animal Services		123.00			124.00	124.00
County Library		270.00			270.00	270.00
General Services		338.00			352.00	352.00
Housing & Community Development		102.00			102.00	102.00
Purchasing and Contracting		56.00			56.00	56.00
Registrar of Voters		64.00			64.00	64.00
Total		961.00			976.00	976.00

Group Expenditures by Department						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435
Animal Services	15,168,207	15,736,716	16,441,314	15,420,135	16,941,395	16,393,079
County Library	32,044,169	35,983,321	39,515,966	33,973,163	37,557,923	37,888,737
General Services	140,223,672	181,778,246	201,200,448	149,013,475	197,246,362	174,039,882
Housing & Community Development	17,771,976	23,366,257	30,448,044	17,095,320	26,566,570	19,601,670
Purchasing and Contracting	12,078,708	9,724,851	10,024,848	9,052,824	11,703,610	10,173,903
County Successor Agency	8,572,693	8,164,212	8,164,212	5,747,295	7,926,482	7,554,640
Registrar of Voters	18,659,098	18,613,081	24,173,310	21,215,018	19,392,369	18,054,157
Total	\$ 246,685,404	\$ 300,906,938	\$ 339,478,539	\$ 254,733,500	\$ 325,554,059	\$ 290,885,503

Community Services Group Summary & Executive Office ■ ■ ■

Executive Office Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office	8.00	8.00	8.00
Total	8.00	8.00	8.00

Executive Office Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435
Total	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,193,588	\$ 1,360,753	\$ 1,387,376	\$ 1,357,050	\$ 1,449,302	\$ 1,427,886
Services & Supplies	704,964	2,729,501	3,936,166	1,386,665	3,520,046	2,501,549
Operating Transfers Out	268,329	200,000	936,855	472,554	—	—
Management Reserves	—	3,250,000	3,250,000	—	3,250,000	3,250,000
Total	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435

Executive Office Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 8,837	\$ —	\$ —	\$ 3,977	\$ —	\$ —
Charges For Current Services	1,079,496	791,836	791,836	1,001,492	1,051,489	1,051,489
Use of Fund Balance	(804,848)	4,850,000	6,820,143	312,382	5,473,727	4,450,000
General Purpose Revenue Allocation	1,883,395	1,898,418	1,898,418	1,898,418	1,694,132	1,677,946
Total	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435





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. Approximately 25,000 animals enter DAS' three shelters annually. DAS provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.



Mission Statement

To protect the health, safety and welfare of people and animals.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family.
- Promoted child safety and injury prevention by conducting 33 animal safety and dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations. The Department did not meet the goal of 80 presentations due to staffing shortages and a lack of requests from local area schools and other organizations. Next year, the Department plans to increase its outreach efforts to solicit more opportunities for dog bite prevention presentations to help increase community safety.
- Responded to 93.0% (28,356) of requests for service (patrol calls) following protocols for various levels of priority. The Department was unable to meet the 94.4% goal due to staffing shortages and patrol vacancies.
- Conducted eight classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.
- Informed and educated county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
 - Participated in four Community Emergency Response Team (CERT) meetings this year.
 - Conducted ten presentations to community groups.

- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals by participating in a joint facility tour and education program with the San Diego Humane Society, and by co-hosting 10 classroom and youth group visits this year to the Campus for Animal Care and other County animal shelters. These educational endeavors will help ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
- In support of the County's *Live Well San Diego* Living Safely initiative, the Department expanded the use of its social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website. The Department also reached out to both active and retired military to increase animal education and awareness among our military.

Strategic Initiative: Healthy Families

- Encouraged children to read by supporting the County Library's Read for a Reason program to read in support of animals. There were a total of 40,209 registrations this year which surpassed last year's number of registrations by 7,209. This enabled DAS to meet the goal of providing 5,000 pounds of pet food for shelter animals.
- Assisted young people in developing job skills to help them become thriving, self-sufficient adults, by providing job training for one student in the County's Workforce Academy for Youth, eight in the Animal Health Technology Program at Mesa College, ten in the PIMA Medical Institute and three in the Regional Occupation Programs (ROP) from various schools in the county.

Required Discipline for Excellence: Customer Satisfaction

- Ensured customers were provided with superior services by being professional, courteous, attentive and knowledgeable in responding to customers' needs; achieved a customer satisfaction rating of 4.66 (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence: Regional Leadership

- Made 13 presentations this year to community and industry groups describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submitted three articles to trade journals or community publications to highlight DAS services, animal health and welfare issues, and dog bite prevention and/or adoption opportunities.
- Provided 23 dog bite prevention presentations this year for County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service).

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Continued to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations in order to fill positions as needed.

Required Discipline for Excellence: Continuous Improvement and Innovation

- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focused on the following key objectives:
 - Placed 80.2% (16,000 of 19,938) of our sheltered dogs and cats, by reuniting the animals with their owner or adopting them into new homes. DAS exceeded its goal of 71.4% placement.
 - The Department ensured that only 20% of its treatable animals were euthanized. It was not able to meet the target goal of 12.9%. However, the Department provided medical care to as many treatable animals as it possibly could and made every effort to place all animals with rescue partners and adopters. The number of treatable animals still continues to exceed the Department's resources and capabilities to treat all animals in its care. The

Department also strives to save severely injured animals through donations to the Department's "Spirit Fund." This year DAS was able to treat and save 75 animals that would not have been saved without the generosity of these donations.

- The Department is currently reviewing certain fiscal and customer service processes (e.g., adoptions and lobby wait times) as two potential business process improvements that reduce costs or enhance customer service, productivity or revenue, and anticipates completing this goal by June 30, 2015.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family.
- Promote community safety and injury prevention by conducting a minimum of 80 dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations.
- Respond to 94.4% of patrol calls on time according to DAS protocols for responding to various levels of priority calls.
- Conduct eight classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.
- Inform and educate county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
 - Participate in four Community Emergency Response Team (CERT) meetings per year.
 - Conduct ten presentations to community groups.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and education program with the San Diego Humane Society, and by co-hosting a minimum of 12 classroom or youth group visits per year to the Campus for Animal Care or other County animal shelters. These educational endeavors will help ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
- In support of the County's *Live Well San Diego* Living Safely initiative, expand the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.



Strategic Initiative: Healthy Families

- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through providing job training for at least one participant each in the County's Workforce Academy for Youth, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute, and ROP programs from various schools in the county.

Required Discipline for Excellence: Customer Satisfaction

- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable; achieve a customer satisfaction rating of 4.72 or higher (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence: Regional Leadership

- Work with the Pets for Patriots organization to place pets in forever homes with veterans who participate in this program. The goal is to place ten animals through the Pets for Patriots' program.
- Make eight presentations per year to community or industry groups describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submit at least three articles to trade journals or community publications to highlight DAS services, animal health and welfare issues, and dog bite prevention and/or adoption opportunities.
- Provide at least 24 dog bite prevention presentations per year for County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service).

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Continue to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations in order to fill positions as needed.

Required Discipline for Excellence: Continuous Improvement and Innovation

- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focuses on the following key objectives:
 - Ensure at least 71.4% of an estimated 26,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
 - Ensure no more than 12.9% of treatable animals are euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters.
- Ensure that 100% of staff is trained in the resources available to members of the public for animals with treatable medical and behavioral issues, including those organizations which provide financial assistance to people facing a hardship in caring for their animal(s).
- Ensure that staff contact rescue groups on 100% of animals with a treatable medical or behavioral issue prior to euthanasia.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue by June 30, 2015.

Required Discipline for Excellence: Essential Infrastructure

- Complete the master plan for capital improvements to the animal shelter in Bonita.

Related Links

For additional information about the Department of Animal Services, refer to the website at www.sddac.com and follow DAS on Facebook at www.facebook.com/sddac.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Sheltered dogs and cats either adopted or reunited with owners	72.4% of 21,793	71.4%	80.2% of 19,938	71.4%	71.4%
On-time patrol response ¹	88% of 28,319 calls	94.4%	93.0% of 28,356 calls	94.4%	94.4%
Adoptable shelter animals euthanized ²	0%	0%	0%	0%	0%
Euthanized animals that were treatable ³	28%	12.9%	20.0%	12.9%	12.9%
Customer Satisfaction Rating ⁴	4.67	4.72	4.66	4.72	4.72

Table Notes

¹Patrol time response standards, varying by urgency of call, are established by contract with client cities. In Fiscal Year 2013–14, DAS was unable to ensure at least 94.4% of patrol responses were on time according to department protocols for responding to various levels of priority calls due to staffing shortages.

²Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

³This goal was not met because the number of treatable animals still continues to exceed the Department’s resources and capabilities to treat all animals in its care. The Department provided medical care to as many treatable animals as it possibly could and made every effort to place all animals with rescue partners and adopters.

⁴Scale of 1 to 5, with 5 being “excellent.”

**Budget Changes and Operational Impact:
2013–14 to 2014–15**

Staffing

Increase of 1.00 staff year. This increase will provide a human resource management position which the department does not currently have.

Expenditures

Increase of \$1.2 million.

- Salaries and Benefits—net increase of \$0.6 million due to the addition of one staff year and a negotiated one-time only salary payout along with retirement and other employee benefit cost increases.
- Services and Supplies—net increase of \$0.6 million primarily for major maintenance repairs and improvements to the Department’s three animal shelter facilities. Some of this cost will be offset by decreases in minor equipment and facilities operations and maintenance costs.

Revenues

Increase of \$1.2 million

- Licenses Permits & Franchises—decrease of \$0.2 million in anticipated dog license renewals.
- Charges for Current Services—increase of \$0.3 million for the contract cities’ proportional share of cost of the Department’s operating budget.
- Use of Fund Balance—increase of \$0.8 million to fund one-time only major maintenance repairs and for the County’s share of the negotiated one-time only salary payout. Total budget of \$0.9 million will be used to fund major maintenance of \$0.8 million and \$0.1 million for the one-time salary payout.
- General Purpose Revenue Allocation—increase of \$0.2 million due to increased County retirement contributions.

**Budget Changes and Operational Impact:
2014–15 to 2015–16**

Net decrease of \$0.5 million. An increase in Salaries and Benefits of \$0.1 million primarily due to completion of major maintenance projects.

Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Animal Services		123.00			124.00	124.00
Total		123.00			124.00	124.00

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Animal Services	\$ 15,168,207	\$ 15,736,716	\$ 16,441,314	\$ 15,420,135	\$ 16,941,395	\$ 16,393,079
Total	\$ 15,168,207	\$ 15,736,716	\$ 16,441,314	\$ 15,420,135	\$ 16,941,395	\$ 16,393,079

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 10,382,485	\$ 10,813,413	\$ 10,992,248	\$ 10,584,373	\$ 11,392,004	\$ 11,517,609
Services & Supplies	4,767,566	4,923,303	5,296,334	4,836,575	5,549,391	4,875,470
Capital Assets Equipment	18,157	—	152,732	—	—	—
Expenditure Transfer & Reimbursements	—	—	—	(813)	—	—
Total	\$ 15,168,207	\$ 15,736,716	\$ 16,441,314	\$ 15,420,135	\$ 16,941,395	\$ 16,393,079

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Licenses Permits & Franchises	\$ 2,115,247	\$ 2,107,867	\$ 2,107,867	\$ 2,061,751	\$ 1,945,359	\$ 2,124,875
Fines, Forfeitures & Penalties	1,771	3,000	3,000	1,641	3,000	3,000
Revenue From Use of Money & Property	84,415	66,061	66,061	78,938	66,061	66,061
Charges For Current Services	10,098,684	10,493,609	10,493,609	10,502,180	10,819,964	10,819,964
Miscellaneous Revenues	53,020	46,000	46,000	34,662	46,000	46,000
Use of Fund Balance	45,071	91,000	795,598	(188,215)	916,832	—
General Purpose Revenue Allocation	2,770,000	2,929,179	2,929,179	2,929,179	3,144,179	3,333,179
Total	\$ 15,168,207	\$ 15,736,716	\$ 16,441,314	\$ 15,420,135	\$ 16,941,395	\$ 16,393,079



County Library

Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries and 2 mobile libraries. Library services include providing information in print, non-print and online formats for lifelong learning; promoting reading and literacy skills; instruction and access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To inform, educate, inspire, and entertain.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Exceeded current levels of services by presenting an average of 300 after-school programs each month, and provided students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- Implemented a pilot mentorship program for at-risk teen boys at two library branches incorporating technology and reading, and sustained participation of 7 out of 24 participants, exceeding the goal of a 20% participation rate.

Strategic Initiative: Sustainable Environments

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public had access to library resources and services and that the SDCL had the capacity to meet these goals.
 - Met the planned schedule of library operations.
 - Provided virtual library services that were available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Ensured that collections, materials and programs were current and relevant to meeting the needs and interests of a dynamic community.
 - The planned annual average circulation per item was not met due to lower foot traffic at the library branches and a decrease in library materials budget from past fiscal years.
 - Exceeded the goal of participation in adult programs that promoted lifelong learning and civic engagement by serving 175,000 participants.



- For calendar year 2013, hosted 15 events celebrating the County Library's centennial, "100 Years of Stories," including collecting customer stories in branch and online at www.sdcl.org/centennial that noted how library services changed lives.

Strategic Initiative: Healthy Families

- Supported the County of San Diego's *Live Well San Diego* Building Better Health initiative by presenting 300 healthy lifestyle programs for all ages every month, exceeding past levels of service by 80 programs per month.

Required Discipline for Excellence: Customer Satisfaction

- Ensured customers were provided with superior services by being responsive to the needs of the community, reflecting SDCL's commitment to excellence offered by professional, courteous, attentive, and knowledgeable staff. Achieved an average customer satisfaction rating of 4.70 (on a scale of 1 to 5, with 5 being "excellent").
- Ensured customers were provided with quality programs that were current, relevant, and engaging. Achieved an average customer satisfaction rating of 4.85 (on a scale of 1 to 5, with 5 being "excellent") for SDCL programs.

Required Discipline for Excellence: Information Services

- Completed the implementation of the 24/7 Library-To-Go pilot project at the County Operations Center to provide library services to remote areas currently without library services; post-implementation assessment and review at six months; installed another 24/7



Library-To-Go kiosk in Bonsall; examined the viability and feasibility of rolling out these devices to other potential locations.

- The radio frequency-enabled loss prevention security gates were not installed at any additional branches in Fiscal Year 2013–14. The security gates were installed on an as-needed basis in Fiscal Year 2012–13.

Required Discipline for Excellence: Regional Leadership

- Established services to veterans in partnership with the HHSA's Veterans Services Department by launching veterans benefit claiming services at the El Cajon Branch Library with service to 42 veterans and continuing exploration for expansion.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Maintain the current levels of services by offering an average of 300 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- Continue the mentorship program for at-risk teen boys at two library branches incorporating technology and reading, and sustain a participation rate of 20% out of 24 participants.

Strategic Initiative: Sustainable Environment

- Meet the informational, recreational and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
 - Maintain the planned schedule of library operations.
 - Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Ensure that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.

- Meet the planned annual average circulation per item.
- Maintain participation in adult programs that promote lifelong learning and civic engagement by serving 100,000 participants.

Strategic Initiative: Healthy Families

- Support the County of San Diego's *Live Well San Diego* Building Better Health initiative by offering more than 200 healthy lifestyle programs for all ages every month.

Required Discipline for Excellence: Customer Satisfaction

- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. Achieve an average customer satisfaction rating of 4.60 or higher (on a scale of 1 to 5, with 5 being "excellent").
- Ensure customers are provided with quality programs that are current, relevant, and engaging. Achieve an average customer satisfaction rating of 4.75 or higher (on a scale of 1 to 5, with 5 being "excellent") for SDCL programs.

Required Discipline for Excellence: Information Services

- Install a 24/7 Library-To-Go kiosk at another County location to be determined to provide library services to remote areas currently without library services; examine the viability and feasibility of rolling out these devices to other potential locations.
- Update the Library's website to maximize customer usability and access to self-published e-materials and publishers' e-book catalogs.
- Implement a software upgrade in preparation for a new Integrated Library System (Library's database) which will provide faster and more reliable library services to customers.

Related Links

For additional information about the County Library, refer to the website at www.sdcl.org.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Library hours open ¹	89,636	89,750	94,645	107,000	107,200
Annual average circulation per item ²	7.52	7.50	6.84	7.00	7.00
Annual SDCL Virtual Branch Visitors ³	22,586,926	16,000,000	14,702,404	14,000,000	14,000,000
SDCL virtual library resource sharing and services per capita ⁴	1.30	1.50	1.22	1.60	1.60
Average customer satisfaction rating ⁵	4.50	4.70	4.70	4.60	4.60
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County ⁶	4.75	4.75	4.85	4.75	4.75
Annual count of foot traffic at the library ⁷	5,678,239	5,750,000	5,721,298	5,700,000	5,700,000

Table Notes

¹Library hours open represents the overall level of accessibility that the community has to the library branches/ kiosks. During Fiscal Year 2013-14, SDCL opened two 24/7 Library-To-Go kiosks at the County Operations Center and Bonsall. The Fiscal Year 2013–14 Actual number of hours open is higher than the Fiscal Year 2013–14 Adopted level due to the 24 hours a day, 7 days a week accessibility of these two library kiosks.

²Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection. The Fiscal Year 2013–14 Actual circulation is lower than the Fiscal Year 2013–14 Adopted level due to a lower volume of foot traffic than anticipated at the library branches and a decrease in library materials budget from past fiscal years.

³“Virtual Branch Visitors” reflects the number of page views recorded for the following areas of the SDCL website: Kids Corner, Teen Lounge, Encore Catalog, Book Letters reading suggestion sites, SDCL website, Classic Catalog, or Hot.Right.Now. Fiscal Year 2012–13 was the first year SDCL calculated this statistic with the noted data. The Fiscal Year 2013–14 Actual virtual branch visitors is lower than the Fiscal Year 2013–14 Adopted level due to changes to a more efficient website causing less page views.

⁴Measures the use of premium databases, e-books, audiobook and magazine downloads, interlibrary (resource) sharing and online services by library customers, and represents the penetration of virtual library services and resource sharing in the community. Usage of virtual library and resource sharing services may be considered comparable to, but will be less than, annual average circulation per item, as customers must use and be comfortable with technology to access virtual library and resource sharing services. The Fiscal Year 2013–14 Actuals level is lower than the Fiscal Year 2013–14 Adopted level due to a decline in database usage, but was slightly offset by an increase in e-book usage.

⁵On a scale of 1 to 5, with 5 being the highest level of customer satisfaction. Customer satisfaction indicates how individuals perceive SDCL’s ability to provide services of value to them.

⁶On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees’ individual perceptions of how well SDCL is meeting the needs of a diverse population.

⁷The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from “people counters” that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services.

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

Staffing

No change in staffing.

Expenditures

Increase of \$1.6 million

- Salaries and Benefits—increase of \$1.0 million due to an increase in County retirement contributions, flex credit, worker's compensation costs, and a one-time negotiated increase.
- Services and Supplies—increase of \$0.6 million primarily due to an increase in books and library materials (\$1.2 million), allocated central support costs (\$0.3 million), offset by a decrease in facilities costs (\$0.3 million) and prior year one-time District 5 Neighborhood Reinvestment funds for major maintenance projects (\$0.6 million).
- Management Reserves—budgeted for operating contingencies.

Revenues

Net increase of \$1.6 million

- Taxes Current Property—increase of \$1.9 million in the current secured and unsecured property tax projections.
- Intergovernmental Revenues—increase of \$0.7 million in revenue from former Redevelopment Agencies.
- Other Financing Sources—decrease of \$0.6 million in prior year one-time District 5 Neighborhood Reinvestment funds for library building enhancements
- Use of Fund Balance—decrease of \$0.3 million. Total budget of \$2.6 million will be used to fund management reserves of \$1.0 million, \$0.2 million to provide a match for public donations for library materials, \$1.0 million for additional books and library materials for library branches, and \$0.4 million for holding position vacancies for new libraries at Alpine and Imperial Beach.

Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Library Operations and Administration		19.75			18.75	18.75
Library Professional & Technical Support Service		38.25			38.25	38.25
Library Branch Operations		212.00			213.00	213.00
Total		270.00			270.00	270.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Library Operations and Administration	\$ 3,294,299	\$ 5,222,998	\$ 5,639,147	\$ 3,643,849	\$ 5,946,869	\$ 5,614,366
Library Professional & Technical Support Service	7,031,845	8,636,764	9,127,113	7,990,723	9,133,137	9,214,971
Library Branch Operations	21,718,026	22,123,559	24,749,706	22,338,591	22,477,917	23,059,400
Total	\$ 32,044,169	\$ 35,983,321	\$ 39,515,966	\$ 33,973,163	\$ 37,557,923	\$ 37,888,737

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 19,939,013	\$ 21,535,406	\$ 21,024,097	\$ 20,986,998	\$ 22,558,038	\$ 22,888,852
Services & Supplies	12,005,059	13,134,979	16,643,402	12,399,137	13,699,885	13,699,885
Capital Assets Equipment	98,291	312,936	813,983	552,543	300,000	300,000
Operating Transfers Out	1,806	—	34,485	34,485	—	—
Management Reserves	—	1,000,000	1,000,000	—	1,000,000	1,000,000
Total	\$ 32,044,169	\$ 35,983,321	\$ 39,515,966	\$ 33,973,163	\$ 37,557,923	\$ 37,888,737

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 27,835,799	\$ 28,192,523	\$ 28,192,523	\$ 28,775,830	\$ 30,061,616	\$ 30,802,950
Taxes Other Than Current Secured	276,123	421,461	421,461	373,695	421,461	421,461
Revenue From Use of Money & Property	31,979	105,000	105,000	38,550	105,000	105,000
Intergovernmental Revenues	4,545,821	1,737,951	1,793,832	5,779,430	2,387,959	2,409,169
Charges For Current Services	868,751	1,138,112	1,138,112	846,570	1,138,112	1,138,112
Miscellaneous Revenues	482,613	553,821	1,705,821	501,465	553,821	553,821
Other Financing Sources	170,373	935,000	1,643,750	1,643,750	300,000	300,000
Use of Fund Balance	(2,167,289)	2,899,453	4,515,467	(3,986,128)	2,589,954	2,158,224
Total	\$ 32,044,169	\$ 35,983,321	\$ 39,515,966	\$ 33,973,163	\$ 37,557,923	\$ 37,888,737

General Services

Department Description

The Department of General Services (DGS) is primarily an internal service department within the County of San Diego. The DGS ensures that other County departments have the necessary workspaces, services and vehicles to accomplish their own business objectives. These services include management of over 420 real estate leases; management of major maintenance and capital improvement projects averaging over \$100 million annually since 2009; facility maintenance, security and mail management services totaling \$53 million; and acquisition, maintenance and refueling of over 3,900 fleet vehicles. The DGS is also a committed leader in sustainability and has been recognized for its efforts in conserving energy resources while promoting expansion of renewable sources of energy in the County.



Mission Statement

To provide cost-effective, efficient, high-quality and timely support services to County clients enabling them to fulfill their mission to the public.

2013–14 Accomplishments

Strategic Initiative: Sustainable Environments

- Improved County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
 - Reduced total electricity usage at County facilities by 2.7% over prior fiscal year usage based on a kWh per square foot metric, exceeding the goal of 2%.
 - Reduced vehicle emissions by 3% of 4,340 metric tons (2011 baseline) for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements, by replacing or retrofitting older higher-emission vehicles. The 2011 baseline was adjusted to reflect an accurate count of metric tons.
 - Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2013 and achieved a 2% reduction in total greenhouse gas emissions compared to the 2012 calendar year, exceeding the goal of 1%.
 - Developed a Five Year Plan to implement Green Fleet Action Plan recommendations to reduce the County's vehicle-related greenhouse gas emissions.

Due to delays in the completion of the Green Action Plan, recommendations were not implemented by June 30, 2014.

- Acquired 6 agricultural conservation easements covering 784 acres which restricts future development.
- Acquired a total of 598 acres for Parks Open Space which include:
 - ◆ 382 acres in Escondido.
 - ◆ 20 acres in Poway for inclusion in the Sycamore Canyon Preserve.
 - ◆ 16 acres for inclusion in the Otay Valley Regional Park.
 - ◆ 114 acres for inclusion in the Volcan Mountain Preserve.
 - ◆ 35 acres in the Escondido Creek Area.
 - ◆ 31 acres for inclusion in the Lusardi Creek Preserve.

Strategic Initiative: Safe Communities

- Support client departments in their public safety efforts.
 - Maintained availability of County-supported fire apparatus at 92% (49 of 53). Did not meet the goal of 95% availability due to higher-maintenance requirements of older vehicles transferred to the County from the rural fire districts.
 - Ensured maximum availability of law enforcement patrol vehicles at 98% (515 of 525), exceeding the goal of 95%.

Required Discipline for Excellence: Essential Infrastructure

- Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and

infrastructure, by responding to and initiating corrective action for 100% (929) of all emergency requests within 4 hours of notification.

- Completed 97% (2,231 of 2,300) of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems, exceeding the goal of 96%.
- Received the 2013 California Counties Facilities Services Association Public Facilities Award of Excellence in recognition of exceptional dedication to best practices, process innovation, staff development, department automation, energy programs, and environmental improvements.
- Received the 2014 NACo Achievement Award for the development and implementation of a Wireless Radio Alarm Transmission System; enhancing alarm monitoring and reporting reliability while realizing the associated cost savings with the transition from traditional phone lines.
- Received the 2014 NACo Achievement Award for the County Operations Center (COC) redevelopment project which consolidates departments and offices in Kearny Mesa to provide one stop public services, centralize administrative functions, vacate costly leases and replace aged buildings.
- Completed the sale of County Operations Center (COC) Annex property on December 30, 2013, receiving payment of \$57.2 million.
- Completed 100% of required lease inspections (118) on County asset leases, excluding cell phone sites, to ensure the maximum life of the asset is maintained.
- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
 - Achieved substantial completion of Phase 1 of the new Las Colinas Detention and Reentry Facility project effective July 1, 2014, for relocation of the existing facility inmates and operations in summer 2014. Phase 2 of the project is anticipated to be completed by January 2016, subject to State funding.
 - Completed construction of the East Mesa Reentry Facility, and related support facilities in May 2014.
 - Completed Phase 1 of the County Administration Center Waterfront Park in September 2013 and Phase 2 in May 2014.
- Completed construction of the Rancho San Diego Sheriff Station in January 2014. The anticipated fall 2013 completion date was not accomplished due to an unforeseen delay in the delivery of permanent power by San Diego Gas and Electric.
- Completed COC emergency generator consolidation and testing in November 2013 in support of the expansion of the COC emergency/standby power generation system to 100% of the campus.
- Coordinated with the Administrative Office of the Courts to begin construction of the new Downtown Courthouse, and Courthouse/Hall of Justice Bridge in March 2014 and completion in fall 2016. With the Sheriff and the San Diego Superior Court, developed alternate approaches to transportation for inmate arraignment and non-jury hearings to be in place by the 2016 opening of the new Courthouse, to address the State's decision not to build a Prisoner Transfer Tunnel.
- A proposal for the interim and permanent relocation of the justice system support departments that are not included in the new State Courthouse and will be displaced by demolition of the old courthouse or are in leased space was presented in May 2013 for review by the Facilities Planning Board, and will be completed by fall 2014. The plan will assist in strategically placing these departments around the new State Courthouse once construction is completed.
- Completed the new design-build Pine Valley Sheriff Station project in May 2014.
- Awarded a design-build contract in winter 2013 for the new Boulevard Fire Station. The original solicitation was cancelled as all proposals exceeded the budget. It was reissued after revisions to the technical criteria and construction requirements.
- Anticipated award of a design-build contract for the replacement of the Assessor/Recorder/County Clerk's El Cajon office for completion in winter 2015 was delayed. The negotiation to acquire an adjacent parcel was unsuccessful. The County is currently reassessing replacement site options.
- Coordinated with key departments to develop and refine methodologies to evaluate program needs and prepare long-term facility effectiveness assessments and master plans to be used as tools in the development of the Capital Improvement Needs Assessment and Major Maintenance Improvement Plan.

- Completed negotiations for award of a design-build contract for the construction of a new 13,500-square-foot Alpine library to replace the existing 3,018-square-foot facility in summer 2014 for completion in winter of 2015-16. Procurement was extended due to ongoing negotiations with the adjoining community center for parking and joint use areas.
- The award of the design-build contract for the construction of a new 12,000-square-foot Imperial Beach branch library was delayed due to ongoing negotiations related to parking requirements. The new facility will replace the existing 5,100-square-foot facility, connecting to the existing adjacent 2,000-square-foot community center.
- Initiated the next three year cycle of facility condition assessments, including an assessment survey of parks infrastructure, to refresh the maintenance and renewal recommendations to the capital and major maintenance planning programs.
- Acquired 14-acre buffer parcel adjacent to the Borrego Valley Airport.
- Acquired a 5,318 square-foot building on 1.19 acres for a new Sheriff's substation in Lakeside.
- Acquired 28 right-of-way easements for the San Vicente Road improvement project in Ramona.
- Reduce annual building energy use intensity by 6%, comparing Fiscal Year 2014–15 to a Fiscal Year 2011–12 baseline.
- Prepare greenhouse gas (GHG) inventories of County operations for calendar years 2014 and 2015. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
- Achieve 1% vehicle emission reduction in calendar year 2014 for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements, by replacing or retrofitting older higher-emission vehicles.
- Incorporate the strategies of the Green Fleet Action plan into the annual vehicle replacement planning process to reduce the County's vehicle related greenhouse gas emissions.

Strategic Initiative: Safe Communities

- Support client departments in their public safety efforts.
 - Maintain availability of County-supported fire apparatus at 91%.
 - Ensure maximum availability of law enforcement patrol vehicles at 95%.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Completed 100% of 7,920 vehicle and mobile equipment preventative maintenance actions to maximize the operational effectiveness of County vehicles.

Required Discipline for Excellence: Fiscal Stability

- Maximized postage discounts by bar coding 96% (464,396 of 483,737) of all standard business letters.
- Monitored revenue leases on County-owned property ensuring that rents were paid within 30 days of due date for 98.3% of the leases (235 of 239).
- Renegotiated five acquisition leases for an annual savings of \$619,000.

2014–16 Objectives

Strategic Initiative: Sustainable Environments

- Improve County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.

Required Discipline for Excellence: Essential Infrastructure

- Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% of all emergency requests within 4 hours of notification.
- Complete 96% of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.
- Complete construction of the new Boulevard Fire Station by spring 2015.
- By fall 2014, present the plan for review by the Facilities Planning Board for the interim and permanent relocation of the justice system support departments that are not included in the new State Courthouse and will be displaced by demolition of the old courthouse or are in leased space. The plan will assist in strategically placing these departments around the new State Courthouse once construction is completed.

- Begin design-build construction of the new Alpine Library as the first Zero Net Energy County building, for completion in winter 2015–16. Zero Net Energy is a building with zero net energy consumption, meaning the total amount of energy used by the building on an annual basis is equal to the amount of renewable energy created at the facility.
- Award the design-build contract and begin construction of the new Imperial Beach Library, targeted for completion in spring 2016.
- Continue due diligence for donated property, planning and design for a new Borrego Springs Library.
- Demolish the existing Las Colinas Detention and Reentry Facility by fall 2014 and begin Phase 2 construction of the new Las Colinas Detention and Reentry Facility for completion in January 2016.
- Complete construction of the Cedar and Kettner Development Parking Structure in summer 2015.

- Initiate replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.

Required Discipline for Excellence: Fiscal Stability

- Complete 96% of vehicle and mobile equipment preventative maintenance actions to maximize the operational effectiveness of County vehicles.
- Maximize postage discounts by bar coding a minimum of 95% of all standard business letters.
- Monitor leases on County-owned property ensuring that rents are paid within 30 days of due date for 97% of the leases.

Related Links

For additional information about the Department of General Services, refer to the website at www.sandiegocounty.gov/general_services/.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Major Maintenance Improvement Plan and capital projects completed within estimated budget	97% of 141	93% of 150	93% of 150	93% of 150	93% of 150
Electricity consumption decrease per square foot ¹	1% of 13.94 kWh/SF	2% of 13.82 kWh/SF	2.7% of 13.82 kWh/SF	N/A	N/A
Energy Use Intensity (EUI) decrease ²	N/A	N/A	N/A	6% of 83.14 kBtu/SF	1.5% of 78.15 kBtu/SF
County operations greenhouse gas emissions reduction	14.6% of 172,559 Metric Tons CO ₂ e	1% of 147,364 Metric Tons CO ₂ e	2% of 147,364 Metric Tons CO ₂ e	1% of 144,417 Metric Tons CO ₂ e	1% of 142,973 Metric Tons CO ₂ e
Law enforcement patrol vehicles available	95% of 495	95% of 495	98% of 525	95% of 525	95% of 525
Fire services program apparatus available ³	95% of 45	95% of 53	92% of 53	91% of 54	91% of 99
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification ⁴	100% of 1,054	100% of 1,175	100% of 929	100% of 1,175	100% of 1,175
Monthly facilities' preventive maintenance actions completed	100% of 2,100	96% of 2,300	97% of 2,300	96% of 2,300	96% of 2,300
Applicable monthly mail bar coded/total pieces of mail	97% of 502,495	95% of 500,000	96% of 483,737	95% of 500,000	95% of 500,000
County office space lease rate as a percentage of San Diego area Class B office rental rate ⁵	100% (\$2.01 of \$2.01)	N/A	N/A	N/A	N/A
Leases managed less than 30 days delinquent	97% (237 of 245)	97% (240 of 248)	98% (235 of 239)	97% (234 of 241)	97% (234 of 241)

Table Notes

¹Beginning with the Fiscal Year 2012–13 Actuals, the kWh/SF metric has been revised to include the square footage of all facilities including high-usage electricity facilities such as detention facilities. This measure will be discontinued beginning Fiscal Year 2014–15 to align goals with Strategic Energy Plan.

²Energy Use Intensity (EUI) is calculated by taking the total energy consumed (Natural Gas and Electricity) in one year (measured in kBtu) and dividing it by total gross square feet of all County properties with energy accounts. The 2011 baseline used in this calculation is 83.14 kBtu/SF.

³The recommended Fiscal Year 2015–16 base count for total fire services program apparatus available is based on anticipated expansion of fire services to improve fire protection and emergency medical services in the region. However, the maintenance goal will be impacted for Fiscal Year 2014–15 due to the transfer of older equipment from the rural fire districts to the County.

⁴The baseline reflects the actual emergency requests in each fiscal year.

⁵In Fiscal Year 2011–12, below-market County leases and continued lower-market rental rates throughout the San Diego region caused the percentage to drop slightly to 95.65% (\$1.98 per sq. ft. versus \$2.07 per sq. ft.). In Fiscal Year 2012–13, the department was able to reach the average market rental rate for Class B office space, but was unable to achieve the goal of reducing County rent to a level of 95% or less than market because more than 300,000 square feet of space leased at levels below the average rental rate were terminated due to lease consolidations at the COC. This measure was discontinued in Fiscal Year 2013–14.



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

Staffing

Increase of 14.00 staff years to support expanding facilities and operational needs.

- 9.00 staff years for the Las Colinas Detention and Reentry Facility.
- 4.00 staff years for the County Administration Center (CAC) Waterfront Park.
- 1.00 staff year for Fleet Management.

Expenditures

Net increase of \$15.5 million.

- Salaries and Benefits—increase of \$3.1 million due to the increase of 14.00 staff years as described above and increases in County retirement contributions and other benefit costs.
- Services and Supplies—increase of \$3.9 million.
 - Increase of \$11.2 million is a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the internal service funds (ISFs) which was recorded when cash transfers were established (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million).
 - Increase of \$2.2 million for one-time projects for Americans with Disabilities Act (ADA) transition plan and accessibility projects (\$1.0 million), energy-related projects (\$0.5 million), and expansion of the consolidated Building Automation System (\$0.5 million), also referred to as "Smart Building" technology.
 - Increase of \$0.7 million for costs associated with A-87 costs and other department overhead.
 - Increase of \$0.7 million related to automotive fuel and other automotive costs.
 - Increase of \$0.4 million related to maintenance of equipment.
 - Decrease of \$5.9 million based on anticipated major maintenance projects.
 - Decrease of \$3.6 million for contracted services and maintenance of County-owned facilities.
 - Decrease of \$1.2 million for the completion of consultant related projects.
 - Decrease of \$0.3 million for Purchasing and Contracting ISF costs due to a change in cost recovery methodology.

- Decrease of \$0.2 million in utility costs as the result of a reduction of \$2.2 million to align with projected costs, offset by an increase of \$2.0 million related to new facilities; new Registrar of Voters building, County Administration Center Waterfront Park, Las Colinas Detention and Reentry Facility and the expanded East Mesa Reentry Facility.
- Decrease of \$0.1 million due to a reduction in public liability insurance costs.
- Other Charges—decrease of \$0.3 million.
 - Increase of \$0.1 million due to increased depreciation costs for equipment located at the COC.
 - Decrease of \$0.4 million related to the repayment of loans which are used to fund energy efficiency projects.
- Capital Assets Equipment—decrease of \$1.3 million to realign the projected acquisition costs of fleet vehicles.
- Operating Transfers Out—increase of \$10.1 million.
 - Increase of \$11.2 million is a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the ISFs (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million).
 - Decrease of \$1.1 million to reflect the reduction in transfers to the Major Maintenance Internal Services Fund due to anticipated projects.

Revenues

Net increase of \$15.5 million.

- Revenue from Use of Money & Property—decrease of \$0.1 million due to the loss of lease revenue.
- Charges for Current Services—net decrease of \$4.6 million due to a reduction in cost of services provided to client departments (\$8.0 million) offset by an increase for one-time projects (\$2.2 million) as described above and for additional staff and services to provide maintenance services at the CAC Waterfront Park.
- Other Financing Sources—net increase of \$10.1 million.
 - Decrease of \$1.1 million in the operating transfer to the Major Maintenance Internal Service Fund decreasing the funding to support Major Maintenance projects.
 - Increase of \$11.2 million is a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the ISFs (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million).

- Use of Fund Balance—increase of \$10.2 million for a total of \$19.9 million is budgeted. An increase of \$11.2 million is a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the ISFs (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million); to fund the Fleet Management Internal Service Fund Countywide replacement acquisition

program (\$8.0 million); and for major maintenance repairs at County-owned facilities (\$0.7 million).

Budget Changes and Operational Impact: 2014–15 to 2015–16

A net decrease of \$23.2 million is primarily due to one-time technical adjustments in the prior year.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Facilities Management Internal Service Fund		280.00			293.00	293.00
Fleet Management Internal Service Fund		58.00			59.00	59.00
Total		338.00			352.00	352.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Facilities Management Internal Service Fund	\$ 101,041,563	\$ 131,215,953	\$ 141,256,328	\$ 107,520,004	\$ 126,911,395	\$ 123,403,280
Fleet Management Internal Service Fund	36,346,116	48,777,293	56,133,792	37,773,419	68,539,967	48,841,602
General Fund Contribution to GS ISF's	2,835,993	1,785,000	3,810,328	3,720,052	1,795,000	1,795,000
Total	\$ 140,223,672	\$ 181,778,246	\$ 201,200,448	\$ 149,013,475	\$ 197,246,362	\$ 174,039,882

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 32,523,971	\$ 35,094,951	\$ 35,968,248	\$ 34,163,984	\$ 38,181,299	\$ 40,188,585
Services & Supplies	92,110,480	116,623,321	126,160,728	96,731,492	120,503,349	106,986,620
Other Charges	10,621,330	11,683,816	11,389,278	10,754,301	11,411,576	11,411,576
Capital Assets/Land Acquisition	(185,419)	—	—	(27,334)	—	—
Capital Assets Equipment	185,419	9,785,581	17,066,289	330,792	8,437,037	8,020,000
Contingency Reserves	—	103,000	103,000	—	103,000	103,000
Operating Transfers Out	4,967,891	8,487,577	10,512,905	7,060,239	18,610,101	7,330,101
Total	\$ 140,223,672	\$ 181,778,246	\$ 201,200,448	\$ 149,013,475	\$ 197,246,362	\$ 174,039,882

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Revenue From Use of Money & Property	\$ 1,453,998	\$ 1,621,585	\$ 1,621,585	\$ 1,215,959	\$ 1,483,008	\$ 1,483,008
Intergovernmental Revenues	4,067,168	3,372,403	3,372,403	3,234,673	3,352,460	3,352,460
Charges For Current Services	128,135,319	152,221,610	167,068,937	131,877,466	147,610,748	147,818,649
Miscellaneous Revenues	1,883,230	1,202,182	1,202,182	1,879,700	1,160,664	1,160,664
Other Financing Sources	5,485,273	11,867,837	13,893,165	7,556,788	21,935,101	10,430,101
Residual Equity Transfers In	5,424,624	—	—	593,532	—	—
Use of Fund Balance	(7,760,940)	9,707,629	12,257,176	870,357	19,909,381	8,000,000
General Purpose Revenue Allocation	1,535,000	1,785,000	1,785,000	1,785,000	1,795,000	1,795,000
Total	\$ 140,223,672	\$ 181,778,246	\$ 201,200,448	\$ 149,013,475	\$ 197,246,362	\$ 174,039,882





Housing & Community Development

Department Description

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



Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

2013–14 Accomplishments

Strategic Initiative: Healthy Families

- Provided \$65,000 for HHSA's Hotel/Motel Voucher Program to help close the ongoing gap in funding for emergency housing for 125 homeless families in the County. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals. This program is used when other emergency housing options are not suitable.
- Supported the *Live Well San Diego* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that serve 70 youth aging-out of the foster care system and 55 families with children that are participants of the County's substance abuse recovery and family reunification programs.
- Provided 24 competitive academic scholarships to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing.
- Promoted self-sufficiency by providing permanent housing for 99 eligible homeless families graduating from transitional housing programs provided by 11 homeless service agencies through the County's Continuum of Care program. All eligible homeless families referred by the 11 agencies will be assisted until the housing funding allocation is fully expended.

- Assisted families to secure safe, decent and affordable housing through rental assistance subsidies by using 99% of the annual funding allocation of \$102.9 million and issued an average of 10,599 vouchers a month to provide a nurturing and healthy environment while improving opportunities for children and adults in support of the *Live Well San Diego* Building Better Health initiative. The maximum amount of authorized vouchers is 11,195.
- Provided rental assistance to permanently house 343 homeless veterans through the Veterans Affairs Supportive Housing (VASH) program. Utilization of these vouchers was dependent upon HCD receiving referrals from the U.S. Department of Veterans Affairs (VA).
- Increased the number of participants that received VASH security and utility deposit assistance funded through the Emergency Solutions Grant (ESG) funds to 32 total participants, allowing recipients and their families access to permanent housing.
- Provided three new workforce development opportunities to program participants to promote self-sufficiency through the Family Self Sufficiency and Ross Service Coordinator Program Coordinating Committee.

Strategic Initiative: Sustainable Environments

- Ensured environmental reviews were performed on 100% (68 projects) of federally funded programs included in the Fiscal Year 2013–14 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews were conducted by the Department of Public Works. In compliance with the U.S. Department of Housing and Urban Development (HUD) regulations, HCD ensured that environmental reviews were completed on all program projects in order to analyze the effect a proposed project had on

the people and the natural environment within a designated project area and the effect the material and social environment may have had on a project.

- Based on the recently completed Energy Roadmap, implemented two energy efficiency measures at the five Housing Authority-owned residential properties (e.g., replace incandescent bulbs with compact fluorescent lamps, replace refrigerators with ENERGY STAR models, install motion sensor lighting and install low flow kitchen faucets or faucet aerators). The two energy efficiency measures implemented were: replacement of refrigerators with Energy STAR models as needed and installation of indoor motion sensor lighting to replace manual lighting controls.

Strategic Initiative: Safe Communities

- Educated the community by conducting four community outreach meetings throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS.
- Addressed issues impacting community living standards by conducting ten community revitalization meetings with policymakers and stakeholders.
- Promoted fair housing by completing 40 random site tests on multifamily rental properties that ensured compliance with fair housing laws.
- Provided First-Time Homebuyer assistance or Home Repair assistance to 42 households.
- Supported the *Live Well San Diego* Building Better Health initiative to increase safety in neighborhoods by funding 37 projects for parks, street/sidewalk improvements, American with Disabilities Act (ADA) improvements, public services, community, youth and family centers, health clinics, and affordable housing activities.
- Inspected 100% of 11,359 units that were leased through the Rental Assistance Division and ensured that these units were decent, safe and sanitary by meeting Housing Quality Standards required by HUD.

Required Discipline for Excellence: Customer Satisfaction

- Held four Section 8 owner/landlord seminars, continuing to educate owners on the requirements of the program, as well as promoting the benefits of participating in the program.

- Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. A key indicator of how well service was provided was achievement of a customer service satisfaction rating of 4.7 (on a scale of 1 to 5 with 5 being "excellent").

Required Discipline for Excellence: Regional Leadership

- Participated in four housing industry events (e.g., Project Homeless Connect, Southern California Continuum of Care Leaders, Southern California State Chapter of National Association of Housing & Redevelopment Officials, and the San Diego Regional Alliance for Fair Housing), and provided three presentations to educational groups and the County's Resident Advisory Board.
- Participated in the regular San Diego Housing Federation Policy Committee meetings. The Federation leads the region's efforts in identifying housing opportunities and challenges affecting the local community. HCD represents the County's interests in the effort to produce, improve, and preserve local housing options. The Federation conducts its advocacy efforts in all 18 cities in the San Diego region and the unincorporated areas of San Diego County. The Federation also monitors and takes positions on State and federal housing programs, regulations and legislation.
- As the Lead Agent and Collaborative Applicant on behalf of the Regional Continuum of Care Council (RCCC), submitted the annual application to HUD for \$15.4 million in homeless funding on behalf of the Regional Continuum of Care (CoC) to address homelessness in the San Diego region. The funding, awarded in late summer 2014, will address a wide variety of housing needs including transitional housing, permanent supportive housing and the Homeless Management Information System (HMIS).

Required Discipline for Excellence: Information Services

- Implemented a web-based module for rental assistance applications and an applicant portal module for application updates. Three thousand eighteen applicants established user accounts and accessed the self-service portal to update their rental assistance applications. These new modules reduced the processing time for waiting list database updates from 7 days to 1 and enhanced customer service by allowing applicants to view and change their application 24/7 and submit changes without staff assistance.

- Provided enhanced customer service by sharing/disseminating information on Housing Quality Standards (HQS) inspections via the HCD website, emails, videos, social media and Quick Response (QR) barcodes.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Two Tenant Commissioners who serve on the Housing Authority of the County of San Diego (HACSD) Board of Commissioners completed ethics training. State law requires biennial ethics training for local agency officials.
- Participated in a public education campaign to heighten awareness about ethical standards and program integrity in the Housing Choice Voucher (Section 8) program. Due to increased awareness, the number of reports of potential program fraud increased by 25% or 100, resulting in an overall increase of fraud reports from 400 to 500.

2014–16 Objectives

Strategic Initiative: Healthy Families

- Provide \$68,000 for HHSA’s Hotel/Motel Voucher Program to help close the ongoing gap in funding for emergency housing for homeless families in the County. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.
- Support the *Live Well San Diego* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that serve up to 65 youth aging-out of the foster care system and 44 families with children that are participants of the County’s substance abuse recovery and family reunification programs.
- Provide 18 competitive academic scholarships annually to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing.
- Promote self-sufficiency by providing permanent housing for up to 200 eligible homeless families graduating from transitional housing programs provided by 11 homeless service agencies through the County’s Continuum of Care program. All eligible homeless families referred by the 11 agencies will be assisted until the housing funding allocation is fully expended.

- Assist families to secure safe, decent and affordable housing through rental assistance subsidies by using 100% of the anticipated annual funding allocation of \$103.5 million or issue up to 10,756 vouchers to provide a nurturing and healthy environment while improving opportunities for children and adults in support of the *Live Well San Diego* Building Better Health initiative.
- Provide rental assistance to permanently house up to 345 homeless veterans through the VASH program. Utilization of these vouchers is dependent upon HCD receiving referrals from the VA.
- Increase the number of participants receiving VASH security and utility deposit assistance funded through the Emergency Solutions Grant (ESG) funds to ten total participants, to allow recipients and their families’ access to permanent housing.
- Provide safe and decent housing opportunities to up to 20 low-income families participating in the Redevelopment Local Rental Subsidy Program and ensure that assisted units meet Housing Quality Standards through annual recertification inspections.

Strategic Initiative: Sustainable Environments

- Ensure environmental reviews are performed on 100% (59 projects) of federally funded programs included in the Fiscal Year 2014–15 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews will be conducted by the Department of Public Works. In compliance with HUD regulations, HCD will ensure environmental reviews will be completed on all program projects in order to analyze the effect a proposed project will have on the people and the natural environment within a designated project area and the effect the material and social environment may have on a project.
- Based on the recently completed Energy Roadmap, implement two energy efficiency measures at the five Housing Authority-owned residential properties (e.g., replace incandescent bulbs with compact fluorescent lamps, and install low flow kitchen faucets or faucet aerators).

Strategic Initiative: Safe Communities

- Educate the community by conducting a minimum of four community outreach meetings throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS.



■ ■ ■ Housing & Community Development

- Address issues impacting community living standards by conducting ten community revitalization meetings with policymakers and stakeholders.
- Promote fair housing by completing a minimum of 40 random site tests on multifamily rental properties to ensure compliance with fair housing laws.
- Provide First-Time Homebuyer assistance or Home Repair assistance to at least 35 households.
- Support the *Live Well San Diego* Building Better Health initiative by funding 30 public community projects for parks, street/sidewalk improvements, American with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
- Inspect 100% of up to 11,147 units that are leased through the Rental Assistance Division and ensure that these units are decent, safe and sanitary by meeting Housing Quality Standards required by HUD.
- Promote Crime-Free communities by collaborating with local police departments and renewing annual Crime-Free certificates at the five Housing Authority-owned residential properties.

Required Discipline for Excellence: Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to continue to educate owners on the requirements of the program, as well as promoting the benefits of participating in the program.
- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. A key indicator of how well service is provided will be achievement of a customer service satisfaction rating of 4.7 or better (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence: Regional Leadership

- Participate in three State and/or local housing industry organizations and/or provide three presentations to relevant groups/events.

- Provide regional leadership and forge cooperative partnerships by leveraging resources through the design, implementation, and administration of a regional HOME Consortium First-Time Homebuyer Assistance program serving residents of the unincorporated areas of the County of San Diego and the cities of Carlsbad, Encinitas, La Mesa, Santee, San Marcos, and Vista.

Required Discipline for Excellence: Information Services

- Provide enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, social media and/or Quick Response (QR) barcodes.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Implement at least one process improvement to help increase the departments' ability to recover monies from former and active program participants.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Two Tenant Commissioners who serve on the Housing Authority of the County of San Diego (HACSD) Board of Commissioners will complete biennial ethics training in Fiscal Year 2015–16.
- Participate in a public education campaign to heighten awareness about ethical standards and program integrity in the Housing Choice Voucher (Section 8) program to increase potential fraud reports by 10% or 50 (10% of 500).

Related Links

For additional information about the Department of Housing and Community Development, refer to the website at www.sandiegocounty.gov/sdhcd/index.html and follow HCD on Facebook at www.facebook.com/sdhcd.



Performance Measures	2012-13 Actuals	2013-14 Adopted	2013-14 Actuals	2014-15 Adopted	2015-16 Approved
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is higher ¹	100% of 11,015 (\$108 million)	100% of 11,195 (\$102.7 million)	100% of 11,195 (\$102.9 million)	100% of 10,756 (\$103.5 million)	100% of 10,756 (\$103.5 million)
Households assisted through the Home Repair Program or the First-Time Homebuyer Program ²	26	30	42	35	35
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Shelter Plus Care ³	310	244	244	247	247
Number of Community Development projects supported to enhance low-income neighborhoods and communities ⁴	32	23	37	30	30
Number of random site tests to ensure compliance with Fair Housing laws or regulations ⁵	40	35	40	40	40
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet Housing Quality Standards ⁶	100% of 11,292	100% of 11,359	100% of 11,359	100% of 11,147	100% of 11,147
Level of customer satisfaction ⁷	4.9	4.7	4.7	4.7	4.7
Number of families served with hotel/motel vouchers within the Urban County ⁸	209	150	125	N/A	N/A
Veterans Affairs Supportive Housing (VASH) Rental Assistance Program ⁹	N/A	N/A	N/A	345	345

Table Notes

¹Maximum number of authorized rental assistance vouchers is 11,195 with an actual federal funding allocation of \$102.9 million for Fiscal Year 2013-14; Fiscal Year 2014-15 includes a maximum of 11,271 vouchers with an estimated federal funding allocation of \$103.5 million. Effective Fiscal Year 2013-14 this measure has been revised to report the percent usage of the federal funding allocation for housing assistance with a goal of maximizing the number of families assisted by issuing up to 11,195 vouchers as authorized by HUD. The projected 2014-15 federal funding is subject to change based on the passage of the Appropriations Act 2015.

²The Home Repair Program provides loans or grants to low-income homeowners, including mobile home owners in the unincorporated areas of San Diego County, or in the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach. The First-Time Homebuyer Downpayment and Closing Cost Assistance Program provides financial assistance to low-income, first-time homebuyers to purchase a home. Below-rate, deferred-interest loans of up to \$35,000 are available to assist the low-income homebuyers to purchase a home in the unincorporated County and in the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach.

³Program definitions: SARMS (Substance Abuse and Recovery Management System): housing assistance for family reunification; Foster: housing assistance for former foster youth ages 18-24 years; HOPWA: Housing Opportunities for Persons with AIDS; Shelter Plus Care: housing and services for homeless and disabled individuals and families; VASH (Veterans Affairs Supportive Housing): tenant-based housing assistance for homeless veterans; Upper San Diego River Improvement Project and Gillespie Field Redevelopment area housing assistance. The number of families assisted each year varies depending on the availability of federal funding allocations to these programs and the housing assistance cost per family. In Fiscal Years 2012-13 and 2013-14, the VASH program were included with the Housing Choice Voucher (HCV) program and reported as part of rental assistance vouchers. Effective Fiscal Year 2014-15, VASH program will be reported separately.

⁴The number of supported projects was higher than the goal to complete 23 projects due to additional funding awarded in Fiscal Year 2013-14.



⁵Fair Housing laws are federal laws that prohibit housing discrimination on the basis of race or color, national origin, religion, sex, familial status or disability. The existing contractual agreement with HCD's Fair Housing contract provider expired in March 2014. New fair housing goals and performance measures will be established by HCD for Fiscal Year 2014–15 and future years once procurement efforts and contract negotiations are completed.

⁶Housing Quality Standards are HUD's minimum physical standards required for each assisted rental unit.

⁷Overall customer satisfaction rating on a scale of 1 ("unsatisfactory") to 5 ("excellent"), where 4 is "very satisfactory."

⁸This measure, implemented in Fiscal Year 2013–14, will be discontinued effective Fiscal Year 2014–15. HCD provides funding on behalf of the Urban County to provide for winter shelter needs where facilities are unavailable. The program typically runs from late November through April and provides vouchers for hotel/motel rooms for families with children, the disabled, and the elderly.

⁹New measure effective in Fiscal Year 2014–15 to reflect HCD's priorities. Veterans Affairs Supportive Housing (VASH): tenant-based housing assistance for homeless veterans. The number of families assisted each year varies depending on the availability of federal funding allocations to these programs and the housing assistance cost per family.

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

Staffing

No change in staffing.

Expenditures

Net Increase of \$3.2 million.

- Salaries and Benefits—net increase of \$0.5 million due to increased County retirement contributions and salaries as a result of negotiated labor agreements offset by projected salary savings from positions held vacant due to funding fluctuations.
- Services and Supplies—net increase of \$1.3 million.
 - Increase of \$0.6 million in project cost for residential rehabilitation and affordable housing projects based on available one-time remaining prior year Community Development Block Grant (CDBG) funding allocation.
 - Increase of \$0.9 million in project cost mainly as a result of allocation to First-Time Homebuyer Down Payment and Closing Cost (DCCA) program of Home Investment and Partnership Grant (HOME) based on the 2014–15 County of San Diego Consortium Consolidated Annual Plan.
 - Decrease of \$0.3 million in contracted services for emergency housing services as a result of allocation to veteran's utility and rental deposit assistance program based on available remaining prior year Emergency Shelter Grant (ESG) grant allocation.
- Increase of \$0.1 in contracted services for community-based homeless assistance projects based on anticipated increase in Continuum of Care (CoC) program annual grant.
- Other Charges—net increase of \$1.4 million.
 - Decrease of \$0.2 million in project cost for community improvement projects due to elimination of one-time carryover of Fiscal Year 2012–13 CDBG funding allocation.
 - Increase of \$0.9 million in project cost for housing assistance for families with special needs based on available one-time remaining prior year HOME grant funding allocation.
 - Increase of \$0.2 million in project cost for rental assistance to provide emergency housing assistance to eligible low-income veterans based on available remaining prior year ESG grant allocation.
 - Increase of \$0.4 million in project cost for first-time homebuyer loan assistance program based on available remaining prior year CalHome grant. The CalHome State funding is used to augment the First-Time Homebuyer Program HOME grant funding.
 - Increase of \$0.1 million in project cost for tenant-based housing assistance program under a pre-funded 2003 agreement between the County Housing Authority and the former County Redevelopment Agency.

Revenues

Net increase of \$3.2 million.

- Intergovernmental Revenue—net increase of \$3.3 million.
 - Increase of \$0.4 million in CalHome revenue based on available remaining prior year grant for housing loans program. The CalHome State funding is used to leverage the First-Time Homebuyer Program funding that provides loans to eligible low-income first time homebuyers.
 - Increase of \$0.1 million in Continuum of Care grant revenue based on anticipated increase in annual grant awarded to the County. The Continuum of Care grant provides funding for efforts by nonprofit providers, State and local governments to rehouse homeless individuals and families quickly while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness.
 - Increase of \$1.7 million in HOME grant revenue based on available one-time remaining prior year funding allocation.
 - Increase of \$0.4 million in CDBG revenue based on available one-time remaining prior year grant funding allocation for community development projects.
 - Decrease of \$0.1 million in ESG and Housing Assistance for Persons with Aids (HOPWA) revenue due to elimination of one-time rebudget of remaining funds from Fiscal Year 2013–14.
- Increase of \$0.8 million in Aid from the Housing Authority revenue for program administration based on anticipated increased funding allocation for calendar year 2014.
- Miscellaneous Revenue—Decrease of \$0.2 million in revenue from program income based on decreased prior year loan reconveyances.
- Use of Fund Balance—A total budget of \$0.3 million includes the rebudget of \$0.1 million for tenant-based housing assistance based on funds remaining from a 2003 agreement between the County Housing Authority and the former County Redevelopment Agency and \$0.1 million for affordable housing contracts monitoring and other program transitional activities to allow lower level of service delivery due to fluctuating program funding.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$6.9 million in contracted services and other project cost due to elimination of \$6.7 million one-time rebudget of remaining prior year grant revenue and \$0.3 million one-time use of fund balance.

■ ■ ■ Housing & Community Development

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Housing & Community Development		102.00			102.00	102.00
Total		102.00			102.00	102.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Housing & Community Development	\$ 9,667,220	\$ 11,204,882	\$ 11,404,641	\$ 10,137,922	\$ 11,674,531	\$ 11,621,279
County Successor Agency - Housing	40,561	63,000	63,000	38,465	191,000	—
HCD - Multi-Year Projects	8,064,195	12,098,375	18,980,404	6,918,933	14,701,039	7,980,391
Total	\$ 17,771,976	\$ 23,366,257	\$ 30,448,044	\$ 17,095,320	\$ 26,566,570	\$ 19,601,670

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 8,221,235	\$ 9,059,858	\$ 9,059,858	\$ 8,683,726	\$ 9,527,587	\$ 9,617,591
Services & Supplies	4,871,006	10,313,199	10,504,919	4,570,931	11,628,414	7,384,934
Other Charges	4,764,268	4,076,800	10,966,867	3,959,726	5,494,169	2,682,745
Expenditure Transfer & Reimbursements	(84,534)	(83,600)	(83,600)	(119,063)	(83,600)	(83,600)
Total	\$ 17,771,976	\$ 23,366,257	\$ 30,448,044	\$ 17,095,320	\$ 26,566,570	\$ 19,601,670

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 18,458,693	\$ 22,829,686	\$ 29,854,473	\$ 17,404,410	\$ 26,153,949	\$ 19,529,049
Charges For Current Services	10,316	50	50	—	—	—
Miscellaneous Revenues	374,787	645,000	702,000	286,528	483,100	444,100
Use of Fund Balance	(700,341)	263,000	263,000	(224,139)	301,000	—
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)
Total	\$ 17,771,976	\$ 23,366,257	\$ 30,448,044	\$ 17,095,320	\$ 26,566,570	\$ 19,601,670





Purchasing and Contracting

Department Description

The Department of Purchasing and Contracting (DPC) 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. DPC ensures the competitive process is used for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. As an ISF department, DPC operates on a business-like model by directly billing customer departments for the cost of services. Additionally, DPC is responsible for the Countywide records management program.



Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

2013–14 Accomplishments

Strategic Initiative: Sustainable Environments

- Conducted 15 outreach activities in Fiscal Year 2013–14 for the local business community to increase the County’s supplier base and opportunities for competition.
- Planned and promoted Regional Procurement Conference, scheduled for October 30, 2014, inviting local government agencies to share information on business opportunities to foster regional economic growth.

Required Discipline for Excellence: Fiscal Stability

- Achieved cost savings of \$3.7 million in Fiscal Year 2013–14 for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for purchases under \$2,500).

Required Discipline for Excellence: Customer Satisfaction

- Rolled out implementation of DPC customer-centric organizational realignment. The major milestones include:
 - Completed internal customer survey with a 69% response rate (received 115 of 167 surveys distributed) from all business groups.

- Reassignment of procurement staff to improve alignment with County departments and business groups.
- Hosted two staff development seminars to improve skills and focus on achievement of customer outcomes.
- Received approval of new ISF cost recovery methodology (effective in Fiscal Year 2014–15) which streamlines accounting administration and facilitates earlier customer engagement.
- Ensured 100% of departments’ records retention schedules due for revision in Fiscal Years 2013–14 (6 of 6) were processed and finalized in compliance with County policy.
- Expedited services to County customer departments by converting requisitions to Standard Purchase Orders in a timely and efficient manner.
 - Converted 76% of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
 - Converted 66% of customer requisitions to Standard Purchase Orders within 15 calendar days of receipt.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Provided training for 375 County staff in accessing and interpreting purchasing-related fiscal data in Oracle in order to more effectively manage contracts and budgets.
- Provided annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.
- Deployed contract administration training electronically in Fiscal Year 2013–14, making training available to all County staff that require it.



Required Discipline for Excellence: Information Services

- Completed the development for the enhancement of the BuyNet Two-step Procurement project and currently undergoing quality control before implementing the new function for department users. The first step is for potential suppliers to submit their qualifications for review before proceeding to the next step, the submission of bids and/or proposals by those suppliers deemed qualified. This will shorten procurement timelines and clarify communication with proposers. This project also supports DPC's move toward electronic receipt of all solicitations.
- Created and published four new Oracle Learning Management System classes and classroom-based courses giving greater flexibility for end-users to access training.
- Completed phase I of the migration and upgrade of the contracts publishing project to the 6.7 Documentum platform. The phase II development of the public website will begin immediately after the County has deployed its web content platform to Adobe Experience Manager. The contracts publishing project provides a secure, efficient and time-saving method for the public to obtain relevant contract information from the County's website. This effort will enable self-service while maintaining document security and will be deployed into production in Fiscal Year 2014–15.

2014–16 Objectives

Required Discipline for Excellence: Customer Satisfaction

- Ensure departments' records retention schedules due for revision in Fiscal Years 2014–15 and 2015–16 are processed and finalized in compliance with County policy.
- Research availability of a Contracts Award & Management System (CAMS).
 - Initiate and complete the needs assessment and requirements review of a potential CAMS.
 - Perform market research and availability of a commercial off-the-shelf CAMS.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Provide training for at least 50 County staff in accessing and interpreting purchasing-related fiscal data in Oracle in order to more effectively manage contracts and budgets.
- Provide annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.
- Develop and deliver DPC Procurement Academy workshop to departments within each Group.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Make contracts available through the internet to the public by posting at least 90% of new and amended contracts within five business days of award.
- Conduct "house calls" to all County departments that have a records retention schedule to ensure departments' understanding of the County's records retention policies and procedures and their responsibilities; and ensure they have the necessary staff skills and tools to comply with the County's Records Management Program.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Compete for a new top tier national industry excellence award for DPC's leadership and implementation of world class procurement and contracting approaches:
 - Initiate and complete review of award criteria and department gap assessment.
 - Perform industry and market research for options to fill gaps.
 - Plan, schedule and prioritize improvements.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at www.sandiegocounty.gov/purchasing/index.html.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurement card usage and other sources ¹	\$4.0 million	\$3.3 million	\$3.7 million	N/A	N/A
Purchase Requisitions converted to Purchase Orders within 21 days of receipt ²	75% of 672	75% of 1,200	76% of 675	N/A	N/A
Purchase Requisitions converted to Purchase Orders within 15 days of receipt ²	60% of 672	50% of 1,200	66% of 675	N/A	N/A
Contracts posted and made available within 5 business days of award date ³	N/A	N/A	N/A	90%	90%
Records retention “house calls” to all County departments that have a record retention schedule ⁴	N/A	N/A	N/A	100%	100%

Table Notes

¹This measure will be discontinued in 2014–15 as County departments have been maximizing benefits from the use of cooperative agreements, reverse auctions, increased procurement card usage and other sources. Although no longer a goal, DPC will continue to monitor departments’ use of these procurement types.

²The time to convert Purchase Requisitions to Purchase Orders is based on procurement requirements and complexity. Half or more of all submitted Purchase Requisitions are converted within 15 days; however, those that are more complex require more time. These measures will be discontinued in 2014–15 as DPC evaluates current business processes and ways to streamline them. Once analysis is complete, DPC will identify new goals to report effective and efficient performance in the acquisition of a wide range of products and services.

³This measure will report the timeliness of awarded contract postings online. The goal is to provide transparency to County residents by conducting public procurement business as openly as possible.

⁴“House calls” ensure that departments understand the County’s records retention policies and procedures and the department’s responsibilities; and that they have the necessary staff skills and tools to comply with the County’s Records Management Program. All departments follow the Global Retention Schedule. Most departments and the Community Services Group also maintain a separate Department Retention Schedule in addition to the global policy. HNSA has multiple schedules, but they centrally govern records management, thereby receiving only one house call per year. Therefore, the County’s Records Management Program goal is to conduct 30 “house calls” per year.

Recommended Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

No change in staffing.

Expenditures

Net Increase of \$2.0 million.

- Salaries and Benefits—Increase of \$0.4 million as a result of negotiated labor agreements and reclassification of positions to maximize the department’s ability to meet customer service needs.

■ ■ ■ Purchasing and Contracting

- Services and Supplies—Net increase of \$0.3 million. Combined increase of \$0.5 million due to A-87 costs and various services and supplies, offset by \$0.2 million decrease due to completion of one-time IT project, contract web publishing in 2013–14.
- Operating Transfers Out—Decrease of \$0.2 million due to the reorganization of department staffing structure to meet customer service needs. One position moved from Records Services to Purchasing.
- Management Reserves—Increase of \$1.5 million as a contingency for revenue uncertainty during the transition to the new cost-recovery methodology. Total budget of \$1.5 million.
- Other Financing Sources—Decrease of \$0.4 million is the result of reorganization of department staffing structure to meet customer service needs and completion of contracts web publishing project in 2013–14.
- Use of Fund Balance—Net increase of \$2.4 million for a total budget of \$2.6 million will be used to fund management reserves of \$1.5 million, \$1.0 million to support ISF rates, and \$0.1 million to fund one time BuyNet mobile browsing project and depreciation of contracts web publishing.
- General Purpose Revenue Allocation—Decrease of \$0.2 million due to the reorganization of department staffing structure to meet customer service needs.

Revenues

Increase of \$2.0 million.

- Charges for Current Services—Increase of \$0.2 million due to increased departmental costs attributed to negotiated labor agreements and A-87 costs.

Recommended Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$1.5 million primarily due to a decrease in management reserves.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Content/Records Services		6.00			5.00	5.00
Purchasing ISF		50.00			51.00	51.00
Total		56.00			56.00	56.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Purchasing ISF Buyouts	\$ —	\$ —	\$ 80,814	\$ 80,814	\$ —	\$ —
Content/Records Services	2,502,432	952,537	842,537	719,590	795,583	799,072
Purchasing ISF	6,922,079	7,862,314	8,191,497	7,342,420	10,186,027	8,652,831
General Fund Contribution	2,654,196	910,000	910,000	910,000	722,000	722,000
Total	\$ 12,078,708	\$ 9,724,851	\$ 10,024,848	\$ 9,052,824	\$ 11,703,610	\$ 10,173,903

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 5,994,094	\$ 6,632,849	\$ 6,405,277	\$ 6,075,296	\$ 7,000,717	\$ 7,039,806
Services & Supplies	3,329,025	2,159,663	2,593,097	2,119,543	2,428,110	2,357,281
Other Charges	101,393	22,339	35,660	29,558	54,816	54,816
Capital Assets/Land Acquisition	—	—	—	(162,387)	—	—
Operating Transfers Out	2,654,196	910,000	990,814	990,814	722,000	722,000
Management Reserves	—	—	—	—	1,497,967	—
Total	\$ 12,078,708	\$ 9,724,851	\$ 10,024,848	\$ 9,052,824	\$ 11,703,610	\$ 10,173,903

■ ■ ■ Purchasing and Contracting

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Revenue From Use of Money & Property	\$ 11,205	\$ 7,000	\$ 7,000	\$ 14,812	\$ 7,000	\$ 7,000
Charges For Current Services	7,413,490	7,059,594	7,077,594	7,104,481	7,222,157	8,109,835
Miscellaneous Revenues	870,577	440,050	440,050	908,030	425,000	425,000
Other Financing Sources	2,655,155	1,108,207	1,145,185	1,261,064	722,000	722,000
Use of Fund Balance	(866,719)	200,000	445,019	(1,145,564)	2,605,453	188,068
General Purpose Revenue Allocation	1,995,000	910,000	910,000	910,000	722,000	722,000
Total	\$ 12,078,708	\$ 9,724,851	\$ 10,024,848	\$ 9,052,824	\$ 11,703,610	\$ 10,173,903

County Successor Agency

Department Description

The County of San Diego Redevelopment Agency had two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USDRIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USDRIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) X1 26, Community Redevelopment Dissolution and subsequent court decision. AB 1484 regarding community redevelopment was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to expeditiously wind-down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were authorized to assume the transfer of housing assets and programs.

The County of San Diego was designated as Successor Agency and Housing Successor. All assets, liabilities and obligations of the former Redevelopment Agency were transferred to the County of San Diego as Successor Agency on February 1, 2012. Appropriations for the Housing Successor are included in the Department of Housing and Community Development. All activities of the Successor Agency including budgetary authority are subject to approval by the Oversight Board, a County commission of seven members as follows: two appointed by the Board of Supervisors including one member of the public, and one each appointed by the County Board of Education, the Chancellor of the California Community Colleges, the City of El Cajon, the Lakeside Fire Protection District, and the Chairman of the Board of Supervisors (as employee representative).



Mission Statement

Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

2013–14 Accomplishments

Required Discipline for Excellence: Accountability, Transparency, and Ethical Conduct

- With the approval of the County Oversight Board, maintained compliance with all laws to expeditiously wind down the affairs of the former County Redevelopment Agency.

2014–16 Objectives

Required Discipline for Excellence: Accountability, Transparency, and Ethical Conduct

- Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Related Links

For information about the County Successor Agency, refer to the website at www.sandiegocounty.gov/community/community_oversight_board.html.

For additional information about Gillespie Field, refer to www.sandiegocounty.gov/dpw/airports/gillespie.html.

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

By State law, only payments on enforceable obligations of the former redevelopment agency and administrative costs may be paid by the Successor Agency. These payments are presented semi-annually to the County Oversight Board for approval and to the State Department of Finance for final approval.

Expenditures

Net decrease of \$0.2 million.

- Other Charges—net decrease of \$0.2 million for loan agreement with the San Diego River Conservancy.

Revenues

Net decrease of \$0.2 million.

- Miscellaneous Revenues—net decrease of \$0.2 million based on estimated repayment from San Diego River Conservancy.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.4 million due to anticipated pay-off of San Diego River Conservancy loan agreement in Fiscal Year 2014–15.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Total		0.00			0.00	0.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
County Successor Agency	\$ 8,572,693	\$ 8,164,212	\$ 8,164,212	\$ 5,747,295	\$ 7,926,482	\$ 7,554,640
Total	\$ 8,572,693	\$ 8,164,212	\$ 8,164,212	\$ 5,747,295	\$ 7,926,482	\$ 7,554,640

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Services & Supplies	\$ 58,215	\$ 202,000	\$ 166,481	\$ 32,061	\$ 192,000	\$ 192,000
Other Charges	4,755,932	2,282,492	2,282,492	1,694,929	2,076,946	1,692,528
Operating Transfers Out	3,758,546	5,679,720	5,715,239	4,020,305	5,657,536	5,670,112
Total	\$ 8,572,693	\$ 8,164,212	\$ 8,164,212	\$ 5,747,295	\$ 7,926,482	\$ 7,554,640

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Other Than Current Secured	\$ 475,996	\$ 1,896,930	\$ 1,896,930	\$ 3,623,268	\$ 1,881,384	\$ 1,884,528
Revenue From Use of Money & Property	10,951	—	—	3,791	—	—
Miscellaneous Revenues	—	587,562	587,562	—	387,562	—
Other Financing Sources	3,758,546	5,679,720	5,679,720	4,020,305	5,657,536	5,670,112
Use of Fund Balance	4,327,199	—	—	(1,900,069)	—	—
Total	\$ 8,572,693	\$ 8,164,212	\$ 8,164,212	\$ 5,747,295	\$ 7,926,482	\$ 7,554,640



Registrar of Voters

Department Description

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

Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Healthy Families

- Distributed information in support of the County's *Live Well San Diego* Building Better Health and Living Safely strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and the June 3, 2014 Gubernatorial Primary elections.

Strategic Initiative: Sustainable Environments

- Distributed information on how to reduce environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 19, 2013 Special Municipal and the June 3, 2014 Gubernatorial Primary elections.
- Conserved resources by printing the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and the June 3, 2014 Gubernatorial Primary elections.
- Increased the number of permanent vote-by-mail voters by 1.1% (or 9,106), for a total of 807,126, for the June 3, 2014 Gubernatorial Primary Election, based on the number of permanent vote-by-mail voters (798,020) from the November 6, 2012 Presidential General Election.



- Increased the number of accessible poll sites that comply with federal and State requirements by 9% (or 66), for a total of 723 accessible poll sites for the June 3, 2014 Gubernatorial Primary Election.
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and June 3, 2014 Gubernatorial Primary elections by meeting the planned recruitment goals for poll workers.
- Processed 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and June 3, 2014 Gubernatorial Primary elections which ensured eligible registrants were printed in the official roster of voters and therefore had the opportunity to vote using a regular ballot, rather than a provisional ballot.

Required Discipline for Excellence: Customer Satisfaction

- Ensured customer satisfaction with core services by achieving a 4.56 overall customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent") before and after the transition to the department's new facility in December 2013.
- Ensured all poll worker stipends were paid in a timely manner by mailing them in 15 working days or less from Election Day for the November 19, 2013 Special Municipal and the February 11, 2014 Special Consolidated and by 17 working days for the June 3, 2014 Gubernatorial Primary elections.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Ensured 100% of poll worker trainers completed online training assessments with scores of 90% or higher no later than 26 days prior to the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and June 3, 2014 Gubernatorial Primary elections, providing knowledgeable instructors who were available and prepared to train poll workers.
- Recruited 2,293 bilingual poll workers to fulfill federal language requirements (Chinese, Filipino, Spanish and Vietnamese), and another 19 bilingual poll workers to meet the additional State language requirements (Japanese, Hindi, Khmer and Korean).

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Increased public access to the election process by having an open design in the new Registrar of Voters headquarters which includes an observation gallery where processing vote-by-mail ballots and tabulating ballots can be viewed by the public.
- Tallied 99% (566 of 572) of precincts for the November 19, 2013 Special Municipal, 98% (500 of 510) for the February 11, 2014 Special Consolidated, and 63% (892 of 1,403) for the June 3, 2014 Gubernatorial Primary elections by 11:30 pm on Election Night.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Enhanced the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system to screen, scan, sort, verify signatures and open returned mail ballot envelopes, and by verifying and reconciling ballots returned and counted.
 - Reported 100% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 19, 2013 Special Municipal and February 11, 2014 Special Consolidated elections and 100% for the June 3, 2014 Gubernatorial Primary Election.
 - Reported 57% of all ballots cast in the first Election Night Results Bulletin for the November 19, 2013 Special Municipal, 58% for the February 11, 2014 Special Consolidated, and 52% for the June 3, 2014 Gubernatorial Primary Election.

- Tallied 100% of all mail ballots received by the ROV by Monday after Election Day for the November 19, 2013 Special Municipal and February 11, 2014 Special Consolidated elections and 99% for the June 3, 2014 Gubernatorial Primary Election.
- Achieved a per-mail-ballot labor cost of 43 cents for vote-by-mail ballots returned in the June 3, 2014 Gubernatorial Primary Election.

Required Discipline for Excellence: Essential Infrastructure

- Transitioned to a new modern and environmentally friendly building in December 2013. The modernized building provides the public with easier access to observe the administration of elections.

2014–16 Objectives

Strategic Initiative: Healthy Families

- Continue to distribute information in support of the County's *Live Well San Diego* Building Better Health and Living Safely strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.

Strategic Initiative: Sustainable Environments

- Continue to distribute information on how to reduce environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
- Conserve resources by printing the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for all elections conducted in Fiscal Years 2014–16 and refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets.
- Increase the number of permanent vote-by-mail voters by 3% (or 24,214), for a total of 831,340, for the November 2014 Gubernatorial General Election and by an additional 5% (or 41,567), for a total of 872,907, for the June 2016 Presidential Primary Election, based on the anticipated number of permanent vote-by-mail voters (807,126) for the June 3, 2014 Gubernatorial Primary Election.
- Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements:

- Increase the number of accessible poll sites for the November 2014 Gubernatorial General Election by 4% (or 29), for a total of 752, based on the number of sites for the June 3, 2014 Gubernatorial Primary Election of 723.
- Increase the number of accessible poll sites for the June 2016 Presidential Primary Election by 7% (or 52), for a total of 804, based on the anticipated number of sites for the November 2014 Gubernatorial General Election of 752.
- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections by meeting the planned recruitment goals for poll workers.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the November 2014 Gubernatorial General and June 2016 Presidential Primary elections to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.

Required Discipline for Excellence: Customer Satisfaction

- Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through the June 2016 Presidential Primary Election.
- To encourage overall satisfaction and retention of volunteers, timely mailing of all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2014–16.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Ensure 100% of poll worker trainers complete online training assessments with scores of 90% or higher no later than 26 days prior to the November 2014 Gubernatorial General and June 2016 Presidential Primary elections, providing knowledgeable instructors who are available and prepared to train poll workers.
- In addition to assigning bilingual poll workers to fill 100% of the federally required language allocation (Chinese, Filipino, Spanish and Vietnamese), a sufficient

number of bilingual poll workers will also be recruited to fulfill 100% of the additional State language requirement (Japanese, Hindi, Khmer and Korean), in accordance with department allocations.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Tally 49% (710 of 1,452) of precincts for the November 2014 Gubernatorial General and 63% (860 of 1,365) of precincts for the June 2016 Presidential Primary elections by 11:30 pm on Election Night.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Continue to enhance the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system to screen, scan, sort, verify signatures and open returned mail ballot envelopes, and by verifying and reconciling ballots returned and counted.
 - Report 85% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
 - Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
 - Tally 90% of all mail ballots received by the ROV by Monday after Election Day for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
 - Maintain a per-mail-ballot labor cost for vote-by-mail ballots returned in the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
- Offer new online filing services, including online candidate filing and online campaign financial disclosure filing.

Related Links

For additional information about the Registrar of Voters, refer to the website at www.sdvote.com.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Overall Customer Satisfaction Rating ¹	4.72	4.70	4.56	4.70	4.70
Valid voter registrations received at close of registration that are processed by 7 days before the election ²	100% of 93,021	100% of 40,000	100% of 17,641	100% of 75,000	100% of 75,000
Precincts tallied by 11:30 pm on Election Night ³	34% of 1,527	50% of 1,450	63% of 1,403	49% of 1,452	63% of 1,365
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁴	42 days	40 days	41 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁴	43 days	39 days	39 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited ⁴	42 days	32 days	35 days	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited ⁴	20 days	18 days	0 days	18 days	18 days
Mail ballots received that are tallied by the Monday after Election Day ⁵	74.3% of 673,599	85% of 600,000	99% of 308,050	90% of 700,000	90% of 700,000
Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin ⁶	N/A	85%	100%	85%	85%
Per ballot cost of processing returned vote-by-mail ballots ⁷	46 cents	40 cents	43 cents	40 cents	40 cents

Table Notes

¹Scale of 1–5, with 5 being “excellent.”

²This measure tracks the number of valid registrations that are processed at the 15-day close of registration.

³This measure is based on using a one-card ballot in the June 3, 2014 Gubernatorial Primary, November 2014 Gubernatorial General and June 2016 Presidential Primary elections. Results could be affected if an election requires a two-card ballot.

⁴These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. It should be noted that poll worker recruitment is always more difficult in a June primary election. Total number of bilingual poll workers recruited was 2,293. Due to the number of daily drops and difficulty in recruiting and retaining poll workers, 100% recruitment of bilingual poll workers was not reached.

⁵This measure focuses on the number of vote-by-mail ballots still available on Election Night to be counted and the process to verify and count each of these ballots by the Monday after Election Day.

⁶This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day.

⁷The department achieved a 43 cent per vote-by-mail ballot labor cost for the June 3, 2014 Gubernatorial Primary Election. It was anticipated that we would receive a higher number of returned vote-by-mail ballots, which would have achieved the 40 cent labor cost per ballot. However, due to the lower than anticipated number of returned vote-by-mail ballots, the labor cost per ballot increased to 43 cents. ROV anticipates maintaining a 40 cent per vote-by-mail ballot labor cost for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.8 million.

- Salaries and Benefits—increase of \$0.8 million as a result of negotiated labor agreements and the reclassification of six positions.
- Services and Supplies—increase of \$1.0 million due to the funding of one-time projects, warehouse asset tracking system, poll worker internet system, online campaign disclosure filing system, electronic hand held devices for recording polling place accessibility survey data in the field, upgrade of the Campaign Document System; purchase the replacement of two Global Election Management Systems (GEMS) servers and 200 Optical Scan (OS) cards; and the change in methodology used to calculate Purchasing & Contracting Internal Service Fund costs.
- Capital Asset Equipment—decrease of \$2.0 million as a result of one-time funding for the relocation of the Registrar of Voters to a new building in Fiscal Year 2013–14.
- Fund Balance Component Increases—increase of \$1.0 million. This Fund Balance Component will be used in Fiscal Year 2015–16 to provide funding for the 2016 Presidential Primary Election, which has a fewer number of participating billable jurisdictions, and therefore lower elections revenue, compared to the 2014 Gubernatorial General Election.

Revenues

Net increase of \$0.8 million.

- Intergovernmental Revenues—decrease of \$0.3 million in Help America Vote Act (HAVA) funding due to the elimination of one-time prior year funding for recruiting and replacing non-accessible poll sites; preventative maintenance of 10,200 voting machines, and the replacement of voting booths.
- Charges for Current Services (Election Services)—increase of \$2.6 million as a result of the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.
- Use of Fund Balance—net decrease of \$2.1 million for a total of \$0.6 million is budgeted for the warehouse asset tracking system (\$0.1 million), poll worker internet system (\$0.1 million), online campaign financial disclosure filing system (\$0.1 million), electronic hand held devices for polling place surveys (\$0.1 million), and negotiated labor agreements (\$0.1 million).
- General Purpose Revenue Allocation—increase of \$0.6 million to provide ongoing funding for Unemployment Insurance and increased Purchasing and Contracting Internal Service Fund costs.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease of \$1.3 million is primarily due to a decrease of \$1.0 million in Fund Balance Component Increases.



Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Registrar of Voters		64.00			64.00	64.00
Total		64.00			64.00	64.00

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Registrar of Voters	\$ 18,659,098	\$ 18,613,081	\$ 24,173,310	\$ 21,215,018	\$ 19,392,369	\$ 18,054,157
Total	\$ 18,659,098	\$ 18,613,081	\$ 24,173,310	\$ 21,215,018	\$ 19,392,369	\$ 18,054,157

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 9,252,497	\$ 8,534,915	\$ 11,138,115	\$ 8,969,447	\$ 9,349,728	\$ 9,151,523
Services & Supplies	9,416,888	8,078,166	12,420,606	11,943,365	9,042,641	8,902,634
Other Charges	—	—	35,328	35,328	—	—
Capital Assets/Land Acquisition	—	2,000,000	—	—	—	—
Capital Assets Equipment	—	—	579,261	272,444	—	—
Expenditure Transfer & Reimbursements	(10,286)	—	—	(5,566)	—	—
Fund Balance Component Increases	—	—	—	—	1,000,000	—
Total	\$ 18,659,098	\$ 18,613,081	\$ 24,173,310	\$ 21,215,018	\$ 19,392,369	\$ 18,054,157

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ 1,300	\$ —	\$ —	\$ 500	\$ —	\$ —
Intergovernmental Revenues	346,051	734,081	734,081	649,679	424,000	476,157
Charges For Current Services	5,299,097	2,177,000	7,634,259	8,716,286	4,753,137	2,770,000
Miscellaneous Revenues	66,261	80,000	80,000	42,025	80,000	80,000
Fund Balance Component Decreases	—	—	—	—	—	1,000,000
Use of Fund Balance	1,424,388	2,700,000	2,802,970	(1,115,472)	613,232	—
General Purpose Revenue Allocation	11,522,000	12,922,000	12,922,000	12,922,000	13,522,000	13,728,000
Total	\$ 18,659,098	\$ 18,613,081	\$ 24,173,310	\$ 21,215,018	\$ 19,392,369	\$ 18,054,157





County of San Diego

Finance and General Government Group

Finance and General Government Group & Executive Office	365
Board of Supervisors	373
Assessor / Recorder / County Clerk	379
Treasurer - Tax Collector	385
Chief Administrative Office	393
Auditor and Controller	407
County Technology Office	415
Civil Service Commission	423
Clerk of the Board of Supervisors	427
County Counsel	433
Grand Jury	439
Human Resources	441
County Communications Office	447

Finance and General Government Group & Executive Office

Group Description

The Finance and General Government Group (FGG) provides essential support services and infrastructure to external customers and the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Required Disciplines for Excellence:

- Consistent and fair administration of laws, regulations and policies.
- Targeted and effective training and support to ensure that employees are informed of laws and regulations.
- Genuine respect for fiduciary duties as stewards of taxpayer resources.
- Maintenance of a skilled, adaptable and diverse workforce focused on employee development and growth as knowledge workers prepared to serve the needs of today and tomorrow.
- Use of enabling technologies to improve business processes and operational excellence.
- Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.
- Active efforts to identify significant needs, challenges and risks through long-range strategic planning.

FGG Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Administrative Office
- Auditor and Controller
- County Technology Office
- Civil Service Commission
- Clerk of the Board of Supervisors
- County Counsel



- Grand Jury
- Human Resources
- County Communications Office

Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Healthy Families

- County Counsel provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who were dependents of the Juvenile Court.
 - Prevailed in 99% of Juvenile Dependency petitions filed in Superior Court.
 - Prevailed in 100% of Juvenile Dependency appeals and writs filed.

Strategic Initiative: Safe Communities

- County Communications Office participated in two drills this fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, news releases, video and mobile technology.

Required Discipline for Excellence: Information Services

- Continued system implementation of the new integrated recording and vital records system; implementation was scheduled to occur by June 2014, but will now be implemented in Fiscal Year 2014-15 in phases. The extended schedule resulted from delays in vendor development. This new system will allow the Assessor/Recorder/County Clerk to leverage necessary new technologies in order improve recording services to residents.
- Continued development and implementation of an upgrade to the County's core Human Resources software application, PeopleSoft, to improve operational efficiency in personnel record management, with an expectation to complete implementation by February 2015.

Required Discipline for Excellence: Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs. Effective August 2014, Moody's Investors Service upgraded the County's issuer rating to Aaa, giving the County the distinction of earning the highest possible issuer ratings with all three major rating agencies.
- Achieved a record-setting collection rate of 99.1% for secured taxes and 97.7% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers by June 30, 2014.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for a weighted average rate of return of 0.42% in Fiscal Year 2013-14 and an anticipated 0.40% in Fiscal Year 2014-15. These are lower returns than originally anticipated, due primarily to persistently low interest rates and the maturation of higher yielding investments in the short term.
- Accurately identified current and future revenue, as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to County groups and departments.
- Resolve 80% or more of all lawsuits against the County by a court decision/dismissal, and resolve 20% or less by settlement.

Required Discipline for Excellence: Regional Leadership

- Earned the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the fiscal year beginning July 1, 2013.

2014-16 Objectives

Strategic Initiative: Sustainable Environments

- Begin multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2014-15 with anticipated completion in Fiscal Year 2016-17. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2018-19.

Required Discipline for Excellence: Information Services

- Upgrade the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative will provide County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on their mobile devices.
- Modernize and rebuild the County's Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards.
- The County Technology Office, Assessor/Recorder/County Clerk, Auditor & Controller and the Treasurer-Tax Collector will continue the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County. The new system is scheduled for implementation in January 2016.

Required Discipline for Excellence: Fiscal Stability

- Maintain a collection rate of 98% for secured taxes and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.



Required Discipline for Excellence: Continuous Improvement and Innovation

- Review and update 545 classification specifications as part of the Classification Modernization Project by June 30, 2016.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 140 content items (article or video) in support of the Strategic Initiatives and Required Disciplines for Excellence during Fiscal Year 2014-15, and another 150 during Fiscal Year 2015-16.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.

Related Links

For more information on the Finance and General Government Group, refer to the website at <http://www.sandiego-county.gov/fg3/>.

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

Staffing

No change in staffing.

Expenditures

Net decrease of \$9.5 million.

- Salaries and Benefits—increase of \$0.1 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services and Supplies—decrease of \$3.6 million due primarily to reduction in one-time expenditures appropriated for major information technology system upgrades. The PeopleSoft human resources information system upgrade was budgeted for \$8.0 million in Fiscal Year 2013-14, and the Kronos timekeeping system is recommended for a \$3.0 million upgrade in Fiscal Year 2014-15. Data storage costs are projected to

decrease \$0.4 million due to improved storage technology, while major maintenance projects for the County Administration Center (CAC) are expected to increase \$0.6 million, primarily for needed improvements in electrical infrastructure and heating, ventilation, and air conditioning (HVAC) system components. Facility operations and maintenance costs in and around the CAC are expected to increase \$1.2 million, and will be reimbursed to the Department of General Services (DGS) Internal Service Fund (ISF).

- Management Reserves—decrease of \$6.0 million due to an extension in the projected completion date for the Integrated Property Tax System (IPTS) until Fiscal Year 2015-16.

Revenues

Net decrease of \$9.5 million.

- Intergovernmental Revenues—increase of \$0.4 million in revenue received under a tax sharing agreement with the City of San Diego to partially offset operating costs associated with the CAC Waterfront Park, which will be used to reimburse the DGS ISF.
- Charges for Current Services—increase of \$0.1 million in A-87 revenues for administrative services provided to other County departments.
- Use of Fund Balance—decrease of \$11.4 million for a total of \$9.2 million. Recommended major planned uses of fund balance include:
 - Kronos timekeeping system upgrade for \$3.0 million.
 - CAC major maintenance projects for \$1.5 million.
 - Data servers and storage for enterprise resource planning (ERP) systems for \$1.6 million, pending stabilization of data center costs after major upgrades are completed.
 - CAC facility maintenance services for \$0.4 million, primarily for one-time contract services until long-term operational funding needs are determined for CAC and surrounding property.
 - Management internship program sponsored by FG3 Executive Office for \$0.2 million.
 - Management reserves for Groupwide unanticipated IT and facility needs for \$2.5 million.
- General Purpose Revenue Allocation—increase of \$1.4 million to address ongoing increases in facility maintenance expense, negotiated labor agreements, County retirement contributions, and information technology expense.



Executive Office Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$1.0 million in expenditures, primarily driven by removal of one-time expenditures planned for Fiscal Year 2014-15 in the areas of Major Maintenance, Salaries & Benefits and IT projects.



Group Staffing by Department						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Finance & General Government Executive Office		21.00			21.00	21.00
Board of Supervisors		56.00			56.00	56.00
Assessor / Recorder / County Clerk		410.50			410.50	410.50
Treasurer - Tax Collector		121.00			123.00	123.00
Chief Administrative Office		14.50			14.50	14.50
Auditor and Controller		232.50			232.50	232.50
County Technology Office		17.00			17.00	17.00
Civil Service Commission		4.00			4.00	4.00
Clerk of the Board of Supervisors		27.00			27.00	27.00
County Counsel		136.00			138.00	138.00
Grand Jury		1.00			1.00	1.00
Human Resources		115.00			117.00	117.00
County Communications Office		22.00			22.00	22.00
Total		1,177.50			1,183.50	1,183.50



■ ■ ■ Finance and General Government Group & Executive Office

Group Expenditures by Department						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Finance & General Government Executive Office	\$ 14,848,517	\$ 31,017,462	\$ 55,480,023	\$ 20,700,331	\$ 21,564,317	\$ 20,560,985
Board of Supervisors	7,366,664	8,075,907	9,156,265	7,699,492	8,366,841	8,363,587
Assessor / Recorder / County Clerk	52,366,581	60,307,881	64,142,521	54,072,999	63,127,842	63,236,886
Treasurer - Tax Collector	19,034,852	22,024,206	23,336,376	20,168,956	21,659,445	21,694,056
Chief Administrative Office	4,243,781	4,441,349	4,577,074	4,304,355	4,649,068	4,609,071
Auditor and Controller	34,549,027	35,964,386	40,200,256	33,489,395	33,891,372	33,479,340
County Technology Office	144,052,980	169,808,926	195,771,381	160,043,160	171,291,537	155,219,939
Civil Service Commission	578,679	616,736	627,465	519,550	606,114	572,885
Clerk of the Board of Supervisors	3,306,808	3,466,941	3,564,560	3,159,027	3,482,832	3,485,317
County Counsel	22,639,180	23,459,268	24,822,481	23,506,204	27,604,747	24,990,894
Grand Jury	576,075	592,346	594,432	510,582	595,975	595,046
Human Resources	20,782,267	23,937,245	25,544,005	21,241,725	24,779,192	23,468,467
County Communications Office	2,725,482	3,088,171	3,200,719	2,885,540	3,151,234	3,074,004
Total	\$ 327,070,893	\$ 386,800,824	\$ 451,017,558	\$ 352,301,317	\$ 384,770,516	\$ 363,350,477

Executive Office Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Finance & General Government Executive Office	8.00	8.00	8.00
Office of Financial Planning	13.00	13.00	13.00
Total	21.00	21.00	21.00

Executive Office Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Finance & General Government Executive Office	\$ 14,848,517	\$ 28,398,023	\$ 52,860,584	\$ 17,820,329	\$ 18,846,376	\$ 17,809,484
Office of Financial Planning	—	2,619,439	2,619,439	2,880,001	2,717,941	2,751,501
Total	\$ 14,848,517	\$ 31,017,462	\$ 55,480,023	\$ 20,700,331	\$ 21,564,317	\$ 20,560,985

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,151,232	\$ 3,297,219	\$ 3,321,453	\$ 3,175,935	\$ 3,425,668	\$ 3,238,935
Services & Supplies	13,697,285	19,220,243	45,985,544	17,524,395	15,638,649	11,322,050
Management Reserves	—	8,500,000	6,173,026	—	2,500,000	6,000,000
Total	\$ 14,848,517	\$ 31,017,462	\$ 55,480,023	\$ 20,700,331	\$ 21,564,317	\$ 20,560,985



Executive Office Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Revenue From Use of Money & Property	\$ 109,454	\$ 10,000	\$ 10,000	\$ 15,339	\$ 10,000	\$ 10,000
Intergovernmental Revenues	17,646	29,551	29,551	29,384	429,896	429,896
Charges For Current Services	497,531	923,639	923,639	787,760	1,034,980	1,034,980
Miscellaneous Revenues	5,262	—	—	5,332	—	—
Use of Fund Balance	7,844,436	20,558,000	45,020,561	10,366,244	9,187,986	8,601,393
General Purpose Revenue Allocation	6,374,188	9,496,272	9,496,272	9,496,272	10,901,455	10,484,716
Total	\$ 14,848,517	\$ 31,017,462	\$ 55,480,023	\$ 20,700,331	\$ 21,564,317	\$ 20,560,985

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.

District 1

Supervisor Greg Cox represents more than 617,000 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 Point Loma on San Diego Bay in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisory District includes the cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, South Bay Terraces, Southcrest, Stockton, Sunset Cliffs and parts of Point Loma and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

Supervisor Cox is assisted by a highly experienced professional staff whose mission is to make County government work for citizens by focusing on outcomes and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research, review of the County budget, operations, special projects and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. He is focused on the economic security of families, job creation, improving public safety to better protect neighborhoods and fight child and elder abuse. It is one of his highest priorities to improve the lives of foster children, seeing that they graduate from high school and transition successfully into adulthood.



Supervisor Cox initiated the Healthcare Safety Net study and works to strengthen health and social services. By promoting the *Live Well San Diego* initiative, Supervisor Cox is empowering San Diegans to adopt healthier lifestyles.

Protecting health extends to San Diego's beaches, and safeguarding our water quality and closely monitoring our beaches and bays is a high priority. Supervisor Cox has championed the County's commitment to green and sustainable environments, and strategies that protect and promote our natural resources.

Supervisor Cox works to preserve open space and create recreational opportunities through the expansion of the Otay Valley, Sweetwater and Tijuana River Valley Regional parks. He champions active transportation through creation of the Bayshore Bikeway, the Sweetwater River Bike Trail and the creation of a new urban corridor for bikes and pedestrians along Chollas Creek in San Diego. He is leading San Diego's effort to become the first California county to complete the California Coastal Trail.

District 1 encompasses two of the busiest international border crossings in the world. Supervisor Cox continuously works to ensure the construction of critical infrastructure to improve the flow of \$33 billion in commerce across the California-Mexico border.

Supervisor Cox is an active member on the boards of the California State Association of Counties, the San Diego County Regional Airport Authority and the Institute for Local Government. Last year, he was appointed by the Speaker of the Assembly to serve on the California Coastal Commission, protecting the California coastline for future generations.

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 630,000 residents, including more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over \$285 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, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

District 3

Supervisor Dave Roberts represents a district that stretches from the coastline to the inland valleys and includes research centers, a military base, bedroom communities and major employment centers, and more than 630,000 residents. By adhering to the County's General Management System, Supervisor Roberts promotes strong fiscal discipline, a clean environment, and above all, safe and livable communities. He is an active supporter of improvements to the County's services such as foster care and adoptions, *Live Well San Diego*, public protection, libraries, parks and job creation.

District 3 overlays all, or portions of five incorporated cities, including nearly a dozen distinct communities within the City of San Diego. He works with councilmembers and mayors from throughout his district on issues of mutual concern.

District 3 includes coastal communities from Torrey Pines State Beach to Encinitas. At the southwest boundary of the district is Sorrento Valley and Torrey Pines Mesa, a hub of biotech, high-tech and pharmaceutical research, where companies make everything from wireless devices to algae-based motor fuel. This portion of the district includes the cities of Del Mar, Solana Beach and Encinitas. These cities receive law enforcement, library and other services from the County of San Diego.

Along the coastline, Supervisor Roberts has championed efforts to restore and enhance many miles of beaches, coastal lagoons and watersheds. He has participated in a multi-agency effort to restore the San Dieguito wetlands and expand the San Dieguito River Park, a coast to crest system of preserved land and trails. He has promoted the development of a pedestrian trail along the railroad right-of-way. He believes in helping to stimulate the economy, and in good, common sense development. He has asked the county to buy local first to create jobs and improve the local economy. The supervisor is a champion of solar power, and strict laws protecting victims of domestic violence. He believes in strong Sheriff and fire protection.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc—the region's largest private-sector employer—is headquartered. Supervisor Dave Roberts has opened a dialogue with BioCom, to assist in any way with this growing industry. Industry growth means high-value jobs in his district and in the region.



The northeast corner of District 3 includes historic Escondido as well as San Pasqual Valley, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. The District also overlays the eastern portion of Marine Corps Air Station Miramar.

Supervisor Roberts works with all of these communities by recommending County funding to support a host of public safety, tourism, business and social service groups at work within the many neighborhoods. He works in partnership with local Chambers of Commerce and Economic Development Corporations to enhance jobs in the region. In reaching out to constituents to assist them and to seek their opinions on County programs and services he has opened a District Office in Escondido, and holds regular meeting hours in Rancho Bernardo, Mira Mesa and Del Mar.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 640,000 people reside in the district, which encompasses about half the population of the city of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues, from improving the plight of foster youth, assisting vulnerable seniors and enhancing public safety through technology, to supporting growing the regional economy and making sure that the County of San Diego remains one of the best-managed counties in America.

Because all of the Fourth Supervisorial District is located within the city of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming, fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, animal control, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol,

Corridor, Cortez Hill, Crown Point, El Cerrito, East Village, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Gaslamp Quarter, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Liberty Station, Linda Vista, Little Italy, Loma Portal, Marina, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park and Webster. Points of interest within the district include Old Town State Historic Park, Balboa Park, Ocean Beach Pier, Mission Bay, the Children's Pool in La Jolla and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The Fifth Supervisorial District covers the northern most area of San Diego County, and is more commonly known as North County. It stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants and agriculture. Currently, approximately 630,000 people reside in the Fifth District. Supervisor Horn and his staff consider it an honor to serve. Supervisor Horn is proud of the district's access to health care, public safety resources, improved methods of protecting the public from sexual predators, emergency preparedness, strong relationships with faith-based organizations, and stellar credit ratings and fiscal management, which allow the County flexibility in so many other areas.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Wohlford, Lilac, Morettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San



Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station at Fallbrook.

Supervisor Horn is an avocado rancher and citrus grower, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District and the San Diego region, bringing in over \$5.1 billion in annual value to the local economy. Summits and valleys are covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valley, and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Anza-Borrego Desert. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

In addition to agriculture, several other industries make North County a hotbed for economic success. It was for this reason that Supervisor Horn spearheaded Prosperity On Purpose (POP), a targeted vision for North County to compete for business through the San Diego North Economic Development Council. POP created a Comprehensive Economic Development Strategy and a map of North County with general plans of all cities and unincorporated areas stitched together. It also reinforced what we already knew: innovation, tourism and specialized manufacturing are not only thriving, but are the future in the Fifth District.

Additionally, the biotechnology industry has firmly established itself in the District, providing high-paying jobs to thousands of workers. North County is also becoming a regional powerhouse for higher education and healthcare, as the California State University San Marcos campus continues to grow and the \$1 billion, 740,000 square foot Palomar Medical Center was finally opened in 2012. Under the leadership of Supervisor Horn, plans to extend the runway at McClellan-Palomar Airport, a crucial economic driver for North County, are being developed. Almost half of the county's 1,932 miles of roads—critical to moving people, goods and supplies—are located in District 5, and over the next forty years North County is expected to implement another \$11.5 billion in transit and highway infrastructure. Supervisor Horn hopes POP will generate new opportunities and secure economic development funds for North County. He is also deeply committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Read more about Supervisor Horn and his priorities at www.BillHorn.com.

Related Links

For additional information about the Board of Supervisors, refer to the website at www.sandiegocounty.gov/general/bos.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Board of Supervisors District 1		9.00			9.00	9.00
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		10.00			10.00	10.00
Board of Supervisors District 5		13.00			13.00	13.00
Board of Supervisors General Offices		2.00			2.00	2.00
Total		56.00			56.00	56.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Board of Supervisors District 1	\$ 1,305,578	\$ 1,375,059	\$ 1,645,356	\$ 1,377,299	\$ 1,443,812	\$ 1,443,812
Board of Supervisors District 2	1,293,660	1,378,529	1,525,352	1,315,570	1,447,455	1,447,455
Board of Supervisors District 3	1,193,259	1,375,059	1,598,712	1,313,806	1,443,812	1,443,812
Board of Supervisors District 4	1,137,138	1,359,913	1,582,781	1,240,892	1,427,909	1,427,909
Board of Supervisors District 5	1,405,752	1,479,886	1,692,527	1,400,014	1,479,886	1,479,886
Board of Supervisors General Offices	1,031,277	1,107,461	1,111,537	1,051,911	1,123,967	1,120,713
Total	\$ 7,366,664	\$ 8,075,907	\$ 9,156,265	\$ 7,699,492	\$ 8,366,841	\$ 8,363,587

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 6,361,855	\$ 7,058,109	\$ 7,189,742	\$ 6,647,001	\$ 7,347,007	\$ 7,343,753
Services & Supplies	1,004,809	1,017,798	1,966,523	1,052,491	1,019,834	1,019,834
Total	\$ 7,366,664	\$ 8,075,907	\$ 9,156,265	\$ 7,699,492	\$ 8,366,841	\$ 8,363,587



Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Charges For Current Services	\$ 56	\$ —	\$ —	\$ —	\$ —	\$ —
Miscellaneous Revenues	(100)	—	—	59	—	—
Use of Fund Balance	(444,522)	—	1,080,358	(376,474)	3,362	—
General Purpose Revenue Allocation	7,811,230	8,075,907	8,075,907	8,075,907	8,363,479	8,363,587
Total	\$ 7,366,664	\$ 8,075,907	\$ 9,156,265	\$ 7,699,492	\$ 8,366,841	\$ 8,363,587

Assessor/Recorder/County Clerk

Department Description

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



Mission Statement

To provide prompt and courteous service to the public in accomplishing the duties and responsibilities of the department; to have fair and uniform assessments of all taxable property in accordance with property tax laws; to provide for the orderly and expeditious recordation, archiving and retrieval of legal documents submitted and to provide for the efficient distribution to the public.

2013–14 Accomplishments

Strategic Initiative: Sustainable Environments

- Recorded property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property.
- Located, identified and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Began Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. This project is under contract

and is 10% complete. Project was delayed due to Countywide microfilm blanket contract reissue. Target completion in Fiscal Year 2014-15.

- Contract to redact identity information from documents recorded during the period 1990 through 2008 was awarded in Fiscal Year 2013-14 and project is 50% complete (2003–2008). Completion of this project ensures compliance with Government Code 27301a to truncate social security numbers from documents recorded during the period 1990 through 2008. This project was delayed during the vendor selection and contract negotiation process. Expected completion in Fiscal Year 2014-15.

Required Discipline for Excellence: Fiscal Stability

- Collected, distributed and accounted for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations.
- Continued to review departmental fee structure to ensure that costs for services are fully recovered. Departmental fees are periodically adjusted to reflect the costs of providing services, as determined by a thorough examination of underlying costs and external factors.

Required Discipline for Excellence: Information Services

- Continued system development of the new integrated recording and vital records system; implementation is scheduled to occur in Fiscal Year 2014–15. The system will be implemented in a phased manner, with Phase I—Recording planned for early 2014–15. System implementation has been delayed due to complications in vendor development. This system will allow the Asses-

essor/Recorder/County Clerk (ARCC) to leverage necessary new technologies in order to improve recording services to residents.

- Implementation of the electronic recording module that will allow the department to electronically accept recorded documents, in addition to reducing document processing time and enhance customer service, is anticipated in Fiscal Year 2014–15. Electronic recording system implementation cannot take place until the integrated recording system mentioned above is completed.
- Developed and implemented an external ARCC Share-Point site, a file sharing application where the public can review and obtain numerous forms and instructions online. This will provide a venue for all departmental services and information to the public.

Required Discipline for Excellence: Customer Satisfaction

- Provided the public with services that are of value to them in a competent and professional manner and achieved a customer service rating of at least 98%.
- Maintained excellent customer service by continuing the departmental customer service training program. Due to unanticipated turnover in the department, only 75% of staff completed the program by June 30, 2014.
- Provided the public with a variety of online forms and related services. This provided a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
- Addition of recording services at the Chula Vista and Kearny Mesa branch offices was not implemented. These services are planned to be added following implementation of electronic recording, which was delayed.

2014–16 Objectives

Strategic Initiative: Sustainable Environments

- Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property.
- Locate, identify and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.

- Record births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Complete Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. Project completion anticipated in Fiscal Year 2014–15.
- Complete the redaction of identity information from documents recorded during the period 1990 through 2008. Completion of project will ensure compliance with Government Code 27301a to truncate social security numbers from documents recorded during the period 1990 through 2008.
- Begin multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2014–15 with anticipated completion in Fiscal Year 2016–17. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2018–19.

Required Discipline for Excellence: Fiscal Stability

- Collect, distribute and account for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations.

Required Discipline for Excellence: Information Services

- Implementation of the new integrated recording and vital records system is scheduled to occur in Fiscal Year 2014–15. This will allow the ARCC to leverage necessary new technologies in order to improve recording services to residents.
- Implementation of the electronic recording module that will allow the department to electronically accept recorded documents, in addition to reducing document processing time and enhance customer service. System implementation is dependent on the integrated recording and vital records system and is expected to be implemented in Fiscal Year 2014–15.
- In coordination with the Auditor & Controller, Treasurer-Tax Collector and the County Technology Office, continue the design and development of the Integrated Property Tax System (IPTs), which will significantly improve property assessment, tax collection and apportionment activities in the County. The new system is scheduled for implementation in January 2016.

Required Discipline for Excellence: Customer Satisfaction

- Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of at least 93%.
- Maintain excellent customer service by ensuring that at least 50% of new departmental staff completes the customer service training program initiated by ARCC before June 30, 2015.
- Provide the public with a variety of online forms for submittal and related services. This will provide a more efficient and effective level of customer service by

leveraging the latest in online form processing and electronic signature technology.

- Extend customer services at the Chula Vista and Kearny Mesa branch offices; document recording services to be offered following implementation of electronic recording in Fiscal Year 2014–15.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at <https://arcc.sdcounty.ca.gov>.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Recorded documents indexed within two business days ¹	100% of 984,668	99%	100% of 691,555	99%	99%
Mandated assessments completed by close of annual tax roll ²	99% of 420,464	98%	100% of 417,451	98%	98%
Vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information ³	100% of 91,166	99%	100% of 96,763	99%	99%
Satisfactory customer service rating ⁴	96%	93%	98%	93%	93%

Table Notes

¹Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

²Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County’s first step to assessing and billing annual property taxes.

³Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

⁴Customer satisfaction rating measures how individuals perceive the department’s ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.

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

Staffing

No net change in staffing.

- Transfer of 1.00 staff year from Recorder/County Clerk to Management Support Division.

Expenditures

Increase of \$2.8 million.

- Salaries and Benefits—increase of \$2.7 million as a result of negotiated ongoing salary and benefit increases including one-time payments, increases in County retirement contributions and flex credits (\$2.3 million), temporary help (\$0.1 million) and overtime costs (\$0.3 million).



- Services and Supplies—net increase of \$0.1 million
 - Increase of \$2.0 million in Micrographics Trust Fund one-time initiatives relating to restoration and preservation of Recorder microfilm and old books.
 - Decrease of \$1.9 million in Social Security Number Truncation one-time projects anticipated for Fiscal Year 2014–15.
 - Decrease of \$0.2 million in Certified Copy Vital Statistics one-time projects for Fiscal Year 2014–15.
 - Net Increase of \$0.2 million in miscellaneous Services and Supplies accounts.

Revenues

Net increase of \$2.8 million

- Licenses Permits & Franchises—increase of \$0.1 million due to projected increase in the number of marriage licenses issued.
- Charges for Current Services—net increase of \$0.6 million.
 - Increase of \$1.0 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
 - Decrease of \$1.0 million in Recording Document revenues to reflect anticipated decrease in document recordings.
 - Decrease of \$0.2 million in Certified Copy Vital Statistics revenue as a result of a reduction in one-time projects for Fiscal Year 2014–15.

- Increase of \$2.0 million in Micrographics Trust Fund revenue due to one-time initiatives relating to restoration and preservation of Recorder microfilm and old books.
- Decrease of \$1.9 million in Social Security Number Truncation revenue due to decrease in one-time projects anticipated for Fiscal Year 2014–15.
- Increase of \$0.4 million in Marriage Ceremony fees due to a projected increase in the number of ceremonies performed.
- Increase of \$0.3 million in Duplicating and Filing fees based on projected demand for services.
- Use of Fund Balance—increase of \$1.0 million for a total of \$1.0 million as a result of negotiated one-time salary increases (\$0.7 million) and one-time Information Technology (IT) project costs (\$0.3 million) projected for Fiscal Year 2014–15. IT projects include replacement of AS400 data infrastructure and upgrade of SQL database environment.
- General Purpose Revenue Allocation—increase of \$1.1 million due primarily to negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net increase of \$0.1 million due to increase of \$0.3 million in Salary and Benefits for negotiated labor agreements, partially offset by a net decrease of \$0.2 million in Services and Supplies, primarily due to removal of one-time IT projects scheduled for Fiscal Year 2014–15.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Property Valuation ID		270.75			270.75	270.75
Recorder / County Clerk		115.75			114.75	114.75
Management Support		24.00			25.00	25.00
Total		410.50			410.50	410.50

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Property Valuation ID	\$ 32,603,832	\$ 33,850,873	\$ 36,236,182	\$ 33,860,196	\$ 35,118,903	\$ 35,798,892
Recorder / County Clerk	15,436,124	22,891,407	23,314,411	15,727,948	23,056,730	23,219,313
Management Support	4,326,625	3,565,601	4,591,928	4,484,855	4,952,209	4,218,681
Total	\$ 52,366,581	\$ 60,307,881	\$ 64,142,521	\$ 54,072,999	\$ 63,127,842	\$ 63,236,886

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 36,446,877	\$ 39,153,897	\$ 39,833,225	\$ 38,724,952	\$ 41,889,990	\$ 42,237,150
Services & Supplies	15,785,740	20,936,221	24,086,437	15,298,654	21,037,852	20,799,736
Capital Assets Equipment	133,964	217,763	222,858	49,393	200,000	200,000
Total	\$ 52,366,581	\$ 60,307,881	\$ 64,142,521	\$ 54,072,999	\$ 63,127,842	\$ 63,236,886

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Licenses Permits & Franchises	\$ 970,125	\$ 900,000	\$ 900,000	\$ 1,144,552	\$ 1,000,000	\$ 1,000,000
Revenue From Use of Money & Property	48,239	30,000	30,000	59,534	59,000	59,000
Charges For Current Services	33,012,994	37,101,640	37,101,640	32,027,007	37,682,986	37,394,870
Miscellaneous Revenues	714,719	700,000	700,000	(46)	700,000	700,000
Other Financing Sources	735	—	—	359	—	—
Use of Fund Balance	(3,047,571)	—	3,834,640	(734,648)	969,435	—
General Purpose Revenue Allocation	20,667,340	21,576,241	21,576,241	21,576,241	22,716,421	24,083,016
Total	\$ 52,366,581	\$ 60,307,881	\$ 64,142,521	\$ 54,072,999	\$ 63,127,842	\$ 63,236,886

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 \$7.3 billion in public funds; the billing and collection of approximately \$4.8 billion in secured and \$0.17 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

2013–14 Accomplishments

Treasury

Treasury consists of the Investment Division and the Accounting Division. The Investment Division is responsible for setting the daily cash balance for the County Pooled Investment Fund (Pool), investing for the Pool and dedicated portfolios, and reviewing documents and advising on the structure and pricing of all County and school debt issues. The Accounting Division performs various accounting functions related to tax collection and investments and provides financial services such as electronic fund transfers to other County departments and investment pool members.

Required Discipline for Excellence: Fiscal Stability

- To safeguard public funds and maintain public trust, the Treasurer-Tax Collector efficiently managed the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing



the principles of safety or liquidity, for a yield of 0.42% in Fiscal Year 2013-14 and an anticipated weighted average rate of return of 0.40% in Fiscal Year 2014-15. Due to market conditions explained below, investment returns are expected to remain low, with only modest improvement in the next two years.

Required Discipline for Excellence: Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector provided broad-based financial and consulting services to public agencies within the San Diego County region. The Treasurer-Tax Collector provided administrative support to fourteen bond issuances totaling over \$1.2 billion.
- Provided a learning platform and forum to address current government finance issues by facilitating 4 seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Tax Collection

Tax Collection is responsible for the billing and collection of approximately 1.4 million secured, unsecured, and defaulted tax bills and statements annually. Tax Collection consists of 3 main divisions, Information, Financial, and Special Functions. The Information Division serves as the main point of contact for the public. It coordinates the mailing of all tax bills as well as the receipt and distribution of incoming mail for the department. The Financial Division is responsible for consolidation and remittance of payments from all property tax collection systems as well as managing all refund related activity including the escheat-

ment of unclaimed property tax refunds. The Special Functions Division manages the enforced collection activity for unsecured taxes, the collection and reporting of Transient Occupancy Tax, bankruptcy claims, and for conducting public auctions of tax defaulted properties. The Tax Collection managers also oversee operations at the four Tax Collector Branches located in San Marcos, Kearny Mesa, El Cajon, and Chula Vista.

Required Discipline for Excellence: Fiscal Stability

- Achieved a collection rate of 99.1% for secured taxes and 97.7% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers, by June 30, 2014.

Required Discipline for Excellence: Information Services

- Participated in the development of Integrated Property Tax System (IPTS) with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office to prepare IPTS for deployment.

Deferred Compensation

The Deferred Compensation Program administers all aspects of the 401(a) Incentive Retirement Deferred Compensation Plan and the 457 Deferred Compensation Plan. The Deferred Compensation Program is a voluntary way to save for retirement in addition to the County's pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
 - Recorded enrollment in the Deferred Compensation 457 Plan at 46.3% through June 30, 2014, while striving to maintain it through June 30, 2015. This decrease from Fiscal Year 2013–14 is described in further detail in the upcoming Performance Measures section.
 - Increased the average participant contribution in the Deferred Compensation 457 Plan to \$151 per pay period by June 30, 2014, while striving to maintain through June 30, 2015.
 - Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.

- Continued to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees through June 30, 2014.

2014–16 Objectives

Treasury

Required Discipline for Excellence: Fiscal Stability

- To safeguard public funds and maintain public trust, Treasurer-Tax Collector will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.40% in Fiscal Year 2014–15 and 0.45% in Fiscal Year 2015–16.

Tax Collection

Required Discipline for Excellence: Fiscal Stability

- Maintain a collection rate of 98% for secured taxes and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.

Required Discipline for Excellence: Information Services

- In coordination with the Assessor/Recorder/County Clerk, Auditor & Controller and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County. The new system is scheduled for implementation in January 2016.

Required Discipline for Excellence: Customer Satisfaction

- Achieve a customer satisfaction rating of 4.7 on a 5.0 scale, based on formal Customer Satisfaction Survey results.



Deferred Compensation

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Broaden the Countywide base of employees who are planning for financial security during retirement by the following measures:
 - Maintain enrollment in the Deferred Compensation 457 Plan to 46.3% through June 30, 2015 and achieve modest improvement to 46.5% by June 30, 2016.
 - Maintain the average participant contribution in the Deferred Compensation 457 Plan above \$91 per pay period by June 30, 2015 and maintain through June 30, 2016.

- Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
- Continue to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2015.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at www.sdtreastax.com/.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Secured Taxes Collected (% of total) ¹	98.2%	98%	99.1%	98%	98%
Unsecured Taxes Collected (% of total) ¹	97.5%	97%	97.7%	97%	97%
Rate of Return on Investment Pool (%)	0.44% ²	0.55% ²	0.42% ²	0.40% ²	0.45% ²
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ³	4.62	4.70	4.64	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period ⁴	\$132	\$91	\$151	\$91	\$91
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan ⁵	48.8%	48.2%	46.3%	48.2%	48.5%
Number of newly Certified Cash Handlers for the County and other government entities	133 ⁶	40 ⁶	96 ⁶	40	40
Number of Unclaimed Property Tax Refunds ⁷	3,095	N/A ⁷	3,144	2,355	2,237

Table Notes

¹With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The improving collection rate is a result of a recovering real estate market.

²Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past five years, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will lower the return until interest rates rise significantly.

³The 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 slightly less than exceptional because they believe the taxes are too high.

⁴Due to uncertainty in the nation's economic health, employees reduced their Deferred Compensation average deferral amount per employee per pay period in Fiscal Year 2011–12. The department strives to increase plan awareness and to promote new plan services in order to keep contributions consistent.

⁵Number of active participants includes open accounts for current employees with suspended contributions. 690 Plan participants retired or terminated from County employment FY13-14. 962 employees enrolled in the Deferred Compensation program in FY13-14, but for the first time since the 401(a) plan's inception, 401(a) enrollments exceeded 457 enrollments resulting in a net decrease in 457 Plan participation. Combined 401(a)/457 participation rate is 58.3%

⁶The number of newly Certified Cash Handlers increased in Fiscal Year 2012–13 due to a special request from County departments to add an extra session and will revert back to 40 in 2013–14 because most employees who require Cash Handling certification have been certified and only one session will be held. It is also anticipated that turnover of cash handlers will be lower.

⁷ New Measure: The Treasurer-Tax Collector issues more than 60,000 property tax refunds per year. The refund warrants become stale if they are not cashed after 6 months. Warrants become stale for various reasons including: taxpayers provide inaccurate address information, taxpayers move, title companies no longer servicing accounts, or taxpayers forget to cash refund warrants. The Unclaimed Property Tax Refunds List published on www.sdtreastax.com is updated every month. If left unclaimed for more than 4 years, the refunds will be escheated to the County General Fund. Continued improvement in efficiencies and research tools are expected to contribute to the reduced number of unclaimed property tax refunds.

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

Staffing

Net increase of 2.00 staff years:

- Increase of 2.00 staff years as a result of increased tax collection services and administrative support.
- Transfer of 1.00 staff year from the Treasury to Administration.

Expenditures

Net decrease of \$0.4 million

- Salaries and Benefits—increase of \$0.8 million, including \$0.3 million in County retirement contributions, \$0.3 million due to negotiated labor agreements, and \$0.2 million due to restoration of 2.00 previously defunded staff years to meet growing workload in tax collection services.
- Services and Supplies—decrease of \$1.2 million due to completion of one-time office facility improvements and application upgrades budgeted in Fiscal Year 2013–14.

Revenues

Net decrease of \$0.4 million

- Charges For Current Services—increase of \$0.4 million, mainly for supplemental property tax revenue collectible under Assembly Bill (AB) 2890 as a percentage of mid-year adjustments made to assessed value following property sales.
- Miscellaneous Revenues—decrease of \$0.1 million due to projected decrease in proceeds from property sales.
- Use of Fund Balance—decrease of \$0.8 million for a total of \$0.2 million primarily due to one-time funds for completion of facility improvements, including asbestos abatement and related expenditures. Fiscal Year 2014–15 use of \$0.2 million due to one-time salary and benefit costs of negotiated labor agreements.
- General Purpose Revenue Allocation—increase of \$0.2 million for projected increase in ongoing costs, primarily due to negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.



Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Treasury		22.00			21.00	21.00
Deferred Compensation		3.00			3.00	3.00
Tax Collection		82.00			84.00	84.00
Administration - Treasurer / Tax Collector		14.00			15.00	15.00
Total		121.00			123.00	123.00

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Treasury	\$ 5,170,959	\$ 6,880,832	\$ 6,766,990	\$ 5,215,322	\$ 6,937,272	\$ 6,991,746
Deferred Compensation	257,126	462,223	462,223	293,371	375,513	309,383
Tax Collection	10,395,730	11,439,011	12,519,486	11,573,424	10,874,918	11,089,941
Administration - Treasurer / Tax Collector	3,211,037	3,242,140	3,587,677	3,086,840	3,471,742	3,302,986
Total	\$ 19,034,852	\$ 22,024,206	\$ 23,336,376	\$ 20,168,956	\$ 21,659,445	\$ 21,694,056

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 10,202,401	\$ 11,236,246	\$ 11,285,071	\$ 10,854,275	\$ 12,044,652	\$ 12,149,263
Services & Supplies	8,832,451	10,787,960	12,044,185	9,307,561	9,614,793	9,544,793
Capital Assets Equipment	—	—	7,120	7,120	—	—
Total	\$ 19,034,852	\$ 22,024,206	\$ 23,336,376	\$ 20,168,956	\$ 21,659,445	\$ 21,694,056

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ 760,143	\$ 1,035,450	\$ 1,035,450	\$ 648,265	\$ 1,035,450	\$ 1,035,450
Charges For Current Services	11,884,323	13,416,992	13,416,992	12,263,764	13,834,977	13,968,416
Miscellaneous Revenues	255,569	787,472	787,472	309,364	685,429	615,429
Use of Fund Balance	566,704	1,038,000	2,350,170	1,201,272	190,348	—
General Purpose Revenue Allocation	5,568,113	5,746,292	5,746,292	5,746,292	5,913,241	6,074,761
Total	\$ 19,034,852	\$ 22,024,206	\$ 23,336,376	\$ 20,168,956	\$ 21,659,445	\$ 21,694,056



Chief Administrative Office

Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups—which include Community Services, Finance and General Government, Land Use and Environment, Public Safety and the Health and Human Services Agency.

The Chief Administrative Office department comprises three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer and a small support staff), the Office of Ethics and Compliance (OEC) and the Office of Strategy and Intergovernmental Affairs. The County's ethics and compliance functions were merged under the Office of Internal Affairs (OIA). Consequently, OIA was renamed Office of Ethics and Compliance.



other California counties to protect local revenues and interests as the State continued to redefine State/County roles, responsibilities and revenues.

The CAO continued to enhance efficiency, productivity and service quality throughout the organization by identifying and implementing new ways of working that enabled the organization to better meet changing public needs or program realities - using strategies that include reengineering, expanded partnerships with other entities that serve similar customers or have similar goals and use of new technology tools.

Highlights of the CAO's Fiscal Year 2013–15 Objectives and how they relate to the County's 2013–2018 Strategic Plan are listed below. Additional accomplishments and detailed information are provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that enables the County to achieve its Mission—"To efficiently provide public services that build strong and sustainable communities"—and its Vision—"A County that is safe, healthy and thriving."

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.

2013–14 Accomplishments

During Fiscal Years 2013–15, the Chief Administrative Office worked with the Board of Supervisors to ensure that County government in San Diego remained fiscally sound, operationally strong and was able to meet the changing service needs of County residents within available revenues. To accomplish this, the CAO continued to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO continued to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and continued to work with CAOs in

Strategic Initiative: Safe Communities

- Protected residents from crime and abuse:
 - Monitored offenders subject to community supervision to mitigate new crimes.
 - Employed information-led policing strategies to crime problems at the local and regional levels.
 - Reduced recidivism through evidence-based practices and services in collaboration with community and justice partners.
 - Continued proactive law enforcement activities in the unincorporated area and in cities that contracted with the Sheriff's Department for law enforcement services.

- Expanded services to offenders in custody and increased detention capacity; supported the opening of Phase I of the Las Colinas Detention and Reentry Facility and completed construction of the East Mesa Reentry Facility.
- Ensured neighborhoods are safe places to live, work and play:
 - Created safer parks, preserves and recreation centers by using volunteers to assist with park patrols, operations, and maintenance, contributing more than 106,500 volunteer hours annually, exceeding goal of 96,000.
 - Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
 - Reviewed 10, 628 proposed building plans to ensure structures are properly and safely designed.
 - Helped 52,966 customers navigate the building permit and inspection process by explaining code requirements and explored options to achieve compliance.
 - Conducted 31,926 building inspections during construction to ensure structures were built in accordance with approved building plans.
- Communities were resilient to disasters and emergencies.
 - Coordinated with local and regional agencies' emergency services and critical first responder agencies to strengthen the regional emergency notification system.
 - Collaborated with regional fire service agencies to improve fire protection and emergency response services.
 - ◆ Winner of the San Diego County Taxpayers Association's 2014 Grand Golden Watchdog Award with the City of San Diego, the U.S. Navy and the U.S. Marine Corps for mutual cooperation in fighting and quickly suppressing the May 2014 Wildfires and minimizing damage to taxpayers—the Bernardo, Cocos and Poinsettia fires scorched 26,000 acres and destroyed an estimated 65 structures
 - Incorporated disaster preparedness into programs and services that target vulnerable populations and encourage self-sufficiency during and after an adverse event.
 - Worked with the U.S. Environmental Protection Agency (EPA) and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region:
 - ◆ Coordinated and conducted binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.
 - ◆ Integrated the Office of Emergency Services Operational Area Emergency Operations Center and the Tijuana Protection Civil's Emergency Operations Center into binational exercises.
 - County Communications Office participated in two drills this fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, news releases, video and mobile technology.

Strategic Initiative: Sustainable Environments

- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives, such as waivers for 4,621 renewable energy permits.
- Partnered with East Otay Mesa property owners, the San Diego Association of Governments (SANDAG), the California Department of Transportation (CalTrans) and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.
- Saved 30 million gallons of water at 19 park facilities that have converted to smart irrigation controllers, resulting in water conservation.
- Reduced air pollution emissions and health risk from freight movement by providing 36 grant awards from Proposition 1B *Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006*, Goods Movement Emission Reduction Program funds to award grants to equipment owners to replace 150 older, higher emitting heavy-duty diesel equipment with newer, cleaner models.
- Protected the health of the public by reducing exposure to hazardous air pollutants by testing natural gas fired reciprocating internal combustion engines for initial compliance with the National Emissions Standards for Hazardous Air Pollutants; expanding the network of air monitors for carbonyl compounds (toxic air pollutants) to include the Environmental Justice area of Barrio Logan and the Otay Mesa border crossing; and developing the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors

within 48 hours of any wildfire threatening a wide area of the County and provide real-time data delivery to the public.

- Ensured that regulated agricultural commodities met international shipping requirements for Light Brown Apple Moth by inspecting 90 cropland traps once every 30 days to meet export requirements for Canada and Mexico.
- Celebrated 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery.

Strategic Initiative: Healthy Families

Advanced the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

- Built a better service delivery system that is innovative, impactful, and outcome driven.
 - County Counsel provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who were dependents of the Juvenile Court.
 - Prevailed in 99% or more of Juvenile Dependency petitions filed in Superior Court.
 - Prevailed in 100% or more of Juvenile Dependency appeals and writs filed.
 - Protected public health and the environment by minimizing the risk of sanitary sewer spills.
 - Cleaned 402 miles of sanitary sewer collector mains within the sanitary sewer system.
 - Inspected 21 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs.
 - Planned and completed a draft detailed design for a major upgrade of the Rancho San Diego wastewater pump station facility.
 - Continued implementation of the multi-year Community Transformation Grant (CTG) to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs, including changing the San Diego Unified School District procurement practices to improve the nutrition of school meals for 132,000 students.
 - Promoted the well-being of children and the self-sufficiency of families through the success of the child support program.
 - Provided 1,089 public health nurse home visits to participants in the Community Based Care Transitions Programs (CCTP) to help them

proactively manage their chronic medical conditions and avoid costly hospital readmissions.

- Expanded trauma-informed practices among Child Welfare Services staff by including trauma information to help foster parents, relatives, non-relative extended family members, and group homes build trust with the children who are leaving the Polinsky Children's Center to be in their care.
- Ensured that all construction work by utility companies and private developers in the County's right-of-way that is within 1,000 feet of a school site provided safe access to schools for families and children.
- Supported positive choices that empowered residents to take responsibility for their own health and well-being.
 - Continued implementation of the multi-year Supplemental Nutrition Assistance Program Education (SNAP-Ed) project to promote nutrition education and obesity prevention services to 30,484 low-income families that are potentially eligible for the federally funded CalFresh food assistance program. This project is a continuation of the grant formerly known as the Community Nutrition Education program.
 - Provided nutrition education for 525 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety. Additionally, over 3,000 youth received nutrition education via a train-the-trainer method whereby teachers are taught the curricula and then teach their students.
 - Supported regional efforts to reduce homelessness among families and veterans and increase self-sufficiency through the Veterans Affairs Supportive Housing vouchers for rental assistance and Emergency Solutions Grant funds for security and utility deposits.
 - Promoted healthy lifestyles for 2,000 adults and seniors through participation in 66 recreation programs.
 - Educated over 9,000 children on awareness of and protection from mosquito-borne diseases and other vector-related diseases, household hazardous waste/source reduction, environmental health careers, and food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year.



- Pursue policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.
 - Identified various community projects including creating walkable neighborhoods and community gardens. These projects will be conducted by, and with, graduates from the Resident Leadership Academy (RLA) in support of the regional community health improvement plans. RLA graduates are community members who have received training on how to advocate for improvements to the health, safety and quality of life within their own neighborhoods.
 - Supported the Department of Human Resources employee wellness initiatives that promoted healthy and safe behaviors in the workplace, including employee volunteers who served as Wellness Champions on the Wellness Committee to promote activities such as the Stairwell Campaign, and the blood and bone marrow drive.
 - Developed the third phase of the succession plan to advance *Live Well San Diego*.

Required Disciplines for Excellence:

Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs. Effective August 2014, Moody's Investors Service upgraded the County's issuer rating to Aaa, giving the County the distinction of earning the highest possible issuer ratings with all three major rating agencies.
- Achieved a record-setting collection rate of 99.1% for secured taxes and 97.7% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers, by June 30, 2014.
- 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 maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.42% in Fiscal Year 2013-14 and an anticipated 0.40% in Fiscal Year 2014-15. These are lower returns than originally anticipated, due primarily to persistently low interest rates and the maturation of higher yielding investments in the short term.

- Accurately identified current and future revenue, as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to County groups and departments.
- Negotiated fiscally prudent labor agreements with 17 bargaining units within 6 employee organizations by February 2014.

Skilled, Adaptable and Diverse Workforce

- To ensure the smooth delivery of future services and continued organizational growth and improvement, completed the second round of the County Mentor Partnership Program with 107 mentee/mentor matches and developed succession planning tools that departments used to enhance employees' leadership skills and support succession planning efforts.

Essential Infrastructure

- Planned and designed facilities to serve the growing needs of County residents including new capital projects for libraries in Alpine and Imperial Beach, infrastructure improvements at Lake Morena, a new Registrar of Voters building on the County Operations Center Campus and a new office building for the Assessor/Recorder/County Clerk in El Cajon. Continued significant multi-year projects:
 - County Administration Center Waterfront Park—completed Phase 1 in September 2013 and Phase 2 in May 2014
 - Parking structure at Cedar and Kettner streets in San Diego—groundbreaking completed December 2013; scheduled for completion spring 2015
 - Las Colinas Detention and Re-Entry Facility—Phase 1 completed summer 2014; scheduled for completion spring 2016 (subject to State funding)
 - New Rancho San Diego Sheriff's Station—completed January 2014
 - East Mesa Detention Re-Entry and Rehabilitation Facility—completed May 2014
- Boulevard Fire Station—groundbreaking January 2014; scheduled for completion winter 2015

Accountability, Transparency and Ethical Conduct

- Submitted 100% (1,476) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.



Information Services

- Continued the phased upgrade of the region's aging Regional Communication System (RCS) in Fiscal Year 2013-14, with replacement of microwave and radio components and initial implementation steps for upgrade of the major 800 MHz.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Continued development and implementation of an upgrade to the County's core Human Resources software application, PeopleSoft, to improve operational efficiency in personnel record management, with an expectation to complete implementation by February 2015.
- Continued system implementation of the new integrated recording and vital records system; implementation is scheduled to occur in Fiscal Year 2014-15. The system will be implemented in a phased manner, with Phase I—Recording planned for early 2014–15. System implementation has been delayed due to complications in vendor development. This new system will allow the Assessor/Recorder/County Clerk to leverage necessary new technologies in order to improve recording services to residents.
- Leveraged technology innovations to improve service delivery and operational efficiency. Continued projects to support improved process efficiencies and data sharing.
- Completed the implementation of the 24/7 Library-To-Go pilot project at the County Operations Center to provide library services to remote areas currently without library services; post implementation assessment and review at six months; installed another 24/7 Library-To-Go kiosk in Bonsall; examined the viability and feasibility for rolling out these devices to other potential locations.
- Continued to refine and enhance the Business Case Management System (BCMS) automation system that integrates land development permit operations, time accounting and finances of land development permits.

- Converted all 14 of the County's intranet and internet mapping applications to the current industry-standard technology ArcGIS Server using Microsoft Silverlight.

Regional Leadership

- Hosted a Hazardous Analysis and Critical Control Points workshop in coordination with the restaurant industry, the Food and Drug Administration and the California Department of Public Health to educate local industry and regulators; invited regulators from neighboring jurisdictions to participate in the training.
- Worked with the Industrial Environmental Association (IEA) to provide the annual "IEA-APCD Blue Sky Leadership Award" to three local businesses.
- To promote accountability and continuous improvement, completed phase two (Application) of the Public Health Accreditation Board's seven phases for national voluntary public health accreditation. The voluntary accreditation signifies that a health department is meeting national standards for ensuring essential public health services are provided in the community. The national voluntary public health accreditation was launched September 2011.

Continuous Improvement and Innovation

- Completed 85% of investigative reports of pesticide illness complaints within 120 days by implementing efficiencies identified during the Pesticide Regulation Program's Business Process Reengineering and using the functionality of BCMS.
- Implemented changes and monitored the Community Event Permit (CEP) process for improved customer service. The new process provides a dedicated CEP Coordinator as a single point of contact; streamlines the application process and reduces the size of the application from 22 to 3 pages; and provides community outreach and training for repeat and potential event organizers.
- Completed the development of a new online payment tool for land development projects. The new tool will accept electronic payment for permits fees and deposits, reducing the need for customers to physically visit an office.
- Public Administrator/Public Guardian and Behavioral Health Conservator unit became part of Aging and Independence Services to reflect Health and Human Services Agency's reorganization to improve effectiveness and efficiency in service delivery.



Customer Satisfaction

- Used State Air Quality Improvement Program grant funding to implement an Advanced Hybrid School Bus Demonstration Project in partnership with Transportation Power, Inc. (TransPower), an electric propulsion system manufacturer located in Poway. San Diego County school districts will be given the opportunity to gain hands-on experience with the advanced hybrid school bus during the demonstration period.
- Ensured consumer value by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers and computing scales, and 90% of all counter scales.
- Provided excellent customer service by diagnosing 100% of more than 10,760 plant and insect samples within two weeks of submission. The anticipated sample size of 31,000 was not received since AWM no longer traps for Asian Citrus Psyllid (ACP) and the California Department of Food and Agriculture reduced their number of ACP traps which resulted in a reduction in the number of samples submitted for identification by approximately 20,000. The remaining reduction is due to the normal fluctuation in the number of samples received annually.
- Implemented the use of an online intake form to receive public complaints of food borne illness.
- Successfully transitioned over 65,000 Healthy Families children and over 46,000 Low Income Health Program (LIHP) participants to the newly expanded Medi-Cal program, maintaining uninterrupted health care coverage for these individuals. In addition, processed over 250,000 people into Medi-Cal and Covered California products as of July 2014. The expanded Medi-Cal program and Covered California are part of the federal *Patient Protection and Affordable Care Act (ACA)* of 2010 enacted to increase the number of Americans with health insurance.

2014–16 Objectives

During Fiscal Years 2014–16, the Chief Administrative Office will work with the Board of Supervisors to ensure that County government in San Diego remains fiscally sound, operationally strong and is able to meet the changing service needs of County residents within available revenues. To accomplish this, the CAO will continue to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the

County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO continues to closely monitor changing economic conditions and key State revenue sources and continued to work with CAOs in other California counties to protect local revenues and interests as the State continues to redefine State/County roles, responsibilities and revenues.

The CAO continues to enhance efficiency, productivity and service quality throughout the organization by identifying and implementing new ways of working that enabled the organization to better meet changing public needs or program realities—using strategies that include reengineering, expanded partnerships with other entities that serve similar customers or have similar goals and use of new technology tools.

Highlights of the CAO's Fiscal Year 2014–16 Objectives and how they relate to the County's 2014–2019 Strategic Plan are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that enables the County to achieve its Mission—"To efficiently provide public services that build strong and sustainable communities"—and its Vision—"A County that is safe, healthy and thriving."

Strategic Initiative: Safe Communities

- Protect residents from crime and abuse.
 - Strengthen our prevention and enforcement strategies to protect San Diego youth against crime, neglect and abuse.
 - Collaborate with law enforcement agencies and community services organizations to combat human trafficking and enhance the support to victims and education to the community.
 - Enhance enforcement of required standards of care in long-term care facilities.
 - Promote the safety of vulnerable adults in long-term care residential facilities by restoring the staffing levels for the Long Term Care Ombudsman Program. The increase in staff will allow the program to address issues such as training needs, facility inspections, community education, and complaint resolution.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
 - Continue participation in multi-agency operations and multi-agency task forces.

- Reduce recidivism and help offenders successfully reenter society.
 - Improve offender reintegration into the community through a continuum of care and case management that begins at the Sheriff reentry facilities, includes the assessment of offenders needs at the Community Transition Center (CTC) and extends to Probation's engagement with and supervision of offenders.
- Make neighborhoods safe to live, work and play.
 - Expand data-driven crime prevention and information-led policing strategies, focus on prolific offenders and utilize current technologies to reduce crime at the local and regional level.
 - Improve the quality of life of all San Diego residents by proactively working to make our streets, parks, public spaces and buildings safer from crime and injury.
 - Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
 - Protect county residents by conducting 320 safety inspections on structural fumigations annually in San Diego County.
 - Provide four workshops for the Local Agency Management Program to educate our stakeholders on the new standards and regulations for onsite wastewater treatment systems.
 - Create safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations, and maintenance.
 - Maintain the current levels of services by offering an average of 300 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
 - In support of the County's *Live Well San Diego* Living Safely initiative, expand the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.
 - Support the *Live Well San Diego* Building Better Health initiative by funding 30 public community projects for parks, street/sidewalk improvements, American with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
- Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies.
 - Encourage and promote residents to take important and meaningful steps to protect themselves and their families for at least 72 hours during a disaster.
 - Complete a disaster preparedness curriculum, which aligns and complies with the Common Core State Standards, for San Diego County's 4th grade students.
 - Ensure professional, timely emergency response is provided to the residents of County Service Area 135 through the supervision of the San Diego County Fire Authority.
 - Provide two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to DEH by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.
 - Work collaboratively with County Fire Authority, Planning and Development Services, Office of Emergency Services and other County departments, regional fire authorities, government agencies, University staff and community groups to enhance wildfire-related research. Disseminate information through a minimum of four outreach activities.
 - Facilitate at least one training for federal agency staff and local aviation community members on foreign flight student vetting and screening requirements.
 - Flood Control staff will assist communities to prepare and respond to flood events by inspecting 75% of flood control facilities annually and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.

Strategic Initiative: Sustainable Environments

- Provide for planning, development, infrastructure and services that support the local economy and are fundamental to a strong, vibrant region.
 - Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements.
 - Acquire 500 acres within the MSCP plan areas that will count toward the County's commitment to the MSCP Implementing Agreement.



- Use Board Policy I-138, Mitigation on County-Owned Land Managed by the Department of Parks and Recreation to generate \$40,000 of revenue for acquisitions, operations and maintenance of MSCP lands.
- Continue implementation of the Purchase Agricultural Conservation Easement (PACE) program, which supports the local agriculture industry and the preservation of community character.
- Present for the Board of Supervisors' consideration a Form-Based Zoning Code for the Valley Center South Village by summer 2015. Similar to the Zoning Ordinance, the Form-Based Codes will include provisions on allowed uses, setbacks, height and information on development process. The new codes will also provide detailed architectural and landscaping requirements and information to applicants on required street and trail improvements.
- Identify problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc.) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes. Provide a minimum of four outreach activities to nursery and ornamental horticulture growers, residents and agricultural community members.
- Maintain and manage the volunteer Master Gardener program to provide research-based information in the areas of home gardening, community gardening, landscaping, water conservation, and pest management to San Diego County residents, Agriculture, Weights and Measures and other Land Use and Environment Group departments. Provide a minimum of 400 office consultations, 10 educational exhibits and 4,000 hours of volunteer service.
- Implement strategies that protect our natural and agricultural resources, diverse habitats and sensitive species, and promote energy efficiency and conservation.
 - Promote the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works by implementing two collection events for recycling of used pesticide containers from the agricultural community.
 - Prevent the spread of the insidious pest Glassy-Winged Sharpshooter, a serious threat to California's \$4 billion grape industry, by ensuring 100% of more than 2,350 plant shipments arrive at destination with no viable life stages of the pest.
- Stop the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments, by planning and conducting a comprehensive survey of high risk habitat throughout the entire county for RIFA infestations. Conduct three RIFA training sessions with key personnel from County of San Diego Parks and Recreation and Public Works by June 30, 2015.
- Conserve irrigation water by installing smart irrigation controllers at one County park.
- Install additional photovoltaic panels at one County park to offset energy consumption and provide a clean source of renewable energy.
- Present for the Board of Supervisors' consideration a Comprehensive Renewable Energy Plan (CREP) by summer 2015. The CREP will explore opportunities for a more comprehensive approach to increasing renewable energy use, reducing costs for consumers, and minimizing impacts to the community and its resources.
- Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences.
 - Enhance recreation opportunities by improving sports fields by installing new turf at two County Parks.
 - Monitor 50% of major stormwater outfalls by June 2016 to assess the health of watersheds by conducting a comprehensive monitoring program.
 - Maintain an inspection program to protect the public from the harmful effects of air pollution by annually conducting 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
 - Test emissions from all natural gas fired reciprocating internal combustion engines required to show compliance with the National Emission Standards for Hazardous Air Pollutants.
 - Maintain the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.
 - In coordination with affected industries, develop training videos on how to comply with air pollution control requirements.
- Encourage residents to engage in community life, civic activities, volunteering, and recreational interests.
 - Maintain the planned schedule of library operations.

- Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Increase the number of permanent vote-by-mail voters.
- Incorporate cultural, historical or environmental interpretive components at two park facilities.
- Assist 100 businesses and 60 multifamily complexes in initiating recycling programs.
- Provide residential composting education at nine workshops, one community event and three schools in the unincorporated area of the county. Install one new composting demonstration site.

Strategic Initiative: Healthy Families

- Help residents adopt a healthy lifestyle.
 - In conjunction with Land Use and Environment Group's (LUEG) Thriving Team (composed of many departments), produce consumer-oriented Certified Farmer's Market (CFM) brochure in English and Spanish with information on availability of healthy, locally produced fruit, vegetables, and other agricultural products.
 - Conduct nutrition education for 500 low-income families with children to reduce the risk of childhood obesity and chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.
 - Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
 - Foster positive development of 6,500 youth through 180 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
- Make neighborhoods healthy places to live, work and play.
 - Recruit and train a minimum of 350 adult and teen 4-H volunteers to deliver positive youth development experiences through a minimum of four experiential learning outreach activities.
 - Repaint and or use thermoplastic to re-mark crosswalks and roadway legends adjacent to 121 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic will be introduced at some schools sites to minimize the need for annual repainting.
 - Create additional recreational opportunities by constructing new exercise stations along two County Park trails.

- Improve access to high-quality and efficient care that leads to improved physical and behavioral health.
 - Support positive choices for health by enrolling 100% of newly eligible Medi-Cal recipients as part of the ACA to increase the number of Americans with insurance and cut the overall costs of health care to families and individuals. Medi-Cal is California's Medicaid program which provides needed health care services to eligible children, families and individuals.
 - Support healthy and safe living by ensuring that a minimum of 50% (estimated 130) of individuals participating in the expanded In-Home Outreach Team (IHOT) program are successfully linked to behavioral health services or other community resources. IHOT links treatment-resistant individuals and their families to existing services within the adult/older adult behavioral health system. This outreach and engagement is essential in assisting this population to willingly receive these needed services.
 - Build a better service delivery system for children and youth in foster care by connecting the children in child welfare to needed mental health services.
 - Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospects of residents. Ensure the success of the child support program by establishing and enforcing court orders to support the long-term well-being of children by collaborating with custodial and non-custodial parents, courts, government agencies, and community resources.

Required Disciplines for Excellence:

Fiscal Stability

- Maintain fiscal stability through key management practices, including financial planning and forecasting, to ensure a structurally balanced budget and the availability of services for customers.
 - Maintain a collection rate of 98% for secured taxes and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.
 - Resolve 80% or more of all lawsuits against the County by a court decision/dismissal, and resolve 20% or less by settlement.
 - Reduce the delivery cost of repaving streets in the unincorporated area by 10% within the next two years.



Skilled, Adaptable and Diverse Workforce

- Develop and maintain a skilled, adaptable and diverse workforce that turns plans and resources into success while providing opportunities for well-being.
 - Increase understanding among HHS staff of how trauma affects individuals, families, groups, and communities by implementing a “trauma-informed” model that recognizes how trauma impacts the overall wellness of clients and staff.
 - Supported the Department of Human Resources employee wellness initiatives that promote healthy and safe behaviors in the workplace, including employee volunteers who serve as Wellness Champions on the Wellness Committee to promote activities such as the Stairwell Campaign, and the blood and bone marrow drive.
 - Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting 140 content items (article or video) in support of the Strategic Initiatives and Required Disciplines for Excellence during Fiscal Year 2014-15, and another 150 during Fiscal Year 2015-16.

Essential Infrastructure

- Provide the facilities and structures to ensure superior service delivery to our residents.
 - Complete the master plan for capital improvements to the Bonita Animal Shelter.
 - Begin design-build construction of the new libraries in Alpine and Imperial Beach.
 - Continue due diligence for donated property, planning, and design for new Borrego Springs Library.
 - Complete construction of the Cedar and Kettner Development Parking Structure in summer 2015.
 - Initiate replacement/renewal projects with HHS for key Family Resource Centers and Levant Adoptions Center.
 - Assess and improve accessibility in County facilities.

Accountability, Transparency and Ethical Conduct

- Ensure accountability to ourselves and the public by upholding the highest ethical, financial and legal standards in addition to requiring that County business be conducted as openly as possible.
 - Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.

- Begin multi-year phased restoration and preservation project for historical recorded documents. Phase One will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2014-15 and anticipated completion in Fiscal Year 2016-17. Phase Two will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2018-19.
- Ensure responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public records and making them available on the Agriculture, Weights and Measures webpage for 7/24 customer access.

Information Services

- The County will be the center of Information Services innovation for advancing the delivery of County services, anytime and anywhere.
 - Continue the implementation process of replacing the Regional Communications System (RCS) with a state of the art, next-generation communications system.
 - Improve communications with volunteer firefighters through the continued implementation of the Advanced Situational Awareness for Public Safety Network (ASAP Net).
 - Install a 24/7 Library-To-Go kiosk to provide library services to remote areas currently without library services; examine the viability and feasibility of rolling out these devices to other potential locations.
 - Position the Library’s website to maximize customer usability and access to self-published e-materials and publisher’s e-book catalogs.
 - Provide enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, social media and/or Quick Response (QR) barcodes.
 - Increase awareness of the Mobile Source Incentive Program by participating in eight community outreach events about APCD’s mobile source emission reduction incentive programs and grant funding opportunities.
 - Upgrade the County’s Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative will provide the County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on their mobile devices.

- Modernize and rebuild the County’s active directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards.

Regional Leadership

- The County forges cooperative partnerships, educates, and leverages resources to optimize services for residents.
 - Continue efforts to impact the 3 behaviors (no physical activity, poor diet, and tobacco use) that result in 4 diseases (cancer, heart disease and stroke, type 2 diabetes, and lung disease) that contribute to over 50 percent of deaths in San Diego by creating new *Live Well San Diego* partnerships.
 - Collaborate with the San Diego Foundation on its Climate Initiative and help coordinate with government, nonprofits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.

Continuous Improvement and Innovation

- Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for residents.
 - To increase efficiency, consistency and accuracy, implement auto-generated Notices of Proposed Action (NOPA) for Weights and Measures’ retail fuel and water meters, develop associated business practices and conduct staff training.
 - Streamline the Temporary Event permit process to leverage online information resources. Conduct a workshop for event organizers and vendors with annual permits to provide them with food safety education and a sound understanding of the permitting process.
 - Conduct an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review.
 - Implement a new Airport Lease Management System (ALMS), using BCMS, to track County airport leases and other contracts to replace the current lease management system, which will no longer be supported.
 - Review and update 545 classification specifications as part of the Classification Modernization Project by June 30, 2016.

Customer Satisfaction

- Ensure customers are provided with superior services, while continually seeking opportunities for an improved experience.
 - Enhance services for children awaiting adoption, and the potential permanent families approved to adopt, by implementing strategies to streamline the Child Welfare Services Adoption Program.
 - Stabilize psychiatric staffing at the San Diego County Psychiatric Hospital through procurement and implementation of a Medical Services Group. The Medical Services Group will augment psychiatric staff.
 - Assist veterans and their dependents to thrive by facilitating their access to needed benefits by processing 2,520 compensation and pension claims.
 - Maintain average plan review times for new retail food and public swimming pool projects at levels that are 50% less than the State law requirement of 20 days.

Related Links

For additional information about the Chief Administrative Office, refer to the website at www.sandiegocounty.gov/cao/.

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

Staffing

- No staffing changes.

Expenditures

Increase of \$0.2 million.

- Salaries and Benefits—increase of \$0.2 million as a result of negotiated labor agreements and an increase in County retirement contributions.

Revenues

Increase of \$0.2 million.

- Use of Fund Balance—increase of \$0.04 million for a total budget of \$0.04 million to fund one time payments resulting from negotiated labor agreements.
- General Purpose Revenue Allocation—increase of \$0.2 million, which is primarily a result of negotiated labor agreements and increases in County retirement contributions and public liability expenses.

Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Executive Office		6.00			6.00	6.00
Office of Intergovernmental Affairs		4.50			4.50	4.50
Office of Ethics & Compliance		4.00			4.00	4.00
Total		14.50			14.50	14.50

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Executive Office	\$ 1,722,267	\$ 1,595,399	\$ 1,645,001	\$ 1,702,504	\$ 1,754,063	\$ 1,710,293
Office of Intergovernmental Affairs	1,332,657	1,468,203	1,523,203	1,398,783	1,488,361	1,489,099
County Memberships and Audit	669,437	764,579	764,579	665,548	767,579	767,579
Internal Affairs	519,421	—	31,122	34,252	—	—
Office of Ethics & Compliance	—	613,168	613,168	503,269	639,065	642,100
Total	\$ 4,243,781	\$ 4,441,349	\$ 4,577,074	\$ 4,304,355	\$ 4,649,068	\$ 4,609,071

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 2,528,389	\$ 2,516,848	\$ 2,566,450	\$ 2,457,705	\$ 2,674,577	\$ 2,634,580
Services & Supplies	1,715,393	1,924,501	2,010,624	1,846,651	1,974,491	1,974,491
Total	\$ 4,243,781	\$ 4,441,349	\$ 4,577,074	\$ 4,304,355	\$ 4,649,068	\$ 4,609,071

Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Charges For Current Services	\$ 107,002	\$ 112,548	\$ 112,548	\$ 112,544	\$ 130,343	\$ 130,343
Miscellaneous Revenues	139	—	—	—	—	—
Use of Fund Balance	(68,782)	—	135,725	(136,990)	44,352	—
General Purpose Revenue Allocation	4,205,422	4,328,801	4,328,801	4,328,801	4,474,373	4,478,728
Total	\$ 4,243,781	\$ 4,441,349	\$ 4,577,074	\$ 4,304,355	\$ 4,649,068	\$ 4,609,071



Auditor and Controller

Department Description

Governed by the overriding principles of fiscal integrity, customer satisfaction, and continuous improvement and innovation, the Auditor and Controller has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides reports necessary to manage the County operations. The department furnishes customer focused financial decision making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost effective audit services. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services.



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.

2013–14 Accomplishments

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Submitted 100% (1,476) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Processed 99% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the

County captures any discounts that are available for early invoice payment. Although the goal was not achieved, all available discounts were captured.

- Published reports in Department's website of completed audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS), 96% (294 of 307) were implemented on or before their due date.
- In coordination with the Office of Ethics and Compliance (OEC), continued the administration of the Ethics Hotline. Monitored the investigation and resolution of cases reported through the Ethics Hotline.
- Met the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANS). Meeting the arbitrage limit within the specified time ensures that the County avoids penalties associated with excessive TRANS borrowing.

Required Discipline for Excellence: Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identified current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate the allocation of limited resources to San Diego County groups and departments.

- Achieved a recovery rate percentage of 6.79%, which was below the goal of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery (ORR). This year's recovery percentage was impacted by Telephone Consumer Protection Act changes which significantly reduced the ability of the County to utilize the automated phone dialer for collection activities.

Required Discipline for Excellence: Regional Leadership

- Earned the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2012.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2013.
- Earned the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for the fiscal year ended June 30, 2013.

Required Discipline for Excellence: Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Completed the upgrade of Performance Budgeting, the County's budget application. The upgrade of this application, which supports the County's overall budget process; will ensure continued product support of this key application.
- Replaced the County's existing Miscellaneous Transaction Batch Transfer/Deposit (MTB-DT) with a new application called Deposits, Accounts Receivable, Reallocations and Transfers (DART). The DART application provides a method of entering financial data through custom forms that allows for more flexibility to control access, approval, and validation of the data before it is entered into the Oracle Applications base tables.
- Upgraded County Data Warehouse to the latest application release (OBIEE 11g). The County's data warehouse provides users with the ability to load and reorganize data from numerous County source systems into a single repository or warehouse. The data from the warehouse is used to perform cross application

reporting, analyze trends over time, and to produce dashboards which can be used to highlight key indicators. The upgraded version of OBIEE provides many new features including: updated dashboard reporting, better user interface, and improved integration with web services and other applications, which make it easier for County users to leverage the power of the data warehouse.

- Redesigned and implemented the following ERP related processes: Accela to General Interface, New Supplier Request Form, and AP Batch Invoice Approval Workflow. Each of these respective Fusion Middleware (FMW) initiatives required a significant amount of time and effort in order to successfully complete. However, results have been impressive as the number of help desk tickets logged for each of these FMW components have declined significantly after each was introduced to production.

2014–16 Objectives

Required Discipline for Excellence: Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection, and apportionment activities in the County.
- Upgrade the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative will provide the County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on their mobile devices.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.



- Publish reports in Department's website of completed audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources.
- In coordination with the Office of Ethics and Compliance (OEC), continue the administration of the Ethics Hotline. Monitor the investigation and resolution of cases reported through the Ethics Hotline.

Required Discipline for Excellence: Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2013.

- Continue to apply for recognitions through GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR.

Required Discipline for Excellence: Fiscal Stability

- Meet or exceed an actual recovery rate percentage (total dollars collected/total available accounts receivable) of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery (ORR).
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate the allocation of limited resources to San Diego County groups and departments.

Related Links

For additional information about the Auditor and Controller, refer to the website at www.sandiegocounty.gov/auditor/.



Performance Measures	2012-13 Actuals	2013-14 Adopted	2013-14 Actuals	2014-15 Adopted	2015-16 Approved
Planning – Meet the arbitrage ¹ limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANS) ²	YES	YES	YES	N/A ³	YES
Processing – County payments processed within five days of receipt of invoice in Accounts Payable	97% of 156,284	100%	99% of 164,035	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date ⁴	100% of 1,477	100%	100% of 1,476	100%	100%
Auditing – Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date ⁵	100% of 159	95%	96% of 307	95%	95%
Collections – Meet or exceed prior year's Actual Recovery Rate Percentage (total dollars collected / total available accounts receivable) ⁶	7.68%	7.25%	6.79%	7.25%	7.25%

Table Notes

¹ Arbitrage is a type of tactical investment meant to capture slight differences in price for the County's benefit. When there is a difference in the price of securities in two different markets, the arbitrageur simultaneously buys at the lower price and sells at the higher price.

² This measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANS borrowing program. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANS borrowing.

³ TRANS program typically is used to cover short term cash flow deficiencies that arise during the year. The County's cash position was sufficient to insure coverage of our cash flow needs without borrowing for Fiscal Year 2014-15. Borrowing needs for Fiscal Year 2015-16 have yet to be determined.

⁴ In the Fiscal Year 2013-15 Adopted Operational Plan, the table was overstated. The correct 2012-13 Actuals are presented in this document.

⁵ Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.

⁶ This measure represents the effectiveness of collection activities performed by the ORR. ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.

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

Staffing

No net change in staffing.

- Transfer of 1.50 staff years from the Administration Division to the Office of Revenue and Recovery (ORR) for better alignment with operational needs.
- Transfer of 1.00 staff years from the Controller Division to ORR for better alignment with operational needs.

Expenditures

Net decrease of \$2.1 million.

- Salaries and Benefits—increase of \$0.7 million as a result of negotiated labor agreements and increases in County retirement contributions.
- Services and Supplies—decrease of \$2.8 million primarily as a result of removal of one-time costs associated with various IT projects budgeted in Fiscal Year 2013–14.

Revenues

Net decrease of \$2.1 million.

- Use of Fund Balance—decrease of \$2.4 million for a total budget of \$1.0 million to fund one-time salary and benefit payments due to negotiated labor agreements and various one-time IT projects.
- General Purpose Revenue Allocation—increase of \$0.3 million, which is primarily a result of negotiated labor agreements and increases in County retirement contributions.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.4 million is primarily the result of reductions in Services and Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2014–15.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Audits		15.00			15.00	15.00
Controller Division		97.00			96.00	96.00
Revenue and Recovery		93.00			95.50	95.50
Administration		16.50			15.00	15.00
Information Technology Mgmt Services		11.00			11.00	11.00
Total		232.50			232.50	232.50

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Audits	\$ 2,289,534	\$ 2,463,468	\$ 2,465,118	\$ 2,080,293	\$ 2,761,962	\$ 2,435,313
Office of Financial Planning	2,262,221	—	1,215,523	1,052,206	—	—
Controller Division	10,857,027	10,946,360	11,078,590	10,753,872	11,234,054	11,423,169
Revenue and Recovery	8,730,886	8,912,695	9,388,382	8,865,485	9,112,718	9,398,495
Administration	2,366,558	3,082,520	2,822,050	2,384,872	3,393,102	3,004,756
Information Technology Mgmt Services	8,042,800	10,559,343	13,230,594	8,352,667	7,389,536	7,217,607
Total	\$ 34,549,027	\$ 35,964,386	\$ 40,200,256	\$ 33,489,395	\$ 33,891,372	\$ 33,479,340

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 21,978,813	\$ 21,817,942	\$ 21,681,857	\$ 20,626,715	\$ 22,496,929	\$ 22,680,356
Services & Supplies	12,518,506	14,145,444	18,446,399	12,794,673	11,344,443	10,748,984
Other Charges	51,708	1,000	55,000	52,888	50,000	50,000
Capital Assets Equipment	—	—	17,000	15,120	—	—
Total	\$ 34,549,027	\$ 35,964,386	\$ 40,200,256	\$ 33,489,395	\$ 33,891,372	\$ 33,479,340

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 78,301	\$ 75,628	\$ 75,628	\$ 79,571	\$ 118,449	\$ 118,449
Charges For Current Services	6,900,898	6,754,163	6,754,163	7,488,239	6,732,545	6,291,053
Miscellaneous Revenues	365,981	290,000	290,000	495,093	280,000	280,000
Other Financing Sources	—	—	—	47	—	—
Use of Fund Balance	(347,941)	3,430,000	7,665,870	11,850	1,022,515	—
General Purpose Revenue Allocation	27,551,787	25,414,595	25,414,595	25,414,595	25,737,863	26,789,838
Total	\$ 34,549,027	\$ 35,964,386	\$ 40,200,256	\$ 33,489,395	\$ 33,891,372	\$ 33,479,340



County Technology Office

Department Description

The County Technology Office (CTO) provides a full range of information technology (IT) services for County of San Diego employees and residents. The purpose of the CTO is to lead, guide and direct the optimal business management of IT for County business groups and departments.

Mission Statement

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

2013–14 Accomplishments

Required Discipline for Excellence: Information Services

- Completed the upgrade of the Windows 7 operating system software on all available County desktop and laptop workstations prior to the April 2014 Windows XP support deadline. Purchased Microsoft Custom Extended XP Support for one year on the limited remaining assets still being remediated to Windows 7 by April 2015.
- Implementation of a single repository called DocVault to store Applications work products that are easily accessible to both the County of San Diego (County) and Information Technology Outsourcer (ITO) staff is to be completed in early Fiscal Year 2014–15. This repository has a fundamental taxonomy and metadata structure to facilitate an easy way to upload and retrieve Applications work products.
- Completed the requirements and selection of an enterprise County Constituent Relationship Management (CCRM) solution that will provide the County with a cohesive system for tracking constituent contact information and referrals. The system will be used by the County Board of Supervisors offices, as well as County departments that receive and process requests for information from the public. With consensus from CAO, Board Offices and CTO, the package evaluation and selection project was completed in January 2014. The ITO is currently developing a detailed project cost estimate and schedule for implementation of the solution in Fiscal Year 2014–15.



- The planned implementation of new services, software and hardware ordering system (Service Manager) to replace the existing application (myRequests) was cancelled following preliminary functionality testing.
- The Integrated Property Tax System (IPTS) project schedule was revised with a new go-live date of January 2016. As such, the development and implementation of the Organization Change Management plan will coincide with the new go-live date.

Required Discipline for Excellence: Customer Satisfaction

- Used the results of the 2012 IT Employee Satisfaction Surveys to determine specific opportunities for continuous improvement, including communication and project management processes.

Required Discipline for Excellence: Fiscal Stability

- Negotiated lower rates for Wireless Access Points and Network Access and maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were reviewed and analyzed for best value to the County to provide a fair and reasonable price.
- Effectively managed performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.

Required Discipline for Excellence: Regional Leadership

- Provided regional and national leadership through participation on advisory boards and speaking engagements.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Provided employees and community members with IT learning opportunities via vendor fairs and IT education days. Events included an IT Innovation Day providing County users with innovative technology ideas to potentially create efficiencies within their business environments, and a Microsoft Summit emphasizing collaboration through the use of County-owned technology solutions.
- Provided County user training for the updated IT cost management system (ITrack) to improve efficiencies in monitoring and reporting IT costs.

Required Discipline for Excellence: Continuous Improvement and Innovation

- The County's public-facing website has been redesigned and architected on new technology that will provide for ease of design and sizing for mobile viewing as well as the ability for each County department to manage their specific content and features easily and cost-effectively. Final site implementation is scheduled for September 2014.
- Upgraded the architecture for the Documentum enterprise content management system to enable new features of Documentum version 6.7 and tightly integrate with Captiva for image capture solution. The first two applications to utilize the platform—CalWin Electronic Records Management System (ERMS) and Xendocs—were both successfully launched.
- Implemented Adobe LiveCycle solution to allow forms development, greater workflow efficiencies, data loss prevention of Adobe documents, and enable additional product feature capabilities.
- Provided technical oversight and support for the Knowledge Integration Program (KIP), a Health and Human Services Agency (HHSA) initiative that will set the foundation for centralized client care information. When completed, this new system will integrate information from several source systems to provide both County and external providers with information and tools as a resource for client care.
- Implemented Phase I - IT infrastructure and policies of Data Loss Prevention (DLP) for County laptops and PC endpoint devices that provides for the control, monitoring and alerting employees of Personal Identifiable Information (PII) use. These alerts help protect against the unauthorized disclosure of PII. Final laptop/PC endpoint deployment is scheduled for Fiscal Year 2014–15.

- Established an alternate Point-of-Presence to provide redundancy for network connectivity to the County data centers.
- Implemented new IT cost management application, ITrack, to replace aging fourteen-year-old legacy system. ITrack provides tools that automate manual processes, reduce time and labor, integrate with other County systems and provide user flexibility.

2014–16 Objectives

Required Discipline for Excellence: Information Services

- Complete upgrade of Windows 7 operating system software on all County workstations prior to the end of the one-year Windows XP Custom Extended Support on April 2015.
- Create the capability to produce Application runbooks (a collection of supporting documentation that describes the use and structure of the application) on-demand. The goal is to eliminate the Microsoft Word document runbooks and replace them with runbooks generated by the Applications Manager system to produce an Application Runbook report. This will synchronize the runbook with the actual application production information.
- Modernize and rebuild the County's Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards.
- Expand the use of DocVault, a repository of archived documents, to include historical documents to provide a single repository of all critical documents current and past.
- Continue to provide Program Management and overall oversight over the IPTS project. When completed, this system will significantly improve property assessment, tax collection and apportionment activities in the County. The new system is scheduled for implementation in Fiscal Year 2015–16.
- Provide technical support for the upgrade of the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative will provide County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on mobile devices.



- Provide technical support for the upgrade of PeopleSoft, the County’s human resources application. The PeopleSoft upgrade initiative will provide County users with a current version of Peoplesoft and also add employee benefits and performance management modules.
- Provide technical support for implementation of the KIP beginning in Fiscal Year 2014–15. KIP is an HHSA initiative that, when completed, will provide HHSA, its community partners and other County departments access to a comprehensive view of a client's history of past and current services received as well as identifying potential needs for other services, creating a coordinated care network between multiple providers..

Required Discipline for Excellence: Customer Satisfaction

- Use the results of the 2013 IT Employee Satisfaction Surveys to determine specific opportunities for continuous improvement, including communication and project management processes.
- Effectively manage performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.

Required Discipline for Excellence: Fiscal Stability

- Maintain IT costs for services at rates established in the IT Outsourcing Agreement. New services will be reviewed and analyzed for best value to the County to provide a fair and reasonable price.

Required Discipline for Excellence: Regional Leadership

- Develop and execute a strategy to improve County’s performance on industry award competitions, such as the Center for Digital Government awards.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Provide employees and community members with IT learning opportunities via vendor fairs and IT education days.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Implement Phase II of Data Loss Prevention technologies that will improve mitigation of unauthorized disclosure of Personal Identifiable Information (PII).
- Implement Phase II of the CCRM system to integrate with the Land Use and Environment Group’s Business Case Management System.
- Upgrade the existing SharePoint platform (an Intranet tool for content and document management) from SharePoint 2010 to SharePoint 2013. This will allow the County to stay current with the technology and licensing requirements, as well as bring additional functionality that can be leveraged by the County’s SharePoint user base.

Related Links

For additional information about the CTO, refer to the website at www.sandiegocounty.gov/cto/.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Employee Satisfaction with Outsourcing Contractor Services ¹	84%	70%	80%	85%	88%
Reduction of overall unresolved IT disputes with a minimum reduction of 10% ²	28%	14%	14%	N/A	N/A
IT initiatives resulting from CTO-driven advanced planning ³	3	4	4	4	4
Outsourcing Provider IT Minimum Acceptable Service Level performance ⁴	N/A	99%	98%	99%	99%
Outsourcing Provider IT project performance to budget and schedule ⁵	N/A	85%	93%	85%	85%

Table Notes

¹Reflects the satisfaction with Contractor Support Services as measured by the annual All County IT Customer Satisfaction survey. The national average rating is based on a database comparison of similar studies as reported by Gartner Inc. The variance represents overall improvement in the County’s stability and reliability of its IT outsourced environment.

²Fiscal Year 2012-13 data will be used as the baseline in determining the 14% reduction in overall IT disputes for Fiscal Year 2013–14. The variance reflects the decrease in number of disputed charges due to the implementation of the disputes guiding principles. Dispute volumes have significantly decreased over the past few fiscal years reaching less than 100 disputes for FY 12–13. Therefore this measurement will no longer be significant going forward.

³CTO-driven advanced planning initiatives such as re-architecture of the Documentum environment, the introduction into production of Adobe LiveCycle solution, and the next phase of the Application Rationalization.

⁴This is a new measure effective Fiscal Year 2013-14 to reflect the CTO’s overall management of outsourced IT services. The percentage reported reflects the Minimum Acceptable Service Levels (MASLs) achieved by the Outsourcing Provider compared to the MASLs missed in a given fiscal year. MASLs are defined in the IT Outsourcing Agreement.

⁵This is a new measure effective Fiscal Year 2013–14 to reflect the CTO’s overall management of outsourced IT services. The percentage reported reflects the MASLs for IT project management achieved by the Outsourcing Provider compared to the MASLs for IT project management missed in a given fiscal year.

**Budget Changes and Operational Impact:
2013–14 to 2014–15**

Staffing

No change in staffing.

Expenditures

Increase of \$1.5 million in the County Technology Office’s operating budget.

- Salaries & Benefits—increase of \$0.1 million for negotiated labor agreements.
- Services & Supplies—increase of \$1.4 million in operational and maintenance cost of the enterprise platforms, including Documentum, SharePoint, Customer Relationship Management, Identity and Access Management, Disaster Recovery Point-of-Presence, DocVault, Data Loss Prevention, Oracle Business Intelligence, and Oracle Fusion Middleware.

Decrease of \$0.3 million in the Information Technology Internal Service Fund (IT ISF) based on information technology expenditures projected by all County departments, including one-time projects such as the scheduled upgrade of the County's personnel timekeeping system and ongoing costs for application support services and data infrastructure.

Revenues

Increase of \$1.5 million in the County Technology Office's operating budget.

- Charges for Current Services—decrease of \$0.1 million based on information technology expenditures projected by all County departments.
- Other Financing Sources—decrease of \$0.2 million based on a decrease in costs for ERP system licenses and related expenditures that are typically funded through an operating transfer from the General Fund.
- Use of Fund Balance—increase of \$1.7 million for a total of \$5.8 million, including:
 - \$3.8 million for one-time enterprise platform upgrades, migration, and licenses:
 - \$0.7 million for support of Documentum 6.5, the legacy document management environment to be decommission in Fiscal Year 2014–15
 - \$0.6 million for initial licenses and expenses related to the migration to and implementation of the Enterprise Document Processing Platform (EDPP), which will replace the Documentum 6.5 environment
 - \$0.5 million for emergent / unanticipated enterprise IT platform needs
 - \$0.5 million for functionality enhancements to a number of enterprise applications managed directly by CTO, including the Electronic Approval (EA)

system, Justice Electronic Library System (JELS), and the myRequests IT services order tracking system

- \$0.4 million for one-time upgrade of County's SharePoint platform
- \$0.3 million for one-time upgrade of County's Oracle Fusion Middleware platform
- \$0.8 million for planning, documentation, upgrade, and decommissioning activities on a number of smaller CTO applications and data security projects.
- \$2.0 million for one-time IT initiatives, including \$1.0 million for Active Directory modernization and rebuild and \$1.0 million total for the following projects: Phase II of constituent relationship management software implementation, data loss prevention, file share management tool, Phase II of Documentum migration (DocVault), data vulnerability scans, and mobile content/applications management.
- General Purpose Revenue Allocation—increase of \$0.1 million primarily for ongoing costs associated with negotiated labor agreements.
- Decrease of \$0.3 million in the Information Technology IT ISF.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease of \$3.5 million in the County Technology Office's operating budget, mainly to reflect the completion of one-time IT initiatives.

Decrease of \$12.9 million in the IT ISF based on departmental projections for IT needs throughout the County.



Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
CTO Office		17.00			17.00	17.00
Total		17.00			17.00	17.00

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
CTO Office	\$ 9,268,248	\$ 14,542,587	\$ 21,781,194	\$ 13,709,788	\$ 16,272,592	\$ 12,794,466
Information Technology Internal Service Fund	134,784,732	155,266,339	173,990,187	146,333,372	155,018,945	142,425,473
Total	\$ 144,052,980	\$ 169,808,926	\$ 195,771,381	\$ 160,043,160	\$ 171,291,537	\$ 155,219,939

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 3,102,710	\$ 3,195,367	\$ 3,253,635	\$ 3,211,561	\$ 3,308,651	\$ 3,259,525
Services & Supplies	143,603,728	166,613,559	192,517,746	155,106,418	167,982,886	151,960,414
Other Charges	1,919,715	—	—	1,725,181	—	—
Capital Assets/Land Acquisition	(4,573,174)	—	—	—	—	—
Total	\$ 144,052,980	\$ 169,808,926	\$ 195,771,381	\$ 160,043,160	\$ 171,291,537	\$ 155,219,939

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ (88)	\$ —	\$ —	\$ —	\$ —	\$ —
Intergovernmental Revenues	10,234	7,035	7,035	7,032	5,003	5,003
Charges For Current Services	135,015,051	151,013,082	169,224,061	141,547,965	150,904,724	138,029,474
Miscellaneous Revenues	22,590	100,000	100,000	3,122	100,000	100,000
Other Financing Sources	5,177,104	5,012,608	5,183,986	4,298,599	4,833,967	5,115,745
Use of Fund Balance	(2,939,924)	4,080,000	11,660,099	4,590,241	5,768,927	2,287,457
General Purpose Revenue Allocation	6,768,013	9,596,201	9,596,201	9,596,201	9,678,916	9,682,260
Total	\$ 144,052,980	\$ 169,808,926	\$ 195,771,381	\$ 160,043,160	\$ 171,291,537	\$ 155,219,939



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.

2013–14 Accomplishments

Required Discipline for Excellence: Customer Satisfaction

- Achieved a positive customer satisfaction rating of 95%.
- Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters. Many inquiries are general in nature, and can be resolved by directing individuals to the appropriate resource.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolved 75% (21 of 28) of personnel disputes without the need for a full evidentiary hearing, resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Participated in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
- Created new reference manuals specific to each type of appeal, complaint or request the Commission receives in order to ensure accurate processing.
- Provided training to departments and labor unions on the Commission's role in the County's human resources system.



Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
- Distributed 100% (10) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Maintained and updated desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.
- Performed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of critical issues facing the Commission office and their impact on the department.
- Updated the Civil Service Rules to incorporate revisions necessitated by changes to California law.
- Upgraded hearing room microphones to a wireless system in order to remove tripping hazards and improve audio recording sound quality.
- Revised the Commission's meeting agenda format to increase efficiency in managing public meeting. Public comment now takes place earlier in the agenda, and meetings have been shortened by focusing more on agenda items where discussion is specifically requested.

2014–16 Objectives

Required Discipline for Excellence: Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
- Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Participate in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

Related Links

For additional information about the Civil Service Commission, refer to the website at www.sandiegocounty.gov/civilservice/.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Positive customer satisfaction rating ¹	95%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing ²	85% of 40	55%	75% ³ of 28	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 16	95%	100% of 10	95%	95%

Table Notes

¹Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.

²Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees.

³Increase in personnel disputes resolved without a full evidentiary hearing over prior fiscal year is primarily due to greater number of settlements/withdrawals of disciplinary appeals prior to hearing.

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

Staffing

No change in staffing.

Expenditures

Minor decrease in expenditures primarily as a result of a decrease in public liability insurance premiums and decrease in hours for a staff position.

Revenues

Minor decrease in General Purpose Revenue as a result of minor decrease in expenditures described above.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease in expenditures primarily as a result of a decrease in hours for a staff position. No operational impact expected.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Civil Service Commission		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Civil Service Commission	\$ 578,679	\$ 616,736	\$ 627,465	\$ 519,550	\$ 606,114	\$ 572,885
Total	\$ 578,679	\$ 616,736	\$ 627,465	\$ 519,550	\$ 606,114	\$ 572,885

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 510,876	\$ 530,119	\$ 463,189	\$ 435,193	\$ 519,567	\$ 486,338
Services & Supplies	67,803	86,617	164,276	84,357	86,547	86,547
Total	\$ 578,679	\$ 616,736	\$ 627,465	\$ 519,550	\$ 606,114	\$ 572,885

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Charges For Current Services	\$ 51,154	\$ 51,233	\$ 51,233	\$ 51,232	\$ 51,341	\$ 51,341
Use of Fund Balance	(8,019)	—	10,729	(97,185)	9,294	—
General Purpose Revenue Allocation	535,544	565,503	565,503	565,503	545,479	521,544
Total	\$ 578,679	\$ 616,736	\$ 627,465	\$ 519,550	\$ 606,114	\$ 572,885

Clerk of the Board of Supervisors

Department Description

The Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board and various other special districts and committees. The department administers the Board of Supervisors General Office and manages of the Board of Supervisors' budgets. Three program areas are included within the department: Executive Office, Public Services and Legislative Services.



Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2013–14 Accomplishments

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Ensured the efficiency and transparency of the property tax assessment appeal process by processing 6,997 property tax assessment appeal applications within seven days of receipt.
- Provided open access to County business by making 47 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Developed an online video about how the public can participate in Board of Supervisors meetings to encourage public involvement in government.
- Converted official records of the Board of Supervisors to Portable Document Format (PDF) to provide more universal access to public documents.
- Enhanced the efficiency and transparency of the property tax assessment appeal process by consulting in the development of the Integrated Property Tax System (IPTS).

Required Discipline for Excellence: Customer Satisfaction

- Ensured satisfaction with services provided by achieving consistently high ratings on surveys of 6,180 customers.

- Provide opportunities to San Diego residents by processing and mailing 100% of 21,337 completed U.S. Passport applications on the same day they were received.
- Increased customer satisfaction by improving the efficiency and effectiveness of the U.S. Passport check-in process.

Required Discipline for Excellence: Regional Leadership

- In recognition of the Clerk of the Board's exceptional commitment to the passport program in San Diego County, outstanding customer service and adherence to rigorous standards, the top passport official in the United States presented the Clerk of the Board with a Leadership Award on February 11, 2014.

2014–16 Objectives

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Ensure the efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications within seven days of receipt.
- Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Enhance the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System.

■ ■ ■ Clerk of the Board of Supervisors

Required Discipline for Excellence: Customer Satisfaction

- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of more than 2,000 customers.
- Provide opportunities to San Diego residents by processing and mailing 100% of completed U.S. Passport applications on the same day they are received.

- Complete the vendor selection process to replace current automated agenda management system to increase the reliability and efficiency of the Board of Supervisors agenda creation procedure.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the website www.sandiegocounty.gov/cob/.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Average score on internal customer surveys ¹	4.9 of 7,585 surveys	4.9	4.8 of 6,180 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	98% of 14,200 applications	98%	99% of 6,997 applications	98%	98%
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 47 recordings	100%	100% of 47 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received	100% of 27,012 applications	100%	100% of 21,337 applications	100%	100%

Table Notes

¹Scale of 1-5, with 5 being “excellent.”

²During Fiscal Year 2013-14, total applications received were 6,997. Target varies with volume: 1-5,000 received - 98%, 5,001 – 10,000 received - 95%, 10,001 or more received - 85%.



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

Staffing

No change in staffing.

Expenditures

No net change in expenditures.

- Salaries and Benefits—increase of \$0.1 million as a result of negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies—decrease of \$0.1 million due to anticipated decrease in information technology applications cost.

Revenues

No net change in revenue

- Charges for Current Services—minor decrease in pass-port related revenue due to slight decrease in demand for services.
- Use of Fund Balance—minor increase for one-time costs related to negotiated labor agreements.

Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant change.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Legislative Services		12.00			12.00	12.00
Public Services		12.00			12.00	12.00
Executive Office		3.00			3.00	3.00
Total		27.00			27.00	27.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Legislative Services	\$ 1,226,836	\$ 1,324,384	\$ 1,380,145	\$ 1,242,749	\$ 1,309,353	\$ 1,338,884
CAC Facilities Services	5,900	—	—	—	—	—
Assessment Appeals	734	—	—	143	—	—
Public Services	1,215,144	1,219,095	1,219,095	1,150,192	1,235,435	1,254,856
Executive Office	785,856	923,462	965,320	765,943	938,044	891,577
CAC Major Maintenance	72,339	—	—	—	—	—
Total	\$ 3,306,808	\$ 3,466,941	\$ 3,564,560	\$ 3,159,027	\$ 3,482,832	\$ 3,485,317

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 2,510,703	\$ 2,700,694	\$ 2,756,455	\$ 2,674,256	\$ 2,806,388	\$ 2,808,873
Services & Supplies	682,415	766,247	808,105	484,771	676,444	676,444
Capital Assets Equipment	113,690	—	—	—	—	—
Total	\$ 3,306,808	\$ 3,466,941	\$ 3,564,560	\$ 3,159,027	\$ 3,482,832	\$ 3,485,317

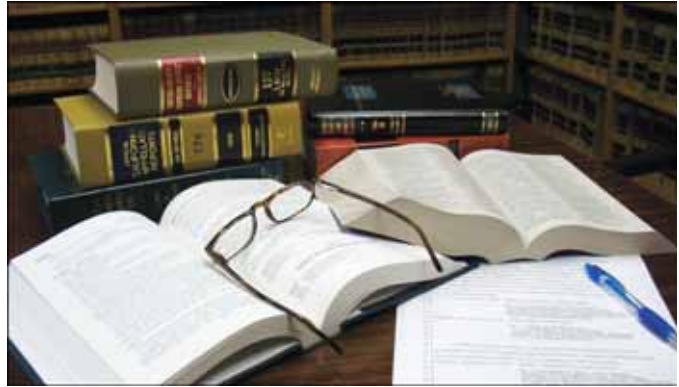
Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Charges For Current Services	\$ 1,045,909	\$ 710,600	\$ 710,600	\$ 869,999	\$ 685,600	\$ 685,600
Miscellaneous Revenues	17,926	5,085	5,085	17,980	11,085	11,085
Use of Fund Balance	(435,752)	—	97,619	(480,208)	46,071	—
General Purpose Revenue Allocation	2,678,725	2,751,256	2,751,256	2,751,256	2,740,076	2,788,632
Total	\$ 3,306,808	\$ 3,466,941	\$ 3,564,560	\$ 3,159,027	\$ 3,482,832	\$ 3,485,317



County Counsel

Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision making and a very active and successful litigation program. County Counsel also provides representation of the County's Health and Human Services Agency in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.



Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of the goal of the County to better serve the residents of San Diego County.

2013–14 Accomplishments

Required Discipline for Excellence: Customer Satisfaction

Provided accurate, effective and timely legal advice to all County departments enabling them to fulfill their mission and objectives in accordance with the law, thereby reducing liability risk and promoting the use of taxpayer dollars in the most efficient and effective manner.

- Completed 100% (35 of 35) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their assigned due dates.
- Completed 99% (1,289 of 1,297) of all advisory assignments for County departments by the agreed upon due dates.
- Continued County Counsel law student internship program (12 interns) to enhance the quality of service provided to our clients by using the interns to perform legal research, cover routine court appearances and draft boilerplate documents. The work done by the interns enables deputies to spend more time working closely with clients on more complex legal issues.

Required Discipline for Excellence: Fiscal Stability

Aggressively represented the County in all litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Resolved 69% (67) of all lawsuits against the County by court decision/dismissal and resolved 31% (30) by settlement. The total number of cases resolved by decision/dismissal or settlement is down from previous fiscal years due to significant court budget reductions and the resulting delay in processing cases through the court system. Continued to monitor settlements to ensure they were appropriate and justified.
- Prevailed in 98% (66 of 67) of court decisions in all lawsuits filed against the County, saving taxpayer dollars by avoiding substantial liability payments.
- Achieved a success rate of 100% (11 of 11) in County code enforcement and other lawsuits where the County was the plaintiff through favorable court decisions and financial settlements.
- Handled 99% (66 of 67) of the defense of all lawsuits filed in California against the County, unless a conflict of interest required outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Strategic Initiative: Healthy Families

Provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who were dependents of the Juvenile Court. Our Juvenile Dependency Division represented HHSA on the petitions it brought forth requesting the Juvenile Court to assume jurisdiction over a child who had been abused or neglected.

- Prevailed in 99% (980 of 982) of Juvenile Dependency petitions filed in Superior Court.

- Prevailed in 100% (369 of 369) of Juvenile Dependency appeals and writs filed by obtaining Court of Appeal's decisions upholding the Superior Court's rulings in support of the petitions.

Strategic Initiative: Sustainable Environments

Supported the County's objective of promoting responsible development, economic vitality and the highest quality of life by completing 100% (3) of all draft Environmental Impact Report (EIR) reviews within 40 days or less. The County is responsible for the contents and adequacy of an EIR. Counsel is required to review and analyze the document before it is certified by the Board of Supervisors. Typical EIRs are between 300-500 pages, not including the technical studies. Additional documents needed to approve projects subject to EIRs include findings, resolutions of approval and project conditions, which are also voluminous and typically range from 50-100 pages.

Required Discipline for Excellence: Regional Leadership

Engaged in numerous leadership roles in the County and throughout the State, which provided positive and constructive influences in the professional practice of law in the region, by maintaining significant involvement in the activities of 23 regional organizations and committees.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

Provided education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.

- Provided 149 education programs on selected legal subjects for County departments to ensure duties are performed in compliance with the law, and appropriately with minimal risk to the County and the public it serves.
- Provided 62 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address recurring or new risk issues, helping to facilitate risk management and decrease future legal liability.
- Provided 25 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline for Excellence: Information Services

Optimized information technology systems to improve operational efficiency and service to customers.

- Continued toward development of a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents by scanning closed files, and reviewing open files to identify and purge non-essential documents to reduce the amount of paper retained. This centralized repository will be shared by multiple departments (including San Diego Superior Court and HHSA's Child Welfare Services) and will result in an efficient electronic retrieval process, eliminating the need for paper documents. Currently, coordinating with these departments on their capability of moving to a paperless system.
- The transition to a new Web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information, was unexpectedly delayed primarily due data migration problems caused by the vendor's underestimation of the volume and complexity of the data. Full implementation is now scheduled for Fiscal Year 2014-15.
- Improved the County Counsel intranet site by continuing to provide legal links, up-to-date training materials and other information which will support client departments.
- Continued to expand use of available mobile technologies to increase efficiencies by providing attorney staff with mobile phones and laptops to enable client communication while commuting and/or during an absence from the Office.
- The capability to implement a paperless electronic billing technology, which will streamline invoicing procedures and payment processes, will be assessed when we transition to the new web-based practice management system. This technology will create a bidirectional data feed into the County's Oracle Financial system, and will provide efficiencies in data entry and reconciliation.



2014–16 Objectives

Required Discipline for Excellence: Customer Satisfaction

Provide quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Complete 98% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 95% or more of all advisory assignments for County departments by the agreed upon due dates.
- Continue County Counsel law student internship program to provide quality service to clients.

Required Discipline for Excellence: Fiscal Stability

Aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Resolve 80% or more of all lawsuits against the County by a court decision/dismissal, and resolve 20% or less by settlement.
- Prevail in 90% or more of court decisions in all lawsuits filed against the County.
- Achieve a success rate of 90% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Strategic Initiative: Healthy Families

Provide effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.

- Prevail in 98% or more of Juvenile Dependency petitions filed in Superior Court.
- Prevail in 95% or more of Juvenile Dependency appeals and writs filed.

Strategic Initiative: Sustainable Environments

Support the County's objective of promoting responsible development, economic vitality and the highest quality of life.

- Complete 100% of all draft Environmental Impact Report reviews within 40 days or less.

Required Discipline for Excellence: Regional Leadership

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 15 regional organizations and committees.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

Provide education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.

- Provide 70 or more education programs on selected legal subjects for County departments.
- Provide 50 or more specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provide 24 or more internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline for Excellence: Information Services

Optimize information technology systems to improve operational efficiency and service to customers.

- Continue toward development of a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents. This centralized repository will be shared by multiple departments (including San Diego Superior Court and HHSA's Child Welfare Services) and will result in an efficient electronic retrieval process, eliminating the need for paper documents.



- Complete the transition to a new Web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Continue to expand use of available mobile technologies, such as implementing web-based solutions or increasing the use of mobile computing to increase efficiencies.

- Implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes. This technology will create a bidirectional data feed into the County's Oracle Financial system, and will provide efficiencies in data entry and reconciliation.

Related Links

For additional information about County Counsel, refer to the website at www.sandiegocounty.gov/CountyCounsel/.

Performance Measures	2012-13 Actuals	2013-14 Adopted	2013-14 Actuals	2014-15 Adopted	2015-16 Approved
Advisory assignments for Board of Supervisors to be completed by the due date	100% (30 of 30 assignments)	98%	100% (35 of 35 assignments)	98%	98%
Advisory assignments for all departments completed by the due date	99% (1,460 of 1,481 assignments)	95%	99% (1,289 of 1,297)	95%	95%
Resolved cases filed against the County by court decision or dismissal / settlements	83%/17% (85 of 103) (18 of 103)	80%/20%	69%/31% ¹ (67 of 97) (30 of 97)	80%/20%	80%/20%
Resolved court cases filed against the County in which County will prevail (County success rate)	100% (85-0 record)	90%	99% (66 of 67)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	100% (103 of 103 cases)	95%	99% (66 of 67 cases)	95%	95%
Success rate in County cases against other parties	100% (8-0 record)	90%	100% (11-0 record)	90%	90%
Number of training programs presented by County Counsel	92 ²	50	149 ²	50	70
Number of risk mitigation education sessions provided by County Counsel	60 ²	50	62	50	50
Draft Environmental Impact Report reviews completed within 40 days or less	100% (3 of 3 reviews)	100%	100% (3 of 3 reviews)	100%	100%
Success rate in Juvenile Dependency petitions filed in Superior Court	96% (1,317 of 1,378 petitions)	98%	99% (980 of 9823 petitions)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed	96% (329 of 342 appeals and writs)	95%	100% (369 of 369 appeals and writs)	95%	95%

Table Notes

¹Fewer cases have been resolved through the court system this fiscal year due to significant court budget reductions and the related delay in processing cases, resulting in the percentage of cases resolved by settlements to be greater. Note that although the *percentage* of settlements has increased compared to previous fiscal years, the *total number* of settlements is consistent with previous fiscal years.

²County Counsel reengineered processes and relied upon volunteer attorneys and legal interns to absorb some of the more routine workload to enable the deputies to provide clients the risk mitigation and training sessions necessary to maintain its efforts towards reducing/eliminating liability risks to the County. The increase in training programs is necessitated by liability exposure related to Public Safety Realignment, notwithstanding County Counsel staff reductions.

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

Staffing

Increase of 2.00 staff years due to the mid-year addition of one Senior Deputy County Counsel position in Fiscal Year 2013–14 to provide increased support to land use matters and the addition of one Senior Deputy County Counsel position to address significant increases to the workers' compensation practice area.

Expenditures

Net increase of \$4.1 million.

- Salaries and Benefits—increase of \$1.8 million primarily due to labor negotiated salary and benefit increases, and to the addition of 2.00 staff years.
- Services and Supplies—increase of \$2.1 million primarily due to anticipated expenditures for major maintenance remodel of main department office space in the County Administration Center (CAC) to address a number of facility issues. The department also plans to implement functional enhancements to its new case management system, including integration with the County's financial system and Justice Electronic Library System (JELS).

- Expenditure Transfer & Reimbursements—decrease of \$0.2 million due to decreases in cost reimbursements from departments receiving exclusive legal services on HHSA and Environmental Health matters.

Revenues

Net increase of \$4.1 million.

- Charges for Current Services—increase of \$1.2 million due to projected increases in Internal Service Fund practice areas, increased fees from Public Administrator/Public Guardian estates, and projected slight adjustments in cost recovery rates.
- Use of Fund Balance—increase of \$2.3 million for a total of \$2.7 million based on funding for remodel of main CAC office space and to fund information technology expenses associated with the deployment of a practice management application.
- General Purpose Revenue Allocation—increase of \$0.6 million based primarily on negotiated labor increases.

Budget Changes and Operational Impact: 2014–15 to 2015–16

- Net decrease of \$2.6 million primarily due to the anticipated completion of various one-time projects.



Staffing by Program

	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
County Council	136.00	138.00	138.00
Total	136.00	138.00	138.00

Budget by Program

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
County Council	\$ 22,639,180	\$ 23,459,268	\$ 24,822,481	\$ 23,506,204	\$ 27,604,747	\$ 24,990,894
Total	\$ 22,639,180	\$ 23,459,268	\$ 24,822,481	\$ 23,506,204	\$ 27,604,747	\$ 24,990,894

Budget by Categories of Expenditures

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 21,255,133	\$ 22,643,941	\$ 23,163,299	\$ 22,808,319	\$ 24,452,089	\$ 24,125,091
Services & Supplies	2,102,600	1,871,828	2,715,683	1,584,014	4,006,841	1,719,986
Expenditure Transfer & Reimbursements	(718,553)	(1,056,501)	(1,056,501)	(886,129)	(854,183)	(854,183)
Total	\$ 22,639,180	\$ 23,459,268	\$ 24,822,481	\$ 23,506,204	\$ 27,604,747	\$ 24,990,894

Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Charges For Current Services	\$ 10,901,037	\$ 10,822,384	\$ 10,919,104	\$ 11,934,120	\$ 12,070,104	\$ 12,104,562
Miscellaneous Revenues	135,260	1,100	1,100	27,387	2,000	2,000
Use of Fund Balance	(488,821)	360,000	1,626,493	(731,088)	2,683,259	—
General Purpose Revenue Allocation	12,091,704	12,275,784	12,275,784	12,275,784	12,849,384	12,884,332
Total	\$ 22,639,180	\$ 23,459,268	\$ 24,822,481	\$ 23,506,204	\$ 27,604,747	\$ 24,990,894

Grand Jury

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.



well-qualified and widely representative civil panel to ensure that city and county governmental entities are operating as efficiently as possible.

- Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6.

Related Links

For additional information about the Grand Jury, refer to the website at www.sandiegocounty.gov/grandjury/.

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

Staffing

No change in staffing.

Expenditures

No significant changes.

Revenues

No significant changes.

Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.

Mission Statement

Representing the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Reviewed and investigated 85 citizen's complaints, issues and other County matters of civil concern brought before the Grand Jury.
- Returned 72 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2014–16 Objectives

Strategic Initiative: Safe Communities

- Review, prioritize and investigate all citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a

Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Grand Jury		1.00			1.00	1.00
Total		1.00			1.00	1.00

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Grand Jury	\$ 576,075	\$ 592,346	\$ 594,432	\$ 510,582	\$ 595,975	\$ 595,046
Total	\$ 576,075	\$ 592,346	\$ 594,432	\$ 510,582	\$ 595,975	\$ 595,046

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 110,618	\$ 125,188	\$ 127,274	\$ 115,028	\$ 130,479	\$ 129,550
Services & Supplies	465,457	467,158	467,158	395,553	465,496	465,496
Total	\$ 576,075	\$ 592,346	\$ 594,432	\$ 510,582	\$ 595,975	\$ 595,046

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Miscellaneous Revenues	\$ 27	\$ —	\$ —	\$ —	\$ —	\$ —
Use of Fund Balance	(12,033)	—	2,086	(81,764)	1,728	—
General Purpose Revenue Allocation	588,080	592,346	592,346	592,346	594,247	595,046
Total	\$ 576,075	\$ 592,346	\$ 594,432	\$ 510,582	\$ 595,975	\$ 595,046

Human Resources

Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities are diverse, including classification, compensation, recruitment and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities, including Workers' Compensation program and property and casualty insurances; employee training programs; labor relations; and administration of employee incentive and career development programs.



Mission Statement

To provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to residents and visitors.

2013–14 Accomplishments

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Increased diversity outreach by including advertisements in diverse publications on 100% of recruitments.
- Labor Relations Academy Discipline Case Advocacy Institute (DCAI) rescheduled to accommodate availability of County staff during labor negotiations. Will be conducted by June 30, 2016.
- Supported the training needs of the Office of Emergency Services on the Advanced Recovery Initiative by transforming Local Assistance Center (LAC) Orientation classroom training to an e-learning module in order to provide training as soon as an employee is identified as a LAC worker.
- Provided Countywide formal, informal, and social learning opportunities in support of the Leadership Development Model to strengthen the County's succession planning efforts.
- Maintained a high quality workforce by adhering to 98% of established timelines for recruitment of County employees.

- Provided departments with positions that match their staffing needs by completing 100% of classification activity requests by established timelines.
- Developed and implemented the third year Employee Wellness Program components and achieved a 29% employee program participation rate.

Required Discipline for Excellence: Fiscal Stability

- Negotiated fiscally prudent labor agreements with 17 bargaining units within 6 employee organizations by February 2014.

Required Discipline for Excellence: Information Services

- Continued to develop and implement an upgrade to the County's core Human Resources software application, PeopleSoft, to improve operational efficiency in personnel record management expected completion by February 2015.
- Reviewed and Updated Labor Relations Intranet website content to include recently negotiated Memoranda of Agreement (MOAs).
- Converted Medical Standards paper files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with appropriate staff requiring file access and reduce costs associated with the storage and production of paper files.
- Enhanced recruiting webpage to include various means of social media in order to better attract the new generation of candidates.
- Continued coordination of the migration of the Learning Management System (LMS) to a new hosting environment to improve operational efficiency, with expected completion by June 30, 2015.

Required Discipline for Excellence: Customer Satisfaction

- Procured a portablefingering printing machine to facilitate off-site background process and improve customer service.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Conducted Countywide study on all IT classifications to evaluate the appropriate current and future use of all IT classifications and determine if there is a need to streamline or modify class functions.
- Analyzed current Workers' Compensation claims management system and conducted research into alternative systems to ensure optimal performance and best use of County resources.
- Employee Benefits Broker and Consultant Services Contract procurement successfully completed in July 2014, resulting in contract award.
- Implemented use of the autoscore feature in NeoGov on all recruitments with 50 or more applicants in order to automate verification of minimum qualifications and reduce the amount of time spent by staff to review individual applications.

2014–16 Objectives

Strategic Initiative: Healthy Families

- Encourage employee participation in eight Employee Wellness Program activities to increase employees' knowledge about what it means to be healthy and support healthy lifestyles.
- Encourage employee participation in the *Love Your Heart* blood pressure campaign, an annual event offering blood pressure screenings at County facilities as part of *Live Well San Diego* and American Heart Health Month, to help reduce heart disease and support employee wellness.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Increase diversity outreach by including advertisements in diverse publications on 100% of recruitments.
- Conduct the Discipline Case Advocacy Institute (DCAI) by June 30, 2016.
- Provide Countywide formal, informal and social learning opportunities in support of the Leadership Development Model by June 30, 2015.

- Maintain a high quality workforce by adhering to 98% of established timelines for recruitment of County employees.
- Provide departments with positions that match their staffing needs by completing 98% of classification activity requests by established timelines.
- Develop knowledge activities that complement formal training to encourage continuous learning opportunities by June 30, 2016.
- Redesign Sexual Harassment Prevention for Supervisors online training by June 30, 2015.
- Enhance the Veterans Outreach Program by updating the webpage and increasing community partnerships by June 30, 2015.
- Develop and implement the fourth year Employee Wellness Program components and achieve a 12% overall employee program participation rate.
- Partner with Land Use and Environment Group to develop a life-saving techniques class for any County employee to attend in support of *Live Well San Diego* by December 31, 2014.

Required Discipline for Excellence: Fiscal Stability

- Negotiate fiscally prudent successor agreements with 11 of 25 bargaining units and 6 of 9 existing employee organizations by June 30, 2015.

Required Discipline for Excellence: Information Services

- Develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management by February 2015.
- Convert Medical Standards paper files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with appropriate staff requiring file access and reduce costs associated with the storage and production of paper files by June 30, 2015.
- Complete coordination of the migration of the Learning Management System (LMS) to a new hosting environment to improve operational efficiency by June 30, 2015.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Review and update 545 classification specifications as part of the Classification Modernization Project by June 30, 2016.



Related Links

For additional information about the Department of Human Resources, refer to the website at www.sandiegocounty.gov/hr/.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Classification activity requests ¹ completed within prescribed time frame	97% of 316	98% of 150	100% of 281	N/A	N/A
Recruitment plan/service agreements/timelines met	98% of 485	98% of 400	98% of 484	98% of 400	98% of 400
Rate of overall employee participation in Employee Wellness Program activities ²	N/A	N/A	N/A	12% of 17,037	12% of 17,039
Rate of employee participation in the <i>Love Your Heart</i> blood pressure campaign ³	N/A	N/A	N/A	12% of 17,037	12% of 17,039

Table Notes

¹Classification activity requests are departmental requests to either create or modify a job classification. This measure will be discontinued effective Fiscal Year 2014-15

²This is a new measure effective Fiscal Year 2014-15 to reflect DHR's wellness activities. DHR plans eight program activities and will average the employee participation rate at all activities.

³This is a new measure effective Fiscal Year 2014-15 to reflect DHR's commitment to *Live Well San Diego* and employee wellness.

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

Staffing

Increase of 2.00 staff years.

- Increase of 1.00 staff year in the Employee Benefits Division to ensure compliance with the reporting mandates associated with the administration of the Affordable Care Act (ACA) and increase of 1.00 staff year in the Risk Management Division to support the increased workload and complexity of workers' compensation claims due to recent implementation of reform measures included in *Senate Bill (SB) 863*.

Expenditures

Net increase of \$0.8 million.

- Salaries and Benefits—increase of \$0.6 million as a result of negotiated labor agreements, increase in County retirement contributions and the addition of staff years as described above.
- Services and Supplies—increase of \$0.3 million due to increase in County property insurance premium and one-time cost in application services associated with the implementation of a Wellness Portal and software to ensure compliance with the ACA reporting mandates.



Revenues

Net increase of \$0.8 million.

- Charges for Current Services—decrease of \$0.2 million as a result of decrease in external department overhead payments (A-87) for services rendered.
- Miscellaneous Revenue—decrease of \$0.1 million due to decrease in cost reimbursement from Employee Benefits Division and Workers' Compensation portion of the Employee Benefits Internal Service Fund.
- Use of Fund Balance—increase of \$0.6 million for a total budget of \$1.2 million; \$0.5 million to fund one-time costs associated with the implementation of Wellness Portal and ACA Compliance Module, \$0.3 million

due to software and minor equipment purchases and \$0.3 million to continue funding the Workforce Academy for Youth program.

- General Purpose Revenue Allocation—increase of \$0.5 million primarily to offset the increase in County Insurance premium and increase in salaries and benefits.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$1.3 million is primarily due to the completion of one-time projects planned in Fiscal Year 2014-15 and one-time Salaries and Benefits.



Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Department of Human Resources	115.00	117.00	117.00
Total	115.00	117.00	117.00

Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Department of Human Resources	\$ 20,782,267	\$ 23,937,245	\$ 25,544,005	\$ 21,241,725	\$ 24,779,192	\$ 23,468,467
Total	\$ 20,782,267	\$ 23,937,245	\$ 25,544,005	\$ 21,241,725	\$ 24,779,192	\$ 23,468,467

Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 12,796,993	\$ 13,582,698	\$ 13,862,330	\$ 13,119,096	\$ 14,160,576	\$ 13,745,154
Services & Supplies	8,180,794	10,543,414	11,870,542	8,316,923	10,807,483	9,927,180
Capital Assets Equipment	—	15,000	15,000	—	15,000	—
Expenditure Transfer & Reimbursements	(195,519)	(203,867)	(203,867)	(194,294)	(203,867)	(203,867)
Total	\$ 20,782,267	\$ 23,937,245	\$ 25,544,005	\$ 21,241,725	\$ 24,779,192	\$ 23,468,467

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 1,238	\$ 8,174	\$ 8,174	\$ 1,148	\$ 4,792	\$ 4,792
Charges For Current Services	1,623,491	1,867,249	1,867,249	1,773,433	1,676,582	1,600,788
Miscellaneous Revenues	6,263,394	7,661,901	7,661,901	6,816,254	7,537,194	7,448,276
Use of Fund Balance	(1,060,905)	547,000	2,153,760	(1,202,030)	1,172,717	—
General Purpose Revenue Allocation	13,955,049	13,852,921	13,852,921	13,852,921	14,387,907	14,414,611
Total	\$ 20,782,267	\$ 23,937,245	\$ 25,544,005	\$ 21,241,725	\$ 24,779,192	\$ 23,468,467



County Communications Office

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO) ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal websites, social media messages and internal communications. The department is responsible for news releases, newsletters, publications and several major multimedia Board presentations, as well as the operation and programming of the County government access channel, County News Center Television (CNC TV). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team is comprised of award-winning writers, producers, videographers and public affairs professionals. The staff has extensive experience in communications for the public, private and nonprofit sectors through Web, print, broadcast and social media. As part of their duties, staff members explore emerging technologies to ensure the County continues to be able to communicate effectively with residents.



Mission Statement

To build confidence in County government by providing clear and accurate information on County programs. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

2013–14 Accomplishments

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Created awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 306 video presentations in Fiscal Year 2013–14.
- Worked proactively to deliver vital information including County news, challenges and successes directly to San Diego County residents and position the County to define itself, rather than relying on traditional media to do so.

- Updated the County News Center (CNC) regularly to establish the site as a valid news source. Added at least one new content item (article or video) every business day for a total of 624 during Fiscal Year 2013–14.
- Provided easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 86% during Fiscal Year 2013–14.

Strategic Initiative: Safe Communities

- Participated in at least two drills this fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region.
- Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 261 content items (article or video) in support of the Strategic Initiatives and Required Disciplines for Excellence during Fiscal Year 2013–14.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Worked together with the County Technology Office to redesign the County's public-facing website, emphasizing design and content that enhances the public's

ability to access information about the County's programs and services from a variety of mobile devices. Implementation is expected in Fiscal Year 2014–15.

2014–16 Objectives

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Create awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 205 video presentations in Fiscal Year 2014–15 and another 205 in Fiscal Year 2015–16.
- Work proactively to deliver vital information including County news, challenges and successes directly to San Diego County residents and position the County to define itself, rather than relying on traditional media to do so.
 - Update the County News Center regularly to establish the site as a valid news source. Add at least one new content item (article or video) every business day for a total of 315 during Fiscal Year 2014–15, and another 315 during Fiscal Year 2015–16.
 - Provide easy, on-the-go access to important County information through social media. Increase number of followers on Facebook and Twitter by 10% during Fiscal Year 2014–15, and an additional 10% during Fiscal Year 2015–16.

Strategic Initiative: Safe Communities

- Participate in at least two drills this fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region.
- Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 140 content items (article or video) in support of the Strategic Initiatives and Required Disciplines for Excellence during Fiscal Year 2014–15, and another 150 during Fiscal Year 2015–16.

Required Discipline for Excellence: Regional Leadership

- Organize 1–2 meetings per year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources.

Related Links

For additional information about the County Communications Office and/or CNC TV, refer to the website at www.sandiegocounty.gov/dmpr/ or www.countynewscenter.com.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
New presentations, programs, segments, Public Service Announcements (PSAs), Web videos and internal videos produced by CCO highlighting one or more Strategic Plan Initiatives or performance stories	291	230	306	205	205
"How To" instructions created – in written form or video - that explain where and how the media and public can find information on County websites	15	N/A ¹	N/A ¹	N/A ¹	N/A ¹
Participate in two emergency preparedness drills to test readiness	3	2	2	2	2
News items (article or video) posted on County News Center	689	596	624 ²	315	315
Increase in followers of County social media sites	47% (5,645 above 12,078 actual base)	40% (5,407 above 17,723 actual base)	86% (15,187 above 17,723 actual base) ³	10%	10%
Articles, videos and information posted on department's intranet site	275	239	261	140	150

Table Notes

¹No longer need separate measurement for these types of articles and videos as they are regularly incorporated into County News Center content.

²While it is the department's goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.

³County social media accounts experienced a major increase in followers during the May 2014 fires.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.1 million.

- Salaries and Benefits—increase of 0.1 million as a result of negotiated labor agreements and increases in County retirement contributions.
- Services and Supplies—increase of \$0.1 million primarily as a result of one-time costs associated with a digital signage project.
- Capital Assets Equipment—decrease of \$0.1 million primarily due to the removal of one-time capital expenditures for CNC TV production equipment.

Revenues

Net increase of \$0.1 million.

- Licenses, Permits & Franchises—decrease of \$0.1 million in Public Educational Governmental (PEG) Access Fee revenue, as a result of the decreases in capital assets equipment expenditures for CNC TV production equipment.
- Use of Fund Balance—increase of \$0.1 million for a total budget of \$0.1 million to fund one-time negotiated labor agreements and the digital signage project noted above.
- General Purpose Revenue Allocation—increase of \$0.1 million as a result of negotiated labor agreements and increases in County retirement contributions.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.1 million is due to a decrease in one-time expenditures planned for Fiscal Year 2014–15.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
County Communications Office		22.00			22.00	22.00
Total		22.00			22.00	22.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
County Communications Office	\$ 2,725,482	\$ 3,088,171	\$ 3,200,719	\$ 2,885,540	\$ 3,151,234	\$ 3,074,004
Total	\$ 2,725,482	\$ 3,088,171	\$ 3,200,719	\$ 2,885,540	\$ 3,151,234	\$ 3,074,004

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 2,573,116	\$ 2,651,889	\$ 2,702,222	\$ 2,663,325	\$ 2,739,561	\$ 2,706,331
Services & Supplies	441,334	486,882	526,893	447,304	538,673	494,673
Capital Assets Equipment	70,516	299,400	321,604	143,665	223,000	223,000
Expenditure Transfer & Reimbursements	(359,485)	(350,000)	(350,000)	(368,754)	(350,000)	(350,000)
Total	\$ 2,725,482	\$ 3,088,171	\$ 3,200,719	\$ 2,885,540	\$ 3,151,234	\$ 3,074,004

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Licenses Permits & Franchises	\$ 256,006	\$ 320,700	\$ 320,700	\$ 304,352	\$ 242,300	\$ 242,300
Charges For Current Services	14	—	—	—	—	—
Miscellaneous Revenues	375	—	—	1,833	—	—
Other Financing Sources	—	—	—	159	—	—
Use of Fund Balance	(241,470)	—	112,548	(188,275)	90,748	—
General Purpose Revenue Allocation	2,710,557	2,767,471	2,767,471	2,767,471	2,818,186	2,831,704
Total	\$ 2,725,482	\$ 3,088,171	\$ 3,200,719	\$ 2,885,540	\$ 3,151,234	\$ 3,074,004





County of San Diego

Capital Program

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Capital Program

Capital Program Introduction

To provide a formal groundwork for funding 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 does not include appropriations for recurring capital expenses appropriated in departmental operating budgets nor recurring appropriations for capital projects, which are managed and accounted for in the enterprise funds or special revenue funds (i.e. roads/airports). See departmental operational plan narratives beginning on page 117 for amounts appropriated for recurring capital assets.

The Chief Administrative Officer (CAO) established County of San Diego CAO Administrative Manual, Policy 0030-23, *Use of the Capital Program Funds, Capital Project Development and Budget Procedures*, to set forth procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets, and the closure of capital projects within the capital program funds.

The Capital Program is composed of the following major funds:

Capital Outlay Fund

The Capital Outlay Fund was established in Fiscal Year 1979–80 to provide centralized budgeting and accounting for the County's capital projects, and currently is used to account for the funding of land acquisitions and capital projects that do not fall within the scope of any of the other capital program funds (listed below). Capital projects that are funded through the Capital Outlay Fund include the purchase or construction of buildings for the delivery of County services and the acquisition and development of open space and parkland, outside of the Multiple Species Conservation Program (MSCP) (see adjacent description).

County Health Complex Fund

The County Health Complex Fund contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other County health facilities, excluding the County's Edgemoor property (see adjacent description).

Justice Facility Construction Fund

The Justice Facility Construction Fund contains budgeted amounts for capital projects related to the County's justice and public safety capital improvements, including detention facilities, Sheriff's stations and other criminal justice facilities.



Library Projects Fund

The Library Projects Fund contains budgeted amounts for the acquisition and construction of County Library facilities.

Multiple Species Conservation Program Fund

The Multiple Species Conservation Program Fund was established in Fiscal Year 2010–11. This fund contains budgeted amounts for the improvement and acquisition of land related to the MSCP. The MSCP seeks to preserve San Diego's natural areas, native plants and animals, and refine the development process, thereby conserving the quality of life for current and future generations.

Edgemoor Development Fund

In 1979, the Board of Supervisors approved Board Policy F-38, *Edgemoor Property Development*, which provides guidelines for the use, development and disposition of the County property located within the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to this policy and all of its revenues, mainly produced by the Edgemoor property itself and the lease and sale of land, are to assist in the reconstruction of the Edgemoor Skilled Nursing Facility, which was completed in 2009. As a fund established to account for the financial resources to be used for the acquisition or construction of a major capital facility, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor Skilled Nursing Facility was funded by certificates of participation (COPs) executed and delivered in January 2005 and December 2006. The Edgemoor Development Fund provides funding for the principal and interest payments related to the COPs.

Capital Program Funds are used for:

- The acquisition and construction of new public improvements, including buildings and initial furnishings and equipment.
- Land and permanent on-site and off-site improvements necessary for the completion of a capital project.

- The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply, and the following expenses are not to be funded from the Capital Program Funds:

- Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds, such as the Road Fund, or enterprise 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, which are budgeted within departments.
- Feasibility studies, facility master plans, or other analytical or research activities that do not relate directly to the implementation of a capital project.
- Furnishings or equipment not considered a permanent component of the facility or other short-lived general fixed assets.

The Board of Supervisors may appropriate funding from any legal source to the Capital Program Funds for present or future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The County's capital improvements planning process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities and Space Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evalua-

tion criteria for establishing the Capital Improvements Needs Assessment (CINA), as described in the section beginning on page 460.

Once funding is identified, projects are included in the two-year Operational Plan, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding has been identified. Each organizational Group is responsible for identifying funding sources for its projects. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy*.

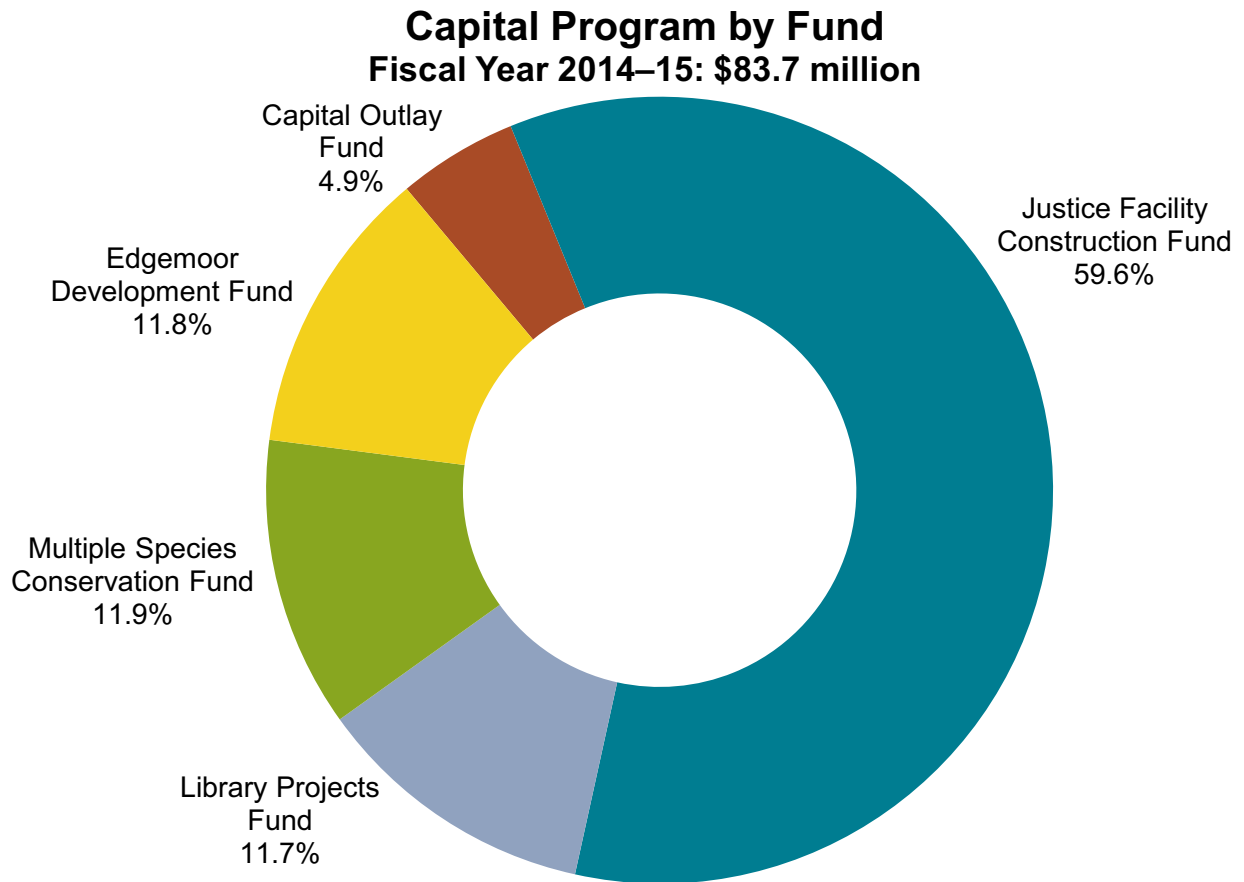
The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- Public or employee health/safety is threatened by existing or imminent conditions.
- The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

Any appropriations remaining in the capital project at the end of the fiscal year automatically carry forward into the next fiscal year along with any related encumbrances, until the project is completed.

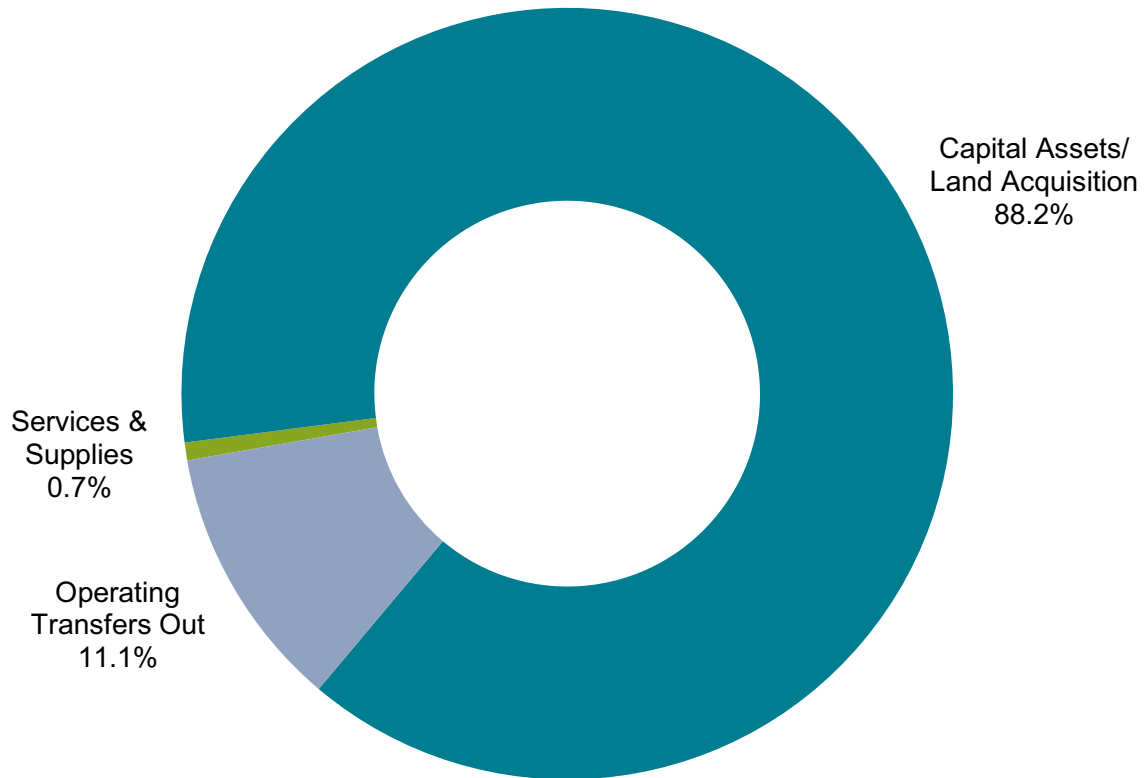
The tables beginning on page 478 provide information for the County's current outstanding capital projects. The Finance Other section of the Operational Plan contains detailed information regarding lease payments that are used to repay long-term financing of capital projects.

2014–15 Adopted Budget at a Glance: Capital Program



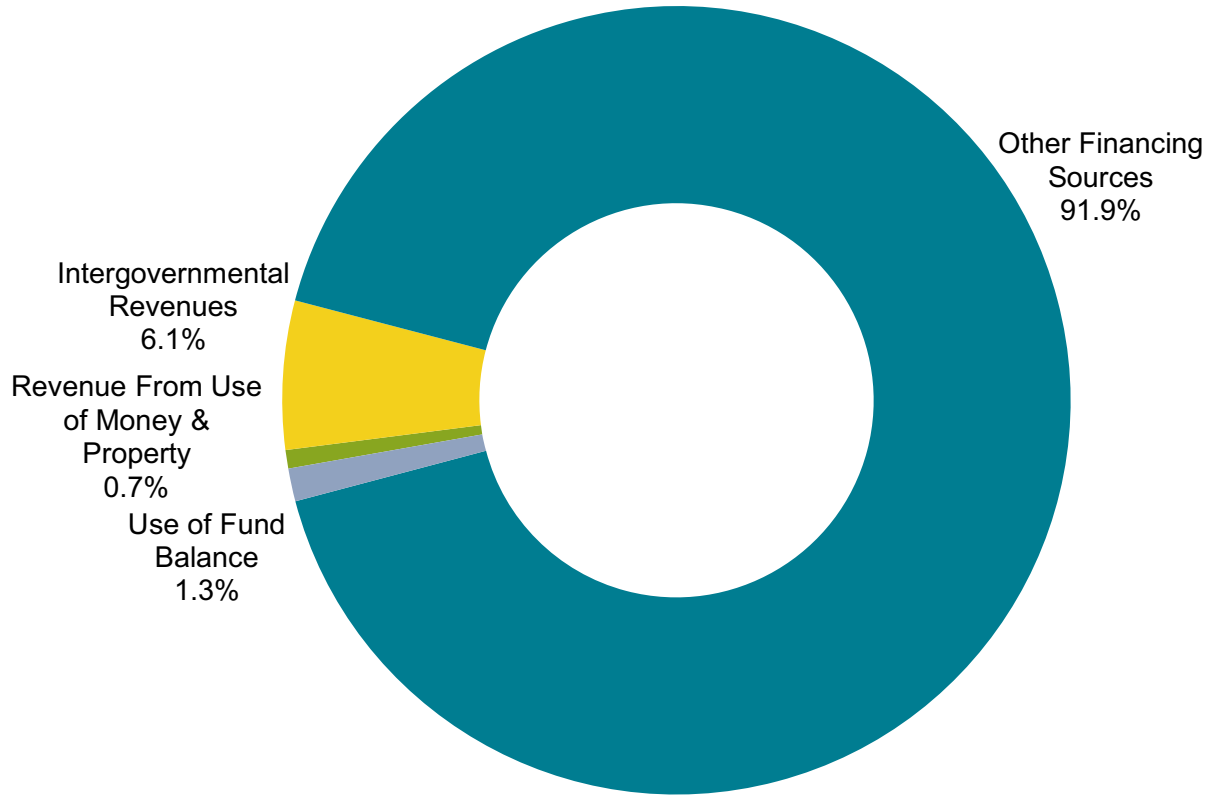
Adopted Budget by Fund: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Capital Outlay Fund	\$ 4.1	4.9
Justice Facility Construction Fund	49.9	59.6
Library Projects Fund	9.8	11.7
Multiple Species Conservation Program Fund	10.0	11.9
Edgemoor Development Fund	9.9	11.8
Total	\$ 83.7	100.0

Capital Program by Categories of Expenditure Fiscal Year 2014–15: \$83.7 million



	Budget in Millions	Percent of Total Capital Budget
Services & Supplies	\$ 0.6	0.7
Capital Assets/Land Acquisition	73.8	88.2
Operating Transfers Out	9.3	11.1
Total	\$ 83.7	100.0

Capital Program by Categories of Revenue Fiscal Year 2014–15: \$83.7 million



Adopted Budget by Categories of Revenue: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	\$ 0.6	0.7
Intergovernmental Revenues	5.1	6.1
Other Financing Sources	76.9	91.9
Use of Fund Balance	1.1	1.3
Total	\$ 83.7	100.0



2014–19 Capital Improvement Needs Assessment

The County's capital improvement planning process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities and Space Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designating a process and providing evaluation criteria for establishing the Capital Improvements Needs Assessment (CINA).

In accordance with Policy G-16, the CINA is prepared and presented annually to the Board of Supervisors to guide the development and funding of both immediate and long-term capital projects. The CINA includes a comprehensive list of all current and anticipated capital projects over a five-year period. Funded projects are given first priority, followed by partially funded projects and, finally, unfunded projects. Preparation of the CINA involves the following process:

- A “Call for Projects” begins in August when departments submit projects, including a description, estimated costs and level of available funding. This is an opportunity for departments to submit high priority capital projects for review and evaluation. Capital requests are defined, per the County of San Diego CAO Administrative Manual, Policy 0050-01-06 *Capital, Space and Maintenance Requests*, as those projects which improve or enhance an existing facility or space within it. The definition includes projects that increase the value or extend the useful life of a structure, such as construction of walls or partitions, construction or change of public counter areas, installation of water tanks on County property, development of parkland, and construction of new transit centers.
 - The Facilities Planning Board (FPB), which consists of the Director of the Office of Financial Planning, the five Group Finance Directors and the Director of DGS, reviews and prioritizes the projects, using the Capital Improvement Plan Prioritization Score Sheet (shown on the next page). In order to plan effectively for the County's overall capital needs and to make efficient use of resources, capital projects are prioritized using specific criteria including but not limited to:
 - Strategic Plan linkage
 - Critical need: life, safety and emergency
 - State/federal mandates: legally 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 providing recommendations to the Group General Managers who then either concur with or modify the recommendations.
 - The CINA is then presented to the CAO for final review and approval before presentation to the Board of Supervisors, which accepts the CINA and refers to the CAO the responsibility of determining project timing and the funding mechanisms to carry out the CINA.

The County owns extensive land and facility assets throughout the region and employs a strategy to manage and plan for current and long-term capital and space needs. The Board, through its policies and commitment to capital investment and facility management, has shown that San Diego County is a leader in managing its capital assets in replacing outdated and functionally obsolete buildings. The County is also committed to the MSCP land acquisition program, as well as maintaining and expanding its park facilities.

Over the next ten years, the County will continue to take a proactive approach to maintain the physical environment, modernize and replace aging facilities, and maximize the public return on investments. To the greatest practical extent, the County will improve the sustainability of its own operations by reducing, reusing and recycling resources, and using environmentally friendly practices in maintenance and replacement of infrastructure. Although all or partial funding has been identified for some capital projects, others will be financed by non-County sources, such as State-wide bonds, State and federal grants.

The following table shows the Capital Improvement Plan Prioritization Score Sheet and the criteria used by the FPB to assess the capital projects presented in the CINA.

Capital Improvement Plan Prioritization Score Sheet					
Weighted Value	Criteria	Score			
		3	2	1	0
5	Strategic Plan Linkage	Project clearly supports a County Strategic Initiative	There is a CAO approved goal that includes the project	There is a department approved goal or plan that includes the project	There is no plan linkage
5	Critical Need: Life, Safety, Emergency	Project needed to correct an existing deficiency	Project needed to correct a potential deficiency	Project promotes or maintains health/safety	No health or safety impacts
5	Quality of Life	Project provides a measurable benefit to the Quality of Life for all county residents	Project provides a measurable benefit to the Quality of Life for a majority of county residents	Project provides a minimal benefit to the Quality of Life for all county residents or a measurable benefit to a smaller population	No measurable Quality of Life Benefits
4	State/Federal Mandate-Legally Binding Commitment	Projects with enforceable sanctions or with a legally binding commitment to complete work, with State or federal funding	Projects with enforceable sanctions or with a legally binding commitment to complete work, without State or federal funding	Projects that have an agreement by the Board of Supervisors to complete work	No mandate or commitment
3	Operating Budget Impacts	Project results in quantifiable reduced operating costs	Project has minimal or no new operating costs	Project has minor added operating costs	Project requires significant added operating costs
3	Maintenance Budget Impacts	Project results in quantifiable reduced maintenance costs	Project has minimal or no new maintenance costs	Project has minor added maintenance costs	Project requires significant added maintenance costs
3	Customer Service Benefits	Customer service level is significantly increased	Customer service level is moderately increased	Customer service level is maintained	Customer service level is decreased

The County defines major capital projects as those with an estimated cost exceeding \$10.0 million. This list reflects the current status of the County's major capital project priorities. The total estimated cost of these projects is **\$568.6 million**, of which **\$248.5 million** is currently funded. The total project costs are the latest estimates based on preliminary scoping, and are subject to change. Updated estimates will be required before progressing to the implementation/construction bid phase for each project.

CINA Major Capital Projects (over \$10.0 million)

Priority 1:

Regional Communications System Replacement

Scope: Design, procure and install next generation regional public safety communications system.

Schedule and Milestones: Developing Memoranda Of Understanding (MOU) with regional partners, conventional system upgrade and microwave upgrade targeted for Fiscal Year 2014–15.

Basis: The trunked voice radio system and supporting microwave backhaul network is nearing the end of its useful life and system/equipment support is being phased out.

Significant Achievements: Contract for architectural services awarded October 2013. General Services and Sheriff's departments are evaluating site options.

Estimated Cost: \$105,000,000

Funding Source(s): Federal funding of Homeland Security grants (\$10.0 million); General Fund (\$40.4 million); and contributions of regional partner agencies for their share (\$54.6 million).



Priority 2:

Multiple Species Conservation Program (MSCP) Land Acquisition

Scope: The MSCP is a Habitat Conservation Plan and Natural Community Conservation Plan formed under federal and State law and subject to an Implementing Agreement approved by the Board of Supervisors on October 22, 1997 between the County, U.S. Fish and Wildlife Service and the California Department of Fish and Game.

Schedule and Milestones: On-going acquisitions.

Basis: The County has a responsibility to acquire open space lands under the Implementation Agreement with the State of California Department of Fish and Game and the U.S. Fish and Wildlife Service.

Significant Achievements: The County has purchased 18,679 acres in the south, north and east county. Acquisition of 15,974 acres is projected over the remaining project.

Estimated Cost: \$293,869,296

Funding Source(s): General Fund leveraged with federal, State and private funding.

Priority 3:

Otay River Valley Active Recreation Site 3

Scope: Project will develop the site as an active recreation park, including multi-use fields, speed soccer arena, zip line adventure course, disc golf course, skate park, community park, drainage improvements, lighting and parking.

Schedule and Milestones: Concept plans complete.

Basis: As part of the Otay River Valley Park Master Plan, certain parcels in the valley were identified as possible active recreation sites.

Significant Achievements: The County has purchased an approximately 46-acre site located east of Interstate 5.

Estimated Cost: \$23,790,000

Funding Source(s): Funding for completing design and construction has not been identified.



Priority 4:

Tijuana River Valley Active Recreation Site

Scope: County purchased a 64-acre site to be developed as a regional sports complex. Planned elements include baseball and multi-use fields, playgrounds, restrooms and other community park amenities.

Schedule and Milestones: Planning

Basis: Continued growth and residential expansion in the region supports a new sports complex.

Significant Achievements: Final concept plan approved. Hydrology study began in summer 2011.

Estimated Cost: \$25,000,000

Funding Source(s): Phases will be developed pending available General Fund funds and a partnership with a private entity.



Priority 5:

San Luis Rey River Park Land Acquisition

Scope: Acquisition of approximately 1,600 acres of open space preserve within the proposed San Luis Rey River Valley. Additional 250 acres needed, which includes two active recreation sites (totaling approximately 40–60 acres). Future development of the river park is estimated at \$50 million.

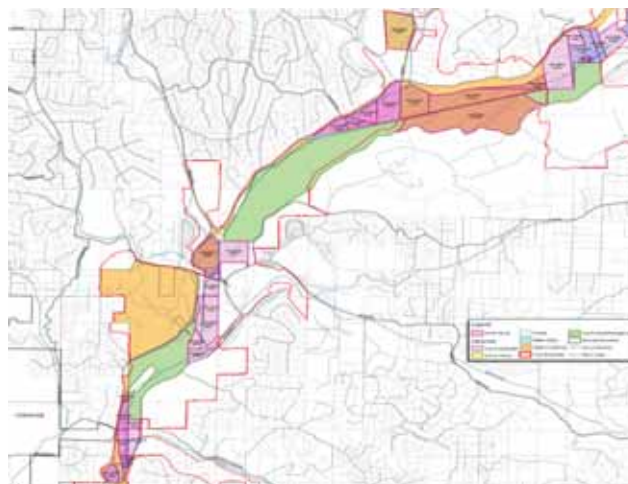
Schedule and Milestones: Design

Basis: To preserve more than 1,500 acres of land and addresses a deficit of public active recreation and sports fields in north San Diego County.

Significant Achievements: Master Plan approved and Program Environmental Impact Report (PEIR) certified on September 24, 2008; 500 acres acquired.

Estimated Cost: \$16,091,070

Funding Source(s): General Fund, MSCP, and other appropriate grants.



Priority 6:

Sheriff's Crime Lab

Scope: A 150,000-square foot structure to house the County's crime lab, criminal evidence warehouse and central investigations unit offices. Current County Operations Center Master Plan includes relocation of the Fleet Maintenance Facility to accommodate the proposed crime lab site.

Schedule and Milestones: To be determined.

Basis: Co-location of the crime laboratory, property and evidence facility and central investigations offices will benefit the Sheriff's Department through increased efficiency which will be further enhanced as a result of adjacency to the County Medical Examiner facility.

Significant Achievements: Conducting space and needs evaluation.

Estimated Cost: \$92,600,000 (Crime Lab Facility); \$12,200,000 (Fleet Relocation)

Funding Source(s): General Fund



CINA Major Capital Projects (over \$10,000,000)					
Project Title	Phase	Status	Amount Funded ¹	Estimated Total Project Cost	Rank
Regional Communications System Replacement	Entitlements	Contract for architectural services awarded October 2013. Real Estate Services and Sheriff evaluating site options. Work being done at some sites.	\$ 18,962,388	\$ 105,000,000	1
Multiple Species Conservation Program (MSCP) Land Acquisition	On-going Acquisitions	County has purchased 18,679 acres in south, north and east county. Annual funding included in Adopted Operational Plan Fiscal Year 2014–16.	\$ 168,406,043	\$ 293,869,296	2
Otay Valley River Regional Park Active Recreation Site 3	Design	Concept plans completed.	\$ 420,000	\$ 23,790,000	3
Tijuana River Valley Active Recreation Site	Planning	Final concept plan approved. Hydrology study began in Summer 2011.	\$ 466,603	\$ 25,000,000	4
San Luis Rey River Park Implementation	Design	500 acres currently owned.	\$ 10,217,249	\$ 16,091,070	5
Sheriff's Crime Lab	Planning	Conducting space and needs evaluation. Funding included in Adopted Operational Plan Fiscal Year 2014–16.	\$ 50,015,000	\$ 104,800,000	6
Total Major Projects			\$ 248,487,283	\$ 568,550,366	

¹Through Fiscal Year 2014–15.

Minor capital projects are those projects anticipated to cost less than \$10.0 million. Minor capital needs, including park expansions and improvements, health facilities, and Sheriff's facilities, are listed, but are not ranked by the Facilities Planning Board. The total estimated cost of these projects is **\$74.7 million**, of which **\$15.7 million** is currently funded. The total project costs are the latest estimates based on preliminary scoping, and are subject to change. Updated estimates will be required before progressing to the implementation/construction bid phase for each project.

CINA Minor Capital Projects (under \$10,000,000)				
Project Title	Phase	Amount Funded ¹	Estimated Total Project Cost	Project Scope
Borrego Springs Community Library Replacement	Planning	\$ 9,950,000	\$ 9,950,000	Proposed new, larger library to meet increased demands by community. Possible land donation to County.
California Riding and Hiking Trail Acquisition and Improvements	Acquisition	\$ 450,000	\$ 4,000,000	The California Riding and Hiking Trail is 110 mile regional trail routed through National Forests, State Parks, private property, and scenic and historical areas. The project is to preserve this historic trail through the transfer of State trail easements to the County and acquisition of new easements. Project includes construction of new trail segments and major improvements to existing segments.
Corrections Corporation of America (CCA) Renovation	Planning	—	\$ 5,000,000	The CCA detention facility is an existing County-owned property under lease to a private operator. The project will provide 400 beds (2 housing units, support/administration facilities) ready for occupancy within 6 months of taking possession on January 1, 2016.
Don Dussault Park Improvements	Planning	\$ 330,000	\$ 850,000	Construction of Americans with Disabilities Act (ADA) parking and tot lot play structure, a junior play structure, picnic areas, exercise equipment, paths, landscaping and irrigation.
Guajome Campground Expansion	Planning	—	\$ 1,200,000	Proposed development of 25 new campsites.
Guajome Park Electrical, Water and Sewer	Planning	\$ 1,500,000	\$ 1,500,000	Upgrade entire electrical distribution system, 3 electrical panels and mini-switches and 50 amp service pedestals to accommodate current Recreational Vehicle (RV) systems. New sewer lines, RV connections and conveyance system.
Heise Park Electrical and Water	Planning	—	\$ 2,000,000	Existing underground electrical needs to be replaced to provide for the increased demands for facility operation. Upgrades include three main electrical pull boxes and 15 electrical connection junction boxes. Upgrade 40 recreation vehicle campsites with new 50 amp service pedestals.
Inmate Court Appearance Facilities	Planning	—	TBD	Feasibility study to determine possible: 1) new courtrooms inside San Diego Central Jail and the Las Colinas Detention and Reentry Facility, and 2) the expansion of video arraignment at both of these booking facilities.
Jess Martin Multi-Use Ball Fields Irrigation and Seepage Pit	Design is complete	\$ 280,500	\$ 1,363,500	Project includes a leach field, main waterline booster pump, irrigation system, grading and soil import, Calsense controller, decomposed granite path, trees, landscaping and ballfield turf.
Lindo Lake Restoration	Planning	—	\$ 9,900,000	Design and construction to restore Lindo Lake by dredging the bottom of the lake to remove sediment and improving the drainage filtration systems that lead to the lake.
North Coastal Health Facility	Planning	—	\$ 4,250,400	Partial demolition and construction of a peer-centered facility to offer mental health services. The facility will offer a continuum of services aimed at recovery, rehabilitation, wellness, skill development, social rehabilitation, self-help advocacy groups as well as employment screening and job placement opportunities.

¹Through Fiscal Year 2014–15.

CINA Minor Capital Projects (under \$10,000,000) (continued)				
Project Title	Phase	Amount Funded ¹	Estimated Total Project Cost	Project Scope
Ramona Grasslands Preserve Public Access Construction Phase II and III	Planning	—	\$ 2,200,000	Addition of a 5.5-mile multi-use trail system. Phase II will involve connecting the existing Oak Country II Trail system to Phase I. Phase III, if feasible, will construct 1.3 miles of pathway along the southern portion of Rangeland Road and along Highland Valley Road, ultimately connecting the northwest and northeast portions of the Preserve to the existing Oak Country II staging area.
Ramona Intergenerational Community Center (RICC) Land Acquisition	Acquisition	\$ 1,905,000	\$ 4,000,000	Visionary plan includes senior center and community uses. This will provide for the acquisition of the current Cal Trans property adjoining the new library on Main Street.
San Dieguito Park ADA Playground	Planning	—	\$ 650,000	Project will include the design and construction of a fully integrated ADA accessible playground in San Dieguito Park.
San Dieguito Park Porous Paving	Planning	—	\$ 1,200,000	Construct new porous paving access road from the lower part of San Dieguito Park up to the Miracle Field baseball area and porous pave road to the basketball court to improve accessibility for overflow parking.
Santa Ysabel Nature Center	Design	\$ 125,000	\$ 7,249,000	Design and construction of a nature center facility showcasing environmental and cultural education.
Steele Canyon Synthetic Turf Conversion	Planning	—	\$ 1,540,000	Construction of new 225-foot artificial turf baseball field and multi-purpose soccer/football field and other related park improvements.
Stowe Trail Acquisition	Planning	\$ 565,000	\$ 7,500,000	Acquisition of 230 acres of land for the historic Stowe Trail that links the County's Goodan Ranch and Sycamore Canyon preserves and Mission Trails Park.
Sweetwater Loop Trail Acquisition/Construction and Development Phase II	Planning	—	\$ 5,000,000	Construction of equestrian and bikeways segments along the periphery of the Sweetwater Reservoir to integrate and connect trails existing at the Sweetwater Regional Park to new trails being constructed as part of the construction of the State Route 125 Freeway.
Sweetwater Regional Park Photovoltaic Phase II	Planning	\$ 600,000	\$ 600,000	Installation of a grid-tied photovoltaic system designed to offset park electricity consumption. Installation of 210-kilowatt and 25-kilowatt solar panels.
Sweetwater Road Trail	Planning	—	\$ 500,000	Includes the construction of approximately 0.75-mile trail that will connect Sweetwater River Trail to the Sweetwater Loop Trail.
Sweetwater Summit Campground Expansion Phase II	Planning	—	\$ 3,212,000	The project includes the construction of approximately 27 new RV campsites, including the extension of utilities, roads and other camp amenities.
Water Conservation & Sustainable Park Features Future Phases	Planning	—	\$ 1,000,000	Retrofit irrigation controllers with a central "smart" controller system; repair and upgrade outdated or faulty irrigation systems; retrofit water consumptive fixtures and equipment.
Total Minor Capital Projects		\$ 15,705,500	\$ 74,664,900	

¹Through Fiscal Year 2014–15.

2014–16 Operating Impact of Capital Program

The County of San Diego considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include one-time furniture, fixtures and equipment (FF&E) costs, ongoing operations and maintenance (O&M) costs, necessary additional staffing (staff years), any anticipated ongoing program revenue related to the project and debt service payments related to any long-term financing of the capital project. More detailed information regarding the debt service payments can be found in the Finance Other section of the Operational Plan in the Lease Payments table on page 497. The following major capital projects are currently in progress and are scheduled for completion during Fiscal Years 2014–16.

2014–16 Operating Impact of Capital Program							
Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Cost	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
Alpine Library	The operating impact for the Alpine Library capital project are estimated at \$0.7 million in Fiscal Year 2014–15 including \$0.6 million in one-time costs and \$0.1 million in ongoing maintenance costs. The operating impact for Fiscal Year 2015–16 is estimated at \$0.1 million for ongoing maintenance expenses.	\$ 10,700,000	2015	\$ 560,000	\$ 120,000	—	—
County Administration Center (CAC) Waterfront Park ¹	The operating impact related to the CAC Waterfront Park in Fiscal Year 2014–15 are estimated at \$6.5 million including \$3.7 million for one-time costs related to playground equipment and \$2.8 million for ongoing O&M costs associated with debt service, facility maintenance and Department of Parks and Recreation (DPR) staff years. Operating impact for Fiscal Year 2015–16 is estimated at \$4.6 million including \$2.8 million related to ongoing debt service, facility maintenance and DPR staff years; and an estimated \$1.8 million for the Sheriff staff years, if required. Ongoing costs for Fiscal Years 2014–15 and 2015–16 will be offset with ongoing revenue from the Tax Sharing Agreement with the City of San Diego. Additional revenue of \$0.1 million is anticipated from after hours parking.	\$ 53,525,000*	2015	\$ 3,700,000	Fiscal Year 2014–15 \$ 2,822,000	5.00	Fiscal Year 2014–15 \$ 2,922,000
					Fiscal Year 2015–16 \$ 4,622,000		Fiscal Year 2015–16 \$ 4,722,000

¹Major construction complete and facility became operational in Fiscal Year 2013–14; however, project is not completed until the entire capitalization process occurs.

*Includes amounts appropriated after the formal adoption of the Fiscal Year 14–15 budget. Additional amounts appropriated on September 16, 2014 (11) by the County Board of Supervisors.

2014–16 Operating Impact of Capital Program

2014–16 Operating Impact of Capital Program							
Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Cost	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
Cedar and Kettner Development	The operating impact costs associated with the Cedar and Kettner Development project are estimated at \$2.0 million in both Fiscal Year 2014–15 and Fiscal Year 2015–16 for ongoing expenses including \$1.7 million in debt service and \$0.3 million in O&M costs. Costs will be fully offset with ongoing revenue from the Tax Sharing Agreement with the City of San Diego. Additionally revenue of \$0.2 million is expected from after hours parking.	\$ 36,100,000	2015	—	\$ 1,950,000	—	\$ 2,150,000
East Mesa Reentry Facility ¹	The operating impact related to the East Mesa Reentry Facility project are estimated at \$19.9 million in Fiscal Year 2014–15 including \$1.0 million in one-time expenditures and \$18.9 million in ongoing O&M costs. Operating impact for Fiscal Year 2015–16 is estimated at \$18.9 million in O&M costs. O&M costs in both Fiscal Years supports ongoing facility maintenance and staff years. Costs will be fully offset with State Revenue from Assembly Bill 109, <i>Public Safety Realignment</i> (2011).	\$ 38,040,000	2014	\$ 960,000	\$ 18,900,000	135.00 ²	\$ 18,900,000
Las Colinas Detention and Reentry Facility (DRF)	The operating impact related to the DRF capital project are estimated at \$37.0 million in Fiscal Year 2014–15 including \$10.0 million in one-time cost and \$27.0 million in ongoing O&M cost, including facility maintenance and staff years. Operating impact for Fiscal Year 2015–16 is estimated at \$29.5 million including \$2.5 million in one-time FF&E and \$27.0 million related to ongoing O&M costs, for facility maintenance and staff years.	Fiscal Year 2014–15	Phase 1: 2014 ¹	Fiscal Year 2014–15	\$ 27,000,000	185.00 ²	—
		\$ 200,000,000		\$ 10,000,000			
		Fiscal Year 2015–16	Phase 2: 2016	Fiscal Year 2015–16			
		\$ 100,000,000		\$ 2,500,000			
	2014–15 Total Operating Impact	—	—	\$ 15,220,000	\$ 50,792,000	325.00 ²	\$ 23,972,000
	2015–16 Total Operating Impact	—	—	\$ 2,500,000	\$ 52,592,000	325.00 ²	\$ 25,772,000

¹Major construction complete and facility became operational in Fiscal Year 2013–14; however, project is not completed until the entire capitalization process occurs.

²Includes staff years added in prior fiscal years.

2014–16 Capital Appropriations

The Fiscal Years 2014–16 Adopted Operational Plan includes **\$73.8 million** in new appropriations for various capital projects in the Capital Program for Fiscal Year 2014–15 and another \$2.5 million in the Multiple Species Conservation Program Fund (MSCP) in Fiscal Year 2015–16. This excludes the \$9.9 million appropriated in both Fiscal Year 2014–15 and Fiscal Year 2015–16 in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction. The following section briefly describes the anticipated cost and purpose of each project.

Guajome Regional Park Electrical, Water and Sewer

Fiscal Year 2014–15 Appropriations: \$1,500,000

Project Number: 1018874

Estimated Total Project Cost: \$1,500,000

Funding Source(s): General Fund

Scope: Guajome Park is located in the coastal city of Oceanside. The park's electrical, water and sewer systems were constructed in the 1970's. Funding of \$1.5 million from General Fund fund balance will be used to upgrade the park electrical distribution system and provide 50-amp electrical service to accommodate present-day recreational vehicles (RV). Additionally, the project includes new sewer lines, RV connections, conveyance systems, portable water lines, drinking fountains and stabilization of utility pedestals.

Schedule and Milestones: Estimated completion in 2015.



Sweetwater Regional Photovoltaic Phase II

Fiscal Year 2014–15 Appropriations: \$600,000

Project Number: 1018875

Estimated Total Project Cost: \$600,000

Funding Source(s): General Fund

Scope: Sweetwater Regional Park is located in the unincorporated community of Bonita. The 540-acre park provides extensive facilities for outdoor recreation, a community building and camping. Funding of \$600,000 from the General Fund fund balance will be used to complete the Sweetwater Regional Photovoltaic Phase II. The project will install 98 additional solar panels that will connect to the existing 250-kilowatt photovoltaic system. The system will provide a clean source of renewable energy.

Schedule and Milestones: Estimated completion in 2016.

■ ■ ■ 2014–16 Capital Appropriations

Borrego Springs Community Library

Fiscal Year 2014–15 Appropriations: \$9,750,000

Project Number: 1018705

Estimated Total Project Cost: \$9,950,000

Funding Source(s): General Fund

Scope: Construction of new, larger library to meet increased demands. Funding in Fiscal Year 2014–15 is based on \$9.7 million of General Fund fund balance and \$0.1 million of General Purpose Revenue.

Schedule and Milestones: Site evaluation, scoping and program development. Construction is anticipated to begin in 2015 with estimated completion in 2017.



Sheriff's Crime Lab

Fiscal Year 2014–15 Appropriations: \$49,940,000

Project Number: 1018895

Estimated Total Project Cost: \$104,800,000

Funding Source(s): General Fund

Scope: 150,000-square foot structure to house the Crime Lab, criminal evidence warehouse and central investigation unit offices. Current County Operations Center Master Plan includes relocation of the Fleet Maintenance facility to accommodate the proposed crime lab site. Funding in Fiscal Year 2014–15 of \$49.9 million based on General Purpose Revenue.

Schedule and Milestones: Conducting space and needs evaluation.



Multiple Species Conservation Program Land Acquisition

Fiscal Year 2014–15 Appropriations: \$10,000,000

Project Number: 1015029

Estimated Total Project Cost: \$293,869,296

Funding Source(s): General Fund

Scope: The County of San Diego Multiple Species Conservation Program (MSCP), is an integral part of the County's program to conserve the region's natural environment and increase the amount of land available to the public for parks and open space. The goals of the MSCP are to maintain and cherish the County's unique native habitats and species and promote regional economic viability.

Schedule and Milestones: Since 1997, over \$69.0 million from the General Fund has been spent on MSCP land acquisition, which leveraged over \$87.0 million in federal, State and local grants, and was used to acquire more than 18,679 acres throughout the county. Funding in Fiscal Year 2014–15 of \$10.0 million is based on \$2.5 million of General Purpose Revenue and \$7.5 million of General Fund fund balance.



Felicita Park Americans with Disabilities Act (ADA) Ramp and Sidewalks

Fiscal Year 2014–15 Appropriations: \$50,000
Project Number: 1019009
Estimated Total Project Cost: \$50,000
Funding Source(s): Community Development Block Grant
Scope: Replace the current amphitheater stage ramp, handrails and sidewalks with new ADA-compliant facilities. Felicita Park is located in southwest Escondido and listed in the National Register of Historic Places. Funding in Fiscal Year 2014–15 of \$0.1 million is based on Community Development Block Grant.
Schedule and Milestones: Construction anticipated to begin in 2014 and complete in 2015.



Jess Martin Ballfield Improvements

Fiscal Year 2014–15 Appropriations: \$300,000
Project Number: 1019010
Estimated Total Project Cost: \$300,000
Funding Source(s): Community Development Block Grant
Scope: Construction, grading, irrigation, import of dirt and sod for the existing large ball field. The ball field is one of various recreational opportunities offered at Jess Martin County Park, which is located in the community of Julian. Funding in Fiscal Year 2014–15 of \$0.3 million is based on Community Development Block Grant.
Schedule and Milestones: Construction anticipated to begin in 2014 and complete in 2015.

Lamar Fitness Path

Fiscal Year 2014–15 Appropriations: \$250,000
Project Number: 1019011
Estimated Total Project Cost: \$250,000
Funding Source(s): Community Development Block Grant
Scope: Construction of a walking path, stream crossing, and exercise stations. Lamar County Park is a nine-acre park located within the community of Spring Valley. Funding in Fiscal Year 2014–15 of \$0.3 million is based on Community Development Block Grant.
Schedule and Milestones: Construction anticipated to begin in 2014 and complete in 2015.



2014–16 Capital Appropriations

County Administration Center (CAC) Waterfront Park

Fiscal Year 2014–15 Appropriations: \$1,425,000

Project Number: 1015204

Estimated Total Project Cost: \$53,525,000*

Funding Source(s): General Fund

Scope: Construction and installation of supplementary improvements to the CAC Waterfront Park, including additional walkway, security features and improvements to the fountains. The CAC Waterfront Park is a public park located outside the CAC, providing various recreational opportunities. Funding in Fiscal Year 2014–15 of \$1.4 million is based on General Fund fund balance.

Schedule and Milestones: The CAC Waterfront Park was substantially completed and put into use in spring 2014. These additional improvements are anticipated to be completed in early 2015.



Images of the CAC Waterfront Park attributed to: Stephen Whalen Photography.

*Includes amounts appropriated after the formal adoption of the Fiscal Year 14–15 budget. Additional amounts appropriated on September 16, 2014 (11) by the County Board of Supervisors.

Summary of Capital Program Funds

Capital Program: All Funds

Budget by Fund						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Capital Outlay Fund	\$ 70,740,317	\$ 20,449,372	\$ 165,769,581	\$ 70,602,391	\$ 4,125,000	\$ —
County Health Complex Fund	38,595	—	210,077	190,008	—	—
Justice Facility Construction Fund	61,274,135	—	282,216,373	131,022,917	49,940,000	—
Library Projects Fund	1,397,084	18,231,301	18,645,051	415,080	9,750,000	—
Multiple Species Conservation Fund	7,442,012	10,000,000	33,184,497	6,711,311	10,000,000	2,500,000
Edgemoor Development Fund	9,470,419	9,813,933	10,165,516	9,809,383	9,917,783	9,916,433
Total	\$ 150,362,562	\$ 58,494,606	\$ 510,191,095	\$ 218,751,090	\$ 83,732,783	\$ 12,416,433

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Services & Supplies	\$ 5,253,330	\$ 533,000	\$ 7,316,372	\$ 6,960,240	\$ 633,000	\$ 633,000
Capital Assets Equipment	6,905,380	—	2,347,929	2,347,929	—	—
Capital Assets/Land Acquisition	128,964,638	48,680,673	491,245,861	200,161,988	73,815,000	2,500,000
Operating Transfers Out	9,239,215	9,280,933	9,280,933	9,280,933	9,284,783	9,283,433
Total	\$ 150,362,562	\$ 58,494,606	\$ 510,191,095	\$ 218,751,090	\$ 83,732,783	\$ 12,416,433

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Revenue From Use of Money & Property	\$ 327,052	\$ 4,518,352	\$ 6,018,352	\$ 746,647	\$ 639,089	\$ 614,472
Intergovernmental Revenues	5,435,199	4,930,509	122,638,924	96,926,343	5,108,008	4,507,352
Miscellaneous Revenues	1,163,897	—	9,950,544	1,779,256	—	—
Other Financing Sources	144,514,437	48,256,301	370,442,248	114,424,909	76,859,000	3,184,000
Use of Fund Balance	(1,078,023)	789,444	1,141,027	4,873,935	1,126,686	4,110,609
Total	\$ 150,362,562	\$ 58,494,606	\$ 510,191,095	\$ 218,751,090	\$ 83,732,783	\$ 12,416,433

Summary of Capital Program Funds

Revenue Detail						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Interest on Deposits & Investments	\$ 50,813	\$ 83,352	\$ 83,352	\$ 46,723	\$ 392,089	\$ 367,472
Rents and Concessions	276,239	4,435,000	5,935,000	699,925	247,000	247,000
State Aid Mental Health	38,595	—	210,077	190,008	—	—
State Coastal Protection Bonds Proposition 12	7,709	—	1	—	—	—
State Coastal Protection Bonds Proposition 40	—	—	121,195	—	—	—
State Aid for Corrections	—	—	100,000,000	85,555,199	—	—
State Aid Other State	77,513	—	4,637,737	1,074,134	—	—
Federal Department of Interior 15.916	5,175	—	390,825	2,083	—	—
Federal Aid HUD CDBG 14.218	732,792	424,372	631,381	342,907	600,000	—
Federal Other	4,573,415	4,506,137	4,508,709	4,512,871	4,508,008	4,507,352
Federal HHS 93.778X1X Medi-Cal Adm	—	—	—	500	—	—
Aid from Redevelopment Agencies	—	—	5,139,000	5,139,000	—	—
Aid from Redevelopment Successor Agencies	—	—	7,000,000	109,641	—	—
Third Party Recovery	368,670	—	—	—	—	—
Miscellaneous Revenue Other	—	—	4,400,000	427,921	—	—
Other Miscellaneous	615,357	—	5,451,594	1,252,386	—	—
Other Sales	179,870	—	98,950	98,950	—	—
Operating Transfer From General Fund	105,983,437	43,856,301	317,290,316	91,659,521	73,215,000	2,500,000
Operating Transfer From Road Fund	(25,550)	—	—	—	—	—
Operating Transfer From Parkland Dedication	114,473	—	2,236,062	655,684	—	—
Operating Transfer From Other/Special District	1,929,249	4,400,000	—	—	—	—
Operating Transfer From Library Fund	1,806	—	34,485	34,485	—	—
Operating Transfer From Asset Forfeiture Funds	3,007,367	—	116,633	116,633	—	—
Operating Transfer From Prop 172	—	—	3,605,561	3,430,137	—	—
Reimbursement from SANCAL - Bond Proceeds	15,846,667	—	40,050,675	18,336,394	—	—
Reimbursement from SDRBA COC - General Fund	12,009,013	—	857,729	142,353	—	—
Proceeds Sale/Solid Waste	—	—	6,250,786	—	—	—
Sale of Fixed Assets	5,647,976	—	—	49,700	3,644,000	684,000
Use of Fund Balance	(1,078,023)	789,444	1,141,027	4,873,935	1,126,686	4,110,609
Total	\$ 150,362,562	\$ 58,494,606	\$ 510,191,095	\$ 218,751,090	\$ 83,732,783	\$ 12,416,433

Capital Outlay Fund

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Services & Supplies	\$ 5,014,837	\$ —	\$ 1,025,019	\$ 1,025,019	\$ —	\$ —
Capital Assets Equipment	6,905,380	—	12,126	12,126	525,000	—
Capital Assets/Land Acquisition	58,820,101	20,449,372	164,732,437	69,565,246	3,600,000	—
Total	\$ 70,740,318	\$ 20,449,372	\$ 165,769,582	\$ 70,602,391	\$ 4,125,000	\$ —
Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ 1,500,000	\$ 407,343	\$ —	\$ —
Intergovernmental Revenue	823,189	424,372	17,722,710	6,467,765	600,000	—
Miscellaneous Revenue	601,065	4,400,000	9,383,075	1,178,715	—	—
Other Financing Sources	69,316,063	15,625,000	137,163,797	62,548,568	3,525,000	—
Total	\$ 70,740,318	\$ 20,449,372	\$ 165,769,582	\$ 70,602,391	\$ 4,125,000	\$ —

County Health Complex Fund

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Capital Assets/Land Acquisition	\$ 38,595	\$ —	\$ 210,077	\$ 190,008	\$ —	\$ —
Total	\$ 38,595	\$ —	\$ 210,077	\$ 190,008	\$ —	\$ —
Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Intergovernmental Revenues	\$ 38,595	\$ —	\$ 210,077	\$ 190,008	\$ —	\$ —
Total	\$ 38,595	\$ —	\$ 210,077	\$ 190,008	\$ —	\$ —

Summary of Capital Program Funds

Justice Facility Construction Fund

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Services & Supplies	\$ —	\$ —	\$ 5,406,770	\$ 5,406,770	\$ —	\$ —
Capital Assets Equipment	—	—	2,335,803	2,335,803	—	—
Capital Assets/Land Acquisition	61,274,135	—	274,473,800	123,280,344	49,940,000	—
Total	\$ 61,274,135	\$ —	\$ 282,216,373	\$ 131,022,917	\$ 49,940,000	\$ —
Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ 100,000,000	\$ 85,555,199	\$ —	\$ —
Other Financing Sources	61,274,135	—	182,216,373	45,467,718	49,940,000	—
Total	\$ 61,274,135	\$ —	\$ 282,216,373	\$ 131,022,917	\$ 49,940,000	\$ —

Library Projects Fund

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Services & Supplies	\$ 7,288	\$ —	\$ —	\$ —	\$ —	\$ —
Capital Assets/Land Acquisition	1,389,795	18,231,301	18,645,051	415,080	9,750,000	—
Total	\$ 1,397,084	\$ 18,231,301	\$ 18,645,051	\$ 415,080	\$ 9,750,000	\$ —
Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Miscellaneous Revenues	\$ 368,670	\$ —	\$ —	\$ —	\$ —	\$ —
Other Financing Sources	1,028,414	18,231,301	18,645,051	415,080	9,750,000	—
Total	\$ 1,397,084	\$ 18,231,301	\$ 18,645,051	\$ 415,080	\$ 9,750,000	\$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Capital Assets/Land Acquisition	\$ 7,442,012	\$ 10,000,000	\$ 33,184,497	\$ 6,711,311	\$ 10,000,000	\$ 2,500,000
Total	\$ 7,442,012	\$ 10,000,000	\$ 33,184,497	\$ 6,711,311	\$ 10,000,000	\$ 2,500,000
Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ 200,000	\$ 200,000	\$ —	\$ —
Miscellaneous Revenues	194,163	—	567,469	567,469	—	—
Other Financing Sources	7,247,849	10,000,000	32,417,028	5,943,842	10,000,000	2,500,000
Total	\$ 7,442,012	\$ 10,000,000	\$ 33,184,497	\$ 6,711,311	\$ 10,000,000	\$ 2,500,000

Edgemoor Development Fund

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Services & Supplies	\$ 231,205	\$ 533,000	\$ 884,583	\$ 528,450	\$ 633,000	\$ 633,000
Operating Transfers Out	9,239,215	9,280,933	9,280,933	9,280,933	9,284,783	9,283,433
Total	\$ 9,470,420	\$ 9,813,933	\$ 10,165,516	\$ 9,809,383	\$ 9,917,783	\$ 9,916,433
Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Revenue From Use of Money & Property	\$ 327,052	\$ 4,518,352	\$ 4,518,352	\$ 339,305	\$ 639,089	\$ 614,472
Intergovernmental Revenues	4,573,415	4,506,137	4,506,137	4,513,371	4,508,008	4,507,352
Miscellaneous Revenues	—	—	—	33,072	—	—
Other Financing Sources	5,647,976	—	—	49,700	3,644,000	684,000
Use of Fund Balance	(1,078,023)	789,444	1,141,027	4,873,935	1,126,686	4,110,609
Total	\$ 9,470,420	\$ 9,813,933	\$ 10,165,516	\$ 9,809,383	\$ 9,917,783	\$ 9,916,433

Outstanding Capital Projects by Fund

Capital Outlay Fund

Public Safety Group (PSG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Boulevard Fire Station	1016991	2011-12	\$ 3,500,000	—	\$ 3,311,276	\$ 730,215	—	—	\$ 918,939
<i>Project Scope:</i> The San Diego County Fire Authority (SDCFA) Boulevard Fire Station will replace the existing facility. The new building will be approximately 8,500 square feet and meet the current and projected needs for station sleeping and kitchen facilities and housing of fire apparatus for the community of Boulevard. Construction of the Fire Station is anticipated to be completed in 2014.									
<i>Funding Source(s):</i> Miscellaneous Revenue									
East Mesa Reentry Facility Complex Switch Gear Replacement	1017775	2012-13	\$ 1,582,343	—	\$ 1,534,620	\$ 85,926	—	—	\$ 133,792
<i>Project Scope:</i> Replace the over 20-year-old deteriorated main switch gear serving the East Mesa Reentry Facility complex.									
<i>Funding Source(s):</i> General Fund									
Regional Communication System Radio Tower	1018664	2013-14	\$ 350,000	—	\$ 350,000	\$ 316,343	—	—	\$ 316,343
<i>Project Scope:</i> Design, procure and install next generation regional public safety communications system.									
<i>Funding Source(s):</i> General Fund									
Total PSG Capital Outlay Fund	3	—	\$ 5,432,343	—	\$ 5,195,895	\$ 1,132,484	—	—	\$ 1,369,075
Health and Human Services Agency (HHSa)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Fallbrook Resource Center Leasehold Improvements	1018894	2013-14	\$ 598,400	—	\$ 598,400	—	—	—	—
<i>Project Scope:</i> Improvements to HHSa's Fallbrook Family Resource Center, which is located in leased space in the community of Fallbrook include planning and construction to reconfigure existing space into suitable office space.									
<i>Funding Source:</i> General Fund									
Mid City CWS Consolidation Leasehold Improvements	1019115	2013-14	\$ 1,000,000	—	\$ 1,000,000	—	—	—	—
<i>Project Scope:</i> Improvements to the 32,767 square feet of office space for HHSa include architectural, permitting, planning and construction to convert the leased space into suitable office space. The facility is located on University Avenue in the Mid-City area of the City of San Diego.									
<i>Funding Source:</i> General Fund									
San Pasqual Administration Building	1014131	2009-10	\$ 900,600	—	\$ 900,600	—	—	—	—
<i>Project Scope:</i> The replacement of administrative facilities destroyed in the 2007 wildfires. The reconstruction of a new 7,000 square foot administration building that will provide office space for County and contracted staff. The administration building will feature a shared waiting area, restrooms and meeting accommodations in a central zone.									
<i>Funding Source(s):</i> General Fund									
San Pasqual Academy Sports Field	1014255	2009-10	\$ 8,700	—	\$ 8,700	—	—	—	—
<i>Project Scope:</i> The reconstruction project of the San Pasqual Academy campus will include the installation of a new sports field.									
<i>Funding Source(s):</i> General Fund									
Total HHSa Capital Outlay Fund	4	—	\$ 2,507,700	—	\$ 2,507,700	—	—	—	\$ 341,338

Capital Outlay Fund

Land Use and Environment Group (LUEG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
4S Ranch Shade Structure Boys and Girls Club	1018350	2013-14	\$ 150,000	\$ 150,000	\$ 150,000	\$ 146,867	—	—	\$ 146,867
<i>Project Scope:</i> The 4S Ranch Shade Structure—Boys and Girls Club project includes the construction of a shade structure over an existing play area within the 4S Ranch Sports Park. The playground is adjacent to the Boys and Girls Club located on the east side of the park.									
<i>Funding Source(s):</i> General Fund									
4S Ranch Shade Structure Sports Park	1018351	2013-14	\$ 110,000	\$ 110,000	\$ 110,000	\$ 89,672	—	—	\$ 89,672
<i>Project Scope:</i> The 4S Ranch Shade Structure – Sports Park project includes the construction of a shade structure over an existing playground within the 4S Ranch Sports Park, adjacent to the north ball fields.									
<i>Funding Source(s):</i> General Fund									
4S Ranch Sports Park Artificial Turf	1016576	2011-12	\$ 1,570,000	—	\$ 22,552	—	—	—	\$ 1,547,448
<i>Project Scope:</i> The 4S Ranch Sports Park Artificial Turf project includes the conversion of multi-purpose grass fields into artificial turf.									
<i>Funding Source(s):</i> General Fund									
4S Ranch Synthetic Turf South Ball Fields	1018279	2013-14	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 153,649	—	—	\$ 153,649
<i>Project Scope:</i> The 4S Ranch Synthetic Turf South Ball Fields project includes the conversion of 239,000 square feet of multi-purpose grass fields into synthetic turf. This project consists of converting the south ballfields into water conserving synthetic turf. The multi-purpose fields are located at the north part of the 4S Ranch Sports park.									
<i>Funding Source(s):</i> General Fund, Other - Special District									
Agua Caliente Park Water and Sewer Electrical Line Replacement	1014351	2010-11	\$ 3,275,000	—	\$ 816,754	\$ 816,754	—	—	\$ 3,275,000
<i>Project Scope:</i> This project consists of renovating the current septic disposal system and upgrading the electrical system to better serve visitors to the park.									
<i>Funding Source(s):</i> General Fund									
Clemens Lane Shade Structure	1018358	2012-13	\$ 75,000	—	\$ 75,000	—	—	—	—
<i>Project Scope:</i> This project includes design and construction of shade structures over the existing tot lot and junior playground.									
<i>Funding Source(s):</i> General Fund									
County Preserve Fire Recovery	1015170	2008-09	\$ 311,327	—	\$ 311,327	—	—	—	—
<i>Project Scope:</i> This project consists of fencing, signage, design and construction of new culverts for erosion control at Lusardi Creek.									
<i>Funding Source(s):</i> General Fund, Miscellaneous Revenue									
Don Dussault Park Improvements	1015519	2011-12	\$ 330,000	\$ 206,372	\$ 259,139	\$ 11,030	—	—	\$ 781,892
<i>Project Scope:</i> Don Dussault County Park is located in the community of Fallbrook. Improvements include Americans with Disabilities Act (ADA) parking, junior and tot lot play structures, picnic areas, exercise equipment and paths, landscaping and irrigation.									
<i>Funding Source(s):</i> Community Development Block Grants									
Energy Upgrades to Park Facilities Sweetwater Regional	1014124	2010-11	\$ 1,500,000	—	\$ 24,556	—	—	—	\$ 1,475,444
<i>Project Scope:</i> Retrofit interior and exterior lighting with energy efficient fixtures (typically LED and Induction) at various locations; install/ retrofit facilities with energy saving fixtures and equipment.									
<i>Funding Source(s):</i> General Fund									
Escondido Creek Acquisitions	1000249	1999-00	\$ 6,241,685	—	\$ 134,362	—	—	—	\$ 6,107,322
<i>Project Scope:</i> This project is for the purchase of land acquisition in Escondido Creek area.									
<i>Funding Source(s):</i> General Fund									

■ ■ ■ Outstanding Capital Projects by Fund

Capital Outlay Fund

Land Use and Environment Group (LUEG) (continued)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Felicita Park Americans with Disabilities Act (ADA) Ramp and Sidewalks	1019009	2014-15	—	—	—	—	\$ 50,000	—	—
<i>Project Scope:</i> Replace the current amphitheater stage ramp, handrails and sidewalks with new ADA-compliant facilities.									
<i>Funding Source(s):</i> Community Development Block Grant									
Felicita Park Improvements	1004981	2002-03	\$ 2,387,613	—	\$ 1,227,454	\$ 814,878	—	—	\$ 1,975,038
<i>Project Scope:</i> Felicita Park is a 53-acre park located in Escondido. Addition of a restroom with a bridal changing room; new shade pavilion and paving for the reception area; conversion of existing parking spaces to provide additional Americans with Disabilities Act (ADA) compliant parking; as well as new walkways, ramps, landscaping, irrigation; and electric and water service connections.									
<i>Funding Source(s):</i> General Fund, Federal Other Federal Grants									
Felicita Park Turf and Playground Improvements	1017898	2012-13	\$ 738,507	—	\$ 738,507	\$ 8,030	—	—	\$ 8,030
<i>Project Scope:</i> Felicita Park is a 53-acre park located in Escondido. This project will focus on playground upgrades, including ADA-compliant access, new playing surfaces, a drinking fountain, landscaping, and signage. The planned improvements also include creek restoration, picnic facility upgrades, entry booth improvements, electrical upgrades, and museum facility improvement.									
<i>Funding Source(s):</i> Parkland Dedication Fund									
Flume Trail Construction	1017535	2012-13	\$ 466,500	—	\$ 440,467	\$ 329,812	—	—	\$ 355,845
<i>Project Scope:</i> The project includes the construction of 2.5 miles of the 36-mile "Historic Flume Corridor" adjacent to El Monte Park. Linkage to adjacent flume corridor segments can be made through future acquisition to the West allowing trail linkage to Lake Jennings Park. Future acquisitions of parcels to the East of this segment will allow linkage to the Cleveland National Forest.									
<i>Funding Source(s):</i> General Fund, State Aid Other State									
Guajome Regional Park Electrical, Water and Sewer	1018874	2014-15	—	—	—	—	\$ 1,500,000	—	—
<i>Project Scope:</i> Guajome County Park is located in the coastal City of Oceanside. The parks electrical, water and sewer systems were constructed in the 1970's. Funding of \$1.5 million from General Fund fund balance will be used to upgrade the park electrical distribution system, electrical panels, mini-switches and 50 amp electrical service to accommodate present-day RVs. Additionally, the project includes new sewer lines, RV connections, conveyance systems, potable water lines, drinking fountains and stabilization of utility pedestals. The project is estimated to be completed by summer 2015.									
<i>Funding Source(s):</i> General Fund									
Guajome Regional Park Playground Improvements	1018183	2012-13	\$ 750,000	—	\$ 750,000	\$ 13,100	—	—	\$ 13,100
<i>Project Scope:</i> Poured in place playground surface, shade canopies, horseshoe pits, volleyball court, exercise stations and gazebo.									
<i>Funding Source(s):</i> Parkland Dedication Fund									
Heritage Park Improvements	1015185	2008-09	\$ 137,500	—	\$ 18,209	—	—	—	\$ 119,291
<i>Project Scope:</i> External Improvements to historical structures.									
<i>Funding Source(s):</i> General Fund									
Hollister Pond Improvements	1017286	2011-12	\$ 75,000	—	\$ 75,000	\$ 68,826	—	—	\$ 68,826
<i>Project Scope:</i> Installation of a viewing deck with interpretive signage, benches and native landscaping adjacent to Hollister Pond in the Otay Valley Regional Park.									
<i>Funding Source(s):</i> State Proposition 40									

Capital Outlay Fund

Land Use and Environment Group (LUEG) (continued)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
I 122 Loss Allotment Supervisorial District 2 Acquisitions	1014133	2007-08	\$ 240,600	—	\$ 240,600	—	—	—	—
<i>Project Scope:</i>		This project is for the acquisition of open space in the District 2 area.							
<i>Funding Source(s):</i>		Miscellaneous Revenue							
Jess Martin Park Improvement*	1015172	2008-09	\$ 613,493	—	—	—	—	—	\$ 613,493
<i>Project Scope:</i>		Jess Martin Park is a nine-acre multi-use recreational area located in the community of Julian. This project will design and construct an exercise path, a shade pavilion and related improvements to the Jess Martin Park.							
<i>Funding Source(s):</i>		General Fund, Community Development Block Grants							
Jess Martin Ballfield Improvements	1019010	2014-15	—	—	—	—	\$ 300,000	—	—
<i>Project Scope:</i>		Jess Martin Park is a nine-acre multi-use recreational area located in the community of Julian. This project is for the construction, grading, irrigation and import of dirt and sod for the existing large ball field.							
<i>Funding Source(s):</i>		Community Development Block Grants							
Jess Martin Multi-Use Ball Fields Irrigation and Seepage Pit	1018329	2013-14	\$ 218,000	\$ 218,000	\$ 218,000	\$ 210,270	—	—	\$ 210,270
<i>Project Scope:</i>		Jess Martin Park is a nine-acre multi-use recreational area located in the community of Julian. This project will provide a new irrigation mainline and a seepage pit system for the ball fields.							
<i>Funding Source(s):</i>		Community Development Block Grants							
Lakeside Equestrian Acquisition	1017325	2012-13	\$ 403,590	—	—	—	—	—	\$ 403,590
<i>Project Scope:</i>		Design and construction of a 13.88 acres equestrian facility on vacant land at the Northeast corner of Willow Rd and Moreno Ave.							
<i>Funding Source(s):</i>		General Fund							
Lake Morena Electrical Update	1018190	2013-14	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 243,110	—	—	\$ 243,110
<i>Project Scope:</i>		Lake Morena County Park is located in eastern San Diego County, southwest of the Laguna Mountains, and showcases desert, coastal and mountain habitats. The park features camping facilities including spaces for tents, recreational vehicles, cabins by the lake, and a youth area. The majority of the camping facilities provide electrical hookups. This project will remove old electrical system infrastructure, currently providing 15 and 30 amp service, and install an upgraded system that provides 50 amp service.							
<i>Funding Source(s):</i>		General Fund							
Lakeside Skate Park Construction	1017857	2012-13	\$ 624,308	—	\$ 619,961	\$ 550,249	—	—	\$ 554,596
<i>Project Scope:</i>		Construction of a 16,500 square-foot ADA accessible skateboard friendly park that includes a bowl, banks and stairs that blends into the surrounding environment.							
<i>Funding Source(s):</i>		General Fund, Parkland Dedication Fund							
Lakeside Soccer Fields Acquisition	1009548	2005-06	\$ 337,391	—	\$ 322,780	—	—	—	\$ 14,611
<i>Project Scope:</i>		Acquisition, design, and construction of a 13.5-acre site as an active recreation soccer park.							
<i>Funding Source(s):</i>		General Fund							
Lamar Fitness Path	1019011	2014-15	—	—	—	—	\$ 250,000	—	—
<i>Project Scope:</i>		Lamar County Park is a nine-acre park located within the community of Spring Valley. This project is for the construction of a walking path, stream crossing, and exercise stations.							
<i>Funding Source(s):</i>		Community Development Block Grant							
Live Oak Amphitheater	1014129	2009-10	\$ 492,000	—	\$ 418,107	\$ 417,530	—	—	\$ 491,423
<i>Project Scope:</i>		Design and construction of 88-seat amphitheater located in Live Oak Park.							
<i>Funding Source(s):</i>		General Fund, State Aid Other State, Parkland Dedication Fund							

*Project closed as of June 30, 2014 and will no longer be displayed in Operational Plan.

■ ■ ■ Outstanding Capital Projects by Fund

Capital Outlay Fund

Land Use and Environment Group (LUEG) (continued)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Live Oak Park Playground Improvements	1018940	2013-14	\$ 158,000	—	\$ 158,000	—	—	—	—
<i>Project Scope:</i> Live Oak Park provides the Fallbrook community with a variety of recreational activities. This project includes the replacement of the playground wood fiber surface with a solid rubberized surface and the installation of a shade structure.									
<i>Funding Source(s):</i> General Fund, Parkland Dedication Fund									
Mt Olympus Preserve Improvements	1015194	2007-08	\$ 350,000	—	\$ 299,458	\$ 22,044	—	—	\$ 72,586
<i>Project Scope:</i> This project consist of park improvements that include staging area, signage, benches, kiosk, fencing and trail heads.									
<i>Funding Source(s):</i> General Fund									
Otay Valley Regional Park Phase II Acquisition	1000246	1999-00	\$ 9,590,877	—	\$ 158,737	—	—	—	\$ 9,432,140
<i>Project Scope:</i> As part of the Otay Valley Regional Park Master Plan, certain parcels in the valley were identified as possible active recreation sites									
<i>Funding Source(s):</i> General Fund, Miscellaneous Revenue									
Otay Valley Regional Park Staging Area	1010431	2006-07	\$ 218,214	—	\$ 218,214	—	—	—	—
<i>Project Scope:</i> Design and construction of multi-use trails to include connections to adjacent trail systems, in addition to development/construction of staging areas and environmental mitigation areas.									
<i>Funding Source(s):</i> General Fund									
Otay Valley Regional Park Trail Improvements	1009268	2005-06	\$ 9,220,877	—	\$ 585,707	—	—	—	\$ 8,635,170
<i>Project Scope:</i> Design and construction of multi-use trails to include connections to adjacent trail systems, in addition to development/construction of staging areas and environmental mitigation areas.									
<i>Funding Source(s):</i> General Fund, State Proposition 12, State Proposition 40									
Pine Valley Ball Field Improvements	1006608	2004-05	\$ 2,024,447	—	\$ 1,917,451	\$ 216	—	—	\$ 107,212
<i>Project Scope:</i> Construction of new multi-purpose artificial turf softball and soccer field, an additional paved parking lot, ADA access and other related park improvements.									
<i>Funding Source(s):</i> General Fund									
Potrero Park Fitness and Nature Trail Improvement	1018129	2012-13	\$ 179,848	—	\$ 172,505	\$ 145,011	—	—	\$ 152,354
<i>Project Scope:</i> This project includes the addition of a new American with Disabilities Act (ADA) accessible trail with outdoor fitness stations linking 0.25 miles of trail to the existing 0.4 mile nature trail that will undergo surface improvements and interpretive signage.									
<i>Funding Source(s):</i> General Fund									
Provence House Parking Lot	1018902	2013-14	\$ 500,000	—	\$ 500,000	\$ 1,220	—	—	\$ 1,220
<i>Project Scope:</i> Parking lot construction and trail improvements surrounding Provence House. The parking lot construction will add approximately 35 parking spaces to Provence House, bringing the total amount of parking spaces to 41.									
<i>Funding Source(s):</i> General Fund, Parks and Recreation Trust Fund									
Ramona Grasslands Phase I	1018665	2013-14	\$ 385,000	—	\$ 385,000	—	—	—	—
<i>Project Scope:</i> This project includes 5.5 mile multi-use trail system that will include maintenance building, visitor kiosk and two volunteer pads.									
<i>Funding Source(s):</i> General Fund									
Rancho Guajome Adobe Volunteer Vehicle Pad	1015196	2010-11	\$ 60,000	—	\$ 60,000	—	—	—	—
<i>Project Scope:</i> Rehabilitation of volunteer pad.									
<i>Funding Source(s):</i> General Fund									

Capital Outlay Fund

Land Use and Environment Group (LUEG) (continued)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Ranger Housing Improvements	1015191	2007-08	\$ 2,500,000	—	\$ 41,163	\$ 23,362	—	—	\$ 2,482,199
<i>Project Scope:</i> Project will provide the construction of various improvements to several County-owned ranger residences to reduce energy consumption, decrease annual maintenance costs, and modernize the residences.									
<i>Funding Source(s):</i> General Fund									
San Diego Botanic Garden Expansion	1018209	2013-14	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 2,792	—	—	\$ 2,792
<i>Project Scope:</i> The San Diego Botanic Garden is a 37-acre area located in Encinitas. This project is for planning and development of the future expansion of the Garden, which will ultimately house a new visitor center, new parking facilities, and additional gardens.									
<i>Funding Source(s):</i> General Fund									
San Elijo Gateway Property Acquisition	1018839	2013-14	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 30,032	—	—	\$ 30,032
<i>Project Scope:</i> The San Elijo Lagoon Ecological Reserve is one of the few remaining coastal wetlands in San Diego County, and is home to numerous species of plants and animals. The acquisition project is to permanently acquire a portion of 3.4 acres of open space within the City of Solana Beach adjacent to the Lagoon, just east of the Cardiff State Beach, and incorporate it into the Reserve.									
<i>Funding Source(s):</i> General Fund									
San Elijo Lagoon Nature Center Expansion	1000285	2003-04	\$ 5,652,396	—	\$ 139,025	—	—	—	\$ 5,513,371
<i>Project Scope:</i> The San Elijo Lagoon Ecological Reserve is one of the few remaining coastal wetlands in San Diego County, and is home to numerous species of plants and animals. This project is for the replacement of the existing facility with a larger, two-story structure with modern exhibits and displays, showcasing the unique ecology and history of the lagoon environment, including upgrades to the existing parking lot and entrance.									
<i>Funding Source(s):</i> General Fund									
San Luis Rey River Park Acquisition	1007108	2005-06	\$ 9,076,070	\$ 3,065,000	\$ 3,133,044	—	—	—	\$ 5,943,026
<i>Project Scope:</i> The Master Plan for the proposed San Luis Rey River Park includes an 8.5-mile length of the San Luis Rey River corridor in North San Diego County. The River Park will provide opportunities for recreation, preservation, and restoration. The three major components of the River Park are anticipated to be: an open space preserve, active recreational amenities, and a network of multi-use trails that connect the park together internally and with surrounding communities. The heart of the park will be an approximately 1,600-acre open space preserve, providing a habitat for several threatened and endangered species. The funding for this project will provide for the acquisition of additional properties in order to develop the River Park.									
<i>Funding Source(s):</i> General Fund									
San Luis Rey River Park Planning and Development	1000036	2002-03	\$ 4,206,179	—	\$ 2,721,498	\$ 23,820	—	—	\$ 1,508,501
<i>Project Scope:</i> The Master Plan for the proposed San Luis Rey River Park includes an 8.5-mile length of the San Luis Rey River corridor in North San Diego County. Acquisition of properties within the proposed San Luis Rey River Park. Additional 250 acres needed which includes 2 active recreation sites (40-60 acres).									
<i>Funding Source(s):</i> General Fund									
Santa Ysabel Nature Center	1014142	2009-10	\$ 125,000	—	\$ 34,661	—	—	—	\$ 90,339
<i>Project Scope:</i> Design and construct a nature center facility including parking and related facility amenities									
<i>Funding Source(s):</i> General Fund									

■ ■ ■ Outstanding Capital Projects by Fund

Capital Outlay Fund

Land Use and Environment Group (LUEG) (continued)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Stowe Trail Acquisition	1006952	2004-05	\$ 565,000	—	\$ 494,802	—	—	—	\$ 70,198
<i>Project Scope:</i> Department of Parks and Recreation acquiring parcels and easements adjacent to MCAS Miramar in effort to create an alternative, parallel trail alignment.									
<i>Funding Source(s):</i> General Fund									
Sweetwater Lane Artificial Turf Improvements	1014253	2009-10	\$ 3,730,000	—	\$ 706,672	—	—	—	\$ 3,023,328
<i>Project Scope:</i> Sweetwater Lane County Park is an 11-acre park in the community of Spring Valley that provides a variety of recreational facilities to the public. Among other facilities, the Park features four softball/baseball fields, seven soccer fields, a concession building and light towers for night games. This project is to retrofit and replace worn grass fields at the existing parks with artificial turf which will conserve water and allow increased use of the playing fields.									
<i>Funding Source(s):</i> General Fund, Other - Special District									
Sweetwater Loop Trail Segment 4 Reroute	1018723	2013-14	\$ 361,000	—	\$ 361,000	\$ 454	—	—	\$ 454
<i>Project Scope:</i> Construction for the northern segment of Sweetwater Regional Multi-Purpose Loop Trail and Bonita Golf Course Trail.									
<i>Funding Source(s):</i> Miscellaneous Revenue									
Sweetwater Parking Lot Improvement	1016213	2011-12	\$ 300,000	—	\$ 253,034	\$ 41,978	—	—	\$ 88,944
<i>Project Scope:</i> This project consist of construction of approximately 35 space parking lots.									
<i>Funding Source(s):</i> General Fund									
Sweetwater Regional Park Equestrian Center Phase 3	1014849	2010-11	\$ 535,426	—	\$ 508,321	\$ 64,861	—	—	\$ 88,987
<i>Project Scope:</i> Construction of 1.43 mile trail located in the Sweetwater Valley Regional Park.									
<i>Funding Source(s):</i> General Fund, State Aid Other State, Federal Department of Interior 15.916									
Sweetwater Regional Park Photovoltaic Phase II	1018875	2014-15	—	—	—	—	\$ 600,000	—	—
<i>Project Scope:</i> Sweetwater Regional Park is located in the unincorporated community of Bonita. The 540-acre park provides extensive facilities for outdoor recreation, a community building and camping. Funding of \$600K from General Fund fund balance will be used to complete Sweetwater Regional Photovoltaic Phase II. The project will install 98 additional solar panels that will connect to the existing 250 kilowatt photovoltaic system. The system will provide a clean source of renewable energy. Completion of Phase II will result in overall energy consumption savings of up to 98% in this park. The project is estimated to be completed in 2016.									
<i>Funding Source(s):</i> General Fund									
Swiss Park Trail Connection and Improvements	1014352	2010-11	\$ 400,000	—	\$ 97,709	\$ 67,054	—	—	\$ 369,344
<i>Project Scope:</i> This project includes the design and construction of a multi-use trail and staging area located at Swiss Club in San Diego for access to the Bayshore Bikeway. Additional amenities include ten new parking stalls with one van accessible handicap parking space, four bike racks and an ADA compliant port-a-potty. The Swiss Park improvements include repaving and restriping 58 parking spaces with four ADA parking spaces with two van accessible spaces, and asphalt paving. New fencing and gate improvements will provide separation between the staging area and banquet facilities.									
<i>Funding Source(s):</i> General Fund									
Tijuana River Valley Equestrian Center	1014147	2010-11	\$ 117,000	—	\$ 16,641	—	—	—	\$ 100,359
<i>Project Scope:</i> The Tijuana River Valley (TJRV) Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The Park features multi-use trails, a community garden, and one of the County's newest sports facilities, which includes five ball fields and a multi-use open turf area. This project is for the design and construction of an Equestrian Staging Area, which is connected to the Pacific Ocean via multi-use trails.									
<i>Funding Source(s):</i> General Fund									

Outstanding Capital Projects by Fund ■ ■ ■

Capital Outlay Fund

Land Use and Environment Group (LUEG) <i>(continued)</i>									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Tijuana River Valley Sports Complex Concept Plan	1010973	2006-07	\$ 466,603	—	\$ 271,238	—	—	—	\$ 195,365
<i>Project Scope:</i> This project is for the design and construct a series of multi-use ball fields, playgrounds, restrooms and other park amenities.									
<i>Funding Source(s):</i> General Fund									
Tijuana River Valley Trail Construction	1014134	2007-08	\$ 323,999	—	\$ 103,165	—	—	—	\$ 220,834
<i>Project Scope:</i> This project is for the design and construction of a three mile trail at Dairy Mart Pond.									
<i>Funding Source(s):</i> General Fund									
Tijuana River Valley Regional Trails Construction	1018196	2013-14	\$ 2,002,428	\$ 1,900,000	\$ 2,002,428	\$ 529,348	—	—	\$ 529,348
<i>Project Scope:</i> This project is for the design and construction of 22.5 mile trail system and other related improvements within the Park.									
<i>Funding Source(s):</i> Miscellaneous Revenue									
TJRV North East Trail Connection	1017611	2012-13	\$ 505,877	—	\$ 490,566	\$ 58,835	—	—	\$ 74,146
<i>Project Scope:</i> This project is for part of a 22.5 mile trail system in the Tijuana River Valley Regional Park.									
<i>Funding Source(s):</i> General Fund, State Aid Other State									
TJRV Mesa Trails Construction	1018373	2013-14	\$ 1,437,464	—	\$ 1,437,464	\$ 123,177	—	—	\$ 123,177
<i>Project Scope:</i> This project is for part of a 22.5 mile trail system in the Tijuana River Valley Regional Park.									
<i>Funding Source(s):</i> General Fund, State Aid Other State, Miscellaneous Revenue									
TJRV South West Trails Construction	1018372	2013-14	\$ 2,086,741	—	\$ 2,086,741	\$ 120,933	—	—	\$ 120,933
<i>Project Scope:</i> This project is for part of a 22.5 mile trail system in the Tijuana River Valley Regional Park.									
<i>Funding Source(s):</i> General Fund, State Aid Other State, Miscellaneous Revenue									
TJRV Interpretive Loop Trail	1018182	2012-13	\$ 698,741	—	\$ 694,235	\$ 302,304	—	—	\$ 306,811
<i>Project Scope:</i> This project is for part of a 22.5 mile trail system in the Tijuana River Valley Regional Park.									
<i>Funding Source(s):</i> General Fund, State Aid Other State									
Valley Park Acquisition	1005335	2003-04	\$ 500,000	—	\$ 493,773	—	—	—	\$ 6,227
<i>Project Scope:</i> This project is for the land acquisition of Valley Center Park.									
<i>Funding Source(s):</i> General Fund									
Volcan Mountain West Acquisition	1000040	2002-03	\$ 2,094,884	—	\$ 196,233	—	—	—	\$ 1,898,650
<i>Project Scope:</i> This project is for land acquisition in Volcan Mountain West.									
<i>Funding Source(s):</i> General Fund									
Waste Site Land Acquisitions	1000011	1997-98	\$ 8,238,400	—	\$ 6,250,786	—	—	—	\$ 1,987,614
<i>Project Scope:</i> This project is for the acquisition of property as required by the Purchase and Sale Agreement of the Solid Waste Divestiture.									
<i>Funding Source(s):</i> Proceeds from Solid Waste									
Total LUEG Capital Outlay Fund	63	—	\$ 96,957,985	\$ 12,949,372	\$ 41,262,045	\$ 5,431,218	\$ 2,700,000	—	\$ 61,124,178

■ ■ ■ Outstanding Capital Projects by Fund

Capital Outlay Fund

Community Services Group (CSG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Animal Shelter Multi-Purpose Barn	1014127	2010-11	\$ 200,000	—	\$ 80,358	\$ 77,175	—	—	\$ 196,817
<i>Project Scope:</i> The County of San Diego currently operates three animal shelters throughout the County. This project is for the new facility at the animal shelter in Bonita. This multi-purpose 1,000 square foot structure will provide housing for sick, injured or newborn livestock; grooming area for cats and dogs; and housing for animals that are being held for extended periods as evidence in criminal or administrative cases.									
<i>Funding Source(s):</i> General Fund									
Campo Community Center Stormwater System Improvements	1010779	2006-07	\$ 185,000	—	\$ 32,635	—	—	—	\$ 152,365
<i>Project Scope:</i> Improvements to Campo Community Center Stormwater System.									
<i>Funding Source(s):</i> Community Development Block Grants									
County Operations Center and Annex Phase 1A	1011214	2007-08	\$ 176,834,944	—	\$ 9,930,299	\$ 142,353	—	—	\$ 167,046,998
<i>Project Scope:</i> Phase 1A, includes the construction of two office buildings, an energy efficient central plant and one parking structure. This phase will provide improved working space for the County employees currently located at the County Operations Center (COC).									
<i>Funding Source(s):</i> General Fund, Reimbursement from SDRBA - COC - General Fund, Reimbursement from SDRBA - COC - Bond Proceeds									
County Operations Center and Annex Phase 1B	1014125	2010-11	\$ 113,000,000	—	\$ 8,377,786	\$ 7,654,925	—	—	\$ 112,277,139
<i>Project Scope:</i> Phase 1B, will include two additional 150,000 square foot office buildings, a conference center with cafeteria, and improvements to existing COC buildings to accommodate departmental moves. The project will provide a single, cohesive campus for County employees who are currently located at the COC, the Annex and various leased properties; provide more parking and improved accessibility to County clients and is designed to LEED Gold standards for improved energy efficiency and sustainability.									
<i>Funding Source(s):</i> General Fund, Reimbursement from SDRBA - COC - General Fund									
HHSa PSG CSG Office Relocation	1015131	2008-09	\$ 74,051,035	—	\$ 26,728,147	\$ 22,419,841	—	—	\$ 67,742,730
<i>Project Scope:</i> The HHSa PSG CSG Office Relocation project is related to the COC and Annex Redevelopment projects, to relocate departments as a result of the COC and Annex Redevelopment. Additional project elements include acquisition of 9235 - 9295 Chesapeake Drive in the City of San Diego, and constructing a facility for the Registrar of Voters, upgrading Fleet facilities, and improving tenant area for the County Mail Services, Sheriff Transportation and Probation Work Projects.									
<i>Funding Source(s):</i> General Fund, Miscellaneous Revenue, Reimbursement from SDRBA - COC - General Fund, Reimbursement from SDRBA - COC - Bond Proceeds									
Long-Term Animal Care Facility	1015559	2011-12	\$ 460,000	—	\$ 148,843	\$ 10,000	—	—	\$ 321,157
<i>Project Scope:</i> The County of San Diego currently operates three animal shelters throughout the County. This project is for the new facility at the animal shelter in Bonita which is expected to house 15-18 animals being held for extended periods of time. The project includes larger kennels, an integrated exercise area and interaction areas.									
<i>Funding Source(s):</i> General Fund									
RICC CalTrans Replacement Property Ramona Acquisition	1018658	2013-14	\$ 37,500	—	\$ 37,500	—	—	—	—
<i>Project Scope:</i> Ramona Intergenerational Community Center (RICC) Land Acquisition project will provide for the acquisition of the current CalTrans property adjoining the new Library on Main Street.									
<i>Funding Source(s):</i> General Fund									
RICC Caltrans Replacement Property Julian Acquisition	1018659	2013-14	\$ 37,500	—	\$ 37,500	—	—	—	—
<i>Project Scope:</i> RICC Land Acquisition project will provide for the acquisition of the current Caltrans property adjoining the new Library on Main Street.									
<i>Funding Source(s):</i> General Fund									
Total CSG Capital Outlay Fund	8	—	\$ 364,805,979	—	\$ 45,373,067	\$ 30,304,294	—	—	\$ 349,737,206

Capital Outlay Fund

Finance and General Government Group (FGG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Cedar and Kettner Development	1015093	2010-11	\$ 36,100,000	—	\$ 34,191,900	\$ 4,974,126	—	—	\$ 6,882,136
<i>Project Scope:</i> The development of County-owned property, located at the intersection of Cedar Street and Kettner Boulevard in downtown San Diego (Cedar and Kettner), to provide County employees as well as new residential, office and retail development to support the surrounding community. Cedar and Kettner encompasses approximately 52,500 square feet. The parking structure will provide up to 700 parking spaces to employees and visitors with business at the County Administration Center (CAC).									
<i>Funding Source(s):</i> General Fund, Aid from Redevelopment Agencies, Rents & Concessions, Reimbursement from SANCAL - Bond Proceeds									
County Administration Center Waterfront Park	1015204	2002-03	\$ 49,400,000	—	\$ 29,854,050	\$ 28,875,435	\$ 1,425,000	—	\$ 48,421,385
<i>Project Scope:</i> The CAC Waterfront Park will convert the surface parking lots on the north and south sides of the CAC into a community and regional open space amenity: a public waterfront park, providing facilities for organized activities, such as weddings and community events, and recreational activities, such as walking and picnicking. Other components of the Project include large civic greens, children's play area, garden rooms, and an expansive interactive fountain. This project includes the design and construction of new landscape and hardscape over one underground parking structure to replace current paved surface parking.									
<i>Funding Source(s):</i> General Fund, Aid from Redevelopment Agencies, Rents & Concessions, Reimbursement from SANCAL - Bond Proceeds									
ARCC El Cajon Branch Office Building	1018194	2013-14	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—	—	—
<i>Project Scope:</i> This project will replace the existing 8,920 square foot County facility located on Magnolia Street in the City of El Cajon, housing Assessor/Recorder/County Clerk (ARCC) staff and operations. The replacement facility is anticipated to be approximately 14,500 square feet, and will provide office and parking space to accommodate growth in ARCC staff. The project includes acquisition of additional property adjacent to the current site and the new facility will provide a more functional and efficient facility allowing for improved operations. The replacement ARCC El Cajon Branch Office facilities are anticipated to include 65 parking spaces and accommodate up to 40 staff members.									
<i>Funding Source(s):</i> General Fund, Miscellaneous Revenue from the Recorder Modernization Fund									
Total FGG Capital Outlay Fund	3	—	\$ 93,000,000	\$ 7,500,000	\$ 71,546,040	\$ 33,849,561	\$ 1,425,000	—	\$ 55,303,521
Total Capital Outlay Fund	81	—	\$ 562,704,007	\$ 20,449,372	\$ 165,884,748	\$ 70,717,557	\$ 4,125,000	—	\$ 467,533,980

County Health Complex Fund

Health and Human Services Agency (HHSA)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Juvenile Hall (2011) Mental Health Services Office Building	1016139	2011-12	\$ 259,000	—	\$ 210,077	\$ 190,008	—	—	\$ 238,931
<i>Project Scope:</i> Permanent, one story 800 square foot new construction modular or pre-fabricated building on a concrete foundation with utilities, located on existing County property.									
<i>Funding Source(s):</i> State Aid Mental Health									
Total HHSA County Health Complex Fund	1	—	\$ 259,000	—	—	—	—	—	\$ 238,931
Total County Health Complex Fund	1	—	\$ 259,000	—	\$ 210,077	\$ 190,008	—	—	\$ 238,931

■ ■ ■ Outstanding Capital Projects by Fund

Justice Facility Construction Fund

Public Safety Group (PSG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Camp Barrett Staff Housing	1018562	2013-14	\$ 425,000	—	\$ 425,000	\$ 15,059	—	—	\$ 15,059
<i>Project Scope:</i> Purchase and installation of two manufactured dormitory homes at the Juvenile Ranch Facility for Probation staff.									
<i>Funding Source(s):</i> General Fund									
East Mesa Reentry Facility	1016416	2011-12	\$ 38,064,000	—	\$33,997,831	\$31,742,883	—	—	\$ 35,591,321
<i>Project Scope:</i> The East Mesa Reentry Facility project will add 400 beds and support facilities to the East Mesa Reentry Facility in order to respond to the growing number of inmates assigned to local custody due to AB 109, <i>Public Safety Realignment</i> (2011), and focuses on the needs of that population for specific services as recommended by the Community Correction Partnership. To accommodate this increased need, the additional beds of the East Mesa Reentry Facility project will increase the inmate capacity from approximately 3,650 to 4,050 at the East Mesa Reentry Complex. The project will also include attendant improvements to the existing central plant, kitchen, and intake and administrative building at the East Mesa Reentry Facility for the increased demands.									
<i>Funding Source(s):</i> General Fund									
Juvenile Ranch Facility Staff	1018561	2013-14	\$ 540,000	—	\$ 540,000	\$ 17,480	—	—	\$ 17,480
<i>Project Scope:</i> Purchase and installation of three manufactured dormitory homes at the Juvenile Ranch Facility for Probation staff.									
<i>Funding Source(s):</i> General Fund									
Next Generation RCS Site Acquisition	1017536	2012-13	\$ 140,000	—	\$ 15,326	—	—	—	\$ 124,674
<i>Project Scope:</i> Design, procure and install next generation regional public safety communications system									
<i>Funding Source(s):</i> General Fund									
Pine Valley Substation	1015198	1999-00	\$ 3,710,000	—	\$ 3,176,881	\$ 2,834,597	—	—	\$ 3,367,716
<i>Project Scope:</i> Funding for the acquisition of site and to construct and develop new 4,250 square foot facility in Pine Valley. The station was identified as a future need in the Law Enforcement Master Plan to accommodate population growth in the northeastern unincorporated area of the county.									
<i>Funding Source(s):</i> General Fund									
Ramona Station Land Acquisition	1014136	2007-08	\$ 1,000,000	—	\$ 1,000,000	—	—	—	—
<i>Project Scope:</i> Funding for the acquisition of a three to five acre site to construct a, 15,000 square foot, station in Ramona for the Northern/Rural Command area. The station was identified as a future need in the Law Enforcement Master Plan to accommodate population growth in the northeastern unincorporated area of the county.									
<i>Funding Source(s):</i> General Fund									
Rancho San Diego Sheriff Station	1015199	2004-05	\$ 15,399,211	—	\$ 5,599,427	\$ 5,198,881	—	—	\$ 14,998,665
<i>Project Scope:</i> The Sheriff's Department of the County of San Diego provides law enforcement services to 107 square miles of unincorporated southeast San Diego County. In an effort to better serve the unincorporated populations of Rancho San Diego, Spring Valley, Jamul and surrounding areas, the Rancho San Diego community has been selected as the location for a new Sheriff station. The Rancho San Diego Sheriff Station is planned to be a 26,000 square foot facility located on 4.5 acres, and will be able to accommodate 130 personnel. This project is for the design and construction of the freestanding Sheriff Station.									
<i>Funding Source(s):</i> General Fund, Sheriff Asset Forfeiture Fund, Prop 172 Fund									
Sheriff's Crime Lab	1018895	2014-15	—	—	—	—	\$49,940,000	—	—
<i>Project Scope:</i> Co-location of the crime laboratory, property and evidence facility and central investigations offices will benefit the Sheriff's Department through increased efficiency as a result of adjacency to the County Medical Examiner facility and co-location. This project is for 150,000 square foot structure to house crime lab, criminal evidence warehouse and central investigations unit offices. Current County Operations Center master plan includes Fleet Maintenance Facility which must be relocated to crime lab site.									
<i>Funding Source(s):</i> General Fund									
Sheriff Defensive Tactics Building	1014135	2007-08	\$ 712,000	—	\$ 695,311	\$ 582,295	—	—	\$ 598,985
<i>Project Scope:</i> Proposed new 3,600-square foot building for defensive tactics and training.									
<i>Funding Source(s):</i> General Fund									
Sheriffs Lakeside Land Improvement	1018774	2013-14	\$ 1,430,000	—	\$ 1,430,000	\$ 136,120	—	—	\$ 1,214,987
<i>Project Scope:</i> Interior improvements to an existing 5,318 square foot office building will be completed to accommodate the Sheriff's needs, housing approximately 30 staff members, in addition to parking lot improvements on the adjoining lot.									
<i>Funding Source(s):</i> General Fund, Sheriff Asset Forfeiture Fund									

Justice Facility Construction Fund

Public Safety Group (PSG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Sheriffs Lakeside Substation Acquisition	1018773	2013-14	\$ 1,215,000	—	\$ 1,215,000	\$ 1,214,987	—	—	\$ 136,120
<i>Project Scope:</i> Acquisition of three adjoining parcels, located at 12365 and 12369 Parkside Street and 9828 River Street in the community of Lakeside to use for the Lakeside Sheriff Substation.									
<i>Funding Source(s):</i> General Fund									
Women's Detention and Reentry Facility	1015195	1997-98	\$303,600,000	—	\$ 234,121,598	\$89,280,613	—	—	\$ 158,759,015
<i>Project Scope:</i> The Las Colinas Women's Detention and Reentry Facility (WDRF) will serve as the primary booking and holding facility for women arrested in the county, and will replace the current facility located in Santee in East San Diego County. The WDRF project is designed in two phases. Phase I includes the construction of 832 beds, a central utility plant, facilities for intake/release and transfer, food and medical services, administration, and programs. Inmates in the current facility are expected to be transferred to the replacement WDRF in summer 2014. Demolition of the old buildings will commence following the transfer.									
<i>Funding Source(s):</i> General Fund, State Aid for Corrections (AB900)									
Total PSG Justice Facility Construction Fund	12	—	\$ 367,017,480	—	\$282,216,373	\$131,022,917	\$49,940,000	—	\$ 215,824,023
Total Justice Facility Construction Fund	12	—	\$ 367,017,480	—	\$282,216,373	\$131,022,917	\$49,940,000	—	\$ 215,824,023

Library Projects Fund

Public Safety Group (PSG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Downtown San Diego Law Library Remodel	1014128	2009-10	\$ 4,249,000	—	\$ 77,573	\$ 3,523	—	—	\$ 4,174,951
<i>Project Scope:</i> Infrastructure overhaul, including HVAC, electrical, life safety, plumbing systems to bring them to code as well as replace worn and deteriorated equipment with energy efficient equipment. Correct ADA deficiencies. Improve interior space usage to meet improved service delivery plans. Refresh interior finishes.									
<i>Funding Source(s):</i> General Fund									
Total PSG Library Projects Fund	1	—	\$ 4,249,000	—	\$ 77,573	\$ 3,523	—	—	\$ 4,174,951

Community Services Group (CSG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Alpine Branch Library	1015202	2001-02	\$ 10,194,686	\$ 9,811,301	\$ 9,811,545	\$ 148,664	—	—	\$ 531,805
<i>Project Scope:</i> Proposed replacement for 3,000 square foot facility with new 13,500 square foot freestanding library building.									
<i>Funding Source(s):</i> General Fund									
Borrego Springs Community Library	1018705	2013-14	\$ 200,000	—	\$ 260,000	\$ 28,476	\$ 9,750,000	—	\$ 28,476
<i>Project Scope:</i> This will be a 13,500 square foot freestanding library in Borrego Springs. This project includes the assessment of proposed land donation of approximately 2.5-acre site with an estimated value of \$55,000.									
<i>Funding Source(s):</i> General Fund									

■ ■ ■ Outstanding Capital Projects by Fund

Library Projects Fund

Community Services Group (CSG) (continued)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Descanso Branch Library Expansion	1000262	2002-03	\$ 425,860	—	\$ 24,338	—	—	—	\$ 401,521
<i>Project Scope:</i> Expand existing library to add a community room and other improvements.									
<i>Funding Source(s):</i> General Fund									
Imperial Beach Library	1018191	2013-14	\$ 8,500,000	\$ 8,420,000	\$ 8,427,667	\$ 145,005	—	—	\$ 217,338
<i>Project Scope:</i> This project will replace the current 5,000 square foot Imperial Beach Branch of the County Library with a larger facility of up to 14,000 feet. The project includes redevelopment of the site in general, improving the connectivity between the Library and the Imperial Beach Community Center.									
<i>Funding Source(s):</i> General Fund									
Lincoln Acres Library and Community Center	1015200	2008-09	\$ 3,568,670	—	\$ 103,928	\$ 89,412	—	—	\$ 3,554,153
<i>Project Scope:</i> Replace the existing Community Center and Library building with new 5,225 square feet building. This project will include the construction of a new, expanded Lincoln Acres library, community room, Sheriff's Office and offices for the Lower Sweetwater Fire Protection District.									
<i>Funding Source(s):</i> Third Party Recovery, General Fund									
Total CSG Library Projects Fund	5	—	\$ 22,889,216	\$ 18,231,301	\$ 18,567,478	\$ 411,557	\$ 9,750,000	—	\$ 4,733,293
Total Library Projects Fund	6	—	\$ 27,138,216	\$ 18,231,301	\$ 18,645,051	\$ 415,080	\$ 9,750,000	—	\$ 8,908,244

Multiple Species Conservation Program Fund

Land Use and Environment Group (LUEG)									
Project Name	Project Number	Fiscal Year Project Established	Total Appropriations through Fiscal Year 2013-14	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget	Total Expenditures through Fiscal Year 2013-14
Multiple Species Conservation Program Acquisitions (MSCP)	Various	1998-99	\$ 101,400,278	\$ 10,000,000	\$ 33,184,497	\$ 6,711,311	\$ 10,000,000	\$ 2,500,000	\$ 74,924,082
<i>Project Scope:</i> The County of San Diego MSCP was approved by the Board of Supervisors in 1997 and is an integral part of the County's program to conserve the region's natural environment and increase the amount of land available to the public for parks and open space, contributing to the County's strategic initiatives of sustainable environments and healthy families. Since 1997, over \$69.0 million from the General Fund has been spent on MSCP land acquisition, which leveraged \$87.0 million in federal, State and local grants, acquiring more than 18,679 acres throughout the county.									
<i>Funding Source(s):</i> General Fund, State Aid Other State, Federal Other Federal Grants, Miscellaneous Revenue, Other Sales									
Total LUEG MSCP Fund	1	—	\$ 101,400,278	\$ 10,000,000	\$ 33,184,497	\$ 6,711,311	\$ 10,000,000	\$ 2,500,000	\$ 74,924,082
Total MSCP Fund	1	—	\$ 101,400,278	\$ 10,000,000	\$ 33,184,497	\$ 6,711,311	\$ 10,000,000	\$ 2,500,000	\$ 74,924,082
Total Capital Program	101	—	\$ 1,058,518,981	\$ 48,680,673	\$ 500,140,745	\$ 209,056,873	\$ 73,815,000	\$ 2,500,000	\$ 767,429,260

**Edgemoor Development Fund is budgeted in the Capital Program; however, it is not a capital project and therefore not displayed in this table.

County of San Diego

Finance Other

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Finance Other

Description

Finance Other includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The funding levels for these programs are explained below and shown in the table that follows.



Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County could experience temporary shortfalls in available cash due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs). Typically, TRANs are issued at the beginning of the fiscal year and mature at the end of that fiscal year. No TRANs were issued for Fiscal Year 2014–15. See also the section of this document on Debt Management Policies and Obligations.

Community Enhancement

The Community Enhancement program provides grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils and other similar institutions that promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, *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 grants are submitted to the Board of Supervisors by March 1 for the upcoming fiscal year, with approval of projects given through the budget adoption process. The funding level for Fiscal Year 2014–15 is budgeted at \$3.54 million, \$3.10 million of which reflects anticipated TOT revenues. The additional \$0.44 million is a one-time appropriation based on General Fund fund balance from over-realized TOT revenues in Fiscal Year 2012–13.

Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program (formerly Community Projects) is governed by Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*, and provides grant funds to County departments, public agencies, and nonprofit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the program are subject to budget priorities as established by the Board of Supervisors. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole. The funding source is General Fund fund balance. The funding level for Fiscal Year 2014–15 is budgeted at \$10.0 million.

Contributions to County Library System

For Fiscal Year 2014–15 and 2015–16, a one-time appropriation of \$0.3 million is budgeted in Contributions to the County Library System for the one-time procurement of 24/7 kiosks. The funding source is Community Services Group General Fund fund balance.

Contingency Reserve: General Fund

A Contingency Reserve of \$20.7 million is budgeted for Fiscal Year 2014–15 and \$21.2 million for Fiscal Year 2015–16. These appropriations comply with the target of 2% of General Purpose Revenue (GPR) for the Contingency Reserve as outlined in Board Policy B-71, *Fund Balance and Reserves*. At \$20.7 million, the Contingency Reserve represents 2.0% of the Fiscal Year 2014–15 bud-

geted GPR of \$1.03 billion and Fiscal Year 2015–16 estimated GPR 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. It also provides a cushion in the event of revenue shortfalls.

Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2014–15, \$73.2 million is budgeted in the Contributions to Capital Program. Of this total, \$49.9 million is for initial funding towards the Sheriff’s Crime Lab, \$10.0 million is for the acquisition of land under the Multiple Species Conservation Program (MSCP), \$9.8 million for the Borrego Springs Library, \$1.5 million for Guajome Regional Park Electrical, Water and Sewer, \$1.4 million for the Waterfront Park project and \$0.6 million for the Sweetwater Regional Park Photovoltaic Phase II.

For Fiscal Year 2015–16, \$46.1 million is budgeted for MSCP land acquisition and projects identified in the 2014–19 Capital Improvement Needs Assessment (CINA).

Lease Payments: Capital Projects

The appropriations for this program are for the annual lease payments due to the San Diego County Capital Asset Leasing Corporation (SANCAL) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. The budget of \$36.8 million in Fiscal Year 2014–15 is a net decrease of \$1.9 million from the Fiscal Year 2013–14 Adopted Operational Plan as a result of decreases in certain scheduled leases.

The Fiscal Year 2015–16 payments are estimated at \$37.1 million, a net increase of \$0.3 million. See the Capital Program section of this document for the detail on the lease purchase payments.

Commitment for Unforeseen Catastrophic Events

In Fiscal Year 2007–08, the Board of Supervisors established a Commitment for Unforeseen Catastrophic Events, previously identified as a General Reserve, of \$55.5 million. Once established, only changes to the commitment are shown in subsequent budgets. Government Code §29085–29086 allows for the creation of this commitment and restricts the ability to decrease this amount to only the time of budget adoption. Subsequent to budget adoption, the

commitment may be increased, but amounts may only be used for legally declared emergencies as defined in Government Code §29127. The amount of the County's Commitment for Unforeseen Catastrophic Events is governed by Board Policy B-71, *Fund Balance and Reserves*, which sets a target amount that is equivalent to 5% of budgeted GPR. At \$55.5 million, it equates to 5.4% of Fiscal Year 2014–15 recommended GPR of \$1.03 billion and, therefore, exceeds the 5% target level. No additional contribution to the commitment is projected for Fiscal Year 2014–15 because the balance is anticipated to remain in excess of the 5% target.

General Fund Minimum Fund Balance for Economic Uncertainty

Board Policy B-71, *Fund Balance and Reserves*, requires that the County maintain prudent levels of fund balance and reserves to help ensure fiscal stability and establishes target levels for the Contingency Reserve, the Commitment for Unforeseen Catastrophic Events and a General Fund Minimum Fund Balance for Economic Uncertainty. The first two of these three components are discussed above. For the third component, the target requires that a minimum amount of unassigned fund balance equivalent to 10% of the budgeted GPR be available for economic uncertainty. In Fiscal Year 2009–10, the Board of Supervisors established a General Fund Minimum Fund Balance for Economic Uncertainty, previously identified as a Designation, at \$100.0 million. For Fiscal Year 2014–15, the 10% target level is \$103.3 million. For Fiscal Year 2015–16, the 10% target level is projected to be \$105.8 million.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. Budgeted at \$34.4 million, the major components of the Countywide General Expenses program in Fiscal Year 2014–15 are:

- A Pension Stabilization Fund in anticipation of higher payments to the County's retirement fund in future years.
- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for court employees.

- Pension payments required by the County Employees Retirement Law that must be paid by the County in accordance with Internal Revenue Code §415(m).
- Miscellaneous appropriations for unanticipated program needs.

Countywide Shared Major Maintenance

In Fiscal Year 2014–15, 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 2015–16 is also budgeted to be \$2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994–95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured workers' compensation program and unemployment insurance program expenses.

Workers' compensation rates (premiums) are charged to individual departments based on that department's ten-year experience (claim history) and the department's risk factor based on its blend of occupational groups as established by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an actuary to estimate the liability and capture the costs associated with all reported and unreported claims. As of June 30, 2013, the estimated liability was \$132.5 million and the cash balance was \$108.0 million. As of June 30, 2014, the estimated liability increased to \$153.8 million and the cash balance as of June 30, 2014 is \$116.4 million. Appropriations in the workers' compensation budget for Fiscal Year 2014–15 are budgeted to increase by \$3.4 million from the Fiscal Year 2013–14 Adopted Operational Plan primarily due to increased claims payments and an increase in the Contingency Reserve to \$4.0 million. A \$4.0 million Contingency Reserve is also planned for Fiscal Year 2015–16.

The County is self-insured for unemployment benefit costs and therefore must reimburse the State for any unemployment benefit payments that are attributed to a claimant's previous employment with the County. County departments

provide the funding source for these payments. Beginning in Fiscal Year 2010–11, unemployment insurance rates (premiums) are charged to departments based 70% on each department's five-year claims experience and 30% on budgeted staffing levels. Budgeted appropriations for Fiscal Year 2014–15 reflect a \$0.5 million decrease from the Fiscal Year 2013–14 Adopted Operational Plan, primarily due to decreased claims payment.

Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in Government Code §56381. LAFCo is a State chartered regulatory agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000–01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001–02, funding for LAFCo is shared by the County, the 18 cities, 61 independent special districts in San Diego County as well as user fees. Appropriations of \$0.4 million are budgeted for Fiscal Year 2014–15. There is no change projected in Fiscal Year 2015–16.

Public Liability Internal Service Fund

In Fiscal Year 1994–95, 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, 2013 was \$24.0 million. As of June 30, 2013, the fund had a cash balance of \$40.5 million. The estimated liability for June 30, 2014 increased to \$30.9 million and the cash balance as of June 30, 2014 is \$40.8 million. Appropriations for Fiscal Year 2014–15 are budgeted to increase by \$1.5 million from the Fiscal Year 2013–14 Adopted Operational Plan primarily due to increased claims payments.

Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2002, 2004, and the 2008 taxable Pension Obligation Bonds (POBs). With the final prepayment of eligible taxable POBs, the remaining principal and interest payments are structured as level debt ser-

vice in the amount of \$81.5 million annually. See the Debt Management Policies and Obligations section of this document on page 105 for more information on the POBs, including the history, outstanding principal and scheduled payments.

Finance Other Appropriations/Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Cash Borrowing	\$ 1,130,283	\$ 7,700,000	\$ 7,700,000	\$ 1,350,287	\$ 7,700,000	\$ 7,700,000
Community Enhancement	2,500,678	2,680,000	2,684,000	2,662,000	3,540,000	3,100,000
Neighborhood Reinvestment Program	5,992,211	5,000,000	5,382,226	4,195,844	10,000,000	10,000,000
Contributions to County Library System	5,000	935,000	1,643,750	1,643,750	300,000	300,000
Contingency Reserve: General Fund	—	20,000,000	15,000,000	—	20,669,098	21,152,052
Contributions to Capital Program	105,983,437	43,856,301	374,691,181	148,870,460	73,215,000	46,099,999
Lease Payments - Capital Projects	42,798,512	38,707,039	38,707,039	38,050,197	36,797,565	37,117,674
Countywide General Expenses	8,235,650	27,951,623	28,205,572	6,379,918	34,380,729	34,836,550
Countywide Shared Major Maintenance	551,926	1,740,000	3,284,408	362,495	2,000,000	2,000,000
Employee Benefits ISF						
<i>Workers' Compensation Employee Benefits ISF</i>	54,461,386	39,917,198	39,917,198	53,722,511	43,270,094	43,270,094
<i>Unemployment Insurance Employee Benefits ISF</i>	1,587,490	2,624,340	2,624,340	1,984,227	2,102,153	2,102,153
Local Agency Formation Commission Administration	342,061	413,245	413,245	399,269	413,245	413,245
Public Liability ISF	7,621,572	18,908,409	18,908,409	19,991,618	20,442,025	20,442,025
Pension Obligation Bonds	81,430,223	81,460,697	81,460,697	81,455,378	81,462,679	81,469,642
Debt Service Local Boards	30,207	—	—	—	—	—
Total	\$ 312,670,636	\$ 291,893,852	\$ 620,622,065	\$ 361,067,954	\$ 336,292,588	\$ 310,003,434

Lease Payments

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Lease Payments	\$ 42,798,512	\$ 38,705,039	\$ 38,705,039	\$ 38,050,197	\$ 36,795,565	\$ 37,115,673
Facilities Management (Lease Mgmt)	—	2,000	2,000	—	2,000	2,000
Total	\$ 42,798,512	\$ 38,707,039	\$ 38,707,039	\$ 38,050,197	\$ 36,797,565	\$ 37,117,673

Expenditure Detail						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Lease Payments Detail						
1993 Master Refunding – South County	\$ 806,701	\$ —	\$ —	\$ —	\$ —	\$ —
1993 Master Refunding – East County	1,073,427	—	—	—	—	—
1993 Master Refunding – Topaz	98,544	—	—	—	—	—
1993 Master Refunding – Health Complex	539,468	—	—	—	—	—
1993 Master Refunding – East Mesa	155,043	—	—	—	—	—
1993 Master Refunding – Juvenile Hall	91,057	—	—	—	—	—
1993 Master Refunding – Clairemont Hospital	387,901	—	—	—	—	—
1993 Master Refunding – East Mesa Land	506,802	—	—	—	—	—
1993 Master Refunding – SD Muni Building	160,600	—	—	—	—	—
1993 Master Refunding – Housing	86,811	—	—	—	—	—
2005 Regional Communications System	2,629,524	2,972,350	2,972,350	2,899,105	1,443,400	1,437,750
2005 North & East County Justice Facility Refinance	2,694,108	2,734,563	2,734,563	2,705,106	2,729,113	2,732,300
2005 Edgemoor	6,117,258	6,136,150	6,136,150	6,136,151	6,139,600	6,140,750
2006 Edgemoor	3,121,957	3,144,782	3,144,783	3,144,782	3,145,182	3,142,682
2009 County Operations Center Phase 1A	9,736,727	9,884,844	9,884,844	9,636,460	9,489,195	9,884,744
2009 Justice Facilities Refunding	9,499,187	7,387,475	7,387,475	7,258,629	7,353,450	7,351,372
2011 MTS Tower Refunding	2,708,248	2,678,250	2,678,250	2,647,058	2,728,400	2,660,000
2011 CAC Waterfront Park	2,094,250	2,097,000	2,097,000	1,958,280	2,099,300	2,096,000
2012 Cedar and Kettner Development	290,899	1,669,625	1,669,625	1,664,625	1,667,925	1,670,075
Total - Lease Payments Detail	\$ 42,798,512	\$ 38,705,039	\$ 38,705,039	\$ 38,050,197	\$ 36,795,565	\$ 37,115,673

Lease Payments

Expenditure Detail						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Facilities Management (Lease Mgmt) Detail						
2009 Justice Facilities Refunding	\$ —	\$ 2,000	\$ 2,000	\$ —	\$ 2,000	\$ 2,000
Total - Facilities Management (Lease Mgmt) Detail	—	2,000	2,000	—	2,000	2,000
Total - Expenditure Detail	\$ 42,798,512	\$ 38,707,039	\$ 38,707,039	\$ 38,050,197	\$ 36,797,565	\$ 37,117,673

Revenues Detail						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
AB189	\$ 2,451,657	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
Aid from Redev Successor Agency	3,185,149	4,566,625	4,566,625	4,422,905	4,567,225	4,566,075
Rents and Concessions	1,097,397	1,106,467	1,106,467	1,091,856	1,098,804	1,088,789
Operating Transfer Capital Outlay	9,239,214	9,280,933	9,280,933	9,280,933	9,284,783	9,283,432
General Purpose Revenue Allocation	26,823,726	21,553,014	21,553,014	21,054,078	19,646,753	19,979,377
Miscellaneous Revenues	1,369	—	—	424	—	—
Total	\$ 42,798,512	\$ 38,707,039	\$ 38,707,039	\$ 38,050,197	\$ 36,797,565	\$ 37,117,673

Funding Source						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
General Fund						
1993 Master Refunding – South County	\$ 806,701	\$ —	\$ —	\$ —	\$ —	\$ —
1993 Master Refunding – East County	1,073,427	—	—	—	—	—
1993 Master Refunding – Topaz	98,544	—	—	—	—	—
1993 Master Refunding – Health Complex	539,468	—	—	—	—	—
1993 Master Refunding – East Mesa	155,043	—	—	—	—	—
1993 Master Refunding – Clairemont Hospital	387,901	—	—	—	—	—
1993 Master Refunding – East Mesa Land	506,802	—	—	—	—	—
1993 Master Refunding - Housing	86,811	—	—	—	—	—
2005 Regional Communications System	2,629,524	2,972,350	2,972,350	2,899,105	1,443,400	1,437,750

Funding Source						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
2005 North & East County Justice Facility Refinance	2,694,108	2,734,563	2,734,563	2,705,106	2,729,113	2,732,300
2009 County Operations Center Phase 1A	9,735,358	9,884,843	9,884,843	9,636,460	9,489,195	9,884,744
2009 Justice Facilities Refunding	5,846,061	3,734,408	3,734,408	3,593,724	3,691,632	3,680,684
2011 MTS Tower Refunding	2,263,978	2,224,850	2,224,850	2,219,683	2,291,414	2,241,899
Facilities Management (Lease Mgmt)	—	2,000	2,000	—	2,000	2,000
Total - General Fund	\$ 26,823,726	\$ 21,553,014	\$ 21,553,014	\$ 21,054,078	\$ 19,646,754	\$ 19,979,377
Rents and Concessions						
2009 Justice Facilities Refunding	\$ 653,126	\$ 653,067	\$ 653,067	\$ 664,481	\$ 661,818	\$ 670,688
2011 MTS Tower Refunding	444,270	453,400	453,400	427,375	436,986	418,101
Total - Rents and Concessions	\$ 1,097,396	\$ 1,106,467	\$ 1,106,467	\$ 1,091,856	\$ 1,098,804	\$ 1,088,789
AB189						
1993 Master Refunding – Juvenile Hall	\$ 91,057	\$ —	\$ —	\$ —	\$ —	\$ —
1993 Master Refunding – SD Muni Building	160,600	—	—	—	—	—
2009 Justice Facilities Refunding	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Total - AB189	\$ 2,451,657	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
Aid from Redevelopment						
2009 Justice Facilities Refunding	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
2011 CAC Waterfront Park	2,094,250	2,097,000	2,097,000	1,958,280	2,099,300	2,096,000
2012 Cedar and Kettner Development	290,899	1,669,625	1,669,625	1,664,625	1,667,925	1,670,075
Total - Aid from Redevelopment	\$ 3,185,149	\$ 4,566,625	\$ 4,566,625	\$ 4,422,905	\$ 4,567,225	\$ 4,566,075
Operating Transfer Capital Outlay						
2005 Edgemoor	\$ 6,117,258	\$ 6,136,151	\$ 6,136,151	\$ 6,136,151	\$ 6,139,600	\$ 6,140,750
2006 Edgemoor	3,121,957	3,144,782	3,144,782	3,144,782	3,145,182	3,142,682
Total - Operating Transfer Capital Outlay	\$ 9,239,215	\$ 9,280,933	\$ 9,280,933	\$ 9,280,933	\$ 9,284,782	\$ 9,283,432
Miscellaneous Revenues						
Recovered Expenditures	\$ 1,369	\$ —	\$ —	\$ 424	\$ —	\$ —
Total - Miscellaneous Revenues	\$ 1,369	\$ —	\$ —	\$ 424	\$ —	\$ —
Total Lease Payments Funding Sources	\$ 42,798,512	\$ 38,707,039	\$ 38,707,039	\$ 38,050,197	\$ 36,797,565	\$ 37,117,673



County of San Diego

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Appendix A: All Funds Budget Summary

Countywide Totals

Staffing						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Total		16,627.00			17,044.00	17,046.00

Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,624,499,023	\$ 1,780,254,519	\$ 1,807,694,297	\$ 1,746,177,685	\$ 1,910,117,432	\$ 1,937,599,214
Services & Supplies	1,767,987,138	1,973,937,493	2,250,866,295	1,793,598,277	1,845,115,276	1,776,519,996
Other Charges	696,732,470	746,814,990	776,022,202	695,356,064	765,533,769	760,460,372
Capital Assets/Land Acquisition	124,206,044	59,129,673	516,786,748	199,972,268	84,522,300	5,463,000
Capital Assets Equipment	17,559,669	23,640,094	46,235,171	11,957,350	21,879,224	13,331,524
Expenditure Transfer & Reimbursements	(28,585,941)	(30,234,922)	(30,234,922)	(31,835,894)	(30,307,011)	(30,550,174)
Contingency Reserves	—	23,103,000	18,103,000	—	24,772,098	25,255,052
Fund Balance Component Increases	13,727,298	628,400	63,406,678	63,406,678	2,604,421	200,000
Operating Transfers Out	419,223,492	362,094,305	649,237,512	412,978,472	427,257,072	346,958,049
Management Reserves	—	36,750,000	30,423,026	—	32,247,967	30,250,000
Total	\$ 4,635,349,193	\$ 4,976,117,552	\$ 6,128,540,008	\$ 4,891,610,900	\$ 5,083,742,548	\$ 4,865,487,033

Appendix A: All Funds Budget Summary

Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 557,287,114	\$ 561,026,595	\$ 561,026,595	\$ 591,338,638	\$ 603,090,433	\$ 617,194,529
Taxes Other Than Current Secured	390,792,422	390,419,769	425,705,032	405,504,106	410,643,377	421,139,798
Licenses Permits & Franchises	52,910,503	50,920,255	51,236,075	55,852,501	53,083,636	55,605,738
Fines, Forfeitures & Penalties	49,450,464	52,214,002	53,723,532	41,720,184	46,241,366	44,011,247
Revenue From Use of Money & Property	42,727,433	50,118,461	51,619,205	46,020,402	43,261,987	43,923,644
Intergovernmental Revenues	2,330,080,293	2,456,054,621	2,608,191,483	2,496,821,904	2,342,074,506	2,326,819,813
Charges For Current Services	754,285,141	811,755,721	895,645,280	822,800,780	849,879,574	836,309,851
Miscellaneous Revenues	40,824,608	39,472,502	65,709,684	40,567,384	38,713,915	30,143,123
Other Financing Sources	440,146,660	352,383,649	685,714,063	478,202,822	422,456,659	335,633,552
Residual Equity Transfers In	5,424,624	—	—	593,532	—	—
Fund Balance Component Decreases	544,380	3,362,491	5,362,491	5,362,491	4,841,928	20,183,336
Use of Fund Balance	(29,124,448)	208,389,486	724,606,567	(93,173,844)	269,455,167	134,522,402
Total	\$ 4,635,349,193	\$ 4,976,117,552	\$ 6,128,540,008	\$ 4,891,610,900	\$ 5,083,742,548	\$ 4,865,487,033

Public Safety Group

Staffing						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Total		7,429.00			7,459.00	7,461.00

Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 819,436,531	\$ 900,954,122	\$ 906,211,528	\$ 881,202,947	\$ 958,978,545	\$ 973,947,983
Services & Supplies	253,576,043	300,732,094	350,834,728	276,700,261	301,160,903	282,276,107
Other Charges	109,949,179	108,466,636	122,260,962	114,295,444	111,396,934	111,406,599
Capital Assets Equipment	6,412,167	8,023,367	16,253,385	6,867,670	6,082,187	2,000,524
Expenditure Transfer & Reimbursements	(18,197,335)	(19,092,230)	(19,092,230)	(18,713,507)	(19,371,937)	(19,655,100)
Fund Balance Component Increases	1,883,000	250,000	250,000	250,000	100,000	200,000
Operating Transfers Out	233,401,794	237,422,874	244,501,766	243,867,643	272,621,137	275,762,547
Management Reserves	—	4,000,000	—	—	4,000,000	—
Total	\$ 1,406,461,380	\$ 1,540,756,863	\$ 1,621,220,140	\$ 1,504,470,459	\$ 1,634,967,769	\$ 1,625,938,660

Appendix A: All Funds Budget Summary

Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 500,438	\$ 573,491	\$ 573,491	\$ 528,558	\$ 575,000	\$ 575,000
Taxes Other Than Current Secured	4,643	—	—	6,126	—	—
Licenses Permits & Franchises	643,677	588,088	588,088	683,290	613,710	613,710
Fines, Forfeitures & Penalties	23,983,537	25,377,526	26,887,056	15,880,878	24,628,032	22,206,408
Revenue From Use of Money & Property	12,369,631	8,946,102	8,946,846	12,376,569	8,545,358	8,545,358
Intergovernmental Revenues	459,631,497	498,886,312	482,027,423	460,217,807	462,323,925	461,570,346
Charges For Current Services	117,729,731	122,874,174	159,153,439	159,845,210	161,345,550	163,662,761
Miscellaneous Revenues	11,836,027	14,615,129	29,111,406	14,787,046	18,801,004	11,792,732
Other Financing Sources	230,301,940	237,217,786	240,715,976	240,144,924	270,270,253	273,411,663
Fund Balance Component Decreases	—	—	2,000,000	2,000,000	—	—
Use of Fund Balance	(30,414,788)	22,786,422	62,324,580	(10,891,781)	51,378,204	23,781,796
General Purpose Revenue Allocation	579,875,047	608,891,833	608,891,833	608,891,833	636,486,733	659,778,886
Total	\$ 1,406,461,380	\$ 1,540,756,863	\$ 1,621,220,140	\$ 1,504,470,459	\$ 1,634,967,769	\$ 1,625,938,660

Health and Human Services Agency

Staffing						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Total		5,613.50			5,973.50	5,973.50

Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 447,908,579	\$ 492,699,000	\$ 510,390,193	\$ 494,210,406	\$ 542,613,503	\$ 551,662,519
Services & Supplies	1,001,703,629	1,042,019,688	1,061,683,517	977,521,807	890,675,463	872,142,463
Other Charges	356,893,900	414,148,018	414,198,554	352,859,063	428,368,018	428,368,018
Capital Assets Equipment	3,145,080	315,070	693,440	635,808	248,000	248,000
Expenditure Transfer & Reimbursements	(8,548,310)	(9,238,724)	(9,238,724)	(11,095,473)	(9,043,424)	(9,043,424)
Fund Balance Component Increases	78,400	78,400	78,400	78,400	1,143,302	—
Operating Transfers Out	36,867,932	37,396,433	37,396,433	36,588,772	26,936,721	26,936,721
Management Reserves	—	20,000,000	20,000,000	—	20,000,000	20,000,000
Total	\$ 1,838,049,211	\$ 1,997,417,885	\$ 2,035,201,813	\$ 1,850,798,784	\$ 1,900,941,583	\$ 1,890,314,297

Appendix A: All Funds Budget Summary

Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 1,477,395	\$ 1,602,726	\$ 1,602,726	\$ 1,531,749	\$ 1,602,726	\$ 1,602,726
Taxes Other Than Current Secured	13,351	26,784	26,784	24,350	26,784	26,784
Licenses Permits & Franchises	902,937	907,613	907,613	926,727	914,613	914,613
Fines, Forfeitures & Penalties	5,371,566	5,848,681	5,848,681	6,398,167	5,816,452	5,816,452
Revenue From Use of Money & Property	2,500,642	7,897,694	7,897,694	3,836,142	7,052,402	7,052,402
Intergovernmental Revenues	1,627,186,270	1,764,195,792	1,783,376,544	1,648,859,726	1,681,809,770	1,678,428,069
Charges For Current Services	70,690,597	64,525,395	64,525,395	69,684,602	56,996,554	54,089,474
Miscellaneous Revenues	9,810,302	2,972,320	2,972,320	6,110,813	2,700,409	2,700,409
Other Financing Sources	24,192,764	24,200,000	24,200,000	25,320,004	13,500,000	13,500,000
Fund Balance Component Decreases	—	—	—	—	—	16,485,336
Use of Fund Balance	32,470,487	60,588,400	79,191,576	23,454,024	64,104,691	41,500,000
General Purpose Revenue Allocation	63,432,899	64,652,480	64,652,480	64,652,480	66,417,182	68,198,032
Total	\$ 1,838,049,211	\$ 1,997,417,885	\$ 2,035,201,813	\$ 1,850,798,784	\$ 1,900,941,583	\$ 1,890,314,297

Land Use and Environment Group

Staffing						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Total		1,446.00			1,452.00	1,452.00

Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 148,117,314	\$ 163,059,095	\$ 162,911,155	\$ 152,430,096	\$ 171,070,575	\$ 172,611,961
Services & Supplies	149,830,541	180,214,437	294,437,881	152,498,694	188,916,361	158,082,102
Other Charges	27,680,395	30,650,216	39,156,862	25,382,077	25,578,068	23,803,776
Capital Assets/Land Acquisition	—	8,449,000	25,540,887	—	11,232,300	2,963,000
Capital Assets Equipment	477,004	4,670,977	7,744,570	734,866	5,849,000	2,340,000
Expenditure Transfer & Reimbursements	(471,919)	(210,000)	(210,000)	(452,295)	(400,000)	(360,000)
Fund Balance Component Increases	11,765,898	300,000	5,867,340	5,867,340	361,119	—
Operating Transfers Out	16,649,879	12,712,859	15,360,104	13,027,019	14,875,827	13,137,390
Total	\$ 354,049,111	\$ 399,846,584	\$ 550,808,799	\$ 349,487,797	\$ 417,483,250	\$ 372,578,229

Appendix A: All Funds Budget Summary

Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 7,126,444	\$ 7,043,339	\$ 7,043,339	\$ 7,325,054	\$ 7,229,241	\$ 7,245,741
Taxes Other Than Current Secured	3,151,307	5,118,244	40,403,507	2,470,847	6,612,759	6,612,759
Licenses Permits & Franchises	37,679,064	35,657,643	35,973,463	40,105,409	37,926,238	40,219,103
Fines, Forfeitures & Penalties	2,683,241	1,914,094	1,914,094	2,205,230	1,883,297	1,816,329
Revenue From Use of Money & Property	20,547,080	22,415,298	22,415,298	21,525,119	20,816,404	21,512,693
Intergovernmental Revenues	116,339,756	113,468,412	132,878,765	126,754,116	114,477,209	110,511,135
Charges For Current Services	80,409,942	90,722,855	99,702,863	84,868,311	92,724,173	94,137,669
Miscellaneous Revenues	3,401,073	3,357,105	8,190,456	2,460,604	3,724,313	2,747,273
Other Financing Sources	14,401,817	12,820,169	13,124,013	12,720,119	16,543,136	11,465,615
Fund Balance Component Decreases	544,380	3,362,491	3,362,491	3,362,491	4,841,928	2,698,000
Use of Fund Balance	24,161,150	58,421,138	140,254,713	144,700	62,790,265	24,144,855
General Purpose Revenue Allocation	43,603,859	45,545,796	45,545,796	45,545,796	47,914,287	49,467,057
Total	\$ 354,049,111	\$ 399,846,584	\$ 550,808,799	\$ 349,487,797	\$ 417,483,250	\$ 372,578,229

Community Services Group

Staffing						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Total		961.00			976.00	976.00

Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 87,506,882	\$ 93,032,145	\$ 95,975,219	\$ 90,820,874	\$ 99,458,675	\$ 101,831,852
Services & Supplies	127,263,203	158,164,132	177,721,733	134,019,770	166,563,836	146,900,373
Other Charges	20,242,922	18,065,447	24,709,625	16,473,842	19,037,507	15,841,665
Capital Assets/Land Acquisition	(185,419)	2,000,000	—	(189,721)	—	—
Capital Assets Equipment	301,867	10,098,517	18,612,264	1,155,779	8,737,037	8,320,000
Expenditure Transfer & Reimbursements	(94,820)	(83,600)	(83,600)	(125,442)	(83,600)	(83,600)
Contingency Reserves	—	103,000	103,000	—	103,000	103,000
Fund Balance Component Increases	—	—	—	—	1,000,000	—
Operating Transfers Out	11,650,768	15,277,297	18,190,297	12,578,397	24,989,637	13,722,213
Management Reserves	—	4,250,000	4,250,000	—	5,747,967	4,250,000
Total	\$ 246,685,404	\$ 300,906,938	\$ 339,478,539	\$ 254,733,500	\$ 325,554,059	\$ 290,885,503

Appendix A: All Funds Budget Summary

Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 27,835,799	\$ 28,192,523	\$ 28,192,523	\$ 28,775,830	\$ 30,061,616	\$ 30,802,950
Taxes Other Than Current Secured	752,119	2,318,391	2,318,391	3,996,963	2,302,845	2,305,989
Licenses Permits & Franchises	2,115,247	2,107,867	2,107,867	2,061,751	1,945,359	2,124,875
Fines, Forfeitures & Penalties	3,071	3,000	3,000	2,141	3,000	3,000
Revenue From Use of Money & Property	1,592,547	1,799,646	1,799,646	1,352,050	1,661,069	1,661,069
Intergovernmental Revenues	27,426,570	28,674,121	35,754,789	27,072,169	32,318,368	25,766,835
Charges For Current Services	152,905,154	173,881,811	194,204,397	160,048,475	172,595,607	171,708,049
Miscellaneous Revenues	3,730,487	3,554,615	4,763,615	3,652,411	3,136,147	2,709,585
Other Financing Sources	12,069,348	19,590,764	22,361,820	14,481,908	28,614,637	17,122,213
Residual Equity Transfers In	5,424,624	—	—	593,532	—	—
Fund Balance Component Decreases	—	—	—	—	—	1,000,000
Use of Fund Balance	(6,503,479)	20,711,082	27,899,373	(7,376,848)	32,409,579	14,796,292
General Purpose Revenue Allocation	19,333,916	20,073,118	20,073,118	20,073,118	20,505,832	20,884,646
Total	\$ 246,685,404	\$ 300,906,938	\$ 339,478,539	\$ 254,733,500	\$ 325,554,059	\$ 290,885,503

Finance and General Government Group

Staffing						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Total		1,177.50			1,183.50	1,183.50

Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 121,529,717	\$ 130,510,157	\$ 132,206,202	\$ 127,513,362	\$ 137,996,134	\$ 137,544,899
Services & Supplies	209,098,315	248,867,872	313,610,114	224,243,765	245,194,432	220,740,628
Other Charges	1,971,423	1,000	55,000	1,778,069	50,000	50,000
Capital Assets/Land Acquisition	(4,573,174)	—	—	—	—	—
Capital Assets Equipment	318,170	532,163	583,583	215,298	438,000	423,000
Expenditure Transfer & Reimbursements	(1,273,557)	(1,610,368)	(1,610,368)	(1,449,177)	(1,408,050)	(1,408,050)
Management Reserves	—	8,500,000	6,173,026	—	2,500,000	6,000,000
Total	\$ 327,070,893	\$ 386,800,824	\$ 451,017,558	\$ 352,301,317	\$ 384,770,516	\$ 363,350,477

Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Licenses Permits & Franchises	\$ 1,226,131	\$ 1,220,700	\$ 1,220,700	\$ 1,448,904	\$ 1,242,300	\$ 1,242,300
Fines, Forfeitures & Penalties	760,055	1,035,450	1,035,450	648,265	1,035,450	1,035,450
Revenue From Use of Money & Property	157,693	40,000	40,000	74,873	69,000	69,000
Intergovernmental Revenues	107,419	120,388	120,388	117,135	558,140	558,140
Charges For Current Services	201,039,460	222,773,530	241,081,229	208,856,063	224,804,182	211,291,427
Miscellaneous Revenues	7,781,142	9,545,558	9,545,558	7,676,378	9,315,708	9,156,790
Other Financing Sources	5,177,839	5,012,608	5,183,986	4,299,165	4,833,967	5,115,745
Use of Fund Balance	(684,598)	30,013,000	75,750,657	12,140,945	21,190,742	10,888,850
General Purpose Revenue Allocation	111,505,752	117,039,590	117,039,590	117,039,590	121,721,027	123,992,775
Total	\$ 327,070,893	\$ 386,800,824	\$ 451,017,558	\$ 352,301,317	\$ 384,770,516	\$ 363,350,477

Appendix A: All Funds Budget Summary

Capital Program

Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Services & Supplies	\$ 5,253,330	\$ 533,000	\$ 7,316,372	\$ 6,960,240	\$ 633,000	\$ 633,000
Capital Assets/Land Acquisition	128,964,637	48,680,673	491,245,861	200,161,989	73,290,000	2,500,000
Capital Assets Equipment	6,905,380	—	2,347,929	2,347,929	525,000	—
Operating Transfers Out	9,239,215	9,280,933	9,280,933	9,280,933	9,284,783	9,283,433
Total	\$ 150,362,561	\$ 58,494,606	\$ 510,191,095	\$ 218,751,090	\$ 83,732,783	\$ 12,416,433

Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Revenue From Use of Money & Property	\$ 327,052	\$ 4,518,352	\$ 6,018,352	\$ 746,647	\$ 639,089	\$ 614,472
Intergovernmental Revenues	5,435,199	4,930,509	122,638,924	96,926,343	5,108,008	4,507,352
Miscellaneous Revenues	1,163,897	4,400,000	9,950,544	1,779,256	—	—
Other Financing Sources	144,514,437	43,856,301	370,442,248	114,424,908	76,859,000	3,184,000
Use of Fund Balance	(1,078,023)	789,444	1,141,027	4,873,935	1,126,686	4,110,609
Total	\$ 150,362,561	\$ 58,494,606	\$ 510,191,095	\$ 218,751,090	\$ 83,732,783	\$ 12,416,433

Finance Other

Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Services & Supplies	\$ 21,262,079	\$ 43,406,270	\$ 45,261,949	\$ 21,653,740	\$ 51,971,281	\$ 95,745,323
Other Charges	179,994,651	175,483,673	175,641,199	184,567,568	181,103,242	180,990,314
Contingency Reserves	—	23,000,000	18,000,000	—	24,669,098	25,152,052
Fund Balance Component Increases	—	—	57,210,938	57,210,938	—	—
Operating Transfers Out	111,413,903	50,003,909	324,507,979	97,635,708	78,548,967	8,115,745
Total	\$ 312,670,633	\$ 291,893,852	\$ 620,622,065	\$ 361,067,954	\$ 336,292,588	\$ 310,003,434

Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ 2,451,657	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ —	\$ —
Revenue From Use of Money & Property	1,477,359	1,634,067	1,634,067	1,687,008	1,611,363	1,601,348
Intergovernmental Revenues	8,080,723	4,566,625	10,182,187	10,073,771	4,567,225	4,566,075
Charges For Current Services	131,509,465	136,977,956	136,977,956	139,462,604	141,413,508	141,420,471
Miscellaneous Revenues	251,236	—	148,010	1,085,037	—	—
Other Financing Sources	9,488,515	9,686,021	9,686,021	66,811,795	11,835,666	11,834,316
Use of Fund Balance	10,047,151	15,080,000	338,044,641	17,998,555	36,455,000	15,300,000
General Purpose Revenue Allocation	149,364,527	121,749,183	121,749,183	121,749,183	140,409,826	135,281,224
Total	\$ 312,670,633	\$ 291,893,852	\$ 620,622,065	\$ 361,067,954	\$ 336,292,588	\$ 310,003,434

Appendix A: All Funds Budget Summary

Total General Purpose Revenue

General Purpose Revenue						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 520,347,038	\$ 523,614,516	\$ 523,614,516	\$ 553,177,447	\$ 563,621,850	\$ 576,968,112
Taxes Other Than Current Secured	386,871,001	382,956,350	382,956,350	399,005,821	401,700,989	412,194,266
Licenses Permits & Franchises	10,343,447	10,438,344	10,438,344	10,626,419	10,441,416	10,491,137
Fines, Forfeitures & Penalties	14,197,337	15,835,251	15,835,251	14,385,504	12,875,135	13,133,608
Revenue From Use of Money & Property	3,755,429	2,867,302	2,867,302	4,421,995	2,867,302	2,867,302
Intergovernmental Revenues	85,872,859	41,212,462	41,212,462	126,800,836	40,911,861	40,911,861
Charges For Current Services	792	—	—	35,514	—	—
Miscellaneous Revenues	2,850,444	1,027,775	1,027,775	3,015,839	1,036,334	1,036,334
Total	\$ 1,024,238,346	\$ 977,952,000	\$ 977,952,000	\$ 1,111,469,375	\$ 1,033,454,887	\$ 1,057,602,620

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations/Expenditures by Fund Type

County Funds by Type						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Fund	\$ 3,514,829,288	\$ 3,853,052,190	\$ 4,370,865,462	\$ 3,683,478,264	\$ 3,863,617,355	\$ 3,777,931,412
Special Revenue Funds	394,435,998	406,903,096	509,871,387	396,127,805	450,209,401	444,725,513
Capital Project Funds	150,362,561	58,494,606	510,191,095	218,751,090	83,732,783	12,416,433
Debt Service County Family	81,430,223	81,460,697	81,460,697	81,455,378	81,462,679	81,469,642
County Proprietary Enterprise Funds	20,646,337	24,824,688	36,825,146	20,545,303	27,391,498	24,101,863
County Proprietary Internal Service Funds	359,186,913	425,670,235	464,207,847	389,890,998	447,543,018	407,914,160
Air Pollution Control District	44,874,724	41,990,873	49,583,987	36,840,720	49,487,307	48,762,407
County Service Areas	16,832,651	16,879,597	18,383,823	15,338,228	16,909,975	16,595,314
Miscellaneous Special Districts	9,225,963	16,476,252	23,576,010	14,535,058	14,183,813	9,473,531
Permanent Road Divisions	1,403,967	8,945,080	9,213,038	1,871,988	8,641,205	8,641,205
Sanitation Districts	33,477,108	33,193,026	46,134,304	26,990,308	32,446,032	25,900,913
Miscellaneous Local Agencies	8,643,461	8,227,212	8,227,212	5,785,761	8,117,482	7,554,640
Total	\$ 4,635,349,193	\$ 4,976,117,552	\$ 6,128,540,008	\$ 4,891,610,900	\$ 5,083,742,548	\$ 4,865,487,033

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations/Expenditures by Group and Fund

Public Safety Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Fund	\$ 1,163,975,717	\$ 1,286,456,233	\$ 1,359,030,098	\$ 1,250,817,036	\$ 1,345,455,943	\$ 1,332,316,560
Sheriff's Asset Forfeiture Program	3,971,601	1,100,000	2,218,206	1,083,234	1,100,000	1,100,000
District Attorney Asset Forfeiture Program Fed	197,273	500,000	500,000	111,842	500,000	500,000
District Attorney Asset Forfeiture State	736	15,000	15,000	—	15,000	15,000
Probation Asset Forfeiture Program	24,156	50,000	50,741	48,936	100,000	50,000
Sheriff's Inmate Welfare	4,784,231	5,705,192	7,570,205	5,714,681	6,760,355	6,796,130
Probation Inmate Welfare	64,596	95,000	95,403	57,962	95,000	95,000
Public Safety Prop 172 Special Revenue	224,667,393	237,322,190	240,752,751	237,219,417	254,767,334	259,143,921
CSA 107 Elfin Forest Fire District	398,101	468,072	553,377	402,396	—	—
CSA 107 Elfin Forest Fire Protection / EMS	—	—	—	—	490,000	490,000
CSA 109 Mt Laguna Fire Medical	41,709	—	8,313	8,313	—	—
CSA 109 Mt Laguna Fire Mitigation Fee	—	—	398	398	—	—
CSA 110 Mount Palomar Fire Medical	80,432	—	21,022	21,022	—	—
CSA 110 Mt Palomar Fire Mitigation Fee	—	—	4,449	4,449	—	—
CSA 111 Boulevard Fire District	54,891	—	180,739	180,739	—	—
CSA 111 Boulevard Fire Mitigation Fee	—	—	3,853	3,853	—	—
CSA 112 Campo Fire District	39,500	—	25,702	25,702	—	—
CSA 112 Campo Fire Mitigation Fee	—	—	20,172	20,172	—	—
CSA 113 San Pasqual Fire District	73,316	—	179,242	171,944	—	—
CSA 113 San Pasqual Fire Mitigation Fee	—	—	28,703	28,703	—	—
CSA 115 Pepper Drive Fire Protection / EMS	—	—	—	—	365,000	365,000
CSA 115 Pepper Drive Fire District	322,359	364,269	364,269	361,739	—	—

Appendix B: Budget Summary and Changes in Fund Balance ■ ■ ■

Public Safety Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
CSA 135 - Fire Fee Mitigation Fund	—	—	57,574	—	—	—
CSA 135 Fire Protection / Emergency Medical Svcs	576,667	710,000	1,193,425	635,386	—	—
CSA 135 Fire Authority Fire Protection / EMS	—	—	—	—	680,000	680,000
CSA 135 Regional 800 MHZ Radio System	266,726	622,955	622,955	—	263,628	—
CSA 135 Del Mar 800 MHZ Zone B	39,364	50,000	53,060	39,497	50,000	50,000
CSA 135 Poway 800 MHZ Zone F	113,872	155,502	159,173	130,721	155,502	155,502
CSA 135 Solana Beach 800 MHZ Zone H	30,910	45,400	49,071	26,682	45,400	45,400
Jail Stores Internal Service Fund	6,737,831	7,097,050	7,462,240	7,355,634	7,787,452	7,798,992
Penalty Assessment	—	—	—	—	7,875,730	7,875,730
Criminal Justice Facility	—	—	—	—	7,491,425	7,491,425
Courthouse Construction	—	—	—	—	970,000	970,000
Total	\$ 1,406,461,380	\$ 1,540,756,863	\$ 1,621,220,140	\$ 1,504,470,459	\$ 1,634,967,769	\$ 1,625,938,660

Health and Human Services Agency						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Fund	\$ 1,804,510,001	\$ 1,959,528,520	\$ 1,997,015,759	\$ 1,816,636,039	\$ 1,862,866,922	\$ 1,852,239,636
Tobacco Securitization Special Revenue	24,327,520	27,500,000	27,500,000	24,328,584	27,500,000	27,500,000
CSA 17 San Dieguito Ambulance	3,699,937	4,155,715	4,185,383	3,932,277	4,312,239	4,312,239
CSA 69 Heartland Paramedic	5,511,753	6,233,650	6,500,671	5,901,884	6,262,422	6,262,422
Total	\$ 1,838,049,211	\$ 1,997,417,885	\$ 2,035,201,813	\$ 1,850,798,784	\$ 1,900,941,583	\$ 1,890,314,297

Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Fund	\$ 127,301,860	\$ 158,661,436	\$ 174,850,421	\$ 144,604,696	\$ 163,081,600	\$ 145,985,351
Road Fund	97,100,423	88,808,655	179,255,348	83,966,905	97,124,263	86,858,814
Air Pollution Control District Operations	20,376,580	22,321,745	23,829,951	21,628,659	24,495,522	24,128,994
APCD Air Quality Improvement Trust	8,073,835	10,000,000	10,138,906	8,379,527	12,107,116	12,107,116
Air Quality State Moyer Program	4,757,452	2,810,756	5,477,215	4,895,583	3,601,297	3,601,297
Air Quality Power General Mitigation	519,205	358,372	1,230,949	873,141	358,372	—
Air Quality School Bus Program	—	—	2	2	—	—
Air Quality Proposition 1B GMERP	10,594,636	6,500,000	8,906,963	1,063,808	8,925,000	8,925,000
Air Quality GMERP Early Grant	1,935	—	—	—	—	—
Air Quality State Lower Emission School Bus Prgm	32,925	—	—	—	—	—
Air Quality GMERP - Match Fund	518,157	—	—	—	—	—
San Diego County Lighting Maintenance District 1	1,576,820	2,059,790	2,059,790	1,776,378	3,591,497	2,013,089
Inactive Waste Site Management	6,099,316	8,408,485	8,601,938	8,088,233	6,560,573	6,708,551
Waste Planning and Recycling	—	—	—	—	1,046,559	990,688
Hillsborough Landfill Maintenance	4,323	—	—	—	—	—
Duck Pond Landfill Cleanup	—	17,318	17,318	—	13,911	14,189
Parkland Ded Area 4 Lincoln Acres	5	1,170	1,170	—	1,800	1,800
Parkland Ded Area 15 Sweetwater	6,448	15,550	15,550	6,998	7,100	7,100
Parkland Ded Area 16 Otay	—	1,000	1,000	—	50	50
Parkland Ded Area 19 Jamul	2,294	18,100	18,100	928	4,100	4,100
Parkland Ded Area 20 Spring Valley	13,213	28,400	28,400	14,291	4,100	4,100
Parkland Ded Area 25 Lakeside	32,755	47,000	452,782	424,082	17,100	17,100

Appendix B: Budget Summary and Changes in Fund Balance ■ ■ ■

Land Use and Environment Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Parkland Ded Area 26 Crest	8,146	16,500	16,500	785	2,100	2,100
Parkland Ded Area 27 Alpine	13,479	37,300	37,300	19,870	7,600	7,600
Parkland Ded Area 28 Ramona	8,255	48,500	145,500	106,271	6,100	6,100
Parkland Ded Area 29 Escondido	245	38,300	776,807	8,097	1,100	1,100
Parkland Ded Area 30 San Marcos	189	2,700	2,700	49	1,100	1,100
Parkland Ded Area 31 San Dieguito	82,034	140,000	168,803	36,592	2,500	2,500
Parkland Ded Area 32 Carlsbad	—	170	170	—	140	140
Parkland Ded Area 35 Fallbrook	272,773	128,000	441,000	200,277	3,600	3,600
Parkland Ded Area 36 Bonsall	229	12,000	12,000	65	3,100	3,100
Parkland Ded Area 37 Vista	7,701	26,200	776,200	13,475	1,100	1,100
Parkland Ded Area 38 Valley Center	14,812	35,600	42,922	7,590	4,200	4,200
Parkland Ded Area 39 Pauma Valley	199	5,600	5,600	347	1,100	1,100
Parkland Ded Area 40 Palomar Julian	22,801	18,400	24,379	3,756	3,100	3,100
Parkland Ded Area 41 Mountain Empire	38,758	6,900	6,900	—	260	260
Parkland Ded Area 42 Anza Borrego	1,051	7,500	7,500	1,306	2,600	2,600
Parkland Ded Area 43 Central Mountain	166,724	3,750	37,933	22,667	2,600	2,600
Parkland Ded Area 44 Oceanside	6	515	515	—	100	100
Parkland Ded Area 45 Valle de Oro	3,712	27,900	27,900	8,486	2,100	2,100
PRD 6 Pauma Valley	12,942	371,850	371,850	27,573	399,028	399,028
PRD 8 Magee Road Pala	7,207	208,573	208,573	69,312	227,774	227,774
PRD 9 Santa Fe Zone B	55,288	82,472	82,472	4,281	107,433	107,433
PRD 10 Davis Drive	20,833	17,863	17,863	2,974	17,664	17,664
PRD 11 Bernardo Road Zone A	3,892	41,296	41,296	27,442	46,394	46,394

Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
PRD 11 Bernardo Road Zone C	3,025	24,606	24,606	2,756	23,082	23,082
PRD 11 Bernardo Road Zone D	3,522	38,686	38,686	3,134	42,070	42,070
PRD 12 Lomair	5,161	236,846	236,846	63,995	267,310	267,310
PRD 13 Pala Mesa Zone A	11,023	392,333	394,391	10,074	444,501	444,501
PRD 13 Stewart Canyon Zone B	33,648	28,609	28,609	6,448	64,303	64,303
PRD 16 Wynola	57,996	107,551	107,551	8,673	126,480	126,480
PRD 18 Harrison Park	66,268	288,873	289,773	8,057	308,300	308,300
PRD 20 Daily Road	22,716	549,619	549,619	144,985	636,052	636,052
PRD 21 Pauma Heights	14,647	334,997	334,997	9,117	413,676	413,676
PRD 22 West Dougherty St	2,906	10,490	10,490	3,565	7,945	7,945
PRD 23 Rock Terrace Road	2,828	25,293	25,293	4,121	30,307	30,307
PRD 24 Mt Whitney Road	40,084	36,190	36,190	3,735	44,218	44,218
CSA 26 Rancho San Diego	240,753	244,430	244,430	237,629	252,530	252,530
CSA 26 Cottonwood Village Zone A	99,885	208,077	228,805	105,160	265,390	265,390
CSA 26 Monte Vista Zone B	143,554	297,924	299,068	121,124	305,234	305,234
SD Landscape Maintenance Zone 1	130,438	141,453	141,453	141,453	149,573	152,573
Landscape Maintenance Dist Zone 2 - Julian	93,438	125,433	125,433	115,927	112,239	112,667
PRD 30 Royal Oaks Carroll	4,486	37,706	37,706	3,517	37,639	37,639
PRD 38 Gay Rio Terrace	4,554	77,552	77,552	60,231	33,264	33,264
PRD 39 Sunbeam Lane	8,516	—	—	—	—	—
PRD 45 Rincon Springs Rd	3,361	68,867	68,867	3,852	76,495	76,495
PRD 46 Rocosco Road	21,182	37,421	37,421	3,182	40,584	40,584
PRD 49 Sunset Knolls Road	3,118	33,267	33,267	2,852	37,610	37,610
PRD 50 Knoll Park Lane	5,528	129,851	129,851	51,280	83,843	83,843
PRD 53 Knoll Park Lane Extension	7,670	269,427	269,427	107,099	176,772	176,772
PRD 54 Mount Helix	4,399	170,504	170,504	63,440	186,744	186,744

Appendix B: Budget Summary and Changes in Fund Balance ■ ■ ■

Land Use and Environment Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
PRD 55 Rainbow Crest Rd	13,410	319,364	325,872	39,065	362,528	362,528
PRD 60 River Drive	5,411	137,852	137,852	72,958	48,482	48,482
PRD 61 Green Meadow Way	4,218	206,101	206,101	7,381	213,143	213,143
PRD 63 Hillview Road	5,563	396,032	397,712	7,851	424,025	424,025
PRD 70 El Camino Corto	2,929	58,454	58,454	4,363	62,633	62,633
PRD 75 Gay Rio Dr Zone A	5,327	217,848	217,848	88,016	151,223	151,223
PRD 75 Gay Rio Dr Zone B	6,605	404,488	404,488	213,427	216,522	216,522
PRD 76 Kingsford Court	3,073	41,239	41,239	2,659	46,804	46,804
PRD 77 Montiel Truck Trail	12,675	268,079	268,079	201,626	82,449	82,449
PRD 78 Gardena Way	3,128	51,949	51,949	15,374	56,746	56,746
PRD 80 Harris Truck Trail	4,525	213,113	213,113	4,795	229,562	229,562
CSA 81 Fallbrook Local Park	584,846	583,214	583,214	547,174	579,189	581,569
CSA 83 San Dieguito Local Park	1,875,002	663,127	692,676	508,347	687,949	617,949
CSA 83A Zone A4S Ranch Park 95155	889,632	689,700	700,207	620,579	763,438	772,388
PRD 88 East Fifth St	3,137	70,832	70,832	7,201	72,936	72,936
PRD 90 South Cordoba	18,674	39,552	39,552	3,732	40,759	40,759
PRD 94 Roble Grande Road	146,997	520,037	707,257	41,437	366,715	366,715
PRD 95 Valle Del Sol	3,760	303,247	303,247	3,564	315,162	315,162
PRD 99 Via Allondra Via Del Corvo	16,212	35,397	35,397	3,515	34,731	34,731
PRD 100 Viejas Lane View	3,122	29,040	29,040	4,078	30,260	30,260
PRD 101 Johnson Lake Rd	7,136	149,124	149,124	106,742	50,058	50,058
PRD 101 Hi Ridge Rd Zone A	3,935	13,043	13,043	3,618	10,880	10,880
PRD 102 Mountain Meadow	171,370	162,320	162,320	8,574	212,152	212,152
PRD 103 Alto Drive	3,673	263,701	263,701	3,938	278,787	278,787
PRD 104 Artesian Rd	5,487	126,504	126,504	17,336	146,825	146,825
PRD 105 Alta Loma Dr	43,655	25,247	25,247	3,433	26,143	26,143

Appendix B: Budget Summary and Changes in Fund Balance

Land Use and Environment Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
PRD 105 Alta Loma Dr Zone A	65,590	31,215	31,215	3,456	35,537	35,537
PRD 106 Garrison Way Et Al	4,471	98,449	98,449	12,177	105,463	105,463
PRD 117 Legend Rock	7,408	8,914	8,914	4,971	5,152	5,152
CSA 122 Otay Mesa East	3,011	12,200	12,200	—	12,200	12,200
PRD 123 Mizpah Lane	4,186	72,927	72,927	54,115	31,865	31,865
PRD 125 Wrightwood Road	3,948	84,154	84,154	4,394	90,469	90,469
PRD 126 Sandhurst Way	4,198	35,217	35,217	3,036	35,447	35,447
PRD 127 Singing Trails Drive	20,971	27,093	41,114	14,868	28,822	28,822
CSA 128 San Miguel Park Dist	1,505,526	1,059,908	1,096,218	1,028,244	1,109,474	1,113,683
PRD 129 Birch Street	6,466	—	—	—	—	—
PRD 130 Wilkes Road	92,787	189,747	189,747	5,663	124,555	124,555
PRD 133 Ranch Creek Road	4,195	27,267	27,267	10,367	31,223	31,223
PRD 134 Kenora Lane	3,263	78,120	78,120	4,825	87,072	87,072
CSA 136 Sundance Detention Basin	17,029	48,568	48,568	16,714	48,568	48,568
San Diego County Flood Control District	7,048,988	13,603,220	20,628,850	12,237,773	9,779,074	6,647,200
Blackwolf Stormwater Maint ZN 349781	789	10,634	10,634	456	10,634	10,634
Lake Rancho Viejo Stormwater Maint ZN 442493	117,272	197,000	260,396	144,228	197,000	197,000
Ponderosa Estates Maint ZN 351421	—	22,690	22,690	—	22,690	22,690
PRD 1001 Capra Way	656	—	—	—	—	—
PRD 1002 Sunny Acres	2,957	21,461	21,461	4,668	23,930	23,930
PRD 1003 Alamo Way	3,135	15,917	15,917	2,791	16,873	16,873
PRD 1005 Eden Valley Lane	3,577	69,876	69,876	3,661	74,862	74,862
PRD 1007 Tumble Creek	3,034	—	—	—	—	—
PRD 1008 Canter	4,215	23,456	23,456	2,873	39,266	39,266
PRD 1010 Alpine High	207,398	134,188	134,188	6,012	172,054	172,054
PRD 1011 La Cuesta	3,122	56,635	56,635	18,415	64,271	64,271

Appendix B: Budget Summary and Changes in Fund Balance ■ ■ ■

Land Use and Environment Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
PRD 1012 Millar Road	3,424	50,457	50,457	5,766	55,428	55,428
PRD 1013 Singing Trails	3,554	77,571	77,571	44,084	77,360	77,360
PRD 1014 Lavender Point Lane	3,002	78,339	78,339	25,125	79,528	79,528
PRD 1015 Landavo Drive	22,715	45,053	78,903	66,608	51,949	51,949
PRD 1016 El Sereno Way	4,874	45,719	67,440	13,733	51,066	51,066
Survey Monument Preservation Fund	53,188	325,000	325,000	261,588	250,000	250,000
Special Aviation	50,000	50,000	50,000	50,000	50,000	50,000
Special Aviation Debt Service	340,483	337,880	337,880	337,879	334,578	330,578
County Fish and Game Propagation	10,760	18,000	18,000	9,448	18,000	18,000
Airport Enterprise Fund	14,533,983	17,312,738	29,175,526	14,527,965	19,597,580	16,940,779
Liquid Waste Enterprise Fund	6,112,354	7,511,950	7,649,620	6,017,338	7,793,918	7,161,084
CWSMD-Zone B (Campo Hills Water)	256,750	283,140	283,140	159,579	283,140	283,140
Campo WSMD-Zone A (Rancho Del Campo Water)	225,344	299,778	310,510	216,644	299,778	299,778
San Diego County Sanitation District	33,477,108	33,193,026	46,134,304	26,990,308	32,446,032	25,900,913
DPW Equipment Internal Service Fund	5,110,582	6,226,111	6,226,111	4,827,890	5,664,324	5,936,081
DPW ISF Equipment Acquisition Road Fund	1,645,935	5,369,442	6,977,748	1,812,902	5,253,083	3,633,238
DPW ISF Equipment Acquisition Inactive Waste	45,842	92,869	113,819	32,820	258,612	75,293
DPW ISF Equipment Acquisition Airport Enterprise	122,456	737,069	763,909	108,715	213,112	168,768
DPW ISF Equipment Acquisition Liquid Waste	256,901	623,311	718,917	285,061	1,100,246	365,258
Total	\$ 354,049,111	\$ 399,846,584	\$ 550,808,799	\$ 349,487,797	\$ 417,483,250	\$ 372,578,229

Appendix B: Budget Summary and Changes in Fund Balance

Community Services Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Fund	\$ 59,215,790	\$ 67,888,308	\$ 85,230,393	\$ 61,538,329	\$ 73,445,682	\$ 63,745,341
Co Successor Housing Agy Gillespie Housing	12,338	18,000	18,000	12,876	97,000	—
Co Successor Housing Agy USDRIP Housing	28,223	45,000	45,000	25,589	94,000	—
County Library	32,044,169	35,983,321	39,515,966	33,973,163	37,557,923	37,888,737
Co Successor Agy Redev Obligation Ret Fund	1,398,479	1,896,930	1,896,930	1,757,425	1,881,384	1,884,528
Co Successor Agy Gillespie Red Obligation Ret Fd	—	1,144,930	1,144,930	—	1,139,384	1,142,528
Co Successor Agy USDRIP Red Obligation Ret Fund	550,000	550,000	550,000	—	550,000	550,000
Co Successor Agy Gillespie Fld Debt Srv	1,144,275	1,144,930	1,144,930	1,144,929	1,139,384	1,142,528
Co Successor Agy Gillespie Fld Interest Acct	749,275	729,930	729,930	729,929	709,384	687,528
Co Successor Agy Gillespie Fld Principal Acct	395,000	415,000	415,000	415,000	430,000	455,000
Co Successor Agy USDRIP	1,012,058	1,137,562	1,137,562	552,542	937,562	550,000
Co Successor Agy Gillespie Fld Improvement	100,311	—	—	—	—	—
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,524,766	1,144,930	1,144,930	1,144,929	1,139,384	1,142,528
Co Successor Agy Gillespie Fld Admin	254,806	—	—	2,542	—	—
Co Successor Agy Gillespie Housing	682,496	—	—	—	—	—
Co Successor Agy USDRIP Housing	761,228	—	—	—	—	—

Appendix B: Budget Summary and Changes in Fund Balance ■ ■ ■

Community Services Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Purchasing Internal Service Fund	9,424,511	8,814,851	9,034,034	8,062,010	10,981,610	9,451,903
Purchasing Internal Service Fund Buyouts	—	—	80,814	80,814	—	—
Fleet Services Internal Service Fund	6,877,167	7,478,385	7,512,184	7,029,915	11,831,055	8,223,965
Fleet ISF Equipment Acquisition General	10,103,172	20,854,628	28,141,661	10,762,018	29,061,529	19,031,081
Fleet ISF Materials Supply Inventory	18,772,647	19,207,758	19,243,425	19,110,414	26,505,844	20,445,017
Fleet ISF Accident Repair	297,723	539,272	539,272	432,102	516,737	516,737
Fleet ISF Accidents Sheriff	295,407	697,250	697,250	438,971	624,802	624,802
Facilities Management Internal Service Fund	83,355,232	99,410,448	100,630,725	88,449,431	101,588,547	100,080,432
Major Maintenance Internal Service Fund	17,686,331	31,805,505	40,625,603	19,070,573	25,322,848	23,322,848
Total	\$ 246,685,404	\$ 300,906,938	\$ 339,478,539	\$ 254,733,500	\$ 325,554,059	\$ 290,885,503

Finance and General Government Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Fund	\$ 192,286,161	\$ 231,534,485	\$ 277,027,370	\$ 205,967,945	\$ 229,751,571	\$ 220,925,004
Information Technology Internal Service Fund	134,784,732	155,266,339	173,990,187	146,333,372	155,018,945	142,425,473
Total	\$ 327,070,893	\$ 386,800,824	\$ 451,017,558	\$ 352,301,317	\$ 384,770,516	\$ 363,350,477

Appendix B: Budget Summary and Changes in Fund Balance

Capital Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Capital Outlay Fund	\$ 70,740,317	\$ 20,449,372	\$ 165,769,582	\$ 70,602,391	\$ 4,125,000	\$ —
Capital MSCP Acquisition Fund	7,442,012	10,000,000	33,184,497	6,711,311	10,000,000	2,500,000
County Health Complex Capital Outlay Fund	38,595	—	210,077	190,008	—	—
Justice Facility Construction Capital Outlay Fnd	61,274,135	—	282,216,373	131,022,917	49,940,000	—
Library Projects Capital Outlay Fund	1,397,084	18,231,301	18,645,051	415,080	9,750,000	—
Edgemoor Development Fund	9,470,419	9,813,933	10,165,516	9,809,383	9,917,783	9,916,433
Total	\$ 150,362,561	\$ 58,494,606	\$ 510,191,095	\$ 218,751,090	\$ 83,732,783	\$ 12,416,433

Finance Other						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
General Fund	\$ 167,539,759	\$ 148,983,208	\$ 477,711,421	\$ 203,914,219	\$ 189,015,637	\$ 162,719,520
Pension Obligation Bonds	81,430,223	81,460,697	81,460,697	81,455,378	81,462,679	81,469,642
Employee Benefits Internal Service Fund	56,048,872	42,541,538	42,541,538	55,706,739	45,372,247	45,372,247
Public Liability Internal Service Fund	7,621,572	18,908,409	18,908,409	19,991,618	20,442,025	20,442,025
Majestic Pines County Service District Debt	30,207	—	—	—	—	—
Total	\$ 312,670,633	\$ 291,893,852	\$ 620,622,065	\$ 361,067,954	\$ 336,292,588	\$ 310,003,434

Changes in Components of Fund Balance (by Fund Group)

Beginning in Fiscal Year 2011–12, ending fund balance represents all components of fund balance as defined by Governmental Accounting Standards Board (GASB) 54. This can be nonspendable, restricted, committed, assigned or unassigned fund balance for the Governmental Funds or unrestricted net assets for the Proprietary Funds.

Ending Fund Balances (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Funds	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Fiscal Year 2011-12 Ending Fund Balance ¹	\$ 1,481.7	\$ 669.5	\$ 0.6	\$ 17.8	\$ 19.8	\$ 47.2	\$ 104.9	\$ 5.6
Fiscal Year 2012-13 Ending Fund Balance ¹	1,601.4	642.0	0.2	20.9	20.8	43.3	99.8	—
Fiscal Year 2013-14 Ending Fund Balance ²	\$ 1,759.5	\$ 654.4	\$ 0.4	\$ 16.0	\$ 23.8	\$ 27.1	\$ 99.2	\$ 1.8

¹Amounts may not agree with the category grouping in the Comprehensive Annual Financial Report (CAFR) due to different budgetary roll-ups.

²Pending completion of the June 30, 2014 CAFR audit.

Fiscal Year 2014–15 (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Funds	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Beginning Fund Balance	\$ 1,759.5	\$ 654.4	\$ 0.4	\$ 16.0	\$ 23.8	\$ 27.1	\$ 99.2	\$ 1.8
Add:								
Budgeted Revenue	3,862.2	450.2	81.5	83.7	27.4	447.5	118.3	8.1
Fund Balance Component Decrease	1.4	—	—	—	—	—	3.4	—
Total Available Funding	5,623.1	1,104.6	81.9	99.7	51.2	474.6	220.9	9.9
Less:								
Budgeted Expenditures	(3,861.4)	(450.2)	(81.5)	(83.7)	(27.4)	(447.5)	(121.3)	(8.1)
Fund Balance Component Increase	(2.2)	—	—	—	—	—	(0.4)	—
Projected Ending Fund Balance	\$ 1,759.5	\$ 654.4	\$ 0.4	\$ 16.0	\$ 23.8	\$ 27.1	\$ 99.2	\$ 1.8

Appendix B: Budget Summary and Changes in Fund Balance

Fiscal Year 2015–16 (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Funds	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Beginning Fund Balance	\$ 1,795.5	\$ 654.4	\$ 0.4	\$ 16.0	\$ 23.8	\$ 27.1	\$ 99.2	\$ 1.8
Add:								
Budgeted Revenue	3,760.2	444.7	81.5	12.4	24.1	407.9	106.9	7.6
Fund Balance Component Decrease	17.7	—	—	—	—	—	2.4	—
Total Available Funding	5,537.4	1,099.1	81.9	28.4	47.9	435.0	208.6	9.4
Less:								
Budgeted Expenditures	(3,777.7)	(444.7)	(81.5)	(12.4)	(24.1)	(407.9)	(109.4)	(7.6)
Fund Balance Component Increase	(0.2)	—	—	—	—	—	—	—
Projected Ending Fund Balance	\$ 1,759.5	\$ 654.4	\$ 0.4	\$ 16.0	\$ 23.8	\$ 27.1	\$ 99.2	\$ 1.8

Appendix C: General Fund Budget Summary

Appropriations/Expenditures by Group

Public Safety Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Public Safety Executive Office	\$ 6,529,501	\$ 6,645,128	\$ 9,091,687	\$ 6,698,672	\$ 7,635,835	\$ 7,575,471
San Diego County Fire Authority	22,202,951	25,115,783	29,715,512	20,401,463	22,935,081	21,600,084
District Attorney	143,370,719	160,974,357	166,766,771	155,564,632	170,080,851	165,184,264
Sheriff	601,069,018	663,562,538	710,749,358	653,686,832	713,072,557	710,919,947
Child Support Services	45,328,053	51,723,838	51,777,119	47,421,421	51,460,166	51,350,972
Citizens' Law Enforcement Review Board	549,261	606,082	628,668	608,610	631,239	625,732
Office of Emergency Services	7,875,165	6,930,698	13,575,405	6,721,846	6,635,516	5,449,237
Medical Examiner	8,487,156	9,481,818	9,837,264	9,345,484	9,814,462	9,747,607
Probation	191,745,222	215,343,100	219,216,352	209,515,332	216,642,604	213,469,115
Public Defender	67,163,463	75,169,778	76,656,403	72,385,475	77,288,460	77,134,959
Contribution for Trial Courts	69,655,207	70,903,113	71,015,559	68,467,270	69,259,172	69,259,172
Total	\$ 1,163,975,717	\$ 1,286,456,233	\$ 1,359,030,098	\$ 1,250,817,036	\$ 1,345,455,943	\$ 1,332,316,560

Health and Human Services Agency						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Regional Operations	\$ 429,657,920	\$ 730,255,328	\$ 750,166,855	\$ 700,078,861	\$ 615,226,914	\$ 621,344,133
Strategic Planning & Operational Support	303,107,096	—	91,996	119,241	—	—
Aging and Independence Services	297,293,572	329,246,054	330,281,848	318,650,244	333,551,249	334,212,243
Behavioral Health Services	390,794,611	423,558,464	426,683,022	385,747,166	425,433,577	425,622,559
Administrative Support	64,588,357	116,554,358	122,914,565	81,902,586	122,228,623	103,688,695
Child Welfare Services	230,113,630	264,598,530	266,034,813	240,563,171	270,597,535	271,397,717
Public Health Services	84,698,529	95,315,786	100,782,660	89,561,587	95,829,024	95,974,289
Public Administrator / Public Guardian	4,256,287	—	60,000	13,184	—	—
Total	\$ 1,804,510,001	\$ 1,959,528,520	\$ 1,997,015,759	\$ 1,816,636,039	\$ 1,862,866,922	\$ 1,852,239,636

Appendix C: General Fund Budget Summary

Land Use and Environment Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Land Use and Environment Executive Office	\$ 4,348,225	\$ 7,567,626	\$ 7,759,010	\$ 3,244,749	\$ 8,142,384	\$ 6,857,481
Agriculture, Weights and Measures	18,193,899	19,705,398	20,362,237	18,760,069	20,077,110	20,250,468
Environmental Health	38,508,826	44,665,102	46,012,951	40,267,909	46,661,684	44,834,151
Farm and Home Advisor	948,800	853,058	884,128	907,391	853,058	853,058
Parks and Recreation	29,431,581	30,729,517	37,595,961	30,355,116	31,326,390	29,495,977
Planning and Land Use	9,154,775	—	—	—	—	—
Planning and Development Services	14,532,141	31,798,763	33,971,373	26,400,446	34,763,543	28,883,613
Public Works	12,183,613	23,341,972	28,264,762	24,669,015	21,257,431	14,810,603
Total	\$ 127,301,860	\$ 158,661,436	\$ 174,850,421	\$ 144,604,696	\$ 163,081,600	\$ 145,985,351

Community Services Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435
Animal Services	15,168,207	15,736,716	16,441,314	15,420,135	16,941,395	16,393,079
General Services	2,835,993	1,785,000	3,810,328	3,720,052	1,795,000	1,795,000
Housing & Community Development	17,731,414	23,303,257	30,385,044	17,056,855	26,375,570	19,601,670
Purchasing and Contracting	2,654,196	910,000	910,000	910,000	722,000	722,000
Registrar of Voters	18,659,098	18,613,081	24,173,310	21,215,018	19,392,369	18,054,157
Total	\$ 59,215,790	\$ 67,888,308	\$ 85,230,393	\$ 61,538,329	\$ 73,445,682	\$ 63,745,341

Finance and General Government Group						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Finance & General Government Executive Office	\$ 14,848,517	\$ 31,017,462	\$ 55,480,023	\$ 20,700,331	\$ 21,564,317	\$ 20,560,985
Board of Supervisors	7,366,664	8,075,907	9,156,265	7,699,492	8,366,841	8,363,587
Assessor / Recorder / County Clerk	52,366,581	60,307,881	64,142,521	54,072,999	63,127,842	63,236,886
Treasurer - Tax Collector	19,034,852	22,024,206	23,336,376	20,168,956	21,659,445	21,694,056
Chief Administrative Office	4,243,781	4,441,349	4,577,074	4,304,355	4,649,068	4,609,071
Auditor and Controller	34,549,027	35,964,386	40,200,256	33,489,395	33,891,372	33,479,340
County Technology Office	9,268,248	14,542,587	21,781,194	13,709,788	16,272,592	12,794,466
Civil Service Commission	578,679	616,736	627,465	519,550	606,114	572,885
Clerk of the Board of Supervisors	3,306,808	3,466,941	3,564,560	3,159,027	3,482,832	3,485,317
County Counsel	22,639,180	23,459,268	24,822,481	23,506,204	27,604,747	24,990,894
Grand Jury	576,075	592,346	594,432	510,582	595,975	595,046
Human Resources	20,782,267	23,937,245	25,544,005	21,241,725	24,779,192	23,468,467
County Communications Office	2,725,482	3,088,171	3,200,719	2,885,540	3,151,234	3,074,004
Total	\$ 192,286,161	\$ 231,534,485	\$ 277,027,370	\$ 205,967,945	\$ 229,751,571	\$ 220,925,004

Appendix C: General Fund Budget Summary

Finance Other						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Cash Borrowing Program	\$ 1,130,283	\$ 7,700,000	\$ 7,700,000	\$ 1,350,287	\$ 7,700,000	\$ 7,700,000
Community Enhancement	2,500,678	2,680,000	2,684,000	2,662,000	3,540,000	3,100,000
Neighborhood Reinvestment Program	5,992,211	5,000,000	5,382,226	4,195,844	10,000,000	10,000,000
Contributions to County Library	5,000	935,000	1,643,750	1,643,750	300,000	300,000
Contingency Reserve - General Fund	—	20,000,000	15,000,000	—	20,669,098	21,152,052
Contributions to Capital Program	148,781,949	82,563,340	413,398,220	186,920,656	110,012,565	83,217,673
Countywide General Expense	8,787,576	29,691,623	31,489,980	6,742,413	36,380,729	36,836,550
Local Agency Formation Commission Administration	342,061	413,245	413,245	399,269	413,245	413,245
Total	\$ 167,539,759	\$ 148,983,208	\$ 477,711,421	\$ 203,914,219	\$ 189,015,637	\$ 162,719,520

Total - Group/Agency						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Total	\$ 3,514,829,288	\$ 3,853,052,190	\$ 4,370,865,462	\$ 3,683,478,264	\$ 3,863,617,355	\$ 3,777,931,412

Financing Sources

Financing Sources by Category						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Taxes Current Property	\$ 520,347,038	\$ 523,614,516	\$ 523,614,516	\$ 553,177,447	\$ 563,621,850	\$ 576,968,112
Taxes Other Than Current Secured	386,871,001	382,956,350	382,956,350	399,012,753	401,700,989	412,194,266
Licenses Permits & Franchises	43,212,182	42,297,182	42,297,182	45,847,705	44,088,759	46,659,279
Fines, Forfeitures & Penalties	44,904,399	50,218,002	51,727,532	38,337,280	34,508,393	32,278,274
Revenue From Use of Money & Property	16,099,581	12,045,416	12,045,416	16,867,224	11,022,670	11,012,655
Intergovernmental Revenues	1,976,619,055	2,108,665,460	2,124,051,709	2,025,017,680	1,978,117,922	1,960,430,530
Charges For Current Services	293,834,204	305,435,498	347,268,742	348,794,924	344,495,159	341,702,646
Miscellaneous Revenues	27,036,636	24,216,101	38,805,373	24,950,771	26,577,180	18,996,410
Other Financing Sources	263,283,736	270,252,450	273,210,135	331,020,586	289,973,364	293,128,945
Total Revenues	\$ 3,572,207,833	\$ 3,719,700,975	\$ 3,795,976,957	\$ 3,783,026,370	\$ 3,694,106,286	\$ 3,693,371,117
Fund Balance Component Decreases	\$ 544,380	\$ 810,502	\$ 2,810,502	\$ 2,810,502	\$ 1,421,854	\$ 17,735,336
Total Revenues	\$ (57,922,925)	\$ 132,540,713	\$ 572,078,004	\$ (102,358,608)	\$ 168,089,215	\$ 66,824,959
Total	\$ 3,514,829,288	\$ 3,853,052,190	\$ 4,370,865,462	\$ 3,683,478,264	\$ 3,863,617,355	\$ 3,777,931,412



Appendix D: Health and Human Services Agency—General Fund

Health and Human Services Agency: General Fund

This appendix summarizes the Health and Human Services Agency's (HHSAs) staffing and General Fund budget by operations and assistance payments.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Family Resource Centers & Eligibility Administration		2,023.00			2,366.00	2,366.00
Health Care Policy Administration		35.00			35.00	35.00
Aging Programs		152.00			158.00	158.00
Adult Protective Services		67.00			67.00	67.00
In-Home Supportive Services		160.00			160.00	160.00
Behavioral Health Services		791.00			786.25	786.25
Child Welfare Services		1,357.00			1,363.00	1,363.00
Public Health Services		659.50			661.25	661.25
Administrative Support		369.00			377.00	377.00
HHSA Total		5,613.50			5,973.50	5,973.50

Appendix D: Health and Human Services Agency—General Fund

General Fund Budget By Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Family Resource Centers & Eligibility Administration	\$ 398,484,894	\$ 479,804,742	\$ 498,374,439	\$ 447,668,678	\$ 504,334,543	\$ 508,851,745
Operational Budget	189,300,597	234,983,595	253,553,292	239,471,999	256,013,396	260,530,598
Assistance Payments Budget	209,184,297	244,821,147	244,821,147	208,196,676	248,321,147	248,321,147
<i>CalWORKs Assistance Payments</i>	176,413,029	204,415,785	204,415,785	173,864,514	204,415,785	204,415,785
<i>Employment and Child Care Payments</i>	26,935,981	33,474,283	33,474,283	27,295,180	33,474,283	33,474,283
<i>General Relief Payments</i>	3,044,395	3,050,000	3,050,000	4,286,544	6,550,000	6,550,000
<i>Cash Assistance Program for Immigrants (CAPI)</i>	26,935,981	3,491,856	3,491,856	2,653,303	3,491,856	3,491,856
<i>Refugee Aid Payments</i>	3,044,395	389,223	389,223	97,134	389,223	389,223
Health Care Policy Administration	226,424,502	163,706,757	163,772,687	167,689,648	20,116,311	20,133,534
Operational Budget	226,424,502	163,706,757	163,772,687	167,689,648	20,116,311	20,133,534
Assistance Payments Budget	226,424,502	—	—	—	—	—
Aging Programs	26,598,433	35,045,651	35,674,566	31,533,306	36,678,102	36,910,979
Operational Budget	26,598,433	35,045,651	35,674,566	31,533,306	36,678,102	36,910,979
Assistance Payments Budget	—	—	—	—	—	—
Adult Protective Services	8,124,002	8,287,649	8,399,678	8,122,184	8,640,190	8,800,167
Operational Budget	8,124,002	8,287,649	8,399,678	8,122,184	8,640,190	8,800,167
Assistance Payments Budget	—	—	—	—	—	—
In-Home Supportive Services	269,443,642	285,912,754	286,269,973	279,129,515	288,232,957	288,501,097
Operational Budget	269,443,642	285,912,754	286,269,973	279,129,515	288,232,957	288,501,097
Assistance Payments Budget	—	—	—	—	—	—
Behavioral Health Services	390,214,222	423,558,464	426,680,653	386,897,876	425,433,577	425,622,559
Operational Budget	390,214,222	423,558,464	426,680,653	386,897,876	425,433,577	425,622,559
Assistance Payments Budget	—	—	—	—	—	—
Child Welfare Services	290,933,947	329,339,249	331,636,417	305,173,357	338,051,038	340,120,979
Operational Budget	154,455,792	174,108,378	192,274,364	185,604,169	182,820,167	184,890,108
Assistance Payments Budget	136,478,155	155,230,871	139,362,053	119,569,189	155,230,871	155,230,871
<i>Foster Care Aid Payments</i>	62,311,574	77,463,230	61,594,412	43,961,236	72,934,557	72,934,557
<i>Kinship Guardianship Assistance Payments (Kin-GAP)</i>	3,528,093	3,365,522	3,365,522	3,721,659	3,365,522	3,365,522
<i>Adoption Assistance Payments</i>	70,638,488	74,402,119	74,402,119	71,886,294	78,930,792	78,930,792
Public Health Services	106,743,136	117,318,896	123,260,508	113,672,414	119,151,581	119,609,881
Operational Budget	106,743,136	117,318,896	123,260,508	113,672,414	119,151,581	119,609,881
Assistance Payments Budget	—	—	—	—	—	—
Administrative Support	103,082,554	116,554,358	122,946,838	85,743,109	122,228,623	103,688,695
Operational Budget	103,082,554	116,554,358	122,946,838	85,743,109	122,228,623	103,688,695
Assistance Payments Budget	—	—	—	—	—	—
HHS General Fund Total	\$ 1,820,049,332	\$ 1,959,528,520	\$ 1,997,015,758	\$ 1,825,630,085	\$ 1,862,866,922	\$ 1,852,239,636
Operational Budget Total	\$ 1,474,386,880	\$ 1,559,476,502	\$ 1,612,832,559	\$ 1,497,864,221	\$ 1,459,314,904	\$ 1,448,687,618
Assistance Payments Budget Total	\$ 345,662,452	\$ 400,052,018	\$ 384,183,200	\$ 327,765,864	\$ 403,552,018	\$ 403,552,018

Appendix E: Operational Plan Acronyms and Abbreviations

AB: Assembly Bill
ACA: *Patient Protection and Affordable Care Act* of 2010
ACAO: Assistant Chief Administrative Officer
ADA: Americans with Disabilities Act
AIS: Aging and Independence Services
APCD: Air Pollution Control District
ARRA: *American Recovery and Reinvestment Act* of 2009
AWM: Agriculture, Weights and Measures
BHS: Behavioral Health Services
BPR: Business Process Reengineering
CAC: County Administration Center
CAFR: Comprehensive Annual Financial Report
CAO: Chief Administrative Officer
CCO: County Communications Office
CDBG: Community Development Block Grant
CFO: Chief Financial Officer
CINA: Capital Improvement Needs Assessment
CLERB: Citizens' Law Enforcement Review Board
CNC TV: County News Center Television
COC: County Operations Center
COF: Capital Outlay Fund
COO: Chief Operating Officer
COPs: Certificates of Participation
CSA: County Service Area
CSAC: California State Association of Counties
CSG: Community Services Group
CTO: County Technology Office
CWS: Child Welfare Services
DAS: Department of Animal Services
DCAO: Deputy Chief Administrative Officer
DCSS: Department of Child Support Services
DEH: Department of Environmental Health
DGS: Department of General Services
DHR: Department of Human Resources
DPW: Department of Public Works



ERAF: Educational Revenue Augmentation Fund
ERP: Enterprise Resource Planning
FEMA: Federal Emergency Management Agency
FGG: Finance and General Government Group
FHA: Farm and Home Advisor
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GDP: Gross Domestic Product
GFOA: Government Finance Officers Association
GIS: Geographic Information System
GMS: General Management System
GPR: General Purpose Revenue
GSR: Global Scale Rating
GWOW: Government Without Walls
HCD: Housing and Community Development
HHS: Health and Human Services Agency
IHSS: In-Home Supportive Services
ISF: Internal Service Fund
IT: Information Technology
LRBs: Lease Revenue Bonds
LUEG: Land Use and Environment Group
M: million
MSCP: Multiple Species Conservation Program
NACo: National Association of Counties
OAAS: Office of Audits and Advisory Services

■ ■ ■ Appendix E: Operational Plan Acronyms and Abbreviations

OES: Office of Emergency Services

PDS: Planning and Development Services

PHS: Public Health Services

POB: Pension Obligation Bond

PRD: Permanent Road Division

PSG: Public Safety Group

RFP: Request for Proposal

RPTT: Real Property Transfer Tax

SANCAL: San Diego County Capital Asset Leasing Corporation

SANDAG: San Diego Association of Governments

SanGIS: San Diego Geographic Information Source

SB: Senate Bill

SDCERA: San Diego County Employees Retirement Association

SDCFA: San Diego County Fire Authority

SDRBA: San Diego Regional Building Authority

TABs: Tax Allocation Bonds

TOT: Transient Occupancy Tax

TRANS: Tax and Revenue Anticipation Notes

UAAL: Unfunded Actuarial Accrued Liability

USDRIP: Upper San Diego River Improvement Project

VLF: Vehicle License Fees

Appendix F: Glossary of Operational Plan Terms

Account: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the County's Budgeting, Reporting and Analysis Support System (BRASS).

Accrual Basis: The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

Activity: A departmental effort that contributes to the accomplishment of specific identified program objectives.

Actuarial Accrued Liability: The actuarial accrued liability, as assessed by an actuary, generally represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date; it is computed differently under different funding methods.

Actuals: The County's year-end actual dollars for expenditures and revenues for a fiscal year. Also, the year-end actual measures or results for statistical performance data for a fiscal year.

Actuary: A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide current and future benefits.

Adopted Budget: The annual budget formally approved by the Board of Supervisors for a specific fiscal year.

Adopted Operational Plan: The Board of Supervisors' two-year financial plan that allocates resources to specific programs and services that support the County's long-term goals; it includes the adopted budget for the first year and a tentative budget that is approved in principle for the second year.

Amended Budget: A budget that reflects the adopted budget plus the carry forward budget from the previous year and any mid-year changes authorized during the fiscal year.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

Appropriation: A legal authorization to make expenditures and to incur obligations for specific purposes.



Appropriation for Contingency: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

Arbitrage: As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset: An item owned or a resource held that has monetary value.

Assigned Fund Balance: That portion of fund balance that reflects an intended use of resources. For nongeneral funds, it is the amount in excess of nonspendable, restricted and committed fund balance.

Assistant Chief Administrative Officer/Chief Operating Officer (ACAO/COO): The County's second-highest ranking executive, the ACAO/COO works with the Chief Administrative Officer to implement the Board of Supervisors' policies and to manage the County's workforce and annual budget.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

Balanced Budget or Balanced Operational Plan: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code §29000, et seq.

Board of Supervisors: The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisory District) of the county.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

Budget: A financial plan for a single fiscal year includes recommended expenditures for a given period and the recommended means of financing them. The annual budget is contained within the Operational Plan.

Business Process Reengineering (BPR): The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service and speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California State Association of Counties (CSAC): An organization that represents county government before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

CalWORKs: California Work Opportunity and Responsibility to Kids program. A welfare program that gives cash aid and services to eligible needy California families.

Capital Assets: Tangible and intangible assets acquired for use in operations that will benefit more than a single fiscal year. Typical examples of tangible assets are land, improvements to land, easements, buildings, building improvements, infrastructure, equipment, vehicles and machinery.

Capital Assets Equipment: Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing \$5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than \$5,000 (including weapons and

modular equipment) it is budgeted in the minor equipment account.

Capital Assets/Land Acquisition: Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

Capital Expenditures: Expenditures incurred for the improvement to or acquisition of land, facilities and infrastructure.

Capital Improvement Needs Assessment (CINA): An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated to the COF by the Board of Supervisors.

Capital Program Budget: A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

Carry Forward Budget: The budget that captures encumbrances and appropriations related to the encumbrances, at the end of the fiscal year, that is carried over into the next fiscal year.

Cash Flow: The analysis of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow and net balance of cash on a monthly, quarterly and annual basis.

Certificates of Participation (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California state law, the federal tax law treats the lease obligation as if it were a debt.

Charges for Current Services: Revenues received as a result of fees charged for certain services provided to citizens and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to governmental agencies under contract, including charges for consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; and reimbursement for hospital care and services for prisoners, juvenile court wards and juvenile hall.

Chief Administrative Officer (CAO): The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of more than 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the Board of Supervisors. The lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO/Chief Operating Officer (ACAO/COO), to the Deputy CAO of each Group.

Committed Fund Balance: Self-imposed limitations set on funds prior to the end of a period. Limitations imposed by the highest level of decision making, and requires formal action at that same level to remove.

Community Development Block Grant (CDBG): A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

Comprehensive Annual Financial Report (CAFR): The annual audited financial statement of the County.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Cost Applied: The transfer of costs of services performed by one budget unit for the benefit of another budget unit within the same fund.

County Administration Center (CAC): The central County administration facility located at 1600 Pacific Highway, San Diego, California.

County News Center Television (CNC TV): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

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.

Credit Rating: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch and Moody's.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets that will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within one year).

Current Liabilities: Liabilities that are payable within one year. Liabilities are obligations to transfer assets (i.e. cash) or provide services to other entities in the future as a result of past transactions or events.

Custodian Bank: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be the following: to hold in safekeeping assets, such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

Debt Service Fund: A fund established to account for the accumulation of resources for and the payment of principal and interest on long-term debt.

Deferred Revenue: Measurable revenue that has been earned but not yet collected until beyond 180 days of the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

Deputy Chief Administrative Officer (DCAO): General Managers (GM) of one of three County functional groups: Public Safety, Community Services and Land Use and Environment. The GM of the Finance and General Government Group is the Chief Financial Officer, and the GM of the Health and Human Services Agency (HHS) is the Director. See General Manager.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical and life insurance plans.

Encumbrance: A commitment within the County to use funds for a specific purpose.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenditure Transfers & Reimbursements: This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services

provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

Fiduciary Fund: A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County pool or specific investments.

Financial Planning Calendar: A timetable outlining the process and tasks to be completed during the financial planning and budget cycle.

Fines, Forfeitures & Penalties: A group of revenue accounts that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

Firestorm 2007: A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the disaster.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming year as a funding source for one-time projects/services.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Non-

spendable Fund Balance. Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

Fund Balance Components Increases/Decreases: An expenditure or revenue account group that indicates that a fund balance component is to be augmented (increased) or used as a funding source (decreased). These two categories are only used for adjustments to Restricted, Committed or Assigned fund balance.

GASB 54: Governmental Accounting Standards Board (GASB) Statement Number 54 which establishes a fund balance classification hierarchy based on constraints that govern how the funds can be used.

General Fund: The County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring and rewarding all functions and processes that affect the delivery of services to customers. It links planning, execution, value management, goal attainment and compensation.

General Manager (GM): An executive management class reporting directly to the Chief Administrative Officer (CAO) or Assistant CAO. Responsible for managing all financial, personnel, and operational functions for each of the County's five business Groups (Community Services, Finance and General Government, Land Use and Environment, Health and Human Services, and Public Safety), and coordinating the Group initiatives in accordance with the CAO's Strategic Plan and County goals.

General Obligation Bonds: Bonds backed by the full faith and credit of a governmental entity.

General Plan Update: (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

General Purpose Revenue: Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

General Purpose Revenue Allocation: The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also

commonly referred to as net county cost.

Generally Accepted Accounting Principles (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity.

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

Governmental Accounting Standards Board (GASB): The independent authoritative accounting and financial reporting standard-setting body for U.S. state and local government entities.

Government Finance Officers Association (GFOA): An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by state and local governments.

Governmental Fund: The funds that are generally used to account for tax-supported activities; it accounts for the majority of funds, except for those categorized as proprietary or fiduciary funds.

Grant: Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specified purpose, activity or facility.

Group/Agency: Headed by a General Manager, the highest organizational unit to which a County department/program reports. There are four Groups and one Agency. Each department/program belongs to one of the following: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Community Services Group (CSG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHSA).

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Interfund Transfers: The transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenue: Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property

Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

Internal Service Fund (ISF): A proprietary type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

Joint Powers Agreement (JPA): A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to the other entity.

Lease: A contract granting use or occupation of property during a specified time for a specified payment.

Liability: As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation to transfer assets or provide services to another entity in the future as a result of past transactions or events.

Licenses, Permits & Franchises: Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

Major Fund: A fund in which one element (total assets, liabilities, revenues, or expenditures/expenses) is at least 10 percent of the corresponding element total for all funds of that category or type, and at least 5 percent of the corresponding element for all governmental and enterprise funds combined, as set forth in GASB Statement Number 34, *Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments*. By its nature, the General Fund of a government entity is always a major fund.

Managed Competition: A framework in which County departments compete with the private sector to determine the most cost-effective method of delivering services.

Mandate: A requirement from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Management Reserves: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or department, but may be

budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

Miscellaneous Revenues: A group of revenue accounts that includes other sales, tobacco settlement and other monetary donations from private agencies, persons or other sources.

Mission: The general assignment of the organization. What the County is striving to do over a continuous period of time. The County's mission is "to efficiently provide public services that build strong and sustainable communities."

Multiple Species Conservation Program (MSCP): This program will preserve a network of habitat and open space, protecting biodiversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

National Association of Counties (NaCo): An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

Nonspendable Fund Balance: That portion of net resources that cannot be spent either because of its form or that it must be maintained intact.

Objective: A statement of anticipated accomplishment, usually measurable and time bound.

Objects (Line Items): A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Operating Budget: A plan of current expenditures and the recommended means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The providing fund budgets the amount required by the other fund in the "Operating Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

Operational Plan Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, retirement of other long-term debt, interest on bonds, other long-term debt and notes and warrants, judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to noncounty governmental agencies and inter fund expenditures.

Other Financing Sources: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, transfers in and long-term debt proceeds.

Parkland Dedication Ordinance (PLDO): The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

Permanent Road Division: An assessment district comprised of unincorporated area property owners who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenue: Revenue generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: See Recommended Budget.

Proprietary Funds: The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Board of Supervisors meetings open to the public that provide citizens an opportunity to express their views on the merits of the County's proposals and services.

Public Liability: Claims against a public entity, its officers and employees, and/or agencies resulting in damages to a third party arising from the conduct of the entity or an employee acting within the course and scope of their employment.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Reappropriation: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent year.

Rebudget: To include funds for a project or services budgeted in the previous year but not spent within that year nor meeting the criteria for an encumbrance at year-end.

Recommended Budget: The budget document developed by the CAO and formally approved by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Recommended Operational Plan, Proposed Budget or Proposed Operational Plan.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services. The RFP sets forth the services being sought and requests information from firms interested in procuring the engagement.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include: fiscal stability; customer satisfaction; regional leadership; skilled, adaptable and diverse workforce; essential infrastructure; accountability/transparency; continuous improvement; and information technology.

Restricted Fund Balance: That portion of fund balance subject to externally enforceable limitations on use imposed by law, constitutional provision, or other regulation.

Revenue From Use of Money & Property: Revenue accounts that include investment income, rents and concessions and royalties.

Salaries and Benefits: A group of expenditure accounts that includes expenses related to compensation of County employees.

SANCAL: San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to facilitate the issuance of low-cost financing instruments to fund the procurement of County buildings and equipment.

Securitization: A type of structured financing whereby an entity that is to receive future payments sells the right to that income stream to a third party in exchange for an upfront payment. For example, the County securitized the Tobacco Settlement Payments, receiving the revenue upfront and reducing the risk of not collecting all of the payments.

Services and Supplies: A group of expenditure accounts that includes nonpersonnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

Special District: An area in which an independent unit of local government is set up to perform a specific function or a restricted number of related functions, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County salaries and benefits costs are based on the number of staff years required to provide a service.

Strategic: Dealing with creation of overall plans and to determine how best to achieve the general goal of an entity.

Strategic Initiatives: As used by the County, the broad organizationwide goals that guide the allocation of resources and set programs. The County has three strate-

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

Successor Agency: The agency responsible for managing the dissolution of a redevelopment agency as laid out in Assembly Bill X1 26, *Community Redevelopment Dissolution*. In most cases, the city or county that created the redevelopment agency has been designated as the successor agency. The County of San Diego is the Successor Agency for the County of San Diego Redevelopment Agency.

Tax and Revenue Anticipation Notes (TRANS): A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

Trust Fund: A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which, therefore, cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

Unassigned Fund Balance: Residual net resources. Total fund balance in the general fund in excess of nonspendable, restricted, committed and assigned fund balance.

Unfunded Actuarial Accrued Liability (UAAL): The present value of benefits earned to date that are not covered by plan assets; commonly used in pension fund discussions. The excess, if any, of the actuarial accrued liability over the actuarial value of assets. See also Actuarial Accrued Liability.

Vision: The image that an individual or organization has of itself or an end state. A picture of future desired outcomes. The County's vision is "A county that is safe, healthy and thriving."

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