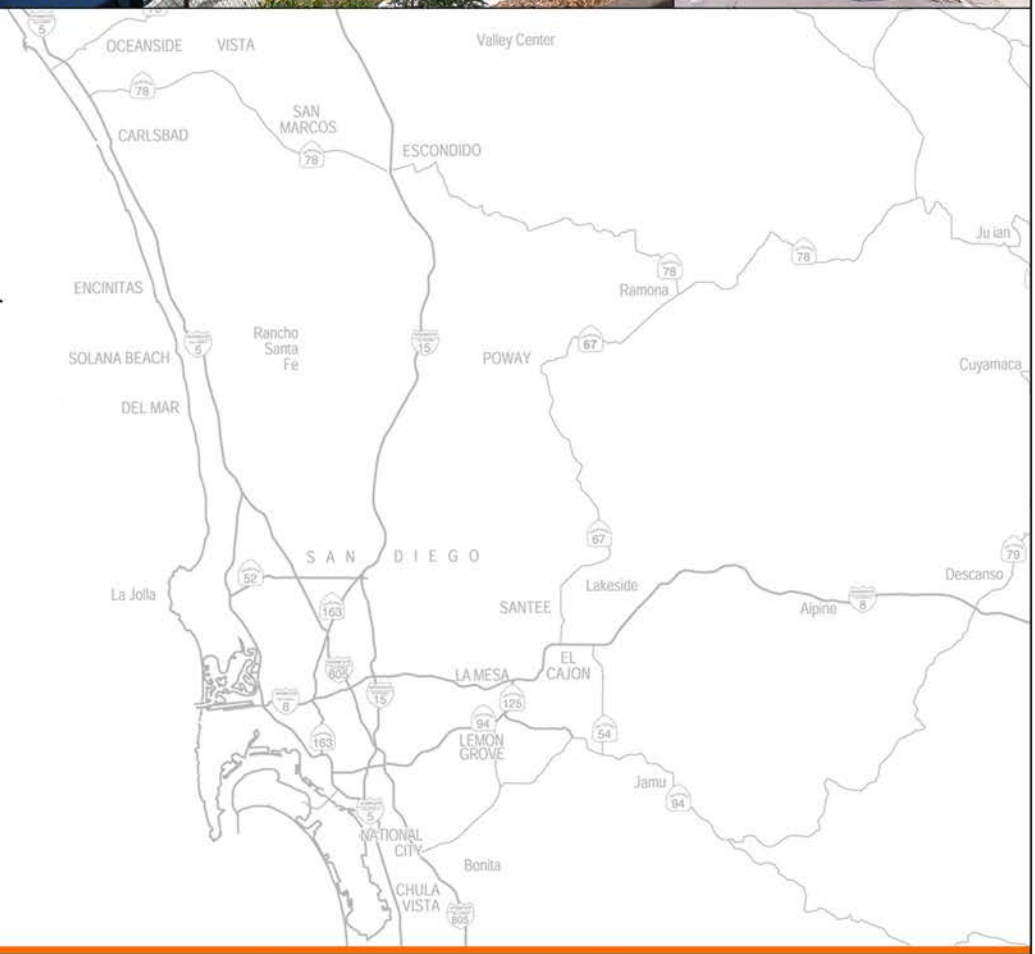
COUNTY OF SAN DIEGO

CAO Proposed Operational Plan | Fiscal Years 2012-2013 & 2013-2014



Walter F. Ekard
Chief Administrative Officer

Donald F. Steuer
Chief Financial Officer

Board of Supervisors

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

COUNTY OF SAN DIEGO - STATE OF CALIFORNIA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

San Diego County

California

For the Fiscal Year Beginning

July 1, 2011

President 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, 2011**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

Published May 2012
Office of Financial Planning
Ebony Shelton, Director

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Board of Supervisors

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Supervisor
District One

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District Three

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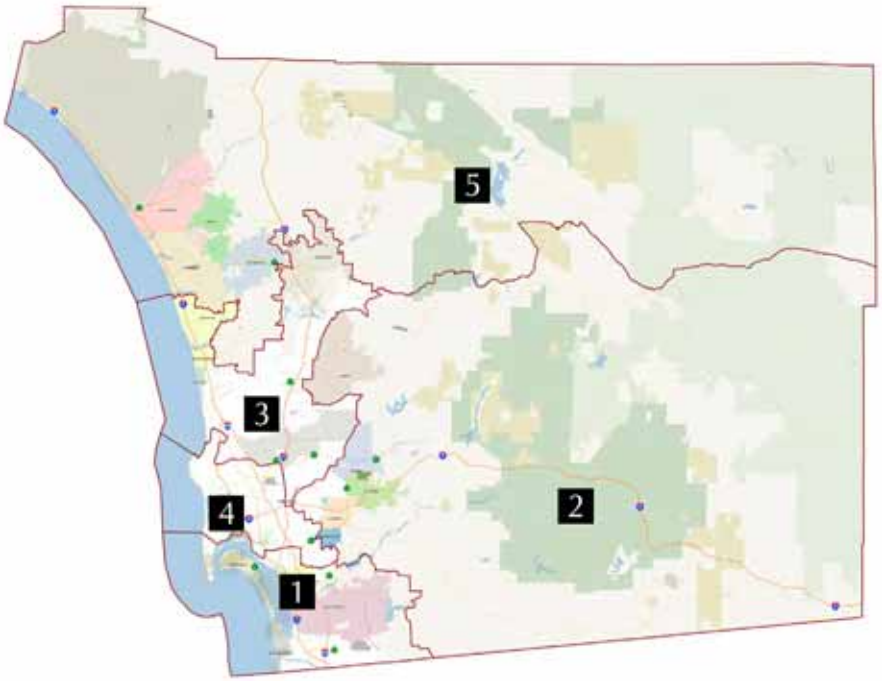
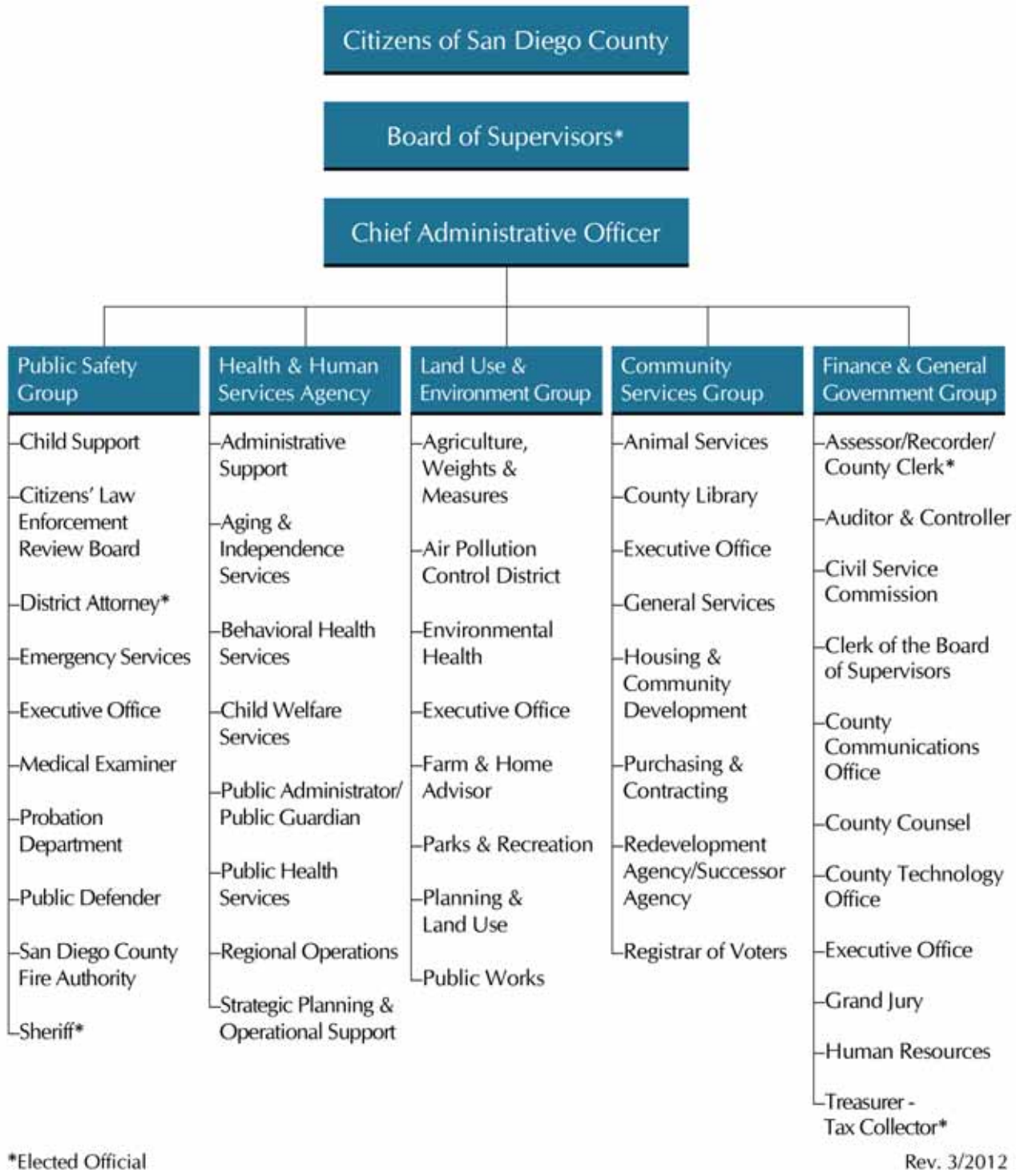
District Four

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

Rev. 3/2012

Message from the Chief Administrative Officer

Embracing Change

Several years ago, two things happened that touched all our lives. The first event was, of course, the recession that began in 2008. Much has already been said about this topic and fortunately, we are starting to see signs of recovery - albeit slow and at times uneven - as we begin to put this event behind us. The second thing that occurred, however, has not been as widely discussed and that is that the pace of change in our world began accelerating exponentially. This dynamic - while not receiving as much attention as the recession - has been every bit as challenging and shows no signs of abating. In fact, the pace of change underway now in our world continues to accelerate. Fueled by technology advances, we are quickly changing and reshaping all aspects of our lives - from how we live and work to how we share information and communicate - in many ways fundamentally changing the public's expectations of and relationship to their government.

Therefore, if I had to sum up this year's Proposed Operational Plan for Fiscal Years 2012-14 in only two words, those words would be "Embracing Change." The County of San Diego will spend the next two years rising to the challenges that change presents, embracing the opportunities it offers and continuously examining how we can change as an organization to better provide the services the public needs and expects. Within this document, which guides how public funds will be spent over the next two years, you will see many references to changes in the way we do business.

A number of important programmatic and spending changes are the result of decisions made at the State level, with legislation enacted in Sacramento requiring us to significantly change how we provide many public safety and health programs. Implementation of Assembly Bill (AB) 118, *Local Revenue Fund 2011* shifted the State's financial responsibility for various services to Counties, with funding coming from a dedicated portion of sales tax, and the implementation of AB 109, *Public Safety Realignment (2011),* expanded County responsibility for the management of criminal offenders. These bills - along with the State's decision to eliminate redevelopment - are requiring Counties to profoundly change not just how we provide services but what services we can or, in some cases, must provide.

In addition to adjusting to new roles and responsibilities in the areas of health, public safety and redevelopment, we're also taking advantage of opportunities to improve how and where we serve the public. Departments throughout the organization are using our Government Without Walls (GWOW) initiative, deploying new technology tools to expand employees' mobility, allowing them to spend more productive time in the community and with customers.

We're changing the way we design our services, too, by continually looking for more opportunities to streamline operations - such as the Red Tape Reduction Task Force - and by addressing public needs in innovative, comprehensive ways, as illustrated by our unique *"Live Well San Diego!"* health and wellness initiative.

We're changing the facilities we use to serve the public- continuing progress on the new, space- and energy-efficient County Operations Center in Kearny Mesa, and moving forward to turn underutilized parking lots at the historic, waterfront County Administration Center into a multi-purpose park that will serve current and future generations of San Diegans and welcome visitors to our region. We're moving forward to provide much-needed public safety facilities in the region such as the replacement of the Las Colinas Women's Detention Facility and the new Rancho San Diego Sheriff station.

And last but not least, we're changing how we communicate with the public we serve, by creating the County News Center to expand the services and information the public can find online and through social media.

Indeed, change is a constant that's threaded throughout every County department in this Operational Plan.

One thing, though, that will not change is our commitment to fiscal discipline. We continue to live within our means and to strive to maintain the County's strong credit ratings. The proposed Fiscal Years 2012-14 Operational Plan continues our commitment to structural balance and prudent reserves with a total of $4.77 billion proposed for Fiscal Year 2012-13. This is 1.9% lower than the Fiscal Year 2011-12 budget, even though this proposed budget contains a total of 15,958 staff years - 271 more than were budgeted in Fiscal Year 2011-12. These positions are being added to provide additional staff to support the County's family resource centers, to address the County's public safety realignment responsibilities, staffing for the new women's detention facility, sworn supervisory staff for the Sheriff's patrol stations, and additional staff to assist with the timely resolution of residential and commercial assessment appeals.

In the years ahead, we will preserve essential public safety services, continue the multi-year investment in the County's capital infrastructure to provide needed facilities for the region and expand our investment in health and wellness programs by leveraging new resources to improve the Community Nutrition Education Program, the Supplemental Nutrition Assistance Program, the and the Low Income Health Program. As we have done in past years, we'll focus on emergency preparedness and fire protection; protect public health; promote healthier communities and living habits; conduct the November Presidential election; maintain a strong, vibrant public library system; expand and protect park and open space resources and continue to promote sustainability and conservation.

We will do this by working with the Board of Supervisors to ensure that County government in San Diego remains fiscally sound, operationally strong and able to meet the core needs of County residents within available revenues. We will continue to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources, working with other California counties to protect local revenues and interests as the State works to redefine State/County roles, responsibilities and revenues. And we will continue to use the County's General Management System (GMS) to carry out the Board's priorities, using our GMS management disciplines and commitment to innovation, continuous improve-ment, excellence and customer service to respond as efficiently as possible to increasing caseloads and other demands for service.

For the County of San Diego, our greatest asset is our ability to combine the expertise and dedication of our employees, the pragmatic, seasoned leadership of the Board of Supervisors and our commitment to a culture that embraces change. With these organizational strengths, I am confident that we will meet the challenges of the future.

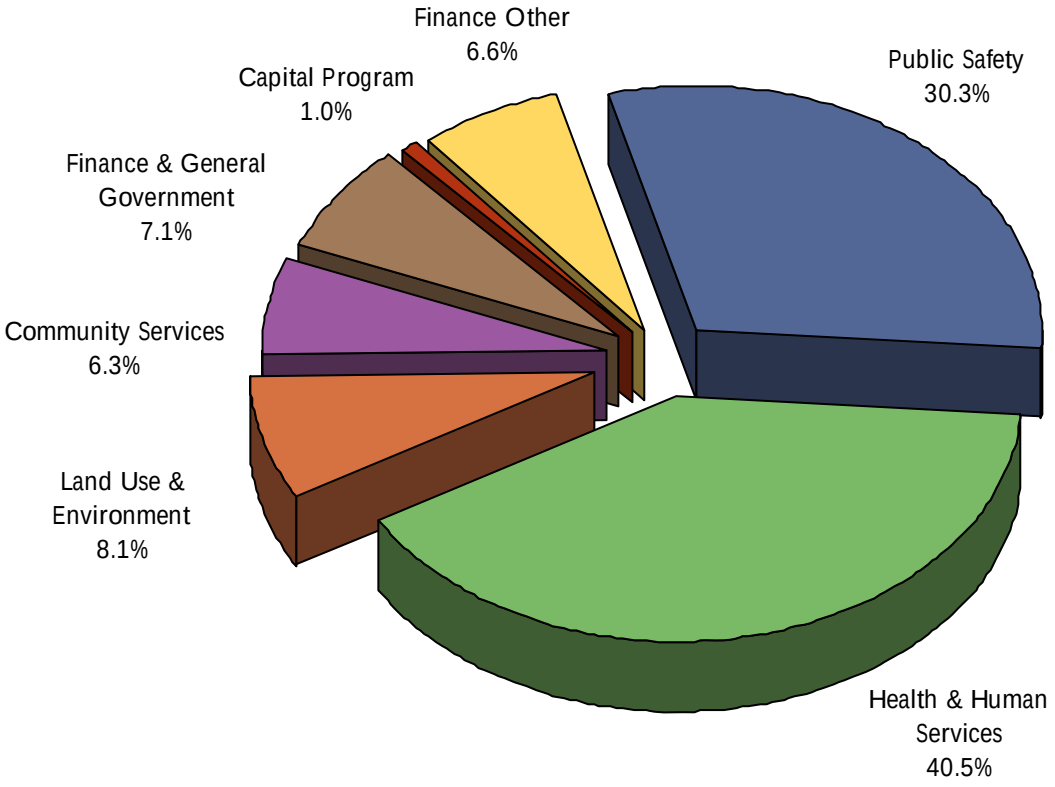
I invite you to read more about the County's accomplishments, objectives and programmatic changes in the individual group and department sections that begin on page 113.

Walter F. Ekard, Chief Administrative Officer

2012-13 Proposed Budget at a Glance

Proposed Budget by Functional Area — All Funds

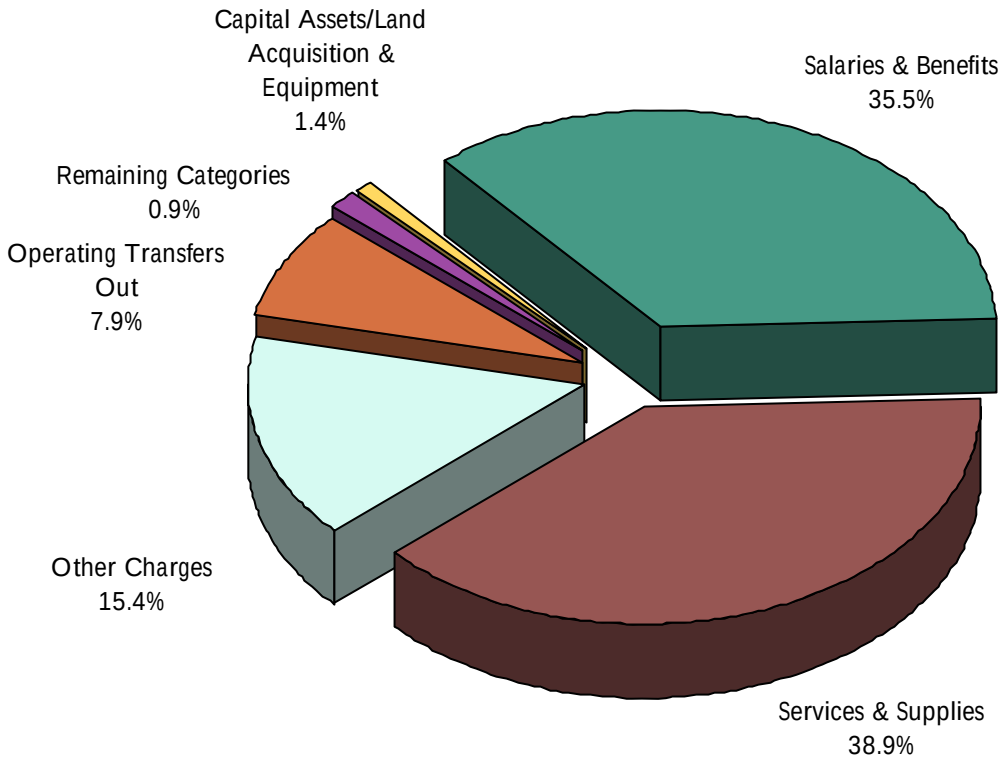
Total Budget: $4,767,957,875



Budget by Functional Area - All Funds		
	Budget in Millions	Percentage of Total Budget
Public Safety	1,446.1	30.3%
Health & Human Services	1,928.9	40.5%
Land Use & Environment	387.9	8.1%
Community Services	302.7	6.3%
Finance & General Government	340.8	7.1%
Capital Program	48.1	1.0%
Finance Other	313.4	6.6%
Total	4,768.0	100.0%

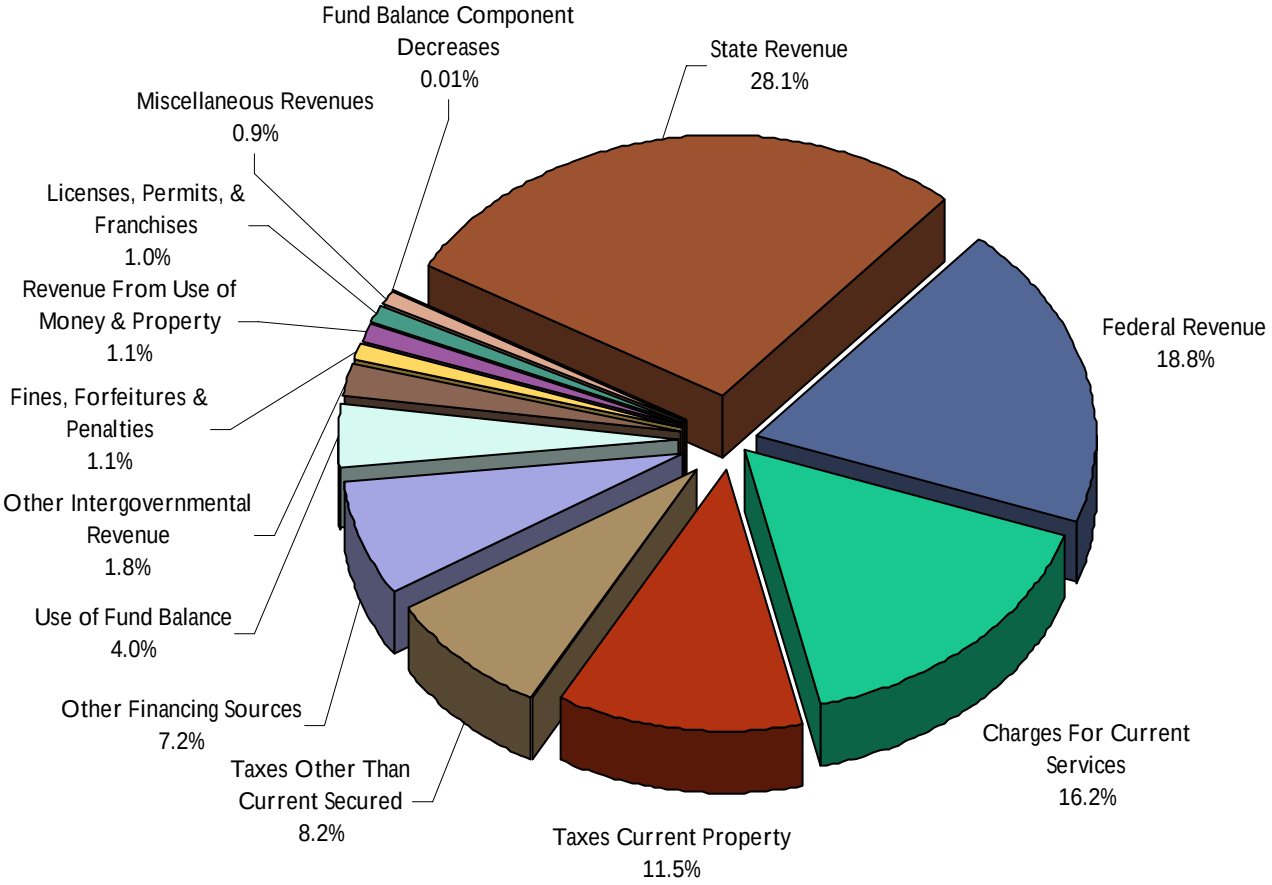
Note: In the chart and table, the sum of individual percentages may not total 100.0% due to rounding.

Proposed Budget by Category of Expenditure — All Funds



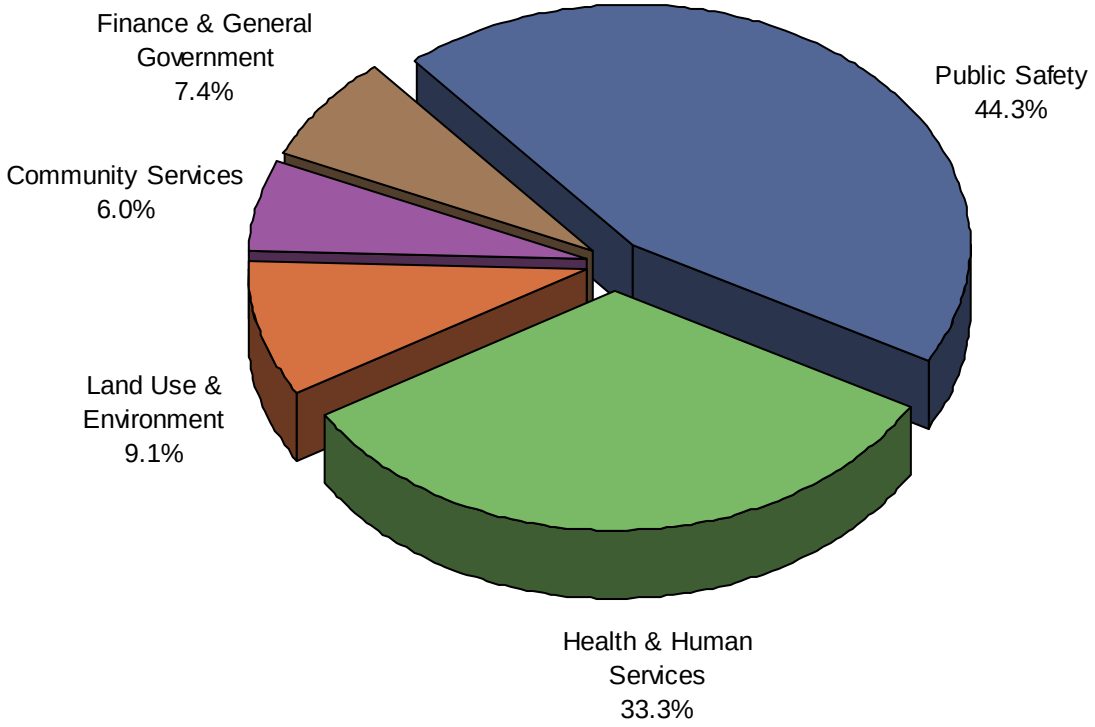
Budget by Category of Expenditure - All Funds		
	Budget in Millions	Percentage of Total Budget
Salaries & Benefits	$ 1,691.3	35.5%
Services & Supplies	1,855.6	38.9%
Other Charges	734.1	15.4%
Operating Transfers Out	375.9	7.9%
Capital Assets / Land Acquisition	47.0	1.0%
Capital Assets Equipment	21.6	0.4%
Remaining Categories:		
Fund Balance Component Increases	13.7	0.3%
Management Reserves	30.3	0.6%
Contingency Reserves	22.1	0.5%
Expenditure Transfer & Reimbursements	(23.6)	-0.5%
Total	$ 4,768.0	100.0%

Proposed Budget by Category of Revenue — All Funds



Budget by Category of Revenue - All Funds		
	Budget in Millions	Percentage of Total Budget
State Revenue	$ 1,341.2	28.1%
Federal Revenue	897.1	18.8%
Charges For Current Services	771.8	16.2%
Taxes Current Property	547.6	11.5%
Taxes Other Than Current Secured	390.6	8.2%
Other Financing Sources	341.4	7.2%
Use of Fund Balance	190.5	4.0%
Other Intergovernmental Revenue	84.2	1.8%
Fines, Forfeitures & Penalties	57.5	1.1%
Revenue From Use of Money & Property	53.9	1.1%
Licenses, Permits & Franchises	49.7	1.0%
Miscellaneous Revenues	41.9	0.9%
Fund Balance Component Decreases	0.5	0.0%
Total	$ 4,768.0	100.0%

Proposed Staffing by Group/Agency — All Funds



Staffing by Group/Agency - All Funds		
	Staff Years *	Percentage of Total Staffing
Public Safety	7,066.00	44.3%
Health & Human Services	5,306.25	33.3%
Land Use & Environment	1,451.00	9.1%
Community Services	960.75	6.0%
Finance & General Government	1,174.50	7.4%
Total	15,958.50	100.0%

* A 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 and Vision

MISSION

To efficiently provide public services that build strong and sustainable communities

VISION

A county that is safe, healthy and thriving

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:	75 miles
ELEVATION:	Lowest - Sea Level Highest - 6,535 ft Hot Springs Mountain

POPULATION[1]:	*2000*	*2010*	*2011*
	2,813,833	3,095,313	3,118,876

[1] Second most populous county in California and fifth most populous in the U.S.

Source: U.S. Census Bureau, Population Division. Release Date: March 2011

INCORPORATED CITIES:	18

CIVILIAN LABOR FORCE:	*2011*	*2012*
	1,583,808	1,588,050

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2011 Annual Average and 2012 January to February average.

UNEMPLOYMENT RATE:	*2011*	*2012*
	10.0%	9.3%

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2011 Annual Average and 2012 January to February average.

EMPLOYMENT MIX: (Industry)[1]	*2012 Employees*	*Percent of Total*
Government	230,700	18.6%
Professional & Business Services	215,600	17.3%
Trade, Transportation & Utilities	199,700	16.1%
Leisure and Hospitality	153,100	12.3%
Educational & Health Services	152,900	12.3%
Manufacturing	92,100	7.4%
Financial Activities	66,300	5.3%
Construction	53,300	4.3%
Other Services	46,100	3.7%
Information	23,700	1.9%
Farming	9,100	0.7%
Mining & Logging	400	<0.1%
Total	1,243,000	100.0%

[1]Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, and household domestic workers.

Source: California Employment Development Department, Labor Market Information Division (February 2012 Benchmark, Preliminary)

TEN LARGEST EMPLOYERS:	*2010 Employees*	*2011 Employees*
Federal Government	44,000	46,300
State of California	42,300	45,500
University of California, San Diego	26,823	27,393
County of San Diego	15,842	15,687 [1]
Sharp Healthcare	14,832	14,969
Scripps Health	13,823	13,830
San Diego Unified School District	14,485	13,730
Qualcomm Inc.	11,847	10,509
City of San Diego	10,470	10,211
Kaiser Permanente	7,404	8,200

Source: San Diego The Daily Transcript, July, 2011
[1]County of San Diego, FY 2011-13 Adopted Operational Plan

MEDIAN HOME PRICE [1]:	Dec. 2009	Dec. 2010	Dec. 2011
[1] Median price of all existing homes sold in December of each year *Source: California Association of Realtors/DataQuick Information System*	$330,000	$335,000	$315,000

2010 MEDIAN HOUSEHOLD INCOME: (not adjusted for inflation) $59,923

Source: U.S. Census Bureau

FISCAL YEAR 2011-12 ASSESSED VALUATIONS: $393.0 billion

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

2010 TOTAL HOUSING UNITS: 1,149,426

Source: San Diego Regional Association of Governments, as of August 2010

2011 CONSUMER PRICE INDEX: 252.91

Source: U.S. Department of Labor, Bureau of Labor Statistics June 2011

Ten Top Property Taxpayers:	June 2011
San Diego Gas & Electric Company	$4,909,449
Southern California Edison Co.	$2,217,581
Irvine Co.	$1,567,992
Kilroy Realty LLP	$1,436,577
San Diego Family Housing LLC	$1,349,732
Qualcomm	$1,201,871
Camp Pendleton & Quantico Housing	$1,099,420
Arden Realty LLP	$785,373
Pacific Bell Telephone Company	$744,525
O C/S D Holdings LLC	$602,274

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

LAND USE: (in descending order)	2010 Acres[1]
Parkland	1,071,262
Vacant or Undeveloped Land	865,114
Residential	352,496
Public/Government	152,347
Agriculture	118,623
Other Transportation	105,014
Commercial/Industrial	62,138
Total	2,726,994

[1]The 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, 2010

AGRICULTURAL PRODUCTION:	2010 Value	2010 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	$1,107,558,336	12,606
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	$261,399,642	36,239
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	$169,803,464	6,303
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	$85,124,763	—
Livestock & Poultry (e.g., cattle, calves, chicken, hogs & pigs)	$20,472,006	—
Field Crops (e.g., pastures, ranges, hay, etc.)	$5,117,287	247,565
Apiary (e.g., honey, pollination, bees & queen bees, etc.)	$2,168,007	—
Timber Products (e.g., firewood and timber)	$778,527	—

Source: County of San Diego, Department of Agriculture, Weights & Measures - 2010 Crop Statistics & Annual Report

MILITARY INSTALLATIONS:	CITY
United States Coast Guard Sector San Diego	San Diego
Marine Corps Air Station Miramar	San Diego
Marine Corps Base Camp Pendleton	Oceanside
Marine Corps Recruit Depot San Diego	San Diego
Naval Air Station North Island	Coronado
Naval Amphibious Base Coronado	Coronado
Naval Base Point Loma (including SPAWAR)	San Diego
Naval Medical Center San Diego	San Diego
Naval Station San Diego	San Diego

Source: U.S. Department of Defense Base Structure Report 2008
San Diego Military Economic Impact Study, 2007

TOURIST ATTRACTIONS:
Anza-Borrego State Park
ARCO Olympic Training Center, Chula Vista
Balboa Park and Museums, San Diego
Birch Aquarium at Scripps, La Jolla
Hotel Del Coronado, Coronado
Legoland California, Carlsbad
Palomar Observatory, Palomar Mountain
Petco Park, San Diego
Point Loma and Cabrillo National Monument, San Diego
Qualcomm Stadium, San Diego
San Diego Zoo Safari Park, Escondido
San Diego Zoo, San Diego
Sea World San Diego, San Diego
Torrey Pines Golf Course, La Jolla
Torrey Pines State Reserve, San Diego
USS Midway Museum, San Diego

Source: San Diego Convention and Visitors Bureau

TOTAL VISITORS 2011:	31,100,000

Source: San Diego Convention and Visitors Bureau
Quarterly Travel Forecast Report, February 2012 San DIego Visitor Forecast

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 75 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 southwesternmost county in the contiguous 48 states.

For thousands of years, American Indians have lived in this area. The four tribal groupings that make up the indigenous 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 re located. The average annual rainfall is only 10 inches for the coastal regions, so the county is highly reliant on imported water.

County Population

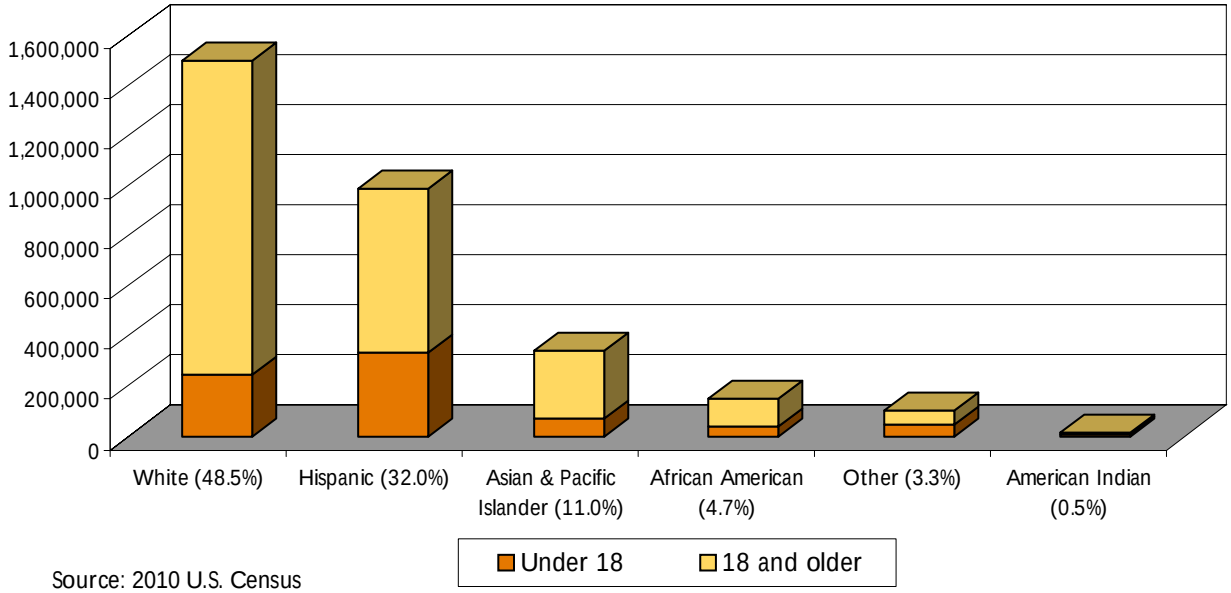
San Diego County is the southernmost major metropolitan area in the State. In March 2011, the U.S. Census Bureau estimated the County's population for 2010 to be 3,095,313, an increase of 10.0% from the 2000 figure of 2,813,833. The State of California Department of Finance released population data incorporating the 2010 Census counts as the benchmark, and the County's population for January 1, 2011 was estimated to be 3,118,876. San Diego County is the second largest county by population in California and the fifth largest county by population in the country, as measured by the U.S. Census Bureau.

San Diego County Population

	2000	2010	2011	Year Incorporated
Carlsbad	78,247	105,328	106,555	1952
Chula Vista	173,556	243,916	246,496	1911
Coronado	24,100	18,912	23,011	1890
Del Mar	4,389	4,161	4,187	1959
El Cajon	94,869	99,478	100,116	1912
Encinitas	58,014	59,518	59,910	1986
Escondido	133,559	143,911	145,196	1888
Imperial Beach	26,992	26,324	26,459	1956
La Mesa	54,749	57,065	58,041	1912
Lemon Grove	24,918	25,320	25,478	1977
National City	54,260	58,582	58,785	1887
Oceanside	161,029	167,086	168,173	1888
Poway	48,044	47,811	48,155	1980
San Diego	1,223,400	1,307,402	1,311.882	1850
San Marcos	54,977	83,781	84,734	1963
Santee	52,975	53,413	54,183	1980
Solana Beach	12,979	12,867	12,945	1986
Vista	89,857	93,834	94,431	1963
Unincorporated	442,919	486,604	490,139	
Total	2,813,833	3,095,313	3,118,876	

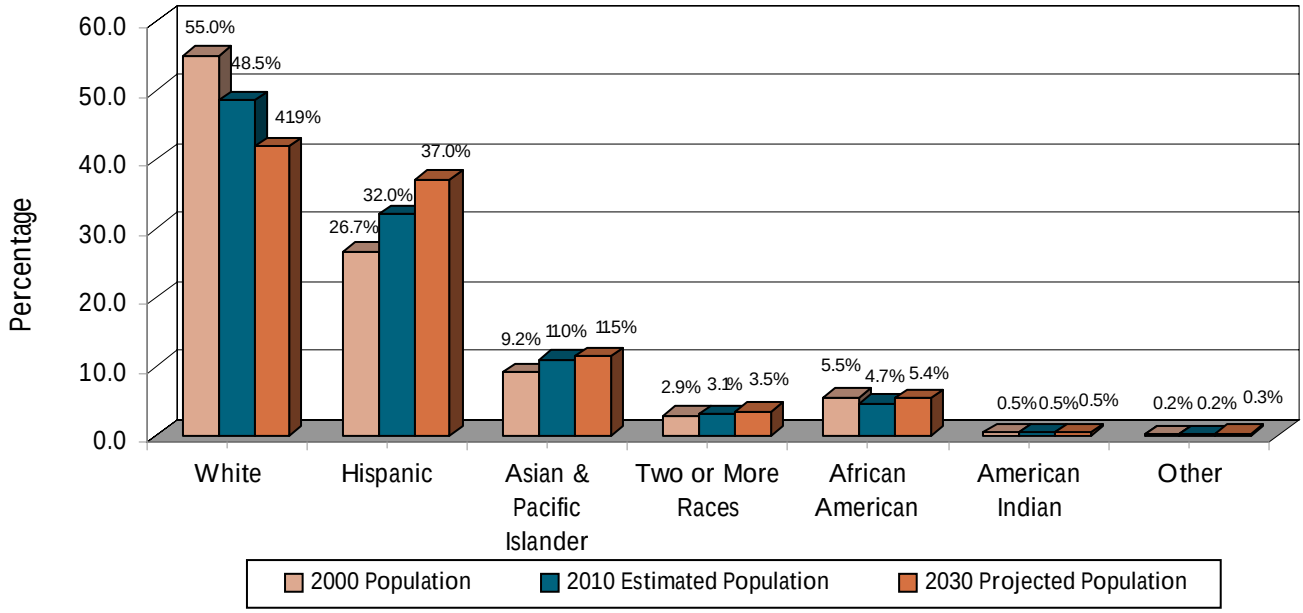
Source: U.S. Census 2000 and 2010; and California Department of Finance 2011

San Diego County Population Distribution by Race, Ethnicity and Age - 2010
Total: 3,095,313



Source: 2010 U.S. Census

San Diego County Distribution by Race/Ethnicity
2000, 2010 Estimated, and 2030 Projection
Percentage of Total Population

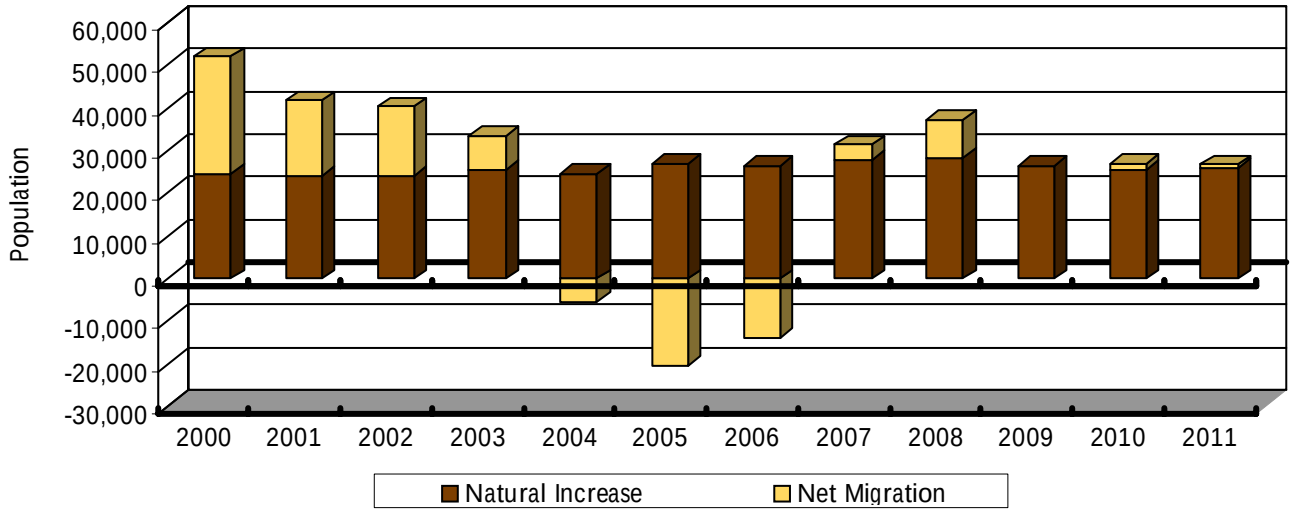


Note: Percentages represent the share of each group compared to the total population.
Source: U.S. Census - 2000 and 2010 Estimated Population

The regional population for 2030 is forecasted to be 3.9 million according to the San Diego Association of Governments (SANDAG) based on its 2050 Regional Growth Forecast released in February 2010, a 38% increase from calendar year 2000. 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; 11.4% 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.

Annual population growth has averaged approximately 0.9% over the past 11 years. 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 11 years.

San Diego County Population Change: 2000 Through 2011



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: California Department of Finance.

Economic Indicators

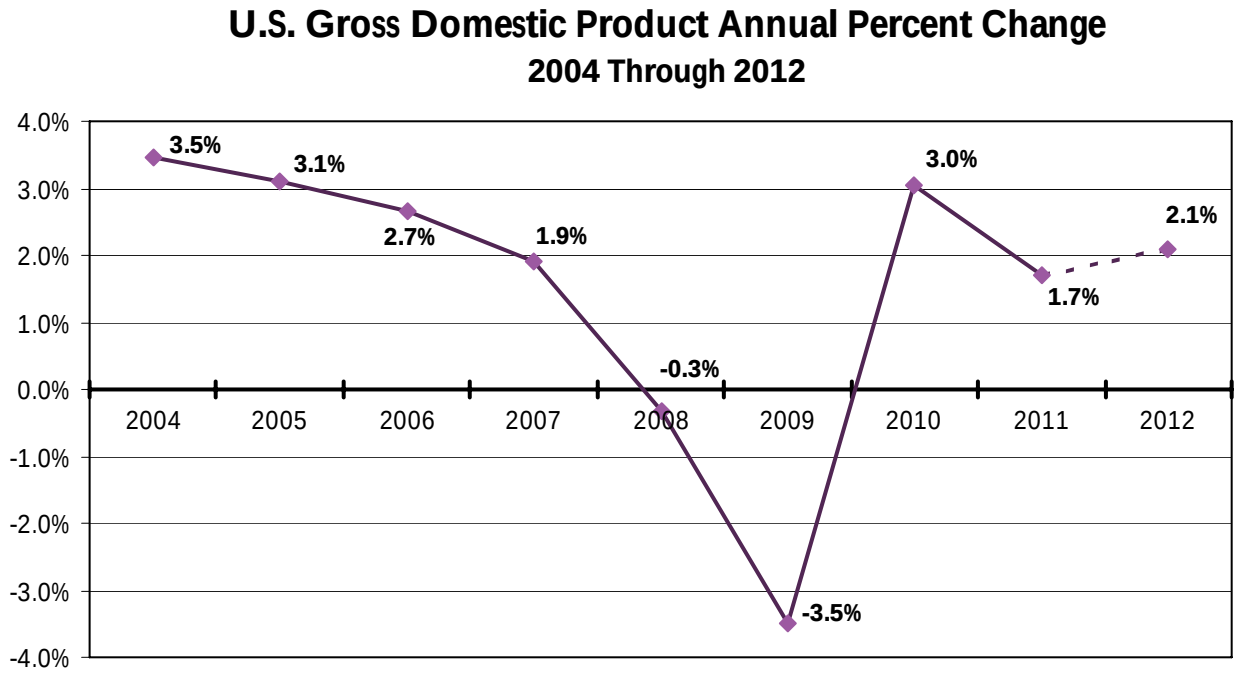
U.S. Economy

The U.S. economy suffered through a very deep recession beginning in December 2007 and ending in June 2009 according to the National Bureau of Economic Research (NBER), approximately 18 months from when it began, making it the longest recession since 1929.

In 2011, real (GDP) increased by 1.7% compared to the 3.0% increase in 2010. (See the chart on the following page for a historical comparison.) According to the United States Department of Commerce Bureau of Economic Analysis, the U.S. economy increased at an annual rate of 3.0% in the fourth quarter of 2011 compared to an increase of 1.8% in the third quarter of 2011. The increase in real GDP in the fourth quarter primarily reflected positive contributions from private inventory investment, personal consumption expenditures (PCE), nonresidential fixed investment, exports, and residential fixed investment that were partly offset by negative contributions from federal government spending and state and local government spending. Imports, which are a subtraction in the calculation of GDP, increased. Real GDP growth is expected to continue in 2012 and 2013.

The Federal Open Market Committee met on March 13th, and the results of the meeting published in the minutes indicated that the pace of the economic recovery has been expanding moderately in recent months and labor market conditions have improved further. Overall, inflation has been subdued in recent months, however, crude oil and gasoline prices increased substantially. Private nonfarm

employment has continued to expand moderately. The unemployment rate has continued to improve, however long-duration unemployment and the share of workers employed part-time for economic reasons were still quite high.



Notes: Gross Domestic Product (GDP) percent change measured by calendar year, based on chained 2005 dollars. The annual GDP percent change is projected for calendar year 20112

Source: Bureau of Economic Analysis, U.S. Department of Commerce; UCLA Anderson Forecast - March 2012

Activity in the housing market improved in recent months but continued to be held down by the large overhang of foreclosed and distressed properties, uncertainty about future home prices, and tight underwriting standards for mortgage loans. Manufacturing production increased substantially in January, and the rate of manufacturing capacity utilization stepped up. Households' real disposable income increased, on balance, in December and January, and nominal business spending for nonresidential construction firmed, on net.

Some significant risks facing the U.S. economy in 2012 include continued weakness in the housing market, continued uncertainty among households and businesses, slower global economic growth, and continued strains in global financial markets (Source: Minutes from the Federal Open Market Committee meeting on January 24th and 25th, 2012 and March 13, 2012). The Federal Open Market Committee agreed to keep the target range for the federal funds rate at 0 or ¼ percent and to state that economic conditions warrant exceptionally low levels for the federal funds rate through late 2014. Households continue to face significant challenges-including limited growth in disposable income, stubbornly high unemployment levels, tight credit markets, and burdensome, although declining, mortgage debt (Source: State of California Legislative Analyst's Office (LAO) 2012-13 Budget: Economic and Revenue Update February 27, 2012).

California Economy

California's economy also experienced the impact of the worst recession since the Great Depression. In 2011, California's labor market registered gains, albeit at an uneven pace during the course of the year. The state unemployment rate fell modestly from 12.4% in 2010 to 11.7% in 2011, with a December 2011 unemployment rate of 10.9%. Across the major industries of the state, 2011 brought some much needed relief after years of job losses. Most, but not all, industries in the state registered gains, with the largest percentage increases coming in Information, Education, and Administrative Services.

Agriculture, specifically farm receipts, experienced back-to-back increases over the past two years. Imports and exports through California's three customs districts grew at a pace of 11.9% in 2011. California's aerospace sector has held its own but struggled to maintain aerospace-related employment numbers. Existing home prices fell across much of the state in year-to-year terms throughout 2011 but held steady in month-to-month comparisons through much of the year. The mix of sales has tilted away from distressed sales (bank-owned REO sales) in favor of non-distressed sales. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2012-13 Economic Forecast and Industry Outlook, February 2012).

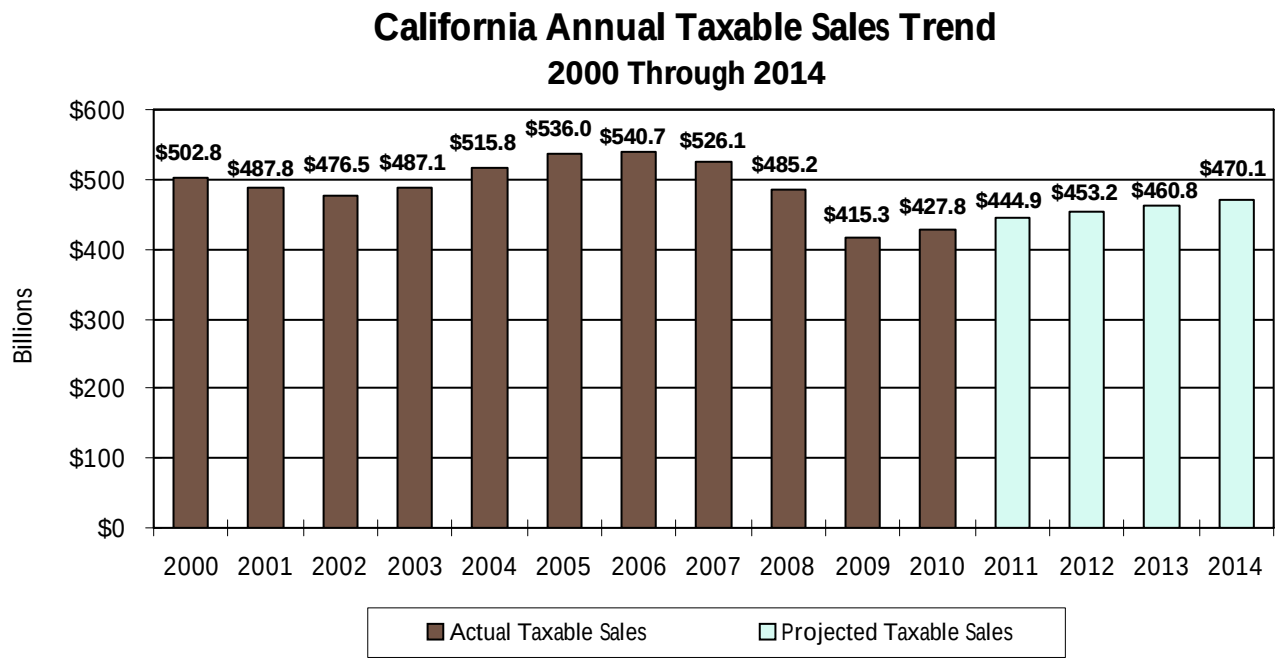
Following a decline of 5.3% in 2009, real personal income grew by 2.6% in 2010 and 3.3% in 2011. Taxable sales declined 14.4% in 2009 and grew by 3.0% in 2010 and are estimated to grow by 4.0% in 2011 (final taxable sales figures will not be available until early 2013). Consumer spending continues to be impacted by this economic volatility. (See chart below.) California's economy continues to recover from the steep recession. Nonfarm employment grew by 1.1% in 2011 and is projected to grow by 1.9% in 2012 and 2.0% in 2013. In 2012, real personal income is expected to grow by 2.4% and taxable sales are predicted to increase by 1.9%. More improvement is expected in 2013.

For 2012 and 2013, California should experience modest improvement in economic conditions, adding 200,000 jobs in 2012 and 260,000 jobs in 2013. The economy is expected to continue to heal but the process is uncomfortably long (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2012-13 Economic Forecast and Industry Outlook, February 2012).

San Diego Economy

San Diego's recent relative economic stability has been based on its increasing diversification of economic activity. The region is a thriving hub for the biotech and telecommunications industries. San Diego is also an important manufacturing center and a popular travel destination. 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 certainly shared the pain of the recession along with the rest of Southern California. The outlook for San Diego County in 2012 is for expanding but moderate growth (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2012-13 Economic Forecast and Industry Outlook, February 2012). Unemployment in the region in 2011



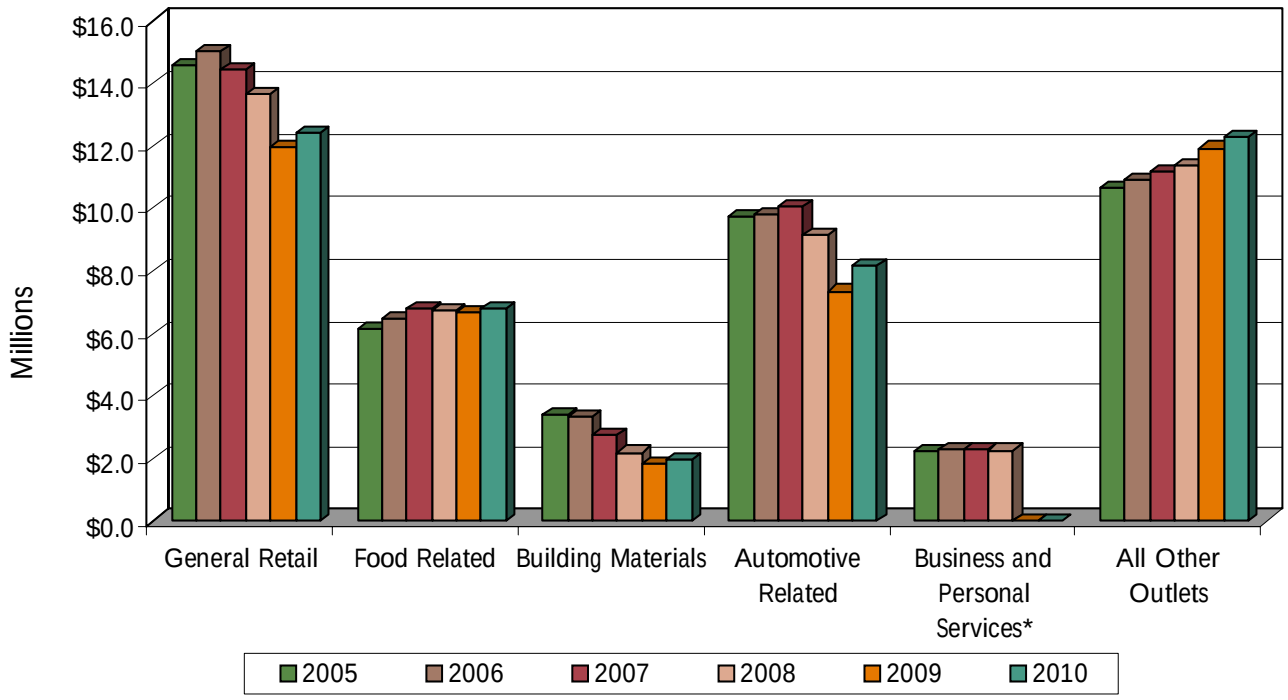
Note: Taxable sales are stated in calendar year 2005 dollars.
Source: UCLA Anderson Forecast, March 2012

averaged 10.0%, and was lower than the 2011 median of 10.4% for the 10 largest counties in the State. In 2012, the average unemployment rate for the first two months was 9.3%.

Another indicator of economic health is county taxable sales. Taxable sales started to decline overall in the county in 2007 and that trend continued in 2008 and 2009. In 2010, taxable sales showed moderate growth. While the annual figures on taxable sales for 2011 are not yet available from the California State Board of Equalization, sales tax revenues in 2011 have shown continued improvement. One category that has contributed to the higher growth rates in 2011 has been increased fuel costs. Growth in taxable sales is expected to continue in 2012 and 201and 2013.

San Diego County Taxable Sales by Category

2005 Through 2010[1]



Source: State Board of Equalization

[1]Beginning in 2009, the State Board of Equalization began summarizing taxable sales using the North American Industry Classification System codes. As a result of the coding change, industry-level data for 2009 are not comparable to that of prior years.

*Due to coding changes as described above, this category no longer exists for calendar year 2009; taxable sales in the Business and Personal Services have been absorbed and redistributed to the remaining categories.

Categories of Taxable Sales include:

General Retail — apparel stores, general merchandise, home furnishings and appliances, and other retail.

Automotive Related — automotive stores and service stations.

Food Related — food stores and eating and drinking establishments.

Building Materials — hardware stores.

Business and Personal Services — for example: beauty salons and hotels.

All Other Outlets — Use Tax Collections. The State's *use tax* applies to the use, storage or other consumption of merchandise.

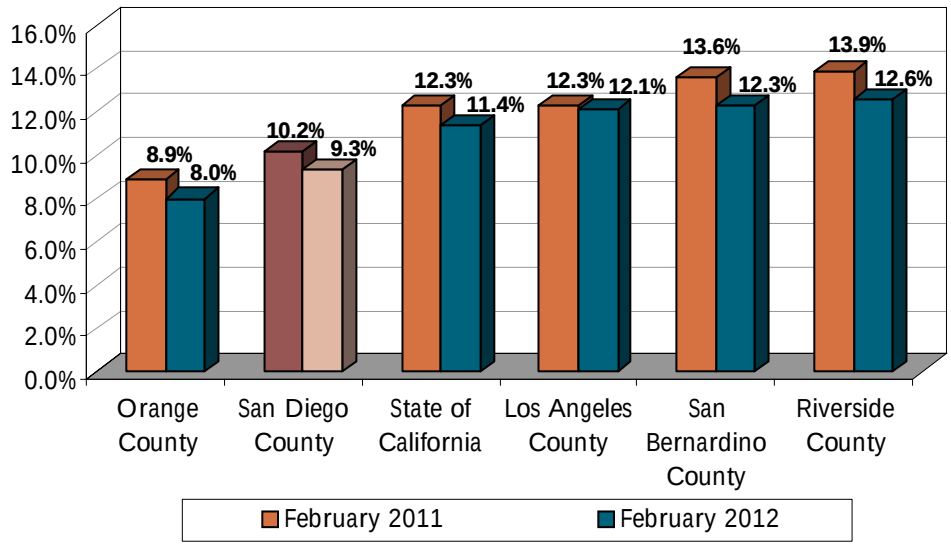
Inflation as measured by the Bureau of Labor Statistics consumer price index for all urban consumers (CPI-U) showed the cost of living increased 3.0% in 2011 compared to 1.3% in 2010 and virtually zero -0.02% in 2009. The increase was led by energy prices rising 16.7% including gas prices jumping 23.7%. With prices spiking so far in 2012 (as of early March) prices already exceed a year ago. Moreover, transportation accounts for San Diego's second-largest category of consumer expenditures (Source: National University System Institute for Policy Research Economic Ledger - March 2012).

More current indicators show that the economy gradually improved during 2011 and in the beginning of 2012. Stock prices, help wanted advertising, initial claims for unemployment insurance, consumer confidence, and the national economy as measured by the Conference Board Index of Leading Economic Indicators were all positive in January 2012. For the fourth month in a row, both labor market variables were positive. January is usually the highest month in the year for initial claims for unemployment insurance. Help wanted advertising rose for the 13th month in a row (University of San Diego Burnham-Moores Center). Economists forecast that the local economy will add upwards of 20,000 payroll jobs in 2012.

The region's health care industry is expected to continue to grow in 2012-13. San Diego attracts a significant number of retirees, a demographic that requires a larger share of health care services. Moreover, several of the region's major health care providers have expansion plans underway or have future projects: Sharp Healthcare, Scripps Health and Kaiser Permanente. The manufacturing sector will employ more workers this year. In particular, technology firms are hiring more engineers, software developers and software support staff. While smaller than it once was, San Diego's agricultural industry is still significant. It ranks as the 17th largest agricultural economy among counties in the United States. The life sciences sector was a strong performer in 2011 and will continue to expand in 2012 (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2012-13 Economic Forecast and Industry Outlook, February 2012).

Unemployment Rate Comparison by Select California Regions

February 2011 and February 2012



Source: California Employment Development Department
(February 2011 - revised data; February 2012 - preliminary)

In 2012-13, the federal government and Pentagon initiatives to cut back on defense spending will have an impact on San Diego's economy. Offsetting the cutback is the fact that the region is home to significant military commands and training centers. Additionally, the Department of Defense is shifting its focus to the Pacific and deploying more forces in San Diego. Through the third quarter of 2011, military contracts awarded to firms in the region totaled nearly $2.3 billion.

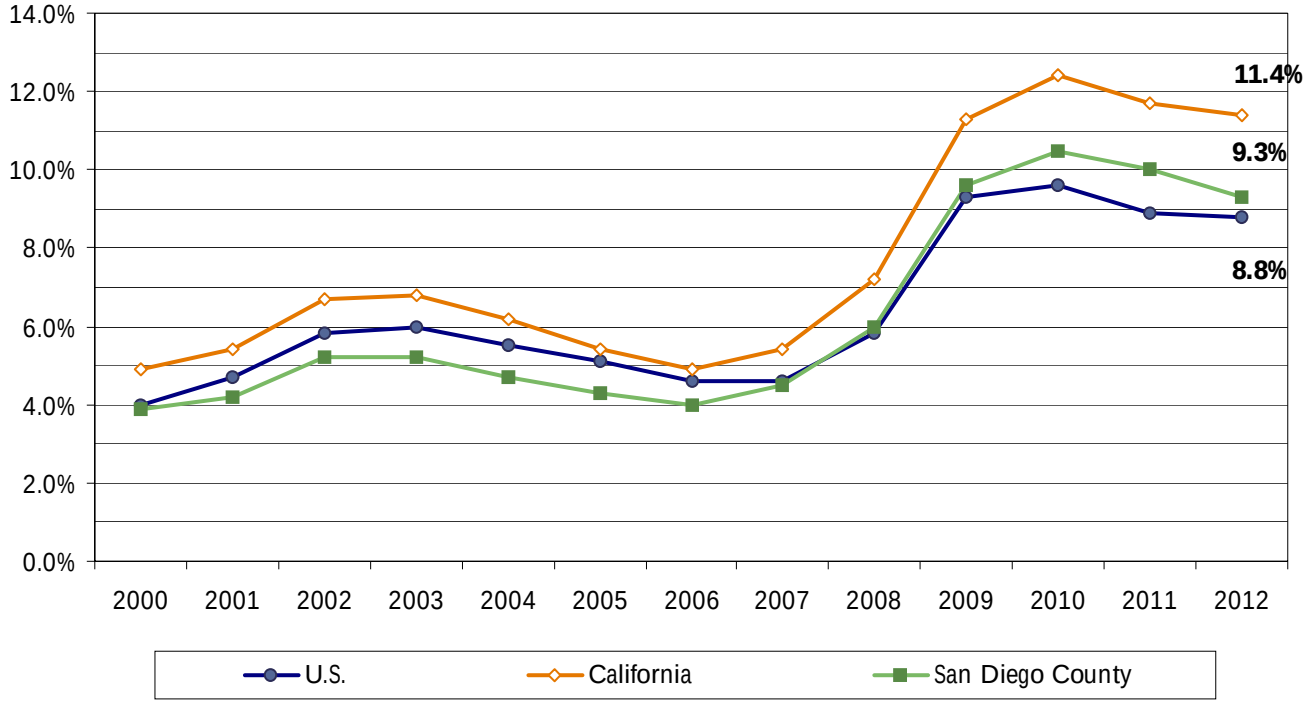
While demand for cruises to Mexico has declined and cruise lines have been shrinking their presence in San Diego, positive news is seen in a plan to expand the San Diego Convention Center. If the expansion goes forward, the $550 million project would begin in 2013 and be complete in 2016.

Although the residential real estate market is still being impacted by home price declines, nonresidential real estate is on the mend. Steady job growth is raising demand for office and other types of commercial real estate.

Approximately one-half of San Diego County's population is part of the civilian labor force (1,586,200 in January 2012). The region is also home to one of the largest military complexes in the world. San Diego's employment continues to compare favorably to other Southern California counties, with only Orange County experiencing lower unemployment. San Diego's annual average unemployment rate continues to compare favorably to the State rate, and it is expected to be somewhat higher than the U.S. rate.

Annual Average Unemployment Rate Comparison

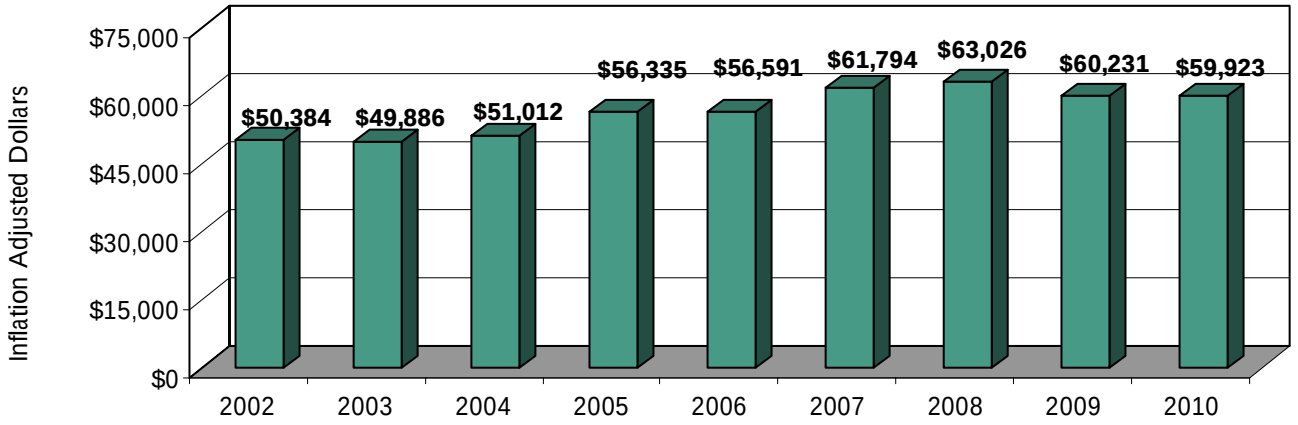
U.S., California and San Diego County



Notes: Unemployment rates are measured by calendar year. The rates for 2012 represent January through February figures only.
Source: California Employment Development Department; Bureau of Labor Statistics, U.S. Department of Labor

San Diego's median household income has experienced strong annual growth in recent years, but median household income actually declined in 2009 and 2010 due to high unemployment and constrained consumer spending.

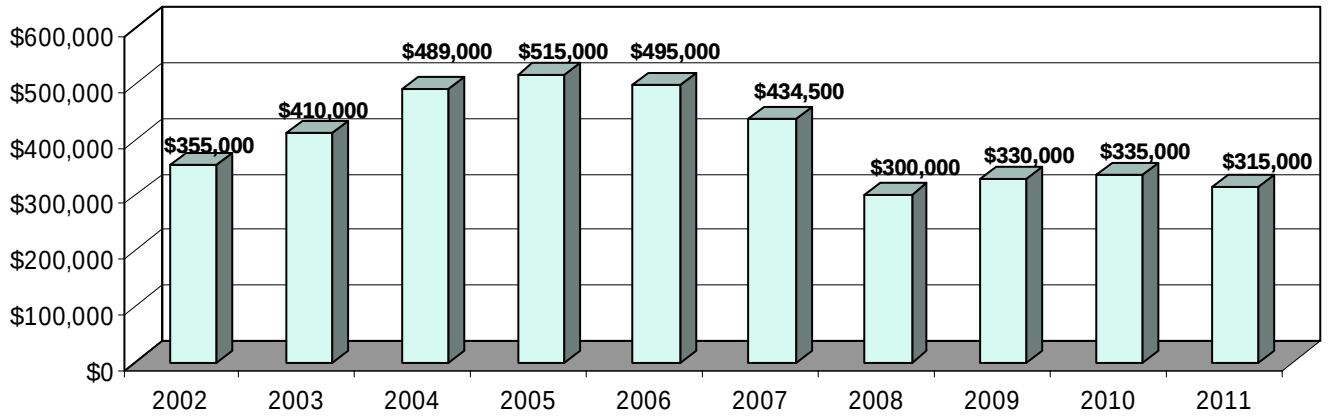
San Diego County Median Household Income
2002 Through 2010



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

An unintended consequence of the housing market's recent turmoil has been the improvement in housing affordability during this period. The California Association of Realtors index for first-time buyers throughout California showed a marginal increase for San Diego for December 2011. The percentage of households that could afford to buy an entry-level home in San Diego increased to 67% up from 27% in December 2006. The median home price of existing homes sold continues to fluctuate slightly. During 2009 and 2010, median home sales started to rebound from the low experienced at the end of 2008 and early 2009. However, median home prices have declined marginally in December 2011 compared to December 2010.

San Diego County Median Price of Existing Homes Sold
2002 Through 2011

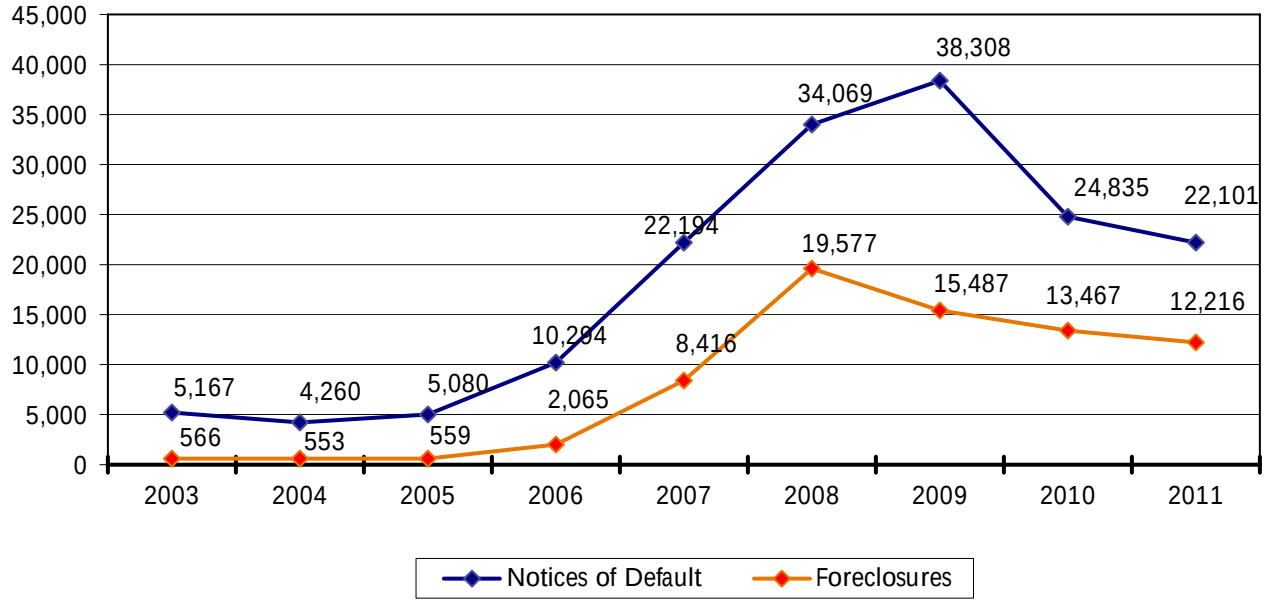


Note: Median home price of all existing homes sold in December of each year.
Source: Data Quick Information Systems

Another measure of the downturn in housing is the rate of foreclosures, as well as the companion indices notices of loan default and deeds recorded (changes in ownership). The number of total deeds recorded has fallen significantly since 2003 from 223,087 to a low 119,933 in 2011, reflecting the continued weakness in the housing market overall.

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. In 2010, notices of default were down 35.2% and down an additional 11.0% in 2011. In 2010, foreclosures declined 13.0% and down an additional 9.3% in 2011. 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 55.3% in 2011. 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 declining to 10.2% in 2011.

San Diego County Total Notices of Default and Foreclosures
2003 Through 2011



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

San Diego tourism slowed in 2009, with the number of visitors declining by 4.8% compared to 2008; however, tourism improved gradually in 2010 increasing by 0.9%. In 2011, visitor growth improved by 4.3% totaling more than 31 million visitors. Overall, tourism continues to be a stimulus to the local economy. Total visitor spending was approximately $7.5 billion in 2011 up from $7.1 billion in 2010 and up from $7.0 billion in 2009. In 2012, growth in visitation to San Diego is expected to slow to 2.2% and total visitor spending is estimated to grow 4.1%. However, visitor expenditure levels are anticipated to remain below 2007 levels.

The state of the economy continues to impact the ability of the County to fund and provide many of the services that county residents have come to expect. The revenue and workload effects along with the strategies being employed by the County to manage the public's resources are described in the pages following that summarize the expenditures, revenues and staffing levels for Fiscal Years 2012-13 and 2013-14 and in the individual Group and department presentations that begin on page 113.

Governmental Structure and Budget Documents

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 or she is elected. The Board of Supervisors sets priorities for the County and oversees most County departments and programs and approves their budgets. Per California Government Code §23005, 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 the County of San Diego 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 sanitation, 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 [Deputy Chief Administrative Officer (DCAO)] 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 County's General Management System (GMS) is the framework that guides the management of County 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 cooperation and recognizes accomplishments in a structured, coordinated way. By developing and adhering to a written operations manual, the County of San Diego is able to create and maintain an organizational culture that values efficiency, innovation, and fiscal discipline and that provides focused, meaningful public services that improve lives and benefit the community.

At the heart of the GMS are five overlapping components which ensure that the County asks and answers crucial questions:

Strategic Planning asks: *Where do we want to go?* The Strategic Plan looks ahead five years to anticipate significant needs, challenges, risks and opportunities that are likely to develop and sets goals for the future. Long-range strategic planning activities require us to assess where the County is and where it wants to be.

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

Monitoring and Control asks: *How is our performance?* Monitoring and Control shows whether the County is on track to achieve its goals. The County evaluates its progress frequently, including structured monthly, quarterly, and annual reviews so that necessary adjustments may be made without delay.

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

Motivation, Rewards and Recognition asks: *Are we encouraging excellence?* County employees must embrace the GMS disciplines and understand how this system guides the success of County operations and contributes to their success on the job. To encourage excellence, managers must set clear expectations, provide incentives, evaluate performance, and reward those who meet or exceed goals. And County employees meet the challenge by becoming Knowledge Workers who are comfortable with changing technology and who prepare themselves and their departments for changes expected in the future.

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

GMS 2.0/2.1

In Fiscal Year 2008-09, the County launched GMS 2.0, an enterprise-wide initiative that challenged County employees to identify and prepare for the significant changes taking place in their workplace, community, economy and world using the GMS framework. GMS 2.0 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. In Fiscal Year 2009-10, GMS 2.1 followed 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.

GMS 2.0/2.1 emphasizes that everyone in the County workforce shares responsibility for helping the organization adapt to change and move forward in this fast-paced world. Examples of how County employees are embracing GMS 2.0/2.1 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.

Context for Strategic and Operational Planning

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

A county that is safe, healthy and thriving

By establishing a clear Vision, the County can articulate the strategies and approaches it will take to carry out its Mission. The Mission reflects the County's commitment to identify, understand and respond to the critical issues that affect county residents as well as to provide services that help make San Diego County an enjoyable area in which to live. The County's Mission:

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 and commitment to uphold basic standards as we conduct operations to realize a shared Vision. The County embraces the following values:

- 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 Plan

As noted on the previous page, the GMS outlines how County government will operate to ensure that services are provided in an efficient, effective manner. The first thing the County does to ensure that it operates efficiently and effectively is to develop a long-term (five-year) Strategic Plan that sets forth the County's priorities and what it will accomplish with its resources. The Strategic Plan articulates the organization's external and internal priorities and the goals it will achieve in that period.

The Strategic Plan is developed by the Chief Administrative Officer and the County Executive Team, based on the policies and priorities set by the Board of Supervisors and an enterprise-wide review of the issues, risks and opportunities facing the region and the County organization. In reviewing the Strategic Plan as part of the annual GMS cycle, it was determined that some changes were needed in order to keep up with the changing world we live in and the residents that we serve. These changes were also made to promote increased collaboration between Groups and Departments to better achieve our goals. All County programs support at least one of these three new Strategic Initiatives or the Required Disciplines for Excellence that make achievement of the initiatives possible:

- **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).

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

- **Fiscal Stability** - Maintain fiscal stability to ensure services that customers rely on, in good times and in bad.
- **Customer Satisfaction** - Ensure customers are provided with superior services.
- **Regional Leadership** - As a regional leader, the County forges cooperative partnerships and leverages additional resources for residents.
- **Skilled, Adaptable and Diverse Workforce** - Develop a committed, skilled, adaptable and diverse workforce that turns plans and resources into achievement and success.
- **Essential Infrastructure** - Provide the essential infrastructure to ensure superior service delivery to our residents.
- **Accountability, Transparency and Ethical Conduct** - Ensure accountability to ourselves and the public by requiring that County business be conducted as openly as possible, resulting in the efficient and ethical use of public funds.

- **Continuous Improvement and Innovation** - Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for taxpayers.
- **Information Services** - The County of San Diego 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, Chief Financial Officer and General Managers annually assess the long-term fiscal health of the County and review a five-year forecast of revenues and expenditures to which all departments contribute. This process leads to the development of preliminary short and medium-term operational objectives and the resource allocations necessary to achieve them.

Operational Plan

The Operational Plan provides the County's financial plan for the next two fiscal years (e.g., July 1, 2012 through June 30, 2014). 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 citizens, customers and stakeholders because of County services. This effort remains a priority and each department is required to measure performance in terms of outcomes - how they affect peoples' 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.

Budget Documents

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

The **CAO Proposed Operational Plan** is a comprehensive overview of the Chief Administrative Officer's (CAO) proposed plan for the County's operations for the next two fiscal years. It is submitted to the Board of Supervisors in mid-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, and performance measures and staffing by program, expenditures by category, revenue amounts and sources.
- An explanation of the capital program planning process along with a description of the capital projects with new appropriations proposed, the operating impact of the capital projects scheduled for completion during the next two fiscal years, and budget summaries for capital projects by fund.
- 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 increases to the CAO Proposed Operational Plan, whether they come from Board members, 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.

Change Letters are proposed changes to the CAO Proposed Operational Plan submitted by the CAO and members of the Board of Supervisors. The CAO Change Letter updates the CAO Proposed Operational Plan with information that becomes available after the 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 Proposed Operational Plan or recent changes in State or federal funding. The CAO Change Letter typically contains a schedule of revisions by department along with explanatory text.

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

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

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

Referrals from Budget are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The applicable business Group is responsible for providing requested information to the Board of Supervisors.

The **Adopted Operational Plan** shows the Board of Supervisors' adopted budget for the immediate budget year and the plan approved in principle for the following year. The Adopted Operational Plan is an update of the CAO Proposed Operational Plan reflecting revisions made by the Board of Supervisors during Budget Deliberations. Unlike the CAO Proposed Operational Plan, which displays the two prior fiscal years' adopted budgets and the proposed 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.

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

Budget Modifications — State Law permits modifications to the adopted budget during the year with approval by the Board of Supervisors or, in certain instances, by the 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 by the Board of Supervisors after the budget is adopted.

  Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Finan-

cial Officer. Contract modifications also require the approval of the Purchasing Agent. County Counsel reviews and approves all Board letters.

- **Quarterly Status Reports** — The CAO provides a quarterly budget status report to the Board of Supervisors that may also recommend appropriation changes to address unanticipated needs or make technical adjustments to the budget. 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 - 2012-13 Target Dates

Jan 23	Narrative instructions for Operational Plan issued by Office of Financial Planning (OFP)
Feb 6	Budget instructions for Operational Plan issued by OFP
Feb 13	Budget database opens for Operational Plan development
Feb 29	Due date for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to OFP
Mar 16	Budget database closed to departments to enable business Groups (Groups) to review
Mar 26	Deadline for departments to submit their budget changes from current year adopted budget plus their final Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to their Group Finance Director
Mar 29	Budget database closed to Groups
Apr 4	Deadline for Groups to have all department narratives reviewed and submitted to OFP
Apr 24	Draft copy of balanced CAO Proposed Operational Plan sent to Chief Administrative Officer (CAO), Assistant CAO, Chief Financial Officer (CFO) and General Managers
Apr 30	CAO Proposed Operational Plan docketed and released to the Board of Supervisors and public
	Change Letter Instructions issued by OFP and budget database opens for modifications
May 8	Board of Supervisors accepts CAO Proposed Operational Plan
May 14	OFP sends request to Groups for Referrals to Budget
May 16	Budget Change Letter database closed to departments to enable final review by Groups
May 18	Department Change Letter narratives due to Groups for review
May 23	Budget Change Letter database closed to Groups
May 25	Deadline for Groups to submit responses to Referrals to Budget to OFP
May 30	Deadline for Groups to have all departments' Change Letter narratives reviewed and submitted to OFP
Jun 11-20	Public Hearings on CAO Proposed Operational Plan (10 calendar days)
Jun 20	Last day for Citizen Advisory Committees to submit statements to the Clerk of the Board
	The CAO Change Letter to be filed with the Clerk of the Board; all other proposals from Board members or the public to increase the CAO Proposed Operational Plan are due to the Clerk of the Board
Jun 26-27	Board of Supervisors Budget Deliberations and approval of the 2012-14 Operational Plan
Aug 7	Board of Supervisors adopts Fiscal Year 2012-13 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, 2012 through June 30, 2014. The introductory portion of the document highlights the following:

- Board of Supervisors and Organizational Chart
- Message from the Chief Administrative Officer
- Fiscal Year 2012-13 Proposed Budget at a Glance
- County Profile, County History and Economic Indicators
- Governmental Structure, Budget Documents and Financial Planning Calendar
- Appropriations and Funding Sources for all funds and the General Fund
- Staffing
- Financial Obligations and Debt Service
- Financial Policies
- Recognition of County Performance

Groups and Departments

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

Group Description

Department Description

Highlights the responsibilities of the group/department and some of the programs it operates or the major functions it performs.

Mission Statement

A clear and concise statement of the overall purpose and general assignment of the group or department.

2011-12 Anticipated Accomplishments

Brief descriptions of the group's/department's anticipated accomplishments for Fiscal Year 2011-12. The discussions address the progress made on the 2011-13 Objectives reported in the prior fiscal year and include anticipated results. Anticipated Accomplishments are categorized by the County's Strategic Initiatives and Required Disciplines.

2012-14 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 estimated results, as well as proposed targets for the next two fiscal years.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Defined Measure. . .	90% of xxx	92% of xxx	92% 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.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

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

Proposed Changes and Operational Impact: 2012-13 to 2013-14

A brief narrative description of significant proposed changes in staffing, expenditures and revenues from the first year of the CAO Proposed 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 is an example of the table format which includes the Adopted Budget for Fiscal Years 2010-11 and 2011-12; the Proposed Budget for Fiscal Year 2012-13; the percentage change from the Fiscal Year 2011-12 Adopted Budget to the 2012-13 Proposed Budget; and the Fiscal Year 2013-14 Proposed Budget.

Sample Budget Tables

Staffing by Program					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Name of Program					
Name of Program					
Total					

Budget by Program					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Name of Program					
Name of Program					
Total					

Budget by Categories of Expenditures					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits					
Services & Supplies					
Other Charges					
Capital Assets Equipment					
Total					

Budget by Categories of Revenues					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property					
Licenses, Permits & Franchises					
Charges For Current Services					
Miscellaneous Revenues					
Other Financing Sources					
Use of Fund Balance					
General Purpose Revenue Allocation					
Total					

Capital Program

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

- Capital Appropriations — Discusses new appropriations to the capital budget for Fiscal Years 2012-14, including the amount and purpose of each capital item.
- Operating Impact of Capital Program — A summary of the potential impact on the operating budget is presented for a handful of capital projects that are scheduled for completion during Fiscal Years 2012-14.
- Tables summarizing the Capital Program budget, including the budget by fund, by categories of expenditures and revenues, and the revenue detail. Data include the Adopted Budget for Fiscal Years 2010-11 and 2011-12; the Proposed Budget for Fiscal Year 2012-13; the percentage change from the Fiscal Year 2011-12 Adopted Budget to the 2012-13 Proposed Budget; and the Fiscal Year 2013-14 Proposed Budget.
  - 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.
  - Information includes: Budget by Categories of Expenditures; Project Details listing each capital project by name and number; and Funding Source which provides all funding sources and lists each project funded by each source.
  - Data include the Adopted Budget for Fiscal Years 2010-11 and 2011-12; the Proposed Budget for Fiscal Year 2012-13; the percentage change from the Fiscal Year 2011-12 Adopted Budget to the 2012-13 Proposed Budget; and the Fiscal Year 2013-14 Proposed Budget.
- Lease Payments — Details lease payment expenditures, revenues and funding sources for the same fiscal years as described above.
- Outstanding Capital Projects by Group/Agency — Total appropriations and the remaining balance for each capital project within each business group is displayed, along with the fiscal year the project was established.

Finance Other

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

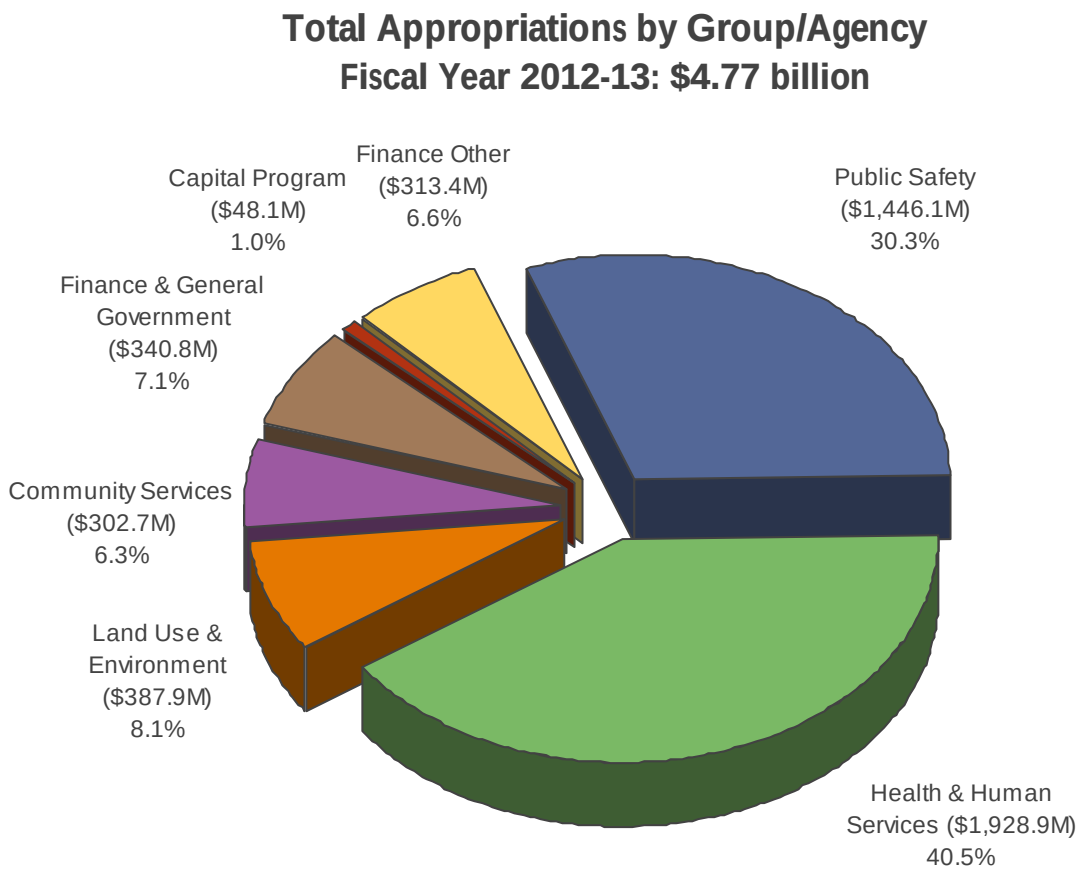
Appendices

- Appendices A, B and C present tables of data which include Fiscal Years 2010-11and 2011-12 Adopted Budget; Fiscal Year 2012-13 Proposed Budget; the percentage change from the Fiscal Year 2011-12 Adopted Budget to the 2012-13 Proposed Budget; and the Fiscal Year 2013-14 Proposed Budget.
  - Appendix A: All Funds - Budget Summary — Tables outline staff years and expenditures and revenues by category for each business group, the Capital Program and Finance Other.
  - Appendix B: Budget Summary of All Funds — 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 total General Fund.
- Appendix D: Health & Human Services - Regional Operations — Tables depict staff years and total budgeted appropriations by type of program or administrative service for the Regional Operations division of the Health and Human Services Agency.
- 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

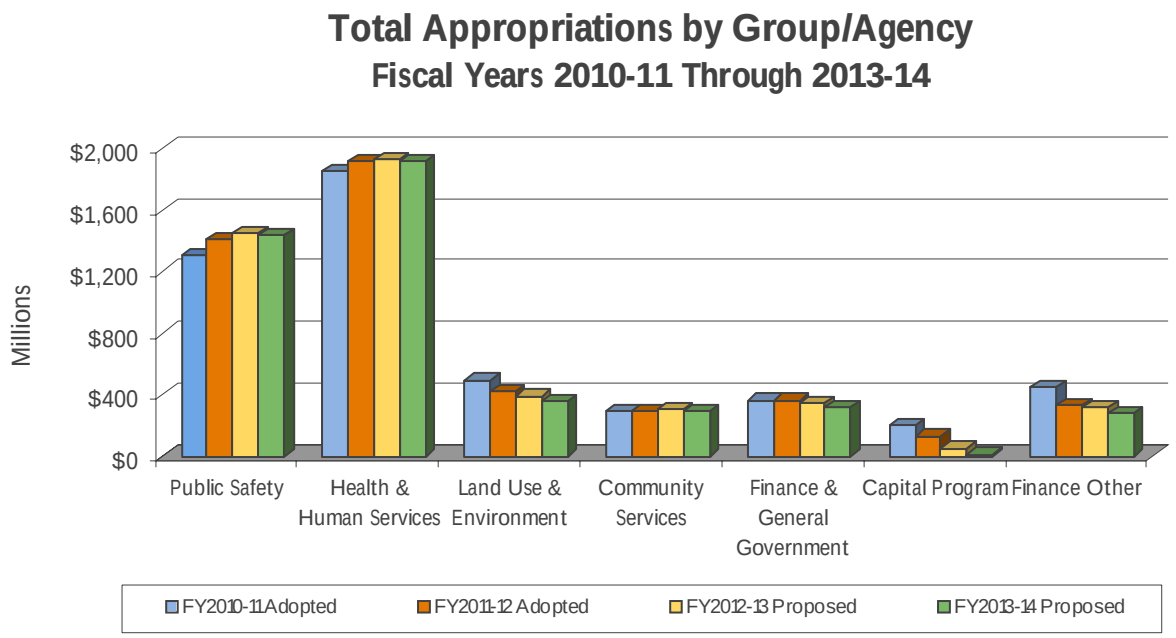
Total Appropriations by Group/Agency

Appropriations total **$4.77 billion** in the Proposed Budget for **Fiscal Year 2012-13** and $4.62 billion for Fiscal Year 2013-14. This is **a decrease of $91.7 million or 1.9%** for Fiscal Year 2012-13 from the Fiscal Year 2011-12 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations decrease in Land Use and Environment, Finance and General Government, the Capital Program and Finance Other, while they are increasing in Public Safety, Health and Human Services and Community Services.



The pie chart above shows each Group/Agency's share of the Fiscal Year 2012-13 Proposed Budget, while the bar chart and table on the following page compare the Fiscal Years 2012-13 and 2013-14 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between Fiscal Years 2012-13 Proposed and the 2011-12 Adopted Budget. An overview of the County's Operational Plan for Fiscal Year 2012-13 is presented below 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 and the Agency. More detail by department begins on page 113.

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



Total Appropriations by Group/Agency (in millions)	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety	$ 1,307.3	$ 1,410.3	$ 1,446.1	2.5	$ 1,436.6
Health & Human Services	1,856.4	1,919.9	1,928.9	0.5	1,921.4
Land Use & Environment	492.2	419.0	387.9	(7.4)	359.0
Community Services	293.4	289.1	302.7	4.7	293.0
Finance & General Government	360.3	363.2	340.8	(6.2)	319.7
Capital Program	202.2	127.2	48.1	(62.2)	12.4
Finance Other	445.0	331.0	313.4	(5.2)	274.0
Total	$ 4,957.0	$ 4,859.6	$ 4,768.0	(1.9)	$ 4,616.1

Public Safety Group (PSG) — A proposed **net increase of 2.5% or $35.8 million** from the Fiscal Year 2011-12 Adopted Budget. The increase primarily relates to increased costs reflecting negotiated labor agreements and increases in County retirement contributions, growth in Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, funding, additional service requirements due to the transfer of responsibilities for offenders from the State to the counties, and the planned use of one-time resources. Reductions in State funding and the expiration of funding under the American Recovery and Reinvestment Act (ARRA) of 2009 are recognized. All mandated services are maintained.

Major changes include:

- Resources and services 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).* As outlined in state budget bills, funds to support services and activities required by

counties due to Public Safety Realignment are allocated to the Local Community Corrections Account within each county's County Local Revenue Fund.

Proposed services include supervision of offenders, costs associated with the custody of offenders, including food and medical costs, and resources for services including mental health treatment, substance abuse treatment, vocational and behavioral services. As further services and strategies are recommended to the Board of Supervisors by the Community Corrections Partnership, additional anticipated state resources will be proposed for appropriation.

- Transition planning for the staffing and operation of the Women's Detention Facility.
- Increase in sworn supervisory positions at patrol stations in the unincorporated area. Increases to support hiring and training activities in the Sheriff, and to support Emergency Planning. Crime Lab and Records, Inmate Welfare and the operations in support of the Regional Communications System.
- Resources to fund the replacement of the conventional radio system providing support to critical public fire-safety voice communications for local and statewide mutual aid response to emergencies throughout the county.
- The implementation of a public defense internship pilot program and adjustments in public defense to allow positions to be filled at authorized levels as required by the volume and complexity of cases.
- Reductions in amounts allocated for one-time expenditures in the previous fiscal year.

The departments within the Public Safety Group will continue to provide core services, supporting safe and livable communities for the residents of San Diego County and operating an efficient and responsive criminal justice system.

Key areas of focus include:

- Promoting strategies that prevent crime and make neighborhoods safe places to live, work and play.
- Promoting and implementing strategies that protect residents from crime, including proactive law enforcement and monitoring of offenders subject to community supervision.
- Providing for a strong, collaborative criminal justice system that holds offenders accountable.
- Reducing recidivism by implementing treatment strategies that help offenders successfully reenter society.
- Continuing to strengthen the County's and communities' ability to prepare for, respond to and recover from disasters.
- Promoting the well-being of children and the self-sufficiency of families through the success of the child support program.
- Leveraging new technology innovations to improve service delivery and operational efficiency.

Health and Human Services Agency (HHSA) - A proposed **net increase of 0.4% or $9.0 million** from the Fiscal Year 2011-12 Adopted Budget. The proposed increase relates to the increase in staff years as well as increases in wage and benefit costs that reflect negotiated labor agreements and increases in retirement contributions, and costs associated with contracted services and client payments. Reductions in funding and caseloads are also recognized as well as the implementation of Assembly Bill (AB) 118, *Local Revenue Fund 2011*, which shifts State financial responsibility of various services to counties, funded with a dedicated portion of sales tax.

Major changes include:

- Ongoing implementation of Assembly Bill (AB) 109, *Public Safety Realignment,* in partnership with Probation and the community for the provision of mental and substance abuse services.
- Increase in In-Home Supportive Services associated with the sunset of a State imposed reduction of hours.
- Increase associated with Aid to Adoptive Children payments and expansion of services to emancipated youth under the Transitional Housing Program.
- Decrease in Mental Health Services contracts and in Child Welfare Services due to the San Diego County Office of Education (SDCOE) assuming responsibility for provision of Emotionally Related Mental Health Services in the schools.
- Decrease in CalWORKs Assistance payments, and Foster Care payments to align with projected caseload costs.

A major goal in the development of the Agency's operational plan is to advance the *Live Well, San Diego!* initiative. In that endeavor, HHSA has pursued and acquired grants that will help improve the health and well-being of San

Diego's communities and citizens. As in the past, HHSA continues to work with advisory boards and other key stakeholders in these efforts.

Key areas of focus include:

Continue implementation of Phrase 1 and develop framework for Phase 2 of *Live Well, San Diego!* to achieve the vision of healthy, safe and thriving communities by:

- Building a better service delivery system that is innovative and outcome-driven.
  - Implement Year 1 of the Community Transformation Grant (CTG) to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities and decrease health care costs.
  - Implement the Community Based Care Transition program to reduce readmissions to hospitals by Medicare recipients.
  - Evaluate data from the two pilot programs integrating physical and behavioral health services.
  - Establish the Extended Foster Care program, an outcome from Assembly Bill 12, *The California Fostering Connections to Success Act*, to extend foster care to 21 years of age.
- Supporting positive choices that empower residents to take responsibility for their own health and well-being.
  - Implement Year 1 of the Community Nutrition Education Program (CNEP) grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients
- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors
  - Complete and document community input to the six regional *Live Well, San Diego!* plans by using the MAPP process from the National Association of County and City Health Officials.
- Improving the culture from within by increasing employees' knowledge on how to incorporate health and safety.
  - Implement second phase of the succession plan to advance *Live Well, San Diego*!
- Advancing operational excellence by ensuring fiscal stability, customer service, leadership, accountability and transparency, continuous improvement and workforce excellence.
  - Begin improvements to Family Resource Centers and ACCESS (a public benefits transaction call center), including increasing accuracy of payment, and technological enhancements to improve customer service.
  - Implement Year 1 of the SNAP grant to implement a system for electronic documents conversion and tracking, and to help reduce processing time and minimize lost documents.
  - Begin phase 2 of the Knowledge Integration Project (KIP) to develop the foundation for information exchange across multiple disciplines to improve the information available and coordinate services for shared clients.
- Complete co-location of Public Administrator/Public Guardian with Mental Health Conservatorship to improve service coordination.

Land Use and Environment Group (LUEG) -A proposed **net decrease of 7.4% or $31.0 million** from Fiscal Year 2011-12 Adopted Budget. Significant decreases are in: right-of-way acquisition costs for Bear Valley Parkway; completion of capital projects in the County of San Diego Sanitation District and Airports; completion of grant funded contracts; one-time only costs for completion of several business process reengineering projects and reductions in staffing.

Major changes include:

- Reductions in the Road Fund Detail Work Program's construction and consulting contracts resulting from near completion of Proposition 1B, Transportation Bond Act, funded projects.
- One-time-only funding in the Watershed Protection Program for new Bacteria Total Maximum Daily Load requirements by the Regional Water Quality Control Board.
- One-time only funds for major maintenance projects identified in the facility conditions assessment program and for upgrades for the Agua Caliente Park Water, Sewer and Electrical Line Replacement project.
- Decrease in one-time funds due to completion of the Mobile Source Emission Reduction Incentive Programs.
- One-time only funding for the completion for the final phase of the Business Case Management System - Accela, and associated online reporting tools.

Key areas of focus include:

- Improving the land development process overall, 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.

- Protecting public health and helping to prevent disease via education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.
- Protecting San Diego County's $1.65 billion agricultural industry from damaging pests, noxious non-native weeds and diseases.
- Awarding and managing construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow.
- Expanding and protecting park resources, improving infrastructure and acquiring additional parkland throughout the county.
- Preserving and enhancing the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program, Special Area Management Plan and Resource Management Plans.
- Completing required toxic air contaminant emission health risk assessments to verify compliance of new and expanding businesses with health risk standards.
- Protecting and preserving the county's water quality and watersheds.

Community Services Group (CSG) - A proposed **net increase of 4.7% or $13.6 million** from the Fiscal Year 2011-12 Adopted Budget. The increase is due to a major upgrade of the Documentum Enterprise Content Management application, the use of loans from the California Energy Commission to finance energy-efficiency projects, and increases in wage and benefit costs that reflect negotiated labor agreements and increases in County retirement contributions. Offsetting the increases in program appropriations is a decrease of $7.6 million in elections' costs due to the scheduled February 2012 Presidential Primary.

Major changes include:

- Major upgrade of the Documentum Enterprise Content Management application.
- Conducting one election in Fiscal Year 2012-13 (two primaries were budgeted in Fiscal Year 2011-12).
- Use of loans from the California Energy Commission to finance energy-efficiency projects.
- Increased costs of major maintenance and energy-efficiency projects, routine maintenance and contracted services for County-owned facilities.
- Higher demand for fuel and higher fuel costs.
- Dissolution of the County of San Diego Redevelopment Agency and subsequent budgeting and management of the Successor Agency. Effective February 1, 2012, all California redevelopment agencies were dissolved and their assets, obligations and programs were transferred to successor agencies, usually the sponsoring agency. The County of San Diego elected to be the Successor Agency for the former Redevelopment Agency.

Key areas of focus include:

- Conducting the November 2012 Primary Elections.
- Maintaining library hours to provide patron access to library materials and services.
- Completing the Lincoln Acres library, replacing a much older and smaller facility.
- Providing resources to homeless families exiting from transitional housing.
- Savings in the purchase and contracting of goods and services for all County departments through innovative procurement methods.
- Design and construction of capital improvements for the new Women's Detention Facility, the County Administration Center Waterfront Park and related new parking garage at Cedar and Kettner streets in downtown San Diego, moving County staff into Phase 1B of the County Operations Center development in Kearny Mesa, and the new Rancho San Diego Sheriff's Station.
- Improving animal shelters and the medical treatment of animals to make them adoptable sooner.

Finance and General Government Group (FGG) - A proposed **net decrease of 6.2% or $22.4 million** from the Fiscal Year 2011-12 Adopted Budget. The decrease is mainly due to the completion of one-time funding of major enterprise information technology (IT) projects in Fiscal Year 2011-12 partially offset by smaller IT projects in Fiscal Year 2012-13. There are also offsetting increases in staffing costs due to an increase in staff years and for retirement costs related to existing positions.

Major changes include:

- A reduction of funding to reflect the fact that the Integrated Property Tax System (IPTS) project initiated in Fiscal Year 2011-12 is not anticipated to require additional appropriations in FY2012-13.
- An increase in planned IT services for a number of County departments through the County's information technology outsourcing contract.
- An increase in staff years for property appraisal activities countywide and for restored clerk service levels in one branch office of the Assessor/Recorder/County Clerk.

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 federal economic stimulus funds.

- Maintaining a robust, diverse and adaptable workforce.
- Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- Maintaining a strong Treasurer's Investment Pool.
- Developing a new Integrated Property Tax System.
- Completing upgrades to the County's key financial systems, including the enterprise budget software system, the imaging system for supporting financial documents, and the system used for information technology billing purposes.
- Providing the highest quality legal services to the Board of Supervisors and County departments.
- Maintaining the investment in modern information technology.

Capital Program - A proposed **decrease of 62.2% or $79.1 million** from the Fiscal Year 2011-12 Adopted Budget. The amount budgeted in the Capital Program for Capital Projects can vary significantly from year to year. The Fiscal Year 2012-13 Capital Program includes:

- $26.2 million for the Cedar and Kettner Development
- $10.0 million for Multiple Species Conservation Program (MSCP).
- $2.0 million for Agua Caliente Park Water, Sewer and Electrical Line Replacement project.

In Fiscal Year 2013-14, a decrease of $35.7 million is proposed and includes funding of $2.5 million for MSCP.

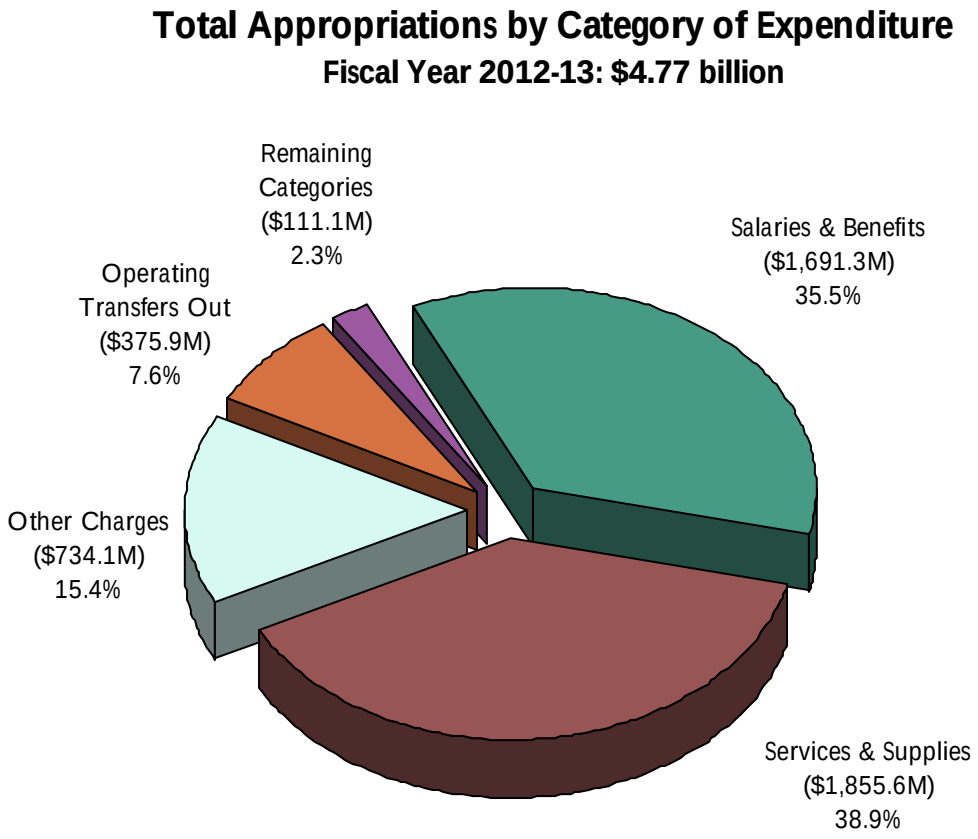
The Capital Program also includes appropriations for the Edgemoor Development Fund to pay debt service on the 2005 and 2006 Edgemoor Certificates of Participation and other costs to maintain the Edgemoor property.

Finance Other - A proposed **decrease of 5.3% or $17.6 million** from the Fiscal Year 2011-12 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. One-time appropriations in Fiscal Year 2011-12 included $70.0 million for the Women's Detention Facility replacement project, $10.0 million for Multiple Species Conservation Program (MSCP), $0.5 million for the Agua Caliente Park Cabins and $0.46 million for the Long-Term Animal Care Facility.

In the Fiscal Year 2012-13 proposed budget, the General Fund contribution to the Capital Program continues to include appropriations for MSCP of $10.0 million and $2.0 million for the Agua Caliente Park Water, Sewer and Electrical Line Replacement project. In addition, a one-time appropriation of $45.4 million is proposed to fund future capital projects and anticipated higher payments to the retirement fund in future years. See page 437 for the details of the proposed budget for Finance Other.

Total Appropriations by Category of Expenditure

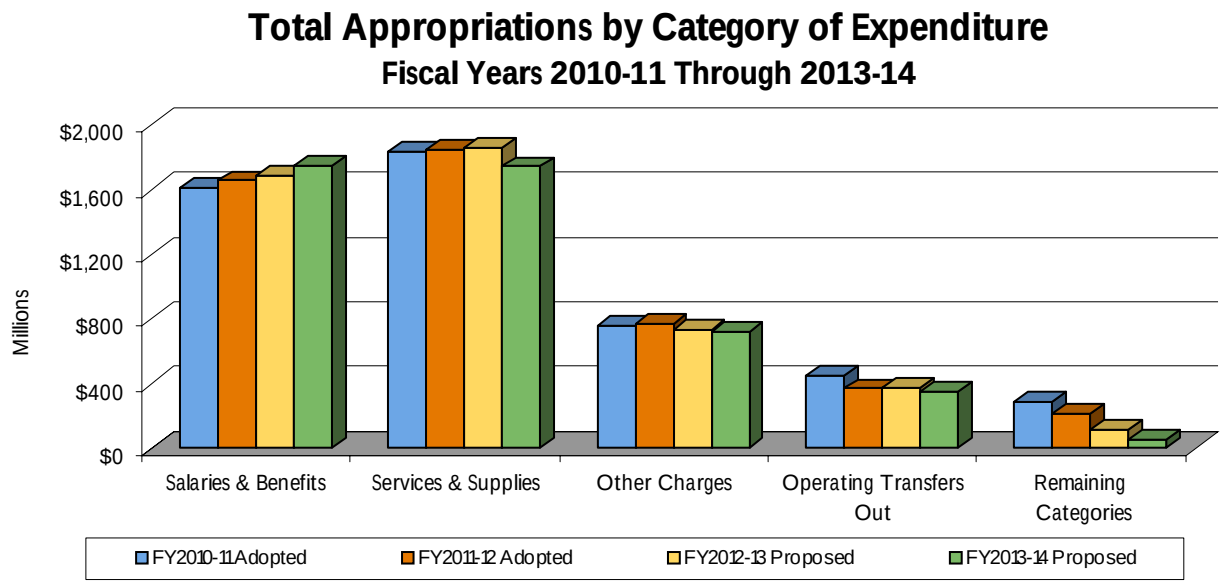
The pie chart below shows the Proposed Budget broken down by category of expenditure. As noted previously, the Fiscal Year 2012-13 Proposed Budget is decreasing overall by $91.7 million from the Fiscal Year 2011-12 Adopted Budget and decreasing further by $151.8 million in Fiscal Year 2013-14.



The changes by category are summarized as follows:

- **Salaries and Benefits** are **increasing overall by a net $35.8 million or 2.2%** in Fiscal Year 2012-13. This change reflects higher retirement contribution requirements, negotiated reductions in the County funding of the employee share of retirement costs, negotiated benefit increases and an increase of 271.25 staff years. The current labor contracts are effective through June 23, 2013, except for the Deputy Sheriffs' Association contract which is effective through June 26, 2014. All contracts include increases in flexible benefit credits effective January 2013; and further negotiated reductions in the County funding of the employee share of retirement costs. There is no increase in base pay. In addition, current contracts for six bargaining units of the Service Employees International Union (SEIU) Local 221, include a one-time monetary payment equivalent to 1% of base pay in Fiscal Year 2012-13.

  In Fiscal Year 2013-14, salaries and benefits are increasing by a net of $54.3 million or 3.2%, which reflects anticipated higher retirement contribution requirements, a 1% negotiated wage increase in base pay for the Deputy Sheriffs' Association (DSA) bargaining unit, an increase in flexible benefit credits for the DSA bargaining unit effective January 2014, and a net decrease of 3.00 staff years. See Total Staffing on page 53 for a summary of staffing changes by business group.



Total Appropriations by Category of Expenditure (in millions)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Employee Benefits	$ 1,611.3	$ 1,655.5	$ 1,691.3	2.2	$ 1,745.6
Services & Supplies	1,833.8	1,851.5	1,855.6	0.2	1,741.8
Other Charges	764.2	770.9	734.1	(4.8)	726.0
Operating Transfers Out	455.3	369.3	375.9	1.8	352.7
Remaining Categories:					
Capital Assets/Land Acquisition	204.8	137.8	47.0	(65.9)	10.1
Capital Assets Equipment	23.4	22.5	21.6	(3.7)	17.0
Exp Transfer & Reimbursements	(20.0)	(20.2)	(23.6)	16.7	(23.7)
Reserves	22.1	21.8	22.1	1.4	22.1
Fund Balance Component Increases	33.4	18.4	13.7	(25.3)	0.4
Management Reserves	28.7	32.3	30.3	(6.2)	24.3
Total	$ 4,957.0	$ 4,859.6	$ 4,768.0	(1.9)	$ 4,616.1

Services and Supplies are **increasing by a net of $4.1 million or 0.2%**. 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 $41.3 million decrease due to the reduction of one-time appropriations for the Integrated Property Tax System, a $5.9 million increase to replace the conventional radio system, and an increase in information technology costs of $13.3 million and a corresponding increase in the Information Technology Internal Service Fund of $12.7 million.

A decrease of $113.8 million or 6.1% in Fiscal Year 2013-14, is primarily due to completion of one-time expenditures in Fiscal Year 2012-13 and redirection of

resources to address anticipated increases in retirement contributions.

- **Other Charges** are **decreasing by $36.8 million or 4.8%.** This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement and the Neighborhood Reinvestment Programs. The decreases are primarily due to reduced funding from CalWORKs ($8.5 million), Seriously Emotionally Disturbed Children ($10.8 million), foster care ($5.5 million), and completion of the Bear Valley Parkway right-of-way acquisition ($9.5 million).

  A net decrease of $8.1 million or 1.1% is projected in Fiscal Year 2013-14 due to decreases in certain scheduled lease payments and reduction of the Homeland Security Grant grant funding.

- **Operating Transfers Out**, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is i**ncreasing by $6.7 million or 1.8%**. The most significant increases are in Public Safety Group in the Proposition 172, *Local Public Safety Protection and Improvement Act of 1993,* special revenue fund for transfer to the General Fund, in Community Services largely in General Services due to project management labor provided for the Major Maintenance Improvement Program projects, in Purchasing and Contracting for one-time costs for the Documentum 6.7 version upgrade, and in Finance Other for appropriations to fund anticipated one-time capital projects, for the Agua Caliente Park Water, Sewer and Electrical Line Replacement and for the Multiple Species Conservation Program (MSCP). The most significant decrease is in Finance Other and is due to the nonrecurrence of one-time funding for the Women's Detention Facility capital project ($70.0 mil-lion).

  A decrease of $23.2 million or 6.2% is projected for Fiscal Year 2013-14, and is due to the nonrecurrence of one-time items from the prior year including a $7.5 million decrease for the Multiple Species Conservation Program (MSCP) and a $8.7 million decrease for funding future capital projects.

- **Capital Assets/Land Acquisition**, which includes capital improvement projects and property acquisitions, is **decreasing by $90.9 million or 65.9%** from Fiscal Year 2011-12. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the $47.0 million budgeted for Fiscal Year 2012-13, $38.2 million is for projects in the Capital Program, $2.0 million is for the Registrar of Voters' relocation, with the remainder for projects in the Airport Enterprise Fund and in the San Diego County Sanitation District. Specifically, the Fiscal Year 2012-13 Capital Program includes $26.2 million for the Cedar and Kettner Development, $10.0 million for land acquisition for MSCP and $2.0 million for the Agua Caliente Park Water, Sewer and Electrical Line Replacement project.

  A decrease of $36.9 million or 78.5% is projected for Fiscal Year 2013-14. $2.5 million is planned for MSCP land acquisition.

- **Capital Assets Equipment** is **decreasing by $0.8 million or 3.7%** from last year. This account primarily includes routine internal service fund 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. The Fiscal Year 2011-12 budget included appropriations for one-time projects and purchases that will not recur in Fiscal Year 2012-13. A further decrease of $4.6 million is expected for Fiscal Year 2013-14.

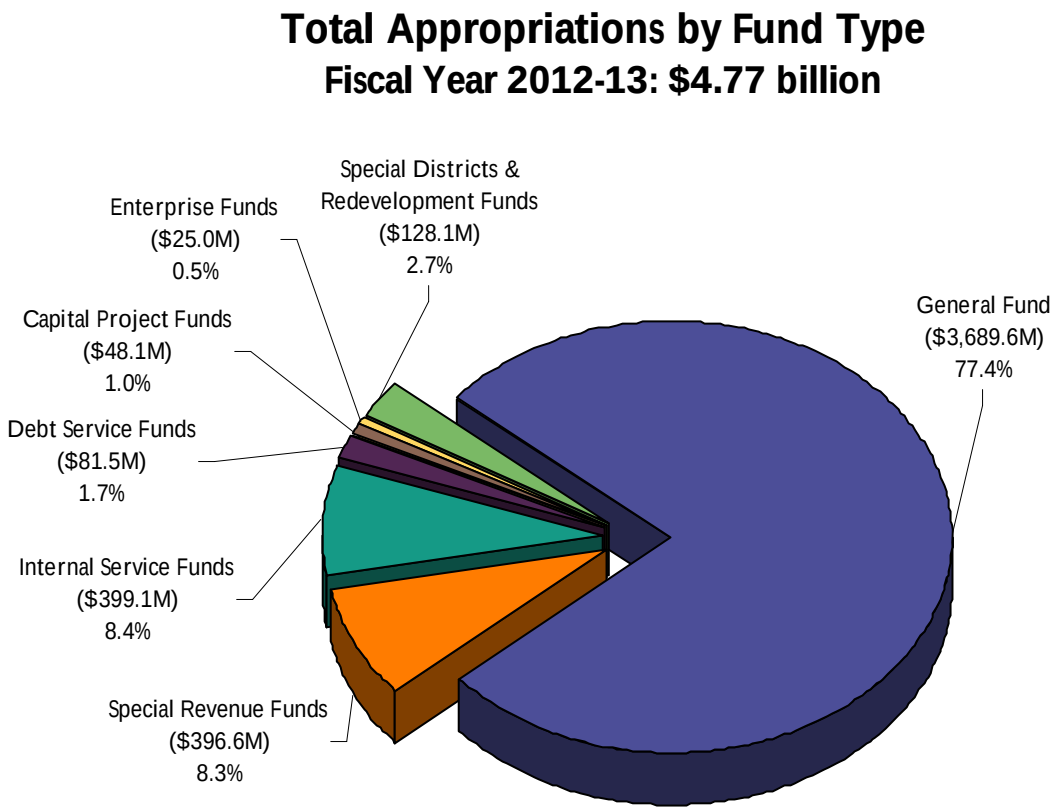
- **Expenditure Transfers and Reimbursements** are **decreasing by $3.4 million or 16.7%.** Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenses to 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 significant 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. In Fiscal Year 2012-13, $3.0 million in HHSA expenditures are associated with the reimbursement for services under Public Safety Realignment through the Probation Department

- **Contingency Reserves** are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2012-13, three funds have a contingency reserve. The General Fund contingency reserve remains at $20.0 million. See the discussion of the General Fund Contingency Reserve in the Finance Other section on page 437. The Employee Benefits Internal Service Fund contingency reserve increases to $2.0 million from $1.7 million in Fiscal Year 2012-13. The Fleet Internal Service Fund contingency reserve is budgeted at $0.1 million, which is unchanged from Fiscal Year 2011-12.
- **Fund Balance Component Increases (formerly Reserve/Designation Increase)** can vary from year to year depending upon the need to set aside fund balance for specific future uses. In Fiscal Year 2012-13, fund balance has been committed for replacement reserves for equipment and infrastructure in the San Diego County Sanitation District for Lakeside, Julian and Wintergarden service areas ($11.4 million), for initial amount towards the replacement/upgrade of fire apparatus and equipment for regional support for the San Diego County Fire Authority ($1.9 million), and for reserves for building maintenance and replacement for the Air Pollution Control District ($0.3 million).
- **Management Reserves** are **decreasing by $2.0 million or 6.2%.** 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 90.)



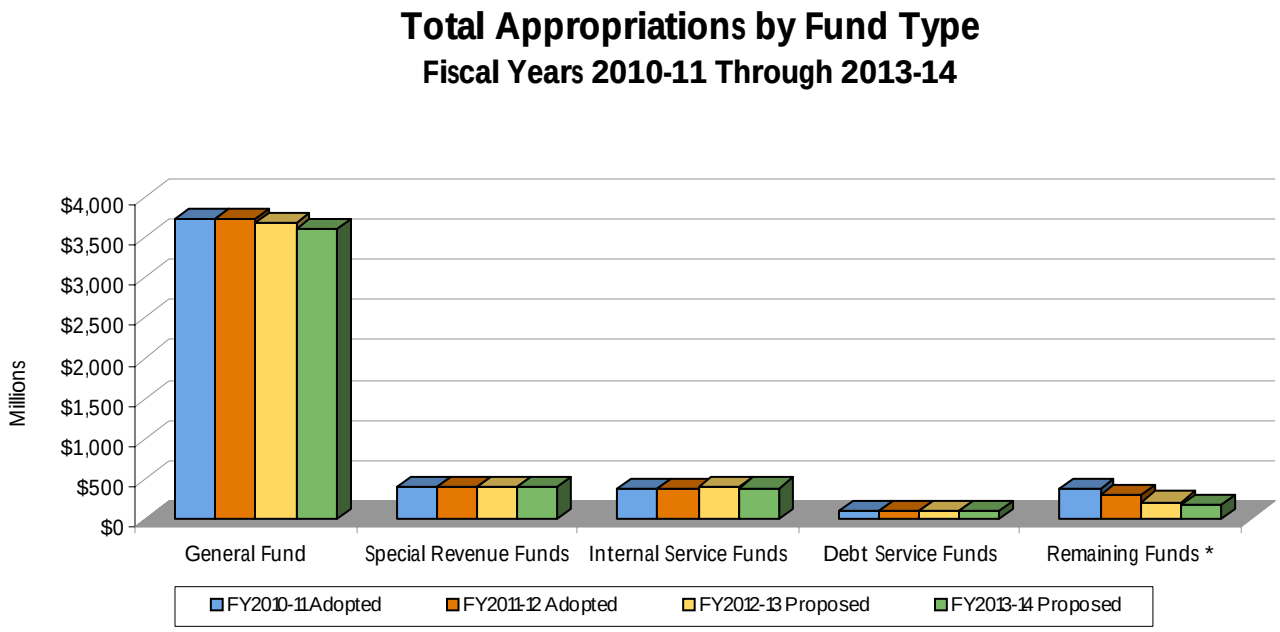
Governmental Fund Types

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 and the payment of principal and interest on general long-term debt. The Debt Service Funds include bond principal and interest payments and administrative expenses for Pension Obligation Bonds. A discussion of long and short-term financial obligations can be found on 101.

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).



* Remaining Funds include Capital Project Funds, Enterprise Funds and Special Districts & Redevelopment Funds

Total Appropriations by Fund Type (in millions)

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund	$ 3,739.1	$ 3,742.8	$ 3,689.6	(1.4)	$ 3,604.3
Special Revenue Funds	397.4	389.4	396.6	1.8	393.0
Internal Service Funds	366.2	362.8	399.1	10.0	380.6
Debt Service Funds	81.4	81.4	81.5	0.1	81.5
Capital Project Funds	202.2	127.2	48.1	(62.2)	12.4
Enterprise Funds	22.5	24.3	25.0	3.0	22.4
Special Districts & Redevelopment Funds	148.3	131.8	128.1	(2.8)	122.0
Total	$ 4,957.0	$ 4,859.6	$ 4,768.0	(1.9)	$ 4,616.1

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.

Special Districts & Redevelopment 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.

Redevelopment Funds 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, 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. Redevelopment Funds will be removed from future year Operational Plans, replaced by successor agency funds and included under Governmental Fund Types within the Special Revenue Funds and Debt Service Funds, as they apply.

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.

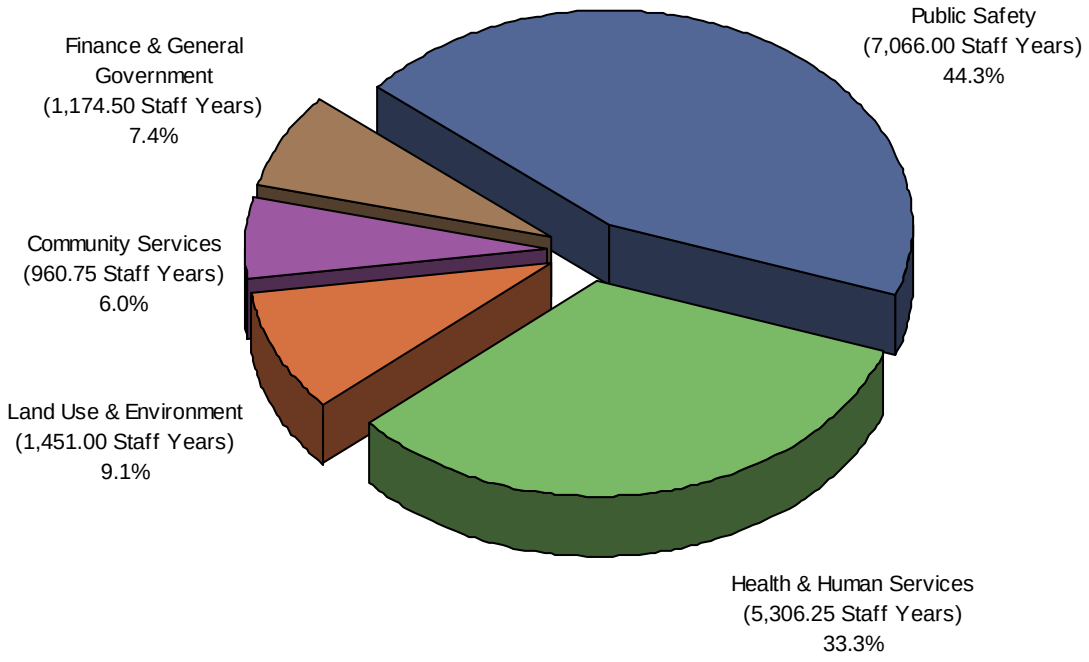
San Diego County Appropriation Limit (in millions)

	Fiscal Year 2005-06	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13
Gann Limit	$ 3,300	$ 3,433	$ 3,619	$ 3,825	$ 3,897	$ 3,852	$ 3,977	$ 3,977
Appropriations subject to the limit	$ 877	$ 1,002	$ 1,287	$ 1,340	$ 1,309	$ 1,264	$ 1,255	$ 1,255

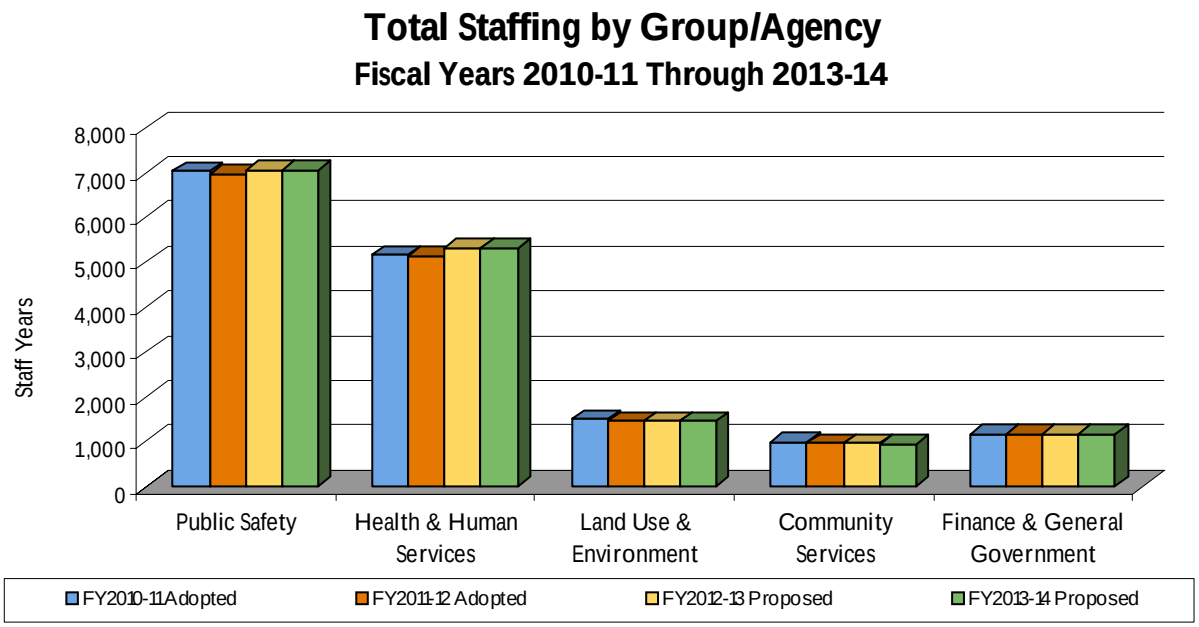
All Funds: Total Staffing

Proposed staff years[1] for Fiscal Year 2012-13 are **271.25 greater** than the Adopted Budget for Fiscal Year 2011-12, an **increase of 1.7% to 15,958.50 staff years**. This net increase is primarily attributable to increased staffing in the Public Safety Group and the Health and Human Services Agency. While overall staffing levels are increasing, there are some departments and programs in which staffing levels are decreasing. A further net decrease of 3.00 staff years is expected in Fiscal Year 2013-14. The staffing changes are summarized below by business group.

Total Staffing by Group/Agency
Fiscal Year 2012-13: 15,958.50 Staff Years



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



Total Staffing by Group/Agency (staff years)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety	7,041.25	6,971.00	7,066.00	1.4	7,067.00
Health & Human Services	5,156.25	5,130.25	5,306.25	3.4	5,306.25
Land Use & Environment	1,501.00	1,456.00	1,451.00	(0.3)	1,451.00
Community Services	978.25	963.50	960.75	(0.3)	956.75
Finance & General Government	1,165.50	1,166.50	1,174.50	0.7	1,174.50
Total	15,842.25	15,687.25	15,958.50	1.7	15,955.50

The **Public Safety Group (PSG)** proposes a **net increase of 95.00 staff years, a 1.4% increase**, to align staffing with available revenues and to address key operational requirements.

- District Attorney - decreases by 44.00 staff years. This reduction is mitigated by previous investment in information technology to improve business efficiency.
- Sheriff's Department - increases by a net of 62.00 staff years. This includes an increase of 15.00 staff years to create an Alternate Custody Unit in response to Public Safety Realignment and to add one position to direct the implementation of Public Safety Realignment in the Sheriff's Department, an increase of 18.00 staff years to form the transition team to prepare for the staffing and operation of the Women's Detention Facility, an additional 14.00 staff years to support the hiring and training needs of the department and an increase of 8.00 staff years to provide additional sworn supervisory positions at patrol stations.

Other changes include an increase of 4.00 staff years in the Crime Lab and the Records Unit to perform functions supported by Cal ID revenues, an increase of 3.00 staff years in the Inmate Services Division, an increase of 3.00 staff years in the Wireless Service Division, an

increase of 3.00 staff years to support emergency planning, manage grant funds and support data services, a decrease of 4.00 staff years due to a reduction in the law enforcement services requested by the contract cities and a reduction of 2.00 staff years due to the expiration of two American Recovery and Reinvestment Act of 2009 (ARRA) grants.

- Medical Examiner - increase of 1.00 staff year supported by the contract for Toxicology Services with the County of San Bernardino.
- Probation Department - increases by a net of 74.00 staff years. This includes an increase of 71.00 staff years to supervise offenders as required by Public Safety Realignment. Other changes include an increase of 7.00 staff years to continue to provide required staffing ratios in the juvenile institutions previously achieved through the use of staff overtime, an increase of 1.00 staff year to provide financial and operational support to Public Safety Realignment, an increase of 1.00 staff year to provide reentry services to juvenile offenders, a decrease of 5.00 staff years due to the elimination of state funding for programs created by Senate Bill 618, (SB 618) *San Diego Prisoner Reentry Program* and a reduction of 1.00 staff year due to the expiration of an ARRA grant.
- Public Defender - increases by 2.00 staff years to respond to additional criminal case defense responsibilities as the result of Public Safety Realignment.

In Fiscal Year 2013-14, the Public Safety Group proposes a net increase of 1.00 staff year in Emergency Planning in the Sheriff's Department required to assist in the department's efforts in emergency preparedness and disaster response.

The **Health and Human Services Agency (HHSA)** proposes an **increase of 176.00 staff years or 3.4%**.

- Regional Operations - increases by 155.00 staff years to support Family Resource Centers, ACCESS operations (a public benefits transaction center), Health Promotion operations and Family Resource Center Centralized Imaging operations, offset by transfers to other divisions based on operational needs.
- Strategic Planning and Operational Support (SPOS) - increases by 9.00 staff years in the Office of Business Intelligence (OBI) to advance operational excellence by managing and coordinating data and information analysis, and to support efforts to enhance quality control in eligibility services, offset by transfers to other divisions based on operational needs.
- Administrative Support - increases by 4.00 staff years in Human Resources to meet increased recruitment and training needs, especially in frontline positions such as eligibility and child welfare services. Increases are the result of transfers from other divisions within the Agency.
- Aging and Independence Services - decreases by 1.00 staff year due to the transfer of staff to another division based on operational needs.
- Behavioral Health Services - decreases by 8.00 staff years due to the transfer of staff to other divisions based on operational needs.
- Child Welfare Services - increase by 14.00 staff years due to the move of the Court Unit from Regional Child Welfare Services. Increases are the result of transfers from other divisions within the Agency.
- Public Health Services - increases by 3.00 staff years to support activities in Epidemiology, Emergency Medical Services, and Maternal, Child and Family Health Services. Increases are the result of transfers from other divisions within the Agency.

In Fiscal Year 2013-14, no change in staffing is proposed.

The **Land Use and Environment Group (LUEG)** proposes a **decrease of 5.00 staff years or 0.3%**.

- Farm and Home Advisor - decreases by 1.00 staff year as a result of operational changes and consolidation of duties.
- Planning and Land Use - decreases by 3.00 staff years. A decrease of 2.00 staff years in Code Enforcement as a result of reengineering, cross-training and automation services and a decrease of 1.00 staff year in LUEG Geographic Information Services (GIS) as a result of reorganization of duties within the division.
- Public Works - decreases by 1.00 staff year in the Road Fund, Land Development Program due to consoli-dation of management oversight.

In Fiscal Year 2013-14, no change in staffing is proposed.

The **Community Services Group (CSG)** proposes a **decrease of 2.75 staff years or 0.3%**.

- County Library - decreases by 8.75 staff years to continue to adjust to ongoing costs as a result of the loss of revenue from property taxes, State grants, and General Fund support since Fiscal Year 2008-09. The Library will continue to mitigate the impacts of these reductions through library design, automation and business process improvements.
- General Services - increases by a net 5.00 staff years. An increase of 9.00 staff years related to the transfer of maintenance responsibilities at the County Administration Center from the Clerk of the Board; decrease of 3.00 staff years as a result of building maintenance effi-

ciencies; an increase of 2.00 staff years as a result of reorganizing work related to maintenance of fleet vehicles; a reduction of 2.00 staff years to consolidate welding related labor due to a diminished workload, and a reduction of 1.00 staff year as a result of streamlining support services.

- Registrar of Voters - increases by 1.00 staff year to implement and manage the new Chinese language service program, which will provide community out-reach and elections materials translation.

In Fiscal Year 2013-14, the County Library decreases by 4.00 staff years to continue to realign staffing with available resources.

The **Finance and General Government Group (FGG)** proposes an **increase of 8.00 staff year or 0.7%.**

- Assessor/Recorder/County Clerk - increases by 13.00 staff years. The staffing increase results from the reinstatement of 10.00 appraisal positions to assist with the timely resolution of residential and commercial assessment appeals filings. An increase of 3.00 clerical support positions will allow the department to extend clerk services (primarily marriage licenses and ceremonies) at the Chula Vista branch office.
- Clerk of the Board of Supervisors - decreases by 9.00 staff years. The staffing decrease results from the transfer of County Administration Center facility man-agement responsibilities from the Clerk of the Board of Supervisors to the Department of General Services.
- Department of Human Resources - increases by 2.00 staff years. The staffing increase results from the addition of a Wellness Coordinator to oversee and manage the Workers' Compensation Work Safe Stay Healthy and Employee Wellness Program and the addition of a Human Resources Assistant in the Human Resources Services Division due to additional support needed to meet the increasing hiring needs of the Public Safety Group. One position will be added in the Administration Division due to the reorganization of duties within the department, and will be offset by the deletion of a position in the Employee Benefits Division.
- Auditor and Controller - increases by 1.00 staff year. The staffing increase results from transfers among programs to accommodate increasing workloads in redevelopment dissolution activities and to restore one previously deleted position in Central Payroll to meet projected needs.
- Finance and General Government Group Executive Office - increases by 1.00 staff year. The staffing increase results from the reinstatement of one previously deleted position to accommodate increasing workloads in group program management.

In Fiscal Year 2013-14, no change in staffing is proposed.

More detail on staff year changes can be found in the Group/Agency section that begins on page 113.

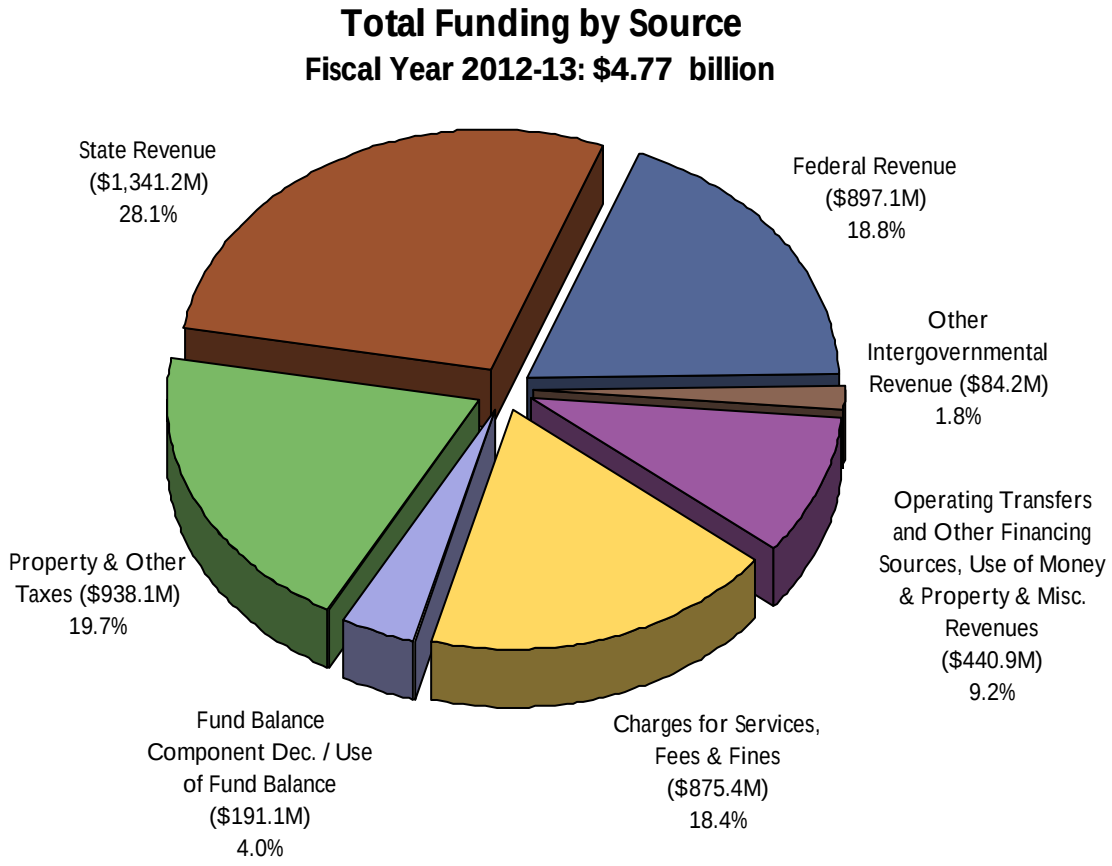
Total Staffing by Department within Group (staff years)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety	7,041.25	6,971.00	7,066.00	1.4	7,067.00
Public Safety Executive Office	10.00	11.00	11.00	0.0	11.00
District Attorney	1,053.00	1,022.00	978.00	(4.3)	978.00
Sheriff	3,800.00	3,812.00	3,874.00	1.6	3,875.00
Child Support Services	473.00	472.00	472.00	0.0	472.00
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	51.00	51.00	52.00	2.0	52.00
Probation	1,234.25	1,225.00	1,299.00	6.0	1,299.00
Public Defender	399.00	344.00	346.00	0.6	346.00
San Diego County Fire Authority	0.00	13.00	13.00	0.0	13.00
Health & Human Services	5,156.25	5,130.25	5,306.25	3.4	5,306.25
Regional Operations	2,262.00	2,277.00	2,432.00	6.8	2,432.00
Strategic Planning & Operational Support	200.00	202.00	211.00	4.5	211.00
Aging and Independence Services	292.50	292.50	291.50	(0.3)	291.50
Behavioral Health Services	840.50	837.50	829.50	(1.0)	829.50
Child Welfare Services	744.50	703.50	717.50	2.0	717.50
Public Health Services	479.75	480.75	483.75	0.6	483.75
Public Administrator / Public Guardian	34.00	34.00	34.00	0.0	34.00
Administrative Support	303.00	303.00	307.00	1.3	307.00
Land Use & Environment	1,501.00	1,456.00	1,451.00	(0.3)	1,451.00
Land Use and Environment Executive Office	10.00	10.00	10.00	0.0	10.00
Agriculture, Weights and Measures	150.00	150.00	150.00	0.0	150.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	285.00	282.00	282.00	0.0	282.00
Farm and Home Advisor	5.00	3.00	2.00	(33.3)	2.00
Parks and Recreation	175.00	175.00	175.00	0.0	175.00
Planning and Land Use	196.00	164.00	161.00	(1.8)	161.00
Public Works	534.00	526.00	525.00	(0.2)	525.00

Total Staffing by Department within Group (staff years)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Services	978.25	963.50	960.75	(0.3)	956.75
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	123.00	123.00	123.00	0.0	123.00
County Library	290.25	280.50	271.75	(3.1)	267.75
General Services	334.00	331.00	336.00	1.5	336.00
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	58.00	56.00	56.00	0.0	56.00
Registrar of Voters	63.00	63.00	64.00	1.6	64.00
Finance & General Government	1,165.50	1,166.50	1,174.50	0.7	1,174.50
Finance & General Government Executive Office	6.00	6.00	7.00	16.7	7.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor/Recorder/County Clerk	397.50	397.50	410.50	3.3	410.50
Treasurer-Tax Collector	121.00	121.00	121.00	0.0	121.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	245.50	245.50	246.50	0.4	246.50
County Technology Office	16.00	16.00	16.00	0.0	16.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	37.00	36.00	27.00	(25.0)	27.00
County Counsel	135.00	135.00	135.00	0.0	135.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	110.00	112.00	114.00	1.8	114.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
County Total	15,842.25	15,687.25	15,958.50	1.7	15,955.50

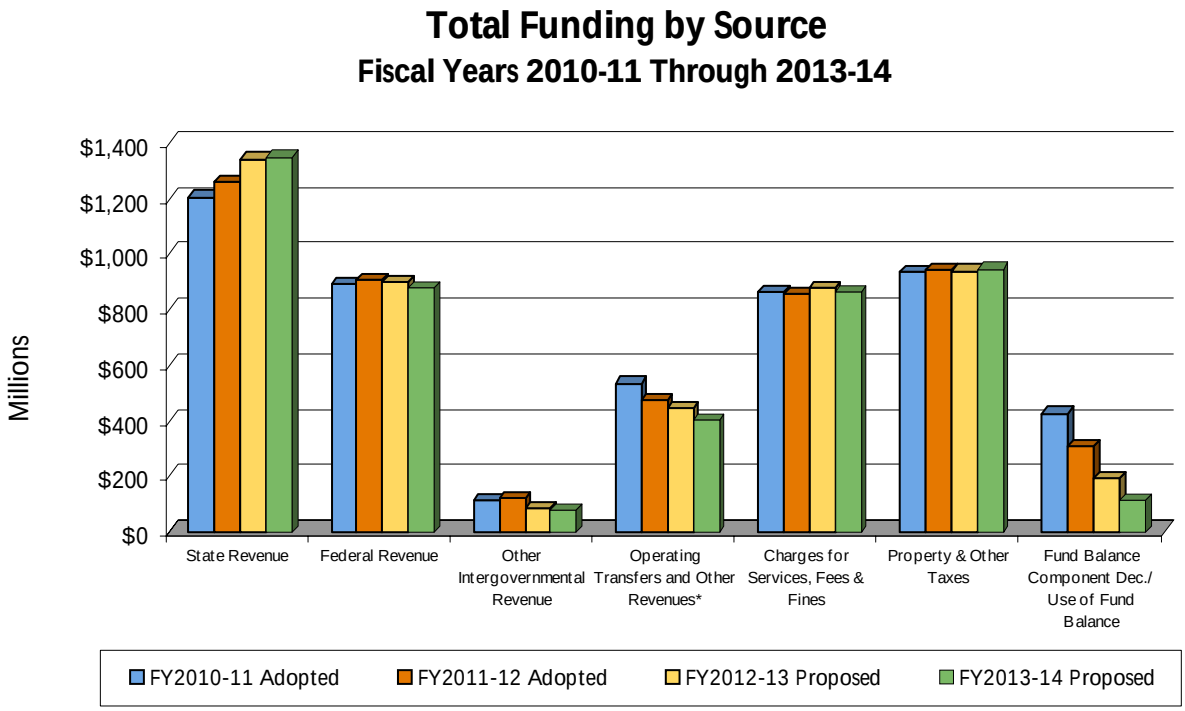
All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for Fiscal Year 2012-13 are $4.77 billion, a decrease of $91.7 million or 1.9% from the Fiscal Year 2011-12 Adopted Budget. Total resources decrease further by $151.8 million or 3.2% to $4.6 billion in Fiscal Year 2013-14. For Fiscal Year 2012-13, the combination of State Revenue ($1.3 billion), Federal Revenue ($897.1 million) and Other Intergovernmental Revenue ($84.2 million) supplies 48.7% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues and Other Financing Sources make up 9.2% of the funding sources ($440.9 million). Another 18.4% ($875.4 million) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases (formerly Reserve/Designation Decreases) supply 4.0% ($191.1 million) of the funding sources.



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 19.7% ($938.1 million) of the financing sources for the County's budget. The majority of the revenues in this category (95.3%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.



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

Total Funding by Source (in millions)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
State Revenue	$ 1,204.4	$ 1,257.2	$ 1,341.2	6.7	$ 1,348.4
Federal Revenue	888.1	905.7	897.1	(1.0)	873.6
Other Intergovernmental Revenue	111.6	117.9	84.2	(28.6)	73.5
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	534.3	475.8	440.9	(7.3)	399.5
Charges for Services, Fees, and Fines	859.3	854.6	875.4	2.4	862.1
Property & Other Taxes	932.8	939.5	938.1	(0.1)	945.3
FB Component Decrease	13.3	22.2	0.5	(97.5)	14.2
Use of Fund Balance	413.2	286.7	190.5	(33.5)	99.5
Total	$ 4,957.0	$ 4,859.6	$ 4,768.0	(1.9)	$ 4,616.1

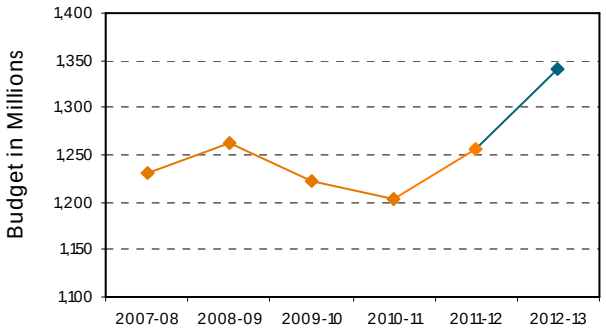
Overall Change

The **$91.7 million decrease** in the Fiscal Year 2012-13 proposed budget is the net of increases in some funding sources and decreases in others. In the table above, State Revenue and Charges for Services, Fees & Fine increase a combined $104.8 million. Reductions totaling $196.5 million are in the combined categories of Federal Revenue, Other Intergovernmental Revenue, Operating Transfers and Other Financing Sources, Property and Other Taxes and Use of Fund Balance. The General Fund Financing Sources section beginning on page 65 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 $84.0 million or 6.7%** overall in Fiscal Year 2012-13.



There are increases in the Public Safety Group (PSG) of $75.2 million, in the Health and Human Services Agency (HHSA) of $10.1 million and in Finance Other of $2.8 million, offset by decreases in the Community Services Group (CSG) of $2.9 million and in the Land Use and Environment Group (LUEG) of $1.4 million.

The $75.2 million increase in PSG includes a $24.0 million estimated increase in Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, sales tax revenues. Please see the General Fund Financing Sources section on page 65 for more information on Proposition 172 funding. The remaining General Fund increase of $51.2 million is primarily the result of Public Safety Realignment 2011 implementation, which is discussed in the General Fund Financing Sources section.

HHSA's increase of $10.1 million is in the General Fund and is discussed in that section.

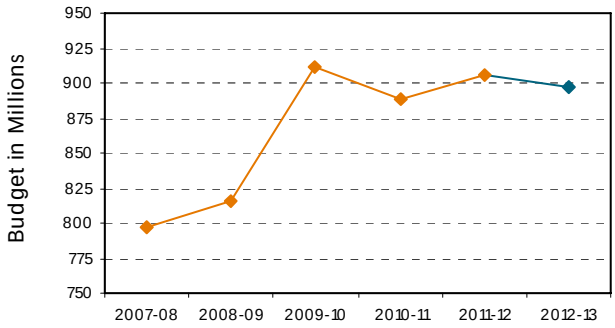
In Finance Other, the $2.8 million increase is in the Local Detention Facility Revenue account due to a reclassification from Other Intergovernmental revenue.

The $2.9 million decrease in CSG is due to the elimination of prior year one-time funding in Registrar of Voters and is also discussed in the General Fund section.

LUEG's decrease of $1.4 million is primarily due to completion of prior year grants in the Air Pollution Control District (APCD) including Goods Movement Emission Reduction Program (GMERP) and Low Emissions School Bus (LESB) programs. There are offsetting increases of $0.3 million in the General Fund in Public Works and Environmental Health programs which are discussed in the General Fund section.

Federal Revenue

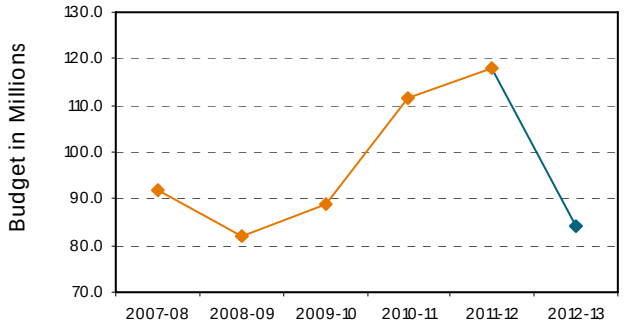
Federal Revenue **decreases by $8.6 million or 1.0%** overall in Fiscal Year 2012-13.



A net decrease of $5.9 million is in the General Fund, and is largely due to decreases in PSG, LUEG and CSG offset by an increase in HHSA. See the General Fund Financing Sources section for additional details related to these changes. Outside of the General Fund, there is a total decrease of $2.7 million primarily in LUEG in the Department of Public Works, mainly due to funding reduction resulting from decreased work or completion of various projects such as CDBG construction, 2010 Flooding Emergency, airport construction and highway projects in the Road Fund; and in the Capital Program related to the elimination of prior year one-time funding in various capital projects.

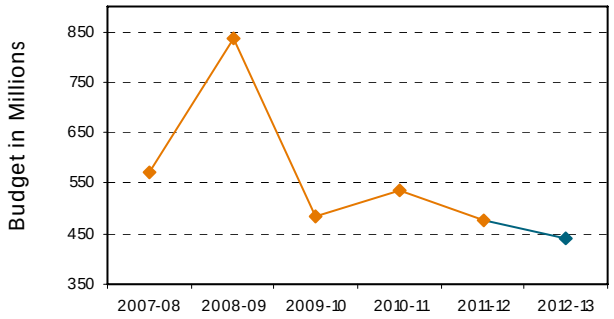
Other Intergovernmental Revenue

Other Intergovernmental Revenue **decreases by a net of $33.8 million or 28.7%** overall in Fiscal Year 2012-13.



The decreases are primarily in PSG and a small portion is in Finance Other, both of which are discussed in the General Fund Financing section. The decrease is offset by a net increase, outside of the General Fund and predominantly in the Capital Program, which is mainly from Aid from Redevelopment Successor Agencies, to partially fund the Cedar and Kettner Development project, offset by a reduction due to prior year one-time funding for the County Administration Center (CAC) Waterfront Park capital project. The balance of the net increase is in HHSA resulting from additional ambulance transport fees in CSA 17 and 69.

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



- Other Financing Sources (primarily Operating Transfers between funds) **decrease by a net of $45.0 million or 11.6%.** The most significant changes include a decrease of $80.3 million in Capital Program and decrease of $4.8 million in LUEG offset by increases in PSG of $23.0 million and in CSG of $17.0 million. The net decrease in Capital Program is primarily attributable to the elimination of prior year one-time funding for the development of the CAC Waterfront Park and the Women's Detention Facility offset by an increase in funding for the Cedar and Kettner Development project of $19.2 million. The decrease in LUEG is in the Department of Public Works due to reduced revenue in capital improvement projects, Equipment Operations ISF and the Road Fund Equipment Acquisition Fund and an additional reduction in Parks and Recreation Department in the General Fund due to reduced staff support in Recreation and Community Center Operations (CSAs).

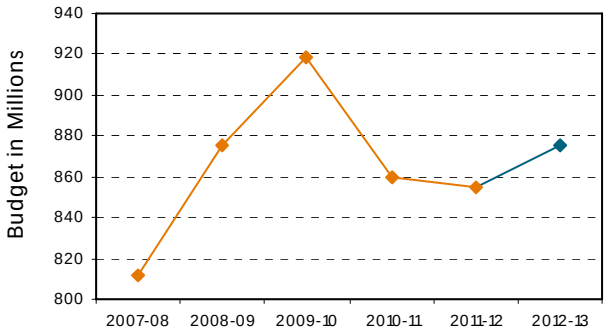
  An increase of $23.0 million in PSG is largely due to an increase in Proposition 172, which supports regional law enforcement and detention services, due to increases in annual receipts and the use of prior year fund balance available in the Proposition 172 Special Revenue Fund. This also includes an increase in San Diego Fire Authority of $0.5 million as a result of the transfer of funds and a transition of operation activities to CSA 135.

  The $17.0 million increase in CSG is largely due to activities related to SDGE's "on bill financing" and California Energy Commission financing in General Services in Purchasing and Contracting as a result of Documentum system maintenance and upgrade.
- Revenue from Use of Money & Property **increases by a net of $3.2 million or 5.9%** in Fiscal Year 2012-13**.** Changes include:
  - Increase of $5.3 million in the Capital Program in the Edgemoor Development Fund.
  - Increase of $1.3 million in LUEG related to increased rental rates on equipment in the Equipment ISF and on properties owned by County airports.
  - Increase of $0.5 million in CSG primarily due to increased operating leases of County-owned properties.
  - Increase of $0.3 million in PSG is in the General Fund which is further discussed in that section.
  - Decrease of $4.1 million in Finance Other, also in the General Fund due to declining interest rates on investments and deposits.
- Miscellaneous Revenues **increase by $6.9 million or 19.6%**. The increases are primarily in the General Fund: $6.4 million increase in PSG, $0.9 million in LUEG and $0.2 million in Finance and General Government (FGG), offset by $1.5 million decrease in HHSA and $0.1 million decrease in CSG. Please see the General Fund Financing section for more information.

  Outside of the General Fund, there is a net increase of $1.1 million. Increase of $1.1 million in PSG due to increased revenue from sales of commissary goods to inmates in the Sheriff; $0.2 million increase in LUEG

due to an increase in capital projects in the Road Fund, offset by a decrease of $0.3 million in CSG resulting from reduced donations to the Vista library.

Charges for Services, Fees and Fines

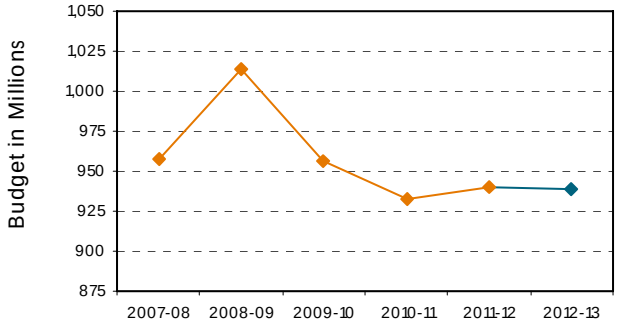


- Charges for Current Services **increase by $21.1 million or 2.8%.** Of this total, an increase of $12.7 million is in FGG, primarily in the County Technology Office due to planned IT services to various depart-ments; an increase of $5.4 million in CSG for services provided by General Services to client department's based on operational needs; an increase of $2.0 million in Finance Other is due to additional charges to departments in the Workers' Compensation Employee Benefit ISF and Pension Obligation Bonds offset by a decrease in Public Liability ISF; an increase of $0.5 million in HHSA additional revenue for nonresident transport fees in the CSA 17 and 69; and offset by a net decrease of $1.4 million in LUEG in the Department of Public Works which includes reduced funding from Transportation Impact Fee, Liquid Waste, Inactive Waste, Airport, Flood Control and Sanitation Districts.

  In addition, a $1.8 million net increase is in the General Fund which includes: $3.4 million increase in Finance Other and $2.6 million increase in FGG; offset by decreases of $3.1 million in HHSA, $0.7 million in LUEG and $0.3 million in PSG, all of which are discussed in the General Fund Financing section.
- Licenses, Permits & Franchises **decrease by $0.2 million or 0.5%.** A net decrease of $0.2 million is budgeted in LUEG, mainly in APCD to align budget with prior year actuals and due to re-categorizing of emission fees.
- Fines, Forfeitures & Penalties **remain unchanged**.

Property and Other Taxes

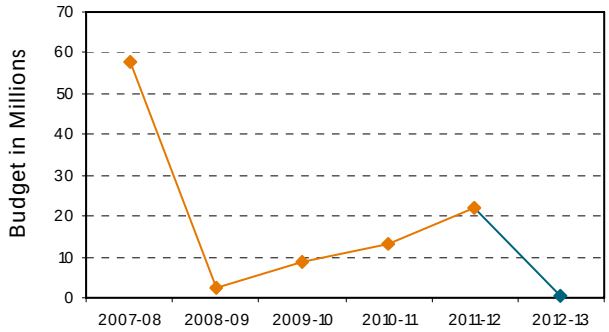
Property and Other Taxes **decrease by $1.3 million or 0.1%**.



The overall decrease is primarily in the DPW due to completion of projects in Road Fund funded by TransNet sales tax and in CSG for property taxes distributed from Redevelopment Property Tax Trust Fund.

Fund Balance Component Decreases

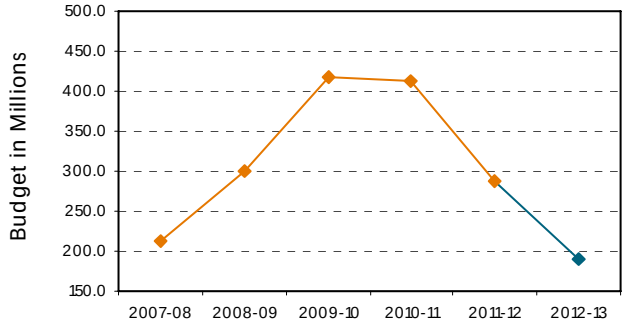
The use of Fund Balance Component Decreases (formerly Reserves/Designations Decreases) **decrease by $21.6 million or 97.6%** compared to Fiscal Year 2011-12.



The decreases in this category are primarily in Public Works due to the dissolution of sanitation districts and the consolidation of the San Diego County Sanitation District. Additional decreases are mainly PSG and CSG which are further discussed in the General Fund Financing section.

Use of Fund Balance

Finally, the Use of Fund Balance **decreases by $96.2 million or 33.5%** primarily in the General Fund due to the normal fluctuations in one-time projects, including prior year funding for the Integrated Property Tax System (IPTS) and Regional Communications System (RCS), as well as funding of a one-time negotiated salary adjustment.



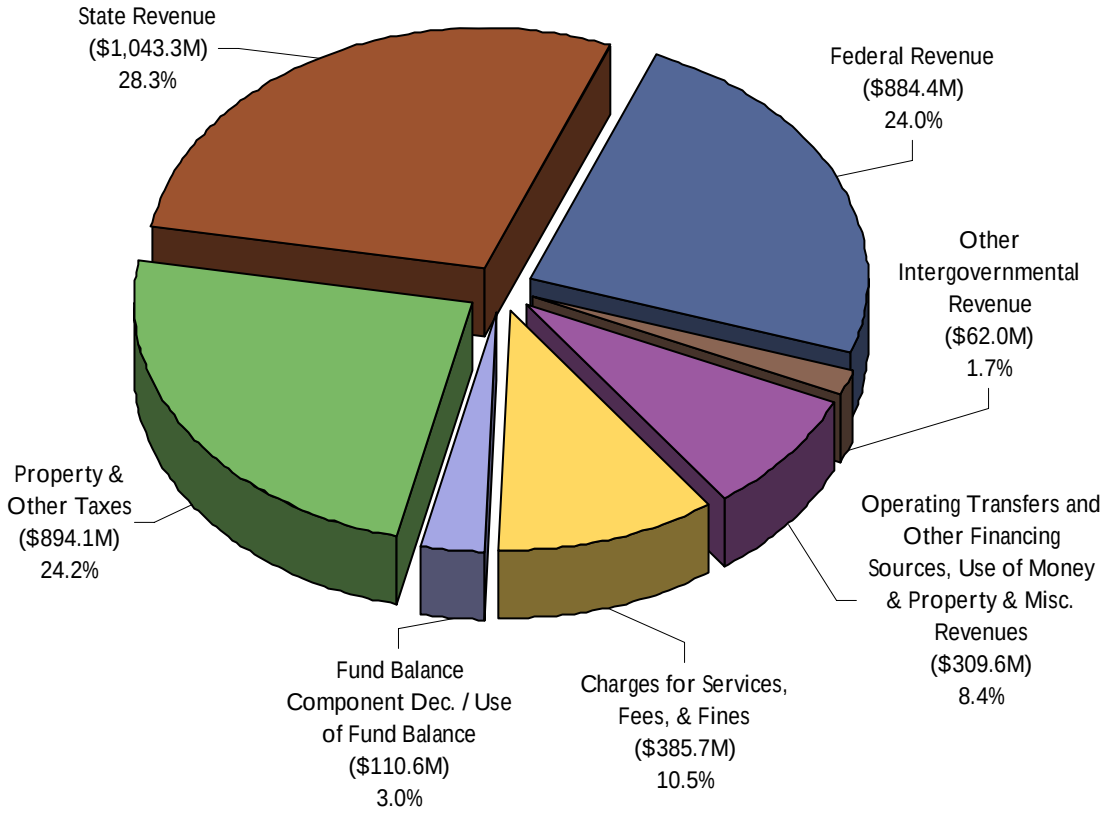
See the Group/Agency section beginning on page 113 for the breakdown of financing sources by department.

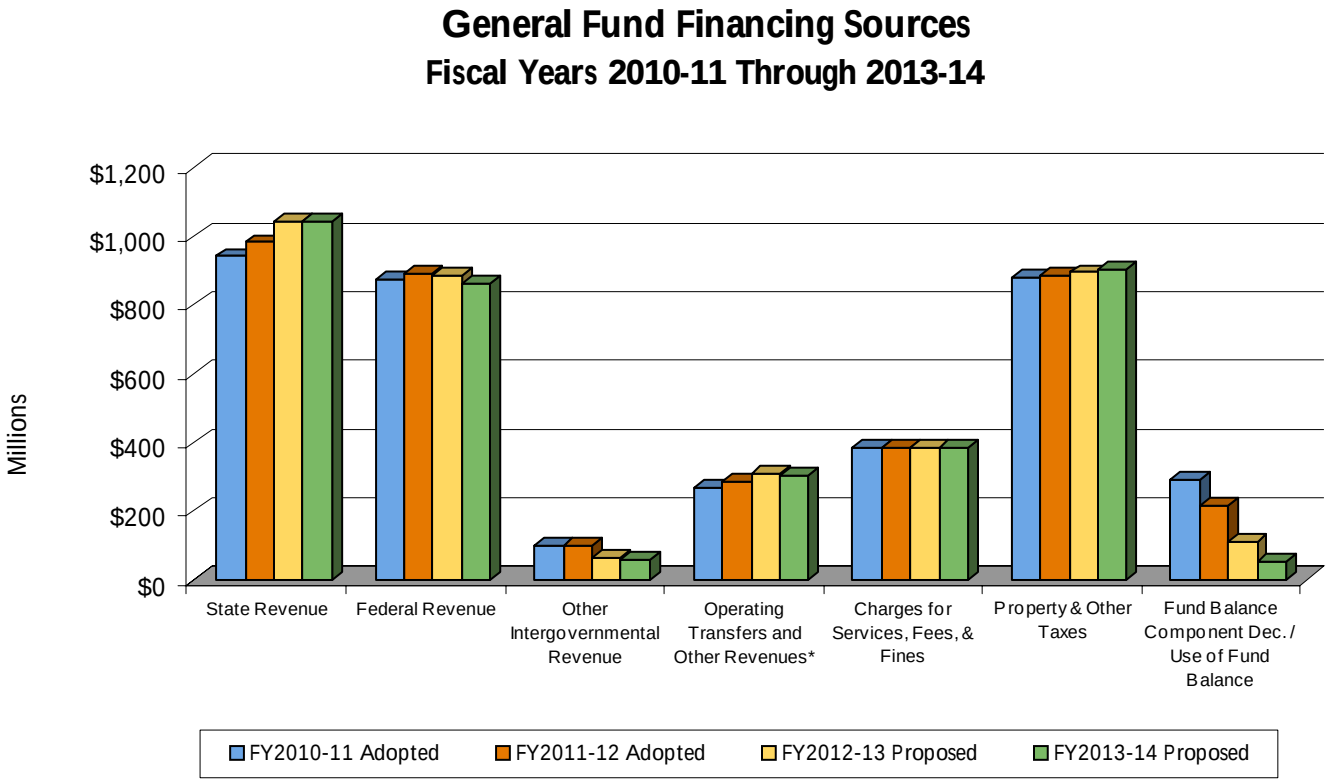
Summary of General Fund Financing Sources

General Fund Financing Sources - Overview

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 Proposed Operational Plan, **General Fund Financing Sources total $3.69 billion** for Fiscal Year 2012-13, a **$53.2 million or 1.4% decrease** from Fiscal Year 2011-12 Adopted Budget. In comparison, the previous ten fiscal years saw an average annual growth rate of 4.1%. The decrease in Fiscal Year 2012-13 is primarily due to a reduction in the use of one-time resources (fund balance) offset by growth in program revenues and a slight improvement in General Purpose Revenue. General Fund Financing Sources are expected to decrease by $85.3 million or 2.3% in Fiscal Year 2013-14 primarily due to a further reduction in the use of one-time resources (fund balance).

General Fund Financing Sources
Fiscal Year 2012-13: $3.69 billion





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

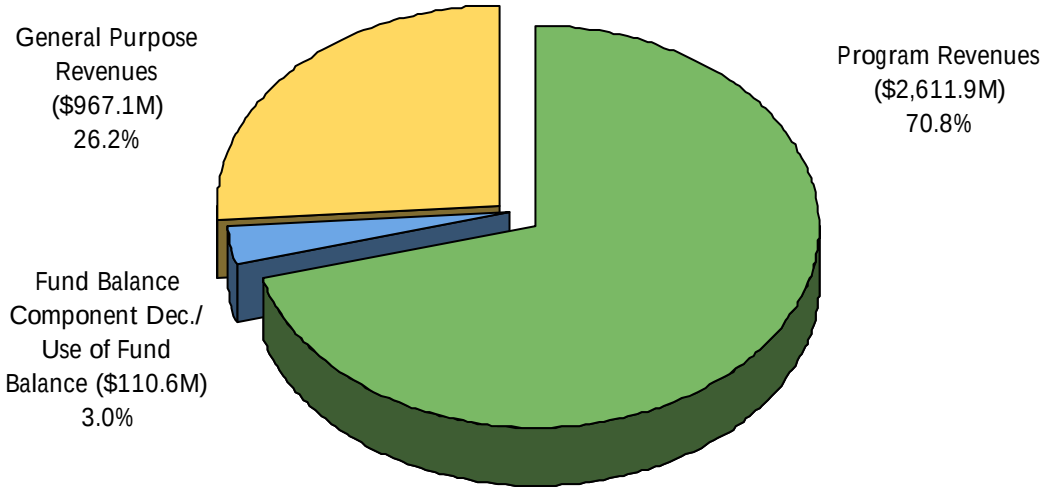
General Fund Financing Sources (in millions)

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
State Revenue	$ 940.7	$ 981.7	$ 1,043.3	6.3	$ 1,044.2
Federal Revenue	874.0	890.3	884.4	(0.7)	861.9
Other Intergovernmental Revenue	98.2	98.5	62.0	(37.1)	58.1
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	268.7	284.9	309.6	8.7	302.3
Charges for Services, Fees, & Fines	385.4	384.0	385.7	0.4	384.7
Property & Other Taxes	880.8	887.5	894.1	0.7	901.1
Fund Balance Component Decreases	4.6	5.9	0.5	(90.8)	14.2
Use of Fund Balance	286.8	210.1	110.1	(47.6)	37.8
Total	$ 3,739.1	$ 3,742.8	$ 3,689.6	(1.4)	$ 3,604.3

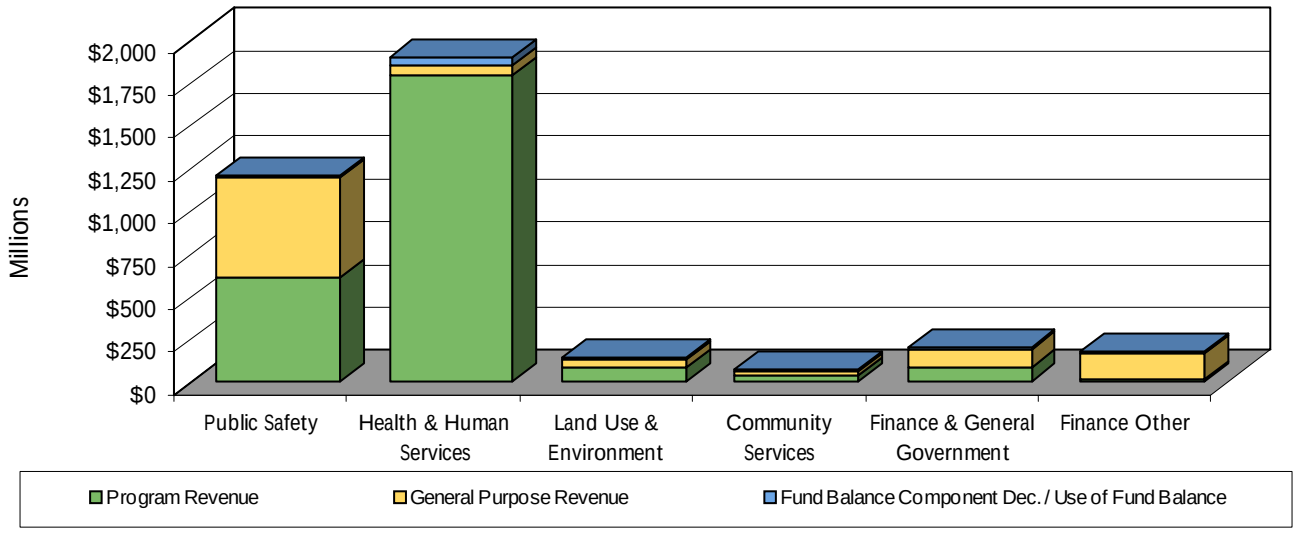
General Fund Financing Sources by Category

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

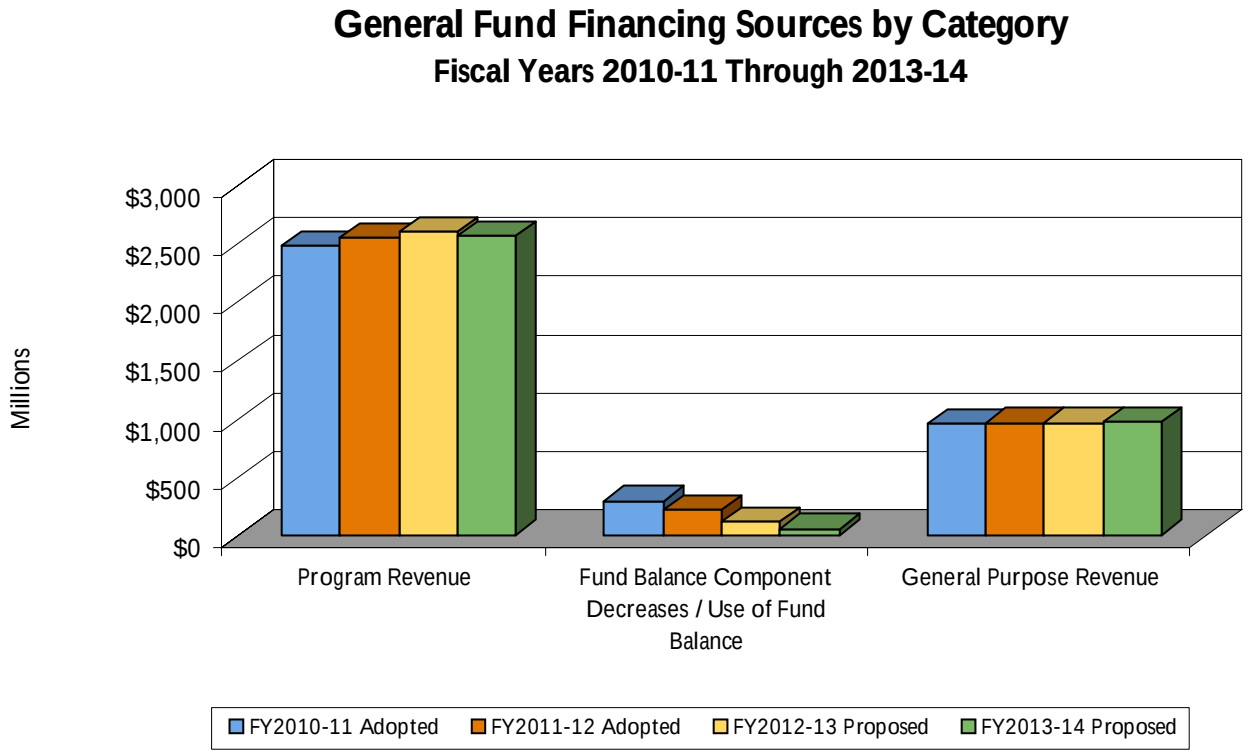
General Fund Financing Sources by Category
Fiscal Year 2012-13: $3.69 billion



General Fund Financing by Group and Category
Fiscal Year 2012-13: $3.69 billion



In Fiscal Year 2012-13, General Purpose Revenue (GPR) increases by 0.3% ($2.7 million), the planned use of fund balance declines by 48.8% ($105.4 million) and Program Revenue increases by 1.9% ($49.5 million) from the Fiscal Year 2011-12 Adopted Budget. In Fiscal Year 2013-14, GPR is projected to increase by 0.8% ($7.4 million), Program Revenue is projected to decline by 1.3% ($34.1 million), and the planned use of fund balance is expected to decline by 53.0% ($58.6 million). Uses of fund balance in Fiscal Year 2013-14 are tentative and subject to revision during the next Operational Plan development cycle.



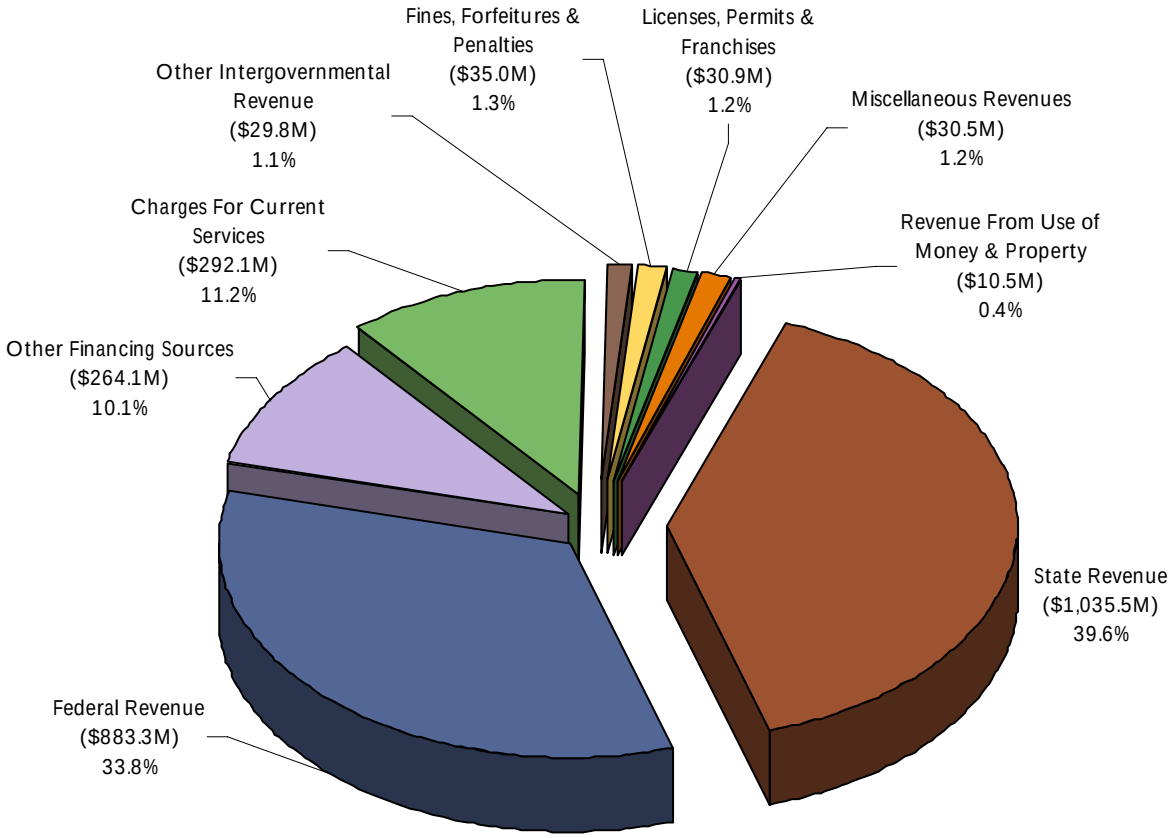
General Fund Financing Sources by Category (in millions)

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Program Revenues	$ 2,493.3	$ 2,562.4	$ 2,611.9	1.9	$ 2,577.8
Fund Balance Component Decreases / Use of Fund Balance	291.4	216.0	110.6	(48.8)	52.0
General Purpose Revenues	954.4	964.4	967.1	0.3	974.5
Total	$ 3,739.1	$ 3,742.8	$ 3,689.6	(1.4)	$ 3,604.3

General Fund - Program Revenue

Program Revenue, as the name implies, is dedicated to and can be used only for the specific programs with which they are associated. This revenue makes up 70.8% of General Fund Financing Sources in Fiscal Year 2012-13, and is derived primarily from State and federal subventions and grants, and from charges and fees earned from specific programs. Of the County's Program Revenue, the Health and Human Services Agency manages 68.4%, the Public Safety Group manages 23.3% and the balance is managed across the County's other service delivery groups. Program Revenue is expected to increase by 1.9% ($49.4 million) from the Fiscal Year 2011-12 Adopted Budget compared to an average annual growth for the last nine years of 2.9%.

General Fund - Program Revenue by Source
Fiscal Year 2012-13



General Fund - Program Revenue by Source (in millions)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
State Revenue	$ 935.7	$ 976.8	$ 1,035.5	6.0	$ 1,036.5
Federal Revenue	872.9	889.2	883.3	(0.7)	860.8
Other Financing Sources	225.1	241.5	264.1	9.4	264.9
Charges For Current Services	290.5	290.4	292.1	0.6	292.4
Other Intergovernmental Revenue	68.6	63.6	29.8	(53.2)	25.8
Fines, Forfeitures & Penalties	35.4	34.8	35.0	0.5	31.8
Licenses, Permits & Franchises	30.1	31.3	30.9	(1.1)	32.7
Miscellaneous Revenues	25.6	24.7	30.5	23.5	22.4
Revenue From Use of Money & Property	9.3	10.2	10.5	2.9	10.6
Total	$ 2,493.3	$ 2,562.4	$ 2,611.9	1.9	$ 2,577.8

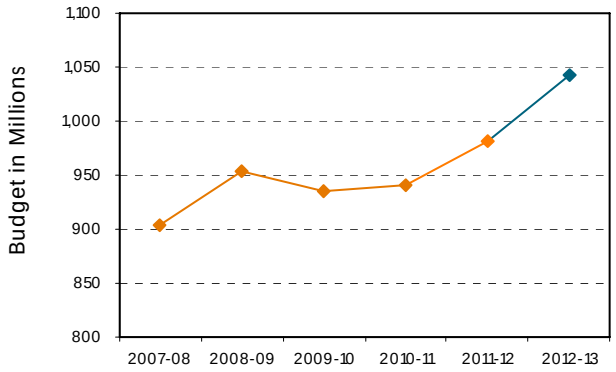
General Fund - Change in Program Revenue

The **$49.4 million increase** in Program Revenue in the Fiscal Year 2012-13 Proposed Budget is the net of increases and decreases in various funding sources. In the table on the previous page, State Revenue; Other Financing Sources; Charges for Current Services; Fines, Forfeitures & Penalties; Miscellaneous Revenues and Revenue from the Use of Money & Property increase a combined $89.5 million. Reductions totaling $40.1 million are in the categories of Federal Revenue; Other Intergovernmental Revenue; and Licenses, Permits & Franchises.

General Fund - Change in Program Revenue by Source

State Revenue

State Revenue **increases by $58.8 million or 6.0%** in Fiscal Year 2012-13.



Of this total, the increase is largely due to $51.2 million in the Public Safety Group (PSG) resulting from the implementation of Public Safety Realignment of 2011. Additionally, there are increases in Health and Human Services Agency (HHSA) of $10.1 million and in Land Use and Environment Group (LUEG) of $0.3 million offset by a decrease in Community Services Group (CSG) of $2.9 million.

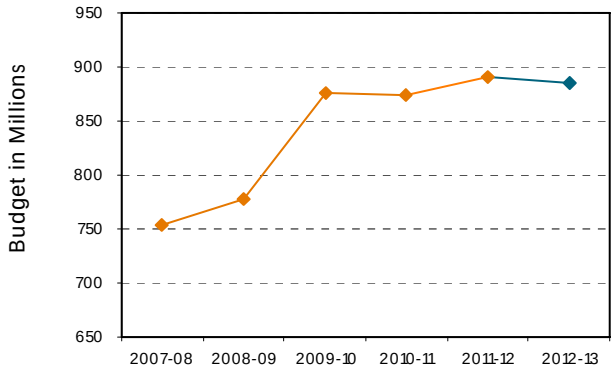
In HHSA, the increase of $10.1 million is primarily the result of 2011 Realignment implementation affecting social services and mental health services programs.

The $0.3 million increase in LUEG is in Public Works for Proposition 84 grants to implement an Integrated Regional Water Management plan to improve water quality.

The $2.9 million decrease in CSG is primarily due to the elimination of one-time prior year funding in Help America Vote Act (HAVA) for voting booths, ADA voting booths and Precinct Inspector supply bag/ballot box in the Registrar of Voters.

Federal Revenue

Federal Revenue **decreases by a net of $5.9 million or 0.7%**.



It decreases in PSG by $6.8 million, in LUEG by $4.2 million and in CSG by $2.3 million offset by an increase in HHSA by $7.4 million.

The net decrease in PSG of $6.8 million is primarily due to the expiration of ARRA grant funded programs, decreases in the Criminal Alien Assistance Program, the Homeland Security Grant Program, the Urban Areas Security Initiative and the Stonegarden Grant Program in the Sheriff's Department.

The $4.2 million net decrease in LUEG is largely in the Department of Planning and Land Use (DPLU) primarily attributed to completion of grant projects for the Energy Efficiency Conservation Block Grants and in Environmental Health for Urban Areas and Homeland Security Initiatives for emergency response training and equipment.

The decrease of $2.3 million in CSG is in Housing and Community Development (HCD) and is associated with one-time prior year projects in Shelter Plus Care and HOME, and a reduction in the funding allocation from Housing and Urban Development (HUD).

The net increase of $7.4 million in HHSA is associated with the implementation of the Low Income Health Program (LIHP) and projected increase in funding for IHSS program and Aid for Adopted Children.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of $22.7 million or 9.4%**. There is an increase of $22.5 million in PSG and $0.3 million in CSG offset by a decrease of $0.1 million in LUEG.

The $22.5 million increase in PSG is primarily due to funding from Proposition 172. Please see the following section for more information on Proposition 172 funding. The

$0.3 million increase in CSG is a result of energy efficiency projects related to SDGE's on-bill financing and California Energy Commission financing. The $0.1 million decrease in LUEG is due to the transfer of staff support to PSG for County Services Areas.

Charges For Current Services

Charges For Current Services **increase by $1.8 million or 0.6%**. Revenues increase by $3.4 million in Finance and General Government Group (FGG) and $2.6 million in CSG and are offset by decreases of $3.1 million in HHSA, $0.7 million in LUEG and $0.3 million in PSG.

- The increases in FGG are in the Department of the Assessor/Recorder/County Clerk based on one-time initiatives for the integrated recording/vital records system, increases in E-recording revenue, Social Security Number Truncation revenue, marriage cere-monies, and recorded document fees; in FGG Administration related to external department overhead payments (A-87) for enterprise resource planning system support; in County Counsel due to an increase in project workloads; in the Clerk of the Board due to increases in passport application and photo services; and in the County Technology Office based on overall information technology expenditures of all county departments.
- The CSG increase is in the Registrar of Voters as a result of greater number of billable jurisdictions participating in the Presidential General Election as compared to the Presidential Primary Election, as well as in Animal Services due to an increase in the contract cities' proportional share of the department's operational budget.
- In HHSA, the decreases are in Regional Operations associated with the San Diego First Five Commission contract ending the Early Childhood program; in Public Administrator/Public Guardian based on declining estate values; in Public Health Services due to the elimination of UASI grant allocation; and in Health Care Administration due to Third Party Reimbursement and decrease in Child Abuse fees.
- In LUEG, the decreases are in Environmental Health due to completion of projects associated with the Vector Control Program Benefit Assessment funds; in Planning and Land Use related to economic conditions; and in Parks due to reclassification of grant funds to Intergovernmental Revenues and the reduction of park and camping revenues.
- In PSG, the decreases are in Probation as a result of overall reductions in collections for cost of supervision and in the Sheriff based on Jail Bed Leasing due to decreased misdemeanor jail bookings by the City of San Diego.

Other Intergovernmental Revenue

Other Intergovernmental Revenue decreases by $33.8 million or 53.2%. This decrease is largely in PSG predominantly in the Sheriff Department related to the recategorizing of reimbursement for Trial Courts to State revenue resulting from the implementation of Public Safety Realignment of 2011 and in the Fire Authority resulting from a revised projection of revenue for the Dead, Dying and Diseased Tree Grant Program. The decreases are partially offset by increases in CSG of $0.4 million in HCD due to one-time prior year funding from Housing Opportunities for Persons with AIDS (HOPWA); and in LUEG of $0.3 million in Parks and Recreation due to reclassification of grants from Charges to Current Services as well as increased grant funding from Coastal Impact Assistance Program; and in Public Works related to Proposition 84, *Stormwater Grant Program*, grant to implement the Integrated Regional Water Management Plan.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **increase by $0.2 million or 0.5%,** primarily in PSG, to support maintenance and operation costs associated with juvenile institutional facili-ties in the Probation Department.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **decrease by $0.3 million or 1.1%**, primarily in HHSA, due to projected available revenue from the Domestic Violence Trust Fund and in LUEG in the Department of Planning and Land Use due to economic conditions. The decrease is offset by an increase in FGG which is the result of increased marriage license fees.

Miscellaneous Revenues

Miscellaneous Revenues **increase by $5.8 million or 23.5%**. Increases include $6.4 million in PSG due to a settlement to resolve litigation with San Diego Gas and Electric, increase from sales of commissary goods to inmates, and reimbursement for Regional Communication system expenditures; $0.9 million in LUEG in Public Works due to increase in fuel sales at the airport and the development of Business Case Management System (Accela) reporting tools in Environmental Health; and $0.2 million in FGG to fund a Wellness Coordinator and due to increased reimbursement in Workers Comp ISF. The increase is offset by a $1.5 million decrease in HHSA Behavioral Health Services due to the elimination of prior year one-time funding and

$0.1 million decrease in CSG in HCD for program income from long-term loan repayments.

Revenue from Use of Money & Property

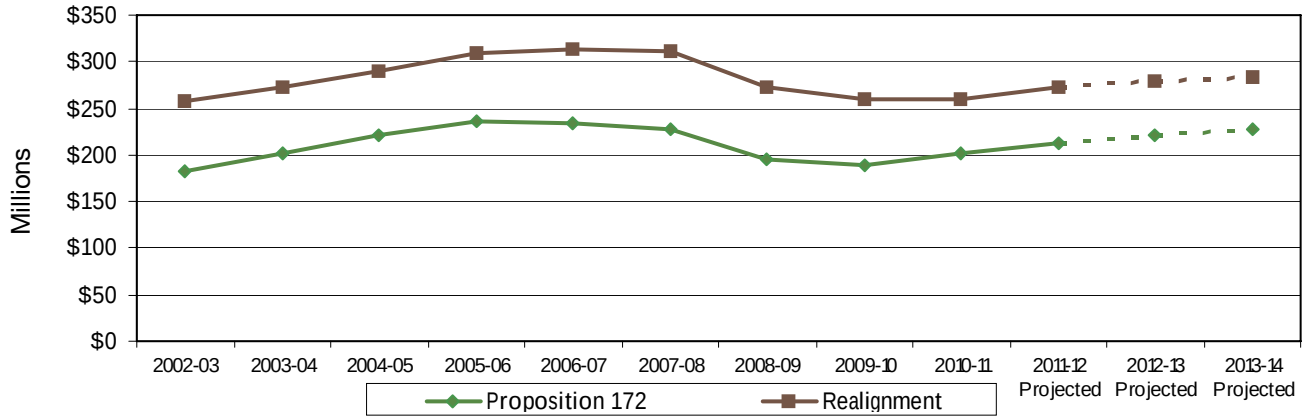
Revenue from Use of Money & Property **increases by $0.3 million or 2.9%**. The primary source of the increase is in PSG associated with the lease of the Otay Mesa Detention Facility.

Taxes Other than Current Secured

Taxes Other than Current Secured remain unchanged.

Proposition 172 and 1991 Realignment Sales Tax Revenue

Fiscal Year 2002-03 to Fiscal Year 2013-14



Notes: 2001-02 to 2010-11 figures represent actual revenue. Fiscal Year 2011-12 figures represent projected revenues as of December 31, 2011. Fiscal Year 2012-13 and 2013-14 figures represent projected revenue as included in the Fiscal Year 2012-14 CAO Proposed 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.

Following are some of the largest and most closely watched program revenues. Please see the individual Group and department sections beginning on page 113 for more specific information on the various other program revenues.

- *1991 Health and Social Services Realignment Revenues* **($279.3 million in Fiscal Year 2012-13 and $284.3 million in Fiscal Year 2013-14)** are 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. The 2011 State budget realigned various programs and the revenues to support them. See the section below on the 2011 Realignment. Mental health programs and funding were shifted from the 1991 Realignment to 2011 Realignment. Starting in Fiscal Year 2011-12, additional CalWORKs funding was incorporated into the 1991 Realignment.

  Between Fiscal Years 2002-03 and 2006-07, annual revenue growth averaged 5.0%. Revenues declined by an average 4.6% from the peak in 2006-07 of $313.0 million through 2010-11.

  In Fiscal Year 2011-12, there is a projected $7.1 million positive variance to budget. For Fiscal Year 2012-13, these revenues are budgeted cautiously and are expected to be above the Fiscal Year 2011-12 budgeted amount by 5.5% ($14.5 million). It is anticipated that these revenues will grow modestly in Fiscal Year 2013-14. The chart above shows the realized revenues for Health and Social Services Realignment for Fiscal Years 2002-03 through 2010-11 and projected levels for Fiscal Years 2011-12 through 2013-14.

- *2011 Realignment* (Health and Human Services and Public Safety). As part of the 2011-12 State of California budget plan, the legislature enacted a major shift or "realignment" of State program responsibilities and revenues to local governments. Legislative changes were included in Assembly Bills 109, 117 and 118 along with

other implementing legislation associated with the State of California's Budget for Fiscal Year 2011-12. Due to the passage of Assembly Bill (AB) 118, *Local Revenue Fund 2011*, the State replaced State General Funds with a portion of State sales tax and State and local Vehicle License Fee (VLF) revenues to local governments to fund various criminal justice, mental health, and social service programs in 2011-12. This is a significant shift from a known and committed amount of State funding for a broad range of programs to an estimated variable amount of sales tax which is remitted based on economic activity. The revenues provided for realign-ment are deposited into the Local Revenue Fund 2011 and allocated to specific accounts by statute. Additional changes are anticipated which would expand realignment further.

- *Public Safety Realignment 2011* **($82.2 million in Fiscal Year 2012-13 and $81.8 million in Fiscal Year 2013-14)**.

  Funds allocated to the Local Community Corrections Account are proposed to 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 resources for services including mental health treatment, substance abuse treatment, and vocational and behavioral services. As additional services and strategies are recommended to the Board of Supervisors by the Community Corrections Partnership, additional anticipated state resources will be proposed for appropriation.

  Public Safety Realignment 2011 also includes these accounts and related subaccounts: Juvenile Justice (Youthful Offender Block Grant and Juvenile Reentry), Local Community Corrections (AB 109), Local Law Enforcement Services (various programs), District Attorney and Public Defender (AB 109), and Trial Court Security.

- *Health and Human Services Realignment 2011* **($200.7 million in Fiscal Year 2012-13 and $200.7 million in Fiscal Year 2013-14)**.

  Health and Human Services Realignment 2011 includes activities in Behavioral Health Services, Adult Protective Services, Child Abuse Prevention, Child Welfare Services, Foster Care, Adoptions, and the activities related to mental health programs shifted from 1991 Realignment.

- *Proposition 172 - Public Safety Sales Tax Revenues* **($220.5 million in Fiscal Year 2012-13 and $226.6 million in Fiscal Year 2013-14)** support regionwide public safety services provided by three Public Safety Group departments - the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent of the statewide sales tax that was approved by the voters in 1993 and is distributed to counties based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. Counties in turn distribute a portion of the Proposition 172 receipts to their cities according to ratios established pursuant to the Government Code.

  Between Fiscal Years 2002-03 and 2005-06, annual revenue growth averaged 9.0%. Revenues declined by an average 3.1% from the peak in 2005-06 of $236.4 million through 2010-11.

  In Fiscal Year 2011-2, there is a projected $16.5 million positive variance to budget. For Fiscal Year 2012-13, these revenues are expected to be above the Fiscal Year 2011-12 budgeted amount by 12.2% ($24.0 million). It is anticipated that these revenues will grow modestly in Fiscal Year 2013-14. The chart on the preceding page shows the realized revenues for Proposition 172 for Fiscal Years 2002-03 through 2010-11 and projected levels for Fiscal Years 2011-12 through 2013-14. See, also, the discussion of General Purpose Revenue on page 76.

- *Tobacco Settlement Revenues* **($32.2 million in Fiscal Year 2012-13 and $24.2 million in Fiscal Year 2013-14)** by Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, are dedicated to health care-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 Pay-ments 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 nonreceipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received $466 million in January 2002 in exchange for its Tobacco Settlement Pay-

ments. The net proceeds were placed in an endowment fund and 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 will enable the County to fund approximately $27.5 million of health care programs annually through approximately 2034. The $32.2 million budgeted in Fiscal Year 2012-13 reflects $8.0 million in one-time, nonsecuritized Tobacco Settlement funds and $24.2 million in Securitized Tobacco funds. Another $3.3 million is budgeted and retained in the Tobacco Securitization Special Revenue Fund. $3.3 million is set aside as an unallocated reserve and $0.2 million is budgeted for processing costs in Fiscal Year 2012-13. A request will be submitted to the Board of Supervisors if the additional resources are needed.

General Fund - General Purpose Revenue

General Purpose Revenue (GPR) makes up 26.2% of the General Fund Financing Sources. Please see the separate discussion of General Purpose Revenue beginning on page 76.

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

Use of Fund Balance, including Fund Balance Component Decreases, **($110.6 million in Fiscal Year 2012-13 and $52.0 million in Fiscal Year 2013-14)**, represents 3.0% of General Fund Financing Sources in Fiscal Year 2012-13. 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 proposed for Fiscal Year 2012-13:

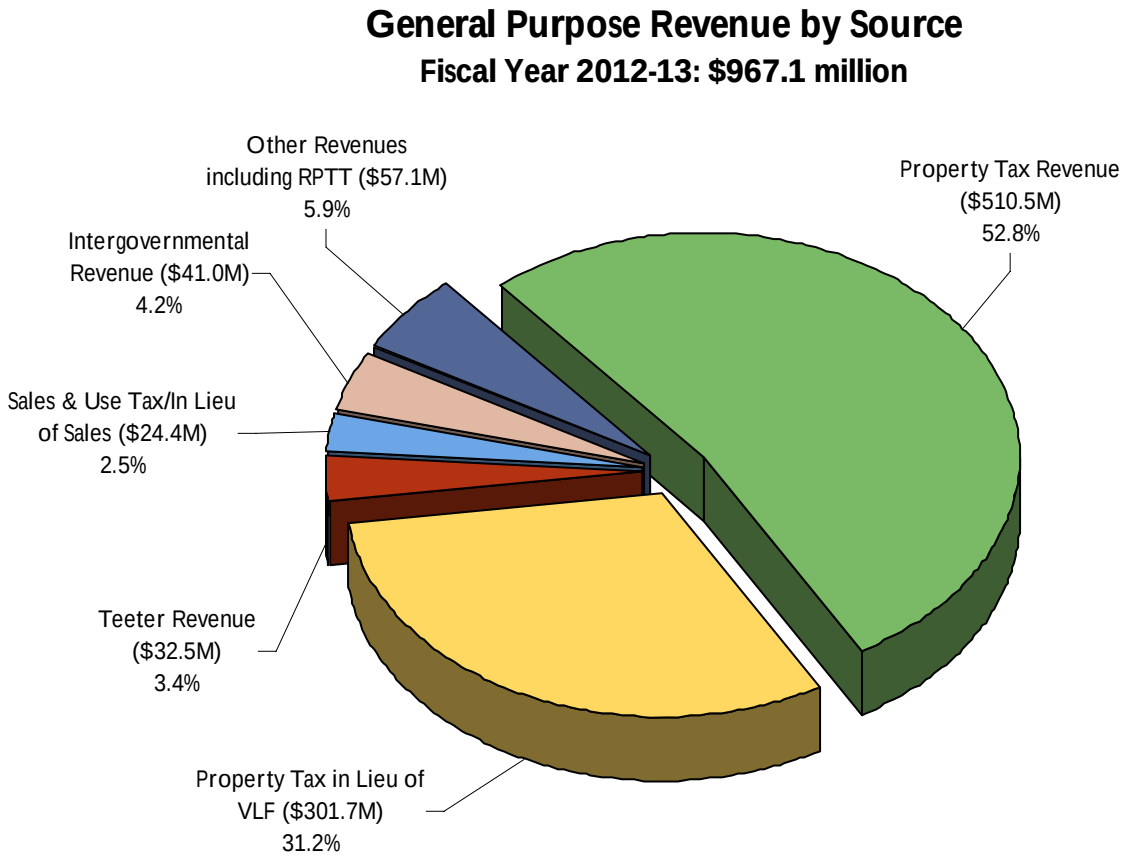
- Management reserves.
- Negotiated one-time 1% salary payment not covered by other funding sources.
- Reentry program in the District Attorney and Probation departments.
- Information Technology (IT) equipment purchase and installation in the District Attorney.
- Resources for Child Support Services to match available federal funds.
- Medical Examiner equipment replacement.
- Fire Protection and Emergency Medical Services Grant Program for one-time capital needs for volunteer fire protection districts.
- Aerial Fire Suppression "Call When Needed" support.
- Radio communication equipment for the Probation Department.
- Defense of special circumstance cases rebudget.
- Graduate law clerks and temporary staff for the Public Defender.
- Public Defender support for the remaining term of certain lease costs associated with the discontinued contract for Family Dependency Services.
- San Diego County Fire Authority equipment replacement commitment, acquisition of a reserve fire engine, and various program prevention and response activities.
- One-time major maintenance.
- Mainframe system software support.
- One-time resources to support recruitment activities associated with Assembly Bill (AB) 109, *Public Safety Realignment (2011).*
- Relocation efforts related to the County Operations Center capital project.
- Health and Human Services Juvenile Diversion Program support.
- Health and Human Services resources for transition from future State enacted cuts or economic downturn.
- Grand Avenue clinic sale proceeds commitment for Public Health.
- Childhood Obesity Initiative in Public Health.
- Public Administration/Public Guardian (PA/PG) for one-time use to mitigate the projected decline in revenues and the continued reorganization of warehouse functions.
- Polaris all-terrain with vehicle spray equipment for pest management.
- Tribal liaison consultant and support rebudget.
- Firestorm 2007 rebuilding permit fee waiver rebudget.
- Environmental Health support for beach water quality monitoring rebudget.
- Green Building Program and Homeowner Relief Act Fee Waivers.
- Multiple Species Conservation Program (MSCP) (North) Resource Management Plans to protect biological and cultural resources.

- Land Use rebudgets for Purchase of Agriculture Conservation Easements (PACE) program support, zoning ordinance update, Greenhouse Gas Guidelines Phase I, and code enforcement abatements.
- Total Maximum Daily Load (TMDL) testing for Watershed Program.
- Traffic modeling support.
- Public Works rebudgets for Integrated Regional Water Management data management system grant match, Residential Integrated Pest Management program, and Proctor Valley Road closure.
- Downtown Justice Center Support Facilities Master Plan.
- Upgrade Fleet work order system to M5.
- Continuation of Vote-by-Mail program.
- Digital X-ray cameras for Carlsbad and Bonita animal shelters.
- Various information technology projects, such as:
  - Business Process Reengineering initiatives.
  - Probation Case Management System.
  - Accela for Mobile Office Implementation, CalAg-Permit System (CAPS), Agriculture Water Quality, and Pesticide Regulation Program and implementa-tion costs for fee offset staff.
  - Business Case Management System - Accela rebudget for continued implementation, user accep-tance testing, reporting tools, and training.
  - Data imaging project rebudget.
  - Online Payment Solution Integration.
  - Parcel Genealogy, Business Intelligence and Asset Management applications rebudget.
  - Qmatic System Upgrade - Customer Routing in Land Development Process.
  - Web-based Reporting System for Waste Haulers rebudget.
  - Documentum - document digitization, re-architect and upgrade to version 6.7, Community Development files (rebudget).
  - Upgrades or replacement of BRASS, XenDocs, and Chargeback.
  - Transition of County Counsel's Case Management System.
  - Electronic Document Submittal/Review Automation for Land Use rebudget.
  - Justice Electronic Library System implementation to create electronic files for juvenile case management.
  - Information Technology Improvement Needs Assessment projects: Identity and Access Management, Mobile Enterprise Applications Platform, Mobility Device Management, Master Data Management, endpoint encryption.
  - Desktop virtualization.
  - Electronic Approval System and SharePoint enhancements and Documentum integration.
  - Transformation of Project Portfolio Management, Application Lifecycle Management, and Application Rationalization project to manage and identify existing software for replacement or upgrade.
  - Learning Management System database upgrade.
  - Enterprise Resource Planning (ERP) short-term data storage and unanticipated project costs.
- Assessor Film Deterioration Project.
- Terminal leave for long-term staff.
- Workforce Academy for Youth (WAY) program.
- Grants provided to community organizations.
- Capital projects including MSCP land purchases and Agua Caliente Campground Expansion and upgrades to sewer system and other utilities.

General Purpose Revenue

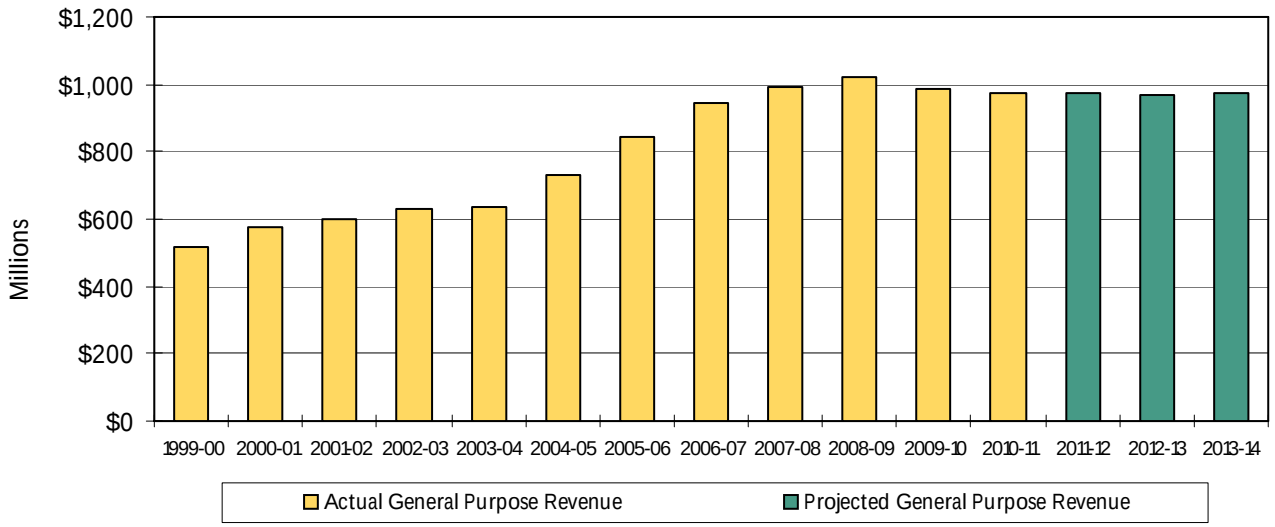
General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 26.2% 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 miscellaneous other sources. It may be used for any purpose that is a legal expenditure of County funds. The Board of Supervisors, therefore, has the greatest flexibility in allocating this revenue. Details of the major components of General Purpose Revenue are discussed below.



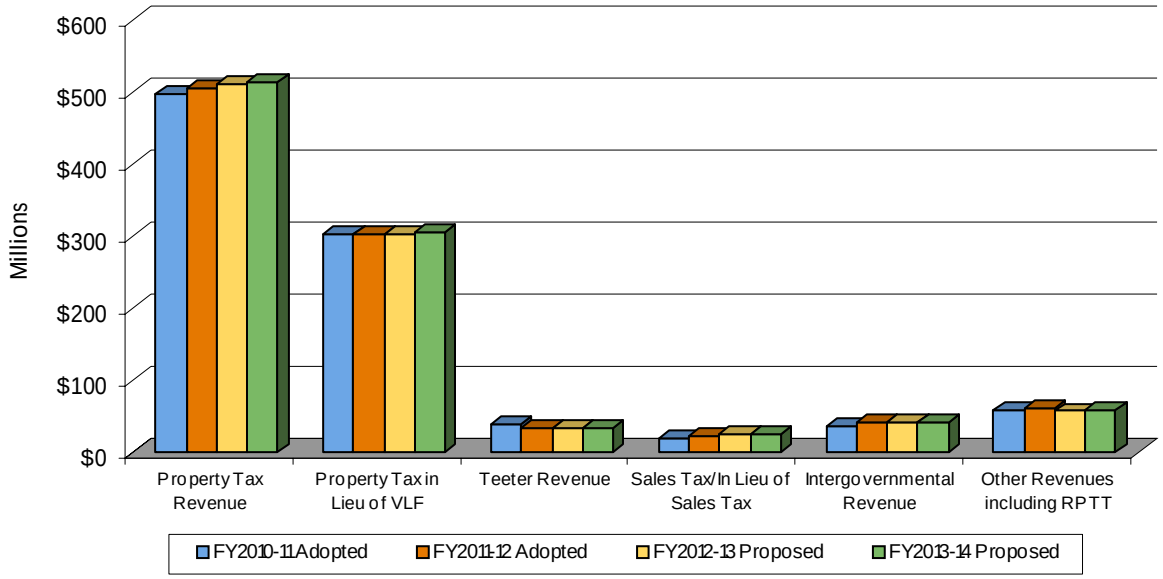
For the eleven-year period of Fiscal Year 1999-2000 through Fiscal Year 2010-11, GPR grew by an annual average of $41.4 million. This is a decrease from the ten-year average of $46.4 million from Fiscal Year 1999-2000 through Fiscal Year 2009-10, and a decrease from the nine-year average of $55.7 million from Fiscal Year 1999-2000 through Fiscal Year 2008-09. The national recession that began in December 2007 and ended in June 2009, along with the State and local downturn that corresponded with the national recession, have had a significant impact on GPR. The U.S. economy is still continuing to recover from the deep recession. For Fiscal Year 2012-13, the $967.1 million proposed for GPR is an increase of $2.7 million or 0.3% from the Fiscal Year 2011-12 budgeted amount of $964.4 million. These resources are projected to increase slightly to $974.5 million in Fiscal Year 2013-14. See the chart on the following page for an historical view of GPR. Also see the accompanying table for a summary by account of historical and projected GPR.

General Purpose Revenue History
Fiscal Year 1999-00 to Fiscal Year 2013-14



Notes: General Purpose Revenue (GPR) for Fiscal Years 1999-00 through 2010-11 represents actual revenue. Fiscal Year 2011-12 represents the 2nd Quarter estimate produced December 2011. GPR projections for Fiscal Years 2012-13 and 2013-14 are included in the 2012-14 CAO Proposed Operational Plan.

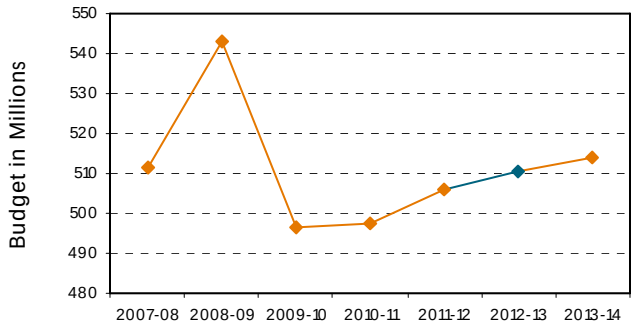
General Purpose Revenue by Source
Fiscal Years 2010-11 Through 2013-14



General Purpose Revenue	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Property Taxes Current Secured	$ 477,192,517	$ 487,158,053	$ 490,625,867	0.7	$ 494,058,561
Property Taxes Current Supplemental	3,044,869	1,874,015	3,291,750	75.7	3,324,668
Property Taxes Current Unsecured	17,338,957	16,781,591	16,522,894	(1.5)	16,459,773
Property Taxes Current Unsecured Supplemental	—	—	50,000	—	50,750
Total Property Tax Revenue	**$ 497,576,343**	**$ 505,813,659**	**$ 510,490,511**	**0.9**	**$ 513,893,752**
Total Property Tax In Lieu of VLF	**$ 301,837,082**	**$ 302,159,104**	**$ 301,668,991**	**(0.2)**	**$ 304,584,143**
Teeter Tax Reserve Excess	$ 21,500,000	$ 19,000,000	$ 21,000,000	10.5	$ 21,000,000
Teeter Prop Tax Cumulative Prior Years	6,204,217	4,376,700	3,769,926	(13.9)	3,524,803
Teeter Prop Tax Prior Year	12,554,621	9,542,387	7,756,580	(18.7)	7,687,415
Total Teeter Revenue	**$ 40,258,838**	**$ 32,919,087**	**$ 32,526,506**	**(1.2)**	**$ 32,212,218**
Sales & Use Taxes	$ 14,999,966	$ 15,993,213	$ 18,406,197	15.1	$ 18,958,383
In Lieu Local Sales & Use Tax	5,003,345	5,713,046	5,999,874	5.0	6,179,871
Total Sales & Use Tax / In Lieu of Sales Tax	**$ 20,003,311**	**$ 21,706,259**	**$ 24,406,071**	**12.4**	**$ 25,138,254**
State Aid HOPTR	$ 4,985,000	$ 4,910,000	$ 4,882,356	(0.6)	$ 4,882,356
Federal In-Lieu Taxes	1,056,408	1,100,000	1,081,818	(1.7)	1,081,818
Local Detention Facility Revenue	—	—	2,850,953	—	2,850,953
Aid From City of San Diego	5,222,553	5,222,553	2,371,600	(54.6)	2,371,600
Aid from Redevelopment Agencies/Aid from Redevelopment Successor Agencies	24,362,009	29,612,382	29,772,755	0.5	29,971,545
Total Intergovernmental Revenue	**$ 35,625,970**	**$ 40,844,935**	**$ 40,959,482**	**0.3**	**$ 41,158,272**
Property Taxes Prior Secured	$ 400,000	$ 400,000	$ 400,000	0.0	$ 400,000
Property Taxes Prior Secured Supplemental	2,030,625	4,033,363	4,914,113	21.8	4,963,750
Property Taxes Prior Unsecured	300,000	300,000	250,000	(16.7)	250,000
Property Taxes Prior Unsecured Suppl.	200,000	350,000	400,000	14.3	400,000
Other Tax Aircraft Unsecured	3,045,000	3,451,000	2,609,264	(24.4)	2,648,402
Transient Occupancy Tax	2,500,000	2,500,000	2,350,000	(6.0)	2,350,000
Real Property Transfer Taxes	12,659,593	13,828,537	14,097,121	1.9	14,238,093
Franchises, Licenses, Permits	10,083,693	10,336,530	10,663,537	3.2	10,717,673
Fees, Fines & Forfeitures	2,124,258	2,064,742	2,221,017	7.6	2,265,437
Penalties & Cost Delinquency Taxes	17,102,675	15,161,049	14,693,668	(3.1)	14,774,950
Interest On Deposits & Investments	7,623,775	7,525,430	3,437,944	(54.3)	3,437,944
Interfund Charges/Miscellaneous Revenues	1,028,837	1,028,305	1,027,775	(0.1)	1,032,112
Total Other Revenues including RPTT	**$ 59,098,456**	**$ 60,978,956**	**$ 57,064,439**	**(6.4)**	**$ 57,478,361**
Total General Purpose Revenue	**$ 954,400,000**	**$ 964,422,000**	**$ 967,116,000**	**0.3**	**$ 974,465,000**

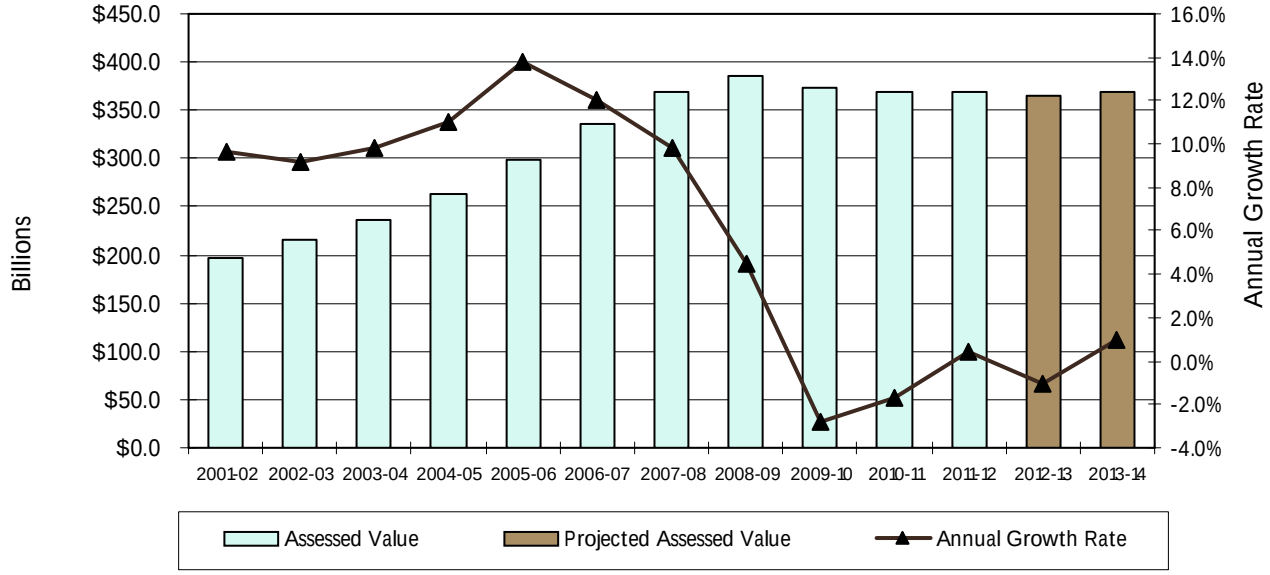
Property Tax Revenue

Property Tax Revenue, **($510.5 million in Fiscal Year 2012-13 and $513.9 million in Fiscal Year 2013-14)**, including current secured, current supplemental, current unsecured and current unsercured supplemental, represents 52.8% of the total General Purpose Revenue in Fiscal Year 2012-13 and 52.8% of the projected amount in Fiscal Year 2013-14.



(The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year.) For Fiscal Year 2012-13, proposed property tax revenue is $4.7 million or 0.9% higher than the budget for Fiscal Year 2011-12. Property tax revenue is projected to increase 0.7% or $3.4 million for Fiscal Year 2013-14. 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 the counties are then distributed to the various taxing entities.

San Diego County Locally Assessed Secured Property Values
Fiscal Year 2001-02 to Fiscal Year 2013-14



Notes: The projected locally assessed secured values assume no growth for Fiscal Year 2012-13 and 10% increase for Fiscal Year 2013-14.
Source: San Diego County Auditor and Controller

The assessed value of real property declined in 2009 and 2010 (following the credit crisis and economic downturn that began in 2007) and it grew marginally in 2011. For 2012, weakness in residential markets is contributing to a 1% projected decline in assessed value of real property overall.

- *Current Secured* property tax revenue **($490.6 million in Fiscal Year 2012-13 and $494.1 million in Fiscal Year 2013-14)** is expected to increase by $3.5 million in Fiscal Year 2012-13 from the adopted level for Fiscal Year 2011-12.

  This revenue is generated from the secured roll, that part of the roll containing real property, including residential and commercial property as well as State-assessed public utilities. The Fiscal Year 2012-13 revenue amount assumes a decline of 1% in the local secured assessed value compared to the actual current secured assessed value amount for 2011-12 (which was an approximate 0.5% 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 2012-13, refunds and corrections combined are projected to decline to $7.5 compared to the Fiscal Year 2010-11 actual level of $19.4 million and the Fiscal Year 2011-12 estimated level of $19.0 million because a significant portion of the decrease in property values since 2007 will have been captured and reflected in the total value of the 2012 tax assessment roll. While refunds and corrections are expected to decline, there is a risk that refunds and corrections may exceed budgeted levels due to commercial property assessment reviews currently in progress. The anticipated reduction in refunds and corrections will not increase current secured revenue as refunds and corrections were budgeted at $5.8 million in Fiscal Year 2011-12. The timing and amount of these potential resultant refunds is unknown and will be monitored closely.

  The expected increase in revenue of $3.5 million or 0.7% is the net result of the proposed increase in expected refunds and corrections compared to budget, the decrease in the projected current secured assessed value amount, an improvement in the delinquency rate, and the fact that the assessed value assumption used to develop the budget in Fiscal Year 2011-12 improved to a positive 0.5%. Specifically, the Fiscal Year 2011-12 current secured revenue assumed a 0.5% decrease in the local secured assessed value over the actual current secured assessed value amount for 2010-11. However, the actual current secured assessed value increased by 0.5%. For Fiscal Year 2013-14, local secured assessed value is assumed to grow by 1.0% and the County's share of total property tax revenues is expected to increase based on this anticipated growth.

- *Current Supplemental* property tax revenue **($3.3 million in Fiscal Year 2012-13 and $3.3 million in Fiscal Year 2013-14)** is projected to increase by $1.4 million in Fiscal Year 2012-13 from the adopted level in Fiscal Year 2011-12. This revenue is derived from net increases to the secured tax roll from either new construction or changes in ownership that occur sub-sequent to the January 1 lien date and are, therefore, more difficult to predict. These actions are captured on the supplemental roll. The slowdown in new con-struction and the decline in real estate prices have been acutely felt in supplemental property tax revenues. In many change of ownership transactions, instead of a property owner being billed for an additional amount of property tax because the value of the property after the transaction is higher than the value as of the lien date, the property owner receives a refund because the value is lower than it was on the lien date.

  In Fiscal Year 2005-06, supplemental refunds countywide totaled $4.0 million. They increased to $6.2 million in Fiscal Year 2006-07, increased to $15.0 million in 2007-08, and exceeded $38.3 million in Fiscal Year 2008-09. Supplemental refunds dropped to $21.6 million in Fiscal Year 2009-10 and dropped to $15.3 million in Fiscal Year 2010-11. Through February 2012, supplemental refunds totaled $12.2 million. They are anticipated to continue to decline gradually over time as residential and commercial assessed values improve.

  Current supplemental property tax revenues were $29.5 million in Fiscal Year 2005-06. They dropped to $23.4 million in Fiscal Year 2006-07, to $14.0 million in Fiscal Year 2007-08, to $2.4 million in Fiscal Year 2008-09, and to $1.9 million in Fiscal Year 2009-10. In Fiscal Year 2010-11, Current Supplemental property tax revenues were $3.9 million. The budget assumes that this weakness will continue through the next two fiscal years with the Fiscal Year 2012-13 amount being $3.3 million, followed by $3.3 million in Fiscal Year 2013-14.

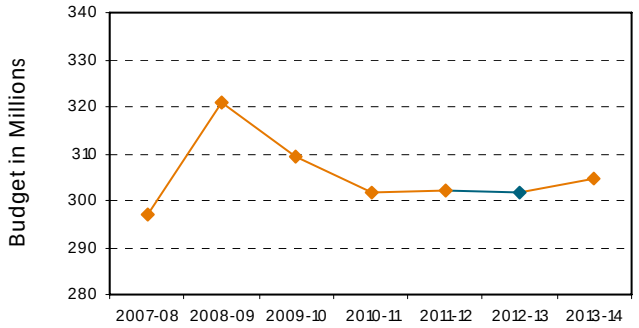
- *Current Unsecured* property tax revenue **($16.5 million in Fiscal Year 2012-13 and $16.5 million in Fiscal Year 2013-14)** is not based on a lien on real property. The unsecured roll is that part of the assessment roll consisting largely of business personal property owned by tenants. The roll is forecasted based on trends and available information at the time the budget is developed. A marginally more conservative projection is used for Fiscal Year 2013-14.

- *Current Unsecured Supplemental* property tax revenue **($0.1 million in Fiscal Year 2012-13 and $0.1 million in Fiscal Year 2013-14)** is derived from supplemental bills that are transferred to the unsecured roll when a change in ownership occurs. There may be a subsequent change in ownership following the initial change in own-

ership or completion of new construction, 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. Historically, this revenue category has not been budgeted because the actual amount of revenue received has been low.

Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) **comprises 31.2% ($301.7 million) of the General Purpose Revenue amount in Fiscal Year 2012-13 and 31.3% of the projected amount ($304.6 million) in Fiscal Year 2013-14.**



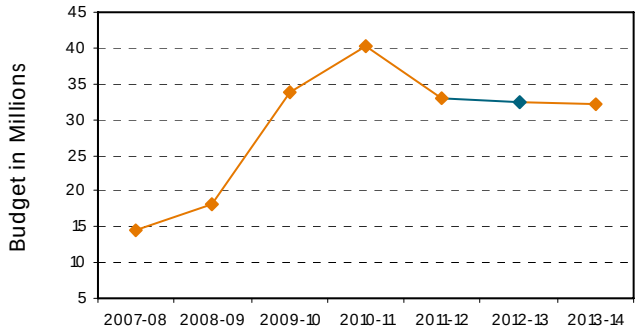
Beginning in Fiscal Year 2004-05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value. With a projected 1% decline in taxable unsecured and local secured assessed value in Fiscal Year 2012-13, revenues are anticipated to be $0.5 million lower than what was budgeted for Fiscal Year 2011-12. The decline is partially offset by the actual assessed value increase in Fiscal Year 2011-12 of 0.3% compared to a budgeted reduction of 0.5%. The Fiscal Year 2013-14 revenue is estimated using a 1.0% assessed value growth calculation.

Teeter Revenue

Teeter Revenue **($32.5 million in Fiscal Year 2012-13 and $32.2 million in Fiscal Year 2013-14)** represents about 3.4% of General Purpose Revenue in Fiscal Year 2012-13 and 3.3% of the projected amount in Fiscal Year 2013-14. For Fiscal Year 2012-13, proposed Teeter Revenue is $0.4 million or 1.2% less than the budget for Fiscal Year 2011-12.

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"). This alternative method provides for funding each taxing entity included in the Teeter Plan (named after its author) 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 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 also 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 the prior year and cumulative 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 78 for the amount of revenue pertaining to each of these three 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 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.



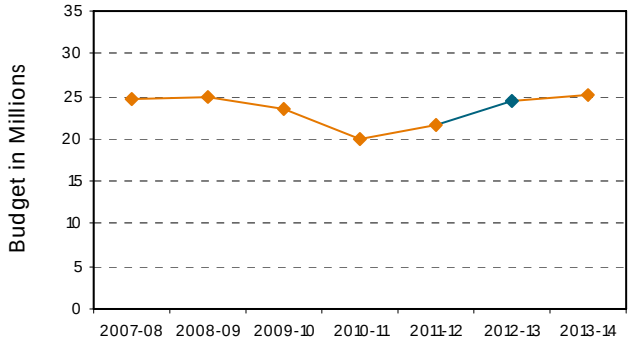
For Fiscal Year 2012-13, collections from previous years' receivables are budgeted to decrease by $2.4 million based on the size of the outstanding annual receivables and anticipated collection trends and market conditions. In Fiscal Year 2012-13, excess amounts from the Teeter Tax Loss Reserve Fund are projected to increase from the $19.0 million in the Fiscal Year 2011-12 budget to $21.0 million. They are also projected at $21.0 million in Fiscal Year 2013-14.

Sales & Use Tax Revenue

Sales & Use Tax Revenue **($24.4 million in Fiscal Year 2012-13 and $25.1 million in Fiscal Year 2013-14)** represents about 2.5% of General Purpose Revenue in Fiscal Year 2012-13 and 2.6% of the projected amount in Fiscal Year 2013-14. 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 78 reflect the combined Sales and Use Tax revenues and the In Lieu Local Sales & Use Tax replacement funding that will be transferred to the County from the Educational Revenue Augmentation Fund (ERAF).

The ERAF was established in 1992-93 and 1993-94 in response to serious State budgetary shortfalls. The legislature and administration permanently redirected over $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.

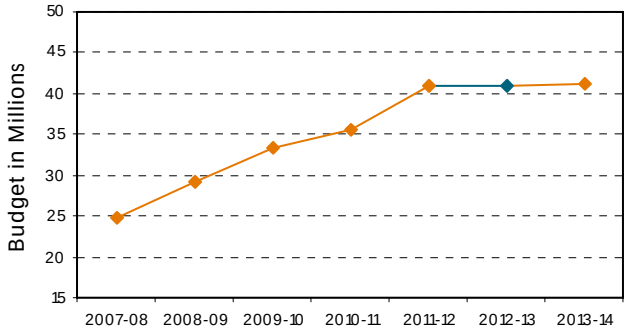
The In Lieu Local Sales & Use Tax is referred to as the "triple flip" and was effective July 1, 2004. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act*, one of the 2003-04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State 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.



Sales & 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. However, the recession, housing market declines and unemployment trends negatively impacted taxable sales at the statewide, Southern California and San Diego regional level. Sales and Use Tax revenue started to improve during calendar year 2010 with year-over-year quarterly increases in all four quarters. This trend continued throughout calendar year 2011. Fiscal Year 2011-12 Sales and Use Tax revenue are projected to increase by $1.8 million or 8.1% compared to budget and $1.0 million or 4.5% compared to Fiscal Year 2010-11 actuals. For Fiscal Year 2012-13, the amount is projected to increase by $2.7 million or 12.4% above the Fiscal Year 2011-12 Adopted Budget. Sales Tax growth in Fiscal Year 2013-14 is anticipated to be $0.7 million or 3.0% over Fiscal Year 2012-13.

Intergovernmental Revenue

Intergovernmental Revenue **($41.0 million in Fiscal Year 2012-13 and $41.2 million in Fiscal Year 2013-14)** comprises 4.2% of the General Purpose Revenue amount in Fiscal Year 2012-13 and 4.2% of the projected amount in Fiscal Year 2013-14.

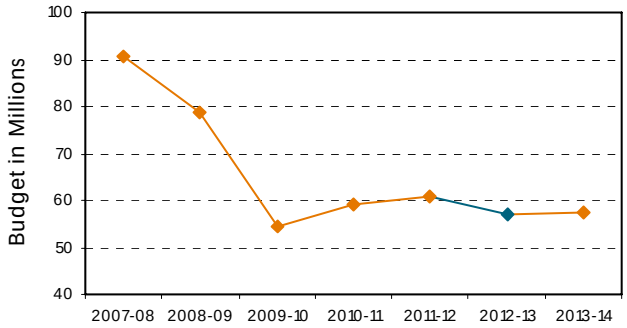


For Fiscal Year 2012-13, the amount proposed is $0.1 million or 0.3% above the Fiscal Year 2011-12 Adopted Budget. Funding from various intergovernmental sources include Redevelopment Successor Agencies, the City of San Diego (pursuant to a Memorandum of Understanding (MOU) related to the County's Central 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. The Court 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 local agency and school entity an amount of 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 local taxing agencies under Section 34183 of the Health and Safety Code, but the specific amount for Fiscal Year 2012-13 will not be known until later in the year.

Other Revenues

Other Revenues for **Fiscal Year 2012-13 total $57.1 million** and **increase to $57.5 million in Fiscal Year 2013-14**, and it is approximately 5.9% of the total General Purpose Revenue amount in Fiscal Year 2012-13 and 5.9% of the projected amount in Fiscal Year 2013-14. The Fiscal Year 2012-13 amount represents a 6.4% or $3.9 million decrease from the Fiscal Year 2011-12 Adopted Budget.



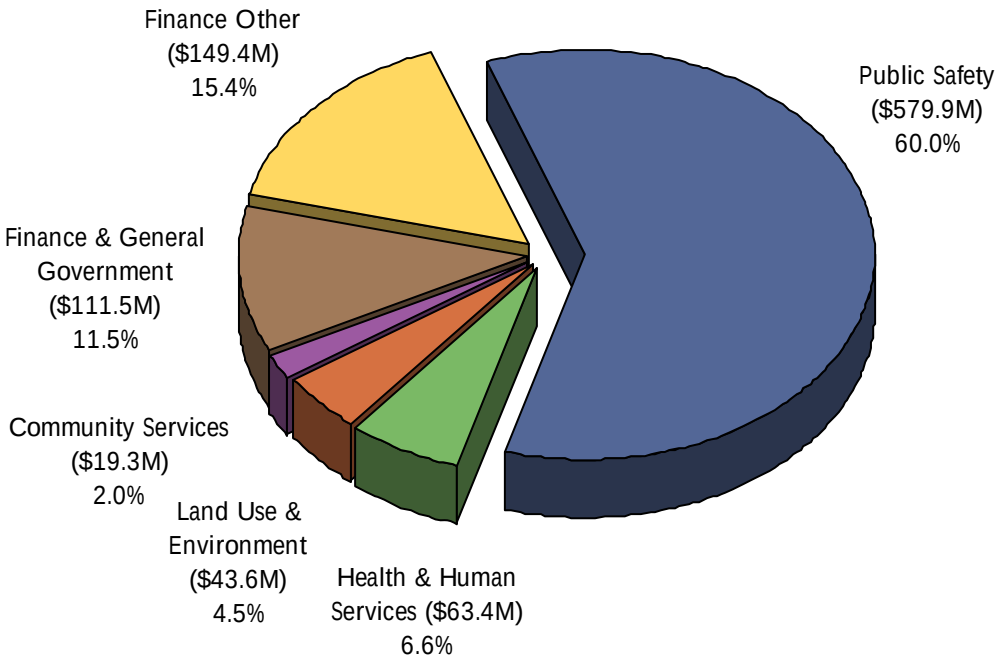
Various revenue sources make up this "Other Revenues" category including Real Property Transfer Tax (RPTT), interest on deposits, fees, fines and forfeitures, prior year property taxes, penalties & cost delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues.

The largest component of this revenue category for Fiscal Year 2012-13, at $14.7 million, is Penalties & Cost Delinquency Taxes. These revenues are received as a result of penalties assessed on the late payment of current year taxes (those taxes paid late, but before the end of the fiscal year). The second largest component of Other Revenues, RPTT, is a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2012-13 is proposed to be budgeted at $14.1 million, a 1.9% ($0.3 million) increase from the Fiscal Year 2011-12 Adopted Budget, reflecting a continued improvement in the volume of transactions from the substantial slowing and overall volatility that began in fall 2008. Revenues are projected to improve by $0.1 million or 1.0% in Fiscal Year 2013-14 with an assumption that property re-sales will continue to improve, but only modestly. 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% of the revenues from transactions in the incorporated areas.

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/State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the recommended Fiscal Year 2012-13 budget for the Public Safety Group represents 30.3% of total County expenditures, the allocation of GPR for services in that Group equals 60.0% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 40.5% of total County expenditures but, because of significant amounts of funding from program revenues, it is allocated only about 6.6% of the total GPR. As noted above, the total amount of GPR increases in the Fiscal Year 2012-13 Proposed Budget by $2.7 million.

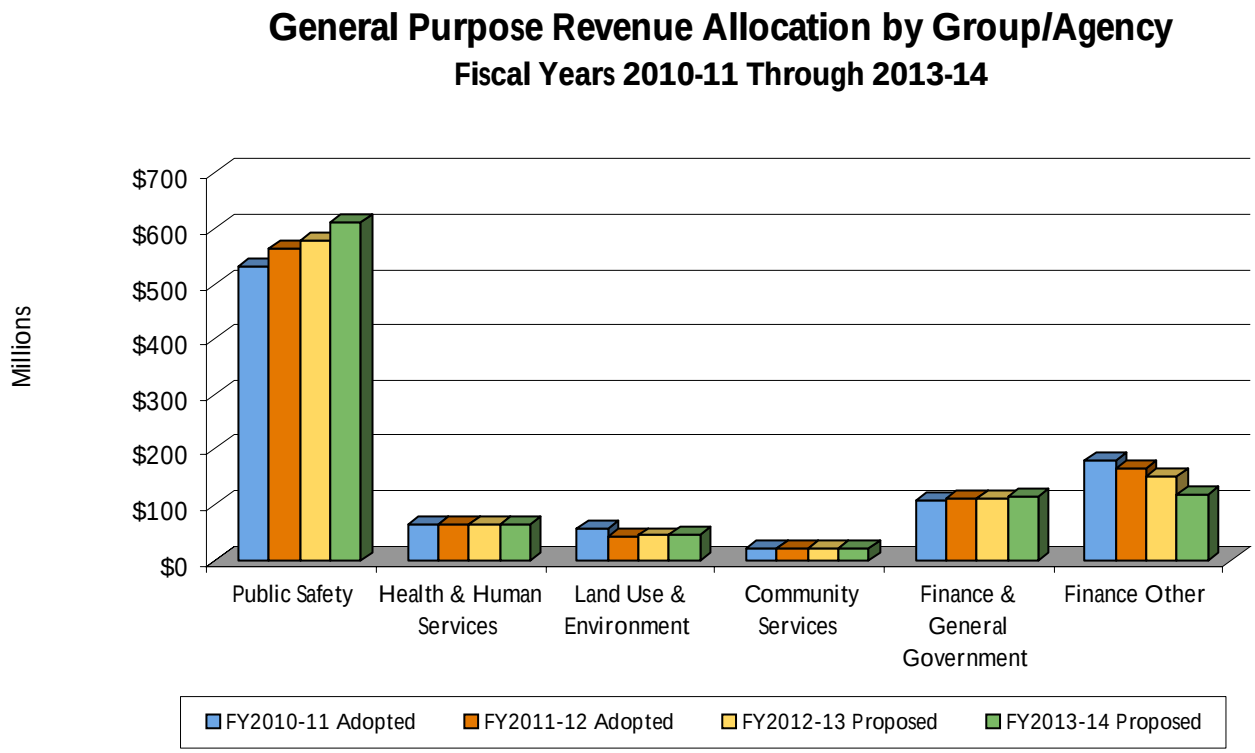
General Purpose Revenue Allocation by Group/Agency
Fiscal Year 2012-13: $967.1 million



The allocation of GPR for Fiscal Years 2012-13 and 2013-14 reflects a multi-year strategy to managing County resources within the recovering economic environment, which began to show signs of stabilization and gradual recovery in Fiscal Year 2010-11 and continued in Fiscal Year 2011-12 despite weakness in current secured assessed values. The primary goals of this strategy are to preserve core public safety and non-public safety services, 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 two of the last three years (with marginal growth this past year) and the total assessed value is expected to decline marginally this year. In **Fiscal Year 2012-13, GPR is budgeted at $967.1 million**, a slight improvement from Fiscal Year 2011-12, which was budgeted at $964.4 million, but still a significant drop from a high of $1.01 billion in Fiscal Year 2008-09. More detail on the assessed value changes are described earlier in the

General Purpose Revenue section. Also important are increases in the required contributions to the retirement fund driven by the 25.71% loss in the retirement fund's market value in Fiscal Year 2008-09. The annual retirement contributions are proposed to increase in Fiscal Year 2012-13 by 16.9% and in Fiscal Year 2013-14 by 14.9%. However, in Fiscal Year 2012-13 the negotiated decrease in the County portion of the employee paid retirement offset effective July 1, 2012 partially mitigates the proposed increase. The Fiscal Year 2012-13 net employer contributions to the retirement fund are proposed to increase by 8.7%. Contributions are expected to continue to increase significantly through Fiscal Year 2014-15; however, the annual rate of increase beyond Fiscal Year 2012-13 is not certain. Future contribution rates will be driven by the actual performance of the retirement fund. However, it is prudent to plan with these possibilities in mind.



General Purpose Revenue Allocations by Group/Agency (in millions)

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety	$ 530.5	$ 563.9	$ 579.9	2.8	$ 609.8
Health & Human Services	62.0	62.9	63.4	0.9	65.0
Land Use & Environment	54.6	42.5	43.6	2.6	45.4
Community Services	18.5	18.7	19.3	1.5	19.8
Finance & General Government	108.2	109.8	111.5	1.5	114.9
Finance Other	180.6	166.6	149.4	(10.3)	119.6
Total	$ 954.4	$ 964.4	$ 967.1	0.3	$ 974.5

The significant drop in retail sales statewide driven by economic contraction caused Proposition 172 and 1991 Realignment revenues to plummet from highs of $236.4 million for Proposition 172 in Fiscal Year 2005-06 and $313.0 million for 1991 Realignment in Fiscal Year 2006-07. Fiscal Year 2011-12 Proposition 172 budgeted revenues are still down $39.9 million from the 2005-06 peak but are anticipated to improve in Fiscal Year 2012-13 growing by $24.0 million from the Fiscal Year 2011-12 budgeted level. In Fiscal Year 2011-12, 1991 Realignment revenues are down $48.2 million from the 2006-07 high but are also anticipated to recover by $14.5 million in Fiscal Year 2012-13.

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

- The Fiscal Year 2012-13 CAO Proposed Budget factors in the County's labor agreements and assumes salaries will remain at the Fiscal Year 2011-12 levels except for changes due to step or merit increases. In Fiscal Year 2012-13, employees in the CL, CM, FS, HS and SW bargaining units will receive a negotiated one-time 1% payment estimated at $3.0 million. Flex credits will increase 5% as of January 1, 2013. The County portion of the employee paid retirement offset will be further reduced in Fiscal Year 2012-13 by $17.2 million.
- Shifts $15.9 million from the pension stabilization fund in Fiscal Year 2012-13 to the five operating groups to fund the net cost increase in required retirement fund contributions and negotiated flex credit increases.
- Initially, $16.3 million of fund balance was allocated for public safety services in the Public Safety Group (PSG) as a placeholder. The PSG Proposition 172 Fund stabilization strategy was refined for Fiscal Year 2012-13 now that the revenue picture has become clearer. This revised strategy nearly eliminates the $16.3 million placeholder using a combination of Proposition 172 revenue growth and $1.4 million Proposition 172 fund balance projected to be generated in Fiscal Year 2011-12.
- The Fiscal Year 2013-14 Proposed Budget also factors in the County's labor agreements and assumes no negotiated wage increases, except for the DSA bargaining unit. The Fiscal Year 2013-14 Proposed Budget includes a 1% negotiated wage increase for the DSA bargaining unit effective June 28, 2013 and a negotiated increase in flex credits effective January 1, 2014.
- Shifts $37.2 million from the pension stabilization fund in Fiscal Year 2013-14 to the five operating groups to fund the net cost increase in required retirement fund contributions.
- Uses $13.0 million of the Realignment fund balance commitment in Fiscal Year 2013-14 to offset the anticipated shortfall in realignment revenues compared to the County's obligation to fund a share of the costs for certain health and social services programs. This amount is tentative and dependent upon the direction of the economy over the next year.

Further detail on GPR allocations is provided in the Group and department sections that begin on page 113. The previous charts and table show the amount of General Purpose Revenue allocated to support each Group/Agency for Fiscal Years 2012-13 and 2013-14 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 uses to guide the County's budgetary decision making process.

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 is 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, 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 — **County 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.
  - The Auditor and Controller will develop annual revenue estimates for the development of the Operational Plan relating to revenues under control of the Chief Administrative Officer.
  - The Auditor and Controller will 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 — **County Administrative Manual 0030-14**, *Use of One-Time Revenues*.
- County departments will seek to recover the full cost of all services they provide 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 —

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. (http://www.whitehouse.gov/sites/default/files/omb/assets/agencyinformation_circulars_pdf/a87_2004.pdf)
- All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing were 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 or resolution 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 fre-quently, 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. The 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 - **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, Pro-gram 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 sup-plement, but not replace, existing health care revenue — **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 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

- The Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary - County Charter, Article VII, Section 703.4.
- 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 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 — **County Administrative Manual 0030-10**, *Transfers of Appropriations between Objects within a Budget Unit.*

- As a general policy, 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 County Charter §§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 as set forth in **Board of Supervisors Policy A-81**, *Procure-ment 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 excep-tions 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 com-munity organizations based on eligibility criteria and application guidelines — **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 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 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 so do.
- In the event that the Commitment 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.
- For additional details on County Reserves, refer to page 94 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 page xx - 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.
- The Treasurer shall prepare a monthly investment report to be posted on the Treasurer-Tax Collector's website.
- 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 County-wide master plan and individual campus plan - **Board of Supervisors Policy G-16**, *Capital Facilities and Space Planning*.
- Additional details on the County's Capital Program may be found on page 407.

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

Proprietary Funds distinguish operating revenues and expenses from 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 sub-sequent 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 nonoperating revenue), decreases (i.e., operating expenses and nonoperating 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 appro-priations 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 occur-ring 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 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 2012-13 capital projects budget for the County is $38.2 million and $2.5 million for Fiscal Year 2013-14. This excludes amounts appropriated in the Edgemoor Development Fund to support the long-term lease payments associated with the construction of the Edgemoor Skilled Nursing Facility. The Capital Program section of this Operational Plan on page xx highlights major projects and includes a schedule of lease-purchase payments related to previously debt-financed projects.

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 & Existing Capital Projects (Fiscal Year 2012-13)		
Capital Outlay Fund	$ 28,240,000	2
Multiple Species Conservation Program Fund	10,000,000	1
Total - Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2012-13)	$ 38,240,000	3
Projects Underway		
Public Safety Group	$ 210,422,855	11
Health & Human Services Agency	1,715,541	6
Land Use & Environment Group	51,981,054	87
Community Services Group	119,721,244	16
Finance & General Government Group	39,826,051	2
Total - Projects Underway	$ 423,666,745	122
Grand Total	$ 461,906.745	125

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

Reserves and Resources

The County maintains a prudent level of resources to help protect the fiscal health and stability of the County. These tables include frequently referenced budgetary reserves and resources but do not include the reserves and resources of all funds as reported in the Consolidated Annual Financial Report (CAFR). The figures in the tables reflect budgeted and/or estimated amounts for the items listed. These 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 http://www.sdcounty.ca.gov/auditor/cafr.html.

In addition, due to the implementation of Governmental Accounting and Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, certain accounts have been revised to reflect the new naming convention. See Summary of Financial Polices for more information.

Reserves and Resources (Projected) (in millions)		
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget
General Fund Minimum Fund Balance for Economic Uncertainty	100.0	100.0
General Fund Contingency Reserve - Operations	20.0	20.0
Committed Fund Balance - Unforeseen Catastrophic Events	55.5	55.5
Group/Agency Management Reserves	32.2	30.2
Total	$ 207.7	$ 205.7

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 (previously known as General Fund Designation of Fund Balance for Economic Uncertainty), sets a target amount that equates to 10% of General Purpose Revenue. The $100.0 million set aside of General Fund unassigned fund balance for Fiscal Year 2012-13 equates to 10.3% of General Purpose Revenue and is in compliance with that 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 $20.0 million budgeted for Fiscal Year 2012-13 equates to 2.1% of General Purpose Revenue and is in compliance with that 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 Super-visors. It may be increased at any time during the year with a four-fifths vote of the Board, and 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

equates to 5.7% of Fiscal Year 2012-13 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 (Projected) (in millions)		
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget
Tobacco Securitization Endowment Fund	392.6	381.2
Workers' Compensation Fund	103.4	100.3
Environmental Trust Fund	59.7	56.0
Public Liability Fund	32.6	36.3
Restricted - Debt Service	22.6	24.6
Total	$ 610.9	$ 598.4

Additional Reserves and Resources (projected)

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 Securization 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 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 is estimated that this will extend the life of the endowment fund from the year 2020 to 2034 and allow for $27.5 million in anticipated proceeds annually.

Workers' Compensation Fund — 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 $113.0 million, which includes $25.3 million in expected costs for Fiscal Year 2011-12. The cash balance in the fund is projected to be $100.3 million as of July 1, 2012.

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. The decrease from Fiscal Year 2010-11 to Fiscal Year 2011-12 represents the net amount drawn down to support landfill management operations.

Public Liability Fund — The County contracts with an actuary to annually assess the long-term liability of the fund and determine adequate level of reserves for current and future public risk management claims. The liability is estimated to be $25.9 million, which includes $10.6 million in expected costs for Fiscal Year 2011-12. The cash balance in the fund is projected to be $36.3 million as of July 1, 2012.

Restricted - Debt Service — The portion of bond proceeds from various County Certificates of Participation and Lease Revenue Bonds that are set aside to provide assurance to the 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, in millions)		
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget Increase/(Decrease)
Committed - Sale Proceeds Grand Avenue Clinic	$ 0.0	$ 0.1
Committed - SDCFA Equipment Replacement	0.0	1.9
Committed - Environmental Health	0.6	(0.5)
Total	0.6	1.5

Committed Fund Balance (General Fund only)

The Board of Supervisors has determined from time to time 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 do not reflect all General Fund commitments, but rather those with a proposed increase or decrease. Totals for these items may vary from those in the Consolidated Annual Financial Report (CAFR) since the CAFR reflects final audited fiscal year end balances. The CAFR can be accessed at http://www.sdcounty.ca.gov/auditor/cafr.html.

- **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 Environ-mental 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.

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 meeting its obligations to the pension fund; or (iii) provide for 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 undergo the scrutiny of the credit rating agencies. The County's long-term financ-ings adhere to a Board of Supervisors approved policy. This policy, the County's current credit ratings and the various forms of debt financing utilized 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 is a comprehensive and fiscally prudent policy that sets forth the 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, along with the rating agencies' analyses, has been the foundation for 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 composed of the Chief Financial Officer (CFO), 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 should have first 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 econom-ically 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 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.

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 main-tained 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 advan-tageous.

Credit Ratings

The most recent long-term credit review by Moody's Investors Service, Standard and Poor's and Fitch Ratings was performed in June and July 2011, when the agencies assigned ratings to the County's 2011 County Admini-stration Center Waterfront Park Certificates of Participation. During these credit reviews, all three major rating agencies affirmed the County's long-term issuer rating, lease financing ratings and pension obligation bond ratings, citing the County's strong financial management, broad and diverse economy, and low to moderate debt burden in their rationale for the ratings they assigned. According to Fitch Ratings, "the county continues to manage its financial situation well in the face of significant challenges." Moody's Investors Service states that the County's financial position remains strong and it "benefits from very strong, conservative fiscal management." Standard and Poor's holds that "the county will likely maintain, what [it considers], good financial performance and contingency reserves despite the economic downturn and uncertainty over state funding."

The San Diego County Employees Retirement Association (SDCERA) had its 'AAA' rating affirmed by Standard & Poor's in January 2009. The rating reflects the organization's overall capacity to pay its financial obliga-tions, and is based on SDCERA's strong fund management, good funded status despite a challenging fiscal year and continued strong credit quality of the pension system's sponsor (County of San Diego).

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

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

Credit Ratings

	Moody's Investors Service	Standard & Poor's	Fitch Ratings
County of San Diego (Issuer Rating)	Aa1 (GSR)	AAA	AAA
Certificates of Participation and Lease Revenue Bonds	Aa3 (GSR)	AA+	AA+
Pension Obligation Bonds	Aa2 (GSR)	AA+	AA+
San Diego County Employees Retirement Association	—	AAA	—
County Investment Pool	—	AAAf/S1	—

GSR - Global Scale Rating

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 which 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.

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 Agency*	Health and Safety Code §33000 et seq.
Housing Authority	Health and Safety Code §34200 et seq.
	Multi-family 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

** Effective February 1, 2012, Redevelopment Agencies in California have been dissolved and the authority for Redevelopment Agencies to issue new bonds has expired.*

Bond and Debt Service Ratios

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

Bond Ratios	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13
Net Bonded Debt (in millions)[1]	$1,578.7	$1,404.1	$1,436.7	$1,265.5	$1,204.4	$1,177.0[2]
Net Bonded Debt per Capita[3,4]	$521	$458	$465	$406	$383[4]	$371[4]
Ratio of Net Bonded Debt to Assessed Value	0.41%	0.35%	0.36%	0.32%	0.31%	0.30%

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

[2] Net Bonded Debt as of June 30, 2012.

[3] Based on the January 1st annual estimated population figures for the County of San Diego provided by the State of California Department of Finance (DOF). E-4 Population Estimates for Cities, Counties and the State with Annual Percent Change - January 2001 to 2009, with 2000 and 2010 Census counts. This also includes January 1, 2011 population estimates by the DOF that incorporate the 2010 Census counts.

[4] Based on estimated January 1, 2012 and January 1, 2013 population figures for the County of San Diego using an annual average growth for the last nine years.

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, 2012 is $389.3 billion.

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 is provided on page 425 in the Capital Program section.

Components of General Fund Debt Service Ratio (in millions)	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	Fiscal Year 2013-14 Proposed Budget
General Fund Revenue[1]	$ 3.446.3	$ 3,447.7	$ 3,526.9	$ 3,579.0	$ 3,552.3
Total Debt Service [2]	$ 129.4	$ 120.5	$ 120.5	$ 124.5	$ 118.4
Ratio of Total Debt Service to General Fund Revenue	3.75%	3.49%	3.42%	3.48%	3.33%
General Fund Share of Debt Service Cost [3]	$ 103.5	$ 93.6	$ 95.0	$ 97.2	$ 91.3
Ratio of General Fund Share of Debt Service to General Fund Revenue	3.00%	2.71%	2.69%	2.72%	2.57%

See table notes on the following page.

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

[2] The decrease in Total Debt Service in Fiscal Year 2010-11 is mainly due to the final payment of principal and interest for the Information Technology Certificates of Participation made in Fiscal Year 2009-10.

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

Long-Term Obligations

The County's outstanding long-term principal bonded debt as of June 30, 2012 and projected as of June 30, 2013 is:

Outstanding Principal Bonded Debt (in millions)		
	As of June 30, 2012	Projected as of June 30, 2013
Certificates of Participation	$ 261.4	$ 239.9
Lease Revenue Bonds	133.8	130.5
Pension Obligation Bonds	806.8	770.5
Redevelopment Agency Tax Allocation Bonds	13.9	13.5
Total	$ 1,215.9	$ 1,154.4

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) 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 and the anticipated County Administration Center Waterfront Park.

Taxable Pension Obligation Bonds (POBs) are financing instruments typically used to pay some or all of a pension plan's unfunded liability. The bond proceeds 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 issuances 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

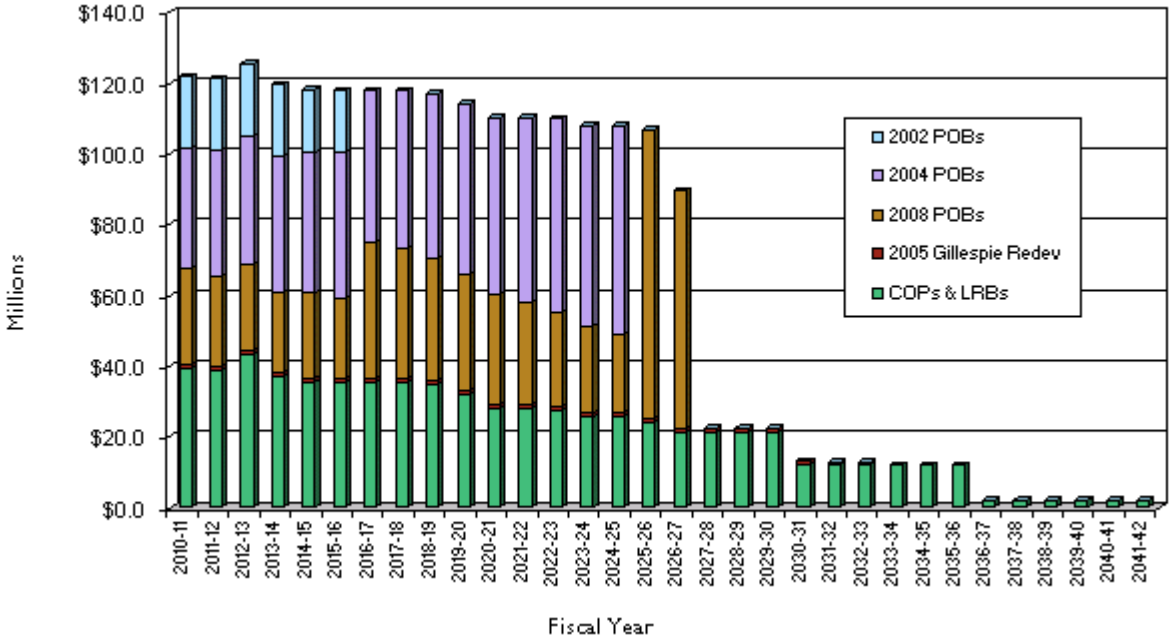
aggregate annual debt service for the taxable POBs from $86.0 million to $81.4 million and a further shortening of the final maturity to Fiscal Year 2026-27. As of June 30, 2012, the County had $806.8 million of taxable POBs outstanding.

Redevelopment Agency Tax Allocation Bonds (TABs) are limited obligations issued by the Redevelopment Agency of the County of San Diego (Agency) to help pay for improvements related to redevelopment projects. The Agency was formed on October 14, 1974 pursuant to Redevelopment Law, and effective February 1, 2012 has been dissolved by State legislature. Any outstanding TABs of the Agency are now limited obligations of the County, the 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 were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In con-nection 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 County and is not secured by the County's General Fund. This pledge, along with certain tax increment 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) 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. GO bonds are unique in that the bonds are secured by a 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, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs). The table following it shows 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 Obligations
Fiscal Years 2010-11 Through 2041-42



The following chart reflects the County's outstanding financings as of June 30, 2012:

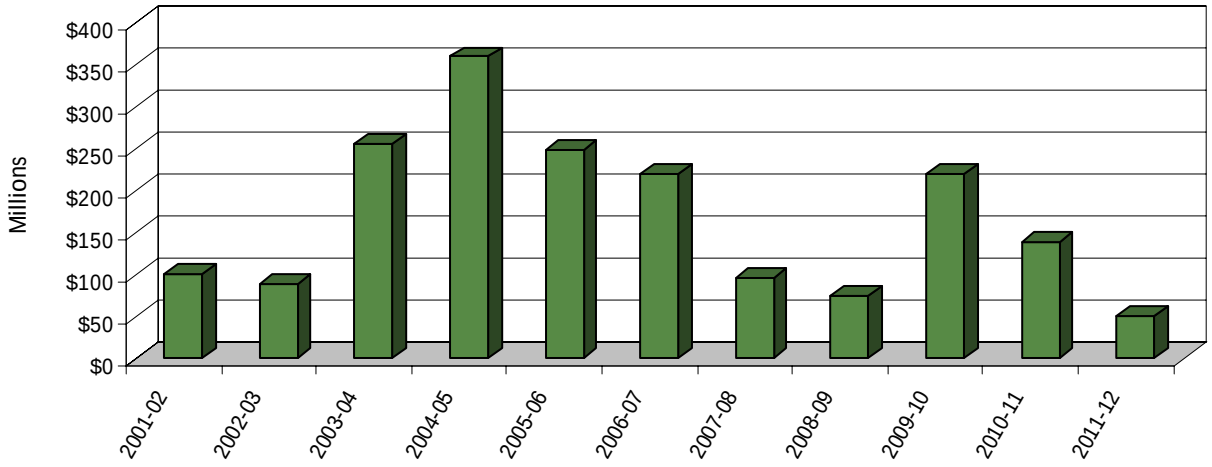
Outstanding County Financings (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
1993 Master Refunding	2012	$ 203,400	$ 3,800
2005 Edgemoor & RCS Refunding	2030	112,395	82,900
2005 North & East County Justice Facility Refunding	2019	28,210	18,065
2006 Edgemoor Completion Project	2030	42,390	38,415
2009 County Operations Center Phase 1A	2036	136,885	133,755
2009 Justice Facilities Refunding	2025	80,940	68,250
2011 MTS Tower Refunding	2019	19,260	17,265
2011 County Administration Center Waterfront Park	2042	32,665	32,665
Total Certificates of Participation and Lease Revenue Bonds		$ 656,145	$ 395,115
Taxable Pension Obligation Bonds			
Series 2002	2015	132,215	69,505
Series 2004 (1)	2024	454,113	416,400
Series 2008	2027	343,515	320,940
Total Pension Obligation Bonds		$ 929,843	$ 806,845
Redevelopment Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	$ 16,000	$ 13,905
Total Tax Allocations Bonds		$ 16,000	$ 13,905

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

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 shortfalls in cash because of the mismatch in 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 borrows cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within twelve to thirteen months of the date of issuance and are, therefore, considered short-term obligations. The chart below shows TRANs borrowing since 2001-02.

Tax and Revenue Anticipation Notes (TRANs) - Cash Borrowing
2001-02 Through 2011-12



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 low-cost, 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.

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. Initial contact 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 Board of Supervisors may consider assessment district and community facilities district financings to provide for public improvements, whether initiated by petition of the property owners, the County or a non-County agency. Initial contact will be directed to the Debt Advisory Committee and if the Committee decides that the 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 assessment district or community facilities district financing will be borne by the applicants.

The following chart reflects the County's outstanding conduit issuances as of June 30, 2012:

Outstanding Conduit Issuances (in thousands)			
	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp Healthcare	2028	$ 112,020	$ 79,480
1998 San Diego Natural History Museum	2028	15,000	11,200
2000 San Diego Museum of Art	2030	6,000	5,700
2001 University of San Diego	2041	36,870	0
2002 San Diego Imperial Counties	2027	10,750	8,500
2003 Chabad	2023	11,700	8,190
2003 San Diego Jewish Academy	2023	13,325	10,650
2004 Bishop School	2044	25,000	14,320
2004 Museum of Contemporary Art	2034	13,000	9,350
2005 Burnham Institute for Medical Research*	2031	24,500	19,550
2006 Burnham Institute for Medical Research	2034	59,405	55,360
2006 San Diego Foundation	2036	13,500	12,600
2008 The ARC of San Diego	2038	13,250	12,670
2010 Salk Institute for Biological Studies	2040	37,445	37,085
Total Conduits		$ 391,765	$ 284,655
Housing			
1999 Laurel Village Apartments	2014	$ 1,670	$ 1,331
2001 Village West	2031	4,438	3,629
2002 Spring Valley	2032	3,250	1,824
Total Housing		$ 9,358	$ 6,784
Reassessment Bonds			
1997 4S Ranch Reassessment District Bonds	2012	$ 21,755	$ 0
Total Reassessment Bonds		$ 21,755	$ 0

* On July 2, 2009 the outstanding County of San Diego Variable Rate Demand Certificates of Participation (COPs) secured by payments received from the Sidney Kimmel Cancer Center, dated October 5, 2005, were remarketed as County of San Diego Variable Rate Demand COPs secured by payments received from the Burnham Institute for Medical Research.

Excellence in Governing

Recognitions of Excellence

Embracing change is the key challenge for area governments. The County of San Diego is rising to that challenge and continually looks to improve by seeking opportunities to streamline operations, utilize technology to provide innovative solutions for services, create space- and energy-efficient workplaces, and expand the services and information to the public through the use of online and social media.

The County of San Diego works hard to maintain its standing as a best practices organization, offering programs that improve the lives of San Diego County residents in ways that are relevant and measurable. The County is proud that its leadership in these areas has been recognized for the following:

- The **California State Association of Counties (CSAC**) is committed to assisting California counties in providing a vital and efficient system of public services for the general health, welfare and public safety of every resident. CSAC presented the County of San Diego with eight awards. One program was recognized with the organizations' top honor ***California Counties Innovation Award*** for innovation and creativity; two programs received the ***Challenge Award 2011*** for spirit and commitment; five programs received the ***Merit Award 2011*** for innovation and excellence.
- The **Center for Digital Government** provided national recognition with the ***Digital Government Achievement Award*** for an innovative program to help rural residents get Medi-Cal and CalFresh (formerly Food Stamps). This video program makes it easier for some 450,000 residents living in the rural North County and North Inland Regions to access needed County services. The County was awarded second place in the ***Digital Counties Survey 2011*** for those with a population over 500,000. This award recognizes leading examples of counties using information and communications technology.
- In 2011, the County of San Diego won national recognition and the second highest number of awards in the country by the **National Association of Counties (NACo).** Twenty-eight programs received the ***Achievement Awards*** for excellence. The award-winning programs operate within all five County business groups and include programs that serve children, youth and seniors, as well as those that pro-mote environmental protection, public safety and efficient, effective county administration

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

Strategic Initiative - Healthy Families

- The California State Association of Counties (CSAC) awarded San Diego County, a *California Counties Innovation Award* for the reformation of the In-Home Supportive Services (IHSS). The creation of a new program integrity initiative and other measures, including integration of a long-term care system with wrap-around services blending health and social services funding while reducing gaps in care, reduced program cost growth from an average of 8-10 percent annually to 0.2 percent. Annual budget expenditures were $24 million less than projected.
- **California State Association of Counties (CSAC) *Challenge Award 2011***
  - *Free Foreclosure Prevention HOME Clinic* - which provides counseling and education for families facing bankruptcy or foreclosure in partnership with the Housing Opportunities Collaborative.
  - *Camp Connect San Diego* - which brings together siblings separated by placement in the foster care system. The program offers approximately 65-80 children opportunities to connect with their siblings through four-day camps and all-day activities.
- **California State Association of Counties (CSAC) *Merit Award 2011***
  - **Educating Non-Custodial Parents** - for videos produced in-house by Department of Child Support Services and posted on the department website in an effort to engage parents owing child support to participate in the process.
- For the third time the **California Child Support Director's Association,** honored San Diego County Department of Child Support Services (DCSS) as the state's ***Top Performing County (very large).*** DCSS ranked highest for outstanding performance on five federal performance measures and dollars given to families.
- The It's Up to Us campaign received the ***Inspiration Media Award*** from the **National Association on Mental Illness San Diego**. The campaign reinforces the idea that mental health is just as important to quality of life as physical wellbeing, and also educates people about mental health challenges and the use of local resources.

- The First 5 Commissions' San Diego's Oral Health campaign received the top ***Public Service Announcement (PSA) Award*** from the **Public Relations Society of America**. The honor recognized efforts to promote good oral health care for pregnant women and children through the age of five.
- The **National Association of Counties (NACo) Achievement Awards - 2011**
  - Camp Connect San Diego - a public-private partnership program designed to bring together siblings who have been separated by their placement in the foster care system.
  - Teens Go Green: Mental Health Life Skills Program - a program that provides life skills to help prepare teenagers with emotional challenges or mental illnesses for adulthood. Through an innovative gardening project, the youth worked with chefs and gardeners to achieve healthy results they could see through the vegetables that grew.
  - *Girls Only* - a gender-specific preventative program that promotes self-esteem and motivation, in order to develop life skills and keep girls who are at risk out of the influence of gangs and drugs, and inspire them to further their education.
  - *Families as Partners* - a Child Welfare Services program designed to protect children and ensure they can remain safely in their homes by partnering with community and familial support systems to achieve identified goals.
  - *Homelessness Prevention and Rapid Re-housing Program Design* - through partnership with the U.S. Department of Housing and Urban Development, this program addresses the needs of local school districts that serve families with housing sub-sisdies. The program stabilized 137 families and ensured that 257 children remained in school.
  - *In-Home Supportive Services (IHSS) Reform* - Implemented reform recommendations for this state-mandated program administered by counties, including program integrity case reviews and unannounced home visits to protect taxpayer dollars and ensure appropriate level of care for consumers.
  - *Prescription Drug Abuse Task Force and Collaborative Action Plan* - promotes coordinated efforts by federal, state and local partners throughout the region, and provides the public with a clear description of how prescription drug abuse among teens and young adults will be addressed to prevent the related issues from escalating.

Strategic Initiative - Sustainable Environments

- The National Association of Counties (NACo) *Achievement Awards - 2011*
  - San Diego Air Pollution Control District's (APCD) Compliance Inspection Videos - an innovative tool to provide assistance, training and education to the regulated facilities to prevent noncompliance and promote self-inspections to ensure ongoing compliance.
  - *Water Conservation Landscape Ordinance* - a new landscape conservation ordinance that includes a Landscape Design Manual that gives the County greater oversight when builders prepare landscape plans and water budgets.
  - *Energy Saving Adventures (ESA) Program* - a program that supports community needs in the areas of energy efficiency and sustainability through resource conservation.
  - *Water Efficiency Program* - a program developed to reduce water consumption and sewer discharge, and their associated costs at County facilities. This program has produced an annual water savings of 150 million gallons, with an associated cost savings of $1.1 million.

Strategic Initiative - Safe communities

- California State Association of Counties (CSAC) *Merit Award 2011*
  - *Integrated Fire Suppression/Stormwater Compliance System* - this system was developed in collaboration with area industry other stakeholders to enhance safety, ecological stewardship, and efficiency.
  - *Responsible Pet Ownership (RePo)* - this program works like a "traffic school" for individuals cited for minor animal violations, providing resources, rehabilitation and cost savings while reducing recidivism and court time.
  - *Senior Expo: Protect Yourself and Your Wallet* - these events help prevent crimes against older adults by empowering and educating seniors with physical and financial self-defense techniques. The program has educated more than 1,100 seniors at 24 events.
- The Sheriff's Department Helicopter Unit ASTREA received a ***Partnership Award*** **CAL FIRE,** State fire protection agency. The award recognizes the cooperation between law enforcement and fire agencies in times of wildfires and other emergencies.

- National Association of Counties (NACo) *Achievement Awards - 2011*
  - *HOPE (Helping Other Pursue Excellence)* - a local re-entry resource program designed to gather and share information on service providers, etc. with inmates released or recently released from local jail custody. The program is run by Americorps VISTA (Volunteers in Service to America) and staff at the San Diego County District Attorney's Office.
  - *Blueprint for Recovery: Comprehensive Services for Homeless Mentally Ill* - a multi-facetted ap-proach to provide this vulnerable population with per-manent housing, the necessary supportive services and a stigma-busting campaign.
  - *Responsible Pet Ownership Program* - The Depart-ment of Animal Services, the San Diego City Attorney and the San Diego County District Attorney devel-oped an educational Responsible Pet Owner-ship program to reduce recidivism of animal law violators. The program also promotes a cooperative relation-ship with animal owners, while saving tax-payers' money.
  - *Veterans' Internship Program Work Experience Option* - a program that provides paid work experi-ence to veterans pursuing a career in County govern-ment and enables them to effectively compete for regular County jobs or employment with other agen-cies.
  - *Emergency Management Augmentation Program* - The Office of Emergency Services (OES) developed a local program to utilize trained Probation Officers to augment OES staff in the County's Emergency Oper-ations Center during emergencies. This lessens the County's reliance on mutual aid, while strength-ening its ability to manage large, complex emer-gencies and disasters.
  - *Partner/Sponsor Cross-Promotions* - a program that target arts and community-based organizations in support of library programs and events, offering mu-tual benefit and connections for increased col-labo-ration.
  - *Ground-in Centerline Rumble Strips on Rural Road-ways* - a program to install ground-in centerline rumble strips along mountain and other rural roads to reduce the number of collisions involving motor-cycles that cross the centerline. This resulted in a 30% decrease in collisions on Palomar Moun-tain.
  - Tip the Scale to Reduce Drug Abuse and Increase Public Safety - a large-scale, multi-agency col-labo-rative effort to tackle the County's pervasive drug problem. The program Operation Tip the Scale encourages treatment for criminals and holding sub-stance abusers accountable for their legal court orders, thus creating healthier and safer neigh-bor-hoods.

Operational Excellence Awards

The awards listed below pertain to programs or accom-plishments that support the County's Required Disciplines as outlined in the General Management System:

- California State Association of Counties (CSAC) *Merit Award 2011*
  - *Regional GIS Data Exchange* - this county-spon-sored project improved Geographic Information Sys-tems (GIS) data exchanges between local gov-ern-ments and regional governmental agencies, while lowering costs and increasing reliability.
- For the tenth consecutive year, the **Government Finance Officers Association of the United States and Canada (GFOA)** recognized the County with the ***Distinguished Budget Presentation Award*** for the Adopted Operational Plan Fiscal Years 2011-2012 & 2012-2013. This award is a significant achievement for the County as it reflects the organization's commitment to maintaining the highest standards of governmental budgeting.
- For the fourth year in a row the **San Diego Society for Human Resource Management** honored the District Attorney's Office with an ***Excellence Award*** for inno-vative planning that allowed the office to reduce its workforce by ten percent while maintaining quality of service to the public.
- The Department of General Services was honored the fifth year in a row with the ***Award of Excellence 2011*** from the **California Counties Facilities Services As-sociation** for demonstrating exceptional dedication to facilities excellence through best practices, innovation, staff development, automation and customer service.
- The Department of General Services received a ***Qualifi-cations-Based Selection Merit Award 2011*** by the **American Council of Engineering Companies** and **National Society of Professional Engineers**. This national award recognizes those who use quali-fica-tions-based methods to procure the services of consult-ing engineers at the state and local level.
- The Department of Housing and Community Develop-ment received the ***Nan McKay Pioneer Award*** by **Nan McKay & Associates, Inc**. for its TourSolver software program, which optimizes inspector travel routes, saving approximately $30,000 annually.

- The James R. Mills Building was awarded ***Building of the Year 2011 (TOBY)*** in the government category by the **Building Owners and Managers Association.** The award recognizes excellence in building operations, property management, energy and water cost saving upgrades.
- The ***Program Awareness Award 2011*** was presented by the **Child Support Directors Association of California** to the Department of Child Support Serv-ices. The honor was in recognition of the department's new Spanish website, which mirrors the information and functionality of its English site.
- The Fallbrook Library was the winner of the ***People's Choice Orchid 2011*** from the **San Diego Archi-tectural Foundation**. The building achieved LEED Silver Certification for sustainable design. The library features include: natural lighting, "living room" area, Poets Patio, homework center, and a portion of the roof landscaped with succulents.
- The **San Diego Chapter of Associated Builders & Contractors** honored the Fallbrook Branch Library with an ***Award of Excellence 2011*** and became a fi-nalist for "Top Project by a General Contractor.
- National Association of Counties (NACo) *Achievement Awards - 2011*
  - *Accountability and Transparency of ARRA Funds* -To ensure compliance and promote accountability and transparency regarding funding from the American Recovery and Reinvestment Act (ARRA), a taskforce was established to proactively address such issues as grant accountability, contract management, the prevention of fraud, waste, and abuse and reporting requirements.
  - *San Diego County Probation Department Leadership Academy* - a program to empower supervisors and managers to improve service delivery with implementation of evidence-based programs and supervision techniques to adult felony probationers, with the goal of reducing recidivism among adult probationers.
  - *Improved Administration of County Pool Investment Strategy* - The County Treasurer's Office improved the administration of the San Di-ego County Pool's investment strategy during the credit crisis and the State budget challenges, through enhanced monitoring of credit markets, restrictions of corporate exposure, utilization of federal liquidity programs, and shortening of the Pool's duration.
  - *Electronic Classification Activity Request (eCAR) Tracking System* - The Department of Human Resources, which receives an average of 350 in-ternal classification requests per year, developed an electronic Tracking System that allows depart-ments to utilize an electronic "Smart Form" to submit a variety of classification requests. This has greatly reduced the content error rate and the amount of paper used.
  - *Sheriff's Management Academy* - a Peace Officer Standards and Training (POST) certified training program for the levels of Lieutenant and higher within the Sheriff's Department on topics from con-tracts to leadership skills.
  - *Contract Services Direct Billing Program* - a program developed by the Department of General Services to provide client departments with actual and timely billing with a direct correlation to the provided service (e.g., trash, etc.).
  - *Treasurer-Tax Collector Workflow Prioritization Matrix* - a tool to manage daily priorities and provide a high level of customer service within ex-isting resources.
  - *San Diego Multiple Agency Public Safety System* - a program that consists of a Government 2.0 designed Geographical Information Systems (GIS) project that allows the newly reorganized County Volunteer Fire Departments to jointly maintain their critical infrastructure and their community infor-mation in a Web-based mapping and data editing application.
  - *Transcending to be a Government Without Walls* - continued implementation of a program that evaluates and identifies areas within departments where alternative work schedules or locations would benefit department business needs, reduce vehicle fuel and maintenance costs, and increase efficiency and productivity.

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

County of San Diego

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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 our 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.

2011-12 Anticipated Accomplishments

In the preceding year, PSG addressed core law enforcement and public safety needs, developed services and approaches to improve outcomes for offenders, continued to enhance emergency preparedness for the region and pursued regional, reengineering and information technology initiatives.

Continued to provide programs that break the cycle of criminal recidivism, protected the public and focused on the successful reentry of offenders into the community upon leaving incarceration.

- Provided rehabilitative services to youth in custody to prepare them for success in the community.
- Participated in Offender Reentry Court, Behavioral Health Court, Adult and Juvenile Drug Court, Homeless Court and the Veterans Treatment Review Calendar to ensure clients obtained the services they need to become self-sufficient and maintain a crime-free lifestyle.
- Sheriff's deputies assigned to the Sexual Assault Felony Enforcement (SAFE) team conducted over 850 compliance audits in the unincorporated area and Sheriff's contract cities to ensure that registered sex offenders remained in compliance with court ordered offender registration requirements.

Continued to strengthen the County's and communities' ability to prepare for, respond to and recover from disasters.

- Developed an advanced post-disaster recovery initiative which provides a comprehensive program that identifies steps the County can take pre-disaster that will accelerate recovery after a catastrophic event.
- Initiated development of the Regional Communications System replacement plan; Federal Urban Area Security Initiative grant funding for replacement of the core was approved in January 2012.
- Continued to work towards 24-hour staffing at all fire stations in coordination with the local fire districts.

Informed and educated the community on public safety issues.

- Provided public outreach notification to residents in the unincorporated area on the Defensible Space Program, the inspection process and procedures. This program is designed to protect homes during wildfires by reducing flammable vegetation around structures.
- Participated in four community outreach events through the Public Defender's Community Outreach Program.
- Established partnerships and implemented child support related programs with community-based organizations who deal with non-custodial parents.
- Increased teen driving safety through education and awareness by conducting Start Smart classes and two community teen driving fairs.
- Established a public information program on the tenth anniversary of 9/11 to educate and advise the general public how to recognize and report suspicious activity. The program was designed to reach 3.1 million residents as well as visitors to San Diego County by having the program available on the Web, through distributed materials, the local media and community events.
- Increased community awareness of the Citizens' Law Enforcement Review Board through quarterly, multidisciplinary outreach.

Continued partnerships with other agencies to address public safety needs.

- Collaborated with criminal justice partners and social service providers and developed protocols for a High-Risk Domestic Violence Team to support improved outcomes for victims of domestic violence.
- Participated in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Continued to contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project, the National Institute of Child Health and Human Development and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.
- Completed Step II of the County's Fire and Life Safety Reorganization Report, which included the merging of the five County Service Areas into the San Diego County Fire Authority – County Service Area (CSA) 135.

Promoted regional leadership in criminal justice and public safety.

- Maintained a focus on border security by conducting proactive, intelligence driven operations in conjunction with local and federal law enforcement partners.
- Conducted 18 tabletop exercises with multiple federal and State agencies, county departments, 18 cities, special districts in the unincorporated areas and non-governmental agencies by June 2012 to focus on the Southern California Catastrophic Earthquake Response Plan.
- Enabled timely progress of the justice system by completing 93% of the Medical Examiner's homicide examination reports within 60 days or less.

Maintained and renewed essential infrastructure to support service delivery.

- Continued to provide funding for facility improvements and regional training facilities to partnering fire service agencies as identified in the 2010 County Fire Deployment Study.
- Completed the schematic design for the Women's Detention Facility in conjunction with the Department of General Services in October 2011.

Leveraged new technology innovations to improve services and operational efficiency.

- Installed the new Automated Fingerprint Identification System.
- Developed the County's new Accessible AlertSanDiego mass notification system which provides emergency management capability of alerting and informing residents who are deaf, blind, hard of hearing and deaf/blind before, during and after a disaster.
- Implemented and expanded the use of the Juvenile Electronic Library System (JELS) to improve the case management process. JELS is a project to integrate Probation Reports into the District Attorney's juvenile case management system for use in the courtroom.

2012-14 Objectives

Address the challenges of Assembly Bill (AB) 109, *Public Safety Realignment (2011)* and the transfer of responsibility for certain offenders from the State to the counties, work collaboratively with all criminal justice agencies and achieve the Public Safety Group's vision by:

- Promoting strategies that prevent crime and make neighborhoods safe places to live, work and play.
  - Provide early intervention with at-risk youth in the crime-prone years.

- Implement community oriented policing strategies, stressing prevention, early identification and timely intervention.
- Educate residents through community outreach and employ prevention and safety programs.

- Promoting and implementing strategies that protect residents from crime.
  - Maintain a proactive law enforcement presence in the unincorporated area and cities with whom the County contracts.
  - Monitor offenders subject to community supervision to mitigate new crime offenses.
  - Employ intelligence-led policing strategies to crime problems at the local and regional level.
- Providing for a strong, collaborative criminal justice system that holds offenders accountable.
  - Collaborate with the local courts to ensure offenders are appropriately detained or sanctioned.
  - Employ appropriate punitive measures that are balanced with rehabilitation opportunities, where appropriate.
  - Ensure quality investigation and crime analysis that leads to successful identification and prosecution of offenders.
- Reducing recidivism by implementing treatment strategies that help offenders successfully reenter society.
  - Provide a continuum of treatment and diversion programs while adult offenders are in jail, addressing both health and behavioral health.
  - Employ transitional services for offenders as they exit out of detention facilities.
  - Integrate evidence-based practices and principles in collaboration with community and justice partners.
- Continuing to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
  - Collaborate with regional fire service agencies to improve fire protection and emergency response services.
  - Engage residents, private sector and local jurisdictions through community outreach events and emergency readiness planning.
- Leveraging new technology innovations to improve service delivery and operational efficiency.
  - Continue implementation of technologies, including an electronic content management system, that facilitate paperless processes in the courtroom.
  - Explore and develop, where appropriate, mobile applications to improve service delivery and enhance the flow of information to the public.

Related Links

For additional information about the Public Safety Group, refer to the website at http://www.sdcounty.ca.gov/public_safety/.

Executive Office Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net increase of $8.1 million.

- Salaries and Benefits — increase of $0.1 million reflects negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — increase of $2.0 million due to an increase in operational costs and for 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 provided by these departments.
- Fund Balance Component Increases — decrease of $16.3 million due to a one-time contribution toward the replacement of the Regional Communications System in Fiscal Year 2011-12.
- Operating Transfer Out — increase of $22.3 million reflects a change in transfers to public safety agencies of revenues from Proposition 172, which supports regional law enforcement services.

Revenues

Net increase of $8.1 million.

- Intergovernmental Revenue — increase of $24.0 million due to an increase in revenues from Proposition 172 which supports regional law enforcement services.
- Use of Fund Balance — net decrease of $16.1 million. A total of $7.1 million is budgeted.
  - $0.35 million for support of criminal justice information technology and the development of cross-department information technology proposals.
  - $0.3 million for facility major maintenance projects.
  - $6.4 million for regional law enforcement services support and for one-time purchases of information technology equipment, services, replacement of radios used in regional communications and law enforcement equipment.

- General Purpose Revenue Allocation — increase of $1.0 million to offset costs of negotiated labor agreements and an increase in County retirement contributions.

Executive Office Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of $1.0 million is primarily due to an increase in the costs of negotiated labor agreements, an increase in retirement contributions and to align anticipated levels of Proposition 172 revenue.

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.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Expenditures

No change.

Revenues

No change.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

No change.

Group Staffing by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety Executive Office	10.00	11.00	11.00	0.0	11.00
District Attorney	1,053.00	1,022.00	978.00	(4.3)	978.00
Sheriff	3,800.00	3,812.00	3,874.00	1.6	3,875.00
Child Support Services	473.00	472.00	472.00	0.0	472.00
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	51.00	51.00	52.00	2.0	52.00
Probation	1,234.25	1,225.00	1,299.00	6.0	1,299.00
Public Defender	399.00	344.00	346.00	0.6	346.00
San Diego County Fire Authority	—	13.00	13.00	0.0	13.00
Total	7,041.25	6,971.00	7,066.00	1.4	7,067.00

Group Expenditures by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety Executive Office	$ 192,100,165	$ 225,721,278	$ 233,816,846	3.6	$ 234,840,368
District Attorney	147,441,213	155,180,194	154,680,088	(0.3)	154,713,053
Sheriff	578,162,668	611,215,907	629,056,142	2.9	625,304,879
Child Support Services	50,312,168	51,122,040	50,956,406	(0.3)	52,843,995
Citizens' Law Enforcement Review Board	539,392	589,485	588,111	(0.2)	601,799
Office of Emergency Services	8,572,824	10,471,121	9,180,674	(12.3)	5,392,696
Medical Examiner	8,527,316	8,897,649	8,951,213	0.6	9,199,329
Probation	170,899,694	179,673,491	189,893,163	5.7	191,569,603
Public Defender	77,074,766	69,460,410	72,757,375	4.7	73,342,537
Contribution for Trial Courts	71,837,878	71,538,487	71,538,673	0.0	71,538,673
San Diego County Fire Authority	1,874,474	26,456,932	24,664,211	(6.8)	17,274,250
Total	$ 1,307,342,558	$ 1,410,326,994	$ 1,446,082,902	2.5	$ 1,436,621,182

Executive Office Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety Executive Office	10.00	11.00	11.00	0.0	11.00
Total	10.00	11.00	11.00	0.0	11.00

Executive Office Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety Executive Office	$ 6,181,516	$ 22,615,635	$ 6,930,453	(69.4)	$ 7,006,227
Public Safety Proposition 172	185,918,649	203,105,643	226,886,393	11.7	227,834,141
Total	$ 192,100,165	$ 225,721,278	$ 233,816,846	3.6	$ 234,840,368

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 1,625,803	$ 1,677,430	$ 1,775,119	5.8	$ 1,827,367
Services & Supplies	3,947,966	4,021,341	6,029,217	49.9	6,043,352
Other Charges	607,747	616,864	626,117	1.5	635,508
Fund Balance Component Increases	—	16,300,000	—	(100.0)	—
Operating Transfers Out	185,918,649	203,105,643	225,386,393	11.0	226,334,141
Total	$ 192,100,165	$ 225,721,278	$ 233,816,846	3.6	$ 234,840,368

Executive Office Budget by Categories of Revenue

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	$ 1,679,711	$ 1,876,914	$ 1,876,914	0.0	$ 1,876,914
Intergovernmental Revenues	185,918,649	196,495,643	220,536,681	12.2	226,628,783
Charges For Current Services	708,000	708,000	708,000	0.0	708,000
Miscellaneous Revenues	24,554	24,554	24,554	0.0	24,554
Use of Fund Balance	—	23,133,257	7,084,873	(69.4)	1,531,764
General Purpose Revenue Allocation	3,769,251	3,482,910	3,585,824	3.0	4,070,353
Total	$ 192,100,165	$ 225,721,278	$ 233,816,846	3.6	$ 234,840,368

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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Developed and provided training to hundreds of first responder law enforcement officers with the goal of standardizing processes and improving outcomes for victims of sex trafficking crimes.
- Implemented and expanded the use of the Juvenile Electronic Library System (JELS) to improve the case management process. JELS is used to integrate Probation Reports into the District Attorney's juvenile case management system for use in the courtroom.

Strategic Initiative – Safe and Livable Communities

- Collaborated with criminal justice partners and social service providers and developed protocols for a High Risk Domestic Violence Team in the central region of San Diego County to support improved outcomes for victims of domestic violence. The team now meets regularly, reviewing cases and providing resources to individuals and families.

Strategic Initiative – Environment

- Reduced fuel consumption by decreasing the District Attorney's fleet by 9%.
- Increased the use of digital exhibits in courtroom presentations to minimize the use of foam core and other non-recyclable materials.

Required Discipline – Information Technology

- Expanded the electronic work environment using SharePoint, a file sharing, collaboration application to maximize efficient use of information within the District Attorney's Administrative Division.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Continue to work collaboratively with local law enforcement on the implementation of Assembly Bill (AB) 109, *Public Safety Realignment (2011)*, and the reintegration of offenders into the community.
- Expand services for domestic violence victims in the northern region of San Diego County through the implementation of a High Risk Domestic Violence Team in partnership with local providers and law enforcement.

Strategic Initiative – Sustainable Environments

- Develop a strategy to implement Electronic Content Management to address document workflow, management and retention, which will improve the efficiency of document sharing, retrieval and use.
- Participate as a member of the multidisciplinary advisory committee comprised of the Superior Court, Probation and local law enforcement in developing alternative placements for first-time juvenile offenders who have committed violence against family members.

Required Discipline for Excellence – Information Services

- Complete implementation of the eDiscovery system to streamline the dissemination of discovery materials to defense counsel.

- Implement secure wireless network capabilities in all District Attorney offices allowing staff to access District Attorney's applications using electronic mobile devices. This will increase staff efficiency, productivity and workforce collaboration.
- Develop a strategy to further automate the travel request process for District Attorney business travelers creating a more efficient method for reimbursement of out-of-pocket expenses

Related Links

For additional information about the Office of the District Attorney, refer to the website at http://www.sdcda.org/index.php.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Achieve a conviction on felony cases prosecuted[1]	94% of 16,670	94%	94% of 15,394	94%	94%
Achieve a conviction on misdemeanor cases prosecuted	87.5% of 25,707	90%	88% of 25,719	90%	90%
Resolve adult felony cases prior to the preliminary hearing[2]	76% of 16,459	70%	75% of 15,405	70%	70%

Table Notes

[1] Cases refer to the number of people prosecuted.

[2] The total number of cases for Fiscal Year 2010-11 Actuals (16,459) and Fiscal Year 2011-12 Estimated Actuals (15,405) for resolution prior to the preliminary hearing may differ from the total number (16,670 and 15,394 respectively) used in the felony conviction rate due to cases that are issued as a felony or a misdemeanor but are later charged at a different level.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

The Fiscal Year 2012-14 CAO Proposed Operational Plan includes 978.00 authorized staff years, which is a reduction of 44.00 staff years from the Fiscal Year 2011-13 Operational Plan, and continues $3.6 million in funding reductions which is being mitigated by attrition. The reduction of staff years in Fiscal Year 2012-13, along with anticipated attrition represents 8% fewer staff years than the total staff years authorized in Fiscal Year 2011-12.

To support business needs with reduced staffing, the Department has implemented technology efficiencies and has also included in this plan $1.0 million in one-time funding to upgrade and enhance information technology to create additional efficiencies and eliminate and/or improve current business processes.

Expenditures

Net decrease of $0.5 million.

- Salaries and Benefits — net increase of $2.6 million reflects negotiated labor agreements and an increase in County retirement contributions partially offset by a reduction of 44.00 staff years as described above.
- Services and Supplies — net decrease of $0.2 million.
  - Decrease of $0.6 million in Public Liability Insurance Premium due to reductions in actuarial cost projections; decrease of $0.5 million in transcription costs due to realigning appropriations with actual costs.
  - Increase of $0.4 million in the Information Technology Internal Service Fund due to additional technical support related to enhancements and upgrade proj-

ects, an increase of $0.3 million in Maintenance of Equipment due to the maintenance of the security system, an increase of $0.1 million in District Attorney Special appropriations due to additional witness relocations, and an increase of $0.1 million in Automotive Fuel due to increases in automotive fuel costs.

- Other Charges — net increase of $0.5 million due to increased costs for contracted services in various grant programs.
- Capital Assets Equipment — decrease of $1.0 million due to the one-time information technology equipment purchases completed in Fiscal Year 2011-12.
- Expenditures Transfers and Reimbursements — increase of $0.3 million associated with the reimbursement for services provided by the Public Assistance Fraud Unit. Since the amount to be reimbursed comes from another County department, Health and Human Services Agency, the $0.3 million increase shows as a decrease in expenditures.
- Operating Transfers Out — decrease of $0.1 million due to the reduction in the use of Federal Asset Forfeiture Funds for overtime costs.
- Management Reserves — decrease of $2.0 million due to the completion of one-time information technology projects in Fiscal Year 2011-12.

Revenue

Net decrease of $0.5 million.

- Intergovernmental Revenues — net increase of $0.5 million.
  - Net decrease of $0.5 million in funding from the California Emergency Management Agency due to the elimination of the Vertical Prosecution Block Grant, partially offset by an increase for the Underserved Populations Grant.
  - Decrease of $0.2 million in the Child Abduction and Recovery Program.
  - Increase of $0.5 million in State revenue allocated to the District Attorney/Public Defender Account as a result of Public Safety Realignment.
  - Increase of $0.3 million in the Southwest Border Prosecution Initiative Program.
  - Increase of $0.2 million in the State of California, Department of Insurance grant programs.
  - Increase of $0.2 million in the United States Department of Justice, Office on Violence Against Women, Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program.
- Charges for Current Services— increase of $0.2 million in the Real Estate Fraud Prosecution fund due to an increase in real estate transactions.
- Other Financing Sources — net increase of $4.5 million due to projected receipts and use of Special Revenue Fund fund balance from Proposition 172, the Local Public Safety Protection and Improvement Act of 1993, which supports regional law enforcement services, partially offset by a decrease in the use of Federal Asset Forfeiture Funds for overtime costs.
- Use of Fund Balance — net decrease of $7.5 million. A total of $5.2 million is budgeted and allocated for support of reentry services for offenders, information technology refresh and upgrades, and one-time negotiated salary adjustments and Federal Asset Forfeiture Funds to support law enforcement purposes.
- Proposition 172 revenue growth and the use of Proposition 172 Special Revenue Fund prior year fund balance are applied, in part, to a multi-year strategy to mitigate previous reductions in Proposition 172 revenues.
- General Purpose Revenue Allocation — increase of $1.9 million to offset the costs of negotiated labor agreements and increases in County retirement contributions.

Budget Changes and Operational Impact: 2012-13 to 2013-14

No significant change.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Criminal Prosecution	607.50	577.00	553.00	(4.2)	553.00
Specialized Criminal Prosecution	274.00	275.00	263.00	(4.4)	263.00
Juvenile Court	45.50	44.00	42.00	(4.5)	42.00
Public Assistance Fraud	70.00	72.00	69.00	(4.2)	69.00
District Attorney Administration	56.00	54.00	51.00	(5.6)	51.00
Total	1,053.00	1,022.00	978.00	(4.3)	978.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Criminal Prosecution	$ 90,935,763	$ 95,053,646	$ 94,953,886	(0.1)	$ 92,753,245
Specialized Criminal Prosecution	43,797,660	46,184,713	46,256,101	0.2	47,695,451
Juvenile Court	5,606,667	5,885,296	5,896,983	0.2	6,345,678
Public Assistance Fraud	(1,986,082)	(1,143,823)	(1,159,565)	1.4	(907,621)
District Attorney Administration	8,362,205	8,483,362	8,117,683	(4.3)	8,211,300
District Attorney Asset Forfeiture Program	725,000	717,000	615,000	(14.2)	615,000
Total	$ 147,441,213	$ 155,180,194	$ 154,680,088	(0.3)	$ 154,713,053

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 130,298,650	$ 132,973,095	$ 135,573,564	2.0	$ 140,106,889
Services & Supplies	20,647,463	20,346,314	20,106,423	(1.2)	20,106,063
Other Charges	2,703,620	2,700,620	3,194,069	18.3	3,194,069
Capital Assets Equipment	2,360,200	2,360,200	1,382,200	(41.4)	382,200
Expenditure Transfer & Reimbursements	(8,768,720)	(8,900,035)	(9,176,168)	3.1	(9,176,168)
Operating Transfers Out	200,000	200,000	100,000	(50.0)	100,000
Management Reserves	—	5,500,000	3,500,000	(36.4)	—
Total	$ 147,441,213	$ 155,180,194	$ 154,680,088	(0.3)	$ 154,713,053

Budget by Categories of Revenues					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ 18,813,284	$ 18,693,207	$ 19,171,158	2.6	$ 19,171,158
Charges For Current Services	910,000	910,000	1,060,000	16.5	1,060,000
Miscellaneous Revenues	2,616,297	2,616,297	2,616,297	0.0	2,616,297
Other Financing Sources	37,720,878	41,436,277	45,944,485	10.9	45,762,905
Use of Fund Balance	10,615,000	12,775,540	5,242,927	(59.0)	615,000
General Purpose Revenue Allocation	76,765,754	78,748,873	80,645,221	2.4	85,487,693
Total	$ 147,441,213	$ 155,180,194	$ 154,680,088	(0.3)	$ 154,713,053

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Sheriff

Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering 4,200 square miles. The department's approximately 3,800 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 894,000 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 5,500 inmates per day. The Sheriff's detention facilities conduct approximately 135,000 inmate bookings annually. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants and 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased teen driving safety through education and awareness by conducting 61 Start Smart classes and two community teen driving fairs.

Strategic Initiative – Safe and Livable Communities

- Conducted 850 compliance audits in the unincorporated area and contract cities to ensure that registered sex offenders remained in compliance with court ordered offender registration requirements, exceeding the goal of 525. The audits were conducted by the Sexual Assault Felony Enforcement (SAFE) team.
- Maintained a focus on Border Security by continuing the Border Crime Suppression Team (BCST), originally funded with American Recovery and Reinvestment Act (ARRA) funds that expired in December 2011. BCST maintained proactive, intelligence driven missions targeting those who violate local and/or State criminal statutes and exceeded its goals by:

  - Conducting more than four coordinated southbound interdiction operations to stop the flow of guns and bulk cash flowing into Mexico at one of three ports of entry in coordination with federal law enforcement partners, in addition to conducting more than 12 coordinated highway drug interdiction operations between the U.S.-Mexico border and the Riverside and Orange County lines.
  - Conducting more than eight high visibility criminal interdiction and covert interdiction operations in conjunction with local and federal law enforcement partners along the San Diego County coastline.
  - Coordinating and leading more than four countywide street gang suppression efforts, targeting those who support Mexican cartels.
- Increased the availability of actionable intelligence to patrol deputies by completing the installation of electronic briefing boards in all patrol stations in January 2012.
- Improved the communication interoperability of the seven Sheriff's helicopters by upgrading radios to Project 25 (P25) compliance standards set for public safety agencies (in December 2011). Funding was provided by the Federal Urban Area Security Initiative (UASI) grant.
- A consultant report including options for the Regional Communications System (RCS) replacement plan was completed in January 2012. A group of RCS stakeholders are reviewing the recommendations to formulate a proposed replacement plan to present to the RCS Partners. The revised objective is to complete the proposed replacement plan with funding provided by the UASI by the end of calendar year 2012.

- Completed the replacement of the radio systems in December 2011 at the East Mesa Detention Complex, which will improve and simplify interoperable communications at the George Bailey Detention Facility, Facility 8, East Mesa Detention Facility and the East Mesa Juvenile Detention Facility. The project was funded by the 2009 Community Oriented Policing Services (COPS) Technology Grant.
- Completed the installation and successful migration to the new Automated Fingerprint Identification System (AFIS) in December 2011.
- Completed the schematic design for the Women's Detention Facility in conjunction with the Department of General Services in October 2011.
- Awarded a contract with a Design-Build entity for construction of the new Rancho San Diego Station in conjunction with the Department of General Services. The design phase is underway and grading began in January 2012. Submittal of building permit plans occurred in March 2012.
- Installed a new touch screen system and upgraded the security camera system at San Diego Central Jail.

Required Discipline – Continuous Improvement

- The department was unable to achieve a 15% reduction in chargeable traffic collisions involving department vehicles driven by Sheriff's employees; however, a reduction of 10% (99 to 89) was attained through awareness, training and accountability.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Implement the Alternate Custody Unit to mitigate overcrowding in the County Detention Facilities by December 2012 and monitor an average of 300 offenders out of custody.
- Deploy the San Diego Regional Sex Offender Management System to all local law enforcement agencies by February 2013.
- Deploy the San Diego Regional Sex Offender notification system to the public by December 2012. This system will allow the public to subscribe to receive alerts on changes to the status of sex offenders as reported in the Megan's Law database.
- Develop an annual program and conduct five enforcement operations to coincide with significant annual youth-oriented events (i.e. graduations, prom, winter break, spring break, etc.), that will utilize various social host ordinances throughout the County to reduce opportunities for teenage alcohol and drug abuse.
- Increase cooperation with the Probation Department by expanding the Tracking Known Offenders (TKO) program to additional Sheriff stations by May 2013.
- Develop strategies to manage the shortage of detention facility beds, projected to begin in November 2012 and grow to between 600 and 1,000 beds, due to the implementation of Assembly Bill (AB) 109, *Public Safety Realignment (2011)*.
- Implement the Reentry Services division in Detention Services Bureau, including the expansion of the East Mesa Detention Facility to house a Reentry program by June 2014. As part of the reentry services, develop and implement programming for inmates sentenced to custody for longer than one year.
- Upgrade the RCS Core by March 2013 with funding awarded from 2009 and 2011 UASI grants. Upgrading the core will help extend the useful life of the existing system until a new system can be funded, procured and installed.
- Continue planning efforts for the RCS replacement system to include obtaining commitment from the RCS Participating Agencies to participate in the new system.

Required Discipline for Excellence – Essential Infrastructure

- Complete construction of the new Rancho San Diego Station in conjunction with the Department of General Services by June 2013.
- Continue planning efforts related to the new Women's Detention Facility with groundbreaking for roads and infrastructure by July 2012, and construction beginning in March 2013.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Conduct seven academies with at least 100 Detention/Court Services and 107 Law Enforcement cadets completing training in order to maintain adequate detention facility staffing at 90% of authorized positions by June 2013.

Related Links

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

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Priority 1 & 2 Response Times:					
— Incorporated Response Times (Min.)	9.8	10.2	9.4	9.5	9.4
— Unincorporated Response Times (Min.)	13.0	13.8	13.0	13.1	13.2
— Rural Response Times (Min.)	22.5	22.0	21.6	22.6	22.9
Public Calls for Service	212,614	230,000	211,335	196,504	188,184
Deputy Initiated Actions (DIA)	322,753	305,000	298,752	302,367	294,318
Daily Average – Number of Inmates	4,622	5,000	4,850	5,500	5,900[2]
— Number of Inmates serving one year or more[3]	N/A	N/A	N/A	400	790
Number of Jail Bookings	136,451	145,000	132,000	135,000	138,000
Bank Garnishment Civil Unit Processing	7.5 Days	7.5 Days	8 Days	8.5 Days	7.5 Days
Warrants Cleared[4]	4,747	4,386	4,386	3,000	3,000

Table Notes

[1] A slight increase is projected for Rural Response times in Fiscal Years 2012-13 and 2013-14. These projections reflect an emphasis on safe driving practices while continuing to respond appropriately to all calls aided by intelligence led policing strategies.

[2] Fiscal Year 2013-14 Proposed Daily Average number of inmates includes the availability of 400 reentry additional beds to be constructed at the East Mesa Detention Facility.

[3] Number of Inmates serving one year or more is a new Performance Measure identified for Fiscal Year 2012-13. The number is expected to increase in Fiscal Year 2013-14 due to the implementation of Public Safety Realignment.

[3] The number of warrants cleared is expected to decrease in Fiscal Year 2012-13 and 2013-14 as detention facility capacity is exceeded.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Net increase of 62.00 staff years.

- Net increase of 35.00 staff years in the Detention Services Bureau. Increase of 1.00 staff year to direct the implementation of Public Safety Realignment within the department as approved by the Board of Supervisors in September 2011 and 14.00 staff years to operate the Alternate Custody Unit approved by the Board of Supervisors in December 2011 funded by state funds allocated to the Local Community Corrections Account as a result of Public Safety Realignment: Increase of 3.00 staff years to the Inmate Services Division funded by the Inmate Welfare Fund. Increase of 18.00 staff years to form the transition team to prepare for the staffing and operation of the Women's Detention Facility. Decrease of 1.00 staff year is a result of a transfer to the Human Resource Services Bureau based on operational needs.
- Net increase of 6.00 staff years in the Law Enforcement Services Bureau. The increase of 8.00 staff years is required to provide additional sworn supervisory positions at patrol stations. The increase of 3.00 staff years in the Crime Lab and Cal-ID will provide additional examination of fingerprints and administer the Cal-ID program. These positions will be supported by revenue

from Cal-ID through vehicle registration fees. The increase of 1.00 staff year in Emergency Planning is required to assist in the department's efforts in emergency preparedness and disaster response. The decrease of 4.00 staff years is due to a reduction in the law enforcement services requested by the contract cities. The decrease of 2.00 staff years is due to the expiration of two American Recovery and Reinvestment Act of 2009 (ARRA) grants, the Edward Byrne Memorial Justice Assistance Grant through the City of Vista and the Firearms Trafficking Task Force Grant.

- Increase of 15.00 staff years in the Human Resource Services Bureau. The increase of 14.00 staff years is to address the increasing hiring and training needs of the department. The increase of 1.00 staff year is the result of a transfer from the Detention Services Bureau based on operational needs.
- Increase of 6.00 staff years in the Management Services Bureau to provide support to operational divisions. Increase of 1.00 staff year in the Grants Unit to assist in the administrative management and oversight of the departments grants. Increase of 3.00 staff years in the Wireless Services division; this includes 2.00 staff years to perform radio installation, programming and repair in Regional Communication System (RCS) partner agencies and 1.00 staff year to provide technical support for the regional public safety communication systems operated by the County, partially funded by the RCS revenue. Increase of 1.00 staff year in the Data Services Division to support regional criminal justice applications. Increase of 1.00 staff year in the Records Unit for the Cal-ID program; this position will be supported by revenue from Cal-ID through vehicle registration fees.

Expenditures

Net increase of $17.8 million.

- Salaries and Benefits — net increase of $12.4 million.
  - Increase of $12.1 million reflects negotiated labor agreements and an increase in County retirement contributions.
  - Increase of $7.9 million due to the addition of 62.00 staff years as described above.
  - Net increase of $1.3 million in temporary help and overtime due to expenditures related to trial court security services, partially offset by a decrease due to the expiration of grant programs.
  - Decrease of $6.2 million due to the elimination of a one-time negotiated salary adjustment from Fiscal Year 2011-12.
  - Decrease of $2.7 million from salary adjustments to reflect staff turnover and unfilled positions throughout the fiscal year.
- Services and Supplies — net increase of $7.4 million.
  - Increase of $5.9 million for the replacement of the conventional radio system which supports critical public fire-safety voice communications for local and statewide mutual-aid response to wildfires and regional emergencies throughout San Diego County.
  - Increase of $2.8 million to fund costs including increased tuition in the San Diego Community College District, the replacement of bomb/arson suits and ballistic helmets, increased costs related to fuel and depreciation associated with higher costs projected for the new model of patrol vehicles to replace models no longer available, Rancho San Diego Station operations and maintenance, and the regional law enforcement records management systems (NetRMS) maintenance agreement.
  - Net increase of $1.4 million to support food costs associated with the increase of inmates and to support the newly formed Alternate Custody Unit associated with Public Safety Realignment.
  - Increase of $1.0 million in Sheriff's Jail Stores Internal Service Fund for the increased demand for e-commerce sales, commissary purchases and telephone time sales.
  - Net increase of $0.3 million due to various Internal Service Funds.
  - Increase of $0.2 million due to the start-up costs associated with the Women's Detention Facility transition team.
  - Decrease of $2.4 million in grant funds that support homeland security initiatives.
  - Decrease of $1.8 million due to the purchase of bulletproof vests completed in Fiscal Year 2011-12.
- Other Charges – net increase of $1.4 million.
  - Increase of $1.5 million for medical costs related to the increased number of inmates associated with Public Safety Realignment.
  - Decrease of $0.1 million due to the lack of State funding for the Senate Bill 618 *San Diego Prisoner Reentry Program.*
- Capital Assets and Equipment — net decrease of $1.7 million due to one-time projects and purchases completed in Fiscal Year 2011-12.
- Fund Balance Component Increases — decrease of $2.0 million due to a transfer of fund balance in Fiscal Year 2011-12 to the Sheriff Capital Project Commitment account for future helicopter replacement.

- Operating Transfers Out — increase of $0.3 million due to a transfer from the Inmate Welfare Fund.

Revenues

Net increase of $17.8 million.

- Fines, Forfeitures and Penalties — net decrease of $0.3 million due to a decrease in Cal-ID revenue ($0.4 million) due to a reduction in planned expenditures for the Cal-ID program, partially offset by an increase in Writ Disbursement Trust Fund revenue ($0.1 million) associated with increased vehicle maintenance costs.
- Revenue From Use of Money & Property — increase of $0.3 million due to increased revenue based on the contract agreement with the Corrections Corporation of America (CCA) associated with the lease of the Otay Mesa Detention Facility.
- Intergovernmental Revenues — net decrease of $0.8 million.
  - Increase of $5.0 million in state revenue allocated to the Local Community Corrections Account as a result of Public Safety Realignment due to the creation of the Alternate Custody Unit, and increased costs in food and medical due to the increased number of offenders and longer lengths of stay in custody for those offenders.
  - Increase of $0.4 million for the California Multi-Jurisdictional Methamphetamine Enforcement Team (Cal-MMET) program funded through the Local Law Enforcement Services Account.
  - Decrease of $1.5 million due to the expiration of programs supported by ARRA funds; an equal reduction in expenditures was made.
  - Net decrease of $0.9 million due to decreases in the State Homeland Security Grant Program, Urban Areas Security Initiative and the Operation Stonegarden Grant Program.
  - Decrease of $0.9 million for Federal State Criminal Alien Assistance Program, which provides federal payments to states and localities that incur correctional salary costs for incarcerating undocumented criminal aliens.
  - Decrease of $0.8 million due to the expiration of grants; an equal reduction in expenditures was made.
  - Decrease of $0.7 million in state funds allocated to the Trial Court Security Account.
  - Decrease of $0.6 million due to COPS Technology 2009 and 2010 grants.
  - Decrease of $0.5 million in various revenue accounts related to grant funds that will not be rebudgeted.
  - Decrease of $0.3 million for Driving Under the Influence (DUI) and various traffic enforcement programs funded by the California Office of Traffic Safety.
- Charges for Current Services — net decrease of $0.2 million.
  - Increase of $0.8 million for negotiated salaries and benefits adjustments for the contracted law enforcement services provided to the nine contract cities.
  - Decrease of $0.7 million in Jail Bed Leasing due to decreased misdemeanor jail bookings by the City of San Diego.
  - Decrease of $0.3 million in various revenues including those that support the Miramar and East Mesa Range user fees and Civil Automation Trust Fund revenue.
- Miscellaneous Revenues — net increase of $7.3 million.
  - Increase of $5.9 million due to a settlement to resolve litigation with San Diego Gas and Electric related to the Southern California Wildfires of 2007. Funds were deposited to the Fire Safety Trust Fund and will be used to replace the conventional radio system.
  - Increase of $1.1 million primarily due to an increase from sales of commissary goods to inmates, prepaid phone card sales and projected inmate print-shop sales.
  - Increase of $0.3 million due to an increase of planned expenditures to be reimbursed from the RCS Trust Fund revenue.
- Other Financing Sources — net increase of $17.1 million.
  - Increase of $16.8 million due to projected receipts and use of Special Revenue Fund fund balance from Proposition 172, Local Public Safety Protection and Improvement Act of 1993, which supports regional law enforcement and detention services.
  - Increase of $0.3 million due to an increase in the transfer from the Inmate Welfare Fund to the General Fund.
- Use of Fund Balance — net decrease of $17.5 million. A total of $0.4 million is budgeted to offset the one-time negotiated salary adjustment.
- The Proposition 172 revenue growth is applied, in part, to a multi-year strategy to mitigate the previous reduction in Proposition 172 revenues.
- General Purpose Revenue Allocation — increase of $11.9 million to offset the costs of negotiated labor agreements and increases in County retirement contributions, to support the transition team to prepare for the

staffing and operation of the Women's Detention Facility and to address the increased hiring and training needs of the department.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of 1.00 staff year in Emergency Planning required to assist in the department's efforts in emergency preparedness and disaster response. Net decrease of $3.8 million is primarily due to reductions in overtime and the completion of one-time projects partially offset by the costs of negotiated labor agreements and an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Detention Services	1,734.00	1,737.00	1,772.00	2.0	1,772.00
Law Enforcement Services	1,310.00	1,320.00	1,326.00	0.5	1,327.00
Sheriff's Court Services	374.00	373.00	373.00	0.0	373.00
Human Resource Services	115.00	114.00	129.00	13.2	129.00
Management Services	234.00	235.00	241.00	2.6	241.00
Sheriff's ISF / IT	13.00	12.00	12.00	0.0	12.00
Office of the Sheriff	20.00	21.00	21.00	0.0	21.00
Total	3,800.00	3,812.00	3,874.00	1.6	3,875.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Detention Services	$ 209,568,052	$ 217,213,175	$ 222,969,664	2.7	$ 232,862,930
Law Enforcement Services	199,243,098	209,589,956	207,148,154	(1.2)	197,891,965
Sheriff's Court Services	44,955,722	46,977,172	48,510,270	3.3	50,750,717
Human Resource Services	16,838,508	17,725,827	22,053,674	24.4	22,438,419
Management Services	29,702,000	35,456,850	40,070,863	13.0	33,538,795
Sheriff's ISF / IT	61,924,721	67,491,882	70,223,431	4.0	70,027,258
Office of the Sheriff	3,577,742	4,008,220	4,299,570	7.3	4,014,279
Sheriff's Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.0	1,100,000
Sheriff's Jail Stores ISF	5,400,000	5,800,000	6,815,423	17.5	6,815,423
Sheriff's Inmate Welfare Fund	4,978,968	4,978,968	4,991,236	0.2	4,991,236
Countywide 800 MHZ CSA's	873,857	873,857	873,857	0.0	873,857
Total	$ 578,162,668	$ 611,215,907	$ 629,056,142	2.9	$ 625,304,879

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 435,258,955	$ 454,813,619	$ 467,236,318	2.7	$ 487,734,181
Services & Supplies	121,815,609	134,854,422	142,270,005	5.5	119,846,438
Other Charges	17,914,260	17,906,302	19,289,166	7.7	19,289,166
Capital Assets Equipment	6,361,654	4,926,249	3,223,350	(34.6)	1,397,791
Expenditure Transfer & Reimbursements	(7,657,060)	(7,657,060)	(7,657,060)	0.0	(7,657,060)
Fund Balance Component Increases	—	2,000,000	—	(100.0)	—
Operating Transfers Out	4,469,250	4,372,375	4,694,363	7.4	4,694,363
Total	$ 578,162,668	$ 611,215,907	$ 629,056,142	2.9	$ 625,304,879

Budget by Categories of Revenues	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 463,000	$ 463,000	$ 463,000	0.0	$ 463,000
Fines, Forfeitures & Penalties	12,994,935	12,320,918	11,994,629	(2.6)	9,608,857
Revenue From Use of Money & Property	7,475,565	7,619,698	7,892,842	3.6	8,031,550
Intergovernmental Revenues	69,981,903	74,141,845	73,375,384	(1.0)	55,485,194
Charges For Current Services	89,291,911	89,851,675	89,641,644	(0.2)	93,102,007
Miscellaneous Revenues	6,077,712	6,957,594	14,327,253	105.9	8,304,253
Other Financing Sources	138,504,212	150,746,233	167,836,659	11.3	168,356,777
Use of Fund Balance	13,352,938	17,851,813	357,441	(98.0)	—
General Purpose Revenue Allocation	240,020,492	251,263,131	263,167,290	4.7	281,953,241
Total	$ 578,162,668	$ 611,215,907	$ 629,056,142	2.9	$ 625,304,879

Child Support Services

Department Description

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

Mission Statement

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

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Initiated legal action to determine parentage and obtained fair and appropriate child support and/or medical support in a timely manner.
  - Increased the percentage of open cases with an enforceable order to 85% (71,900 of 84,200), exceeding the goal of 80%.
  - Ensured parentage in 87% (61,700 of 70,700) of cases, falling short of the goal of 90%. An increase in new cases requiring a parentage determination and the subsequent workload processes delayed the establishment of parentage.
- Maximized compliance with support orders by promoting, enabling and ensuring payment for families. Collected reimbursement for public assistance programs.
  - Increased the percentage of current support collected to current support owed to 61% ($111 million of $182 million), exceeding the goal of 60%.
  - Increased the percentage of arrears cases with a collection to 62% (38,800 of 62,800), exceeding the goal of 60%.
  - Collected $179 million for child support in Fiscal Year 2011-12, exceeding the goal of $178 million.
- Informed and educated the community about child support services through proactive media relations and community outreach.
  - Developed and conducted two webinars to educate employers on child support issues. Increased attendance by 60% (235) compared to the previous year's offsite workshops.
  - Participated in outreach efforts with two community-based organizations to assist 160 non-custodial parents to address their child support issues.

Required Discipline – Accountability/Transparency

- Exceeded the federal performance measure goal, which measures program cost effectiveness, and collected $3.51 for every $1.00 spent on operations.

Required Discipline – Regional Leadership

- Partnered with the Superior Court, Thomas Jefferson School of Law's Veterans Clinic and the Family Law Facilitator to hold 46 court hearings at the annual Veterans Village of San Diego Stand Down event. Collected $35,000 for the Fiscal Year on these cases.

2012-14 Objectives

Strategic Initiative – Healthy Families

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Maintain the percentage of open cases with an enforceable order at or above 85% (71,900 of 84,300), consistent with the statewide goal.
  - Ensure the percentage of cases with parentage established is at or above 90% (63,900 of 70,700), consistent with the statewide goal.
- Maximize compliance with support orders by promoting, enabling and ensuring payment for families. Collect reimbursement for public assistance programs.

- Increase the percentage of current support collected to current support owed at or above 63% ($114 million of $181 million).
- Increase the percentage of arrears cases with a collection at or above 64% (40,100 of 62,500).
- Maintain collections for child support at $179 million.

- Inform and educate the community about child support services through proactive media relations and community outreach.
  - Conduct at least three video meetings for custodial parents, non-custodial parents and employers.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Meet or exceed the federal performance measure goal, which measures program cost effectiveness, and collect at least $3.50 for every $1.00 spent on operations.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Develop and implement a paperless litigation file for use in the court to reduce paper usage and increase case processing efficiencies.
- Collaborate with the Law Library to provide remote customer service on Saturdays at Law Library locations in the County.
- Collaborate with the Probation Department to develop and implement a process to assist probationers with child support issues.

For additional information about the Department of Child Support Services, refer to the website at http://www.sdcounty.ca.gov/dcss/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Current support collected (Federal performance measure #3)	59% of $140M	60%	61% of $182M	63%	65%
Cases with an enforceable order (Federal performance measure #2)	82% of 91,200	80%	85% of 84,200	85%	87%
Arrears cases with a collection (Federal performance measure #4)	59% of 67,300	60%	62% of 62,800	64%	66%
Total Collections (in millions)	$178	$178	$179	$179	$180

Table Notes

The five federal performance measures are nationally defined measures subject to incentives for the State if certain goals are met at the statewide level and 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

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of $0.2 million.

- Salaries and Benefits — net decrease of $0.1 million due to the elimination of a one-time salary adjustment from the prior year, partially offset by negotiated labor agreements and an increase in County retirement contributions.

Revenues

Net increase of $0.2 million.

- Intergovernmental Revenues — decrease of $0.2 million due to a decrease in claimable expenditures.
  - Use of Fund Balance — a total of $0.6 million is budgeted as the State has redirected Recovered Costs Revenues to the State General Fund for one year. The Use of Fund Balance is proposed for Fiscal Year 2012-13 to allow the program to continue to use County revenues to match available federal funds.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of $1.9 million due to negotiated labor agreements and an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Outreach	3.00	2.00	—	(100.0)	—
Production Operations	435.00	435.00	354.00	(18.6)	354.00
Staff Development Division	12.00	12.00	47.00	291.7	47.00
Quality Assurance	1.00	1.00	20.00	1,900.0	20.00
Administrative Services	18.00	18.00	46.00	155.6	46.00
Recurring Maintenance and Operations	3.00	3.00	5.00	66.7	5.00
Help Desk Support	1.00	1.00	—	(100.0)	—
Total	473.00	472.00	472.00	0.0	472.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Outreach	$ 274,053	$ 161,251	$ 316	(99.8)	$ 316
Production Operations	46,160,807	47,010,636	38,177,253	(18.8)	39,646,099
Staff Development Division	1,021,194	1,038,198	5,872,828	465.7	6,082,992
Quality Assurance	122,623	128,488	1,831,001	1,325.0	1,890,895
Administrative Services	2,072,654	2,121,968	4,326,182	103.9	4,446,958
Recurring Maintenance and Operations	525,374	526,495	748,532	42.2	776,441
Help Desk Support	135,463	135,004	294	(99.8)	294
Total	$ 50,312,168	$ 51,122,040	$ 50,956,406	(0.3)	$ 52,843,995

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 40,988,275	$ 42,521,783	$ 42,387,597	(0.3)	$ 44,275,186
Services & Supplies	9,323,893	8,600,257	8,568,809	(0.4)	8,568,809
Total	$ 50,312,168	$ 51,122,040	$ 50,956,406	(0.3)	$ 52,843,995

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ 48,661,668	$ 50,482,545	$ 50,308,738	(0.3)	$ 51,537,245
Charges For Current Services	1,646,500	46,500	46,500	0.0	46,500
Miscellaneous Revenues	4,000	4,000	4,000	0.0	4,000
Use of Fund Balance	—	588,995	597,168	1.4	1,256,250
General Purpose Revenue Allocation	—	—	—	—	—
Total	$ 50,312,168	$ 51,122,040	$ 50,956,406	(0.3)	$ 52,843,995

Citizens' Law Enforcement Review Board

Department Description

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

Mission Statement

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

2011-12 Anticipated Accomplishments

Required Discipline – Accountability/Transparency

- Maintained public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation and board review of citizens' complaints of misconduct.
- Issued and publicly distributed 12 monthly workload reports to the Review Board and the Sheriff's and Probation Departments. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change.
- Ensured complaint investigations were completed within one year of receipt, unless delayed due to lengthy investigations required in some complex cases. In 2011, completed 85% (105 of 124 cases filed in 2010) compared to 2010, when 62% were completed (82 of 132 filed in 2009).
- Provided 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.
- Maintained a transparent and independent citizen complaint process, to the extent allowed by law that provided relevant feedback and recommendations to the Sheriff and the Chief Probation Officer.
- Provided redacted case synopses that gave more information to the public while respecting peace officer confidentiality rights.

Required Discipline – Continuous Improvement

- Increased community awareness of the Review Board through quarterly, multidisciplinary outreach.

2012-14 Objectives

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 board review of citizens' complaints of misconduct.
- Issue and publicly distribute 12 monthly workload reports to the Review Board and Sheriff's and Probation Departments. Complete a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change.
- Ensure 90% of complaint investigations are completed within one year of receipt, unless delayed due to lengthy investigations because of the complexity of the case.
- Provide 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.

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

Required Discipline for Excellence – Continuous Improvement and Innovation

- Increase community awareness of the Review Board through quarterly, multidisciplinary outreach.
- Implement Business Process Reengineering measures to define a standard, measurable process and reduce the amount of effort and lead time required to complete high quality investigations.

Related Links

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

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Mail out complaint documents for complainant signature within two working days of initial contact [1, 2]	100% of 128	100%	100% of 144	100%	100%
Complete case investigations within one year[1]	62% [3] of 132	75%	85%[4] of 124	90%	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 (4 meetings annually)	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4

Table Notes

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

[2] CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 131 based on a five-year average.

[3] Prolonged Special Investigator staffing shortages in calendar years 2009-2010 (shown in Fiscal Year 2010-11) severely affected CLERB's ability to conduct and complete investigations within the 12 months allowed by legislation. CLERB had only one of two Special Investigators positions filled during that period and there was no reduction in caseload. County Counsel advised a Finding of Summary Dismissal for investigations not completed within 12 months.

[4]The increase of 85% in completed case investigations in Fiscal Year 2011-12 Estimated Actuals, is a result of full staffing, on-the-job training, improved experience of investigators and prioritization of investigator caseloads.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of $1,374.

- Salaries and Benefits — increase of $13,108 reflects salary adjustments, negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — decrease of $14,482 reflects a reduction in anticipated contracted services and increases to other operating costs.

Revenues

Net decrease of $1,374.

- Use of Fund Balance — decrease of $8,254 is due to the elimination of a prior year one-time salary adjustment.
- General Purpose Revenue Allocation — increase of $6,880 to offset the costs of negotiated labor agreements and an increase in County retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of $13,688 primarily due to negotiated labor agreements and an increase in County retirement contributions.

Citizens' Law Enforcement Review Board

Staffing by Program	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Total	4.00	4.00	4.00	0.0	4.00

Budget by Program	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Law Enforcement Review Board	$ 539,392	$ 589,485	$ 588,111	(0.2)	$ 601,799
Total	$ 539,392	$ 589,485	$ 588,111	(0.2)	$ 601,799

Budget by Categories of Expenditures	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 435,119	$ 461,514	$ 474,622	2.8	$ 488,310
Services & Supplies	104,273	127,971	113,489	(11.3)	113,489
Total	$ 539,392	$ 589,485	$ 588,111	(0.2)	$ 601,799

Budget by Categories of Revenues	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Use of Fund Balance	$ —	$ 8,254	$ —	(100.0)	$ —
General Purpose Revenue Allocation	539,392	581,231	588,111	1.2	601,799
Total	$ 539,392	$ 589,485	$ 588,111	(0.2)	$ 601,799

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 responding agencies; ensuring resources are available and mobilized; developing response and recovery plans and procedures; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center (EOC), which is 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 between 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Provided "OES for Kids" presentations at local educational institutions to 621 fourth-grade students. These presentations were created to increase student awareness of the importance of preparing for disasters and to help their families either start or augment their home emergency plan. The program positively displays the message of preparedness in a fun and interactive environment with hands-on activities.
- Ensured that the Access and Functional Needs population is considered in emergency management plans and procedures, with particular focus on those supporting evacuation and mass care. The Access and Functional Needs population includes the visually impaired, hearing impaired and mobility impaired, single working parents, non-English speaking persons, people with medical conditions and intellectual disabilities, people without vehicles and others.

  Community-based organizations were invited to participate in monthly ongoing meetings related to the County's operational emergency plan to identify the needs of people with disabilities before, during and after a disaster, and to integrate the needs and resources into all aspects of the emergency management system.

- Established a public information program on the tenth anniversary of 9/11 to educate and advise the general public how to recognize and report suspicious activity. The program was designed to reach 3.1 million residents, as well as visitors to San Diego County, by airing public service announcements on television, the Web, through distributed materials, the local media and community events. The County is proactively leading the federal and State governments in further promoting personal responsibility during times of crises.
- Developed the County's new Accessible AlertSanDiego mass notification system. The system is specifically designed for residents in the county with sensory disabilities; those who are deaf, blind, hard of hearing or deaf/blind residents. The system directs these residents to register on the ReadySanDiego website. Two community meetings were held to inform the residents about the program and encourage their enrollment into the program. The public awareness campaign will be designed to increase the number of registrants to Accessible AlertSanDiego.

Required Discipline – Regional Leadership

- Conducted two comprehensive exercises in the county that incorporated all aspects of the Community Emergency Response Team (CERT) training. CERT trains citizens in basic disaster response skills to assist others in their neighborhood/workplace following an event when professional responders are not immediately available, and encourages citizens to take a more active role in emergency preparedness projects in their communities. There are currently 33 CERT Programs in the county with close to 4,000 members.

- Conducted 18 tabletop exercises with federal and State agencies, County departments, 18 cities, special districts in the unincorporated areas and non-governmental agencies by June 2012. The original anticipated completion date for the tabletop exercises was extended due to a countywide power outage and a San Onofre Nuclear Generating Station (SONGS) event that activated the EOC.

  The exercises focused on the Southern California Catastrophic Earthquake Response Plan, which was developed by the California Emergency Management Agency (Cal EMA) to provide response procedures for the nine Southern California counties in the event of an earthquake along the San Andreas Fault. A tabletop exercise is a group discussion guided by a simulated disaster. Emphasis was placed upon a low stress, yet thorough, group problem-solving process that covers the response and recovery from a disaster.
- Participated in a statewide disaster response exercise in May 2012. This was a two-day exercise for County departments as well as 18 agencies, including cities, special districts in the unincorporated areas, non-governmental agencies and various other stakeholders in the region, and tested the ability of all the participants to coordinate resources, and respond to and recover from an earthquake that could impact Southern California.
- Provided regional leadership in the implementation of the following UDC Homeland Security strategies:
  - Developed the region's homeland security risk management framework to enable the region to develop, sustain and fund programs, plans and operations based on risk and capabilities assessment data. The risk management framework encompasses virtually all of the region's activities from prevention to protection to response. The framework aligns with the national and State Homeland Security Priorities by enhancing locally relevant capabilities.
  - Developed a Community Lifelines committee comprised of businesses such as SDG&E, municipal water districts and others to discuss and develop plans to stabilize critical infrastructure and systems during seismic or other incident activities to ensure rapid recovery.
- Continued to manage and administer Homeland Security Grant program funds. OES is the manager of pass-through funds distributed throughout the San Diego region for 18 cities, 58 special districts, and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Engage residents, private sector and local jurisdictions to help communities prepare, respond and recover from natural and manmade disasters.
  - Continue to increase student awareness of the importance of personal preparedness by providing "OES for Kids" presentations to fourth graders at five elementary schools in the county.
  - Continue to promote AlertSanDiego, the County's reverse 911 mass notification system, throughout the county to increase the number of registrants. This includes Accessible AlertSanDiego, which targets individuals with access and functional needs.
  - Assist in the planning and coordination of three disaster trainings or exercises that incorporate community-based organizations.
  - Continue to increase the private sector's ability to prepare for, and recover from, a disaster by holding summits and providing quarterly information, such as bulletins or other communications, through the ReadySanDiego Partner Connection website by June 2014.
  - Continue to provide community emergency preparedness information through a combination of attending safety events and conducting presentations, to reach a goal of 40 total activities.
  - Ensure readiness in the region by participating in one nuclear power plant exercise, which will examine the region's ability to respond to an event at SONGS. Participants will include federal, State, local jurisdictions and private sector partners.

Required Discipline for Excellence – Regional Leadership

- Aggressively represent 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.
  - Continue to design and create preparedness materials in various formats including print, video and audio.
  - Continue to coordinate and expand the region's Access and Functional Needs Working Group by increasing their membership to include additional

representatives from the disabled community. The group will conduct one tabletop exercise to evaluate the capabilities throughout the region to respond to disasters impacting residents in San Diego County with access and functional needs.

- Continue to implement and train regional partners on the proper use of the AlertSanDiego mass notification system.
- Continue to promote the WebEOC automated management system training and implementation to regional partners.
- Facilitate the development of Advance Recovery Pre-Approved Vendor Classifications to address needs and gaps that impact timely stabilization of the County's response to a disaster.
- Continue to manage and administer Homeland Security Grant program funds. OES is the manager of pass-through funds distributed throughout the San Diego region for 18 cities, 58 special districts, and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.
- Develop a mobile application that will provide interactive access to disaster information on smart phones.

Related Links

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

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

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Number of exercises (tabletop or functional) conducted to continue the San Diego County region's emergency management readiness	18	18	18	9[1]	9
Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted[2]	1	1	1	1	1
Number of quarterly drills conducted to test Emergency Operations Center Activation procedures[3]	4	4	4	4	4
Number of exercises (tabletop or full-scale) conducted to test the County's Interoperable Communications plan[4]	1	1	1	1	1

Table Notes

[1] The 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.

[2] A full-scale exercise is a comprehensive test and evaluation of a plan utilizing written objectives that highlight the practice of various emergency functions and includes deployment of personnel and resources in the field. In Fiscal Year 2011-12 the full-scale statewide exercise tested the region's ability to respond to a major earthquake.

[3] A quarterly drill is conducted to provide the training and readiness of designated OES staff to be able to activate the San Diego County Operational Area Emergency Operations Center (EOC) or alternate EOC within 30 minutes from the time of authorization.

[4] The Tactical Interoperable Communications Plan (TICP) is a requirement of the Department of Homeland Security to document coordination of interoperable communications within a region.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

- No change in staffing.

Expenditures

Net decrease of $1.3 million.

- Services and Supplies — increase of $0.2 million due to an increase in contracted services.
- Other Charges — decrease of $1.5 million due to decreases in the State Homeland Security Grant Program and Buffer Zone Protection Program grants, which are pass-through funds to other agencies.

Revenues

Net decrease of $1.3 million.

- Intergovernmental Revenues — decrease of $1.3 million due to reductions in the State Homeland Security Grant Program, Buffer Zone Protection Program and Disaster Corp Grant Program funds.
- Use of Fund Balance — decrease of $0.02 million. A total of $0.45 million is budgeted to support the Fire Protection and Emergency Medical Services program and the "Call When Needed" program to access fire suppression aircraft.
- General Revenue Allocation — increase of $0.1 million reflects negotiated labor agreements and an increase in County retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $3.8 million is primarily due to the State Homeland Security Grant Program funds. The Office of Emergency Services will be applying for future State Homeland Security and Emergency Management Grants.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Office of Emergency Services	17.00	17.00	17.00	0.0	17.00
Total	17.00	17.00	17.00	0.0	17.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Office of Emergency Services	$ 8,572,824	$ 10,471,121	$ 9,180,674	(12.3)	$ 5,392,696
Total	$ 8,572,824	$ 10,471,121	$ 9,180,674	(12.3)	$ 5,392,696

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 2,195,067	$ 2,170,447	$ 2,166,274	(0.2)	$ 2,166,274
Services & Supplies	1,372,848	1,614,373	1,856,199	15.0	1,507,827
Other Charges	5,004,909	6,686,301	5,158,201	(22.9)	1,718,595
Total	$ 8,572,824	$ 10,471,121	$ 9,180,674	(12.3)	$ 5,392,696

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ 7,282,190	$ 9,114,122	$ 7,771,004	(14.7)	$ 3,953,705
Use of Fund Balance	450,000	466,365	450,000	(3.5)	450,000
General Purpose Revenue Allocation	840,634	890,634	959,670	7.8	988,991
Total	$ 8,572,824	$ 10,471,121	$ 9,180,674	(12.3)	$ 5,392,696

Medical Examiner

Department Description

The Department of the Medical Examiner provides forensic death investigation services for the citizens of San Diego County, as mandated by State law. The department has initial jurisdiction over about 49% of deaths in the County, and ultimately transports approximately 14% of decedents to the department facility to determine the cause and manner of death. The department performs such tasks as scene investigations, autopsies and external examinations, toxicology, histology, and administrative support. In addition, the department hosts educational tours of the Medical Examiner & 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Continued to contribute to research efforts in childhood death by actively participating in 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) and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation included attending meetings, providing statistics and case examples, and lending expertise.
- Continued to provide insight into forensic careers and correctional training for youthful offenders by fulfilling 100% (9) of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

Strategic Initiative – Environment

- Helped protect the environment by reducing the amount of paper generated in the production and distribution of the Annual Report through the creation of a Web-based document. The new Annual Report is electronically accessible and is easily searchable with a variety of links guiding the reader to specific areas of interest.

Strategic Initiative – Safe and Livable Communities

- Enabled timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
  - Completed 83% of investigative reports within 60 days or less. An increase in the complexity of the cases was a primary contributor in not reaching the original goal of 90%.
  - Completed 99% of toxicology reports within 60 days or less, exceeding the goal of 95%.
  - Completed 88% of examination reports within 60 days or less, exceeding the goal of 80%.
  - Completed 96% of case reports within seven days or less.
- Enabled timely progress of the justice system by completing 93% of homicide examination reports within 60 days or less. A 13% increase in homicide cases, coupled with the increased complexity of each case, were the primary contributors in not reaching the original goal of 95%.

Required Discipline – Customer Satisfaction

- Began 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 90% of next-of-kin for identified Medical Examiner cases within 12 hours or less.
  - Enabled timely funeral services for families by making 99% of bodies ready for release within seven days or less, exceeding the goal of 97%.

- Provided educational opportunities by fulfilling 100% (80) of appropriate requests to provide training, lectures and demonstrations for approved educational purposes within four months of request.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Continue enabling 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 within 60 days or less.
  - Complete 95% of toxicology reports within 60 days or less.
  - Complete 80% of examination reports within 60 days or less.
  - Complete 95% of case reports within seven days or less.
- Enable timely progress of the justice system by completing 95% of homicide examination reports within 60 days or less.

Strategic Initiative – Healthy Families

- Continue 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) and the California Sudden Infant Death Syndrome (SIDS) Advisory Council.

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 within 12 hours or less.
  - Enable timely funeral services for families by making 97% of bodies ready for release within seven days or less.
- Provide educational opportunities by fulfilling 100% (est. 50) of appropriate requests to provide training, lectures and demonstrations for approved educational purposes within four months of request.

Related Links

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

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Bodies made ready for release on time[1]	99% of 2,403	97%	99% of 2,519	97%	97%
Investigative Reports completed on time[2]	97% of 2,706	90%	83% of 2,853	85%	85%
Toxicology Reports completed on time[3]	99% of 1,932	95%	99% of 1,993	95%	95%
Examination Reports completed on time[4]	88% of 2,624	80%	88% of 2,749	80%	80%
Homicide Examination Reports completed on time[5]	86% of 89	95%	93% of 101	95%	95%
Next-of-kin notification completed on time[6]	89% of 2,488	90%	90% of 2,634	90%	90%
Case Reports provided on time[7]	86% of 4,616	95%	96% of 4,700	95%	95%

Table Notes

[1] Performance measure target is 97% in seven days or less.

[2] Performance measure target is 90% in 60 days or less. The Fiscal Year 2012-13 and 2013-14 target has decreased due to the complexity of cases.

[3] Performance measure target is 95% in 60 days or less.

[4] Performance measure target is 80% in 60 days or less.

[5] Performance measure target is 95% in 60 days or less.

[6] Performance measure target is 90% in 12 hours or less.

[7] Performance measure target is 95% in seven days or less.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 1.00 staff year in the Toxicology Division, supported by the contract for Toxicology Services with the County of San Bernardino, approved by the Board of Supervisors in June 2011.

Expenditures

Net increase of $0.1 million.

- Salaries and Benefits — net decrease of $0.1 million due a salary adjustment required by a funding reduction, the addition of one staff year as described above, the costs of negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — increase of $0.1 million due to the increase in operational costs associated with forensic death investigation services.
- Capital Assets Equipment — increase of $0.05 million due to planned one-time purchases of needed equipment.

Revenues

Net increase of $0.1 million.

- Intergovernmental Revenues — decrease of $0.1 million due to the elimination of a federal grant to fund a Forensic Pathology Fellow.
- Charges for Current Services — increase of $0.2 million due to an increase in fees approved in June 2011 and became effective as of July 2011.
- Use of Fund Balance — net decrease of $0.04 million. A total of $0.1 million is budgeted to support one-time costs for equipment replacement.
- General Purpose Revenue Allocation — increase of $0.04 million reflects negotiated labor agreements and an increase in County retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of $0.2 million primarily due to negotiated labor agreements and an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Decedent Investigations	51.00	51.00	52.00	2.0	52.00
Total	51.00	51.00	52.00	2.0	52.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Decedent Investigations	$ 8,527,316	$ 8,897,649	$ 8,951,213	0.6	$ 9,199,329
Total	$ 8,527,316	$ 8,897,649	$ 8,951,213	0.6	$ 9,199,329

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 6,401,874	$ 6,740,852	$ 6,676,323	(1.0)	$ 7,007,026
Services & Supplies	2,225,442	2,256,797	2,324,890	3.0	2,292,303
Capital Assets Equipment	—	—	50,000	—	—
Expenditure Transfer & Reimbursements	(100,000)	(100,000)	(100,000)	0.0	(100,000)
Total	$ 8,527,316	$ 8,897,649	$ 8,951,213	0.6	$ 9,199,329

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ —	$ 111,477	$ —	(100.0)	$ 111,477
Charges For Current Services	606,778	622,074	775,903	24.7	775,903
Miscellaneous Revenues	44,220	44,220	53,460	20.9	53,460
Use of Fund Balance	—	103,560	62,500	(39.6)	—
General Purpose Revenue Allocation	7,876,318	8,016,318	8,059,350	0.5	8,258,489
Total	$ 8,527,316	$ 8,897,649	$ 8,951,213	0.6	$ 9,199,329

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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, suppress gang activity, and address alcohol and drug abuse as these behaviors contribute to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations, are located throughout San Diego County. With the enactment of Assembly Bill (AB) 109, Public Safety Realignment (2011), the Probation Department now also provides 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased public safety and reduced crime by providing supervision and services so that 72% (1,726 of 2,390) of juvenile probationers completed their probation without a new sustained law violation.
- Provided rehabilitative services to youth in custody to assist in preparing them for success in the community.
  - Increased percentage of youth in custody over the age of 16 who received employment readiness services from 75% to 85% (549 of 646), exceeding the goal of 80%.
  - Provided services to reduce delinquency to 96% (857 of 895) of youth in custody who are at high-risk of delinquency.

  - Increased the percentage of youth assessed to have substance abuse needs who received substance abuse services from 80% to 89% (689 of 775), exceeding the goal of 85%.

Strategic Initiative – Safe and Livable Communities

- Increased public safety and reduced crime by providing supervision and services so that 65% (4,902 of 7,510) of adult probationers completed their probation without being convicted of a new crime.
  - Increased percentage of probationers' homes searched from 30% to 35% (3,640 of 10,399) to ensure that they were not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia.
- Partnered with local, State and federal law enforcement agencies to monitor high-risk offenders.
  - Participated in 353 multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints, exceeding the goal of 150.
- Provided rehabilitative opportunities to adult probationers in order to reduce future criminal offenses.
  - Encouraged offender behavior change by providing linkages to employment services to 30% (962 of 3,168) of adult offenders on high-risk caseloads.
- Educated crime victims of their constitutional rights and provided victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - Contacted 99% (11,654 of 11,726) of available victims and informed them of their right to restitution and a victim impact statement, exceeding the goal of 95%.

2012-14 Objectives

Strategic Initiative – Healthy Families

- Increase public safety and reduce crime by providing supervision and services so that at least 70% (1,673 of 2,390) of juvenile probationers complete their probation without a new sustained law violation.
- Provide rehabilitative services to youth in custody to prepare them for success in the community.
  - Provide employment readiness services to at least 85% (549 of 646) of youth in custody over the age of 16.
  - Provide services to reduce delinquency to at least 95% (850 of 895) of youth in custody who are at high-risk of delinquency.
  - Provide services to at least 90% (698 of 775) of youth assessed to have substance abuse needs
- Connect clients with appropriate community resources
  - Link 85% of probationers to appropriate intervention services to address factors that lead to criminal behavior.

Strategic Initiative – Safe Communities

- Increase public safety and reduce crime by providing supervision and services so that at least 65% (4,902 of 7,510) of adult probationers completed their probation without being convicted of a new crime.
  - Increase percentage of probationers' homes searched from 30% to 35% (3,640 of 10,399) to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia.
- Partner with local, State and federal law enforcement agencies to monitor high-risk offenders.
  - Participate in at least 250 multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints.
- Provide rehabilitative opportunities to adult probationers in order to reduce future criminal offenses.
  - Encourage offender behavior change by providing linkages to employment services to at least 30% (962 of 3,168) of adult offenders on high-risk caseloads.
- Educate crime victims of their constitutional rights and provide victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - Contact at least 99% (13,151 of 13,284) of available victims and inform them of their right to restitution and a victim impact statement.
  - Maximize the amount of adult restitution to increase services for crime victims.
- Maximize the number of successful early terminations of probation cases in order to incentivize probationers, increase successful outcomes and manage department workload.
- Maximize the number of low-risk cases for which the department recommends Probation to the Court (informal probation) in order to reduce department workload.
- Maximize the number of cases for which the department recommends alternative custody (Work Furlough, Work Projects, Electronic Monitoring or any combination of custody with these) to efficiently use jail capacity, and ensure an appropriate level of accountability on offenders.

Required Discipline for Excellence – Skilled Adaptable and Diverse Workforce

- Support initiatives that enhance a skilled workforce in expanding the use of evidence-based practices and techniques.
  - Train 80% of the workforce in motivational interviewing and cognitive behavioral interventions (also known as "Integrated Behavioral Intervention Strategies") and case planning techniques to increase their effectiveness with probationers.
  - Provide educational training to prevent sexual misconduct to 100% of available Probation staff in juvenile institutions and day treatment centers in order to comply with requirements of the Prison Rape Elimination Act.

Related Links

For additional information about the Probation Department, refer to the website at http://www.sdcounty.ca.gov/probation/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Adult offenders who complete their probation without being convicted of a new crime	66% of 6,505	60%	65% of 7,510	65%	65%
Juvenile offenders who complete their probation without a new law violation	70% of 2,372	70%	72% of 2,390	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	N/A	35%	35% of 10,399	35%	35%
Available victims contacted to inform them of their rights to restitution and a victim impact statement/total available victims	99% of 13,284	95%	99% of 11,726	99%	99%
Provide services to reduce delinquency of youth in custody who are at high-risk of delinquency	98% of 885	95%	98% of 895	95%	95%

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Net increase of 74.00 staff years.

- Adult Field Services net increase of 67.00 staff years.
  - The requirements of Public Safety Realignment resulted in an addition of 64.00 staff years approved by the Board of Supervisors in September 2011 to perform offender supervision responsibilities transferred to counties.
  - Decrease of 4.00 staff years due to the elimination of state funding for programs created by Senate Bill (SB) 618, *San Diego Prisoner Reentry Program*. This program prepared nonviolent felony offenders for successful reintegration into the community.
  - Net increase of 7.00 staff years due to the transfer of staff from Department Administration, Institutional Services and Juvenile Field Services to realign services.
- Institutional Services net increase of 6.00 staff years.
  - Increase of 7.00 staff years to continue to provide required staffing ratios in the juvenile institutions previously achieved through the use of staff overtime.
  - Net decrease of 1.00 staff year due to the transfer of staff to Adult Field Services and Department Administration and from Juvenile Field Services to realign services.
- Juvenile Field Services net decrease of 5.00 staff years.
  - The elimination of 1.00 staff year due to the expiration of funding under the American Recovery and Reinvestment Act (ARRA) of 2009, Jurisdictions Unified for Drug / Gang Enforcement (JUDGE), which provided support to a collaborative countywide effort to reduce drug and gang related crimes.
  - Increase of 1.00 staff year supported by the Juvenile Accountability Block Grant will provide juvenile accountability and reentry services for youthful offenders.
  - Decrease of 5.00 staff years due to the transfer of staff to Adult Field Services and Institutional Services to realign services.
- Department Administration net increase of 6.00 staff years.
  - The requirements of Public Safety Realignment resulted in an addition of 7.00 staff years approved by the Board of Supervisors in September 2011.

These staff years will provide financial and operational support for the implementation of Public Safety Realignment.
  - Increase of 1.00 staff year to provide financial and operational support for general Public Safety Realignment administration.
  - The elimination of state funding for programs created by SB 618, the Prisoner Reentry Program reduces 1.00 staff year, which provided support to the program that prepared nonviolent felony offenders for successful reintegration into the community.
  - The net decrease of 1.00 staff year due to the transfer of staff to Adult Field Services, and from Juvenile Field Services and Institutional Services to realign services.

Expenditures

Net increase of $10.2 million.

- Salaries and Benefits — net increase of $7.2 million.
  - Increase of $1.0 million reflects negotiated labor agreements and an increase in County retirement contributions.
  - Increase of $8.0 million due to the addition of 74.00 staff years as described above.
  - Decrease of $1.8 million due to the elimination of a one-time negotiated salary adjustment from Fiscal Year 2011-12.
- Services and Supplies — net increase of $3.0 million primarily due to the increased need for services to support offenders returning to local community supervision under Public Safety Realignment. Those services include mental health treatment, substance abuse treatment, vocational and behavioral services.

Revenues

Net increase of $10.2 million.

- Fines, Forfeitures & Penalties — increase of $0.5 million by allocating available revenues to support facility maintenance and operation costs associated with juvenile institutional facilities.
- Intergovernmental Revenues — net increase of $10.8 million.
  - Increase of $13.1 million in State revenue allocated to the Local Community Corrections Account as a result of Public Safety Realignment.
  - Increase of $0.4 million in State revenue due to the California Corrections Performance Incentive Act, which focuses on improving public safety through implementation of sentencing and adult probation practices more effectively reduce recidivism and hold offenders accountable.
  - Decrease of $2.5 million due to the elimination of State funding for programs created by SB 618.
  - Decrease of $0.2 million due to the expiration of ARRA funding and reductions to funding provided by the Office of Traffic Safety.
- Charges for Current Services — decrease of $0.5 million due to overall reduction in collections for the cost of supervision.
- Other Financing Sources — increase of $0.9 million due to additional funding from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, due to increases in sales tax receipts.
- Use of Fund Balance — net decrease of $2.7 million. A total of $2.1 million is budgeted.
  - $1.6 million is included for a case management system enhancement.
  - $0.3 million is included for the second year of funding for 2.00 staff years associated with the two-year Reentry Court Program.
  - $0.1 million is included for the replacement of 800 MHz radios.
  - $0.1 million is included for a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of $1.2 million to offset the costs of negotiated labor agreements and an increase in County retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

A net increase of $1.7 million. The increase of $4.9 million in salaries and benefits is due to negotiated labor agreements and an increase in retirement contributions partially offset by a decrease of $3.1 million due to the completion of one-time projects.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Adult Field Services	324.25	322.00	389.00	20.8	389.00
Institutional Services	516.00	514.00	520.00	1.2	520.00
Juvenile Field Services	339.00	323.00	318.00	(1.5)	318.00
Department Administration	55.00	66.00	72.00	9.1	72.00
Total	1,234.25	1,225.00	1,299.00	6.0	1,299.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Adult Field Services	$ 39,617,620	$ 38,610,571	$ 49,675,725	28.7	$ 49,755,686
Institutional Services	67,208,713	70,510,519	70,493,875	(0.0)	72,673,236
Juvenile Field Services	52,645,565	53,294,751	52,994,166	(0.6)	54,048,353
Department Administration	11,282,796	17,112,650	16,584,397	(3.1)	14,947,328
Probation Asset Forfeiture Program	50,000	50,000	50,000	0.0	50,000
Probation Inmate Welfare Fund	95,000	95,000	95,000	0.0	95,000
Total	$ 170,899,694	$ 179,673,491	$ 189,893,163	5.7	$ 191,569,603

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 120,270,638	$ 125,508,581	$ 132,683,884	5.7	$ 137,561,625
Services & Supplies	43,501,857	47,139,650	50,182,019	6.5	47,130,718
Other Charges	9,054,676	8,952,736	8,954,736	0.0	8,954,736
Expenditure Transfer & Reimbursements	(1,927,477)	(1,927,476)	(1,927,476)	0.0	(2,077,476)
Total	$ 170,899,694	$ 179,673,491	$ 189,893,163	5.7	$ 191,569,603

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Fines, Forfeitures & Penalties	$ 68,500	$ 568,500	$ 1,068,500	88.0	$ 568,500
Revenue From Use of Money & Property	95,000	95,000	95,000	0.0	95,000
Intergovernmental Revenues	51,727,696	51,589,710	62,354,812	20.9	62,354,812
Charges For Current Services	8,720,427	8,660,387	8,160,387	(5.8)	8,410,387
Miscellaneous Revenues	18,312	7,132	7,132	0.0	7,132
Other Financing Sources	14,437,809	15,495,508	16,399,612	5.8	17,008,822
Use of Fund Balance	416,905	4,763,383	2,092,134	(56.1)	50,000
General Purpose Revenue Allocation	95,415,045	98,493,871	99,715,586	1.2	103,074,950
Total	$ 170,899,694	$ 179,673,491	$ 189,893,163	5.7	$ 191,569,603

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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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- 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, participate in training and/or education programs for 83% (380 of 458) of requests.
  - Maintained the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days to accelerate rehabilitation.

Strategic Initiative – Safe and Livable Communities

- Established 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 obtain the best possible outcome for the client.
  - Resolved 75% (48,519 of 64,277) of misdemeanor and probation revocation cases at first appearance.

  - Resolved 61% (6,812 of 11,096) of felony cases within 60 days of arraignment when doing so benefits the client more than litigation.
- Encouraged clients to take advantage of programs that will allow them to thrive by successfully completing probation and reduce the likelihood of reoffending.
  - Filed 319 misdemeanor expungement requests in order to help clients obtain meaningful employment.
  - Filed 374 felony expungement requests in order to help clients obtain meaningful employment.
- Promoted collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs.
  - Participated in Offender Re-entry Court, Behavioral Health Court, Adult and Juvenile Drug Court, Homeless Court and the Veterans Treatment Review Calendar to help ensure clients obtain the services they need to become self-sufficient and maintain a crime free lifestyle.

Required Discipline – 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 220 attorneys.
  - Achieved eight hours of annual investigation-related training for all 44 investigators.

Required Discipline – Regional Leadership

- Developed and maintained partnerships with educational and community organizations to leverage resources and address common needs.
  - Maintained at least 90,000 hours provided by volunteers.

- Participated in four community outreach events through the Public Defender's Community Outreach Program.
- Trained approximately 800 non-staff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system.

2012-14 Objectives

Strategic Initiative – Healthy Families

- 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, participate in training and/or education programs for 80% (360 of 450) of requests.
  - Maintain the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days to accelerate rehabilitation.

Strategic Initiative – Safe Communities

- Establish 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 70% (35,000 of 50,000) of misdemeanor cases prior to trial when doing so benefits the client more than litigation.
  - Resolve 62% (7,750 of 12,500) of felony cases within 60 days of arraignment when doing so benefits the client more than litigation.
- 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 250 misdemeanor expungement requests in order to help clients obtain meaningful employment.
  - File approximately 400 felony expungement requests in order to help clients obtain meaningful employment.
- 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% (27 of 30) of caseload capacity in the Behavioral Health Court Calendar.
  - Maintain 90% (18 of 20) of caseload capacity in the Veterans Treatment Review Calendar.

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 (approximately 220).
  - Achieve eight hours of annual investigation-related training for all investigators (approximately 44).

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 90,000 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 25 streaming video trainings to branch offices, and other indigent defense agencies.

Related Links

For additional information about the Public Defender, refer to the website at http://www.sdcounty.ca.gov/public_defender/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Number of juvenile record requests sealed[1]	95% of 436 requests	95% of 440 requests	83% of 458 requests	80% of 450 requests	80% of 450 requests
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28 days	28 days	28 days	28 days	28 days
Misdemeanor & probation revocation cases resolved at first appearance[2]	74% of 60,366 cases	75% of 60,000 cases	75% of 64,277 cases	N/A	N/A
Misdemeanor cases resolved prior to trial[3]	N/A	N/A	N/A	70% of 50,000 cases	70% of 50,000 cases
Felony cases resolved at pre-preliminary hearing	62% of 13,120 cases	62% of 12,500 cases	61% of 11,096 cases	62% of 12,500 cases	62% of 12,500 cases
Number of misdemeanor expungement requests filed [4]	~177	200	319	250	250
Number of felony expungement requests filed	500	400	374	400	400
Caseload capacity in Behavioral Health Court Calendar[5]	N/A	N/A	N/A	90% of 30	90% of 50
Caseload capacity in Veterans' Treatment Review Calendar[5]	N/A	N/A	N/A	90% of 20	90% of 40
Number of hours of continuing legal education per attorney	15	15	15	15	15
Number of hours of training per investigator	N/A	8	8	8	8
Total volunteer hours	32%[4] (94,742 hours)	90,000 hours	92,000 hours	90,000 hours	90,000 hours
Number of outreach events attended	N/A	4	4	4	4
Number of non-staff attorneys trained [6]	N/A	450	800	800	800
Training hours to non-staff attorneys[7]	N/A	N/A	N/A	720	720
Number of streaming video trainings provided[8]	N/A	N/A	N/A	25	25

Table Notes

[1] The Fiscal Year 2011-12 anticipated accomplishment of 83% falls below the goal due to the realignment of juvenile justice programs resulting in more serious and violent offenders kept at the local level requesting to have their records sealed. However, existing statutes preclude requests related to serious and violent offenses from being granted. Consequently, effective Fiscal Year 2012-13, the baseline will be reduced to 80% to reflect the trend of more serious and violent offenders being kept at the local level.

[2] This measure is being discontinued effective Fiscal Year 2012-13 and replaced by a measure that better represents the office's ability to obtain the best outcome for the client.

[3] This is a new measure effective Fiscal Year 2012-13. This measure focuses only on misdemeanor cases that settle before trial. The measure focusing on misdemeanor and probation revocation cases is being discontinued effective Fiscal Year 2012-13. This new measure will better represent the office's ability to obtain the best possible outcome for the client.

[4] The Fiscal Year 2011-12 anticipated accomplishment of 319 misdemeanor expungements exceeds the goal due to an unanticipated increase in expungement requests from clients. A new baseline of 250 misdemeanor expungements will be implemented in Fiscal Year 2012-13.

[5] This is a new measure effective Fiscal Year 2012-13. Due to Assembly Bill (AB) 109, *Public Safety Realignment*,(2011), and a focus on rehabilitation, the capacity for this program is expected to grow in subsequent years.

[6] The Fiscal Year 2011-12 anticipated accomplishment of 800 non-staff attorneys trained exceeds the goal. This was a new measure effective Fiscal Year 2011-12 and as a result a conservative baseline was developed for the introduction of this measure. A new baseline of 800 non-staff attorneys will be implemented for Fiscal Years 2012-13.

[7] This is a new measure effective Fiscal Year 2012-13. This measure captures the office's involvement as a regional leader in providing high quality training to legal practitioners in the region.

[8] This is a new measure effective Fiscal Year 2012-13. This measure tracks the extensiveness of the department's streaming video training program.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 2.00 staff years.

- Increase of 2.00 staff years in the Primary Public Defender to address new criminal case defense responsibilities as a result of Public Safety Realignment, supported by state revenue allocated to the District Attorney/Public Defender Account.

Expenditures

Net increase of $3.3 million.

- Salaries and Benefits — net increase of $2.6 million.
  - Increase of $1.5 million due to a salary adjustment to allow for positions to be filled at the authorized levels required by the volume and complexity of the cases received.
  - Increase of $1.0 million due to costs associated with a paid internship pilot program to support Graduate Law Clerks and student workers.
  - Increase of $0.3 million due to the addition of 2.00 staff years as described above.
  - Net decrease of $0.2 million due to the elimination of a one-time negotiated salary adjustment from Fiscal Year 2011-12 that is partially offset by an increase due to negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — increase of $0.7 million due to information technology costs associated with a project to make the discovery process paperless.

Revenues

Net increase of $3.3 million.

- Intergovernmental Revenues — net increase of $1.9 million.
  - Increase of $1.0 million in federal revenue to support costs associated with the Southwest Border Prosecution Initiative program. Revenues from this program have been received by the County in previous years based on countywide costs for prosecution, defense and incarceration. A portion of these annual countywide revenues are proposed to be realized in the Department of the Public Defender.
  - Increase of $0.5 million in State revenue allocated to the District Attorney/Public Defender Account as a result of Public Safety Realignment.
  - Increase of $0.4 million to recognize currently received State funding for reimbursement of the mandated Sexually Violent Predator program.
- Charges for Current Services — increase of $0.1 million to align revenue with expected court appointed attorney fee collections.
- Miscellaneous Revenues — increase of $0.1 million to align revenue with expected registration fee collections.

- Use of Fund Balance — net increase of $0.5 million. A total of $2.7 million is budgeted.
  - $1.5 million is included to support departmentwide costs associated with temporary staff and a pilot program to offer paid internships to Graduate Law Clerks and students.
  - $1.0 million is rebudgeted to support costs associated with the defense of special circumstances cases.
  - $0.2 million is included for the remaining term of certain lease costs associated with the discontinued Family Dependency Services program.
- General Purpose Revenue Allocation — increase of $0.7 million to offset costs of negotiated labor agreements and an increase in County retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of $0.6 million due to an increase in County retirement contributions and a negotiated benefit increase, offset by a reduction in one-time expenditures and resources for temporary help and for the pilot internship program pending program results and identified funding.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Primary Public Defender	263.00	270.00	274.00	1.5	274.00
Office of Assigned Counsel	7.00	7.00	6.00	(14.3)	6.00
Alternate Public Defender	45.00	44.00	44.00	0.0	44.00
Multiple Conflicts Office	8.00	9.00	8.00	(11.1)	8.00
Administration	13.00	14.00	14.00	0.0	14.00
Total	399.00	344.00	346.00	0.6	346.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Primary Public Defender	$ 38,427,266	$ 42,512,584	$ 44,551,819	4.8	$ 46,287,153
Office of Assigned Counsel	9,872,734	7,626,626	7,436,174	(2.5)	7,466,230
Alternate Public Defender	6,919,178	7,401,666	7,543,123	1.9	7,846,478
Multiple Conflicts Office	1,403,858	1,615,133	1,395,955	(13.6)	1,444,965
Administration	10,800,184	10,304,401	11,830,304	14.8	10,297,711
Total	$ 77,074,766	$ 69,460,410	$ 72,757,375	4.7	$ 73,342,537

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 57,150,671	$ 53,265,942	$ 55,878,919	4.9	$ 56,525,465
Services & Supplies	19,924,095	16,194,468	16,878,456	4.2	16,817,072
Total	$ 77,074,766	$ 69,460,410	$ 72,757,375	4.7	$ 73,342,537

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Fines, Forfeitures & Penalties	$ 51,347	$ 51,347	$ 51,347	0.0	$ 51,347
Intergovernmental Revenues	10,401,982	72,239	1,962,239	2,616.3	1,962,239
Charges For Current Services	750,000	750,000	850,000	13.3	850,000
Miscellaneous Revenues	100,300	100,300	200,000	99.4	200,000
Use of Fund Balance	1,000,000	2,175,469	2,685,209	23.4	1,105,000
General Purpose Revenue Allocation	64,771,137	66,311,055	67,008,580	1.1	69,173,951
Total	$ 77,074,766	$ 69,460,410	$ 72,757,375	4.7	$ 73,342,537

San Diego County Fire Authority

Department Description

The San Diego County Fire Authority was created by the Board of Supervisors in June 2008 to improve fire protection and emergency medical services in the region. The Fire Authority provides support to unify the administration, communications and training of 15 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Continued collaboration with fire service agencies to improve fire protection and emergency response services.
  - Executed three additional Memorandum of Understandings and/or Joint Powers Agreements with fire protection agencies to eliminate duplication of services, reduce costs, share resources and improve operational efficiencies.
  - Completed Step II of the County's Fire and Life Safety Reorganization Report on March 12, 2012, which includes the merging of the five CSAs into the County Fire Authority – CSA 135.
  - Continued to work with the affected Fire Districts to implement Step III of the County's Fire and Life Safety Reorganization Report or develop a Joint Powers Authority.
- Protected residents from wildfire and other natural disasters.
  - Completed the Environmental Impact Report to allow implementation of the $7.0 million U.S. Forest Service Fire Safety and Fuels Reduction grant program.
- Increased staffing levels and response capabilities at volunteer fire stations.
  - Recruited 150 volunteer firefighters to provide services.
  - Continued to work towards 24-hour staffing at all fire stations in coordination with the local fire districts.

Required Discipline – Essential Infrastructure

- Continued to provide funding for facility improvements and regional training facilities to partnering fire service agencies as identified in the 2010 County Fire Deployment Study.

Required Discipline – Fiscal Stability

- Evaluated the development of the Community Facilities District for CSA 135 to provide additional funding resources to mitigate the impact of new development on fire and emergency response services.

Required Discipline – Continuous Improvement

- Implemented the 2011 Consolidated Fire Code, which consolidated the fire codes of the 16 individual fire districts and the CSA 135.
- Provided public outreach notification on the Defensible Space Program, the inspection process and procedures to residents in the unincorporated area.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Provide regional leadership with the full implementation of the County's Fire and Life Safety Reorganization Report establishing CSA 135 and continue collaboration with other fire agencies to improve overall efficiencies with consolidation and sharing of resources.
  - Continue to build relationships to improve regional fire protection and emergency response services, including collaboration with Tribal Governments.
  - Execute additional Memorandum of Understandings with fire protection agencies to eliminate duplication of services, reduce costs, share resources and improve operational efficiencies.

- Collaborate with other fire agencies to review and explore options to improve the alternate energy fire standards.
- Implement programs that will help protect residents from wildfire and other natural disasters.
  - Oversee the U.S. Forest Services Fire Safety and Fuels Reduction grant program to remove large dead, dying and diseased trees from private property within the Greater Julian area.
  - Provide vegetation management/defensible space outreach and education by distributing flyers to property owners within County Service Area 135. Evaluate the feasibility of expanding the Vegetation Management Program to all fire agencies in the unincorporated area.
  - Negotiate new contracts with CAL FIRE and Fire Protection Districts for five-year term contracts.
- Establish and implement programs to enhance volunteer firefighter emergency readiness.
  - Improve volunteer firefighter retention by collaborating with partnering agencies to provide courses for advanced volunteer firefighter training.
  - Evaluate the volunteer fire stations' existing connectivity network to leverage resources to improve communications with volunteer firefighters.

Required Discipline for Excellence – Fiscal Stability

- Pursue grant funding opportunities to support the partnering fire services agencies.
- Develop a proposal for the creation of a Community Facilities District, to offset the financial impact on fire operations and facilities, caused by new development within CSA 135 by July 2013.

Performance Measures

	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Perform contract compliance site visits[1]	N/A	11 sites	11 sites	11 sites	11 sites
Recruit new volunteer firefighters	N/A	150	150	50[2]	50
Public outreach – provide information by mail to residents regarding Defensible Space inspections in the community	N/A	2,500	2,500	2,500	2,500
Number of advanced training class opportunities[3]	N/A	N/A	N/A	25	25

Table Notes

[1] Compliance site visits include review of inventory and/or financial recordkeeping within CSA 135.

[2] The volunteer firefighter recruitment measurement will be reduced due to efforts to increase volunteer firefighter retention in Fiscal Year 2012-13.

[3] This is a new performance measure for Fiscal Year 2012-13 which will provide an opportunity for the volunteer firefighters to participate in additional training courses in order to gain more experience.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of $1.8 million.

- Services and Supplies — net decrease of $4.8 million primarily due to the revised projection of expenditures of the Dead, Dying and Diseased Tree Grant Program, reductions to contracted services and to minor equipment.
- Capital Assets Equipment — increase of $0.5 million due to the planned purchase of fire apparatus.
- Fund Balance Component Increases – increase of $1.9 million to provide an initial amount towards the replacement/upgrade of fire apparatus and equipment for regional support.
- Operating Transfers Out — increase of $0.5 million as a result of the transfer of funds to CSA 135 for contracted fire and emergency medical services, and an increase in Worker Compensation costs.

Revenues

Net decrease of $1.8 million.

- Intergovernmental Revenues — decrease of $3.0 million due to the revised projection of revenue for the Dead, Dying and Diseased Tree Grant Program.
- Other Financing Sources – increase of $0.5 million as a result of the transfer of funds to CSA 135 for contracted fire and emergency medical services.
- Use of Fund Balance — net increase of $0.7 million. A total of $3.0 million is budgeted.
  - $0.5 million for the purchase of fire apparatus.
  - $0.6 million for safety clothing, contracted services, the volunteer stipend program and fixed assets equipment.
  - $1.9 million for the initial funding toward the replacement/upgrades of fire apparatus and equipment for regional support.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Decrease of $7.4 million is due to a decrease of $4.6 million in Services and Supplies associated with the completion of the Dead, Dying and Diseased tree grant program, a decrease of $2.5 million primarily due to the completion of one-time projects and a decrease of $0.3 million associated with the transfer of funds to CSA 135 for contracted fire and emergency medical services.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
San Diego County Fire Authority	—	13.00	13.00	0.0	13.00
Total	0.00	13.00	13.00	0.0	13.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
San Diego County Fire Authority	$ —	$ 25,191,550	$ 22,830,958	(9.4)	$ 15,746,453
County Service Areas - Fire Prevention	1,874,474	1,265,382	1,833,253	44.9	1,527,797
Total	$ 1,874,474	$ 26,456,932	$ 24,664,211	(6.8)	$ 17,274,250

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ —	$ 1,521,993	$ 1,526,737	0.3	$ 1,526,365
Services & Supplies	1,437,459	24,425,793	19,684,103	(19.4)	15,051,730
Capital Assets Equipment	—	250,000	768,760	207.5	200,000
Fund Balance Component Increases	—	—	1,883,000	—	—
Operating Transfers Out	437,015	259,146	801,611	209.3	496,155
Total	$ 1,874,474	$ 26,456,932	$ 24,664,211	(6.8)	$ 17,274,250

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 580,615	$ 580,615	$ 580,615	0.0	$ 580,615
Revenue From Use of Money & Property	27,500	27,500	43,710	58.9	43,710
Intergovernmental Revenues	—	7,167,936	4,139,652	(42.2)	—
Charges For Current Services	453,719	517,503	543,472	5.0	543,472
Other Financing Sources	181,091	150,000	665,456	343.6	360,000
Use of Fund Balance	631,549	2,343,378	2,997,868	27.9	—
General Purpose Revenue Allocation	—	15,670,000	15,693,438	0.1	15,746,453
Total	$ 1,874,474	$ 26,456,932	$ 24,664,211	(6.8)	$ 17,274,250

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) is committed to building better health, fostering living safely, and promoting thriving families through its Live Well, San Diego! initiative. Its services include preventive health care, access to publicly funded health care coverage and self-sufficiency services, and mental health and substance abuse programs. Additionally, protective services are provided to abused and neglected children and vulnerable adults, including seniors, the disabled and indigent adults. The Agency also works to reduce the burden of chronic diseases and contributing factors, such as childhood obesity, and helps the community prepare to respond to health emergencies and disasters.

Through six geographic regions, the Agency provides services through a public-private partnership of County staff and more than 900 contracts representing over 470 community-based providers. Although the six regions are geographically and socially diverse, business continuity is assured through the administrative support divisions.

HHSA Departments

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

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments

Implemented second year of *Live Well, San Diego!* to achieve the Agency's vision of healthy, safe and thriving communities by:

- Building a better service delivery system that recognizes the importance of safety in achieving healthy people, healthy communities, and thriving families.

- Revised the phone number for the Access and Crisis Line to reflect the seven days a week, twenty-four hours a day service to (888) 724-7240, making it easier for people seeking help on issues such as mental health, alcohol or drug abuse, and suicide prevention.
- Received the Community Transformation Grant (CTG), multi-year grant from the U.S. Department of Health and Human Services to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs. This grant will continue the work begun with the Communities Putting Prevention to Work (CPPW) grant.
- Received funding from the Beacon Community Project to develop and administer evidence-based Care Transition services in three hospitals in the San Diego County region (Scripps Mercy, Sharp Memorial and UCSD Medical Center), building upon the successful AIS Care Transitions pilot program at Sharp Memorial. This program will target patients with complex needs and chronic health conditions who are at high risk for readmissions and will provide them with assistance in improving their ability to manage their own medications, learn how to recognize "red flags" associated with their condition and arrange follow-up care with primary care providers and specialists. This program is expected to continue through March 2013.
- Implemented the Low Income Health Program (LIHP) that funds medical care for uninsured adult county residents. LIHP uses a network of community health centers along with hospitals, community physicians, and mental health providers throughout San Diego county to provide health care services.

- After the passage and implementation of Assembly Bill 12, the *California Fostering Connections to Success Act*, which extends foster care to the age of 21, created a separate team within Child Welfare Services to case manage all youth over the age of 17 that remain active to CWS. The team will ensure that these youth have the tools and resources they need to successful exit from foster care at the appropriate time.

- Supporting positive choices that integrate healthy and safe living and encourage financial stability.
  - Received a Community Nutrition Education Program (CNEP) multi-year State grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients.
  - Continued to promote self-sufficiency by serving eligible recipients on public assistance programs; over 79,000 per month in CalWORKs, over 240,000 per month in CalFresh, and over 350,000 per month in Medi-Cal. CalWORKs is a State program designed to transition people from welfare to work by providing temporary cash assistance. CalFresh is the State program for the federal Supplemental Nutrition Assistance Program (SNAP, formerly known as Food Stamps) which helps eligible families supplement their food budget. Medi-Cal is the State program for the federal Medicaid program which provides health insurance for eligible families at little or no cost.
- Pursuing policy and environmental changes that make it easier to be healthy, enhance safety, and support communities that thrive.
  - Completed year two of the two-year CPPW grant. The grant worked closely with residents, businesses and community leaders to develop and implement policies, systems and environmental approaches that make healthy living easy, safe and affordable. Efforts included partnering local farmers with local schools to bring fresh fruits and vegetables to students, creating a 'safe routes to school' countywide coalition, and completing draft framework for integrating public health goals into the 2050 Regional Transportation Plan and Regional Comprehensive Plan.
- Improving the culture from within by introducing Agency staff to recognize that traumatic events impact individual health, community safety, and financial stability.
  - Rolled out an employee training based on Behavioral Health Services' "It's Up to Us" campaign to increase understanding of mental illness, to reduce stigma, and to encourage people to help others or seek help for themselves.
- Advancing operational excellence by ensuring fiscal stability, customer service, leadership, accountability and transparency, continuous improvement, and workforce excellence.
  - Received a Supplemental Nutrition Assistant Program Participation (SNAP) multi-year federal grant to implement a system for electronic documents conversion and tracking, and to help reduce processing time and minimize lost documents. The Supplemental Nutrition Assistance Program is the former federal program Food Stamps.
  - Completed phase one of the Knowledge Integration Project (KIP). This is a multi-year project to develop the foundation for information exchange across multiple disciplines to improve the information available and coordinate services for shared clients. Completed the readiness assessment in fall 2011 and system requirements in spring 2012.

2012-14 Objectives

Continue implementation of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time by:

- Building a better service delivery system that is innovative and outcome-driven.
  - Implement Year 1 of the Community Transformation Grant (CTG) support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
  - Implement the Community Based Care Transition program to reduce readmissions to hospitals by Medicare recipients.
  - Evaluate data from the two pilot programs integrating physical and behavioral health services.
  - Establish Extended Foster Care program, an outcome from Assembly Bill 12, the *California Fostering Connections to Success Act*, to extend foster care to 21 years of age.
- Supporting positive choices that empower residents to take responsibility for their own health and well-being.
  - Implement Year 1 of the Community Nutrition Education Program (CNEP) grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients

- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.
  - Complete and document community input to the six regional *Live Well, San Diego!* plans by using the MAPP process from the National Association of County and City Health Officials.
- Improving the culture from within by increasing employees' knowledge on how to incorporate health and safety.
  - Implement second phase of the succession plan to advance *Live Well, San Diego!*
- Advancing operational excellence by ensuring fiscal stability, customer service, leadership, accountability and transparency, continuous improvement, and workforce excellence.
  - Begin improvements to Family Resource Centers and ACCESS (a public benefits transaction call center), including increasing accuracy of payment, and technological enhancements to improve customer service.
  - Implement Year 1 of SNAP grant to implement a system for electronic documents conversion and tracking, and to help reduce processing time and minimize lost documents.
  - Begin phase 2 of the Knowledge Integration Project (KIP) to develop the foundation for information exchange across multiple disciplines to improve the information available and coordinate services for shared clients.

Complete co-location of Public Administrator/Public Guardian with Mental Health Conservatorship to improve service coordination.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Overview

The Health and Human Services Agency's Fiscal Year 2012-13 plan includes appropriations of $1.9 billion, an increase of $9.0 million.

Significant changes to the Operational Plan include the implementation of Assembly Bill (AB) 118, *Local Revenue Fund 2011,* which shifts State financial responsibility of various services to counties, funded with a dedicated portion of sales tax. Over $200 million of State funding in HHSA was re-categorized to 2011 Realignment, and the State Administration has indicated the potential realignment of additional programs in the future. Last fiscal year also saw the implementation of AB 109, *Public Safety Realignment* (*2011*), which fundamentally changed the state and County responsibilities for the management of criminal offenders. To best serve and assist in reducing the recidivism rate of this population, the Agency is partnering with Probation and the community in the provision of mental health and substance abuse services. A total of $3.0 million in appropriations was added based on the amount the Community Corrections Partnership (CCP) allocated for these services in Fiscal Year 2011-12. It is expected CCP will allocate a higher amount in Fiscal Year 2012-13, at which time the Agency will return to the Board to adjust its operational plan as needed.

The State has shifted the administrative and financial responsibility for the provision of Emotionally Related Mental Health Services (ERMHS) from the counties to the school districts. HHSA proposes a decrease in appropriations in Mental Health Services contracts, and in Child Welfare Services, for room and board care, due to the San Diego County Office of Education (SDCOE) assuming these responsibilities.

HHSA proposes an increase of appropriations for In Home Supportive Services (IHSS) associated with the sunset of a State imposed 3.6% hour reduction of monthly services to IHSS recipients, pursuant to AB 1612, *Human Services*. Additional appropriations are proposed for Aid to Adoptive Children payments, due to projected case increases, and for the Transitional Housing Program, to expand services to emancipated youth.

HHSA proposes a decrease in Public Health Services due to the completion of the Communities Putting Prevention to Work (CPPW) initiative, as well as decreases in CalWORKs Assistance payments, and Foster Care payments to align with projected caseload costs.

HHSA proposes an increase of 176.00 staff years. These positions are added to support the Family Resource Centers, ACCESS (a public benefits transaction call center), and quality control in eligibility services, as well as the management and coordination of data and information analysis. In addition, there were transfers between divisions based on operational needs including increased recruitment and training needs, especially in frontline positions, and to support child welfare and public health programs.

A major goal in the development of the Agency's operational plan is to advance the Live Well, San Diego! initiative. In that endeavor, HHSA has pursued and acquired grants that will help improve the health and well-being of San Diego's communities and citizens. Some of the grants include the multi-year Community Transformation Grant,

the Community Nutrition Education Program (CNEP) grant and the Supplemental Nutrition Assistance Program Participation (SNAP) grant. Appropriations are added for the Low Income Health Program (LIHP) which provides health care for low-income individuals. In addition, San Diego County has been selected as one of four initial dual eligible (Medicare/Medi-Cal) demonstration sites. This new program seeks to integrate health and social services benefits and services (including IHSS, MSSP and skilled nursing care) into a seamless system.

As a County, we are required to administer the State's programs. However, the State continues to look at cuts and program changes to deal with the instability and uncertainty in their financial situation. Many of the proposed cuts and changes would impact HHSA clients, service delivery and potentially the Agency's funding. The full impact of any changes is dependent on additional State action and on the ongoing economic situation. Moving forward, HHSA will return to the Board and adjust its operational plan as needed to align ongoing funding with core, essential services. HHSA will continue to work with advisory boards 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. The Special Revenue fund reflects $27.5 million for Fiscal Year 2012-13. No change is proposed between years.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $7.9 million due to a $22.8 million decrease in Services and Supplies due primarily to the elimination of one-time projects from the prior year, offset by an increase of $12.8 million in Salaries and Benefits due to negotiated labor agreements and an increase in retirement contributions and an increase of $2.1 million in Other Charges for Aid to Adopted Children.

Group Staffing by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Regional Operations	2,262.00	2,277.00	2,432.00	6.8	2,432.00
Strategic Planning & Operational Support	200.00	202.00	211.00	4.5	211.00
Aging and Independence Services	292.50	292.50	291.50	(0.3)	291.50
Behavioral Health Services	840.50	837.50	829.50	(1.0)	829.50
Child Welfare Services	744.50	703.50	717.50	2.0	717.50
Public Health Services	479.75	480.75	483.75	0.6	483.75
Public Administrator / Public Guardian	34.00	34.00	34.00	0.0	34.00
Administrative Support	303.00	303.00	307.00	1.3	307.00
Total	5,156.25	5,130.25	5,306.25	3.4	5,306.25

Group Expenditures by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Regional Operations	$ 462,888,866	$ 464,314,986	$ 467,713,267	0.7	$ 471,967,479
Strategic Planning & Operational Support	161,411,948	225,162,212	235,222,731	4.5	234,408,045
Aging and Independence Services	335,194,757	309,757,401	312,514,970	0.9	313,187,286
Behavioral Health Services	405,914,153	427,734,706	431,072,490	0.8	433,581,666
Child Welfare Services	263,321,003	258,626,410	248,498,925	(3.9)	252,210,994
Public Health Services	102,193,095	103,380,590	101,441,269	(1.9)	104,549,881
Public Administrator / Public Guardian	4,472,416	4,591,551	4,457,052	(2.9)	4,052,887
Administrative Support	93,525,329	98,816,209	100,483,108	1.7	79,946,593
Tobacco Settlement Funds	27,500,000	27,500,000	27,500,000	0.0	27,500,000
Total	$ 1,856,421,567	$ 1,919,884,065	$ 1,928,903,812	0.5	$ 1,921,404,831

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Regional Operations

Department Description

The Health and Human Services Agency's service delivery system is organized into six geographic service regions, using a public-private partnership model to meet the needs of families and individuals in San Diego County. As outlined in Appendix D, core regional operations include: Public Health Services, Child Welfare Services and Family Resource Centers/Public Assistance Payments.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments – All Regions

Strategic Initiative – Kids

- Improved birth outcomes by ensuring 98% (147 of 150) of pregnant women served by public health nurses received the recommended number of prenatal care visits, meeting target.
- Reduced the onset of preventable illness or disease by immunizing 98% (3,940 of 4,000) of children age 0-4 years, meeting target.
- Reduced the onset of preventable illness or disease by immunizing 98% (3,920 of 4,000) of children and adolescents age 11-18 years, meeting target.
- Enrollment decreased by 0.2% (from 278,478 to 277,811) for children in Medi-Cal and Healthy Families programs, below target of 1% increase. The decrease is in alignment with State numbers which reflect a strong decrease in enrollment.
- Improved outcomes for children as measured by having 35% (3,983 of 11,303) of families participate in joint case planning and meetings, above target of 33%.
- Supported stability of foster youth by placing 45% (1,355 of 3,035) with a relative or non-related extended family member, above target of 44%.
- Supported stability of children in foster care (8 days or more, but less than 12 months) by ensuring 81% (1,544 of 1,907) had fewer than three placements, meeting target.

Strategic Initiative – Safe and Livable Communities

- Improved access to nutritional services by enrolling 12,500 (from 136,184 to 148,684) children and seniors in CalFresh, the state of California's name for the federal Supplemental Nutrition Assistance Program, formerly known as Food Stamps, below target of 25,000. Program staff is working with community partners to identify how to enroll the hard-to-reach children and seniors.
- Promoted collaboration and transparency by developing region-specific community engagement plans that seek input and action for *Live Well, San Diego!* The Agency's six regions are using the *Mobilizing for Action through Planning and Partnerships (MAPP)* as the model of business improvement to formalize and document community engagement. These plans will include priority strategies, action plans and performance measures. Currently, the six regions are at various stages in the MAPP process. *Live Well, San Diego!* is the Agency's roadmap to making people's lives healthier, safer and self-sufficient by delivering the right services, to the right people, at the right time. For more information about MAPP, go to http://www.naccho.org/topics/infrastructure/mapp/upload/MAPP_Handbook_fnl.pdf.

2012-14 Objectives – All Regions

Ensure integration and achievement of *Live Well, San Diego!* strategies for the right services, to the right people, at the right time.

Strategic Initiative – Safe Communities

- Build a better service delivery system by providing protection, permanency and stability to children who are at risk or have been abused and neglected.

- Improve outcomes for children by having 34% (3,842 of 11,300) of families participate in joint case planning and meetings.
- Support stability of foster youth by placing 44% (1,320 of 3,000) with a relative or non-related extended family member.
- Support stability of children in foster care (8 days or more, but less than 12 months) by ensuring 81% (1,544 of 1,907) have fewer than three placements.

Strategic Initiative – Healthy Families

- Build a better service delivery system to maximize the health and well-being of at-risk children and families.
  - Promote healthy outcomes by ensuring 40% (220 of 550) of women in the Maternal Child Health and Nurse Family Partnership programs continue to breastfeed their infant at 6 months of age.
  - Reduce the onset of preventable illness or disease by immunizing 98% (3,920 of 4,000) of children age 0-4 years and 98% (3,920 of 4,000) of children and adolescents age 11-18 years served at Public Health Centers and clinics.
  - Enroll an additional 1% (from 277,811 to 280,589) of children in Medi-Cal and Healthy Families programs.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence in customer service through technology, timely processing and improved accuracy.
  - Implement technological enhancements to improve customer experience at the Family Resource Centers.
  - Execute a plan to reduce wait times at ACCESS call center, a public benefits transaction center.
  - Ensure clients eligible for CalFresh receive and maintain their benefits through 90% timely processing of CalFresh applications (approximately 10,800 of 12,000 per month) at the Family Resource Centers and ACCESS.
  - Implement plan to improve accuracy of payment and valid decisions of CalFresh benefits.

Central Region

The Central Region encompasses San Diego city's urban core consisting of 50 neighborhoods with a multitude of diverse culture and population. Central Region is bordered to the North by Interstate 8, extending eastward to the cities of Lemon Grove and La Mesa, continuing south to National City, and westward to the San Diego Bay. Agency staff from the Central Region provides regional services and lead countywide efforts such as a pilot on eliminating disparities in Child Welfare and key initiatives on improving access and outcomes for the homeless population.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Delayed implementation to develop a communitywide framework and established a Child Protection Team to address over representation of African-American foster children in Central Region, due to Central Child Welfare Services planning for countywide practice consideration of differential response.
- Strengthened culturally appropriate service delivery in the Child Welfare System by piloting Cultural Broker Services, a program that provides services that are responsive to cultural diversity.

Strategic Initiative – Safe and Livable Communities

- Enhanced care management for homeless individuals and reduced costs by decreasing hospital inpatient readmissions and frequent users by 68% (from 74 to 24), exceeding target of 10%. Decrease was due to the efforts of staff and partners.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Support positive choices by ensuring pregnant and parenting foster youth are receiving proper care vital to their safety and well-being, including their children, by establishing a referral process and tracking system.

Strategic Initiative – Healthy Families

- Build a better service delivery system by supporting the health of the children who seek routine immunizations at the 'Vaccines are Important for Preschoolers' clinic, by promoting access to routine health care.

East Region

The East Region is a mixture of urban, suburban and rural communities, including several Native American reservations and a large Iraqi refugee population. East Region was the first region to administer Nurse Family Partnership (NFP), an evidence-based program helping first-time, low-income mothers succeed. East Region also administers Neighborhoods for Kids, an initiative that strives to keep abused and neglected children in safe, familiar environments and in their same schools.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Supported stability and educational growth of children coming into protective custody by placing 46% (16 of 36) in a home where they can attend their school of origin, below target of 65%. An educational liaison has been assigned to work with the schools and the social worker to facilitate same school placement at the time of removal when appropriate. In an effort to maintain placement in a familiar environment, 72% (218 of 302) of children in out of home care are placed with relatives.
- Promoted family stability by ensuring that 73% (127 of 173) of children who were reunified with their parents did so within 12 months, below target of 75%.
- Improved health outcomes for children by ensuring that 93% (555 of 593) of NFP participants initiated breast feeding, above target of 91%.
- Promoted healthy living by ensuring that 29% (25 of 35) of NFP parents decreased smoking, below target of 32%.
- Promoted self-sufficiency by linking culturally appropriate service providers to refugee families. Collaborated with internal and external stakeholders to minimize gaps in services, build language capacity, and address service demands.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Build a better service delivery system that promotes stability and permanency of at-risk children through the Neighborhood for Kids initiative.
  - 75% (242 of 322) of children will be placed in a familiar environment, such as protective custody with a relative or family friend, or a school.
  - 75% (129 of 172) of children will be placed with their parents within 12 months.

Strategic Initiative – Sustainable Environments

- Support positive choices by linking culturally appropriate service providers to refugee families to promote self-sufficiency.

Strategic Initiative – Healthy Families

- Support positive choices for healthy living of NFP participants and their children.
  - 91% (531 of 583) of NFP participants will initiate breast feeding.
  - 32% (11 of 35) of NFP parents will decrease smoking.

North Central Region

The North Central Region comprises the central-western portions of the County, 38 diverse communities that extend from coastal to inland, stretching from Del Mar in the north, to Point Loma in the south, and east to Scripps Ranch and Mira Mesa. Interstate 8 marks the regions southern border. Also within the region are three military installations and two major universities. Agency staff support the large military population found in North Central Region by participating in efforts through multiple venues and access points, such as engaging in efforts through the Healthy Start Military Cluster and San Diego Military Family Collaborative including the North Central *Live Well, San Diego!* initiative.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Enrolled 45 children during the first year of the NFP program. Data is collected after the participants have received services for 24 months. Therefore, a baseline has not been established for the number of children immunized by 24 months of age. NFP staff educated clients during home visits on the importance of timely immunizations to reduce onset of illness and disease.
- Enrolled 74 NFP participants to improve health outcomes for their infants. 100% (77) of participants have successfully initiated breast feeding.
- Ensured timely service to clients by maintaining an average wait time of 8 days or less for County Medical Services eligibility appointments, well within the target of 30 days or less.
- Supported military families by building effective community relationships that promote safe and healthy living. Worked with the Military Family Collaborative and the annual Military Services Providers Conference to promote *Live Well, San Diego!*

2012-14 Objectives

Strategic Initiative – Healthy Families

- Build a better service delivery system through NFP, resulting in healthy outcomes for children of NFP participants.
  - 90% (30 of 77) of NFP participants will initiate breast feeding.

- 90% (37 of 41) of children enrolled in the NFP program will receive their required immunizations by 6 months of age.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence through customer service.
  - Ensure timely service to clients by maintaining wait times of 30 days or less for County Medical Services eligibility appointments.
  - Promote safe and healthy living by supporting military families through effective community relationships. Representatives for military families will be involved with North Central Region's upcoming strategic planning efforts.

North Coastal Region

The North Coastal Region consists of six cities, Camp Pendleton and more than a dozen communities. The region's northern border is the Orange County line. In addition to providing core regional services, Agency staff from the North Coastal Region facilitates HealthLink North County and North County Cares. HealthLink North County is a school health-focused, public-private partnership to improve health and education outcomes for North County's schoolchildren. North County Cares is a collaboration of the Agency, community partners, resource families, and child welfare services working together to improve outcomes for North County children.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Supported health and well-being of military families by providing 803 public health nurse contacts, above the target of 576 contacts. The 39% increase is attributed to the implementation of the Nurse Family Partnership program.
- Improved health outcomes for vulnerable children by establishing immunization baselines and performance outcomes of NFP graduates' children by 24 months of age.
  - 100% (8) NFP children were fully immunized.
  - 98% (48 of 49) of NFP mothers initiated breastfeeding.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Build a better service delivery system by providing public health nurse (PHN) services and implementing Neighborhood for Kids.
  - Providing at least 600 monthly PHN service contacts to military families, building effective community relationships for the safety and protection of children and military families.
  - Implement Neighborhood for Kids which will support stability and educational growth of children coming into protective custody by placing children in a home where they can attend their school of origin.

Strategic Initiative – Healthy Families

- Build a better service delivery system through NFP, improving health outcomes for NFP children.
  - 91% (10 of 11) of NFP graduates' children will be immunized by 24 months of age.
  - 91% (45 of 49) of NFP participants will initiate breast feeding.

North Inland Region

The North Inland Region includes four cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. In addition to providing core regional services, North Inland Region facilitates the Rural Health Network and North County Cares. The Rural Health Network is a forum that brings together government and community service providers to collaborate and leverage health resources for rural San Diego County communities. North County Cares is a collaboration of the Agency, community partners, resource families, and child welfare services working together to improve outcomes for North County children.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Improved health outcomes for vulnerable children by establishing immunization baselines and performance outcomes of NFP graduates' children by 24 months of age.
  - 91% (11 of 12) NFP children were fully immunized.
  - 95% (61 of 64) NFP mothers initiated breastfeeding.

Required Discipline – Customer Satisfaction

- Improved access to public assistance programs through video interviewing by increasing the number of clients served by 99% (from 446 to 886), above the target of 15%, due to successful expansion to two additional sites and expansion of services.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Build a better service delivery system for vulnerable children through implementation of Neighborhoods for Kids which will support stability and educational growth of children coming into protective custody by placing children in a home where they can attend their school of origin.

Strategic Initiative – Healthy Families

- Build a better service delivery system through NFP, improving health outcomes for NFP children.
  - 91% (11 of 12) of NFP graduates' children will be immunized by 24 months of age.
  - 91% (58 of 64) of NFP participants will initiate breast feeding.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence in customer service by improving access to public assistance programs by increasing the number of video interview clients by 5% (from 886 to 931).

South Region

The South Region has four cities and seven communities and is bordered in the south by Mexico. Agency staff from the South Region provides regional services, lead the Healthy Eating Active Communities (HEAC) project, and manage the South Region Nurse Family Partnership Program (NFP), and Families as Partners (FAP). HEAC aims to prevent childhood obesity and ensure healthy adulthood by reducing health risks associated with obesity. NFP is an evidence-based program that helps first-time, high-risk, low-income mothers. FAP is a public-private partnership that will provide a community safety net for South Region's children and youth who are at risk of entering foster care or who are currently in the system.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Strengthened the family and promoted stability for children by increasing the number of FAP children who were diverted from protective custody to prevention services by 20% (from 550 to 660), meeting target.

Strategic Initiative – Safe and Livable Communities

- Improved nutrition and access to CalFresh benefits by establishing a video interview process in collaboration with community partners.
- Enhanced care coordination and access for pregnant and post-partum women by deploying a referral pathway tool with 10 partners (internal and external), meeting target.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Build a better service delivery system by improving care coordination and communication.
  - Deploy a referral tool to the Info Line 2-1-1 San Diego Web directory for pregnant and post partum women.
  - Create a referral and communication process for families served through South Region Child Welfare System, Public Health Maternal Child Health Program, and Nurses Family Partnership Program.
  - Strengthen the community safety net to support stability for children at risk of entering protective custody by increasing service providers participating in FAP from 35 to 42.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence in customer service by improving access to public assistance programs by increasing the number of video interview clients by 5% (from 186 to 195).

Related Links

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

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

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Family participation in joint case planning and meetings	30.8% of 6,265	33% of 6,265	35% of 11,303	34% of 11,300	34% of 11,300
Children in foster care that are in kin placements	42.5% of 3,249	44% of 3,249	45% of 3,035	44% of 3,000	44% of 3,000
Children in foster care for less than 12 months have fewer than 3 placements during that period	80.8% of 1,834	81% of 1,942	81% of 1,907	81% of 1,907	81% of 1,907
Mothers who continue to breastfeed their infant at 6 months of age[2]	N/A	N/A	N/A	40% of 550	40% of 550
Children age 0-4 years receive age-appropriate vaccines	99% of 9,834	98% of 5,000	98% of 4,000	98% of 4,000	98% of 4,000
Children age 11-18 years receive age-appropriate vaccines	97% of 9,662	98% of 4,000	98% of 4,000	98% of 4,000	98% of 4,000
Children enrolled in Medi-Cal and Healthy Families health care coverage[1]	6% (enrolled 15,301 for a total of 278,478)	1% (enroll 2,784 for a total of 281,262)	-0.2% (decrease from 278,478 to 277,811)	1% (enroll 2,778 for a total of 280,589)	1% (enroll 2,778 for a total of 280,589)
Timely processing of CalFresh applications per month[2]	N/A	N/A	N/A	90% of 12,000	90% of 12,000
Eligible children and seniors enrolled in CalFresh[3]	21,863 (from 114,321 to 136,184)	25,000 (from 136,184 to 161,184)	12,500 (from 136,184 to 148,684)	N/A[4]	N/A
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits	99% of 286	98% of 250	98% of 150	N/A[4]	N/A

Table Notes

[1] In Fiscal Year 2010-11, the increased enrollment in Medi-Cal and Healthy Families was attributed to the economic environment, resulting in an additional 15,301 enrolled instead of the projected 2,632. For Fiscal Year 2011-12, the targeted remained as a 1% increase over Fiscal Year 2010-11 Actuals. This measure is based on a continuous growth in enrollment, not a static number.

[2] New measure effective Fiscal Year 2012-13 to reflect Agency's priorities.

[3] CalFresh is California's name for the Federal Supplemental Nutrition Assistance Program (SNAP), formerly called Food Stamps. In March 2009, the Board of Supervisors adopted a 3-year goal to enroll 50,000 children and seniors by 2012. In Fiscal Year 2009-10, the program enrolled 30,470 children and seniors. The original numbers reported for Fiscal Year 2009-10 were revised to reflect the baseline of 83,851 for March 2009. In Fiscal Year 2010-11, the program enrolled 21,863 children and seniors. The total for the two fiscal years was 52,333. The goal was achieved one-year ahead of schedule.

[4] Effective Fiscal Year 2012-13, this measure will no longer be reported in the Operational Plan, but will continue to be monitored internally by program.

Proposed Changes and Operational Impact: 2011-12 to 2012-13 – All Regions

Staffing

Net increase of 155.00 staff years and transfers between divisions based on operational needs.

- Increase of 166.00 staff years due to the addition of staff in Regional Self Sufficiency Eligibility to support Family Resource Center and ACCESS operations.
- Increase of 4.00 staff years due the transfer of 3.00 staff years from Behavioral Health Services and 1.00 staff year from Aging and Independence Services to support Health Promotion operations.
- Increase of 1.00 staff year due to the transfer of staff from Strategic Planning & Operational Support to support Family Resource Center centralized imaging operations.
- Decrease of 15.00 staff years due to the transfer of staff to County Child Welfare Services primarily to support Extended Foster Care Program.
- Decrease of 1.00 staff year due to the transfer of staff to Human Resources to support increased recruitment and training needs.

Expenditures

Net increase of $3.4 million.

- Salaries and Benefits — increase of $9.5 million due to negotiated labor agreements, an increase in retirement contributions, and an increase of 155.00 staff years.
- Services and Supplies — increase of $2.4 million primarily for rents and leases, facility management and basic supplies for the additional 155.00 staff years, including computers, phones and other basic office supplies.
- Other Charges – decrease of $8.6 million for CalWORKs assistance payments to align with caseload trend due to changes in State law.

Revenues

Net increase of $3.4 million.

- Intergovernmental Revenues — net increase of $6.0 million.
  - Due to the passage of Assembly Bill (AB) 118, *Local Revenue Funds 2011,* the State's realignment of various programs to counties, $101.8 million of State revenue was recategorized to 2011 Realignment, with no net variance and no impact to client services.
  - Increase of $11.5 million in Social Services administrative revenue for increased costs.
  - Increase of $2.4 million in 1991 Realignment for various social service programs.
  - Increase of $0.4 million in grants to support regional health activities.
  - Decrease of $8.3 million of CalWORKs assistance payments revenue to align with caseload trend due to changes in State law.
- Charges for Current Services — decrease of $3.0 million associated with the ending of First Five funding for the Early Childhood Program which will be funded with Realignment revenue.
- Miscellaneous Revenues — decrease of $0.4 million in General Relief overpayments to align with current collection levels.
- Use of Fund Balance — increase of $0.4 million. Total of $2.4 million budgeted for:
  - $1.2 million to fund one-time negotiated salary adjustments.
  - $1.2 million of one-time funding for the Juvenile Diversion program.
- General Purpose Revenue Allocation — increase of $0.4 million associated with increased costs noted above.

Proposed Changes and Operational Impact: 2012-13 to 2013-14 – All Regions

Net increase of $4.3 million is the result of an increase of $5.5 million in Salaries and Benefits due to negotiated labor agreements and an increase in retirement contributions, offset by a decrease of $1.2 million in Services and Supplies due to the elimination of one-time projects.

Regional Operations

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Regional Self Suffic Elig	1,081.00	1,089.00	1,272.00	16.8	1,272.00
Regional Child Welfare Svcs	618.00	637.00	621.00	(2.5)	621.00
Central Region	157.00	148.00	147.00	(0.7)	147.00
East Region	93.50	93.50	94.50	1.1	94.50
North Central Region	109.00	108.00	94.00	(13.0)	94.00
North Coastal Region	63.00	62.00	61.00	(1.6)	61.00
North Inland Region	65.00	64.00	66.00	3.1	66.00
South Region	75.50	75.50	76.50	1.3	76.50
Total	2,262.00	2,277.00	2,432.00	6.8	2,432.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Regional Self Suffic Elig	$ 331,552,068	$ 334,344,484	$ 337,995,218	1.1	$ 341,028,992
Regional Child Welfare Svcs	55,502,534	58,246,726	56,948,047	(2.2)	58,501,682
Central Region	25,607,022	21,648,759	21,911,769	1.2	21,031,625
East Region	11,485,439	11,837,916	12,423,214	4.9	12,646,649
North Central Region	11,210,385	10,535,081	9,686,781	(8.1)	9,896,314
North Coastal Region	8,544,889	8,654,872	8,844,055	2.2	8,870,359
North Inland Region	7,914,093	8,131,653	8,714,183	7.2	8,639,269
South Region	11,072,436	10,915,495	11,190,000	2.5	11,352,589
Total	$ 462,888,866	$ 464,314,986	$ 467,713,267	0.7	$ 471,967,479

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 175,537,747	$ 180,982,823	$ 190,512,587	5.3	$ 196,009,926
Services & Supplies	34,257,266	30,238,310	32,679,533	8.1	31,436,406
Other Charges	253,093,853	253,093,853	244,521,147	(3.4)	244,521,147
Total	$ 462,888,866	$ 464,314,986	$ 467,713,267	0.7	$ 471,967,479

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Fines, Forfeitures & Penalties	$ 50,000	$ 50,000	$ 50,000	0.0	$ 50,000
Intergovernmental Revenues	434,765,577	436,792,077	442,765,258	1.4	442,172,021
Charges For Current Services	4,874,145	4,897,111	1,901,051	(61.2)	1,901,051
Miscellaneous Revenues	1,382,758	1,159,365	771,235	(33.5)	771,235
Fund Balance Component Decreases	—	—	—	0.0	5,675,935
Use of Fund Balance	1,700,000	1,982,904	2,371,157	19.6	—
General Purpose Revenue Allocation	18,551,273	19,433,529	19,854,566	2.2	21,397,237
Total	$ 462,888,866	$ 464,314,986	$ 467,713,267	0.7	$ 471,967,479

Strategic Planning and Operational Support

Department Description

Strategic Planning and Operational Support (SPOS) supports implementation of self-sufficiency programs, ensures program integrity, and in collaboration with the community, delivers essential services including eligibility, enrollment, and indigent health care in order to advance Live Well, San Diego! Additionally, SPOS provides strategic planning and support for continuous improvement throughout the Agency.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted self-sufficiency by issuing 99% (41,129 of 41,137) of child care payments within 10 calendar days, meeting target.
- Moved Welfare to Work participants closer to self-sufficiency by ensuring 23% (2,366 of 10,448 individuals per month) had paid employment, below target of 30%, which is attributed to the high unemployment across the nation. California's Welfare to Work is a program designed to assist welfare recipients to obtain or prepare for employment.
- Encouraged families to achieve self-sufficiency by ensuring 46% (3,806 of 8,278 cases per month) of Welfare to Work cases had participants in State approved work activities, above the target of 45%.

Strategic Initiative – Safe and Livable Communities

- Secured financial and medical support through Supplemental Security Income (SSI) for 100% (42) of indigent adults assisted by the Advocacy Program, above target of 96%.
- Secured financial and medical support for indigent adults by serving an additional 18% (from 109 to 129) of indigent health program beneficiaries who are diabetic and on insulin who fill three prescriptions to reduce cardiovascular issues, below target of 33%. Program is currently experiencing difficulty obtaining all required data and is reviewing alternatives.
- Strengthen care and treatment by providing case management services to an additional 11% (from 1,020 to 1,141) of indigent adults, above target of 10%.
- Enhanced quality and coordination of care to Medicaid Coverage Expansion (MCE) patients by ensuring 97% (6,805 of 7,016) received treatment from their assigned medical home, above target of 91%.
- Delayed enrollment of eligible CalFresh participants into the CalFresh Restaurant Meals Program. Unforeseen issues have pushed implementation into Fiscal Year 2012-13.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Supported program integrity and ensured services were accurately authorized by conducting 2,148 unannounced In-Home Supportive Services home visits, above target of 1,920.
- Identified community level outcomes to monitor child, adult and older adult well-being by developing the *Live Well, San Diego*! initiative evaluation framework. The outcome categories include health, knowledge, standard of living, social and community.

Required Discipline – Customer Satisfaction

- Assisted with timely and accurate benefit issuance by responding to 97% (7,374 of 7,558 per month) of urgent CalWIN help desk calls within 48 hours, above target of 95%.

Required Discipline – Continuous Improvement

- Mitigated risks and advanced strategic priorities by completing four Agency-level continuous improvement projects related to health, technology and operational efficiency.
- Established performance standards and targets for the ACCESS Customer Service Center, a public benefits transaction center, to increase efficiencies and optimize

resources. Implementation of standards is scheduled to begin in Fiscal Year 2012-13 and will be reported in the Regional Operations section.

2012-14 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time.

Strategic Initiative – Healthy Families

- Build a better service delivery system to support self-sufficiency among clients eligible for public assistance programs.
  - 30% (3,300 of 11,000 individuals per month) of Welfare to Work participants will have paid employment, moving them closer to self-sufficiency. California's Welfare to Work is a program designed to assist welfare recipients to obtain or prepare for employment.
  - 85% (1,105 of 1,300) of enrollees referred for case management will participate in case management services, strengthening care and treatment for the indigent health program enrollees.
  - 70% (1,470 of 2,100) of Low Income Health Program (LIHP) enrollees, who have entered the program through a LIHP Mental Health Clinic, will access physical health care services through a LIHP community clinic.
- Support positive choices among eligible participants in CalFresh, a public assistance nutrition program, by enrolling 90% (18,900 of 21,000) of eligible participants in the CalFresh Restaurant Meals Program.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Advance operational excellence through accountability by supporting program integrity and ensuring services are accurately authorized by conducting 2,000 unannounced In-Home Supportive Services home visits.

Required Discipline for Excellence – Continuous Improvement

- Advance operational excellence by enhancing Agency capability to measure, analyze, review and improve processes and performance, while ensuring these improvements are aligned with priorities.

Related Links

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

Performance Measures[1]	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Welfare to Work participants have paid employment	16% of 13,657[2]	30% of 11,000	23% of 10,448	30% of 11,000	30% of 11,000
Enrollees referred for case management participate in case management services[3]	N/A	N/A	N/A	85% of 1,300	85% of 1,300
Low Income Health Program enrollees access physical health care services[3]	N/A	N/A	N/A	70% of 2,100	70% of 2,100
Unannounced home visits in the In-Home Supportive Services program[4]	N/A	1,920	2,148	2,000	2,000
Child care payments issued within 10 days	99% of 50,055	99% of 42,000	99% of 41,137	N/A[5]	N/A
Welfare to Work participants participating in work activities	24% of 10,803[1]	45% of 9,000	46% of 8,278	N/A[5]	N/A
SSI applicants who complete the application process through the SSI Advocacy program and obtain SSI	96% of 150	96% of 150	100% of 42	N/A[5]	N/A
Indigent health care enrollees who are diabetic and on insulin, 50+ years old who fill 3 prescriptions to reduce cardiac events and strokes	N/A	33% (from 109 to 144	18%[6] (from 109 to 129)	N/A[5]	N/A
Indigent health care enrollees receiving management services[4]	N/A	10% (from 1,020 to 1,122)	11% (from 1,020 to 1,141)	N/A[5]	N/A
Hospital in-patient readmissions of the top 50 homeless frequent users in Central Region, 30 days or less after discharge[4]	N/A	10% decrease (from 74 to 67)	68% decrease (from 74 to 24)	N/A[5]	N/A
MCE patients who received treatment from assigned medical home[4]	N/A	91% of 7,016	97% of 7,016	N/A[5]	N/A
Urgent help desk calls responded to within 48 hours	93%[7] of 13,944	95% of 17,000	97% of 7,558	N/A[5]	N/A

Table Notes

[1] For Strategic Planning and Operational Support measures that are cross threaded measures with the Regions, go to the HHSA Regional Operations section.

[2] Effective Fiscal Year 2011-12, the Welfare to Work performance measures will be reported as a monthly average to remove the variation in caseload that occurs throughout the year and the duplicative counting that occurs when some individuals rotate in and out of the program due to circumstances.

[3] Effective Fiscal Year 2012-13, measure was added to better reflect strategic priorities.

[4] Effective Fiscal Year 2011-12, measure was added to better reflect strategic priorities and cross threaded with Central Region.

[5] Effective Fiscal Year 2012-13, measure will no longer be reported in the Operational Plan; however, it will continue to be monitored by program managers.

[6] The Estimated Actual of 18% reflects the current difficulty the program is having obtaining all the required data for this measure. Program staff is reviewing alternatives.

[7] The target for this measure was not met due to assignment of other priority tasks such as assisting the ACCESS Customer Service Center with overflow calls and processing of online applications for CalFresh and Medi-Cal.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Net increase of 9.00 staff years and transfers between programs based on operational needs.

- Increase of 6.00 staff years in Administration to the Office of Business Intelligence (OBI) to advance operational excellence in program services through data and information analysis and coordination.
- Increase of 4.00 staff years in Self Sufficiency and Support Services to enhance quality control in eligibility services (Medi-Cal, CalFresh, CalWORKs).
- Increase of 1.00 staff year in Administration due to a transfer in of 1.00 staff year from Behavioral Health Services to SPOS Administration to support program improvement efforts.
- Decrease of 2.00 staff years in Self Sufficiency and Support Services due to a transfer of 1.00 staff year to Regional Operations to assist in the Family Resource Centers centralized imaging section and a transfer of 1.00 staff year to Administrative Support to support recruitment and training efforts.

Expenditures

Increase of $10.1 million.

- Salaries and Benefits — increase of $1.1 million due to negotiated labor agreements, an increase in retirement contributions, and the increase of 9.00 staff years.
- Services and Supplies — net increase of $9.0 million.
  - Increase of $7.5 million in contracts primarily in Health Care Administration for hospital payments, an increase in the pharmaceutical contract and Primary Care Services (PCS).
  - Increase of $1.6 million in information technology and postage costs to support the CalWIN automation system.
  - Increase of $0.3 million due to the implementation of Supplemental Assistance Nutrition Program (SNAP) grants.
  - Increase of $0.2 million for a cost applied associated with Public Assistance Fraud Division.
  - Decrease of $0.6 million in various other services and supplies including rents and leases.

Revenues

Net increase of $10.1 million.

- Intergovernmental Revenues — increase of $7.8 million.
  - Due to the passage of Assembly Bill (AB) 118, *Local Revenue Funds 2011,* the State's realignment of various programs to the counties, $0.9 million of State revenue was recategorized to 2011 Realignment, with no net variance and no impact to client services.
  - Increase of $4.7 million of Low Income Health Program (LIHP) federal revenue.
  - Increase of $1.7 million in Medi-Cal and CalFresh Administrative revenue to align with the allocations.
  - Increase of $0.8 million in CalWIN revenues to align with the allocation.
  - Increase of $0.6 million in 1991 Realignment revenue to fund increased costs.
- Charges for Current Services — decrease of $0.5 million in Third Party Reimbursement and Child Abuse fees.
- Miscellaneous Revenues — decrease of $0.1 million due to lower projected interest earnings.
- Other Financing Sources — increase of $3.0 million of Tobacco Securitization revenue related to the increase in hospital payments and the pharmaceutical contract.
- Use of Fund Balance — decrease of $0.1 million. A total of $0.05 million is budgeted to fund one-time negotiated salary adjustments.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Decrease of $0.8 million is the result of a decrease of $1.3 million primarily related to reduced refugee funding, offset by an increase of $0.5 million due to negotiated labor agreements and an increase in retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Administration	79.00	81.00	89.00	9.9	89.00
Health Care Administration	36.00	37.00	36.00	(2.7)	36.00
Self Sufficiency Services and Support	85.00	84.00	86.00	2.4	86.00
Total	200.00	202.00	211.00	4.5	211.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Administration	$ 25,933,008	$ 27,023,353	$ 30,511,519	12.9	$ 30,732,277
Health Care Administration	98,723,293	154,895,654	162,175,130	4.7	162,025,832
Child Care Planning Council	1,113,810	1,123,783	725,326	(35.5)	725,326
Self Sufficiency Services and Support	35,641,837	42,119,422	41,810,756	(0.7)	40,924,610
Total	$ 161,411,948	$ 225,162,212	$ 235,222,731	4.5	$ 234,408,045

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 17,250,921	$ 18,084,933	$ 19,188,107	6.1	$ 19,666,920
Services & Supplies	144,161,027	207,077,279	216,034,624	4.3	214,741,125
Total	$ 161,411,948	$ 225,162,212	$ 235,222,731	4.5	$ 234,408,045

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Fines, Forfeitures & Penalties	$ 3,349,216	$ 3,349,216	$ 3,349,216	0.0	$ 3,349,216
Revenue From Use of Money & Property	—	1,019,083	1,019,083	0.0	1,019,083
Intergovernmental Revenues	117,043,172	180,234,894	187,993,662	4.3	186,319,421
Charges For Current Services	11,960,573	11,657,982	11,201,118	(3.9)	11,209,014
Miscellaneous Revenues	458,987	100,000	5,000	(95.0)	5,000
Other Financing Sources	17,600,000	17,600,000	20,600,000	17.0	20,600,000
Fund Balance Component Decreases	—	—	—	0.0	906,311
Use of Fund Balance	—	201,037	54,652	(72.8)	—
General Purpose Revenue Allocation	11,000,000	11,000,000	11,000,000	0.0	11,000,000
Total	$ 161,411,948	$ 225,162,212	$ 235,222,731	4.5	$ 234,408,045

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Aging & Independence Services

Department Description

Aging & Independence Services (AIS) provides services to older adults, people with disabilities and their family members, help keep clients safely in their homes, promote healthy and vital living, and publicize positive contributions made by older adults and persons with disabilities.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Protected seniors and dependent adults from abuse and neglect by conducting 96% (7,200 of 7,500) of face-to-face contacts within 10 days of receiving referral, below target of 98%.
- Ensured safety and well-being of Adult Protective Services (APS) adults by ensuring that 91% (6,825 of 7,500) were not re-referred within six months, below target of 95%.
- Assisted veterans and their families to utilize financial education opportunities by notifying 100% (5,000) within 14 days of the result of their college tuition waiver application, above target of 98%.

Required Discipline – Customer Satisfaction

- Fostered independent living and maximized revenue by maintaining 99% (544 of 550) participation in the Multipurpose Senior Services Program (MSSP) case management program, above target of 98%.
- Promoted *Live Well, San Diego!* through active living by connecting 2,295 older adults with volunteer opportunities, meeting target.
- Ensured In-Home Supportive Services (IHSS) clients received the appropriate level of care to remain safely in their own home by recertifying 95% (16,150 of 17,000) of reassessments timely, below target of 98%.

Required Discipline – Information Technology

- Managed recipient and provider data by beginning the implementation of the IHSS statewide case management computer system, Case Management Information and Payrolling System (CMIPS II), which is scheduled for completion in Fiscal Year 2012-13.

2012-14 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time.

Strategic Initiative – Healthy Families

- Build a better service delivery system to protect seniors and dependent adults from abuse and neglect, and improve quality and efficient care.
  - 95% (7,125 of 7,500) of face-to-face contacts will be conducted within 10 days of receiving an APS referral.
  - 91% (6,825 of 7,500) of APS cases will not re-referred within six months of case closing.
  - Implement the Community Based Care Transitions Program to reduce readmissions to hospitals for Medicare recipients. Public Health Nurses in AIS will receive referrals from hospital staff for individuals who will benefit from short-term assistance to proactively manage their chronic medical conditions.
- Support positive choices that foster independence among seniors and educational opportunities for veterans and their families.
  - Connect 2,295 older adults with volunteer opportunities, promoting *Live Well, San Diego!* through active living.
  - Maintain 95% (523 of 550) participation in the MSSP case management program helping to avoid, delay or remedy inappropriate placement in nursing facilities.
  - Notify 98% (4,900 of 5,000) of customers assisted by Veteran's Services within 14 calendar days of the result of their college tuition waiver application.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence in customer service by ensuring 96% (15,840 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.

Related Links

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

For additional information on the programs offered by Aging & Independence Services, refer to the website at http://www.sdcounty.ca.gov/hhsa/programs/ais.

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

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Face-to-face APS investigations conducted within 10 days of referral	96% of 7,175	98% of 7,500	96% of 7,500	95%[1] of 7,500	95% of 7,500
APS cases not re-referred within 6 months of closing	92% of 7,175	95% of 7,500	91% of 7,500	91%[1] of 7,500	91% of 7,500
Number of older adults linked with RSVP and Intergenerational volunteer opportunities[2]	1% increase (from 2,207 to 2,222)	2,295	2,295	2,295	2,295
Average monthly number of MSSP case management slots filled	95% of 618	98% of 618	99% of 550	95%[3] of 550	95% of 550
Notification response rate within 14 days for customers applying for the college fee waiver	99% of 5,954	98% of 5,000	100% of 5,000	98% of 5,000	98% of 5,000
IHSS reassessments recertified timely	96% of 22,494	98% of 16,500	95% of 17,000	96%[4] of 16,500	96% of 16,500

Table Notes

[1] Effective Fiscal Year 2012-13,the target has been revised to better accurately reflect staffing capacity and efforts. In the past year, the number of reports to APS have increased by over 10% despite a reduction in staff due to budget constraints. There has been an overall workload increase for APS investigators of 13% since staffing was reduced. All efficiencies have been explored and staff are working at the highest level possible without placing the County and clients at risk.

[2] Effective Fiscal Year 2011-12, this measure has been revised to “maintain” the number of older adults linked with the Retired Senior Volunteer Program (RSVP) and Intergenerational volunteer opportunities.

[3] Effective Fiscal Year 2012-13, the target for monthly number of MSSP case management slots has been revised to reflect the State contract obligation of 95%.

[4] Effective Fiscal Year 2012-13,the target has been revised to better accurately reflect staffing capacity and efforts. The State mandated target for IHSS reassessments recertified timely is 90%.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

A decrease of 1.00 staff year and transfers between programs based on operational needs.

- A decrease of 1.00 staff year due to the transfer of staff from In-Home Support Services (IHSS) to Regional Operations to support health promotion activities.

Expenditures

Net increase of $2.8 million.

- Salaries and Benefits — increase of $0.03 million due to negotiated labor agreements, an increase in the County retirement contributions, offset by the decrease of 1.00 staff year.
- Services and Supplies — increase of $3.3 million.
  - Increase of $3.8 million in IHSS Individual Provider (IP) payments related to an anticipated increase resulting from the reinstatement of 3.6% hour reduction (approximately $9.0 million) pursuant to Assembly Bill 1612, *Human Services* (sunset June 30, 2012), offset by savings associated with IHSS reform efforts.
  - Decrease of $0.4 million in one-time costs for the senior nutrition program associated with one-time funding.
  - Decrease of $0.1 million in various services and supplies.
- Operating Transfer Out – decrease of $0.6 million related to a technical adjustment in how expenditures are classified for the Public Authority with no impact to services.

Revenues

- Net increase of $2.8 million.
- Intergovernmental Revenues — increase of $3.1 million.
  - Due to the passage of Assembly Bill (AB) 118, *Local Revenue Funds 2011,* the State's realignment of various programs to counties, $4.3 million of State revenue was recategorized to 2011 Realignment revenue, with no net variance and no impact to client services.
  - Increase of $3.6 million in State and federal revenue associated with a projected increase in the IHSS program.
  - Increase of $0.5 million in 1991 Realignment to support IHSS.
  - Decrease of $0.6 million in various revenues to align with allocations.
  - Decrease of $0.4 million in one-time funding for the senior nutrition program.
- Use of Fund Balance — decrease of $0.2 million. A total of $0.1 million budgeted to fund one-time negotiated salary adjustments.
- General Purpose Revenue Allocation — decrease of $0.1 million associated with the increased use of Realignment and the transfer of general purpose revenue to other divisions within the Health and Human Services Agency.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of $0.7 million is the result of an increase of $0.8 million in Salaries and Benefits due to negotiated labor agreements and an increase in retirement contributions, offset by a decrease of $0.1 million in Services and Supplies due to completion of one-time contracted services.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
In-Home Supportive Services	151.00	151.00	150.00	(0.7)	150.00
Veterans Services	8.00	8.00	8.00	0.0	8.00
Senior Health and Social Services	43.00	42.00	44.00	4.8	44.00
Protective Services	69.50	69.00	66.50	(3.6)	66.50
Administrative and Other Services	21.00	22.50	23.00	2.2	23.00
Total	292.50	292.50	291.50	(0.3)	291.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
In-Home Supportive Services	$ 308,220,269	$ 281,600,550	$ 284,713,146	1.1	$ 285,054,488
Veterans Services	937,523	948,368	947,256	(0.1)	946,734
Senior Health and Social Services	13,732,726	13,952,326	14,405,024	3.2	14,542,222
Protective Services	8,306,872	8,785,070	8,353,562	(4.9)	8,561,883
Administrative and Other Services	3,997,367	4,471,087	4,095,982	(8.4)	4,081,959
Total	$ 335,194,757	$ 309,757,401	$ 312,514,970	0.9	$ 313,187,286

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 25,862,782	$ 26,326,593	$ 26,355,581	0.1	$ 27,120,768
Services & Supplies	295,527,795	269,626,628	272,957,956	1.2	272,865,085
Other Charges	5,000	5,000	5,000	0.0	5,000
Operating Transfers Out	13,799,180	13,799,180	13,196,433	(4.4)	13,196,433
Total	$ 335,194,757	$ 309,757,401	$ 312,514,970	0.9	$ 313,187,286

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Fines, Forfeitures & Penalties	$ 185,660	$ 185,660	$ 185,660	0.0	$ 185,660
Intergovernmental Revenues	326,142,860	300,478,458	303,535,138	1.0	303,303,688
Miscellaneous Revenues	95,457	112,199	111,333	(0.8)	86,333
Other Financing Sources	100,000	100,000	100,000	0.0	100,000
Fund Balance Component Decreases	—	—	—	0.0	1,015,264
Use of Fund Balance	—	288,560	86,498	(70.0)	—
General Purpose Revenue Allocation	8,670,780	8,592,524	8,496,341	(1.1)	8,496,341
Total	$ 335,194,757	$ 309,757,401	$ 312,514,970	0.9	$ 313,187,286

Behavioral Health Services

Department Description

Behavioral Health Services (BHS) provides a range of mental health, alcohol and other drug programs, promoting recovery and well-being through prevention, treatment and interventions. Services are integrated for clients with co-occurring mental illness and alcohol and drug issues. BHS works in partnership with the community to provide evidence-based services to achieve effective outcomes. Inpatient Health Services are offered at the San Diego County Psychiatric Hospital (SDCPH) and at the Edgemoor Distinct Part Skilled Nursing Facility (DPSNF), which operates under the licensure of the SDCPH.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Supported educational growth and overall well-being of adolescents who complete alcohol and drug treatment by ensuring 97% (897 of 925) either complete high school (or the equivalent) or are enrolled in an educational setting, above target of 90%.
- Provided timely intervention to children who have complex behavioral/emotional needs through the KidSTART program by serving 245 children ages 0-5 years, above target of 100 children. The projected number of children assessed was exceeded because the program continues to work towards an optimal assessment and treatment procedure to fit the network of services offered.

Strategic Initiative – Safe and Livable Communities

- Improved quality and efficient care by integrating physical and behavioral health services with two modified service delivery system pilot programs. A pilot was initiated at the Family Health Centers of San Diego focusing on integration of care resources for Medi-Cal and uninsured patients. The second pilot was initiated at Vista Hill focusing on the effectiveness of embedding behavioral health specialists within the primary care team at three clinics in rural San Diego County. Pilot data were reviewed quarterly to ensure that Primary Care Initiative outcomes were met.
- Supported healthy and safe living by ensuring that 44% (5,720 of 13,000) of participants completed alcohol and drug treatment, above target of 35%.

Required Discipline – Customer Satisfaction

- Ensured access to outpatient mental health assessments for at-risk children and youth by maintaining an average wait time of 4.8 days, slightly better than the target of 5 average days.
- Ensured access and care and treatment into nonresidential alcohol and drug treatment for adolescents by admitting 91% (1,317 of 1,440) within 14 days, above target of 85%.
- Improved access to outpatient mental health services to older adults by serving an additional 5% (from 5,393 to 5,662), meeting target.
- Increased utilization and efficiency at outpatient mental health clinics by reducing the number of adults who cancel or fail to show by 10% (from 20,152 to 18,137).

Required Discipline – Accountability, Transparency and Ethical Conduct

- Demonstrated accountability and commitment to outstanding patient care by:
  - Maintaining full accreditation with the Joint Commission Standards Compliance for SDCPH.
  - Maintaining State rating of substantial compliance for Edgemoor DPSNF.
  - Meeting the national benchmark (1.78 occurrences or less per 1,000 patient days) for the use of mechanical or manual restraints at SDCPH.

Required Discipline – Information Technology

- Improved operational effectiveness and efficiency by completing implementation of the Electronic Health Record for BHS providers and clients.

2012-14 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time.

Strategic Initiative – Healthy Families

- Build a better service delivery system for children and adults with behavioral and physical health needs.
  - Provide timely intervention to children who have complex behavioral/emotional needs through the KidSTART program by serving 100 children ages 0-5 years.
  - Improve quality and efficient care by integrating physical and behavioral health services with two modified service delivery system pilot programs. Pilot data will be reviewed quarterly to ensure that Primary Care Initiative outcomes are being met.
- Support positive choices among participants in alcohol and drug treatment programs.
  - Support educational growth and overall well-being of adolescents who complete alcohol and drug treatment by ensuring 90% (833 of 925) either complete high school (or the equivalent) or are enrolled in an educational setting.
  - Support healthy and safe living by ensuring that 35% (4,550 of 13,000) of participants complete alcohol and drug treatment.
- Pursue policy and environmental changes by increasing utilization and efficiency at outpatient mental health clinics by reducing the number of adults who cancel or fail to show by 10% (from 18,137 to 16,323).

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 5 days.
  - Ensure access and care and treatment into nonresidential alcohol and drug treatment for adolescents by admitting 85% (1,224 of 1,440) within 14 days.
  - Improve access to outpatient mental health services to older adults by serving an additional 5% (from 5,662 to 5,945).

Required Discipline – Accountability, Transparency and Ethical Conduct

- Advance operational excellence by demonstrating accountability and commitment to outstanding patient care.
  - Maintain full accreditation with the Joint Commission Standards Compliance for SDCPH.
  - Maintain State rating of substantial compliance for Edgemoor DPSNF.
  - Meet the national benchmark (1.78 occurrences or less per 1,000 patient days) for the use of mechanical or manual restraints at SDCPH.

Related Links

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

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

Performance Measures	2010-11 Actuals	2010-11 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Children 0-5 years served in KidSTART[1] program	214	100	245[2]	100[2]	100
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting	96% of 715	90% of 925	97% of 925	90% of 925	90% of 925
Participants in alcohol and drug treatment who complete treatment	45% of 11,046	35% of 13,000	44% of 13,000	35% of 13,000	35% of 13,000
Decrease the number of adult clients who cancel or fail to show for outpatient mental health appointment[3]	N/A	10%	10% (from 20,152 to 18,137)	10% (from 18,137 to 16,323)	10% (from 18,137 to 16,323)
Wait time for children's mental health outpatient treatment	5 days	5 days	4.8 days	5 days	5 days
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment	88% of 1,369	85% of 1,440	91% of 1,440	85% of 1,440	85% of 1,440
Increase in number of older adults receiving mental health services	5% (from 5,137 to 5,393)	5% (from 5,393 to 5,662)	5% (from 5,393 To 5,662)	5% (from 5,662 to 5,945	5% (from 5,662 to 5,945
Compliance rating of Edgemoor DPSNF[4]	D	D	D	D	D

Table Notes

[1] KidSTART is a multidisciplinary program with Child Welfare Services and funded by the First 5 Commission. The program provides screening, triage, assessment, referral and treatment.

[2] The target of 100 was exceeded in Fiscal Year 2011-12 due to conservative projections on how many children would be assessed and provided mental health treatment. However, the target was not increased for Fiscal Year 2012-13 due to funding concerns.

[3] Effective Fiscal Year 2011-12, this measure has been included to reflect strategic priorities and is calculated on a quarterly basis.

[4] The 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. There are no facilities (out of 91) with a zero deficiency in San Diego County.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Decrease of 8.00 staff years in BHS and transfers between programs based on operational needs.

- Decrease of 5.00 staff years in Mental Health Services (MHS) due to the transfer of 3.00 staff years to Public Health Services, 1.00 staff year to Strategic Planning and Operational Support and 1.00 staff year to Administrative Support. These 5.00 staff years are no longer needed in MHS due to the discontinuance of the agreement with the San Diego County Office of Education (SDCOE) for Educationally Related Mental Health Services (ERMHS). Effective July 1, 2011, the Special Education Students program (Assembly Bill 3632, *Mental Health Services for Special Education Pupils*) was permanently transferred from the counties to the local schools. SDCOE has assumed responsibility for this program with a small amount being contracted with MHS.
- Decrease of 3.00 staff years in Inpatient Health Services due to transfer of staff years to Regional Operations to support health promotion activities.

Expenditures

Net increase of $3.3 million.

- Salaries and Benefits — increase of $0.8 million due to negotiated labor agreements and an increase in retirement contributions, offset by a decrease due to a reduction of 8.00 staff years.
- Services and Supplies — increase of $5.3 million.
  - Increase of $7.9 million in Mental Health Community Services and Supports (CSS) and Prevention and Early Intervention (PEI) contracts to maximize use of one-time Proposition 63, *Mental Health Services Act* (MHSA), funding.
  - Increase of $3.0 million in Alcohol and Other Drug Services contracts for the Narcotics Treatment Program.
  - Increase of $3.0 million in contracted mental health and substance abuse services to Low Level Offenders associated with the State's transfer of this population to the county through the implementation of Assembly Bill (AB) 109, *Public Safety Realignment*. The $3.0 million in appropriations is the amount the Community Corrections Partnership (CCP) allocated for these services in FY 11-12. It is expected CCP will allocate a higher amount of services in Fiscal Year 2012-13, and when this occurs, HHSA will pursue Board action to increase appropriations.
  - Decrease of $8.4 million in Mental Health Services in contracted services due to the discontinuance of the agreement with SDCOE for ERMHS.
  - Decrease of $0.2 million in various services and supplies.
- Expenditure Transfer and Reimbursements — increase of $3.0 million associated with the reimbursement for services under AB 109 through the Probation Department. Since the amount to be reimbursed will be increased by $3.0 million, it has the effect of decreasing expenditures by $3.0 million.
- Capital Assets Equipment — increase of $0.2 million in Inpatient Health Services to purchase patient lifts.

Revenues

Net increase of $3.3 million.

- Intergovernmental Revenue — increase of $8.8 million.
  - Due to the passage of Assembly Bill (AB) 118, *Local Revenue Fund 2011,* the State's realignment of various programs to counties, $7.9 million of State revenue was recategorized to 2011 Realignment revenue, with no net variance and no impact to client services.
  - Increase of $7.9 million in MHSA revenue due to planned enhancements of CSS and PEI contracts to use prior year unexpended funds.
  - Increase of $4.9 million of 2011 Realignment in Mental Health for increased costs and due to the reduction in Securitized Tobacco Settlement funding.
  - Increase of $1.5 million of 2011 Realignment in Alcohol and Drug Services associated with the Narcotics Treatment Program.
  - Increase of $1.5 million in Alcohol and Drug Services federal revenue associated with the Narcotics Treatment Program.
  - Increase of $1.0 million in Managed Care to offset increased costs.
  - Increase of $0.8 million in various state and federal revenues.
  - Decrease of $8.4 million in ERMHS revenues due to the discontinuance of the agreement with SDCOE.
  - Decrease of $0.4 million in American Recovery and Reinvestment Act (ARRA) funding in Edgemoor Distinct Part Skilled Nursing Facility due to discontinuance of funding.
- Charges for Current Services — increase of $1.0 million for Inpatient Health Services.
- Miscellaneous Revenues — decrease of $2.7 million.

- Decrease of $4.4 million in Recovered Expenditures from prior year one-time funding.
- Increase of $1.7 million in Mental Health Services for contracts with the school districts.

- Other Financing Sources — decrease of $3.0 million in Securitized Tobacco Settlement funding.
- Use of Fund Balance — decrease of $0.8 million. A total of $0.2 million budgeted to fund one-time negotiated salary adjustments.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of $2.5 million is the result of an increase of $2.3 million in Salaries and Benefits due to negotiated labor agreements and an increase in retirement contributions as well as an increase of $0.3 million in Services and Supplies, offset by a decrease of $0.1 million in Other Charges and Capital Assets Equipment.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Alcohol and Other Drug Services	24.00	25.00	25.00	0.0	25.00
Mental Health Services	297.50	296.50	284.25	(4.1)	284.25
Inpatient Health Services	464.25	462.25	459.25	(0.6)	459.25
Behavioral Health Svcs Administration	54.75	53.75	61.00	13.5	61.00
Total	840.50	837.50	829.50	(1.0)	829.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Alcohol and Other Drug Services	$ 43,484,633	$ 54,346,304	$ 59,483,556	9.5	$ 59,569,476
Mental Health Services	294,445,966	302,969,599	299,301,560	(1.2)	300,939,189
Inpatient Health Services	59,796,981	62,167,691	63,488,189	2.1	64,061,916
Behavioral Health Svcs Administration	8,186,573	8,251,112	8,799,185	6.6	9,011,085
Total	$ 405,914,153	$ 427,734,706	$ 431,072,490	0.8	$ 433,581,666

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 80,949,413	$ 84,607,218	$ 85,452,776	1.0	$ 87,757,452
Services & Supplies	322,709,056	340,190,406	345,462,632	1.5	345,772,132
Other Charges	2,174,314	2,980,506	3,030,506	1.7	3,005,506
Capital Assets Equipment	100,000	—	170,000	—	90,000
Expenditure Transfer & Reimbursements	(18,630)	(43,424)	(3,043,424)	6,908.6	(3,043,424)
Total	$ 405,914,153	$ 427,734,706	$ 431,072,490	0.8	$ 433,581,666

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ 355,778,509	$ 374,365,812	$ 383,194,071	2.4	$ 385,603,805
Charges For Current Services	31,756,911	33,670,855	34,624,144	2.8	34,925,146
Miscellaneous Revenues	4,880,591	5,240,614	2,554,573	(51.3)	2,554,573
Other Financing Sources	6,000,000	6,000,000	3,000,000	(50.0)	3,000,000
Use of Fund Balance	—	959,283	201,560	(79.0)	—
General Purpose Revenue Allocation	7,498,142	7,498,142	7,498,142	(0.0)	7,498,142
Total	$ 405,914,153	$ 427,734,706	$ 431,072,490	0.8	$ 433,581,666

Child Welfare Services

Department Description

Child Welfare Services (CWS) delivers culturally competent, family-centered and child-focused protective services. CWS investigates reports of suspected child abuse and neglect and intervenes with families who do not meet the minimum community standards of health and safety as required by law. In addition to these services, CWS administers the Polinsky Children's Center (PCC), a 24-hour temporary emergency shelter for children; and San Pasqual Academy, a first-in-the-nation residential education campus for adolescent foster youth.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted stability for children by placing them with family, relative or other foster care setting by diverting 63% (66 of 105) of children entering PCC in less than 24 hours, below target of 65%. The number of children projected to enter PCC was less than the estimated 600 due to the efforts of regional staff.
- Promoted stability for youth enrolled in the intensive, wraparound program by placing 74% (160 of 217) into a family-like setting, above target of 65%.
- Strengthened families by ensuring that 24% (110 of 459) of children were adopted within 24 months of entering child welfare services, below target of 30%.
- Supported educational achievement of foster youth in the 12th grade, including children in San Pasqual and other residential settings, by ensuring that 85% (161 of 190) earned a high school diploma or equivalent, meeting target.
- Improved response for children exposed to domestic violence, by building a trauma informed system of care, through staff training.
- PCC hosted its 2nd annual health fair with over 400 guests in attendance. This year's fair "Six Dimensions of Health" supports the Agency's *Live Well, San Diego!* initiative by promoting programs aimed at creating a healthy, safe and thriving community.

Strategic Initiative- Safe and Livable Communities

- PCC implemented a food waste composting program to reduce its carbon footprint and help prolong the life of local landfills saving approximately 130 pounds per day of food waste.

2012-14 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time.

Strategic Initiative – Healthy Families

- Build a better service delivery system for vulnerable children and youth by promoting stability, strengthening families, and supporting activities for a successful transition to adulthood.
  - Place 65% (390 of 600) of children entering Polinsky Children's Center in less than 24 hours with a family, relative or other foster care setting.
  - Strengthen families by ensuring that 30% (193 of 644) of children are adopted within 24 months of entering child welfare services.
  - Place 65% (90 of 139) of youth in an intensive, wraparound program that provides a family-like setting.
  - Support educational achievement of foster youth in the 12th grade, including children in San Pasqual and other residential settings, by ensuring that 85% (161 of 190) earn a high school diploma or equivalent.
  - Establish the Extended Foster Care program to promote successful transition of former foster youth, ages 18 through 21 years.

Related Links

For information about San Diego County Adoptions, go to http://www.iadoptu.org and for San Pasqual Academy, go to http://www.sanpasqualacademy.org.

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

Performance Measures[1]	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Polinsky Children's Center assessment center entries placed in family, relative or other foster care settings in less than 24 hours	60% of 513	65% of 600	63% of 105	65% of 300	65% of 300
Children who were adopted from the child welfare system were adopted within 24 months	26% of 460	30% of 644	24% of 459	30% of 644	30% of 644
Youth in intensive, wraparound program in a family-like setting	65% of 171	65% of 139	74% of 217	65% of 139	65% of 139
Foster children in 12th grade who achieve high school completion (diploma, certificate, or equivalent)	82% of 191	85% of 190	85% of 190	85% of 190	85% of 190

Table Notes

[1] For more Child Welfare Services performance measures, go to the HHSA Regional Operations section.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Net increase of 14.00 staff years and transfers between divisions based on operational needs.

- Increase of 14.00 staff years due to the move of the Court Unit staff from Regional Child Welfare Services.
- Increase of 1.00 staff year due to transfer of staff from Regional Child Welfare Services for programmatic needs.
- Decrease of 1.00 staff year due to transfer of staff to Human Resources to support increased recruitment and training needs.

Expenditures

Net decrease of $10.1 million.

- Salaries and Benefits — increase of $1.8 million due to negotiated labor agreements, increase in retirement contributions, and the increase of 14.00 staff years.
- Services and Supplies — net increase of $1.4 million.
  - Increase of $1.7 million for the expansion of the Transitional Housing Program to serve emancipated youth, ages 18 to 24 years.
  - Increase of $0.9 million in various services and supplies, including rents and leases and internal service funds charges, and due to the move of appropriations from Other Charges.
  - Decrease of $0.6 million in domestic violence services contracts due to declining revenue. CWS will be working with stakeholders to reengineer provision of services.
  - Decrease of $0.4 million in Family Integrated Treatment (FIT) contracts due to the expiration of a grant.
  - Decrease of $0.2 million in the KidSTART and Developmental Screening and Enhancement Program (DSEP) contracts to align to projected spending.
- Other Charges — net decrease of $13.3 million.
  - Decrease of $10.8 million in Seriously Emotionally Disturbed (SED) due to the State shifting responsibility to the San Diego County Office of Education.
  - Decrease of $5.5 million in Foster Care to align with caseload trend.

- Decrease of $0.4 million in Other Charges due to moving the appropriations under Services and Supplies.
- Increase of $3.4 million in Aid for Adopted Children to align with caseload trend.

Revenues

Net decrease of $10.1 million

- Licenses, Permits and Franchises — decrease of $0.6 million to align to projected available revenue from the Domestic Violence Trust Fund.
- Intergovernmental Revenues — net decrease of $6.8 million.
  - Due to the passage of Assembly Bill (AB) 118, *Local Revenue Funds 2011,* the State's realignment of various programs to counties, $76.9 million of State revenue was recategorized to 2011 Realignment, with no net variance and no impact to client services.
  - Increase of $2.2 million in federal funding for Aid for Adopted Children to align with caseload trend.
  - Increase of $4.5 million in federal Child Welfare services revenue to align with the allocations.
  - Decrease of $10.8 million associated with reductions in SED.
  - Decrease of $2.3 million associated with the reduction in Foster Care payments.
  - Decrease of $0.4 million in FIT grant due to a decrease in funding.
- Charges for Current Services — decrease of $0.2 million in funding from the First Five Commission due to the reduction of the KidSTART and DSEP contracts.
- Miscellaneous Revenues — net increase of $1.4 million. Increase of $1.7 million of CWS Wrap Trust Fund for the planned expansion of Transitional Housing Program, offset by a decrease of $0.3 million in various miscellaneous revenues.
- Fund Balance Component Decreases — decrease of $4.0 million used as one-time funding in Fiscal Year 2011-12.
- Use of Fund Balance — increase of $0.1 million. A total of $0.4 million is budgeted to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — decrease of $0.1 million.

Proposed Changes and Operational Impact: 2012-13 to 2013 -14

Increase of $3.7 million is the result of an increase of $1.6 million in Salaries and Benefits due to negotiated labor agreements and an increase in retirement contributions, and an increase of $2.1 million in Other Charges for Aid for Adopted Children to align with caseload.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Child Welfare Services	496.50	471.50	485.50	3.0	485.50
Foster Care	97.00	93.00	94.00	1.1	94.00
Adoptions	151.00	139.00	138.00	(0.7)	138.00
Total	744.50	703.50	717.50	2.0	717.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Child Welfare Services	$ 71,444,496	$ 69,297,401	$ 72,092,486	4.0	$ 73,198,804
Foster Care	176,493,916	174,714,167	161,814,273	(7.4)	164,086,468
Adoptions	15,382,591	14,614,842	14,592,166	(0.2)	14,925,722
Total	$ 263,321,003	$ 258,626,410	$ 248,498,925	(3.9)	$ 252,210,994

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 62,493,011	$ 59,235,850	$ 60,988,821	3.0	$ 62,605,822
Services & Supplies	31,178,560	31,514,166	32,878,758	4.3	32,878,758
Other Charges	169,649,432	167,876,394	154,631,346	(7.9)	156,726,414
Total	$ 263,321,003	$ 258,626,410	$ 248,498,925	(3.9)	$ 252,210,994

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ —	$ 1,254,000	$ 654,000	(47.8)	$ 654,000
Revenue From Use of Money & Property	681,211	681,211	681,211	0.0	681,211
Intergovernmental Revenues	242,636,436	237,698,399	230,913,784	(2.9)	232,850,534
Charges For Current Services	5,173,372	4,796,684	4,615,622	(3.8)	4,615,622
Miscellaneous Revenues	859,072	366,450	1,791,450	388.9	1,791,450
Fund Balance Component Decreases	4,431,710	4,000,000	—	(100.0)	2,163,314
Use of Fund Balance	—	290,464	387,995	33.6	—
General Purpose Revenue Allocation	9,539,202	9,539,202	9,454,863	(0.9)	9,454,863
Total	$ 263,321,003	$ 258,626,410	$ 248,498,925	(3.9)	$ 252,210,994

Public Health Services

Department Description

Public Health Services (PHS) promotes wellness, healthy behaviors and access to quality care; prevents injuries, disease, disabilities and epidemics; and protects against environmental hazards, disasters, and other public health threats. PHS seeks to identify and address root causes of priority health issues to achieve health equity among all San Diegans. Providing public health protection for County residents and visitors is a multidisciplinary and collaborative effort, involving other County Groups, as well as the private health care provider network, schools, businesses, communities and individuals.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Ensured preventive health examinations were performed to identify and correct health issues for 88% (2,470 of 2,820) of children in out-of-home placement, above target of 85%.
- Expedited California Children Services (CCS) referrals and improved accuracy by receiving 50% (32,500 of 65,000) of referrals electronically, below target of 60% due to unforeseen challenges of bringing on smaller-size providers.

Strategic Initiative – Safe and Livable Communities

- Reduced the spread of disease by investigating 99% (79 of 80) of reported selected communicable disease cases within 24 hours, below target of 100%.
- Prevented transmission of tuberculosis (TB) by ensuring 95% (246 of 259) of cases was reported within one working day from start of treatment, below target of 98%.
- Increased access to health care by connecting 98% (985 of 1,000) of new case management clients with an HIV primary care provider within 90 days, meeting target.
- Ensured preparedness for response during a disaster or public health threat by activating the public health emergency response system five times during the fiscal year, meeting target.

2012-14 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, at the right time, to the right people.

Strategic Initiative – Safe Communities

- Build a better service delivery system through implementation of programs to protect the health of the public.
  - Reduce spread of disease by investigating 100% (estimate 80) of reported selected communicable disease cases within 24 hours.
  - Prevent transmission of tuberculosis (TB) by ensuring 95% (estimate 260) of cases are reported within one working day from start of treatment.
  - Increase access to health care by connecting 98% (980 of 1,000) 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.

Strategic Initiative – Healthy Families

- Build a better service delivery system for vulnerable children.
  - Ensure preventive health examinations are performed to identify and correct health issues for 85% (2,550 of 3,000) of children in out-of-home placement.
  - Expedite California Children Services (CCS) referrals and improve accuracy by receiving 55% (35,750 of 65,000) of referrals electronically.

- Promote positive choices by changing at least one procurement practice within one unified school district to increase fruits and vegetables or decrease sodium content in school meals, part of the Community Transformation Grant activities.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Advance operational excellence by conducting a minimum of six quality improvement projects.

Related Links

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to http://www.sdhealthstatistics.com/.

For additional information about the programs offered by the Health and Human Services Agency, refer to the website at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures[1]	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Selected communicable diseases cases contacted/investigations initiated within 24 hours[2]	100% of 72	100% of 80	99% of 80	100% of 80	100% of 80
TB cases reported to PHS within one working day from start of treatment[2]	96% of 216	98% of 200	95% of 259	95% of 260	95% of 260
New clients enrolled with an HIV primary care provider within 90 days[2]	98% of 1,046	98% of 1,000	98% of 1,000	98% of 1,000	98% of 1,000
Activation of public health emergency response system for drills, exercises and actual responses	7	5	5	5	5
Children in out-of-home placements who receive preventive health examinations in accordance with CHDP[3] guidelines	87% of 2,976	85% of 3,000	88% of 2,820	85% of 3,000	85% of 3,000
Number of eQuest referrals to CCS	46% of 65,223	60% of 35,000	50% of 65,000	55%[4] of 65,000	55% of 65,000

Table Notes

[1] For more Public Health Services performance measures, go to the HHSA Regional Operations section.

[2] The estimated numbers of cases listed in the Adopted and Proposed columns are based on an average and may vary from year to year since these measures are based on incidents that have not yet happened and cannot be predicted.

[3] CHDP stands for Child Health and Disability Prevention program.

[4] Effective Fiscal Year 2012-13, the target has been lowered to reflect the challenges of bringing on smaller-sized community partners who face technology hurdles.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 3.00 staff years.

- Increase of 3.00 staff years due to the transfer of staff from Behavioral Health Services to support frontline activities in Epidemiology, Emergency Medical Services, and Maternal, Child and Family Health Services to promote wellness, healthy behaviors and access to quality care.

Expenditures

Net decrease of $1.9 million.

- Salaries and Benefits — increase of $0.7 million due to negotiated labor agreements, an increase in County retirement contributions, and the increase of 3.00 staff years.
- Services and Supplies — decrease of $2.6 million.
  - Decrease of $7.3 million in contracts related to the completion of the Communities Putting Prevention to Work (CPPW) Initiative.
  - Decrease of $0.3 million in contracts funded by federal bioterrorism revenue.
  - Increase of $1.8 million in contracts related to HIV Prevention and Care services and Minority AIDS Initiative.
  - Increase of $1.5 million in contracts related to the Community Transformation Grant (CTG).
  - Increase of $1.3 million in services and professional and specialized services in County Service Areas (CSA) 17 and 69.
  - Increase of $0.4 million for information technology costs, additional lab services provided to the Sheriff's Department and various other services and supplies.

Revenues

Net decrease of $1.9 million.

- Intergovernmental Revenues — decrease of $1.9 million.
  - Decrease of $8.8 million in federal revenue for the CPPW Initiative.
  - Decrease of $0.7 million in federal bioterrorism revenue.
  - Decrease of $0.2 million in State Proposition 99, Tobacco Tax and Health Protection Act of 1988, revenue for the Tobacco Control Resource Program.
  - Increase of $2.6 million in federal funding for the Community Transformation Grant (CTG).
  - Increase of $2.5 million in federal HIV Prevention and Care funding and Ryan White revenue for the Minority AIDS Initiative.
  - Increase of $1.3 million in 1991 Realignment revenue.
  - Increase of $0.9 million due to additional revenue for ambulance transport fees (CSAs 17 and 69).
  - Increase of $0.5 million in federal revenue for the Pandemic Flu grant, the Public Health Infrastructure project and for the Supplemental Nutrition Assistance Program Education (SNAP-Ed) project.
- Charges for Current Services — increase of $0.4 million due to additional revenue for non-resident transport fees for CSA 17.
- Miscellaneous Revenues – increase of $0.2 million in revenues for lab services provided for the Sheriff's Department.
- Use of Fund Balance — decrease of $0.6 million. A total of $0.1 million budgeted to fund one-time negotiated salary adjustments and the Childhood Obesity Initiative.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of $3.1 million as a result of an increase of $1.6 million in Salary and Benefits due to negotiated labor agreements and an increase in retirement contributions and an increase of $1.5 million in Services and Supplies primarily associated with contract in the CSAs, Maternal Child and Family Health and HIV, STD and Hepatitis Branch.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Administration and Other Services	26.00	26.00	27.00	3.8	27.00
Bioterrorism / EMS	50.00	50.00	48.00	(4.0)	48.00
Infectious Disease Control	108.25	108.25	108.25	0.0	108.25
Surveillance	84.00	83.00	84.00	1.2	84.00
Prevention Services	70.50	72.50	75.50	4.1	75.50
California Childrens Services	141.00	141.00	141.00	0.0	141.00
Total	479.75	480.75	483.75	0.6	483.75

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Administration and Other Services	$ 4,866,019	$ 5,025,879	$ 5,476,625	9.0	$ 5,569,773
Bioterrorism / EMS	12,964,360	12,363,187	11,822,371	(4.4)	11,647,852
Infectious Disease Control	25,781,115	26,558,430	28,943,895	9.0	29,821,742
Surveillance	10,948,097	11,098,908	11,415,770	2.9	12,005,482
Prevention Services	19,898,960	19,665,831	13,837,019	(29.6)	14,682,064
California Childrens Services	19,529,877	19,954,422	19,896,224	(0.3)	20,352,612
Ambulance CSA's - Health & Human Services	8,204,667	8,713,933	10,049,365	15.3	10,470,356
Total	$ 102,193,095	$ 103,380,590	$ 101,441,269	(1.9)	$ 104,549,881

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 48,417,319	$ 49,645,234	$ 50,335,517	1.4	$ 51,960,382
Services & Supplies	49,163,076	49,169,586	46,570,982	(5.3)	48,054,729
Other Charges	4,575,000	4,585,000	4,585,000	0.0	4,585,000
Capital Assets Equipment	233,000	176,070	145,070	(17.6)	145,070
Expenditure Transfer & Reimbursements	(195,300)	(195,300)	(195,300)	0.0	(195,300)
Total	$ 102,193,095	$ 103,380,590	$ 101,441,269	(1.9)	$ 104,549,881

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 1,865,357	$ 1,626,585	$ 1,602,726	(1.5)	$ 1,642,726
Taxes Other Than Current Secured	43,949	43,949	26,784	(39.1)	26,784
Licenses Permits & Franchises	177,957	157,039	179,039	14.0	179,039
Fines, Forfeitures & Penalties	2,273,805	2,263,805	2,263,805	0.0	2,263,805
Revenue From Use of Money & Property	81,000	104,000	79,000	(24.0)	79,000
Intergovernmental Revenues	85,855,113	85,897,311	84,000,021	(2.2)	84,298,933
Charges For Current Services	6,495,469	7,087,264	7,480,303	5.5	8,074,761
Miscellaneous Revenues	764,507	870,107	1,096,303	26.0	1,097,520
Other Financing Sources	500,000	500,000	500,000	0.0	500,000
Fund Balance Component Decreases	—	—	—	0.0	2,251,375
Use of Fund Balance	50,000	744,592	127,350	(82.9)	50,000
General Purpose Revenue Allocation	4,085,938	4,085,938	4,085,938	(0.0)	4,085,938
Total	$ 102,193,095	$ 103,380,590	$ 101,441,269	(1.9)	$ 104,549,881

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
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SAN DIEGO
MDCCCLI

Public Administrator / Public Guardian

Department Description

Public Administrator/Public Guardian provides services to protect and manage the estates of decedents and at-risk individuals who are unable to make decisions for themselves. The Public Administrator (PA) administers estates of persons who die with no will or without an appropriate person to act as an administrator; protects the decedent's property from waste, loss or theft and ensures the estate is administered according to the decedent's wishes. The Public Guardian (PG) serves as the legally appointed guardian or conservator for persons found by the Courts to be unable to take care of themselves or their assets — generally older, frail and vulnerable adults who are at risk or have been a victim of abuse or neglect.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Achieved 100% (180) accuracy in mapping of all clients and real property under the purview of PA/PG for emergency planning, response and recovery services, meeting target.
- Ensured 90% (441 of 491) of all bank inquiries began within 2 business days to safeguard and protect the assets and resources of PA/PG clients, meeting target.
- Initiated 99% (207 of 210) of conservatorship investigations began within two business days of receiving a referral for conservatorship, as mandated by the Omnibus Conservatorship and Guardianship Act, below target of 100%.

Required Discipline – Fiscal Stability

- Completed procurement of Personal Property Auction and Warehouse services which will result in potential future cost savings from no longer needing a warehouse.

Required Discipline – Customer Satisfaction

- Submitted 100% (10) of Inventory and Appraisal of all estate cases in the PG Program to the Court within 90 days of receiving letters of Conservatorship, meeting target.

- Submitted 100% (13) of Inventory and Appraisal of all formal probate cases in the PA Program within 120 days of receiving letters of Administration, meeting target. A formal probate case is an estate valued over $150,000 and is under the supervision of the court.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Certified 100% (19) of Deputy PA/PG staff and supervisors in accordance with the mandated California State PA/PG certification program, meeting target.

2012-14 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time.

Strategic Initiative – Safe Communities

- Build a better service delivery system by safeguarding and protecting vulnerable adults from financial, physical and emotional abuse.
  - Ensure that 100% (180) of conservatorship investigations are begun within two business days of referral being assigned to an investigator as mandated by the Omnibus Conservatorship and Guardianship Reform Act.
  - Complete 85% (107 of 127) of face-to-face visits with conservatees living in San Diego County within 30 days of previous date of face–to-face visit.
  - Begin 95% (466 of 491) of all bank inquiries within two business days to safeguard and protect the assets and resources of clients.
  - Submit 100% (10) of Inventory and Appraisal reports of all estate cases in the PG Program within 90 days of receiving letters of conservatorship to the Court.

- Ensure 80% (844 of 1,056) of PA investigations are begun within two business days of a referral being assigned for investigation.
- Submit 100% (20) Inventory and Appraisal reports of all formal probate cases in the PA Program within 120 days of receiving letters of Administration to the Court. A formal probate case is an estate valued over $150,000 and is under court supervision.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Advance operational excellence of a skilled workforce by maintaining 100% (19) mandated California State PA/PG certification for applicable PA/PG staff in order to improve services to conservatees and families of decedents.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence through service coordination by completing co-location with the Mental Health Conservator Office to improve coordination of services with shared clients.

Related Links

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

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Conservatorship investigations begin within 2 business days of referral being assigned	100% of 162	100% of 135	99% of 210	100% of 180	100% of 180
Face to face visits with conservatees completed within 30 days of previous visit[1]	N/A	N/A	N/A	85% of 127	85% of 127
All bank inquiries begin within 2 business days[2]	N/A	90% of 491	90% of 491	95% of 491	95% of 491
PG Estate cases submit I&A reports to Probate Court within 90 days of receipt of Letters of Conservatorship	100% of 8	100% of 20	100% of 10	100% of 10	100% of 10
PA investigations begin within 2 days of referral	N/A	N/A	N/A	80% of 1,056	80% of 1,056
PA formal probate cases submit I&A reports to Probate Court within 120 days of receiving Letters of Administration	100% of 17	100% of 20	100% of 13	100% of 20	100% of 20
Deputy PA/PGs certified by California State PA/PG Association	100% of 19	100% of 19	100% of 19	100% of 19	100% of 19
Client and real property accurately mapped	100% of 176	100% of 210	100% of 180	N/A[3]	N/A

Table Notes

[1] Effective Fiscal Year 2012-13, this is a new measure to reflect strategic priorities.

[2] Effective Fiscal Year 2011-12, this measure has been included to reflect strategic priorities.

[3] Effective Fiscal Year 2012-13, this measure will no longer be reported in the Operational Plan.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

- Salaries & Benefits: net decrease of $0.1 million due to savings associated with anticipated vacant positions, partially offset by an increase due to negotiated labor agreements and an increase in County retirement contributions.

Revenues

- Revenue From Use of Money & Property — decrease of $0.06 million due to lower projected interest earnings.
- Intergovernmental Revenue — decrease of $0.04 million due to a decrease in federal revenue associated with Targeted Case Management.
- Charges for Current Services — decrease of $0.4 million due to declining estate values.
- Use of Fund Balance — Total budget of $0.4 million for one-time use to mitigate the projected decline in revenues and the continued reorganization of warehouse functions.
- General Purpose Revenue Allocation — increase of $0.4 million to mitigate the projected decline in revenues stated previously.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

A net decrease of $0.4 million is the result of the anticipated reorganization of PA/PG warehouse functions partially offset by an increase in salaries & benefits due to negotiated labor agreements and an increase in retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Administrator/Guardian	34.00	34.00	34.00	0.0	34.00
Total	34.00	34.00	34.00	0.0	34.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Administrator/Guardian	$ 4,472,416	$ 4,591,551	$ 4,457,052	(2.9)	$ 4,052,887
Total	$ 4,472,416	$ 4,591,551	$ 4,457,052	(2.9)	$ 4,052,887

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 3,427,029	$ 3,538,664	$ 3,404,165	(3.8)	$ 3,000,000
Services & Supplies	795,387	802,887	802,887	0.0	802,887
Other Charges	250,000	250,000	250,000	0.0	250,000
Total	$ 4,472,416	$ 4,591,551	$ 4,457,052	(2.9)	$ 4,052,887

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 46,000	$ 46,000	$ 46,000	0.0	$ 46,000
Revenue From Use of Money & Property	160,000	100,000	40,000	(60.0)	40,000
Intergovernmental Revenues	60,000	35,500	—	(100.0)	—
Charges For Current Services	1,474,751	1,272,000	893,838	(29.7)	893,838
Miscellaneous Revenues	30,000	30,000	30,000	0.0	30,000
Use of Fund Balance	—	406,386	404,165	(0.5)	—
General Purpose Revenue Allocation	2,701,665	2,701,665	3,043,049	12.6	3,043,049
Total	$ 4,472,416	$ 4,591,551	$ 4,457,052	(2.9)	$ 4,052,887

Administrative Support

Department Description

The Health and Human Services Agency's (HHSA) support divisions provide financial, administrative, planning and policy direction to the Agency's regions and divisions. Support divisions include: Financial Services and Support, Human Resources, Management Support, Agency Contract Support, and Agency Executive Office. The activities for compliance, legislation, media and strategy integration can be found within the Agency Executive Office.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

Ensure integration and achievement of *Live Well, San Diego!* strategies.

- Building a better service delivery system:
  - Supported successful implementation of *Building Better Health* strategy by identifying areas for integration and innovation by facilitating the development of region-specific community health improvement plans.
  - Improved access to services through increased Web-based referrals from 31% (44,758 of 145,894) to 35% (57,750 of 165,000) of referrals received annually, below target of 40%.
- Promoting positive choices:
  - Educated the public to make positive health choices through numerous press releases, media advisories, and press conferences such as *Tips for Dealing with Holiday Loneliness, Anxiety and Depression* in November 2011 and the *Love Your Heart* campaign in February 2012.
- Pursuing policy and environmental changes that support healthy, safe and thriving communities:
  - Proactively pursued a legislative agenda that supported *Live Well, San Diego!* by recommending support positions on bills in alignment with *Live Well, San Diego!,* including bills to expand medical coverage and increase protections for children.
- Improving the culture from within:
  - Engaged employees to embrace and apply the role they play in supporting healthy, safe and thriving residents through participation on the County Wellness Committee which initiated the *10,000 Steps* program and other programs such as "Lunch and Learn" programs on smoking cessation. Monthly email blasts were also sent to Agency employees that covered various health and wellness themes such as depression and mental health, cholesterol awareness, diabetes, and the Great American Smoke Out.
  - Completed a gap analysis during the first phase of an Agency employee succession plan that incorporates advancement of *Live Well, San Diego!*
  - Supported knowledge workers by completing the training of the remaining divisions on how to develop electronic training. The application of knowledge has resulted in activities such as the recent "It's Up to Us" training to help increase staff understanding of mental illness.
  - Ensured that knowledge of regulations remains current and relevant by providing job specific compliance training to five Agency divisions, meeting target.

Required Discipline – Fiscal Stability

- Ensured accountability of public funds by completing 20 comprehensive financially focused compliance reviews of contractors, meeting target.
- The 10% decrease in returned/denied Medicare claims may not be met due to the temporary loss of subject matter expertise.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Tracked, monitored and reported progress in implementing the County Health Strategy: *Building Better Health.* Issued the *2010-2011 Live Well, San Diego! Building Better Health Annual Report* on November 8, 2011, and a status update memo to the Board of Supervisors in Spring 2012.

Required Discipline – Continuous Improvement

- Advanced operational excellence by making data-driven decisions that focus on outcomes for programs such as public assistance and customer service in Family Resource Centers.
- Completed transition of Background Unit to the County Department of Human Resources, streamlining operations.

2012-14 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time.

Strategic Initiative – Healthy Families

- Build a better service delivery system.
  - Support successful implementation of *Building Better Health* strategy by identifying areas for integration.
  - Increase efficiency and improving records management through the reduction of records storage space by 5% (from 18,865 to 17,921 boxes).
- Promote positive choices by educating the public to make positive choices in physical and mental health.

Required Discipline for Excellence – Regional Leadership

- Advance operational excellence by pursuing policy and environmental changes that support healthy, safe and thriving communities by identifying appropriate legislation that supports *Live Well, San Diego!*

Required Discipline for Excellence - Accountability, Transparency and Ethical Conduct

- Advance operational excellence by monitoring how public funds are spent and the results achieved.
  - Complete 20 comprehensive financially focused compliance review of contractors. A 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 take from one month to nine months to complete.
  - Complete 28 quality assurance reviews of Region/Divisions to ensure adherence to contracting policies and procedures.

Required Discipline for Excellence – Information Services

- Advance operational excellence through technology by supporting improvements in the Agency's technological framework to help the Agency build a better service delivery system.
  - Begin the process of enhancing or replacing legacy information technology (IT) systems so they will be capable of interfacing with the Enterprise Information Exchange (EIE) technology. EIE will allow various IT systems that could not intereact to be able to exchange information.
  - Ensure any new IT systems meet criteria for interface with the Enterprise Information Exchange.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Advance operational excellence through a skilled workforce by implementing the second phase of the succession plan to advance the *Live Well, San Diego!* initiative.

Related Links

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

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Completed comprehensive fiscal-compliance reviews[1]	22	20	20	20	20
Completed quality assurance reviews[2]	N/A	N/A	N/A	28	28
Reduction in records storage space	20% (from 23,893 to 19,114 boxes)	10%[3] (from 19,114 to 17,202 boxes)	9%[3] (from 20,751 to 18,865 boxes)	5% (from 18,865 to 17,921 boxes)	5% (from 18,865 to 17,921 boxes)
Decrease in returned/denied Medicare claims[3]	28% (from 11% [158 of 1,417] to 7.9% [36 of 456])	10%[4] over Fiscal Year 2010-11	TBD[4]	N/A[6]	N/A
Learning Management System (LMS) training capacity among Agency regions and divisions	16[5]	5[5]	16[5]	N/A[6]	N/A
Job specific compliance training, via LMS, among Agency regions and divisions	4	5	5	N/A[6]	N/A
Increase average use of Web-based referral systems	31% of 145,894	40% of 156,000	35% of 165,000	N/A[6]	N/A

Table Notes

[1] A 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.

[2] New measure effective Fiscal Year 2012-13.

[3] The target for this measure is aligned to required record retention periods.

[4] The total number of Medicare claims is not known at the beginning of the fiscal year since it is based on events yet to occur. The target decrease of 10% may not be met due to the temporary loss of subject matter expertise.

[5] The increase in capacity among regions and divisions for developing their own electronic training from 4 to 16 was due to the focused efforts of the centralized training staff. This objective was met during the last quarter of Fiscal Year 2010-11. Therefore, the target of increasing capacity is not applicable for Fiscal Year 2011-12.

[6] Effective Fiscal Year 2012-13, this measure will no longer be reported in the Operational Plan, however, it will be monitored internally.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 4.00 staff years and transfers between divisions based on operational needs.

- Increase of 4.00 staff years in Human Resources to meet increased recruitment and training needs, especially in frontline positions such as eligibility and child welfare services. These 4.00 staff years are the result of 1.00 staff year transferred from Child Welfare Services, 1.00 staff year from Regional Operations, 1.00 staff year from Strategic Planning and Operational Support, and 1.00 staff year from Behavioral Health Services.
- The Agency Executive Office (AEO) has assumed the responsibilities previously assigned to the Office of Health Systems Innovation (OHSI).

Expenditures

Net increase of $1.7 million.

- Salaries and Benefits — increase of $0.3 million due to negotiated labor agreements, an increase in retirement contributions, and the increase of 4.00 staff years.
- Services and Supplies — increase of $1.3 million.
  - Increase of $1.0 million in major maintenance to support planned facility projects.
  - Increase of $0.5 million in information technology associated with increased rates and one-time projects.
  - Increase of $0.1 million in public liability insurance.
  - Decrease of $0.3 million in various services and supplies.
- Fund Balance Component Increases – increase of $0.1 million to commit interest received from sale of Grand Avenue clinic.

Revenues

Net increase of $1.7 million.

- Revenue From Use of Money & Property – increase of $0.1 million for interest on sale proceeds of Grand Avenue clinic.
- Intergovernmental Revenues — increase of $1.5 million in 1991 Realignment revenue and Social Services Administrative revenue.
- Charges for Current Services — increase of $0.1 million for support services for the First Five Commission.
- Use of Fund Balance — Total budget of $38.6 million is budgeted for:
  - $20.0 million in management reserves due to the uncertainty of the economy and the State budget issues.
  - $5.0 million to transition from any future State enacted cuts.
  - $5.0 million for technological advancements which support the *Live Well, San Diego!* initiative.
  - $5.0 million for major maintenance projects.
  - $2.5 million for the relocations related to the County Operations Center capital project.
  - $1.0 million to fund one-time information technology costs.
  - $0.1 million to commit Grand Avenue clinic sale proceeds and to fund one-time negotiated salary adjustments.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $20.5 million is the result of a reduction of $21.5 million in Services and Supplies due to the elimination of one-time projects from prior year, partially offset by an increase of $1.0 million in Salaries & Benefits due to negotiated labor agreements and an increase in retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Agency Executive Office	22.00	23.00	27.00	17.4	27.00
Agency Contract Support	18.00	18.00	18.00	0.0	18.00
Office of Health Systems Innovation	—	4.00	—	(100.0)	—
Financial Services Division	157.00	155.00	155.00	0.0	155.00
Human Resources	78.00	72.00	76.00	5.6	76.00
Management Support	9.00	10.00	10.00	0.0	10.00
Proposition 10	19.00	21.00	21.00	0.0	21.00
Total	303.00	303.00	307.00	1.3	307.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Agency Executive Office	$ 44,772,260	$ 46,151,264	$ 45,881,394	(0.6)	$ 25,487,622
Agency Contract Support	3,527,599	3,633,770	3,729,099	2.6	3,795,385
Office of Health Systems Innovation	—	771,829	—	(100.0)	—
Financial Services Division	25,209,086	26,559,583	27,833,283	4.8	28,277,851
Human Resources	8,279,818	8,074,997	8,851,359	9.6	9,075,829
Management Support	9,648,131	11,393,411	11,854,399	4.0	10,889,876
Proposition 10	2,088,435	2,231,355	2,333,574	4.6	2,420,030
Total	$ 93,525,329	$ 98,816,209	$ 100,483,108	1.7	$ 79,946,593

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 27,580,365	$ 29,036,624	$ 29,325,970	1.0	$ 30,289,454
Services & Supplies	45,944,964	49,759,985	51,078,738	2.7	29,578,739
Fund Balance Component Increases	—	19,600	78,400	300.0	78,400
Management Reserves	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Total	$ 93,525,329	$ 98,816,209	$ 100,483,108	1.7	$ 79,946,593

Budget by Categories of Revenues					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	$ —	$ —	$ 78,400	—	$ 78,400
Intergovernmental Revenues	55,574,135	57,588,671	59,079,725	2.6	56,031,376
Charges For Current Services	2,425,194	2,620,568	2,690,353	2.7	2,779,278
Miscellaneous Revenues	26,000	26,000	26,000	0.0	26,000
Fund Balance Component Decreases	—	—	—	0.0	953,139
Use of Fund Balance	35,500,000	38,580,970	38,608,630	0.1	20,078,400
General Purpose Revenue Allocation	—	—	—	0.0	—
Total	$ 93,525,329	$ 98,816,209	$ 100,483,108	1.7	$ 79,946,593

County of San Diego

Land Use and Environment Group

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Land Use and Environment Group & Executive Office

Group Description

Public health, safety and environmental protection are the goals of the Land Use and Environment Group (LUEG). LUEG encourages sustainable development, preserves and enhances the environment, provides recreational opportunities, constructs and maintains critical roadway infrastructure, improves air and water quality and enforces local, state and federal laws that protect the public's health, safety and quality of life.

LUEG Departments

- Agriculture, Weights & Measures
- Air Pollution Control District
- Environmental Health
- Farm and Home Advisor
- Parks and Recreation
- Planning and Land Use
- Public Works

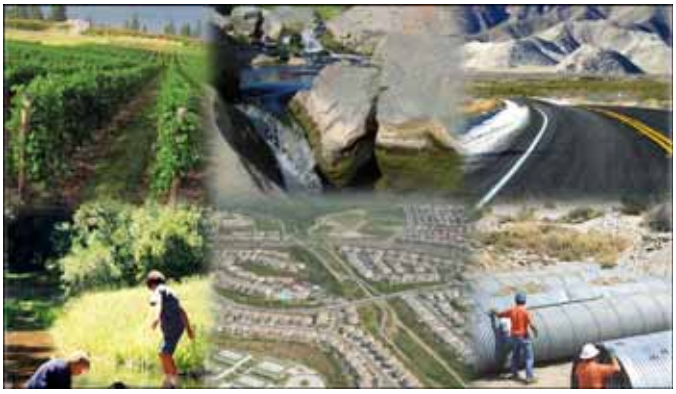
Mission Statement

The Land Use and Environment Group protects the health and safety of residents and the environment in which they live by unifying the County's efforts in land use, environmental protection and preservation, recreation and infrastructure development and maintenance.

2011-12 Anticipated Accomplishments

Protect the health of residents.

- Responded to 100% (8) of reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks, depending on the blood lead level reported.
- Conducted three outreach presentations related to safe food management and permit requirements to food facility operators with the goal of improving food management practices and decreasing the number of unpermitted businesses.
- Reduced schoolchildren's exposure to both cancer-causing and smog-forming air pollution by fully expending the state's Lower-Emission School Bus Program funding to retrofit or replace 230 older, higher emitting buses operating in the County.



- Helped prevent vector-borne disease by providing education to 3,054 children on mosquito diseases and control awareness, trapping rodents at port of entry sites, sampling for the presence of Hantavirus for which 39 instances were positive, and sampling over 40 locations to detect bacteria that pose a risk to human health.
- Promoted fresh and healthy dietary options for county residents through farmers' market certification (54 issued/amended), inspections (101) and outreach (2).

Protect public safety.

- Met Hazardous Incident Response Team (HIRT) goal to be on the scene of a hazardous incidents they are dispatched to within 60 minutes over 90% of the time. The team averages a 98.4% on time arrival rate.
- Increased volunteer patrol hours by 51% (from 2,962 to 4,497 hours) to assist in creating safer parks and preserves by providing extra security for park users.
- Prepared four road reviews to evaluate County roads with higher than statewide average collision rates and recommended implementation measures to help reduce the number of collisions.
- Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes – over 23,000 building inspections were conducted.

Protect the environment.

- Continued to partner with prosecutors and other regulatory agencies to enforce compliance with hazardous waste, hazardous materials and underground storage tanks laws when cooperative and educational efforts fail. As part of this effort, sent two inspectors to the Federal Law Enforcement Training Center's advanced environmental crimes multi-jurisdictional training.

- Acquired 474 acres within the Multiple Species Conservation Plan (MSCP) areas. The MSCP streamlines the development process and facilitates the creation of viable permanent open space preserves.
- Performed over 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
- Completed ten oil collection events - recycling 90,000 gallons of used oil and 13,000 used oil filters and completed four tire collection events – recycling 4,000 tires.
- Protected the health and safety of the region's $1.65 billion agricultural industry and its customers from damaging exotic insects, diseases and noxious non-native weeds.

Encourage sustainable development.

- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Improved energy and water efficiency in 12 (goal was 8) department facilities by native landscaping, retrofitting or installing new water- and energy-efficient equipment, acquiring electric vehicles and, replacing older vehicles with energy-efficient vehicles, to reduce water and energy usage.
- Acquired, preserved and enhanced significant natural and historical/cultural resources and designed, developed and operated park facilities in an environmentally responsible and efficient manner that promoted resource sustainability.

Protect consumers.

- Conducted 30 spot inspections to verify that produce advertised as "organic" is registered and certified as organic to ensure food quality, safety and integrity.
- Ensured that consumers are charged the correct price by conducting three outreach presentations to educate local merchants and retailers about price accuracy compliance.
- Increased the number of undercover residential fumigation inspections from 6 to 35 to increase enforcement presence where violations affect public health and worker safety.

Protect and prepare residents for natural disasters.

- Ensured proposed development meets wildfire setback requirements and conforms to fire safe codes approved by fire agencies. This will protect new homes as well as existing communities.
- Mitigated fire fuel hazards and maintained fire safe zones in 40 (goal was 24) park facilities through continued implementation of fuel management practices.
- Reduced risks of wildfire by collaborating with the San Diego County Fire Authority in the application of land use policies that promote development that mitigates wildfire impacts.
- Implemented the 2011 Consolidated Fire Code, which consolidated the fire codes of the 16 individual fire districts and the San Diego County Fire Authority - County Service Area 135.

Required Discipline – Continuous Improvement

- Continued to implement process improvements to streamline the land development process to reduce processing costs and time for customers as well as the County.

Required Discipline – Information Technology

- Developed new online tools that will streamline business processes and improve customer service.
- Continued implementation of the Business Case Management System – Accela (BCMS) automation program. BCMS facilitates a collaborative environment that empowers the residents and the County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high value quality services in the most efficient and timely manner.
- Used data collected through BCMS to pinpoint problem areas causing increased health and safety risks and to maximize resources and focus on solutions and methods of prevention. One example is using the data from nursery inspections to determine import and export trends and to analyze common violations and tailor outreach efforts to prevent future violations.

Required Discipline – Fiscal Stability

- Managed budget and staffing levels while balancing economic fluctuations with fiscal and customer service needs through cross-training staff, reengineering assessments and using overflow contracts for peak work periods.

Required Discipline – Customer satisfaction

- Ensured customer satisfaction with the core services provided by the various staff as key indicators of the department operational performance. Indicators include customer wait time and development project processing cycle times. Customer service will be solution oriented, responsive and promote clear communication.

2012-14 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 communications and preparedness.
- Complete a new GIS application for damage assessment reporting during disasters. The new application will increase reporting frequency and thus reduce the time the County must wait for information on disaster impacts.
- Complete an environmental analysis of the Proposed Eye Gnat Program and revised County Ordinance to support an Eye Gnat Program for Board of Supervisors approval and adoption.
- Ensure food quality safety and integrity, and verify that produce advertised as "organic" is registered and certified as organic by increasing organic spot inspections by 33% to 40 inspections.
- Inspect 20 miles of targeted sewer mains and clean 390 miles of sanitary sewer collector mains to protect public health and the environment by minimizing the risk of sanitary sewer overflows.

Strategic Initiative – Sustainable Environments

- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Protect a sustainable watershed via outreach, education, inspections and the development of plans to meet bacteria levels in accordance with the San Diego Regional Water Quality Control Board.
- Protect water quality and promote water conservation via workshops and the deployment of water kiosks throughout the agricultural community and at various annual events.
- Acquire, develop and maintain facilities that support and promote park stewardship and environmental sustainability and efficiency.
- Design and initiate construction on at least seven road and road-related infrastructure improvement projects that enhance the transportation network's long-term sustainability.
- Protect residential gardens and commercial produce from insidious pest infestations and avoid the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.
- Create new permit requirements by June 2013 to incorporate the recently adopted Rule 66.1, *Miscellaneous Surface Coating Operations*, for coating operations thereby reducing volatile organic compound emissions.
- Develop a database and methodology to tabulate probable causative occurrences leading to both total and fecal coliform water sample failures for small drinking water systems. This information can be provided to system owners and operators as guidance for ways to reduce water quality violations.

Strategic Initiative – Healthy Families

- Develop and enhance park patron experience and promote healthy lifestyles by increasing recreational opportunities and educational programs.
- Provide parent education in early literacy, school readiness and nutrition, emphasizing healthful nutrition practices, food safety and food resource management.
- Complete an implementation plan and draft changes to the County Ordinance to institute a letter grading system similar to the one used in restaurants for meat markets and for mobile food facilities that prepare food.
- Repaint and re-mark crosswalks and roadway legends adjacent to all 121 public schools and 12 private school locations throughout the unincorporated area of the County.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implement Board of Supervisors directed recommendations to improve the land development process for customers. This includes streamlining the land development process to reduce processing costs and time for customers as well as the County.

- Develop procedures and implement a program to scan and enter emission inventory summaries into the BCMS at the facility level by June 2013 to increase staff efficiency in determining New Source Review requirements and facility compliance status.
- Increase operational efficiency by transitioning the Pesticide Regulation Program enforcement response determination document into the BCMS. This document is used to track the action taken when a violation is found.

Required Discipline for Excellence – Customer Satisfaction

- Promote and make customer service a top priority by developing and providing customer service training, emphasizing customer focus in all management and section meetings and instructing staff on good communication skills with the public and regulated community.

Required Discipline for Excellence – Information Services

- Enhance customer service by providing Web access to allow customers to perform file reviews without coming to County offices.
- Expand the mobile workforce capabilities for building inspectors and code enforcement through new systems that enable real-time access to permit systems from mobile devices that field inspectors will use.
- Reduce payment processing time and cost by implementing bar coding of registration invoices sent to customers who have point of sale systems to facilitate faster processing of the payments.

Required Discipline for Excellence – Regional Leadership

- Administer and participate in meetings of the federal San Diego/Tijuana Air Quality Task Force to identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Develop standard operating procedures and fact sheets to provide guidance on how to collaborate with other agencies to collect and sample illegally disposed hazardous waste from businesses with multiple locations across the state. These procedures will be available for use by the other Unified Program Agency's throughout the State.

Related Links

For additional information about the Land Use and Environment Group, refer to the website at http://www.co.sandiego.ca.us/lueg/index.html.

Executive Office Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net increase of $0.6 million.

- Salaries and Benefits — net decrease of $0.7 million due to a reduction in salary adjustments for temporary help.
- Services and Supplies — net increase of $1.2 million due to the rebudgeting of various information technology projects as a result of delays in implementation.

Revenues

Net increase of $0.6 million.

- Charges for Current Services — increase of $0.2 million to align the budget with anticipated revenues.
- Use of Fund Balance — net increase of $0.3 million. A total of $2.4 million is budgeted for various information technology projects and consulting services.
- General Purpose Revenue Allocation — net increase of $0.1 million for increases in retirement contributions and cost of living increases in Salaries and Benefits.

Executive Office Proposed Changes and Operational Impact: 2012-13 to 2013-14

A net decrease of $2.2 million is primarily due to the anticipated completion of one-time-only funded projects.

Group Staffing by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Land Use and Environment Executive Office	10.00	10.00	10.00	0.0	10.00
Agriculture, Weights and Measures	150.00	150.00	150.00	0.0	150.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	285.00	282.00	282.00	0.0	282.00
Farm and Home Advisor	5.00	3.00	2.00	(33.3)	2.00
Parks and Recreation	175.00	175.00	175.00	0.0	175.00
Planning and Land Use	196.00	164.00	161.00	(1.8)	161.00
Public Works	534.00	526.00	525.00	(0.2)	525.00
Total	1,501.00	1,456.00	1,451.00	(0.3)	1,451.00

Group Expenditures by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Land Use and Environment Executive Office	$ 6,361,312	$ 6,248,612	$ 6,840,090	9.5	$ 4,641,447
Agriculture, Weights and Measures	19,213,512	19,311,073	18,694,994	(3.2)	18,375,640
Air Pollution Control District	41,220,708	45,088,021	44,274,271	(1.8)	45,179,512
Environmental Health	49,704,300	47,848,861	46,123,629	(3.6)	42,983,376
Farm and Home Advisor	953,058	853,058	853,058	0.0	853,058
Parks and Recreation	35,469,451	33,807,366	33,741,353	(0.2)	32,545,326
Planning and Land Use	62,496,736	33,503,037	26,166,365	(21.9)	22,570,525
Public Works	276,805,070	232,300,012	211,247,760	(9.1)	191,873,041
Total	$ 492,224,147	$ 418,960,040	$ 387,941,520	(7.4)	$ 359,021,925

Executive Office Staffing by Program					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Land Use and Environment Executive Office	10.00	10.00	10.00	0.0	10.00
Total	10.00	10.00	10.00	0.0	10.00

Executive Office Budget by Program					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Land Use and Environment Executive Office	$ 6,361,312	$ 6,248,612	$ 6,840,090	9.5	$ 4,641,447
Total	$ 6,361,312	$ 6,248,612	$ 6,840,090	9.5	$ 4,641,447

Executive Office Budget by Categories of Expenditures					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 2,470,295	$ 2,887,497	$ 2,234,626	(22.6)	$ 2,267,232
Services & Supplies	3,729,017	3,361,115	4,605,464	37.0	2,374,215
Total	$ 6,361,312	$ 6,248,612	$ 6,840,090	9.5	$ 4,641,447

Executive Office Budget by Categories of Revenue					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Charges For Current Services	$ 500,000	$ 600,000	$ 800,000	33.3	$ 600,000
Use of Fund Balance	2,212,000	2,080,000	2,355,000	13.2	—
General Purpose Revenue Allocation	3,436,812	3,568,612	3,685,090	3.3	4,041,447
Total	$ 6,361,312	$ 6,248,612	$ 6,840,090	9.5	$ 4,641,447

Agriculture, Weights & Measures

Department Description

The Department of Agriculture, Weights and Measures (AWM) protects public health, the environment and local agriculture by enforcing laws and regulations, educating the public, and partnership with industry.

AWM:

- *Ensures the safe use of pesticides and investigates 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 farmers' 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

Ensure the health and safety of all residents by promoting the sustainability of agriculture and protecting the environment. Protect consumers and ensure a fair marketplace by verifying products are sold by accurate weights, measures and prices.

2011-12 Anticipated Accomplishments

Strategic Initiative – Environment

- Protected the health and safety of the region's $1.65 billion agricultural industry and its customers from damaging exotic insects, diseases and noxious non-native weeds.
  - Used American Recovery and Reinvestment Act (ARRA) grant funds for the treatment and removal of invasive weeds at each of the 55 known sites.
  - Protected the environment by ensuring early detection of European Grapevine Moth, a devastating pest of grapevines. Staff placed and maintained 100% of traps in commercial vineyards adjacent to current trap sites during the high activity season (April – October).
  - Coordinated with industry, State and federal agencies in conducting regulatory activities required by the Light Brown Apple Moth quarantine, ensuring that shipments of local agricultural commodities continued without disruption. A voluntary compliance program was offered to industry to prevent shipping delays in the event of a future quarantine.
  - Protected residential gardens and commercial produce from insidious pest infestations and avoided the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.

Strategic Initiative – Safe and Livable Communities

- Conducted 30 Organic Spot Inspections to verify that produce advertised as "organic" was registered and certified as organic to ensure food quality, safety and integrity.
- Created an informational flyer on Standards Enforcement requirements for businesses using commercial scales, meters and/or point-of-sale systems. The flyer was sent to all city licensing departments within the county, improving awareness among retailers of the laws that regulate these types of businesses.
- Promoted fresh and healthy dietary options for county residents through farmers' market certification (54 issued/amended), inspections (101) and outreach (2).
- Conducted three outreach presentations to educate local merchants about price accuracy compliance to ensure consumers are charged the correct price at retail businesses.

- Enhanced health and safety through increased enforcement presence where violations affect public health and worker safety by more than doubling the number of undercover residential fumigation inspections from 6 to 35.

Required Discipline – Continuous Improvement

- Improved efficiency by conducting Business Process Reengineering in the Plant Health and Pest Prevention program and implementing a new business process that cut steps by 33%, delays by 50% and redundancies by 77%.
- Developed and implemented a plan to functionally thread clerks between programs to maximize staffing resources and meet each program's seasonal needs.
- Conducted personalized training for County Integrated Pest Management Coordinators on the least toxic methods of pest control. The training built upon last year's training using information stations and surveyed participants to determine individual instruction needs prior to providing the training.

Required Discipline – Essential Infrastructure

- Improved customer service by consolidating programs to one central location at the remodeled Hazard Way Topaz buildings within the County Operations Center.

Required Discipline – Information Technology

- Implemented bar coding of device registration invoices for faster payment processing.
- Increased efficiency and reduced data entry time for County staff by providing five outreach presentations and one-on-one training to industry promoting the new statewide online pesticide use reporting system.
- Used data collected departmentwide through the Business Case Management System – Accela (BCMS), to pinpoint problem areas causing increased health and safety risks and to deploy resources that focused on solutions and methods of prevention.
  - Plant Health and Pest Prevention managers used data collected from nursery inspections to determine export activities and import trending.
  - Standards Enforcement staff analyzed common violations to tailor outreach efforts and recommend solutions to businesses to prevent future violations.
- Leveraged the Phytosanitary Certificate Issuance and Tracking (PCIT) system, a Web-based system used to issue export certificates for agricultural commodities and collect certificate fees, to allow customers to pay these fees electronically and access shipment records any time day or night. The percent of plant certification payments collected electronically using PCIT increased from 35% to 90%, resulting in streamlined fiscal process for both the department and customers.

2012-14 Objectives

Strategic Initiative – Sustainable Environments

- Protect residential gardens and commercial produce from insidious pest infestations and avoid the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.
- Increase return on investment and leverage funds available for invasive weed infestations by focusing on locations where maximum effectiveness can be achieved.
- Ensure consumer confidence and equity in the marketplace by performing 60 undercover test sales of California Redemption Value (CRV) beverage containers.
- Improve efficiency by implementing changes to the Snail Master Permit Export Program, which allows qualified nurseries to ship "at will" to states with snail restrictions without additional inspections or fees, reducing total shipping fees paid by growers for domestic export certificates by 30%.
- Ensure agricultural commodities meet international shipping requirements by continuing cropland trapping for Light Brown Apple Moths until current restrictions are lifted.

Strategic Initiative – Safe Communities

- Protect public safety on 50% of County roads (or roads in the unincorporated areas of the county) with weed control which will increase visibility and decrease fire hazards.
- Ensure food quality, safety and integrity, and verify that produce advertised as "organic" is registered and certified as organic by increasing organic spot inspections by 33% to 40 inspections.
- Increase agricultural worker knowledge and safety when working in pesticide treated fields by providing three educational outreach presentations.

Required Discipline for Excellence – Continuous Improvement & Innovation

- Improve efficiency and accountability while streamlining the investigation processing function in the Pesticide Regulation Program by conducting Business Process Reengineering.

- Increase operational efficiency by transitioning the Pesticide Regulation Program enforcement response determination document into BCMS. This document is used to track the action taken when a violation is found.
- Increase efficiency during quarantines and ability to locate high priority host plants by migrating current pest detection mapping grid to the new statewide mapping grid by June 2013.
- Improve efficiency and field staff access to information by electronically digitizing 50% of all host fruit locations for urban pest detection trapping by June 2013.

Required Discipline for Excellence – Information Services

- Reduce payment processing time and cost by implementing bar coding of registration invoices sent to customers who have point of sale systems to facilitate faster processing of the payments.

Related Links

For additional information about Agriculture, Weights and Measures, refer to the website at http://www.sdcounty.ca.gov/awm/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Plant and insect samples diagnosed within two weeks of submission	100% of 31,811	100% of 20,000	100% of 34,000[1]	100% of 34,000[1]	100% of 34,000[1]
Protect San Diego agriculture by:					
— Plant shipments certified by Pierce's Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter[2]	100% of 2,356	100% of 2,700	100% of 2,200[3]	100% of 2,200	100% of 2,200
Pesticide illness investigations completed within State guidelines of 120 days	79% of 61	100% of 85	79% of 70[4]	100% of 85	100% of 85
Annual fumigation inspections	100% of 260	100% of 260	100% of 260	100% of 260	100% of 260
Number of initial and new installations annual inspections for these registered retail devices:					
— Fuel meters inspected/installed	100% of 20,471	100% of 19,453	96% of 19,453	100% of 19,970	100% of 19,970
—Taximeters inspected	100% of 1,363	100% of 1,382	96% of 1,382	100% of 1,427	100% of 1,427
— Water dispensers inspected	100% of 1,651	90% of 1,458	97% of 1,458	90% of 1,477	90% of 1,477
— Computing scales inspected	100% of 6,572	90% of 5,881	101% of 5,881	90% of 5,987	90% of 5,987
— Counter scales inspected	100% of 592	80% of 743	81% of 743	80% of 731	80% of 731

Table Notes

[1]Increase from estimated 20,000 to 34,000 is due to continued Light Brown Apple Moth and Asian Citrus Pysllid pest monitoring at quarantine compliance levels still in effect.

[2]Glassy-Winged Sharpshooter is a vector Pierce's Disease, which is fatal to grapevines.

[3] Certification program changes in high-volume nurseries resulted in fewer shipments, but a larger volume of plant product in each shipment.

[4] Fifteen investigations required more than 120 days to complete due to greater complexity, lack of cooperation and/or delays by external parties, and new program personnel learning curves. There were a total of 125 investigations in Fiscal Year 2011-12 including "Priority" and "Other" categories that were not required to be completed in 120 days.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of $0.6 million.

- Salaries and Benefits — decrease of $0.06 million is primarily due to a reduction in temporary help and the elimination of a one-time negotiated salary adjustment from Fiscal Year 2011-12.
- Services and Supplies — decrease of $0.5 million is primary due to a reduction of information technology equipment purchases, the completion of several report scripts related to BCMS, and one-time expenses related to routine maintenance of facilities.
- Other Charges — net decrease of $0.02 million is due to reduced expenditures associated with the Fish and Wildlife Advisory Fund as a result of declining fund balance and revenue from fines.
- Capital Assets Equipment — net increase of $0.01 million due to the procurement and installation of spray equipment for a recently acquired Polaris all-terrain vehicle that allows pest management technicians off-road access to spray weeds.

Revenues

Net decrease of $0.6 million.

- Licenses, Permits & Franchises — net increase of $0.06 million in plant export certification fees.
- Intergovernmental Revenues — net decrease of $0.3 million includes a decrease in the following grant revenue: invasive weed grant revenue of $0.05 million, pesticide use report revenue of $0.02 million, federal pest prevention grant revenue of $0.2 million, and the American Recovery and Reinvestment Act grant revenue for removal of invasive weeds of $0.08 million.
- Charges for Current Services — net increase of $0.03 million due to services provided for the treatment of invasive weeds under the Environmental Mitigation Program and in flood control areas in special districts.
- Miscellaneous Revenues — net decrease of $0.002 million due to a reduction in federal export certification administrative costs.
- Use of Fund Balance — net decrease of $0.4 million. A total of $0.4 million of Land Use and Environment Group fund balance is rebudgeted for one-time funding related to BCMS.
- General Purpose Revenue Allocation — net increase of $0.04 million due to negotiated labor agreements and an increase in County retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $0.3 million is primarily due to the anticipated completion of one-time information technology projects of $0.8 million, which is offset by a $0.5 million increase in negotiated labor agreements and County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Agriculture, Weights and Measures	150.00	150.00	150.00	0.0	150.00
Total	150.00	150.00	150.00	0.0	150.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Agriculture, Weights and Measures	$ 19,176,512	$ 19,274,073	$ 18,676,994	(3.1)	$ 18,357,640
Fish and Wildlife Fund	37,000	37,000	18,000	(51.4)	18,000
Total	$ 19,213,512	$ 19,311,073	$ 18,694,994	(3.2)	$ 18,375,640

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 14,452,102	$ 14,766,967	$ 14,706,498	(0.4)	$ 15,222,676
Services & Supplies	4,673,410	4,504,606	3,955,671	(12.2)	3,130,139
Other Charges	38,000	39,500	22,000	(44.3)	22,000
Capital Assets Equipment	50,000	—	10,825	—	825
Total	$ 19,213,512	$ 19,311,073	$ 18,694,994	(3.2)	$ 18,375,640

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 3,467,500	$ 3,522,500	$ 3,587,000	1.8	$ 3,587,000
Fines, Forfeitures & Penalties	16,250	16,250	16,000	(1.5)	16,000
Intergovernmental Revenues	9,312,214	9,295,223	8,995,715	(3.2)	8,995,715
Charges For Current Services	359,779	372,258	399,258	7.3	399,258
Miscellaneous Revenues	109,400	49,560	47,850	(3.5)	47,850
Use of Fund Balance	920,750	857,523	410,000	(52.2)	2,000
General Purpose Revenue Allocation	5,027,619	5,197,759	5,239,171	0.8	5,327,817
Total	$ 19,213,512	$ 19,311,073	$ 18,694,994	(3.2)	$ 18,375,640

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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Reduced schoolchildren's exposure to both cancer-causing and smog-forming air pollution by fully expending the state Lower-Emission School Bus Program funding. Over the life of the program 200 older, higher emitting buses operating in the region have been replaced or retrofitted.

Strategic Initiative – Environment

- Proposed a new rule and proposed amendments to four existing rules for consideration by the Air Pollution Control Board for compliance with the U.S. Environmental Protection Agency's Greenhouse Gas Tailoring Rule, which applies Clean Air Act permitting programs to major stationary sources of greenhouse gas emissions.
- Attained the 1997 EPA 8-hour ozone standard, eliminating the requirement for an updated Ozone State Implementation Plan (SIP).
- Implemented "through-the-probe," which is a more current and updated mechanism to audit the Air Quality Monitoring Network. This measurement was recommended by the EPA to increase the accuracy of all pollutant measurements.
- In order to simplify the interpretation of air quality data for the public, the currently available air quality concentration levels posted in the District's website will be replaced by corresponding Air Quality Index (AQI) values, a more familiar measurement, by June 2013. This will give the public a better understanding of air quality's health effects.
- Reduced air pollution emissions and health risk from freight movement by utilizing State Goods Movement Emission Reduction Program funding. This will reduce emissions by awarding grants to equipment owners to retrofit, repower, or replace 300 older, higher emitting heavy-duty diesel trucks.

Strategic Initiative – Safe and Livable Communities

- Created new permit requirements for over 900 impacted permits to incorporate National Emission Standards for Hazardous Pollutants for coating and stripping operations thereby reducing emissions toxic air contaminants.

Required Discipline – Customer Satisfaction

- Updated 70% of the District's application forms to reflect data needs of current rules and regulations, standardized formats and incorporated new data requirements needed for new regulations and rule changes.
- Prepared engineering evaluation templates for seven equipment types for incorporation into the Business Case Management System (Accela), an IT system which centralizes records management and application processes. The templates will streamline the engineering evaluation process by standardizing data presentation, emission estimation techniques and rule analyses.

- Streamlined the District's internal contracting process for award of mobile source incentive grant funds. Implementation of this streamlined process allows faster disbursement of grant awards resulting in quicker project completion and realization of emission benefits.

Required Discipline – Regional Leadership

- Administered and participated in meetings of the federal San Diego/Tijuana Air Quality Task Force, which was formed to help identify and reduce air pollution problems in the border region in order to better protect public health and the environment.

2012-14 Objectives

Strategic Initiative – Sustainable Environments

- By June 30, 2014, implement a "near-road" air quality monitoring station that meets EPA requirements to assess the impact of mobile sources of emissions.
- Request a redesignation from the U.S. Environmental Protection Agency for the County of San Diego's attainment of the 1997 federal 8-hour ozone standard and submit an Ozone Maintenance Plan that demonstrates how the region will maintain compliance with this standard for the next 10 years.
- Create new permit requirements for all affected existing permits by June 2013, to incorporate recently adopted Rule 66.1 for coating operations thereby reducing volatile organic compound emissions.
- In order to simplify the interpretation of air quality data for the public, the currently available air quality concentration levels posted on the District's website will be replaced by corresponding Air Quality Index (AQI) values, a more familiar measurement, by June 2013. This multi-year program will give the public a better understanding of air quality's health effects.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implement a gaseous air quality monitoring precision checking system that replaces the current labor-intensive system with an automated calibration system, thereby improving District efficiency and lowering staff costs.
- Develop procedures and implement a program to scan and enter emissions inventory summaries into Business Case Management System at the facility level by June 2013 to increase staff efficiency in determining New Source Review requirements and facility compliance status.

Required Discipline for Excellence – Regional Leadership

- Administer and participate in meetings of the federal San Diego/Tijuana Air Quality Task Force to identify and reduce air pollution problems in the border region in order to better protect public health and the environment.

Related Links

For additional information about the Air Pollution Control District, refer to the website at http://www.sdapcd.org/index.html.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Scheduled equipment /facilities inspections completed [1]	100% of 8,462	100% of 7,400	100% of 7,400	100% of 7,400	100% of 7,400
All citizen complaints investigated and contact made within 24 hours of reported complaint.[2]	100% of 555	100% of 515 complaints investigated within two business days	100% of 515 complaints investigated within two business days	100% of 515 complaints investigated within two business days	100% of 515 complaints investigated within two business days
Annual number of low-polluting vehicle incentive projects completed under the mobile sources of emissions reduction programs	292[3]	200	292	250	200
Valid ozone data collection per year [4]	93% of data	90% of data	90% of data	90% of data	90% of data

Table Notes

[1] Indicates the completion levels for inspections of air contaminant emitting equipment/facilities. Target based on commitments established with the State Air Resources Board.

[2] The 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.

APCD cannot control the number of complaints about the environment received from the public and the 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 goal of 515 was established as an estimate based on the number of complaints received over the past several years.

[3] Indicates the number of projects completed under the mobile source emission reduction programs in a specific fiscal year. Funded projects may take up to three years to complete. The state suspended funding of the Goods Movement Emission Reduction and School Bus programs effective December 2008. The state reinstated funding for these programs in 2009 and 2010. As a result, completed projects increased in Fiscal Year 2010-11. The decrease from 292 projects in Fiscal Year 2010-11 to 200 anticipated projects in Fiscal Year 2013-14 is a result of the Low Emissions School Bus program end and anticipated completion of prior year projects.

[4] The EPA requires 75% data capture to designate valid data. APCD exceeded this goal by more than 20% in Fiscal Year 2010-11 and has a target goal of 90% of data in Fiscal Years 2012-13 and 2013-14.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Proposes no change in staffing.

Expenditures

Proposes a net decrease of $0.8 million

- Salaries and Benefits — net decrease of $0.3 million due to salary adjustments to reflect vacant and underfilled positions partially offset by negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — net decrease of $0.3 million associated with the decrease in purchase of IT equipment, fleet maintenance and Interdepartmental costs offset by increases in costs for IT services and discretionary facility maintenance.
- Other Charges — net decrease of $0.8 million due to completion of mobile source emission incentive programs.
- Capital Assets Equipment — net increase of $0.1 million for replacement of older vehicles.
- Fund Balance Component Increases – net increase of $0.3 million due to increased reserves for building maintenance and replacement.
- Operating Transfers Out — net increase of $0.2 million due to an increase in anticipated administrative costs for incentive projects and to support operations.

Revenues

Proposes a net decrease of $0.8 million

- Licenses, Permits & Franchises — net decrease of $0.3 million due to aligning the budget with prior year actuals and recategorization of emissions fees, offset by an increase due to approved increases in fees.
- Fines, Forfeitures and Penalties — increase of $0.1 million to align with anticipated revenues.
- Intergovernmental Revenues — decrease of $1.2 million due to completion of mobile source emissions incentives programs
- Charges For Current Services — increase of $0.3 million due to the recategorization of emissions fees and increased revenues from monitoring portable equipment.
- Miscellaneous Revenues — decrease of $0.2 million due to the elimination of IT-related fees.
- Other Financing Sources — increase of $0.2 million due to an increase in anticipated administrative costs for incentive projects and to support operations.
- Use of Fund Balance — increase of $0.3 million. A total of $1.5 million is primarily budgeted for increased reserves for building maintenance and replacement

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Proposes a net increase of $0.9 million due to the anticipated reclassification of staff, staffing associated with Greenhouse Gas regulations, negotiated labor agreements and as increase in County retirement contributions. This increase is offset by anticipated revenues from permits and regulatory activities.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Air Pollution Control District Programs	146.00	146.00	146.00	0.0	146.00
Total	146.00	146.00	146.00	0.0	146.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Air Pollution Control District Programs	$ 41,220,708	$ 45,088,021	$ 44,274,271	(1.8)	$ 45,179,512
Total	$ 41,220,708	$ 45,088,021	$ 44,274,271	(1.8)	$ 45,179,512

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 15,804,020	$ 16,029,775	$ 15,752,978	(1.7)	$ 16,658,219
Services & Supplies	3,255,166	4,506,095	4,170,053	(7.5)	4,170,053
Other Charges	15,508,920	16,321,543	15,525,013	(4.9)	15,172,578
Capital Assets Equipment	215,000	310,000	390,000	25.8	390,000
Fund Balance Component Increases	—	—	300,000	—	300,000
Operating Transfers Out	6,437,602	7,920,608	8,136,227	2.7	8,488,662
Total	$ 41,220,708	$ 45,088,021	$ 44,274,271	(1.8)	$ 45,179,512

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 8,279,842	$ 7,547,662	$ 7,208,605	(4.5)	$ 7,753,723
Fines, Forfeitures & Penalties	900,000	900,000	980,000	8.9	980,000
Revenue From Use of Money & Property	50,000	30,000	30,000	0.0	30,000
Intergovernmental Revenues	23,526,746	26,975,972	25,794,480	(4.4)	25,794,480
Charges For Current Services	352,518	331,278	581,278	75.5	588,966
Miscellaneous Revenues	158,000	167,322	—	(100.0)	—
Other Financing Sources	6,225,102	7,920,608	8,136,227	2.7	8,488,662
Use of Fund Balance	1,728,500	1,215,179	1,543,681	27.0	1,543,681
General Purpose Revenue Allocation	—	—	—	—	—
Total	$ 41,220,708	$ 45,088,021	$ 44,274,271	(1.8)	$ 45,179,512

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Environmental Health

Department Description

The Department of Environmental Health (DEH) enhances San Diegans' quality of life by protecting public health and safeguarding environmental quality, educating the public to increase environmental awareness, and implementing and enforcing local, state, and federal environmental laws. DEH regulates the following: retail food safety; public housing; public swimming pools; small drinking water systems; mobile home parks; onsite wastewater systems; recreational water; aboveground and underground storage tanks and cleanup oversight; and medical and hazardous materials and waste. In addition, DEH serves as the Solid Waste Local Enforcement Agency, prevents disease carried by rats 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. Our goal is "Healthy People in Healthy Communities Free from Disease due to the Environment."

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Protected public health and helped prevent vector-borne disease.
  - Trapped rodents at port of entry sites where freight from foreign origin is received by boat, airplane or truck twice this fiscal year (October 2011 and April 2012). Rodents were tested for plague and verified flea species. No plague was detected and no new vectors were found.
  - Trapped at over 50 locations and tested captured mice/voles, by taking blood samples, for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus. Of the hundreds of mice/voles captured, thirty-nine instances of Hantavirus were found and the public was notified via press release.
  - Sampled over 40 locations for the presence of tick-borne illness during tick season (November - May) in order to detect disease that could be passed to humans and animals. In November 2011, one tick tested positive for Tularemia.

- Worked with environmental groups, local municipalities, other coastal counties, lawmakers and the State Water Resources Control Board on funding for beach water quality monitoring. Senate Bill (SB) 482, *Public Beach Contamination: Standards: Testing: Closing,* signed into law in October 2011, will provide sustainable funding for the beach water quality monitoring through the use of permit fees.
- Partnered with the California Department of Public Health to conduct training for a local study that evaluates the effect of operator training in overall compliance with public swimming pool regulatory requirements.
- Improved the housing inspection program by developing a Healthy Housing Program Initiative to improve staff's knowledge about safe and healthy behaviors.
- Through an enforcement process which involved inspection and abatement warrants, a significant rat harborage in Spring Valley was successfully resolved.
- At the direction of the Board of Supervisors, DEH assembled an Eye Gnat Intervention Working Group to develop a strategy to lessen the adverse community impact of eye gnats caused by local organic farming operations. The strategy was formalized in a *Department of Environmental Health, Report to the Board of Supervisors and the Community on Eye Gnat Intervention Options and a Recommended Program*.
- Partnered with the Health and Human Services Agency and the 19 area hospitals to provide training on hazardous materials recognition and decontamination. Training to date has been provided to the Scripps and Palomar Hospital systems, with over 100 individuals in attendance. Additional hospitals are being scheduled for the training.

- Worked with the U.S. Environmental Protection Agency (USEPA) and the California Environmental Management Agency on developing effective Tsunami Debris response and testing protocols. These protocols will be the basis for a consistent approach followed by all beach locales along the western United States and Canada.

Strategic Initiative – Environment

- Achieved full implementation of the Aboveground Petroleum Storage Act (APSA) to protect the region's residents and natural resources from aboveground petroleum storage tank releases by conducting inspections of 570 facilities over the last three years.
- Performed 90% (194 of 215) of waste tire generator inspections to achieve compliance through oversight and education to reduce the illegal handling, hauling and disposal of waste tires.
- Developed an Environmental Corrective Action Program which will allow local oversight of contaminated groundwater remediation and provide stakeholders with a new resource to assist them with cleanup efforts, further protecting groundwater. This proposed Program has been completed and resubmitted to the California Department of Toxic Substances Control for approval.

Strategic Initiative – Kids

- Responded to 100% (8) of reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks, depending on the blood lead level reported.
- Educated 3,054 children on: awareness and protection from mosquito-borne diseases and other vector-related diseases; proper disposal of household hazardous, electronic and universal wastes; awareness of hazardous materials; increased awareness of the restaurant grade card system and careers in environmental health by conducting outreach presentations to primary and/or secondary schoolchildren at schools or other outreach events.

Required Discipline – Fiscal Stability

- Obtained a General Permit from the federal and State resource agencies to facilitate the implementation of the Vector Habitat Remediation Program in September 2011. The program provides funding for public and private sector projects to implement long-term solutions for controlling mosquito breeding in an environmentally friendly manner. A workshop was held for city managers and habitat conservancy groups to explain the process of submitting a project.

Required Discipline – Customer Satisfaction

- Responded to complaints about mosquitoes, rats and flies by contacting 98% of complainants within three days.
- Completed 98% of mosquito control requests for service within 21 days or fewer after initial contact.
- Investigated and treated 93% of aerial identified green pools within 21 days of identification. Green pools are neglected swimming pools that can become breeding grounds for mosquitoes.
- Conducted three outreach presentations related to safe food management and permit requirements to food facility operators with the goal of improving food management practices and decreasing the number of unpermitted businesses.
- Met Hazardous Incident Response Team response goals to be on scene of a hazardous Incident they are dispatched to within 60 minutes over 90% of the time. The team averages a 98.4% on time arrival rate.

Required Discipline – Regional Leadership

- Continued to partner with prosecutors and other regulatory agencies to enforce compliance with hazardous waste, hazardous materials and underground storage tank laws when cooperative educational efforts fail. As part of this effort sent two inspectors to the Federal Law Enforcement Training Center's advanced environmental crimes multi-jurisdictional taskforce training.
- Continued to coordinate with other local jurisdictional household hazardous waste programs by jointly hosting a Southern California Household Hazardous Waste Information Exchange meeting in partnership with the Cities of San Diego and Chula Vista to discuss common issues including paint product stewardship.
- In concert with the efforts of the U.S. Environmental Protection Agency, transferred $53,000 worth of hazardous material response equipment to Baja California Regional Officials as disaster supplies. This groundbreaking effort between the U.S. and Mexican governments was accomplished under an innovative Border 2012 bi-national collaboration.
- Under a grant from the USEPA and the Border Environment Cooperation Commission, a series of Mercury awareness and response classes were offered to civilians and First Responders (hazmat) in Mexico.

Required Discipline – Continuous Improvement

- Explored establishing a partnership with the University of California San Diego to complement the Vector Control Program. Determined that each agency offered different resources such as vector disease diagnostic

tools and control plans that would benefit each other and attended a course together for first responders in high containment laboratory safety.

- Established a novel surveillance program for West Nile Virus using raccoons to establish baseline data on wild animals living in close proximity to human residences for West Nile Virus (WNV) presence and consequent risk to public health.
- Draft local design guidelines for alternative on-site wastewater treatment systems, based on upcoming State Water Resources Control Board regulations, were developed but will not be finalized until the estimated effective date of December 2012. Stakeholder meetings and posting of guidelines on the website are projected to occur at that time.

Required Discipline – Information Technology

- Imaging of records associated with septic system designs and installations (four-year goal of 63,000 records) will not be completed by the initial deadline because of staffing reallocations to other priorities. The deadline will be extended to June 2013.
- Provided an online reporting form on the Vector Control Program website for residents to request service for rat related nuisances.
- Provided an online food borne illness reporting form on the Food and Housing Division website.
- Worked on the development of a new Business Case Management System (BCMS). The BCMS will replace the existing information technology system for capturing permitting and inspection information and will also allow the implementation of a mobile hardware technology system for field inspections.

  Enhancing customer service by providing Web access to allow customers to perform file reviews without coming into the office was not met due to a delay in implementation of the development of a new Business Case Management System (Accela). The objective has been moved to Fiscal Year 2012-13.
  - Site Assessment and Mitigation records.
  - Records associated with septic system designs and installations.
- Development of an online Unified Program Facility Permit application was not met due to a delay in implementation of the Business Case Management System (Accela). The objective has been moved to Fiscal Year 2012-13. The Unified Program is the consolidation of six State environmental programs into one that conducts inspections of businesses that handle hazardous materials.
- Continuing to phase the implementation of electronic reporting requirements on facilities that are required to report hazardous materials and hazardous waste inventory under Assembly Bill (AB) 2286, *Unified hazardous waste and hazardous materials* was not met due to a delay in implementation of the Business Case Management System (Accela). The objective will be moved to Fiscal Year 2012-13.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Complete an environmental analysis of the Proposed Eye Gnat Program and revised County Ordinance to support an Eye Gnat Program for Board of Supervisors approval and adoption.
- Trap rodents at port of entry sites where freight from foreign origin is received by boat, airplane or truck. Conduct tests twice a year for plague from rodents trapped in these areas.
- Trap and test captured mice/voles, by taking blood samples, for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.
- Establish an Asian Tiger mosquito surveillance program to assess whether these mosquitoes have migrated into San Diego from Los Angeles County. The Asian Tiger mosquito is an invasive species that is a competent vector of diseases including yellow fever and dengue fever.
- Inspect at least 90% of the identified waste tire sites in the Tire Enforcement Agency Inspection Work Plan (194 inspections) in order to ensure compliance and reduce illegal handling and disposal of waste tires.

Strategic Initiative – Sustainable Environments

- Continue to partner with the California Department of Public Health to implement Phase Two of a local study to evaluate the effect of public swimming pool operator training on overall regulatory compliance.
- Incorporate Assembly Bill (AB) 300, *the Safe Body Art Act* into the local body art inspection program.
- Conduct training and develop a report for small drinking water system operators to assist with the development of their annual Consumer Confidence Reports.
- Review and respond to reports and work plans submitted to the Local Oversight Program for remediation of underground storage tank fuel releases within 60 days.
- Develop a database and methodology to tabulate probable causative occurrences leading to both total and fecal coliform water sample failures for small drink-

ing water systems. This information can be provided to system owners and operators as guidance for ways to reduce water quality violations.

Strategic Initiative – Healthy Families

- Respond to 100% of reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks, depending on the blood lead level reported.
- Educate children on awareness and protection from mosquito-borne diseases and other vector-related diseases; proper disposal of household hazardous, electronic and universal wastes; hazardous materials, pollution prevention and risk mitigation; increased awareness of the restaurant grade card system and careers in environmental health by conducting outreach presentations to primary and/or secondary schoolchildren at schools or other outreach events each year.
- Complete an implementation plan and draft changes to the County Ordinance to institute a letter grading system for mobile food facilities.

Required Discipline for Excellence – Customer Satisfaction

- Develop a customer service program that instructs staff on good communication skills with the regulated community.
- Respond to complaints about mosquitoes, rats and flies by contacting of complainants within three days.
- Investigate and treat aerial identified green pools within 21 days of identification. These unfiltered pools have proven to be a breeding ground for mosquitoes.

Required Discipline for Excellence – Regional Leadership

- Develop standard operating procedures and fact sheets to provide guidance on how to collaborate with other agencies to collect and sample illegally disposed hazardous waste from businesses with multiple locations across the state.
- Continue to coordinate with other local jurisdictional household hazardous waste programs to explore options for regional cooperation, cost sharing and joint public education opportunities. Participate and assist in facilitating regional committee meetings to identify program elements that will improve service delivery and reduce program costs through regional collaboration.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Develop an online Unified Program Facility Permit application and have 10% of new permit applications in Fiscal Year 2012-13 use an online form to apply for their permit.
- Preliminary studies in 2011 by the Vector Control Program (VCP) Diagnostic Laboratory demonstrated up to 20% of rabbit ticks tested positive for the agent of Lyme disease. In order to assess the risk to public health, the VCP will initiate a study to determine the extent of Lyme disease in the county.

Required Discipline for Excellence – Information Services

- Enhance customer service by providing Web access to conduct file reviews for records associated with Site Assessment and Mitigation projects and septic system installations.
- Image the remainder of records associated with mobile home park inspections and septic system installations (year four of the four-year goal of 63,000 records).
- Expand the use of social media tools, e.g., Facebook, Twitter, etc., to provide real time beach water quality status to the public.
- Implement the new BCMS and use of mobile hardware technology for field inspections.

Related Links

For additional information about the Department of Environmental Health, refer to the website at http://www.sdcounty.ca.gov/deh/ and the Department of Environmental Health Facebook page.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Respond to complaints about mosquitoes, rats and flies by contacting complainants within three days	94% of 2,468	95%	98% of 2,450	95%	95%
Average number of days to complete review of septic system layouts	8	10	10	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	95% of 400	95%	95.5%	95%	95%
Reduce (from the previous year's total) the incident rate (# violations per 1,000 inspections) of major chlorine violations found at public swimming pools by 5% per year[1]	227	216	216	206	206
Review and respond to all Local Oversight Program (LOP) reports and work plans within 60 days[2]	N/A	N/A	N/A	100%	100%
All monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days	100% of 673	95%	95%	95%	95%
All mosquito control requests for service closed within 21 days or less after initial contact	99% of 684	95%	99% of 351	95%	95%

Table Notes

[1] The department changed from a colorimetric to a digital field testing kit. The new kits more accurately identify borderline chlorine violations that would have been missed, increasing the number of violations cited.

[2] The Local Oversight Program (LOP) is under contract with the State Water Resources Control Board to oversee corrective action and perform regulatory and administrative activities to implement the oversight of corrective action of unauthorized fuel releases from Underground Storage Tanks.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of 1.7 million.

- Salaries and Benefits — net decrease of $0.3 million. Increase of $0.6 million reflects negotiated labor agreements and increases in County retirement contributions offset by decreases of $0.4 million due to the alimentation of a negotiated one-time salary adjustment from Fiscal Year 2011-12 and $0.5 million for modified or vacant positions that are not anticipated to be filled in Fiscal Year 2012-13.
- Services and Supplies — net decrease of $1.1 million due to a decrease of $1.1 million in consultant contract services related to the completion of projects in the Urban Area and the Homeland Security Initiatives, reductions in the Vector Control Media Outreach Campaign, the Household Hazardous Waste Program and in equipment and supplies in the Vector Disease and Diagnostic Laboratory; a net decrease of $0.3 million in IT costs which reflects a reduction in one-time costs associated with the Business Case Management System (BCMS) (Accela) and an increase for mobile computing — a Government Without Walls Initiative; a net decrease of $0.2 million spread over various accounts to more accurately reflect projected costs; and an increase of $0.4 million as a budgetary correction in Internal Service Funds (ISF) Contract Services and Utilities costs.
- Capital Assets Equipment — decrease of $0.3 million for equipment purchased for the Homeland Security, Radiological Health and Occupational Health programs.

Revenues

Net decrease of $1.7 million.

- Licenses, Permits & Franchises — increase of $0.2 million in Hazardous Materials permit revenue related to implementation of the Above Ground Petroleum Storage Act.
- Intergovernmental Revenues — decrease of $0.3 million in grant funding for the Urban Area and Homeland Security Initiatives for emergency response training and equipment.
- Charges for Current Services — decrease of $0.5 million in Vector Control Program Benefit Assessment funds due to completion of one-time IT projects associated with the implementation of BCMS.
- Miscellaneous Revenues — net increase of $0.3 million. An increase of $0.6 million for development of BCMS reporting tools offset by a decrease of $0.3 million for the completion of BCMS (Accela) implementation and related one-time IT projects.
- Fund Balance Component Resources — decrease of $0.05 million for the completion of BCMS (Accela) implementation and related one-time IT projects
- Use of Fund Balance — decrease of $1.4 million. A total of $0.8 million budgeted includes $0.5 million for development of BCMS (Accela) reporting tools; $0.1 million for data imaging projects; $0.1 million to offset Tribal Liaison costs and fire victim permit fee waivers; and $0.1 million for beach water quality monitoring.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

- Decrease of $3.1 million. A net decrease of $0.6 million in Salaries and Benefits which reflects an increase of $1.0 million in Salaries and Benefits for negotiated labor agreements and increases in County retirement contributions; a decrease of $0.3 million in temporary help and overtime due to the completion of BCMS and a decrease of $1.3 million in salary adjustments for modified positions, vacancies, vacant positions that are not anticipated to be filled in Fiscal Year 2013-14, and adjustments due to completion of the Land and Water Quality Division data imaging projects. A decrease of $2.5 million in Services and Supplies is related to the completion of Business Case Management System (Accela) reporting tools, one-time IT projects and data imaging projects and $0.03 million in Capital Equipment for Urban Area and Homeland Security Initiative purchases made in Fiscal Year 2012-13.
- Charges for Current Services assumes the adoption of a rate adjustment to the Vector Benefit Assessment prepared in accordance with Board of Supervisors Policy B-29, “Fees, Grants, Revenue contracts – Department Responsibility for Cost Recovery” for the purpose of establishing a benefit assessment rate for vector services.
- Permit and Fee Revenue assumes no adjustment and that costs will be contained within Fiscal Year 2013-14 projected revenue levels.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Environmental Health	285.00	282.00	282.00	0.0	282.00
Total	285.00	282.00	282.00	0.0	282.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Environmental Health	$ 49,704,300	$ 47,848,861	$ 46,123,629	(3.6)	$ 42,983,376
Total	$ 49,704,300	$ 47,848,861	$ 46,123,629	(3.6)	$ 42,983,376

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 30,161,741	$ 30,386,215	$ 30,052,000	(1.1)	$ 29,446,344
Services & Supplies	19,512,559	17,154,646	16,020,321	(6.6)	13,517,032
Capital Assets Equipment	30,000	308,000	51,308	(83.3)	20,000
Total	$ 49,704,300	$ 47,848,861	$ 46,123,629	(3.6)	$ 42,983,376

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 19,210,930	$ 19,883,002	$ 20,127,024	1.2	$ 20,131,117
Fines, Forfeitures & Penalties	313,094	313,094	318,094	1.6	318,094
Intergovernmental Revenues	4,417,728	4,477,106	4,177,535	(6.7)	3,828,356
Charges For Current Services	18,567,318	17,876,336	17,405,164	(2.6)	17,661,208
Miscellaneous Revenues	2,726,980	2,450,940	2,709,946	10.6	1,044,601
Fund Balance Component Decreases	—	591,920	544,380	(8.0)	—
Use of Fund Balance	4,468,250	2,256,463	841,486	(62.7)	—
General Purpose Revenue Allocation	—	—	—	—	—
Total	$ 49,704,300	$ 47,848,861	$ 46,123,629	(3.6)	$ 42,983,376

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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. This 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Improved youth development, school readiness and nutrition in the region.
  - Provided administrative and instructional material support for the 455 4-H volunteer youth and adult leaders and conducted community-based educational programs to 25 4-H clubs and 7 after-school sites.
    - Science, Engineering & Technology kits were given to all clubs to spark early interest and leadership in science.
    - The Military 4-H program provided support and resources to 993 military youth at eight youth centers located in military housing and assisted them with 156 San Diego County Fair entries. This was the first-time youth from this program entered exhibits in the Fair.
    - Provided parent education in the topics of early literacy and school readiness to over 900 parents of preschoolers throughout the county.
    - Over 450 pre- and post-tests were collected and are being analyzed for knowledge gains and behavior changes. Parents attended from 6 to 24 hours of instruction.
  - Provided nutrition education for over 410 low-income families with children, emphasizing healthy nutrition practices, food resource management and food safety.
    - Over 345 families graduated from the program with six or more hours of nutrition education.

Strategic Initiative – Environment

- Protected water quality and promoted water conservation.
  - Completed 15 agricultural water workshops, either online or site specific, and educated agricultural and other water users about stormwater regulations and requirements, best management practices, record keeping and employee training.
    - Over 800 people participated and 250 were issued “Spill Kits” (kit containing materials and instructions for cleaning spills of hazardous or potentially hazardous materials).
    - Provided outreach to 36 large landscape areas (cemeteries, parks, golf courses) and included distribution of “Spill Kits” to those locations.
  - Deployed four updated informational water quality kiosks throughout the agricultural community teaching the importance of preventing excess water from leaving agricultural properties and entering into the storm drainage system.
  - Developed an informational brochure on pesticide application for businesses, agencies and individuals in the agricultural industry that covered regulations, practices and requirements needed to help reduce pesticide violations and protect water quality.

- Over 1,000 "Pest Applicator Brochures" were created and printed for distribution by the Department of Agriculture, Weights and Measures.
- Provided annual displays at the Carlsbad Flower Fields and the San Diego County Fair on examples of water quality and runoff control best management practices for growers and the general public.
  - A "Water-Wise Farming" display was exhibited at both locations with more than 20 best management practices demonstrated. The public was given tips on how to incorporate these practices in their own yards and gardens. There were over 100,000 visitors to these sites.

- Provided outreach information and developed materials on controlling invasive and other species that foul the bottoms of recreational boats in order to protect water quality and prevent costly consumer boat repairs.
  - Twenty meetings on controlling invasive species were held reaching over 800 people.
  - Over 21,000 people received information via Web versions of technical reports, English and Spanish fact sheets, blog posts and radio Public Service Announcements.
- Expanded the number and size of demonstration pilot sites from 30 acres in Fiscal Year 2010-11 to 100 acres in Fiscal Year 2011-12 using habitat restoration techniques learned from research in collaboration with U.S. Fish and Wildlife Service, City and County Parks and Recreation Departments, Barnett Ranch Open Space Park, University of California, Irvine and Irvine Ranch Conservancy.
  - Currently, there are 16 demonstration pilot sites in place with good control of invasive weeds utilizing this research. An additional four field trials/demonstrations will be implemented in Fiscal Year 2012-13. Managers of natural habitats are being trained utilizing these methods of invasive weed control.
- Conducted research projects on various crop types to evaluate water use levels and newer varieties or alternate crops for the region, including blueberries, blackberries, avocados, guava, mandarins, pomegranate and carambola (star fruit). As water prices continue to rise, the new crop types are expected to consume less water, thereby increasing and bolstering economic growth.
  - The blueberry plots have proved to be a great alternative for both conventional and organic small-scale producers in Southern California, however, providing the proper variety and production system are crucial for profitability. Research will continue in Fiscal Year 2012-13 to find the proper variety and production system.
  - Blackberries and raspberries do not look as promising as none of the varieties evaluated produced a consistent quality of marketable fruit. Further research is necessary with newer varieties along with more intensive production systems to assess their potential. Research will continue as funding permits in Fiscal Year 2012-13.
  - As funding allows, research on guava, mandarins, pomegranate and carambola will continue in Fiscal Year 2012-13.

Strategic Initiative – Safe and Livable Communities

- Continued to work collaboratively with County departments, fire authorities, government agencies, University staff and community groups and enhanced wildfire-related research, education and outreach by conducting 20 meetings and two webinars to facilitate interagency collaboration for wildfire preparedness and safety for residents.
  - One webcast, "Fire Adapted Communities" provided viewers with information on developing an integrated and collaborative approach in fire management and community fire safety.
- Continued collaborative work on the development of Goldspotted Oak Borer (GSOB) education and outreach programming with GSOB and forest health interagency workgroups. Cooperatively pursued opportunities for further GSOB research, education and outreach.
  - Completed 6-month follow-up survey from 46 GSOB workshop attendees who requested further information to assess retained knowledge, actions taken, expanded outreach and further resource needs. Sixty-nine percent of the 17 returned surveys reported significantly improving their knowledge on GSOB and 33% have shared learned GSOB research information with others.
  - In conjunction with County Parks and Recreation, agency partners and an independent contractor, a survey was distributed to an estimated 410 campers to measure their knowledge and attitudes about invasive pests in firewood and firewood use practices. The results are being analyzed.
- Promoted and supported the Master Gardener volunteer program and continued to provide a phone hotline, educational exhibits and other activities on home horticulture for county residents.

- Over 11,600 Master Gardener volunteer hours contributed to hosting 36 educational exhibits with over 8,500 contacts made throughout the County.
- An "Autumn in the Garden" event was attended by 1,300 county residents.

2012-14 Objectives

Strategic Initiative – Healthy Families

- Improve youth development, school readiness and nutrition in the region.
  - Provide administrative and instructional material support for 350 4-H volunteer leaders in order to conduct community-based educational programs to 25 4-H clubs, seven after-school sites and eight Military 4-H sites.
  - Provide parent education in the topics of early literacy and school readiness to 1,000 parents of preschoolers throughout the county.
  - Provide nutrition education for 400 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety.

Strategic Initiative – Sustainable Environments

- Protect water quality and promote water conservation.
  - Complete eight agricultural water workshops to educate agricultural and other water users about stormwater regulations and requirements, best management practices, recordkeeping and employee training.
  - Deploy two additional informational water quality kiosks throughout the agricultural community to teach the importance of preventing excess water from leaving agricultural properties and entering the storm drainage system.
  - Provide annual displays at the Carlsbad Flower Fields and the San Diego County Fair on examples of water quality and runoff control best management practices for growers and the general public to view and use the self-assessment materials on their own properties.
- Continue conducting research projects on various crop types to evaluate water use levels and newer varieties or alternate crops for the region, including blueberries, avocados, guava, mandarins, pomegranate, and carambola (starfruit). As water prices continue to rise, the new crop types would be anticipated to consume less water thereby increasing and bolstering economic growth.
- Protect water quality and prevent costly consumer saltwater boat repairs by providing outreach information for agency staff, boating organizations, associated industry groups and boaters on controlling invasive species that foul the bottoms of recreational boats.
- Provide outreach information for agency staff, associated industry groups and other interested stakeholders on controlling invasive, freshwater mussels that foul freshwater delivery systems and outcompete native life.
- Expand the number and size of demonstration pilot sites of habitat restoration techniques learned from research in collaboration with U.S. Fish and Wildlife Service, City and County Parks and Recreation Departments, Barnett Ranch Open Space Park, University of California, Irvine and Irvine Ranch Conservancy to 200 acres.

Strategic Initiative – Safe Communities

- As wildfires continue to pose a threat to San Diego residents, investigate stakeholder needs and resource opportunities to further develop wildfire education and outreach programming.
- As the Goldspotted Oak Borer continues to decimate oak trees, research the capacity to expand and enhance the existing program established as a foundation for Goldspotted Oak Borer program education and outreach.

Related Links

For additional information about the Farm and Home Advisor Office, refer to the website at www.sdcounty.ca.gov/fha.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Staff-provided administrative assistance for projects, grants, and contracts (# projects/ total $ value of projects, grants, and contracts)	48 projects/[1] $2,798,857	50 projects/ $4,000,000	48 projects/ $2,750,000	48 projects/ $2,750,000	45 projects/ 2,500,000[2]
Staff-provided coordination, and assistance, and training for 4-H, Master Gardener, and other related volunteer programs (# volunteers/ volunteer hours)	1,140 vol/[1] 226,011hrs	1,100 vol/ 200,000 hrs	1,000 vol/ 210,000 hrs	1,100 vol/ 200,000 hrs	1,000 vol/ 205,000 hrs
Research new specialty crops and varieties such as dragon fruit, specialty vegetables, and blueberries to determine commercial viability	2 projects	2 projects	2 projects	2 projects	2 projects
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management, and food safety[1]	484[1, 3] families	200 families	410 families	400 families	400 families

Table Notes

[1] The figures for the Fiscal Year 2010-11 Actuals have been revised due to more current information.

[2] The Fiscal Year 2013-14 proposed projects and funding figures reflect a decrease due to a temporary reduction in advisor staff and decreasing pool of grant funds.

[3]Adopted participant numbers for performance measures in nutrition education are set by State funding contract requirements; Actual participant numbers are routinely higher.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Decrease of 1.00 staff year due to operational changes and consolidation of duties.

Expenditures

No net change.

- Salaries and Benefits — Net decrease of $0.06 million due to the reduction of 1.00 staff year as described above.
- Services and Supplies — Net increase of $0.06 million due to costs associated with contracted services in Special Department Expense.

Revenues

No change.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

No significant change.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Farm and Home Advisor	5.00	3.00	2.00	(33.3)	2.00
Total	5.00	3.00	2.00	(33.3)	2.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Farm and Home Advisor	$ 953,058	$ 853,058	$ 853,058	0.0	$ 853,058
Total	$ 953,058	$ 853,058	$ 853,058	0.0	$ 853,058

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 351,975	$ 181,549	$ 119,460	(34.2)	$ 122,020
Services & Supplies	601,083	671,509	733,598	9.2	731,038
Total	$ 953,058	$ 853,058	$ 853,058	0.0	$ 853,058

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Purpose Revenue Allocation	$ 853,058	$ 853,058	$ 853,058	0.0	$ 853,058
Total	$ 953,058	$ 853,058	$ 853,058	0.0	$ 853,058

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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, community ownership, and civic pride through more than 150 programs, events and activities at five community centers, two recreation centers and state-of-the-art sports complexes. Our award-winning park system includes 35 local and six regional parks, eight camping parks, over 300 miles of trails, fishing lakes, ecological preserves, and open space preserves. The Department operates and manages more than 45,000 acres of park lands and eight 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 San Diego County by providing opportunities for high quality parks and recreation experiences and preserving regionally significant natural and cultural resources.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted healthy and active lifestyles and fostered positive development for youth through programs and services that created rewarding recreational experiences and promoted community involvement and kept communities safe.
  - Hosted two Teens on Trails group events that promoted healthy lifestyles and civic responsibility, while providing a valuable service to the community.
  - Fostered positive development of 6,500 kids through 175 recreational programs and services that increased physical, intellectual, social and/or emotional abilities.
  - Promoted environmental awareness and responsibility through environmental education programs at 22 school facilities, exceeding the goal of 10.
  - Increased recreational opportunities for youth with school-sponsored sports activities at five park facilities.

Strategic Initiative – Environment

- Acquired, preserved, and enhanced significant natural and historical/cultural resources and designed, developed, and operated park facilities in an environmentally responsible and efficient manner that promoted resource sustainability.
  - Increased environmental stewardship by educating 3,500 youth about the importance of natural resources, conservation and sustainability through the Energy Saving Adventures and Outdoor Adventures Program, exceeding the goal of 2,000 youth.
  - Promoted energy efficiency and use of renewable resources by participating in 75 outreach events that focused on public education of conservation and sustainability practices.
  - Utilized the Mitigation Land Policy, adopted by the Board of Supervisors, by generating $80,000 of revenue for acquisitions and operations and maintenance for Multiple Species Conservation Program (MSCP) lands, exceeding goal of $75,000.
  - Acquired 474 acres within the MSCP plan areas, exceeding goal of 375.
  - Improved energy and water efficiency in 12 department facilities by retrofitting and installing new water- and energy-efficient equipment, acquiring electric vehicles, replacing older vehicles with energy-efficient ones and reducing water and energy usage, exceeding the goal of 8 park facilities.
  - Installed five new solar trash compacting receptacles at parks to maintain service levels and reduce maintenance costs and staff time for trash disposal.
  - Replaced trees affected by the Gold Spotted Oak Borer at six park locations to protect the current Live Oak tree population and replaced diseased and dying trees with varieties of pest resistant oak trees.

Strategic Initiative – Safe and Livable Communities

- Acquired, developed and maintained facilities that support community needs, provided safe and accessible opportunities to gather, promoted park stewardship and celebrated diversity while connecting communities.
  - Received $1.9 million in grant awards and $1.5 million in donations to help ensure stability and operations at the various park facilities.
  - Provided extra security for park users by increasing volunteer patrol hours by 51% (from 2,962 to 4,497 hours) to assist in creating safer parks and preserves, exceeding goal of 10%.
  - Promoted healthy lifestyles for 2,191 adults and seniors through participation in 82 recreation programs, exceeding goal of 2,000 adults and 60 recreation programs.
  - Identified two program sponsors for the County Adopt- A-Trail Program to foster community ownership in the maintenance and security of the County's trail systems.
  - Provided inviting and accessible places for recreation by designing new facilities and retrofitted four existing park facilities to be ADA accessible, exceeding goal of three.
  - Provided added safety and security measures at six existing park facilities through installation of security cameras, shade structures and sidewalks.
  - Enhanced parks and increased recreational opportunities for the public by completing seven park development projects in five communities.
  - Mitigated fire fuel hazards and maintained fire safe zones at 40 park facilities, exceeding goal of 24 park facilities.
  - Certified three department employees through the Department of Environment Health for pool operation and maintenance so they can provide on-site maintenance and reduce operating costs.
  - Established six mutual aid agreements between departments and law enforcement/fire agencies to increase park safety and enforcement response times by identifying agency roles and responsibilities.
  - Added three community gardens, to build better health, foster community ownership and enhance civic pride.

Required Discipline for Excellence – Regional Leadership

- Received a 2011 National Recreation and Park Association's Commission for Accreditation of Park and Recreation Agencies certifying the Department as a national accredited parks and recreation system for its excellence in operation and service. The department met all 144 Fundamental Standards and is the first accredited county in California.
- Developed the Cost Recovery, Resource Allocation, and Revenue Enhancement Plan. The plan focused on short and long-term implementation strategies that will ensure financial stability and decrease the Department's reliance on General Purpose Revenue. It identified core services and any duplication of services, provided a blueprint for resource allocation, and recommended pricing strategies and revenue enhancement opportunities.

2012-14 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.
  - Reduce the incidence of crime by incorporating the principles of Crime Prevention through Environmental Design (CPTED) at two park facilities and based on the experience develop guidelines that incorporate these principles into future park projects. This can be achieved with practical access control (doors, fences), surveillance (lighting, windows, landscaping), territorial reinforcement (signs, sidewalks), and maintenance (code enforcement, community clean-ups) in park facilities.
  - Enhance parks image and safety through public partnerships whereby 1,040 hours of service contributions are provided for removal of graffiti, homeless encampments, weed abatement, debris and exotic or non-native plant species.
  - Increase communications and public safety by updating the department's park-to-park radio system throughout the park system by restructuring the radio communication/emergency system in collaboration with the Sheriff's Department and provide three service radio communication trainings.
  - Evaluate and post signage of evacuation routes for 100% of all DPR campgrounds.

- Complete Playground Safety Inspections on 30 playgrounds and provide three trainings on safety inspection guidelines for Development and Operations staff.
- Create safer parks and preserves by providing extra security through volunteer patrol, contributing 5,000 volunteer patrol hours annually.

Strategic Initiative – Sustainable Environments

- Acquire, develop and maintain facilities that support and promote park stewardship and environmental sustainability and efficiency.
  - Utilize the Mitigation Land Policy to generate $80,000 of revenue for acquisitions and operations and maintenance for Multiple Species Conservation Program (MSCP) lands.
  - Acquire 375 acres within the MSCP plan areas. Complete two Resource Management Plans that include passive recreational opportunities.
  - Upgrade two park facilities with artificial turf to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.
  - Install two photovoltaic systems (solar panels) at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs.
  - Increase environmental stewardship by educating 2,000 youth about the importance of natural resources, including conservation and sustainability strategies through Energy Saving Adventures and Outdoor Adventure Programs.
  - Enhance the existing Discovery Kit environmental education program material and expand the program to two additional sites.
  - Replace trees affected by the Gold Spotted Oak Borer at five park locations to protect the current Coast Live Oak tree population and replace diseased or dying trees with varieties of pest resistant oak trees.
  - Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of fuel management practices.
  - Install five new solar trash compacting receptacles at parks to maintain service levels and reduce maintenance costs and staffing time for trash disposal.
  - Improve energy and water efficiency in eight department facilities by various means, such as native landscaping retrofitting, installing new water- and energy-efficient equipment, replacing older vehicles with energy-efficient vehicles, and reducing water and energy usage.

Strategic Initiative – Healthy Families

- Develop and enhance park patron experience and promote healthy lifestyles by increasing recreational opportunities and educational programs
  - Perform comprehensive Active Living assessments at three parks using DPR's new Healthy Edge Park Design Guidelines. Use the assessment to develop a "health report card" and improvement strategy for the facilities.
  - Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs.
  - Foster positive development of 5,500 youth through 150 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
  - Develop and enhance two County park trails to promote health and fitness.
  - In collaboration with six school-sponsored sports activities, increase recreational opportunities for youth at park facilities.
  - Incorporate the County's health initiative "*Live Well, San Diego!*" and other health-related messages into two environmental educational programs and three promotional publications.

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at http://www.sdcounty.ca.gov/parks/. Follow us on Facebook and Twitter at http://www.facebook.com/CountyofSanDiegoParksandRecreation and http://twitter.com/sandiegoparks.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Number of parkland acres owned and managed	45,187	45,275	45,661	46,036	46,236
Number of volunteers/number of volunteer hours[1]	3,021/ 94,890	3,000/ 94,500	3,000/ 96,035	3,000/ 96,035	3,000/ 96,035
Number of unduplicated Youth Diversion participants [2]	5,778	5,500	6,500	6,500	6,500
Number of park facilities improved or developed	8	7	7	7	7
Number of miles of trails managed in the County Trails Program	326	328	328	330	330
Percent /Number of camping reservations placed online	72%/ 16,000	65%/ 15,200	72% 16,000	72% 16,000	72% 16,000
Number of water gallons saved at smart irrigation controller converted facilities [3]	N/A	17,000,000	23,000,000[4]	25,000,000	27,000,000

Table Notes

[1] The term "Volunteers" in this performance measure refers to the total number of unregistered, one-day volunteers. It includes registered volunteers such as park host volunteers, volunteer patrol and docents.

[2] Youth diversion programs consist of Department recreation facilities, sports programs; teen programs and special events; An unduplicated youth is counted once regardless of being registered in multiple programs.

[3] This was a new measure as of Fiscal Year 2011-12. Due to declining water resources, in December 2009, DPR began implementing conservation measures and tracking water usage through smart irrigation controllers which tailor watering schedules and run times automatically to meet specific landscape needs at various park sites. As of June 2011, the Department is projected to install smart irrigation controllers at 19 park facilities. By achieving this goal, the Department will meet the objective of improving energy and water efficiency.

[4.] Installation of smart irrigation controllers at 19 park facilities was accomplished by June 2011. As of March 2012, 17 of the facilities are being monitored now that budgeting information was provided by outside agencies. Total water gallons saved was greater than anticipated. Fiscal Year 2012-13 projections are based on all 19 facilities being monitored.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of $0.07 million. Net increase in salaries and benefits as a result of negotiated labor agreements and County retirement contributions. Net decrease in operational costs due primarily toea decrease in costs from Public Liability Insurance, the completed purchase of Capital Asset Equipment and a reduction of temporary staff supporting County Service Areas.

Revenues

Net decrease of $0.07 million.

- Licenses Permits & Franchises — increase of $0.2 million is due to additional development in Park Land Dedication areas.

- Intergovernmental Revenues — increase of $0.3 million is due to the reclassification of grant funds from Charges for Current Services and increased grant funding from the Coastal Impact Assistance Program.
- Charges for Current Services — net decrease of $0.2 million is due to the reclassification of grant funds to Intergovernmental Revenues and the reduction revenue due to recent approval by the Board of Supervisors to amend the fee schedule to allow military veterans who quality for the State Distinguished Veterans Pass to access all County operated campsites and regional parks free of charge. These decreases are partially offset by additional revenue generated through implementation of the department's new business plan which consists of alternative funding such as donations and sponsorships and the review of current fee schedules.
- Miscellaneous Revenues — increase of $0.07 million is due to the revenue contract agreement with the San Elijo Lagoon Conservancy.
- Other Financing Source — decrease of $0.1 million is due to a reduction in staff support to the County Service Areas.
- Use of Fund Balance — decrease of $0.9 million. A total of $2.0 million is budgeted for major maintenance projects identified through a facility condition assessment and other priority maintenance needs. Projects include the renovation and repair of park recreation facilities.
- General Purpose Revenue Allocation — increase of $0.7 million in ongoing revenue to restore park hours, thereby eliminating the risk of closures due to increased operational costs such as salaries and benefits. These hours were previously funded with one-time resources; and, for the annual maintenance of Smugglers Gulch which borders the Tijuana River Valley Open Space Preserve.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $1.2 million is primarily due to completed major maintenance projects offset by an increase for negotiated labor agreements and an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Parks and Recreation	175.00	175.00	175.00	0.0	175.00
Total	175.00	175.00	175.00	0.0	175.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Parks and Recreation	$ 31,218,200	$ 29,520,207	$ 29,489,776	(0.1)	$ 28,280,195
Park Land Dedication	563,900	568,900	714,728	25.6	713,728
Park Special Districts	3,687,351	3,718,259	3,536,849	(4.9)	3,551,403
Total	$ 35,469,451	$ 33,807,366	$ 33,741,353	(0.2)	$ 32,545,326

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 17,429,920	$ 18,122,623	$ 18,198,297	0.4	$ 18,748,746
Services & Supplies	15,783,426	13,433,736	13,402,811	(0.2)	11,612,319
Other Charges	40,000	60,000	80,000	33.3	80,000
Capital Assets Equipment	181,000	181,000	145,000	(19.9)	145,000
Operating Transfers Out	2,035,105	2,010,007	1,915,245	(4.7)	1,959,261
Total	$ 35,469,451	$ 33,807,366	$ 33,741,353	(0.2)	$ 32,545,326

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 1,818,829	$ 1,777,123	$ 1,762,720	(0.8)	$ 1,762,720
Taxes Other Than Current Secured	16,756	11,506	10,479	(8.9)	10,479
Licenses Permits & Franchises	478,950	483,950	657,978	36.0	657,978
Revenue From Use of Money & Property	905,331	944,622	930,217	(1.5)	930,217
Intergovernmental Revenues	930,333	312,439	592,791	89.7	554,499
Charges For Current Services	5,200,965	5,318,866	5,110,890	(3.9)	5,168,510
Miscellaneous Revenues	10,000	70,000	139,000	98.6	120,000
Other Financing Sources	2,035,106	2,010,007	1,915,245	(4.7)	1,959,261
Use of Fund Balance	5,000,000	3,113,182	2,191,165	(29.6)	147,663
General Purpose Revenue Allocation	19,073,181	19,765,671	20,430,868	3.4	21,233,999
Total	$ 35,469,451	$ 33,807,366	$ 33,741,353	(0.2)	$ 32,545,326

Planning and Land Use

Department Description

The Department of Planning and Land Use (DPLU) ensures that new and existing development promotes safe and livable communities by applying land use policies. Typical land use policies include fire resistant construction standards and setbacks, building codes and other planning tools to preserve and protect San Diego County and its residents. DPLU works with property owners to process privately initiated land development projects including residential, commercial and industrial development. Since land development projects are a collaborative effort involving the public and local government, DPLU has an ongoing commitment to improve the land development process through efficiencies that result in reduced costs and processing times for the County and project applicants.

Mission Statement

To enhance the safety and livability of communities through the efficient application of land use programs that balance growth and conservation.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reduced risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
  - Reviewed all proposed building plans to ensure homes are properly designed.
  - Explained building code requirements and developed educational tools such as online tools to simplify the explanation of codes to the public.
  - Conducted over 23,000 building inspections during construction to ensure homes are built in accordance with approved building plans.
  - Worked with the Department of General Services to provide efficient, cost effective plan check and inspection for County facilities including the Ramona and Fallbrook libraries, park facilities, and the San Pasqual Academy.
- Protected livable communities through the consistent application and reasonable implementation of County land use and zoning standards.
  - Completed the General Plan Update, resulting in significant improvement to community design and development.

  - Ensured proposed development meets community guidelines and sustains community character.
  - Ensured proposed development occurs in areas safe for growth, away from hazards such as unsafe slopes, geologic fault lines, flood or other natural hazards.
- Reduced risks of wildfire by collaborating with the San Diego County Fire Authority in the application of land use policies that promote development that mitigates wildfire impacts.
  - Ensured proposed development meets wildfire setback requirements and conforms to fire safe codes approved by fire agencies. This protects new homes as well as existing communities.
  - Developed a Community Evacuation Route Study for the communities of Jamul/Dulzura and Valley Center. These pilot-studies assess the need for additional roads for evacuation in times of emergencies such as wildfires.
  - Implemented the 2011 Consolidated Fire Code, which consolidated the fire codes of the 16 individual fire districts and the County Service Area 135.
- Improved community health and safety conditions through removal of vacant dilapidated buildings and elimination of substandard housing.
  - Responded to the public within 24 hours of receipt of 1,200 new code complaints and closed over 1,600 cases.
  - Improved quality of life through the abatement of hazardous living conditions in communities within the unincorporated county.
- 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 four proposed amendments to the County's land development ordinances that improve business process, simplify regulations and reduce processing times for customers, including the General Plan Update, Board Policy I-63, General Plan Amendment Initial Review, a Zoning Ordinance Clean Up, and Groundwater Ordinance Amendment.

Strategic Initiative – Environment

- Completed the American Recovery and Reinvestment Act (ARRA) Energy Stimulus programs, including the Energy Code Update, Solar Photovoltaic Expedite Program and Climate Action Plan. ARRA grant projects allow the County to implement key energy programs at a reduced cost to customers and the County. More than 1,400 photovoltaic permits were issued this year, over a 400% increase from 2008-09 levels.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.

Required Discipline – Continuous Improvement

- Reengineered the Code Enforcement program process for Zoning and Building violations to improve coordination between County departments and the customer. The resulting changes have improved self-compliance by the customers and reduced County costs to oversee the program.
- Continued to implement process improvement to streamline the land development process to reduce processing costs and times for customers as well as the County.
  - Developed outreach and education materials for customers regarding the land development process. The land development process can be complicated and challenging based on the state and federal requirements that local agencies must enforce. The development of outreach materials to explain the process simplifies efforts for customers.
  - Initiated a process improvement to convert discretionary Site Plan permits to over-the-counter ministerial permits. Discretionary permits often take several months to process, while ministerial permits can be issued in a much shorter time frame for customers. The shorter processing time will reduce customer costs. This project will be fully implemented in Fiscal Year 2012-13.
  - Conducted two reengineering projects, including Minor Deviations and Code Enforcement.
  - Developed a Building Inspection Self-Certification program. This program is a private/public collaboration between the County and builders to improve the efficiency of the building inspection process. It allows builders the opportunity to self-certify certain building inspections, thus reducing the time for a County building inspector to visit the project site.

Required Discipline – Information Technology

- Continued implementation of Business Case Management System (Accela) in Fiscal Year 2011-12. This land development permitting system integrates permits, accounting and timekeeping; facilitates a collaborative environment that empowers the residents and the County by increasing accessibility and transparency of information; and ensures high value services are delivered in the most efficient and timely manner. Full implementation will be complete in Fiscal Year 2012-13.

Required Discipline – Fiscal Stability

- Managed budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability through cross-training staff, reengineering assessment and utilizing overflow contracts for peak work periods.
  - Building permit workload remained flat Fiscal Year 2011-12. Some permit categories increased while other categories decreased, but overall workload remained flat.
  - Discretionary permit workload remained flat for Fiscal Year 2011-12.

Required Discipline – Customer Satisfaction

- Revamped the Code Enforcement website to allow for online submittal of code complaints. The new site explains the code enforcement process, necessary information to file a complaint, and online forms. The resulting changes reduce overhead costs for the County and improve transparency and access for the public.
- Ensured customer satisfaction with the core services provided by department staff as key indicators of the Department's operational performance. Customer service will be solution oriented, responsive and promote clear communication.

2012-14 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 homes are properly and safely designed.
- Explain building code requirements and develop educational tools to simplify codes for the public.
- Conduct building inspections during construction to ensure homes are built in accordance with approved building plans.

- Improve community health and safety conditions through elimination of dilapidated buildings and removal of substandard housing.
  - Respond to the public within 24 hours of receipt of code complaints.
  - Improve public safety through the abatement of hazardous living conditions such as abandoned homes and dilapidated structures within the unincorporated areas of the county.
- Complete a new GIS application for damage assessment reporting during disasters. The new application will increase reporting frequency and thus reduce the time the County must wait for information on disaster impacts.

Strategic Initiative – Sustainable Environments

- 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 to the Board of Supervisors by March 2013 the Forest Conservation Initiative General Plan Amendment which will enhance economic opportunities in the East County.
  - Complete and report by June 2013 on the Purchase of Agriculture Conservation Easement Pilot Program which supports the local agriculture industry and the preservation of community character.
  - Initiate by June 2013 public review of the Equine Ordinance Environmental Impact Report (EIR) which will streamline regulations related to commercial horse operations.
  - Present to the Board of Supervisors by June 2013 a new Housing Element Amendment to maintain a General Plan that is in compliance with State law.
- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implement Board of Supervisors directed recommendations to improve the land development process for customers. This includes a shift in culture and role to find project solutions and help customers navigate the land development process.
- Continue to identify and implement performance improvements to streamline the land development process to reduce processing costs and time for customers as well as the County.
- Complete the Site Plan conversion of discretionary permit requirements to ministerial permits by December 2012.
- Initiate a new discretionary to ministerial permit conversion to substantially reduce processing time and cost for applicants and the County.
- Expand online permit opportunities for building permits so that customers can minimize actual visits to County facilities, thus reducing wait times and saving customers' money.

Required Discipline for Excellence – Information Services

- Expand the mobile workforce capabilities for building inspectors and code enforcement through new systems that enable real-time access to land development permit systems from mobile devices used by field inspectors.
- Convert Code Enforcement forms from hard copy to electronic format to improve turnaround times and reduce overhead costs.
- Upgrade the customer routing/flow management system (Q-Matic), for the permit center to make the permit process more responsive to customer needs and thus reduce customer time and cost.

Required Discipline for Excellence – Customer Satisfaction

- Develop and implement a staff training and mentoring program that is centered around customer service and incorporates values such as project ownership and accountability, organizational acumen, effective communication and outcome focus.
- Complete implementation of the Business Case Management System (Accela) which will integrate permit activity, timekeeping and financial management for land development projects.

Required Discipline for Excellence – Regional Leadership

- Create and implement a program that allows applicants for privately-initiated development projects to rely on the General Plan Update Environmental Impact Report for certain environmental impact assessments. As a result, applicants will no longer need to assess, analyze and/or mitigate cumulative project impacts that are required under the California Environmental Quality Act (CEQA). This will save applicants money and several months in the permit process.

Related Links

For additional information about the Department of Planning and Land Use, refer to the website at http://www.sdcounty.ca.gov/dplu/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Building and Zoning Counter Wait Time (in minutes)	20	20	19[1]	20	20
Achieve 15 day turnaround for Residential Plan Checks (% goal met)	95%	80%	98%[2]	95%	95%
Percentage of Building Inspections completed next day	100% of 23,597	100% of 25,000	100%[3] of 23,000	100% of 23,000	100% of 25,000
Project Planning average turnaround times (average days variance - early or late variance / amount of tasks closed on time)	3 days early for 8,117 tasks	2 days early for 8,300 tasks	2 days early for 6,200 tasks[4]	2 days early for 6,500 tasks	2 days early for 6,500 tasks
Project Planning percentage of on time performance / amount of closed tasks	85% of 8,117 asks	80% of 8,300 tasks	82% of 6,200 tasks	85% of 6,500 tasks	85% of 6,500 tasks
Project Planning average backlog in weeks (average weeks backlog = total open hours / total scheduled productive hours)	2.0	2.0	1.9	2.0	2.0
Project Planning number of discretionary projects to reach final decision and resolution	372	350	380	350[5]	350
New GIS layers added to the Enterprise Data Maintenance Environment	50	12	14[6]	10	10

Table Notes

[1] Ongoing staffing reductions have been implemented over the past 5 years. Several reengineering activities have enabled the Counter Services to maintain reasonable customer wait times.

[2] The 98% outcome surpassed the target goal; however, this was due to several reengineering and process improvements that have been implemented in recent years. It is also due to the long-term tenure of many of the staff currently working counter operations. Low turnover, in addition to high quality service, has contributed to high efficiency and performance.

[3] Although the Department is achieving 100% of next day inspections, several of the outlying areas of the County only offer inspections a few times a week. Next day inspection is defined by completing the inspection the next day an inspector is scheduled to be in such an outlying community.

[4] Estimated tasks have decreased due to a decline in workload tied to economic slowdown and building industry trends. Tasks have traditionally been used to manage and track workload within the land development process. DPLU is shifting from a task management approach to an empowered project manager approach. As such, the assignment and use of tasks may decrease even though the amount of work remains. This may result in a decrease of tasks reported through this measurement.

[5] The number of discretionary permits to reach final decision is expected to decrease in future years based on a decline in new permit applications related to the economic slowdown. Further, the permit mix can vary year to year based on market conditions. In Fiscal Year 2011-12, there was an increased number of small projects that reached decision, causing the increase. However, with declining new applications submitted in Fiscal Year 2011-12, the estimated number of projects to reach decision in future years is expected to decline.

[6] Estimated number of new layers of information has decreased due to the complexity of new layers and overall business need. Fewer new layers are needed after a significant increase of informational layers were added by County departments in Fiscal Year 2010-11.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Decrease of 3.00 staff years as follows:

- Decrease of 2.00 staff year in Code Enforcement as a result of reengineering, cross-training and automation of services.
- Decrease of 1.00 staff year in LUEG GIS Support as a result of reorganization of duties within the division.

Expenditures

Net decrease of $7.3 million.

- Salaries and Benefits — net decrease of $1.5 million due to the staffing reductions listed above as well as salary adjustments for underfilled and vacant positions offset by an increase for negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — net decrease of $5.8 million.
  - Increase of $0.1 million in anticipated facility and utility costs related to the relocation to the County Operations Center in August 2012.
  - Decrease of $5.9 million in services and supplies accounts in consultant contracts related to completion of grant funded consultant contracts and completion of one-time only funding Business Process Reengineering (BPR) initiatives as well as IT accounts for implementation and software costs for the Business Case Management System (Accela). This is offset by new one-time only funded IT initiatives for mobile office implementation, Q-Matic upgrade and electronic document submittal.

Revenues

Revenue reflected in the Fiscal Year 2012-14 Operational Plan assumes the adoption of an annual fee revision prepared in accordance with Board of Supervisors Policy B-29 *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*, for the purpose of establishing fees for services provided by this department.

Net decrease of $7.3 million.

- License Permits & Franchises – decrease of $0.5 million related to the downturn in the overall economy.
- Intergovernmental Revenues — decrease of $4.1 million primarily related to completion of grant projects for the Energy Efficiency Conservation Block Grants.
- Charges for Current Services — decrease of $0.4 million related to the downturn in the overall economy.
- Use of Fund Balance — a net decrease of $2.6 million. A total of $6.8 million is budgeted for use as follows: $1.0 million of General Fund fund balance for the Homeowner Relief and Green Building Permit Fee Waivers; $5.8 million of Land Use and Environment Group Fund Balance for Business Case Management System (Accela) mobile workforce tools ($0.1 million); Q-Matic customer flow management system upgrade ($0.1 million); Electronic Document Submittal ($0.3 million); BCMS implementation cost in the Land Development program ($0.4 million); as well as rebudgets for one-time funding related to the Purchase of Agriculture Conservation Easements (PACE) ($2.0 million), Zoning Ordinance Update ($1.4 million), Greenhouse Gas Guidelines ($0.3 million), Accela training ($0.4 million), building permit fee waivers related to Firestorm 2007 ($0.6 million) and waste abatements ($0.2 million).
- General Revenue Allocation — net increase of $0.2 million for cost of living increases in Salaries and Benefits.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $3.6 million due primarily to the anticipated completion of one-time projects offset by negotiated labor agreements and an increase in retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Support Services	14.00	13.00	13.00	0.0	13.00
Advance Planning	10.00	11.00	11.00	0.0	11.00
Regulatory Planning	76.00	65.00	65.00	0.0	65.00
Building	42.00	40.00	40.00	0.0	40.00
Codes Enforcement	22.00	21.00	19.00	(9.5)	19.00
LUEG GIS Support	11.00	10.00	9.00	(10.0)	9.00
SanGIS	4.00	4.00	4.00	0.0	4.00
Total	196.00	164.00	161.00	(1.8)	161.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Support Services	$ 6,418,505	$ 4,567,434	$ 2,516,498	(44.9)	$ 2,595,280
Advance Planning	4,142,907	8,699,873	4,918,080	(43.5)	1,334,742
Regulatory Planning	10,859,693	9,068,937	8,200,259	(9.6)	8,474,039
Building	5,450,691	6,043,798	5,693,702	(5.8)	5,344,399
Codes Enforcement	2,803,481	2,814,497	2,602,202	(7.5)	2,509,465
LUEG GIS Support	1,612,494	1,437,717	1,406,307	(2.2)	1,466,908
SanGIS	932,004	870,781	829,317	(4.8)	845,692
Total	$ 62,496,736	$ 33,503,037	$ 26,166,365	(21.9)	$ 22,570,525

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 21,677,655	$ 19,004,418	$ 17,487,966	(8.0)	$ 17,642,622
Services & Supplies	40,020,668	14,640,335	8,861,390	(39.5)	5,084,417
Expenditure Transfer & Reimbursements	—	(141,716)	(182,991)	29.1	(156,514)
Total	$ 62,496,736	$ 33,503,037	$ 26,166,365	(21.9)	$ 22,570,525

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 2,366,762	$ 2,799,962	$ 2,342,647	(16.3)	$ 4,077,473
Fines, Forfeitures & Penalties	586,050	570,000	570,000	0.0	500,000
Revenue From Use of Money & Property	—	1,000	1,000	0.0	1,000
Intergovernmental Revenues	8,738,750	4,598,967	542,767	(88.2)	559,142
Charges For Current Services	10,843,861	8,998,043	8,623,091	(4.2)	9,612,742
Use of Fund Balance	19,234,787	9,423,803	6,779,887	(28.1)	179,887
General Purpose Revenue Allocation	20,309,602	7,111,262	7,306,973	2.8	7,640,281
Total	$ 62,496,736	$ 33,503,037	$ 26,166,365	(21.9)	$ 22,570,525

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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: County-maintained roads; traffic engineering; private land development civil engineering review and construction inspection; design engineering and construction management; land surveying and map processing; cartographic services; watershed quality and flood protection; County Airports; solid waste planning and diversion; inactive landfill management; wastewater systems management; environmental review services and special districts services.

Mission Statement

Preserve and enhance public safety and quality of life through reliable, cost effective infrastructure.

Foster partnerships that strengthen relationships with communities and industry.

Provide quality and responsive service through highly motivated, professional and knowledgeable staff in a safe work environment.

Continually improve quality of service through optimal resource management.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Completed the environmental review process for the South Santa Fe Avenue – South Segment Reconstruction Project in coordination with Caltrans in order to position the project for federal funding.
- Completed construction of Jamacha Boulevard Phase 2 to improve the roadway to an acceptable level of service, and improve safety by providing pedestrian and bicycle accommodations.
- Prepared four road reviews (goal was four) to evaluate County roads with higher than statewide average collision rates and recommend implementation measures to help reduce the number of collisions.
- Cleaned 450 miles of sewer mains (goal was 450) within the sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
- Inspected 20 miles of targeted sewer mains (goal was 20) within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs to reduce the risk of sanitary sewer spills.
- Upgraded wastewater treatment processes at the Rancho del Campo Water Pollution Control Facility to ensure compliance with regional water quality standards and to protect public health and the environment.
- Completed three public outreach presentations (goal was three) to North County neighborhood associations and local organizations regarding McClellan-Palomar Airport operations and the County's efforts to minimize noise impacts.

Strategic Initiative – Environment

- Performed over 8,000 stormwater inspections (goal was 8,000) during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
- Protected a sustainable watershed.
  - Provided water quality and watershed education by conducting 160 presentations (goal was 150) to high school students at 90% of unincorporated county public high schools 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 18 community events (goal was 15) throughout the unincorporated areas of the County.
  - Removed 26,000 cubic yards of debris from culverts, drainage channels and roads (goal was 25,000) through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean.

- Swept 16,800 lane-miles of roadway to clean debris from road surfaces (goal was 16,200) and prevent pollution of the county's rivers, bays and ocean.
- Completed a Hazardous Material Remediation study at Gillespie Field. Obtained a Federal Aviation Administration (FAA) grant of $200,000 for the study, which included soils testing and proposed cleanup measures. The study was an FAA requirement for using an area of Gillespie Field for enhanced aviation development.
- Identified two roadway corridors - Jamacha Road, from Sweetwater Road to Grand Avenue in Spring Valley, and South Mission Road from Sterling Bridge to Winterhaven Road in Fallbrook (goal was one corridor) with closely spaced signalized intersections for purposes of developing traffic signal retiming plans. Implemented traffic signal coordination on both corridors to improve traffic congestion and reduce delays.

- Attended 100 Watershed Urban Runoff Management Program (WURMP) meetings (goal was 50) to foster water quality improvement through collaborative planning with partner agencies. The County actively participates in developing and implementing WURMPs to improve surface water quality in eight county watersheds. Collaboration with partner agencies helps align priorities, leverage resources and identify regional efficiencies.
- Managed solid waste and oil generated in the unincorporated county.
  - Worked with all private developments with permits or permits pending (estimated 85) that have 40,000 square feet or more of building space, to increase tonnage of construction and demolition materials being diverted from landfills with a goal of diverting 7,000 tons or 90% of inert materials and 50% of other recyclable materials.
  - Completed ten oil collection events (goal was ten) recycling 90,000 gallons of used oil and 13,000 used oil filters.
  - Completed four tire collection events (goal was four) – recycling 4,000 tires.
  - Assisted 50 hospitality businesses (goal was 50) and 20 multifamily complexes (goal was 20) in initiating recycling programs.
  - Provided education about recycling programs and benefits to 50 school classrooms.

Strategic Initiative – Kids

- Ensured construction work by utilities and private developers in the County's right-of-way that is within 1,000 feet from a school site provides safe access to schools for families and children.
- Repainted and re-marked crosswalks and roadway legends adjacent to all 121 public school and 12 private school locations throughout the unincorporated areas of the county. This keeps children safe from motoring traffic around their schools and provides safe routes to get to school. This is an annual goal because markings need to be fresh and visible to ensure maximum benefit.
- Worked with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools (goal was 12). This represents 9% of all public and private schools in the unincorporated areas of the county.

Required Discipline – Fiscal Stability

- Upgraded the flare control and recording systems that monitor flare effectiveness and operational status at inactive landfills to touch screen systems that operate better in extreme weather conditions and have lower operations costs. This upgrade reduces annual costs by $40,000.

Required Discipline – Continuous Improvement

- Improved departmental asset management through a GIS-based inventory system that includes asset locations, photos and other data to enhance availability. This allows field staff to more quickly and accurately locate assets.
- Developed a State-approved Mitigation Program in partnership with the Department of Parks and Recreation. This initiative provides a plan for mitigation using county-owned lands and ensuring long-term protection of habitat while reducing short- and long-term mitigation costs, streamlining the mitigation and permitting processes, and meeting evolving state requirements.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Clean 390 miles of sanitary sewer collector mains within the sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.

- Inspect 20 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs to reduce the risk of sanitary sewer spills.
- Upgrade the Jamacha wastewater pump station facility to protect public health and safeguard drinking water supplies at the Sweetwater Reservoir by minimizing the risk of sanitary sewer spills.
- Complete three 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

- Design and initiate construction on at least seven road and road-related infrastructure improvement projects that enhance the transportation network's long-term sustainability.
- Protect a sustainable watershed.
  - Provide water quality and watershed education by conducting 150 presentations to high school students at 90% of unincorporated county public high schools 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 areas of the county.
  - Perform over 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
  - Develop watershed-based plans addressing mitigation measures to meet bacteria levels in waterways in accordance with the San Diego Regional Water Quality Control Board requirements as approved by the Board of Supervisors.
  - Remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean.
  - Sweep 16,200 lane-miles of roadway to clean debris from road surfaces and prevent pollution of the county's rivers, bays and ocean.
- Attend 50 Watershed Urban Runoff Management Program (WURMP) meetings to foster water quality improvement through collaborative planning with partner agencies. The County actively participates in developing and implementing WURMPs to improve surface water quality in eight county watersheds. Collaboration with partner agencies helps align priorities, leverage resources and identify regional efficiencies.
- Manage solid waste and oil generated in the unincorporated county.
  - Work with all private developments with permits or permits pending that have 40,000 square feet or more of building space (estimated 35), to increase tonnage of construction and demolition materials being diverted from landfills with a goal of diverting 5,000 tons or 90% of inert materials and 70% of other recyclable materials.
  - Complete ten oil collection and outreach events - recycling 90,000 gallons of used oil and 13,000 used oil filters.
  - Assist 80 businesses and 20 multifamily complexes in initiating recycling programs.
  - Provide education about recycling programs and benefits to 50 school classrooms.
  - Provide residential composting education at nine workshops and one community event. Install one new composting demonstration site. Provide one Master Composter course to residents to further their home composting knowledge.
  - Promote recycling hotline and database to achieve at least 5,000 inquiries from the public.
  - Add information on 50 recycling centers/events to the recycling database at www.wastefreesd.org.
- Provide Recycling Market Development Zone (RMDZ) assistance to five businesses. Work collaboratively with applicable jurisdictions to provide assistance in siting and permitting.
- Partner with East Otay Mesa property owners, SANDAG, CalTrans, 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.
- Partner with property owners and the Rincon del Diablo Water District to plan and design the Harmony Grove Water Reclamation facility to provide safe and reliable collection and treatment of wastewater and for the production of reclaimed water for beneficial reuse in the water district service areas.

Strategic Initiative – Healthy Families

- Ensure construction work by utilities and private developers in the County's right-of-way that is within 1,000 feet from a school site provides safe access to schools for families and children.

- Repaint and re-mark crosswalks and roadway legends adjacent to all 121 public school and 12 private school locations throughout the unincorporated areas of the county. This keeps children safe from motoring traffic around their schools and provides safe routes to get to school. This is an annual goal because markings need to be fresh and visible to ensure maximum benefit.
- Work with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools. This represents 9% of all public and private schools in the unincorporated areas of the county.

Required Discipline for Excellence – Continuous improvement and innovation

- Promote and drive customer service as a top priority throughout the organization by providing customer service training to all employees, emphasizing customer-focus in all management and section meetings, setting up a shared online customer services resource site, and participating in all land development services improvements and initiatives as directed by the Board of Supervisors.
- Implement recommendations from two business process reengineering events conducted in Fiscal Year 2011-12 to streamline efforts and enhance quality assurance. One is consolidation of roadside landscaping services formerly managed in several sections of the department into the Special Districts unit. Another is consolidation of project design and preparation of road maintenance projects, such as concrete-asphalt overlay projects into DPW's Capital Improvement Program, rather than having a hand-off between two sections at the point of contract package preparation.

Related Links

For additional information about the DPW, refer to the website at http://www.sdcounty.ca.gov/dpw/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
School zone circulation improvements identified and implemented at existing public and private schools in the unincorporated areas of the county for pedestrians, bicyclists, buses and automobiles[1]	12% of 116	9% of 133	9% 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%
Number of cubic yards of drainage waste/ debris removed to protect water quality	27,680	25,000	26,000	25,000	25,000
New infrastructure construction sites that utilize erosion control measures[3]	100% of 26	100% of 35	100% of 35	100% of 29	100% of 25
Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts[4]	456	450	450	390	390
Construction contracts awarded for Capital Improvement Projects in county communities and construction contracts completed or awarded for projects near schools that enhance safety and improve traffic flow (total number of Capital Improvement Projects)[5]	26	12	15	N/A[5]	N/A

Table Notes

[1] This Performance Measure includes the total of existing private as well as public schools in the unincorporated area of the county. Publicly maintained streets abut private schools as well as public schools, and safety is important at all of them. In Fiscal Year 2010-11 Actuals, the number of schools was incorrectly calculated at 116 but it was actually 133 that year as well.

[2] This measure includes both open and closed projects occurring during the fiscal year. The value to the public of this measure is that 100% of development projects adjacent to schools are addressed for safety issues, which is very important for the safety and well-being of children.

[3] The County has active Public Works construction sites and must maintain proper stormwater controls throughout construction to ensure they will not cause pollution (such as silt and debris) to enter county watersheds. No matter how many construction sites there are, all sites must have controls. The estimated number of overall sites is projected to decrease in Fiscal Year 2012-13 due to the economy.

[4] There are 387 miles of sewer collector mains (15-inch diameter and smaller) in County systems; some are re-cleaned during the year. The number of miles to be cleaned in Fiscal Year 2012-13 has been reduced as a result of an engineering review that determined the optimal number of miles to clean annually to maintain the pipes in top condition over time. Every year, all pipes will be cleaned.

[5] This reflects the number of major Capital Improvement Projects (CIP) initiated (designed and construction contract awarded) during the year to enhance community traffic flow and safety. DPW plans to discontinue use of this goal in this particular area of the Operational Plan beginning in Fiscal Year 2012-13 since comparing five big projects to ten smaller projects does not capture the value to communities. Instead, major CIP projects will be reported in the Accomplishments section of this document and a more meaningful performance measure will be developed in the future for this table.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Decrease of 1.00 staff year in the Road Fund Land Development Program due to consolidation of management oversight.

Expenditures

Net decrease of $21.1 million.

- Salaries and Benefits — net increase of $0.1 million reflects negotiated labor agreements, an increase in County retirement contributions, and an increase in workers' compensation insurance partially offset by a decrease due to the elimination of a one-time negotiated salary adjustment from Fiscal Year 2011-12 and a decrease of 1.00 staff year noted above.
- Services and Supplies — net decrease of $5.7 million.
  - Decrease of a $13.9 million Is related to decreases in various DPW capital improvement projects near completion or completed including Road Fund one-time Proposition 1B, the *Transportation Bond Program*, funded (fund balance) projects, Flood Control District, Inactive Landfill**,** Land Use and Environment Group, and General Fund one-time funded projects;
  - Increase of $8.2 million includes increases in vehicle maintenance and fuel costs in the Equipment Operations Internal Service Fund (ISF), equipment maintenance in the San Diego County Sanitation District, battery backup replacements for traffic signals, contracted services due to new stormwater permit requirements, costs from the City of San Diego Metropolitan Wastewater Department for the transportation of wastewater, contributions to the Equipment ISFs, Public Liability insurance, Countywide overhead costs, utilities, facility management, landscaping services for maintenance of medians, aircraft fuel expenditures for Borrego airport, and one-time information services system enhancements.
- Other Charges — net decrease of $9.5 million includes a $9.7 million decrease in right-of-way acquisition costs for Bear Valley Parkway, partially offset by a $0.2 million increase in various costs such as equipment depreciation in the Equipment Acquisition ISFs and infrastructure depreciation at Gillespie Palomar Airports for access stairway and runaway taxiway and signage.
- Capital Assets/Land Acquisition — net decrease of $13.8 million includes a decrease of $15.7 million due to the completion or near completion of capital projects in the County of San Diego Sanitation District and Airports partially offset by an increase of $1.9 million due to the design of new capital projects in Airports and Sanitation District.
- Capital Assets Equipment — increase of $1.4 million includes an increase of $1.2 million in the Equipment Acquisition ISF funds for vehicle and equipment purchases necessary to meet State emission control standards, which have changed significantly, and an increase of $0.2 million for equipment purchases for firefighting, security and other operational needs at the County operated airports.
- Fund Balance Component Increases — net increase of $11.4 million due to the one-time use of $11.4 million of fund balance to establish replacement reserves for equipment and infrastructure in the San Diego County Sanitation District for Lakeside, Julian and Wintergarden service areas, offset by a decrease of $0.05 million due to one-time use of fund balance to establish a replacement reserve in Rancho del Campo Water. These changes are necessary as a follow-up to the consolidation of the County's sanitation districts into one district, which was effective July 1, 2011.
- Operating Transfers Out — net decrease of $4.9 million includes a decrease of $5.4 million between the Flood Control District and the General Fund for Woodside Avenue capital improvement project and a decrease of $0.3 million between the Equipment Operations ISF and the Road Fund Equipment Acquisition Fund offset by an increase of $0.1 million between the Wastewater Enterprise fund and the Liquid Waste Equipment Acquisition ISF and $0.7 million between the Road Fund and Road Fund Equipment Acquisition fund for the purchase of new equipment.

Revenues

Net decrease of $21.1 million.

- Taxes Current Property — decrease of $0.1 million based on projected taxes from property owners.
- Taxes Other Than Current Secured — decrease of $5.7 million due to the completion of capital projects funded by TransNet sales tax budgeted for projects in the Road Fund which include Olive Vista, Jefferson Road and Valley Center Road Medians.
- Licenses Permits & Franchises — net decrease of $0.06 million due to projected decrease of $0.09 million due to near completion of projects and reduced workload for map reproduction offset by a $0.03 million increase in passenger facility charges at County operated airports.
- Revenue From Use of Money & Property — net increase of $1.3 million includes a $0.4 million decrease primarily due to declining interest on investments and deposits in all DPW funds and an offsetting increase of $1.7 million. The offsetting $1.7 million increase includes a $1.2 million increase in equipment rental rates in the equipment ISFs, a projected $0.3 million increase for rental properties owned by County airports, and $0.2 million for royalties from a projected increased sale of aviation fuel at Palomar airport as well as parking lot use and landing fees at County airports.
- Intergovernmental Revenues —net decrease of $1.8 million.
  - Increase of $0.4 million related to an increase in *State Aid Other Grants* primarily due to $0.6 million in Proposition 84, *Stormwater Grant Program* grants to implement an Integrated Regional Water Management plan to improve water quality offset by a $0.2 million decrease for Landfill's completed Bonsall Slope and Drainage repair project funded by a California Department of Recycling and Recovery (CalRecycle) grant.
  - Decrease of $2.2 million related to a decrease of $0.6 million in *Community Development Block Grant* funded construction projects; a $0.4 million decrease in *Federal Aid for Disaster* for decreased work on the 2010 Flooding Emergency projects; a $0.2 million decrease in *Federal Department of Transportation (DOT) Airport* due to completion or near completion of federally funded airport projects; a $0.2 million decrease in *Federal Highway Planning & Construction* for *Federal Highway Administration* projects in the Road Fund; a $0.7 million decrease in *State Construction Other* due to fewer State funded capital projects in the Road Fund; and other minor decreases ($0.17 million) in *State Aid* due to the completion of a State funded oil recycling project, and an anticipated decrease in right-of-way rental income.
- Charges for Current Services — net decrease of $1.5 million.
  - Decrease of $3.7 million includes a $2.2 million decrease in the Transportation Impact Fee funded capital improvement projects due to changes in project eligibility requirements; a $0.7 million decrease due to less private development work; a $0.6 million decrease in capital improvement projects funded by Capital Outlay, Airports, Liquid Waste and Inactive Waste funds; and, a $0.2 million reduction in sanitation sewer service charge rates related to the consolidation of the sanitation districts.
  - Increase of $2.2 million, includes $1.2 million for new or continuing projects funded by the Flood Control and Road Fund; a $0.3 million increase due to more sanitation capital improvement projects generating shared contribution from other agencies; a $0.2 million increase in solid waste tonnage fees due to increased operating costs; a $0.4 million increase due to more work for General Fund departments; and, a $0.1 million increased management support provided to the Road Fund.
- Miscellaneous Revenues — net increase of $0.9 million due to a $1.0 million increase for capital projects in the Road Fund funded by Indian gaming grants and a $0.1 million increase for fuel sales at Borrego airport partially offset by a $0.1 million decrease due to the completion of the maintenance period required for the San Marcos Closure Landfill, and a $0.1 million decrease in Firestorm 2007 reimbursements from insurance and individuals.
- Other Financing Sources — net decrease of $4.9 million includes a decrease of $5.4 million between the Flood Control District and the General Fund for Woodside Avenue capital improvement project and a decrease of $0.3 million between the Equipment Operations ISF and the Road Fund Equipment Acquisition Fund offset by an increase of $0.1 million between the Wastewater Enterprise fund and the Liquid Waste Equipment Acquisition ISF, and an increase of $0.7 million between the Road Fund and Road Fund Equipment Acquisition fund for the purchase of new equipment.
- Fund Balance Component Decreases — decrease of $16.3 million for the San Diego County Sanitation District for completed capital projects.

- Use of Fund Balance — net increase of $7.0 million. A total of $45.0 million budgeted includes:
  - One-time General Fund fund balance of $2.7 million in the Watershed Protection Program for new Bacteria Total Maximum Daily Load requirements implemented by the Regional Water Quality Control Board.
  - One-time Land Use and Environment Group fund balance of $0.65 million includes $0.2 million for Land Development improvements and online tools to enhance customer service and streamline the Land Development permit process; $0.1 for additional Business Case Management System – Accela (BCMS) automation hardware and software for online customer submittal of documents; $0.15 million for BCMS implementation costs in the Land Development program; $0.15 million for document digitization to decrease paper storage in advance of department divisions moving to the new County Operations Center; and $0.05 million Traffic Modeling staff time to ensure alignment with the newly adopted Mobility Element of the General Plan.
  - Rebudget of $0.3 million of Land Use and Environment Group fund balance in the department General Fund for projects that will continue into Fiscal Year 2012-13 including the County's match for the Integrated Regional Water Management's data management system and Residential Integrated Pest Management grant programs; Proctor Valley Road vacation and closure; and an online database for waste haulers, transfer stations and landfills to enter quarterly disposal and recycling tonnage data.
  - One-time funding of $41.3 million budgeted for one-time projects in various DPW funds including purchasing replacement or new equipment in the DPW Internal Service Equipment Acquisition funds; one-time capital improvement projects in the Airports Program, consolidated San Diego County Sanitation District, and Road Fund; commitments for replacement in Lakeside, Julian and Wintergarden service areas in the San Diego County Sanitation District; maintenance for paving projects and potential emergencies in the Permanent Road Divisions; asset replacement in the Lighting District; and irrigation and landscaping projects in the County Service Area landscaping districts.
- General Revenue Allocation —increase of $0.1 million for negotiated labor agreements and increased County retirement contributions in the Watershed Protection Program.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

- Net decrease of $19.4 million is due to a decrease of $8.3 million for projected completion of projects; a decrease of $0.3 million due to completed equipment purchases in the equipment ISF; an $11.5 million decrease due to completed establishment of replacement funding in the San Diego County Sanitation District; and, a $2.3 million decrease in Operating Transfers Out due to the completion of transfer between Road Fund and Road Fund Equipment Acquisition ISF. Partial offsetting increases of $3.0 million include $1.8 million due to increases in negotiated labor agreements and County retirement contributions; an increase of $0.3 million for depreciation expense in the Equipment Acquisition ISFs for new vehicles; and an increase of $0.9 million for new or continuing capital improvement projects in Airports and Wastewater Enterprise Funds.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Transportation Program	204.00	201.00	201.00	0.0	201.00
Land Development Program	85.00	84.00	83.00	(1.2)	83.00
Engineering Services Program	74.00	72.00	72.00	0.0	72.00
Solid Waste Management Program	18.00	17.00	17.00	0.0	17.00
Management Services Program	50.00	50.00	50.00	0.0	50.00
General Fund Activities Program	29.00	28.00	28.00	0.0	28.00
Airports Program	35.00	35.00	35.00	0.0	35.00
Wastewater Management Program	39.00	39.00	39.00	0.0	39.00
Total	534.00	526.00	525.00	(0.2)	525.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Transportation Program	$ 35,941,335	$ 35,903,433	$ 37,250,443	3.8	$ 37,649,686
Land Development Program	14,939,372	15,289,859	14,564,165	(4.7)	14,781,945
Engineering Services Program	69,258,350	45,456,341	29,351,715	(35.4)	25,721,322
Solid Waste Management Program	6,399,817	7,117,264	6,321,657	(11.2)	6,376,448
Management Services Program	11,582,405	11,872,151	13,220,980	11.4	11,348,031
General Fund Activities Program	21,936,846	17,457,242	14,110,152	(19.2)	9,512,831
Airports Program	16,159,561	17,785,677	18,360,708	3.2	15,845,905
Wastewater Management Program	6,717,074	6,921,099	7,064,485	2.1	6,937,724
Sanitation Districts	65,705,450	40,703,296	40,219,977	(1.2)	31,152,810
Flood Control	7,182,806	12,579,400	7,470,592	(40.6)	9,233,453
County Service Areas	515,389	544,069	472,690	(13.1)	472,690
Street Lighting District	1,663,654	1,797,313	1,990,079	10.7	1,990,079
Permanent Road Divisions	8,278,463	7,959,608	7,825,608	(1.7)	7,825,608
Equipment ISF Program	10,524,548	10,913,260	13,024,509	19.3	13,024,509
Total	$ 276,805,070	$ 232,300,012	$ 211,247,760	(9.1)	$ 191,873,041

Budget by Categories of Expenditures	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 60,706,208	$ 61,543,052	$ 61,662,365	0.2	$ 63,509,084
Services & Supplies	147,475,468	118,282,592	112,534,336	(4.9)	104,212,104
Other Charges	20,320,144	20,675,404	11,173,499	(46.0)	11,456,595
Capital Assets/Land Acquisition	12,274,500	20,543,500	6,717,800	(67.3)	7,590,000
Capital Assets Equipment	2,506,000	3,278,500	4,704,000	43.5	4,408,000
Fund Balance Component Increases	32,144,972	50,000	11,465,898	22,831.8	—
Operating Transfers Out	1,377,778	7,926,964	2,989,862	(62.3)	697,258
Total	$ 276,805,070	$ 232,300,012	$ 211,247,760	(9.1)	$ 191,873,041

Budget by Categories of Revenues	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 5,370,688	$ 5,305,496	$ 5,228,448	(1.5)	$ 5,228,448
Taxes Other Than Current Secured	9,158,793	9,997,488	4,294,088	(57.0)	4,294,463
Licenses Permits & Franchises	166,000	267,190	207,388	(22.4)	203,388
Revenue From Use of Money & Property	19,471,772	19,083,405	20,408,289	6.9	20,416,379
Intergovernmental Revenues	69,683,887	71,406,254	69,571,915	(2.6)	68,197,821
Charges For Current Services	54,974,114	56,807,841	55,284,421	(2.7)	56,747,682
Miscellaneous Revenues	1,279,098	1,191,598	2,130,098	78.8	1,629,098
Other Financing Sources	1,377,778	7,926,964	2,989,862	(62.3)	697,258
Fund Balance Component Decreases	8,650,112	16,261,474	—	(100.0)	—
Use of Fund Balance	100,785,100	38,063,054	45,044,552	18.3	28,178,330
General Purpose Revenue Allocation	5,887,728	5,989,248	6,088,699	1.7	6,280,174
Total	$ 276,805,070	$ 232,300,012	$ 211,247,760	(9.1)	$ 191,873,041

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 former San Diego County Redevelopment Agency and Successor Agency. The six departments are:

- Animal Services
- Housing and Community Development
- County Library
- Registrar of Voters
- General Services
- Purchasing and Contracting

Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries and two 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.

Mission Statement

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

2011-12 Anticipated Accomplishments

The departments of the Community Services Group collectively support all Strategic Initiatives and Required Disciplines and their efforts are detailed in subsequent sections. Anticipated accomplishments include:

- Replacement of San Pasqual Academy housing and administration facilities destroyed in the 2007 Witch Creek Fire.
- Maintaining hours of service at 33 libraries and 2 mobile libraries.
- Conducting the Presidential Primary Election in June 2012, increasing the number of polling places by 10%.

- Achieving the goal of 0% euthanasia of any healthy, friendly animal at County animal shelters.
- Reducing vehicle emissions for diesel vehicles and equipment.
- Completing scheduled preventive maintenance of County facilities to maximize operational efficiency and prolong their life and service.
- Providing resources to homeless families exiting from transitional housing.
- Expediting procurement services to internal County customers and vendors who do business with the County.
- Completed the dissolution of the County of San Diego Redevelopment Agency and the transfer to the County Successor Agency, as required by legislation in Assembly Bill 1X 26, *Community Redevelopment Dissolution.*

The County's capital facilities program continued its expansion in Fiscal Year 2011-12 with progress and results in multi-year planning and execution efforts. The Department of General Services manages the capital program with the objectives of keeping projects on schedule and within budget. The Department of Purchasing and Contracting ensures that goods and services are procured with best practices in contracting bidding and oversight. Significant multi-year projects in progress during Fiscal Year 2011-12 include:

- New County Administration Center (CAC) Waterfront Park.
- New parking structure at Cedar and Kettner streets in downtown San Diego.
- Phase 1B of the County Operations Center (COC), allowing the relocation of County staff from the COC Annex, the CAC and leased office space.

- Development of the newly-acquired County property on Chesapeake Drive, adjacent to the COC, to include a new location for the Registrar of Voters.
- Replacement Women's Detention Facility.
- New Rancho San Diego Sheriff's Station.
- East Mesa Reentry and Rehabilitation Facility.

2012-14 Objectives

Community Services Group activities over the next two years continue the departments' support of the County's Strategic Initiatives, dedication to internal and external customer service, and maintaining a culture of accountability and transparency in the use of public resources. Objectives include:

- Open the new Lincoln Acres Library, community room, and business offices for Sheriff staff and the Lower Sweetwater Fire Protection District.
- Increase the number of permanent vote-by-mail voters by 5%.
- Complete the addition of Chinese language to voting and election materials.
- Improve County operations through sustainability efforts in alternative energy systems, energy conservation, recycling, and green building design.
- Ensure that most of the dogs and cats in County animal shelters are reunited with their owner or adopted into a new home.
- Expand contracting and other procurement training with online courses.
- Develop new communication channels to release timely housing-related information in emergencies as well as ongoing housing and community development opportunities.
- Conduct the activities of the County Oversight Board to conclude the programs and activities of the former Redevelopment Agency.

Related Links

For additional information about the Community Services Group, refer to the website at http://www.sdcounty.ca.gov/community/.

Executive Office Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net increase of $0.7 million.

- Salaries and Benefits — no significant change.
- Services and Supplies — increase of $0.1 million for study to plan for future County facilities in downtown San Diego.
- Operating Transfers Out — increase of $0.65 million for upgrade of business software in the Fleet Management Internal Service Fund ($0.4 million) and to support Countywide facilities planning and regulatory efforts in the Facilities Management Internal Service Fund ($0.3 million).

Revenues

Net increase of $0.7 million.

- Use of Fund Balance — increase of $0.8 million for a total budget of $4.0 million to fund one-time projects and provide management reserves for operating contingencies: $3.2 million for management reserves, $0.1 million for study to plan for future County facilities in downtown San Diego, $0.4 million for upgrade of business software in the Fleet Management Internal Service Fund, and $0.3 million to support Countywide facilities planning and regulatory efforts in the Facilities Management Internal Service Fund.
- General Revenue Allocation — no significant change.

Executive Office Proposed Changes and Operational Impact: 2012-13 to 2013-14

Decrease of $0.8 million primarily due to elimination of prior year one-time projects, offset by a minor increase for County retirement contributions.

Group Staffing by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	123.00	123.00	123.00	0.0	123.00
County Library	290.25	280.50	271.75	(3.1)	267.75
General Services	334.00	331.00	336.00	1.5	336.00
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	58.00	56.00	56.00	0.0	56.00
Registrar of Voters	63.00	63.00	64.00	1.6	64.00
Total	978.25	963.50	960.75	(0.3)	956.75

Group Expenditures by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Services Executive Office	$ 6,863,315	$ 5,999,161	$ 6,725,231	12.1	$ 5,941,679
Animal Services	14,621,920	15,343,329	15,452,397	0.7	15,612,937
County Library	37,878,790	35,209,942	33,492,475	(4.9)	33,799,477
General Services	166,369,373	157,792,626	174,595,980	10.6	176,365,652
Housing & Community Development	26,473,349	24,139,672	22,200,684	(8.0)	20,139,459
Purchasing and Contracting	12,122,401	13,343,463	19,711,659	47.7	11,678,745
County of San Diego Redevelopment Agency	9,074,112	8,505,810	—	(100.0)	—
County Successor Agency	—	—	9,410,160	100.0	9,604,645
Registrar of Voters	20,046,031	28,772,369	21,094,756	(26.7)	19,826,771
Total	$ 293,449,291	$ 289,106,372	$ 302,683,342	4.7	$ 292,969,365

Executive Office Staffing by Program					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Total	8.00	8.00	8.00	0.0	8.00

Executive Office Budget by Program					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Services Executive Office	$ 6,863,315	$ 5,999,161	$ 6,725,231	12.1	$ 5,941,679
Total	$ 6,863,315	$ 5,999,161	$ 6,725,231	12.1	$ 5,941,679

Executive Office Budget by Categories of Expenditures					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 1,429,920	$ 1,383,905	$ 1,343,130	(2.9)	$ 1,380,288
Services & Supplies	2,183,395	1,365,256	1,482,101	8.6	1,311,391
Operating Transfers Out	—	—	650,000	—	—
Management Reserves	3,250,000	3,250,000	3,250,000	0.0	3,250,000
Total	$ 6,863,315	$ 5,999,161	$ 6,725,231	12.1	$ 5,941,679

Executive Office Budget by Categories of Revenue					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Charges For Current Services	$ 791,836	$ 791,836	$ 791,836	0.0	$ 791,836
Use of Fund Balance	4,050,000	3,272,846	4,050,000	23.7	3,250,000
General Purpose Revenue Allocation	2,021,479	1,934,479	1,883,395	(2.6)	1,899,843
Total	$ 6,863,315	$ 5,999,161	$ 6,725,231	12.1	$ 5,941,679

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. More than 26,000 animals enter the department's three shelters annually. The department provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted child safety and injury prevention by conducting 80 animal safety and dog bite prevention presentations to area schools and other organizations that serve local youth.
- Encouraged children to read by supporting the County Library's Read for a Reason program. This year 10,737 children read for more than 80,000 hours to support the purchase of 15 lighted collars and first aid kits for Search and Rescue dogs.
- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and by co-hosting 12 classroom or youth group visits to the Campus for Animal Care or other County animal shelters.
- Assisted young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth, the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs (ROP) from various schools within the County. The Department provided job training opportunities for one WAY student, five PIMA Medical Institute students, two ROP students and six Mesa College students. The department did not participate in the Youth Empowerment Services Program.

Strategic Initiative – Safe and Livable Communities

- Achieved goal of 0% euthanasia of any healthy, friendly animal (16,000) by reuniting animals with their owner or through adoption.
- Ensured that 100% of all dogs and cats (23,000) that could be safely vaccinated were vaccinated within 24 hours of intake at each shelter.
- Evaluated 100% of all animals in the shelters longer than 60 days (800) by veterinary and behavior staff to ensure the physical and emotional stability of the animals in a shelter environment.
- Responded to 84% (24,360) of an estimated 29,000 calls on time. Due to staffing shortages, Animal Services 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.
- Participated in four Community Emergency Response Team (CERT) meetings to inform and educate communities on emergency preparedness for their pets.
- 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, exceeding the goal of six.

Required Discipline – Customer Satisfaction

- Achieved a customer satisfaction rating of 4.62 indicating a high level of satisfaction with customer service (scale is 1 to 5, with 5 being excellent), however below goal of 4.72.

Required Discipline – Regional Leadership

- Made 12 presentations during the year to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation, exceeding the goal of 8.

- Submitted three articles to trade journals and community publications to highlight department services, animal health and welfare issues, dog bite prevention and adoption opportunities.
- Provided 24 dog bite prevention and other educational presentations this year to local area community groups and companies to promote safety and education in the communities that the department serves.

Required Discipline – 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 to fill positions as needed.

Required Discipline – Continuous Improvement

- Ensured that 68.9% (15,847 of 23,000) of sheltered dogs and cats were reunited with their owner or adopted into a new home.
- The Department was not able to meet the goal of ensuring that no more than 12.9% of treatable animals were euthanized by providing medical care where resources allow and placing animals with rescue partners or adopters. Animal Services euthanized 27.9% of treatable animals and, thus, did not meet this goal due to the increasing number of animals being surrendered or abandoned by their owners that had pre-existing medical conditions.
- Reduced the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 21% (for a total of 2,900, which is 500 more than the previous year), to reduce or eliminate wait times for adopters to take possession of their new pet.
- Participated in volunteer business process reengineering effort with various departments in the Community Services Group to improve and standardize the overall process for engaging volunteers in various departments.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.
- Promote child safety and injury prevention by conducting a minimum of 80 animal safety and dog bite prevention presentations to area schools and other organizations that encounter dogs while conducting their normal operations.
- Respond to 94.4% of patrol responses on time according to department protocols for responding to various levels of priority calls.
- Conduct eight classes per year 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 ensure they are protected in case of an emergency.
  - Participate in four Community Emergency Response Team (CERT) meetings per year.
  - Conduct 10 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 humane 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.

Strategic Initiative – Healthy Families

- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department will provide job training opportunities to at least one participant in each program per year.

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 better (on a scale of 1 to 5 with 5 being Excellent).

Required Discipline for Excellence – Regional Leadership

- Make eight presentations per year to community or industry groups describing department 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 department services, animal health and welfare issues, 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 their employees who may encounter dogs in the scope of their employment (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

- The department 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, the Department focuses on the following key objectives:
  - Ensure at least 68.8% 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 where resources allow and placing animals with rescue partners or adopters.
  - Reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 500 each year over the previous year to reduce or eliminate wait times for adopters to take possession of their new pet.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue.

Related Links

For additional information about the Department of Animal Services, refer to the website at http://www.sddac.com/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Sheltered dogs and cats either adopted or reunited with owners	66.5% of 23,259	68.8%	68.9% of 23,000	68.8%	68.8%
On-time patrol response[1]	88% of 27,635 calls	94.4%	84% of 29,000 calls	94.4%	94.4%
Adoptable shelter animals euthanized[2]	0%	0%	0%	0%	0%
Euthanized animals that were treatable	26.4%	12.9%	27.9%[3]	12.9%	12.9%
Customer Satisfaction Rating[4]	4.72	4.72	4.62	4.72	4.72

Table Notes

[1] Patrol time response standards, varying by urgency of call, are established by contract with client cities. In Fiscal Year 2011-12, Animal Services 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.

[2] Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

[3] The number of animals, primarily cats, with treatable conditions has significantly increased, constraining staff's ability to diagnose medical issues and treat sheltered animals. Cats with medical conditions are particularly problematic due to their numbers and lack of adoption or rescue options. In addition, medical staff continue to focus on additional in-house spay/neuter surgeries (a State mandate for adopted pets) due to fewer private veterinary clinics willing to contract with the County for those services.

[4] Scale of 1 to 5, with 5 being "excellent."

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing

Expenditures

Net increase of $0.1 million.

- Salaries and Benefits — increase of $0.1 million primarily due to negotiated labor agreements and increase in County retirement contributions.
- Services and Supplies — decrease of $0.1 million due to completion of one-time only projects from prior year and projected savings in information technology services.
- Capital Assets Equipment — increase of $0.1 million for one-time only fixed asset purchase of medical equipment.

Revenues

Net increase of $0.1 million.

- Charges for Current Services — increase of $0.4 million for the contract cities' proportional share of the department's operational budget.
- Use of Fund Balance — decrease of $0.35 million for a total budget of $0.2 million to fund two digital X-ray machines and scheduled major maintenance.
- General Purpose Revenue Allocation — increase of $0.1 million due to an increase in County retirement contributions and a negotiated benefit increase.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

A net increase of $0.2 million is the result of negotiated labor agreements and an increase in retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Animal Services	123.00	123.00	123.00	0.0	123.00
Total	123.00	123.00	123.00	0.0	123.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Animal Services	$ 14,621,920	$ 15,343,329	$ 15,452,397	0.7	$ 15,612,937
Total	$ 14,621,920	$ 15,343,329	$ 15,452,397	0.7	$ 15,612,937

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 10,175,495	$ 10,460,992	$ 10,553,035	0.9	$ 10,907,578
Services & Supplies	4,376,425	4,842,337	4,729,362	(2.3)	4,705,359
Capital Assets Equipment	70,000	40,000	170,000	325.0	—
Total	$ 14,621,920	$ 15,343,329	$ 15,452,397	0.7	$ 15,612,937

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 2,181,409	$ 2,181,409	$ 2,170,204	(0.5)	$ 2,170,204
Fines, Forfeitures & Penalties	3,000	3,000	3,000	0.0	3,000
Revenue From Use of Money & Property	50,000	66,061	66,061	0.0	66,061
Charges For Current Services	9,475,511	9,792,927	10,164,661	3.8	10,407,672
Miscellaneous Revenues	26,000	46,000	46,000	0.0	46,000
Use of Fund Balance	286,000	583,932	232,471	(60.2)	—
General Purpose Revenue Allocation	2,600,000	2,670,000	2,770,000	3.7	2,920,000
Total	$ 14,621,920	$ 15,343,329	$ 15,452,397	0.7	$ 15,612,937

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

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Supported County of San Diego health and safety initiatives by presenting 120 health and safety programs per month, exceeding past levels of service by 20 programs per month.

Strategic Initiative – Safe and Livable Communities

- Maintained current levels of services by presenting an average of 200 after-school programs per month to enrich the quality of life for families.
- Met the informational, recreational and cultural needs of the community and actively promoted 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.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that are available and relevant such as E-books, audio downloads, video downloads, and access to premium databases.
- Ensured that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Exceeded the goal of annual average circulation per item.
  - Exceeded the goal of participation in adult programs that promote lifelong learning by 22%, serving 66,000 participants.

Required Discipline – Continuous Improvement

- Completed 5 library remodels and 12 regional trainings in support of redesign of circulation, programming and public support tasks performed in the branches to increase efficiency, allowing SDCL to meet ongoing demands for services with staffing that has been significantly reduced due to resource constraints.

Required Discipline – Information Technology

- Following completion of the Fiscal Year 2010-11 pilot projects for returned-materials/automated book sorters at the Fallbrook and Ramona branch libraries, implemented the project at six additional library branches that circulated the most library materials.

2012-14 Objectives

Strategic Initiative – Safe Communities

- Maintain the current level of services by offering an average of 200 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement.

Strategic Initiative – Sustainable Environments

- 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 66,000 participants.

Strategic Initiative – Healthy Families

- Support County of San Diego healthy families' initiatives increasing the current level of services by offering more than 120 healthy lifestyle programs for all ages every month.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Complete two library remodels in support of redesign of circulation, programming, information services, and support services performed in the branches and headquarters to increase efficiency allowing SDCL to meet ongoing demands for services with staffing that has been significantly reduced due to resource constraints.

Required Discipline for Excellence – Information Services

- Complete the radio frequency-enabled loss prevention security gates pilot project to deter theft of library materials at the Vista and El Cajon branch libraries during Fiscal Year 2012-13; and to model implementation at other required branches, to plan for implementation in Fiscal Year 2013-14.

Related Links

For additional information about the County Library, refer to the website at http://www.sdcl.org/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Library hours open[1]	89,296	89,200	89,200	89,200	89,200
Annual average circulation per item[2]	9.95	7.79	7.90	8.00	8.25
Annual San Diego County Library Web hits	93,083,414	120,000,000	120,000,000	N/A[3]	N/A
Annual SDCL Virtual Branch Visitors[4]	12,780,910	13,000,000	13,342,652	14,000,000	15,000,000
Specialty subscription database usage per capita[5]	1.31	1.34	1.34	N/A[5]	N/A
Use of SDCL virtual library services per capita[6]	2.78	2.80	2.80	N/A[6]	N/A
SDCL virtual library resource sharing and services per capita[7]	1.68	1.72	1.72	1.77	1.84
Average satisfaction rating[8]	4.70	4.70	4.50	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[9]	4.75	4.75	4.73	4.75	4.75
Annual count of foot traffic at the library[10]	5,898,818	5,750,000	5,760,000	5,750,000	5,750,000

Table Notes

[1] Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2010-11 Actual is higher than Adopted levels due to redesigned staffing plans which allowed an increase in hours open to the public without adding staff or staffing costs.

[2] Annual 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.

[3] Effective Fiscal Year 2012-13, discontinued measure because it does not provide a measure of visits to the Virtual Branch (akin to a physical branch's door count).

[4] The number of visitors is reflected by the following "doors" customers to the Virtual Branch may enter on the SDCL website: Kids Corner, Teen Lounge, Encore Catalog, BookLetters reading suggestion sites, SDCL website, Classic Catalog, or Hot.Right.Now.

[5] Effective Fiscal Year 2012-13, discontinued to combine the two previous measures (Specialty subscription databases usage per capita and Use of SDCL virtual library services per capita) to form a new performance measure called "SDCL virtual library resource sharing and services per capita."

[6] Discontinued, effective Fiscal Year 2012-13, because the elimination of Web renewals in this performance measure.

[7] Changes in publishing and computer usage prompts the establishment of a new metric, SDCL virtual library resource sharing and services per capita. This measures the use of premium databases, E-Books, audiobook downloads, interlibrary (resource) sharing and online services (i.e., JobNow, HelpNow) 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. Modest increases are expected during the next two years as customer interest shifts toward downloadable titles.

[8] On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.

[9] On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.

[10] The number of persons using the library is a critical measure of the success of the San Diego County Library. This measure is taken from "people counters" that are installed at the entrance of each Branch Library. The measurement increases show the growth in use of physical library services.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Decrease of 8.75 staff years to align staffing with available resources, continuing the trends of the past few years. Although the impact of reduced staffing has been and will continue to be mitigated by library design, automation, and improvement in business processes, customer services (e.g., answering general and reference questions, presenting programs, assisting with material location, making materials recommendations, etc.) will be reduced and delays in services will result. Hours of operation are expected to be maintained.

Expenditures

Decrease of $1.7 million.

- Salaries and Benefits — decrease of $0.2 million primarily due to a reduction in staff years, offset by an increase in County retirement contributions, a negotiated benefit increase and the elimination of prior year one-time salary adjustment.
- Services and Supplies — decrease of $0.9 million due to a reduction in costs for the routine maintenance of structures ($0.4 million), a decrease of $0.4 million in allocated central support costs, and a decrease of $0.1 million in computer-related costs.
- Capital Assets Equipment — decrease of $0.6 million due to the elimination of prior year one-time cost for automated materials projects.

Revenues

Net decrease of $1.7 million.

- Taxes Other Than Current Secured —decrease of $0.1 million to align Redevelopment Agency Tax Increment budget with expenditures.
- Intergovernmental Revenues – increase of $0.1 million to align Aid From Redevelopment Agencies budget with expenditures.
- Miscellaneous Revenues — decrease of $0.4 million due to elimination of prior year one-time donations for the renovation of the Vista Library.
- Use of Fund Balance —decrease of $1.3 million. Total budget of $2.0 million is to fund management reserves of $1.0 million, major maintenance and security projects of $0.2 million, $0.3 million to provide a match for public donations for library materials, and $0.6 million to continue to transition from reductions in revenue.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

A decrease of 4.00 staff years and a net increase of $0.3 million in total expenditures. A net increase of $0.4 million in Salaries and Benefits is primarily due to negotiated labor agreements and an increase in County retirement contributions, offset by a decrease in staff years. Additionally, there is a decrease of $0.1 million in Services and Supplies.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Library Operations and Administration	22.25	19.75	19.75	0.0	16.75
Library Professional & Technical Support Service	42.75	42.25	38.25	(9.5)	38.25
Library Branch Operations	225.25	218.50	213.75	(2.2)	212.75
Total	290.25	280.50	271.75	(3.1)	267.75

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Library Operations and Administration	$ 5,674,979	$ 5,947,930	$ 5,115,919	(14.0)	$ 4,933,989
Library Professional & Technical Support Service	7,643,088	7,638,620	6,660,932	(12.8)	6,758,108
Library Branch Operations	24,560,723	21,623,392	21,715,624	0.4	22,107,380
Total	$ 37,878,790	$ 35,209,942	$ 33,492,475	(4.9)	$ 33,799,477

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 21,525,869	$ 21,537,781	$ 21,305,833	(1.1)	$ 21,707,835
Services & Supplies	15,852,921	12,072,161	11,141,642	(7.7)	11,091,642
Capital Assets Equipment	—	600,000	45,000	(92.5)	—
Management Reserves	500,000	1,000,000	1,000,000	0.0	1,000,000
Total	$ 37,878,790	$ 35,209,942	$ 33,492,475	(4.9)	$ 33,799,477

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 28,235,612	$ 27,909,997	$ 27,909,997	0.0	$ 27,909,997
Taxes Other Than Current Secured	375,192	437,569	375,000	(14.3)	375,000
Revenue From Use of Money & Property	122,900	105,000	105,000	0.0	105,000
Intergovernmental Revenues	1,149,817	1,150,000	1,212,569	5.4	1,212,569
Charges For Current Services	1,655,047	1,288,112	1,288,112	0.0	1,288,112
Miscellaneous Revenues	3,113,928	972,821	553,821	(43.1)	553,821
Use of Fund Balance	2,876,294	3,346,443	2,047,976	(38.8)	2,354,978
General Purpose Revenue Allocation	—	—	—	0.0	—
Total	$ 37,878,790	$ 35,209,942	$ 33,492,475	(4.9)	$ 33,799,477

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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 425 real estate leases; management of major maintenance and capital improvement projects exceeding $100 million annually; facility maintenance, security and mail management services totaling $44.6 million; and acquisition, maintenance and refueling of over 3,800 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Environment

- Improved County operations through sustainability efforts such as energy conservation.
  - Reduced overall electricity usage at County facilities by 3.5% based on a kWh per/square foot metric, exceeding the goal of 2%.
  - Reduced vehicle emissions for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements.
  - Identified the County's 2011 carbon footprint and greenhouse gas emissions related to DGS Fleet vehicles and mobile equipment in accordance with Board of Supervisors Policy H-2, *Fleet Vehicle Acquisition Policy*.
  - Received the following awards in recognition of the department's commitment to the environment: 2011 National Association of Counties (NACo) Achievement Award for Water Efficiency Program, 6th Annual San Diego Gas & Electric Energy Showcase Award for New Construction/Sustainability and 7th Annual California Center for Sustainable Energy All-Star Award for Outstanding Government Building Project - San Diego County Operations Center.

  - Completed construction of 1 MW photovoltaic system at the George Bailey Detention Facility increasing total renewable energy produced at County facilities to 2% of total County electricity use.
  - Increased the number of LEED-certified buildings from 4 to 25 supporting sustainable design efforts. United States Green Building Council LEED, or Leadership in Energy and Environmental Design, is an international certification process providing independent, third party verification that a building was designed and built using strategies aimed at achieving high performance in key areas of human and environmental health such as sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

Strategic Initiative – Safe and Livable Communities

- Supported client departments in their public safety efforts.
  - Maintained availability of County-supported fire apparatus at 95% (36 of 38 vehicles).
  - Ensured maximum availability of law enforcement patrol vehicles at 95% (447 of 470 vehicles).

Required Discipline – 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% (2,500) of all "emergency" requests within four hours of notification.
- Completed 100% (2,000) of targeted preventive maintenance goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.

- Received the following awards in recognition of exceptional dedication to facility management program excellence: 2011 California Counties Facilities Services Association Award of Excellence, 2011 California State Association of Counties Merit Award (*Integrated Fire Suppression/Storm Water Compliance Program*), 2011 NACo Award (*Contract Services Direct Billing Program*), and the 2010/2011 County of San Diego Safety Awareness Award.
- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - Began construction, in February 2011, of Phase 1B office buildings at the County Operations Center (COC) with occupancy beginning in August 2012.
  - Completed construction, in October 2011, of the new San Pasqual Academy Administration Building and replacement residences that were destroyed in the 2007 Witch Creek Fire.
  - Began construction of the new Rancho San Diego Sheriff's Station for completion by summer 2013.
  - Began design for the new Women's Detention Facility project with Phase 1 anticipated by December 2014.
  - Completed full renovation of San Diego County Downtown Law Library in January 2012.
  - Award of a design-build contract for the new Cedar and Kettner parking structure development is scheduled for June 2012 and project completion by July 2014.
  - Completed demolition of the Askew building in December 2011, clearing way for the Waterfront Park project. Waterfront Park design-build contract awarded in April 2012 with project completion anticipated in summer 2014.

Required Discipline – Continuous Improvement

- Maximized postage discounts by bar coding 95% (471,485 of 496,300 pieces) of all standard business letters each month.
- Achieved Automotive Service Excellence (ASE) Blue Seal of Excellence recognition for all County Fleet garages.

Required Discipline – Fiscal Stability

- Reduced the cost of leased space for County operations in leased facilities by monitoring the local real estate market and negotiating favorable rental rates where possible. The current average rental rate for all County office leases is $1.98 per square foot, which is at 95.65% of the average rental market rate of $2.07 per square foot for Class B office space in the San Diego market area.
- Generated $158,000 in new revenue with 5 leases to offset a loss of 14 leases and $350,000 in revenue due to lease transfer to State Trial Courts and termination of other leases.

2012-14 Objectives

Strategic Initiative – Sustainable Environments

- Improve County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
  - Reduce total electricity usage at County facilities each year by 2% over prior fiscal year based on a kWh per square foot metric.
  - Reduce vehicle emissions 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.
  - Prepare County operations greenhouse gas inventories for calendar years 2012 and 2013. Achieve 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
  - Develop a Green Fleet Action Plan which identifies opportunities and establishes a strategy to reduce the County's green house gas emissions.

Strategic Initiative – Safe Communities

- Support client departments in their public safety efforts.
  - Maintain availability of County-supported fire apparatus at a minimum of 95%.
  - Ensure maximum availability of law enforcement patrol vehicles at 95%.

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 four hours of notification.
- Complete 96% of targeted preventive maintenance goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.

- Complete 100% of 143 real estate lease acquisition inspections by fiscal year end to ensure operational efficiency for County departments.
- Plan and execute the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - Complete construction and fully occupy Phase 1B office buildings and Conference Center at the COC by December 2012.
  - Complete construction of the new Rancho San Diego Sheriff's Station by summer 2013.
  - Complete occupancy of Phase 1 of the new Women's Detention Facility project by summer 2014, with construction of the facility completed by January 2016, subject to State funding.
  - Complete construction of the new Cedar and Kettner parking structure development by December 2014.
  - Begin construction of the County Administration Center Waterfront Park with completion anticipated by summer 2014.
  - Complete relocation of 41 business tenants from property adjacent to the County Operations Center by August 2012 in order to relocate Registrar of Voters (ROV) by December 2013.
  - Begin construction of the new ROV Building at the COC for completion by the end of December 2013.
  - Complete sale of County Operations Center Annex property by December 2013.
  - Award design-build contract for new East Mesa Reentry and Rehabilitation Facility, with completion scheduled for February 2014.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Complete 96% of vehicle and mobile equipment preventive maintenance actions to maximize the operational effectiveness of County vehicles.
- Implement a new service, Fleet mobile maintenance, to reduce costs and increase operational efficiency within County departments.

Required Discipline for Excellence – Fiscal Stability

- Maximize postage discounts by bar coding a minimum of 95% of all standard business letters.
- Reduce the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 95% of the market rate for Class B office space.
- Maintain and monitor timely collection of rent revenue to ensure 97% of all DGS leases managed are less than 30 days delinquent.

Related Links

For additional information about the Department of General Services, refer to the website at http://www.sdcounty.ca.gov/general_services/

Performance Measures	2010-11 Actuals	2010-11 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Major Maintenance Improvement Plan and Capital projects completed within estimated budget[1]	93% of 129	93% of 150	95% of 140	93% of 140	93% of 150
Electricity consumption decrease per square foot[2]	5% of 17.46 kWh/SF	2% of 21.47 kWh/SF	3.5% of 21.47 kWh/SF	2% of 20.72 kWh/SF	2% of 20.31 kWh/SF
County operations greenhouse gas emissions reduction[3]	N/A	N/A	N/A	1% of 208,223 Metric Tons CO_2e	1% of 205,820 Metric Tons CO_2e
Law enforcement patrol vehicles available	95% of 462	95% of 470	95% of 470	95% of 495	95% of 495
Fire services program apparatus available	97% of 32	95% of 38	95% of 38	95% of 45	95% of 45
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	100% of 2,964	100% of 2,960	100% of 2,500	100% of 2,500	100% of 2,500
Monthly facilities' Preventive Maintenance actions completed	97% of 2,000	96% of 2000	100% of 2,000	96% of 2,100	96% of 2,100
Applicable monthly mail bar coded / total pieces of mail	97% of 496,333	95% of 496,300	95% of 496,300	95% of 496,300	95% of 496,300
County office space lease rate as a percentage of San Diego area Class B office rental rate[4]	96%	95%	95.65%	95%	95%
Increase in lease revenue year-to-year[5]	0.5%	0.0%	0.0%	N/A	N/A

Table Notes

[1] The number of projects completed in Fiscal Year 2011-12 reflects continued pressures on departments' budgets resulting in a reduced Major Maintenance Improvement Plan (MMIP) program and fewer discretionary requests due to the economic conditions and State budget, as well as continued incorporation of Condition Assessments into the Major Maintenance planning, allowing for consolidation of projects resulting in fewer larger projects at improved efficiency and cost. Fiscal Years 2012-13 and 2013-14 programs are expected to remain stable at this level with little increase until the economy stabilizes and the State budget picture improves.

[2] Effective in Fiscal Year 2011-12, all County facilities are included in the electricity consumption target decrease.

[3] New metric effective Fiscal Year 2012-13 based on anticipated Board of Supervisors' approval of Climate Action Plan and associated goal of 1% identified. Actual calendar year 2011 greenhouse gas emissions baseline in metric tons CO_2e (carbon dioxide equivalent - projection is shown) will be calculated in first half of 2012.

[4] In 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% ($2.18 per sq. ft. versus $2.07 per sq. ft.). Anticipate continued depressed real estate rental rates for the San Diego region.

[5] In Fiscal Year 2011-12, new revenue leases were limited to four new cell site locations with a 0% increase in revenues due to the loss in revenue from court-related leases (East County Regional Center) transferred to the State in December 2011. Anticipate continued 0% increase in revenue due to the loss in revenue from parking lot lease at Cedar-Kettner in April 2013 and, therefore, effective Fiscal Year 2012-13, this measure is being discontinued.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Net increase of 5.00 staff years based on the operational needs of the department.

- Increase of 9.00 staff years related to the transfer of maintenance staff from the Clerk of the Board (COB) to Department of General Services (DGS) in an effort to create efficiencies in providing facilities support to the County Administration Center.
- Increase of 2.00 staff years as a result of an increased workload to maintain fleet vehicles.
- Decrease of 2.00 staff years to consolidate welding related labor due to a diminished workload.
- Decrease of 3.00 staff years in Facility Operations to make building maintenance efforts more efficient.
- Decrease of 1.00 staff year in an effort to streamline support services by reducing clerical staff.

Expenditures

Net increase of $16.8 million.

- Salaries and Benefits — net increase of $1.1 million due to the transfer of staff from COB; additional staff needed to maintain the County's facility requirements; and an increases in County retirement contributions and other benefit costs.
- Services and Supplies — net increase of $10.5 million.
  - Increase of $5.8 million for anticipated Major Maintenance expansion/walk-in projects.
  - Increase of $2.7 million for contracted services and routine maintenance of County-owned facilities.
  - Increase of $2.0 million related to the increase in demand for fuel and increases in fuel costs.
  - Increase of $0.2 million for the one-time funding of the Downtown Justice Center Support Facilities Master Plan.
  - Decrease of $0.2 million related to a reduction in overall utility costs.
- Other Charges — decrease of $0.4 million due to reduction in depreciation costs.
- Capital Assets Equipment — increase of $0.6 million to account for new vehicle and software acquisitions.
- Operating Transfers Out — increase of $5.0 million due to costs associated with project management labor provided for the Major Maintenance Improvement Program projects.

Revenues

Net increase of $16.8 million.

- Revenue from Use of Money & Property — increase of $0.5 million for revenue received on behalf of the operating leases of County-owned properties.
- Charges for Current Services — increase of $5.9 million due to services provided to client departments based on operational needs.
- Miscellaneous Revenues — increase of $0.2 million to account for trust fund reimbursement related to energy-efficiency programs.
- Other Financing Sources — increase of $10.1 million due to activities related to on-bill financing and California Energy Commission financing which will fund energy-efficiency projects. On-bill financing is a program offered by San Diego Gas and Electric to provide zero percent interest loans to the County to fund energy-efficiency and demand-response projects.
- Use of Fund Balance — minor increase for a total budget of $8.5 million to fund Fleet Management Internal Service Fund Countywide replacement acquisition program.
- General Purpose Revenue Allocation — increase of $0.1 million due to negotiated labor agreements and an increase in County retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of $1.8 million is the result of increases in Salaries and Benefits ($1.1 million) due to negotiated labor agreements and increases in County retirement contributions; Services and Supplies ($0.8 million) due to increases in demand for major maintenance expansion/walk-in projects, increase in operating transfer out ($0.3 million) to account for project management labor required to handle the upcoming major maintenance improvement projects offset by a decrease in capital equipment requirements for Fleet vehicles ($0.4 million).

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Facilities Management Internal Service Fund	276.00	273.00	278.00	1.8	278.00
Fleet Management Internal Service Fund	58.00	58.00	58.00	0.0	58.00
Total	334.00	331.00	336.00	1.5	336.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Facilities Management Internal Service Fund	$ 120,021,420	$ 112,029,829	$ 126,228,747	12.7	$ 128,149,171
Fleet Management Internal Service Fund	43,947,953	44,286,797	46,582,233	5.2	46,591,481
General Fund Contribution to GS ISF's	2,400,000	1,476,000	1,785,000	20.9	1,625,000
Total	$ 166,369,373	$ 157,792,626	$ 174,595,980	10.6	$ 176,365,652

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 32,078,622	$ 33,387,579	$ 34,497,419	3.3	$ 35,567,607
Services & Supplies	108,022,790	98,392,535	108,919,572	10.7	109,740,605
Other Charges	11,120,285	11,506,890	11,082,221	(3.7)	11,082,221
Capital Assets Equipment	9,348,544	9,408,247	9,985,581	6.1	9,585,581
Contingency Reserves	103,000	103,000	103,000	0.0	103,000
Operating Transfers Out	5,696,132	4,994,375	10,008,187	100.4	10,286,638
Total	$ 166,369,373	$ 157,792,626	$ 174,595,980	10.6	$ 176,365,652

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	$ 2,462,729	$ 2,243,679	$ 2,785,757	24.2	$ 2,785,757
Intergovernmental Revenues	4,409,281	3,372,235	3,364,973	(0.2)	3,364,973
Charges For Current Services	141,512,818	135,980,011	141,889,937	4.3	143,350,915
Miscellaneous Revenues	1,034,508	872,421	1,078,186	23.6	1,078,186
Other Financing Sources	6,096,132	5,394,375	15,458,187	186.6	15,686,638
Use of Fund Balance	9,438,905	8,464,905	8,483,940	0.2	8,474,183
General Purpose Revenue Allocation	1,415,000	1,465,000	1,535,000	4.8	1,625,000
Total	$ 166,369,373	$ 157,792,626	$ 174,595,980	10.6	$ 176,365,652

Housing and 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. The department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance and public improvement programs. These programs reduce blight, improve neighborhoods and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower-income housing units.

Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

2011-12 Anticipated Accomplishments

Strategic Initiative – Kids

- Provided 20 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 that reside in Public Housing, exceeding the goal of 10.
- Increased funding for Health and Human Services Agency's Hotel/Motel Voucher Program by 117% (from $30,000 to $65,000) to help close the gap needed for emergency housing for homeless families in the County's jurisdiction as identified by the Regional Task Force on the Homeless. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.
- Promoted self-sufficiency by issuing 25 housing choice vouchers to eligible homeless families graduating from transitional housing programs. The County of San Diego executed a Memorandum of Understanding with 12 homeless service agencies to provide up to 200 permanent housing opportunities through the Housing Choice Voucher Program for homeless families graduating from transitional housing programs provided by the County's Continuum of Care for a minimum of 12 months, but not more than 24 months.
- Provided funding for continuation of the HOME Tenant-based Rental Assistance programs that served 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.

Strategic Initiative – Environment

- Ensured environmental reviews were performed on 100% (91 projects) of federally funded programs included in the Fiscal Years 2011-13 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 performs environmental reviews 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.
- Conducted a physical needs assessment for four Public Housing sites, allowing for the prioritization of future maintenance and capital improvement projects to identify potential energy-efficient improvements and to ensure that limited funding resources are allocated towards the best and highest use.

Strategic Initiative – Safe and Livable Communities

- Promoted crime-free communities by renewing annual Crime-Free Certifications at all four public housing sites, in collaboration with the local police department.
- Promoted healthy living by implementing a no-smoking policy at all four public housing sites to reduce the public health risk associated with tobacco use.

- Educated the community by conducting 16 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 Shelter Grant and Housing Opportunities for Persons with AIDS.
- Addressed issues impacting community living standards by conducting 10 community revitalization meetings with policy makers and stakeholders.
- Promoted fair housing by completing 30 random site tests on multi-family rental properties to ensure compliance with fair housing laws.
- Increased communication channels by using information technology through www.CTN.org, emails, social media and recorded phone messages to be able to provide timely housing-related information in the event of an emergency.
- Promoted physical activity and healthy eating habits by implementing a community vegetable garden at Dorothy Street Manor public housing complex.

Required Discipline – Customer Satisfaction

- Held four Section 8 owner/landlord seminars to educate owners on the requirements of the program, as well as promote the benefits of participating as a partner.
- Achieved a customer service satisfaction rating of 4.80 (on a scale of 1 to 5 with 5 being Excellent). Customers are surveyed throughout the year as to the department's responsiveness to customers' needs, professionalism, courteousness, attentiveness and knowledge about the programs.

Required Discipline – Information Technology

- Evaluated the conversion of Community Development program documents to electronic images for storage in an electronic repository (Documentum) for staff to retrieve and utilize in their daily program administration and client interactions. Implementation of the Documentum project utilizing the program and business design requirements identified in Fiscal Year 2011-12 has been put on hold to consider other alternative data management solutions.
- Using advances in mobile technology provided five key employees with the necessary tools to perform their duties at alternative sites or remote locations in the event of an emergency.

2012-14 Objectives

Strategic Initiative – Healthy Families

- Provide 15 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 that reside in Public Housing.
- Provide funding of $67,500 for the Health and Human Services Agency's Hotel/Motel Voucher Program to help close the gap needed for emergency housing for homeless families in the County's jurisdiction as identified by the Regional Task Force on the Homeless. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.
- Promote self-sufficiency by providing permanent housing for up to 100 eligible homeless families graduating from transitional housing programs provided by 12 homeless service agencies through the County's Continuum of Care program.
- Provide funding for 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 rental assistance to permanently house up to 200 homeless veterans through the Veterans Affairs Supportive Housing (VASH) program. Utilization of these vouchers is dependent upon HCD receiving referrals from the U.S. Department of Veterans Affairs (VA).
- Establish partnerships with HHSA to provide three new resources to Family Self-Sufficiency Program participants offering needed services to those working toward self-sufficiency.

Strategic Initiative – Sustainable Environments

- Ensure environmental reviews are performed on 100% (80 projects) of federally funded programs included in the Fiscal Years 2012-13 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 the U.S. Department of Housing and Urban Development (HUD) regulations, HCD performs environmental reviews 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.

Strategic Initiative – Safe Communities

- Promote crime-free communities by renewing annual Crime-Free Certifications at all four public housing sites, in collaboration with the local police department.
- Educate 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 Shelter Grant and Housing Opportunities for Persons with AIDS.
- Address issues impacting community living standards by conducting 10 community revitalization meetings with policy makers and stakeholders.
- Promote fair housing by completing a minimum of 35 random site tests on multi-family rental properties to ensure compliance with fair housing laws.
- Ensure that permanent affordable housing providers are in compliance with the Uniform Federal Accessibility Standards (UFAS) by requiring at least 20% (8 out of 40 providers) complete the UFAS Accessibility Checklist. This self-certification is intended for accessibility reviews of properties owned, operated and/or managed by recipients of federal financial assistance.

Required Discipline for Excellence – Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to educate owners on the requirements of the program, as well as promote the benefits of participating as a partner.
- 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 to achieve a customer service satisfaction rating of 4.70 or better (on a scale of 1 to 5 with 5 being Excellent).

Required Discipline for Excellence – Information Services

- Create two new communication channels by using information services (e.g., emails, recorded messages, videos, the County Television Network (CTN), social media) that will allow for provision of timely housing-related information in the event of an emergency and to highlight community development, housing, employment and self-sufficiency opportunities.
- Provide enhanced customer service and create program efficiencies by implementing a Web-based module that allows 24/7 self-service when completing or updating rental assistance applications. As a new program enhancement, it is anticipated that 2,500 applicants will establish user accounts and processing time for waiting list database updates will decrease from seven days to one.

Related Links

For additional information about the Department of Housing and Community Development, refer to the website at http://www.sdcounty.ca.gov/sdhcd/index.html.

Performance Measures	2010-11 Actuals	2010-11 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower[1]	98% of 10,863	98% of 10,863	100% of 10,863	98% of 11,015	98% of 11,015
Households assisted through the Home Repair Program or the First-Time Homebuyer Program[2]	56	30	57	30	30
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Shelter Plus Care[3]	416	350	410	248	248
Number of Community Development projects completed to enhance low-income neighborhoods and communities[4]	33	23	23	23	23
Number of random site tests to ensure compliance with Fair Housing laws or regulations[5]	N/A	30	30	35	35
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet Housing Quality Standards[6]	100% of 10,783	100% of 10,783	100% of 10,783	100% of 11,292	100% of 11,292
Level of customer satisfaction[7]	4.9	4.7	4.8	4.7	4.7

Table Notes

[1] Maximum number of authorized rental assistance vouchers is 11,015; estimated funding from HUD for housing assistance payments is $104.0 million. HCD has experienced inconsistent Rental Assistance program funding and in order to provide HCD with administrative options in managing to HUD's funding appropriations, the percentage of vouchers utilized may be impacted in future operating years.

[2] The Home Repair Program emphasizes energy efficiency, accessibility and safety. The number of households to be assisted was reduced as the department anticipates a reduction in First-Time Homebuyer funding due to the lack of State grant funding to augment the First-Time Homebuyer Program.

[3] Program 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. Effective Fiscal Year 2012-13, the VASH program is now included with the regular Housing Choice Voucher (HCV) program.

[4] It is anticipated that the number of completed projects will decline due to a 21% reduction in Community Development Block Grant (CDBG) entitlement funds for Fiscal Year 2012-13, possible entitlement reductions in future years and potential nonfederal funding reductions impacting partner agencies administering CDBG projects.

[5] Fair Housing laws are federal laws that prohibit housing discrimination on the basis of race or color, national origin, religion, sex, familial status or disability.

[6] Housing Quality Standards are HUD's minimum physical standards required for each assisted rental unit.

[7] Overall customer satisfaction rating on a scale of 1 (unsatisfactory) to 5 (excellent), where 4 is "very satisfactory."

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Decrease of $1.9 million.

- Salaries and Benefits — net decrease of $0.2 million as a result of projected salary savings from positions held vacant and to align expenditures with program revenues to mitigate reductions in federal revenue resources, offset by an increase in County retirement contributions. This reduction in funding will result in a decrease of resources available to monitor existing affordable housing contracts and reporting requirements by the federal granting agency.
- Services and Supplies — net decrease of $1.2 million in contracted services due to reductions in Community Development Block Grant (CDBG) and HOME Investment Partnership Program (HOME) funding from the U.S. Department of Housing and Urban Development (HUD).
- Other Charges — net decrease of $0.5 million in direct program cost allocated for other cities due to reductions in CBDG and HOME Program funding from HUD.

Revenues

Net decrease of $1.9 million.

- Intergovernmental Revenue — net decrease of $1.9 million.
  - Decrease of $0.6 million in Shelter Plus Care revenue due to elimination of a one-time prior year rebudget of funds.
  - Decrease of $0.8 million in HOME revenue due to a 43% funding reduction of $1.6 million in HOME annual funding allocation from HUD offset by one-time rebudget of prior year funds.
  - Decrease of $0.6 million in CDBG revenue due to a 21% reduction of $0.9 million in CDBG annual funding allocation from HUD offset by one-time rebudget of prior year funds.
  - Decrease of $0.4 million in HOPWA revenue to reflect funds allocated for Fiscal Year 2012-13 only and exclude 2014-17 funds previously included in the one-time prior year rebudget based on the new contract amendments.
  - Increase of $0.1 million in Emergency Shelter Grant (ESG) revenue due to a $0.2 million additional funding from HUD and $0.1 million decrease in revenue for completed prior year contracts. ESG is used for providing shelter for homeless individuals and to aid in their transition to permanent housing. Service providers also use this funding to renovate, rehabilitate and convert facilities for use as emergency shelters.
  - Increase of $0.4 million in Aid from the Housing Authority revenue for program administration of various affordable and public housing projects.
- Miscellaneous Revenue — decrease of $0.1 million in revenue from program income from long-term loan repayments.
- Use of Fund Balance — increase of $0.1 million for a total budget of $0.4 million. Rebudget of $0.3 million for the Community Development data automation project and $0.1 million for administrative costs related to the Successor Housing Agency program for the housing assistance for low-income families in the Gillespie and Upper San Diego River Improvement Project areas.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $2.1 million is the result of decreases in Services and Supplies of $2.4 million due to the elimination of program costs associated with one-time prior year rebudget of funds and one-time use of fund balance for data management solution project, offset by an increase of $0.3 million in Salaries and Benefits due to an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Total	102.00	102.00	102.00	0.0	102.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Housing & Community Development	$ 11,025,728	$ 11,915,777	$ 11,718,925	(1.7)	$ 11,527,501
County Successor Agency - Housing	—	—	105,000	—	105,000
HCD - Multi-Year Projects	15,447,621	12,223,895	10,376,759	(15.1)	8,506,958
Total	$ 26,473,349	$ 24,139,672	$ 22,200,684	(8.0)	$ 20,139,459

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 9,077,139	$ 9,387,557	$ 9,140,248	(2.6)	$ 9,458,448
Services & Supplies	10,580,649	10,228,312	9,053,619	(11.5)	6,674,194
Other Charges	6,990,161	4,616,803	4,089,817	(11.4)	4,089,817
Expenditure Transfer & Reimbursements	(174,600)	(93,000)	(83,000)	(10.8)	(83,000)
Total	$ 26,473,349	$ 24,139,672	$ 22,200,684	(8.0)	$ 20,139,459

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ 25,664,828	$ 23,439,598	$ 21,549,063	(8.1)	$ 19,820,838
Charges For Current Services	25,000	10,100	100	(99.0)	100
Miscellaneous Revenues	822,000	728,453	585,000	(19.7)	585,000
Use of Fund Balance	333,000	333,000	438,000	31.5	105,000
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	0.0	(371,479)
Total	$ 26,473,349	$ 24,139,672	$ 22,200,684	(8.0)	$ 20,139,459

Purchasing and Contracting

Department Description

The Department of Purchasing and Contracting (P&C) 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. P&C ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An ISF operates on a business-like model directly billing customer departments for the cost of services. Additionally, P&C is responsible for the Countywide content and records management programs.

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

2011-12 Anticipated Accomplishments

Required Discipline – Fiscal Stability

- Achieved cost savings of $2.1 million 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 small purchases).

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Developed and published to the intranet 5 of 10 essential procurement processes, which increased access to training.
- Provided training for 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provided annual, individualized training to all County departments to ensure required operational practices related to records and content management are being implemented.

Required Discipline – Continuous Improvement

- Expedited services to customers by converting requisitions to Standard Purchase Orders in a timely and efficient manner.

  - Converted 80% (880 of 1,100) of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
  - Converted 50% (550 of 1,100) of customer requisitions to Standard Purchase Orders within 10 calendar days of receipt.
- Obtained agreed-upon acquisition plans and timelines from customer departments for 60% (150 of approximately 250) of projects, thereby streamlining the procurement process.

Required Discipline – Customer Satisfaction

- Conducted 10 outreach activities for customers in order to increase the supplier base and increase opportunities for competition, exceeding the goal of 7.
- Ensured 17 departments' records retention schedules were processed and finalized in compliance with County policy, exceeding the goal of 10.
- The goal of enabling the receipt of electronic proposal documents through the County's e-procurement website was not met due to resources being redirected to the Oracle upgrade project. The final budgetary estimate and project timeline for the electronic proposal project has been completed, and full implementation will occur in Fiscal Year 2012-13.
- Published expenditure contracts to the County intranet to make them available to departmental contract administrators, reducing the need to transmit copies to staff and for departments to retain and store hard copies of documents.

Required Discipline – Regional Leadership

- Received a national award for "Achievement of Excellence in Procurement" for the eleventh consecutive year, placing San Diego County within the top 1% of over 3,000 counties nationwide.

2012-14 Objectives

Strategic Initiative –Sustainable Environments

- Conduct a minimum of 10 outreach activities in Fiscal Year 2012-13 and 10 in Fiscal Year 2013-14 for the local business community in order to increase the supplier base and increase opportunities for competition.

Required Discipline for Excellence – Fiscal Stability

- Achieve cost savings of $1.8 million in both Fiscal Years 2012-13 and 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 small purchases).

Required Discipline for Excellence – Customer Satisfaction

- Ensure departments' records retention schedules due for revision in Fiscal Years 2012-13 and 2013-14 are processed and finalized in compliance with County policy.
- Expedite services to County customer departments by converting requisitions to Standard Purchase Orders in a timely and efficient manner.
  - Convert at least 75% (825 of 1,100) of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
  - Convert 50% (550 of 1,100) of customer requisitions to Standard Purchase Orders within 15 calendar days of receipt.
- Streamline the procurement process by working with customer departments to identify and pre-plan for 60% of approximately 250 projects annually, as measured by obtaining agreed-upon plans and timelines for acquisition from customer departments in advance. This will allow the Department to manage and deploy resources with maximum efficiency.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Update 100% (19) of essential procurement processes, forms and templates currently published in the Contracting Guide during Fiscal Year 2012-13 to ensure staff are using the most recent and accurate information.
- Provide training for at least 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provide annual, individualized training to all County departments to ensure required operational practices related to records and content management are being implemented.
- Develop training materials on contract administration in Fiscal Year 2012-13 to ensure consistent practices across all County departments. Deploy developed training electronically in Fiscal Year 2013-14 via the Learning Management System (LMS), making training available to all County staff that require it.

Required Discipline for Excellence – Information Services

- Enable the receipt of electronic proposal documents through the County's e-procurement website. This will shorten solicitation timelines, reduce the need for potential suppliers to travel to County offices or ship documents, and reduce the need to store and route large paper documents.
- Complete the technological enhancement for two-step proposals and bids submitted via BuyNet, the County's online procurement system. The first step is for potential suppliers to submit their qualifications for review before proceeding to the next step, submission of bids and/or proposals by those suppliers deemed qualified. This will shorten procurement timelines and clarify communications with proposers. This project will also support P&C's move toward electronic receipt of all solicitations.
- Create and publish four new Oracle LMS classes and classroom-based courses giving greater flexibility for end users to access training. Online LMS classes allow end users to receive training at their convenience and eliminate costs, such as transportation and travel time, associated with traveling to classroom-based courses.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at http://www.sdcounty.ca.gov/purchasing/index.html.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurement card usage and other sources	$3.2 million	$2.1 million	$2.1 million	$1.8 million	$1.8 million
Purchase Requisitions converted to Purchase Orders within 21 days of receipt[1]	73% of 884	80% of 1,100	80% of 1,100	75% of 1,100	75% of 1,200
Purchase Requisitions converted to Purchase Orders within 10 days of receipt[2]	47% of 884	50% of 1,100	50% of 1,100	N/A	N/A
Purchase Requisitions converted to Purchase Orders within 15 days of receipt[2]	N/A	N/A	N/A	50% of 1,100	50% of 1,100
Procurement processes, forms or templates documented and available on the intranet (target 100% of 10)[3]	N/A	50% of 10	50% of 10	N/A	N/A

Table Notes

[1] The percentage is being lowered effective Fiscal Year 2012-13 due to increased procurement requirements, requiring more time to process purchase requisitions into Purchase Orders.

[2] The number of days is increasing from 10 to 15 effective Fiscal Year 2012-13 due to increased procurement requirements, requiring more time to process purchase requisitions into Purchase Orders.

[3] Ten measures were identified for Fiscal Years 2011-13, and five were completed in Fiscal Year 2011-12. This performance measure will be modified in Fiscal Year 2012-13 to updating current policies, rather than developing new ones, due to shifting departmental priorities based on available resources.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net increase of $6.4 million.

- Salaries and Benefits — increase of $0.1 million primarily due to an increase in County retirement contributions.
- Services and Supplies — net increase of $3.3 million is the result of an increase of $4.1 million in one-time costs for Documentum (the County's electronic document management tool) 6.7 version upgrade or higher and BuyNet improvement for two-step procurements; $0.4 million for increase of ongoing Documentum maintenance and one-time extended support; offset by deletion of one-time costs of $0.5 million for Documentum 6.5 version upgrade; decrease of $0.3 million in office occupancy costs due to relocation to the County Operations Center; and $0.4 million savings associated with the outsourcing of warehouse and auctioneering services.
- Other Charges — decrease of $0.9 million in depreciation cost of End User License Agreements.
- Operating Transfer Out — net increase of $3.9 million is the result of an increase of $4.1 million in one-time costs for the Documentum 6.7 version upgrade and $0.4 million for increase of ongoing Documentum

maintenance and technical adjustment for overhead costs of Records program, offset by deletion of previous year one-time costs of $0.5 million for Documentum 6.5 version upgrade.

Revenues

Increase of $6.4 million.

- Charges for Current Services — net decrease of $0.4 million is the result of $0.5 million reduction in surcharge revenues based on the rates approved by the Cost Commission in January 2012 offset by an increase of $0.1 million in one-time funds for BuyNet two-step procurements.
- Other Financing Sources — net increase of $3.8 million is the result of an increase of $4.0 million in one-time costs for the Documentum 6.7 or higher version upgrade and $0.3 million for increase of ongoing Documentum maintenance, offset by deletion of previous year one-time costs of $0.5 million for Documentum 6.5 version upgrade.
- Use of Fund Balance — increase of $2.6 million for a total of $4.1 million proposed Use of Fund Balance to fund the Documentum upgrade to version 6.7 ($4.0 million) and one remaining month of depreciation cost of the capitalized End User License Agreements for the Enterprise Content Management program ($0.1 million).
- General Purpose Revenue Allocation — increase of $0.4 million increase for ongoing Documentum maintenance and technical adjustment for overhead costs of Records program.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $8.0 million primarily due to the deletion of prior year one-time costs for the Documentum upgrade and BuyNet improvement for two-step procurements.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Content/Records Services	6.00	6.00	6.00	0.0	6.00
Purchasing ISF	52.00	50.00	50.00	0.0	50.00
Total	58.00	56.00	56.00	0.0	56.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Content/Records Services	$ 2,729,818	$ 3,279,545	$ 6,238,755	90.2	$ 2,158,796
Purchasing ISF	7,767,583	7,907,622	7,477,904	(5.4)	7,454,949
General Fund Contribution	1,625,000	2,156,296	5,995,000	178.0	2,065,000
Total	$ 12,122,401	$ 13,343,463	$ 19,711,659	47.7	$ 11,678,745

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 6,323,886	$ 6,408,207	$ 6,550,596	2.2	$ 6,786,125
Services & Supplies	3,200,723	3,797,168	7,063,765	86.0	2,805,281
Other Charges	981,792	981,792	102,298	(89.6)	22,339
Operating Transfers Out	1,625,000	2,156,296	5,995,000	178.0	2,065,000
Total	$ 12,122,401	$ 13,343,463	$ 19,711,659	47.7	$ 11,678,745

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	$ 20,000	$ 7,000	$ 7,000	0.0	$ 7,000
Charges For Current Services	7,196,948	7,691,788	7,222,601	(6.1)	7,129,646
Miscellaneous Revenues	404,144	372,630	412,099	10.6	412,099
Other Financing Sources	1,625,000	2,156,296	5,995,000	178.0	2,065,000
Use of Fund Balance	1,251,309	1,470,749	4,079,959	177.4	—
General Purpose Revenue Allocation	1,625,000	1,645,000	1,995,000	21.3	2,065,000
Total	$ 12,122,401	$ 13,343,463	$ 19,711,659	47.7	$ 11,678,745

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County of San Diego Redevelopment Agency and Successor Agency

Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. In addition, USDRIP goals include recreational and environmental protection and improvements. 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 Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by State law (Assembly Bill X1 26, Community Redevelopment Dissolution) and subsequent court decision. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to effect the expeditious winding-down of the former redevelopment agencies. 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 Successor Housing Agency. All assets, liabilities and obligations of the former Redevelopment Agency were transferred to the County of San Diego as Successor Agency or Successor Housing Agency on February 1, 2012. The proposed appropriations for the Successor Housing Agency 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 (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

Upper San Diego River Improvement Project

To eliminate blight, provide employment opportunities, encourage private sector investment and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

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

2011-12 Anticipated Accomplishments

The accomplishments listed below were achieved by the former County Redevelopment Agency before February 1, 2012.

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Provided safe and decent housing opportunities to eight low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections. The program is temporary and provides interim assistance to participants waiting for permanent rental assistance.

Strategic Initiative – Environment

- Enhanced the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and Five-Year Implementation Plan:
  - Reduced Transportation Impact Fee (TIF) payments with the TIF Reimbursement Program for new private development within the project area.
  - Managed the Permit Processing Expedite Program for discretionary projects in the redevelopment area.
  - Provided assistance to the Lakeside River Park Conservancy and the San Diego River Conservancy to develop the portions of the San Diego River Trail as yet to be completed.

Strategic Initiative – Safe and Livable Communities

- Assisted the Lakeside Fire District with the financing and development of a new Lakeside fire station serving the project area pursuant to the Cooperative Agreement.

Required Discipline – Fiscal Stability

- Maintained administrative expenses below 7% of tax increment revenue received.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Provided safe and decent housing opportunities to three low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections. The program is temporary and provides interim assistance to participants waiting for permanent rental assistance.

Strategic Initiative – Environment

- Continued to develop the Project Area in a manner consistent with the Redevelopment Plan and the Five-Year Implementation Plan:
  - Completed Environmental Impact Report/Environmental Assessment review process required to develop Cajon Air Center 70-acre parcel for aviation use, including hazardous materials study for noise, air quality and biological technical reviews and transplantation of ambrosia vegetation to Mission Trails. This will enable submittal of related $1.8 million grant request to the Federal Aviation Administration for final design and infrastructure improvements. Anticipate executing land leases in Fiscal Year 2013-14.
  - Executed new land lease for Forrester Creek Industrial Park at Weld and Cuyamaca streets to enable development of these sites.

Required Discipline – Fiscal Stability

- Maintained administrative expenses below 5% of tax increment revenue received.

2012-14 Objectives

County of San Diego as Successor Agency

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- At the direction of the County Oversight Board, expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Related Links

Additional information about AB1X 26 and its implementation can be found in a study by the Legislative Analyst's Office:

http://www.lao.ca.gov/analysis/2012/general_govt/unwinding-redevelopment-021712.pdf

For additional information about Gillespie Field, refer to the website at http://www.sdcounty.ca.gov/dpw/airports/gillespie.html.

For additional information about the Upper San Diego River Improvement Project, refer to the website at http://www.sdcounty.ca.gov/dplu/usdrip.html.

Upper San Diego River Improvement Project

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Estimated property tax increment	$1.6 million	$1.6 million	$0.8 million	N/A1	N/A1
Percentage of tax increment utilized for project administration	7%	7%	7%	N/A1	N/A1

Table Notes

[1] Due to the dissolution of the Redevelopment Agency, there are no performance measures for Fiscal Years 2012-13 and 2013-14.

Gillespie Field Redevelopment Project

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Estimated property tax increment	$2.6 million	$2.7 million	1.9 million	N/A[4]	N/A[4]
Percentage of tax increment utilized for project administration	5%	5%	5%	N/A[4]	N/A[4]
Newly developed land leases executed (in net acres)	0[1]	9[2]	1[3]	N/A[4]	N/A[4]

Table Notes

[1] Fiscal Year 2010-11 – Forrester Creek Industrial Park delayed due to the economic downturn.

[2] Fiscal Year 2011-12 – Forrester Creek Industrial Park at Weld and Cuyamaca streets (phase 1).

[3] Fiscal Year 2011-12 – One new land lease was executed for Forrester Creek Industrial Park (Phase 1) at Weld and Cuyamaca streets.

[4] Due to the dissolution of the redevelopment agencies, there are no performance measures for Fiscal Years 2012-13 and 2013-14.

Proposed Budget for Fiscal Year 2012-13

County of San Diego as Successor Agency

This is the initial budget for the Successor Agency, which was formed on February 1, 2012. By State law, only payments on enforceable obligations of the former redevelopment agency and administration costs may be paid.

Expenditures

Expenditures total $9.4 million.

- Services and Supplies — $0.3 million for costs of administration.
- Other Charges — total of $2.6 million for the following: bond payments ($1.1 million); payment to the Lakeside Fire Protection District ($0.6 million) under the terms of the Cooperative Agreement for the construction of a new fire station; payment to the San Diego River Conservancy (SDRC) ($0.5 million) under the terms of the Financing Agreement for construction of trails; and payment of $0.3 million to the Airport Enterprise Fund, under the terms of the loan agreement.
- Operating Transfers Out — $6.6 million for transfers among Successor Agency Funds.

Revenues

Revenues total $9.4 million.

- Taxes Other Than Current Secured — $2.2 million in property taxes of the former redevelopment agency distributed from the Redevelopment Property Tax Trust Fund.
- Miscellaneous Revenues — $0.6 million repayment of loan received from the SDRC under the terms of the financing agreement.
- Other Financing Sources — $6.6 million for transfers among Successor Agency Funds.

Proposed Budget for Fiscal Year 2013-14

County of San Diego as Successor Agency

Net increase of $0.2 million due to net increases in payments under enforceable obligations.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Upper San Diego River Redevelopment Project Area	$ 3,271,100	$ 2,686,350	$ —	(100.0)	$ —
Gillespie Field Redevelopment Project Area	5,803,012	5,819,460	—	(100.0)	—
Total	$ 9,074,112	$ 8,505,810	$ 0	(100.0)	$ 0

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Services & Supplies	$ 723,826	$ 642,011	$ —	(100.0)	$ —
Other Charges	4,995,796	4,424,449	—	(100.0)	—
Operating Transfers Out	3,354,490	3,439,350	—	(100.0)	—
Total	$ 9,074,112	$ 8,505,810	$ 0	(100.0)	$ 0

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Other Than Current Secured	$ 4,515,522	$ 4,329,110	$ —	(100.0)	$ —
Revenue From Use of Money & Property	92,350	49,350	—	(100.0)	—
Miscellaneous Revenues	688,000	688,000	—	(100.0)	—
Other Financing Sources	3,354,490	3,439,350	—	(100.0)	—
General Purpose Revenue Allocation	—	—	—	0.0	—
Total	$ 9,074,112	$ 8,505,810	$ 0	(100.0)	$ 0

County Successor Agency

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Successor Agency	$ —	$ —	$ 9,410,160	—	$ 9,604,645
Total	$ 0	$ 0	$ 9,410,160	—	$ 9,604,645

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Services & Supplies	$ —	$ —	$ 250,000	—	$ 250,000
Other Charges	—	—	2,583,056	—	2,214,929
Operating Transfers Out	—	—	6,577,104	—	7,139,716
Total	$ 0	$ 0	$ 9,410,160	—	$ 9,604,645

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Other Than Current Secured	$ —	$ —	$ 2,244,276	—	$ 2,344,929
Miscellaneous Revenues	—	—	588,780	—	120,000
Other Financing Sources	—	—	6,577,104	—	7,139,716
General Purpose Revenue Allocation	—	—	—	0.0	—
Total	$ 0	$ 0	$ 9,410,160	—	$ 9,604,645

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.

2011-12 Anticipated Accomplishments

Legislation was passed to consolidate the Presidential Primary Election in February 2012 with the June 2012 Direct Primary Election. Budget adjustments have been completed.

Strategic Initiative – Environment

- Efforts are underway to inform 1.4 million registered voters of countywide environmental programs and ways to reduce environmental risks through "filler" pages printed in the Sample Ballot and Voter Information Pamphlets to be mailed to all registered voters for the June 2012 Presidential Primary Election.
- Resources will be conserved by printing 1.8 million June 2012 Presidential Primary Election Sample Ballot and Voter Information Pamphlets (approximately 145 tons of paper) on paper containing as much as 15% post-consumer recycled paper.
- Legislation was enacted for the Registrar of Voters to have online voter registration providing the potential for greater convenience for voters and more accurate and timely data for the department.

Strategic Initiative – Safe and Livable Communities

- The June 2012 Presidential Primary Election is to be conducted using the voter-approved Top Two Primary format and incorporated the new decennial political district boundaries for the election. A Top Two Primary allows voters to vote for any candidate, regardless of their party preference, in each contest. The two candidates who receive the most votes in the Primary Election qualify for the General Election. (This does not apply to President and Central Committee.)
- The current number (687,000) of permanent vote-by-mail voters is expected to increase by 3.65% (or 25,000), for a total of 712,000, for the June 2012 Presidential Primary Election. ROV provided a total of 772,000 vote-by-mail ballots to: permanent vote-by-mail voters – 712,000; declared vote-by-mail ballots to voters who live in an area that does not meet the poll-site criteria – 40,000; requested vote-by-mail ballots – 20,000. ROV projects a 70% vote-by mail turnout for a total of 540,400.
- By Monday after Election Day, ROV anticipates processing 85% (459,340 of 540,400) of mail ballots received for the June 2012 Presidential Primary Election.
- Increased the number of accessible poll sites from the November 2010 Gubernatorial General Election (549) by 10% (or 55) for a total of 604 for the June 2012 Presidential Primary Election.

Required Discipline – Customer Satisfaction

- Achieved an overall customer satisfaction rating of 4.7 (using a scale of 1 to 5, with 5 being Excellent). Measurements of customer satisfaction include:
  - Precinct voting, including convenience and accessibility of polls locations, competence and helpfulness of poll workers, and a positive voting experience.
  - Vote-by-mail services, including ease of voting, clarity of instructions, and positive interaction with department staff.
  - Poll worker training, including sufficiency of training content and audio-visual aids.

- Prompt, knowledgeable and helpful service at the front counter.
- Anticipate processing 100% (or 40,000) of valid voter registrations received on or before the 15-day close of registration by the seventh day before the June 2012 Presidential Primary Election ensuring that eligible registrants were printed in the official roster and had the opportunity to vote a regular ballot.
- Plans are in order to mail all poll worker stipends in 15 working days or less from Election Day for the June 2012 Presidential Primary election to ensure all poll workers are reimbursed in a timely manner.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhanced employee awareness and knowledge of safety and security concerns by holding quarterly Safety and Security Committee meetings to review accidents and identify high-risk security concerns.
- Developed and updated training materials to ensure 95% of poll worker trainers complete online training assessments with scores of 90% (or higher) no later than 26 days prior to the June 2012 Primary Election, ensuring knowledgeable instructors are available and prepared to train poll workers.
- Hired a Voter Outreach Coordinator to implement a new Chinese language service program which included: developing an outreach plan to disperse election and voter information into the Chinese community; hiring temporary staff for the June 2012 Presidential Primary Election to proof translated materials; and recruiting bilingual poll workers.

Required Discipline – Essential Infrastructure

- Worked with architects and planners to create building plans for the new ROV facility to ensure a safe and energy-efficient environment which will meet department needs.

Required Discipline – Regional Leadership

- Recruitment efforts are in progress to engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the June 2012 Presidential Primary Election by meeting the recruitment goals for poll workers.
  - 100% of Precinct Inspectors by 40 days prior to election
  - 90% of Touch Screen Inspectors by 38 days prior to election
  - 90% of Assistant Inspectors by 32 days prior to election
  - 100% of bilingual poll workers by 18 days prior to election
- On October 12, 2011, the U.S. Census Bureau released a list of counties and the languages for which they are required to provide election materials and services under Section 203 of the Federal Voting Rights Act. San Diego County is now covered under this Act for Chinese. The Department met with the Chinese community to determine the appropriate dialects needed and how best to serve the needs of this community.
- Realigned 436 voting precincts from a total of 5,960 to 6,396 as a result of the 2010 decennial census and State and local redistricting efforts.

Required Discipline – Continuous Improvement

- Enhanced the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system to screen, scan, sort, verify signature, and slice returned mail ballot envelopes; and will be used to verify and reconcile ballots returned and counted in the upcoming June election.
  - ROV anticipates reporting 33% (or 311,025) of all ballots cast results in the first Mail Ballot report released after 8:00 p.m. in the June 2012 Presidential Primary Election.
  - Estimated per-mail-ballot labor cost of vote-by-mail ballots to be returned in the June 2012 Presidential Primary Election is 45 cents, which is a 2-cent reduction from the November 2010 Gubernatorial General Election.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Conducted management control analysis related to voter registration system maintenance. Identified five potentially low to moderate risks and established protocols to mitigate the risks.

2012-14 Objectives

Strategic Initiative – Sustainable Environments

- Continue to distribute information on County environmental risks by using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets mailed to all registered voters for November 2012 Presidential General and June 2014 Gubernatorial Primary Elections.
- Conserve resources by printing the Sample Ballot and Voter Information Pamphlets for all elections conducted in Fiscal Years 2012-14 on post-consumer recycled paper.

- Conduct the November 2012 Presidential General and the June 2014 Gubernatorial Primary Elections with efficiency and integrity.
- Increase the current number (712,000) of permanent vote-by-mail voters by 5% (or 35,600), for a total of 747,600, for the November 2012 Presidential General Election. For the June 2014 Gubernatorial Primary Election, increase the permanent vote-by-mail voters by 5% (or 37,380) for a total of 784,980.
- By Monday after Election Day, process 85% of mail ballots received for the November 2012 Presidential General Election and 90% of mail ballots received for the June 2014 Gubernatorial Primary Election.
- Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements:
  - By increasing the June 2012 Presidential Primary Election target number of accessible poll sites (604) by 3% (or 18) for a total of 622 for the November 2012 Presidential General Election; and
  - By increasing the November 2012 Presidential General Election target number of accessible poll sites (622) by 7% (or 43), for a total of 665, by the June 2014 Gubernatorial Primary Election.
- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the November 2012 Presidential General and June 2014 Gubernatorial 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 seventh day before the election to ensure eligible registrants are printed in the official roster and have the opportunity to vote a regular ballot.

Required Discipline for Excellence – Customer Satisfaction

- Translate all voting and election material into Chinese and support limited English-proficient Chinese voters with bilingual poll workers for the November 2012 Presidential General and June 2014 Gubernatorial Primary Elections. Support includes: translating website content, ballot and sample ballot and voter information pamphlet and other polling location material; and implementing an outreach plan focused on the Chinese community.
- Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5) during the transition to a new ROV facility.
- To encourage overall satisfaction and retention of volunteers, mail all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2012-14 to ensure all poll workers are reimbursed in a timely manner.

Required Discipline for Excellence – Regional Leadership

- Realign voter precinct boundaries to the new Water and Irrigation Districts redistricting boundaries as a result of the 2010 decennial census before the November 2012 Presidential General election.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Continue encouraging employee awareness and knowledge of safety and security concerns by holding quarterly Safety and Security Committee meetings to review accidents and identify high-risk security concerns.
- Ensure 95% of poll worker trainers complete online training assessments with scores of 90% (or higher) no later than 26 days prior to the November 2012 Presidential General Election and June 2014 Gubernatorial Primary Election, ensuring knowledgeable instructors are available and prepared to train poll workers.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Incorporate Management Controls Initiative by formulating project plans that include scope, methodology, schedule, deliverables and communication/training.

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 signature and slice returned mail ballot envelopes, and by verifying and reconciling ballots returned and counted.
  - Report 33% or more of all ballots cast in the Mail Ballot report released after 8:00 p.m. in the November 2012 Presidential General and 2014 Gubernatorial Primary Elections.
  - Achieve per-mail-ballot labor cost of vote-by-mail ballots returned in the November 2012 Presidential General and June 2014 Gubernatorial Primary Elections at no more than 40 cents.

Related Links

For additional information about the Registrar of Voters, refer to the website at http://www.sdcounty.ca.gov/voters/Eng/Eindex.shtml.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Overall Customer Satisfaction Rating[1]	4.70	4.70	4.70	4.70	4.70
Valid voter registrations received at close of registration that are processed by 7 days before the election[2]	100% of 31,881	100% of 40,000	100% of 40,000	100% of 50,000	100% of 40,000
Precincts tallied by 11:30 p.m. Election Night[3]	52.6% of 1,466	20% of 1,600	33% of 1,600	38% of 1,600	33% of 1,600
Mail ballots received that are tallied by the Monday after Election Day[4]	94% of 510,175	85% of 690,000	85% of 540,400	85% of 605,700	90% of 506,988
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[5]	42 days	40 days	40 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[5]	43 days	38 days	38 days	39 days	38 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited[5]	43 days	32 days	32 days	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited[5]	32 days	18 days	18 days	18 days	18 days
Cost of processing returned vote-by-mail ballots[6]	47 cents	45 cents	45 cents	40 cents	40 cents

Table Notes

[1] Scale of 1-5, with 5 being "Excellent."

[2] This measure tracks the number of valid registrations that are processed at the 15-day close of registration. The 100% goal in Fiscal Year 2012-13 is achievable with the adoption of online voter registration.

[3] This measure is based on an one-card ballot for the June 2012 Presidential Primary, November 2012 Presidential General and the June 2014 Gubernatorial Primary Elections.

[4] It is anticipated that 85% of all vote-by-mail ballots received will be processed and tallied by Monday following Election Day for the November 2012 Presidential General and 90% of all vote-by-mail ballots received will be processed and tallied by Monday following Election Day for the June 2014 Gubernatorial Primary Elections.

[5] These 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 prior to the election that workers are recruited, the better the likelihood there will be 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.

[6] The automated system, together with enhanced verification and reconciliation of ballots returned and counted, was implemented during the November 2010 Gubernatorial General Election. A higher than expected learning curve for the automated system and tightened controls increased the per mail-ballot labor costs of vote-by-mail ballots returned in the November 2010 Gubernatorial General Election to 47 cents, a 17-cent increase from the June 2010 Gubernatorial Primary Election. As staff gains experience with these new mail ballot procedures, per mail-ballot labor cost of vote-by-mail ballots is estimated to decrease in the June 2012 Presidential Primary Election to 45-cents, a 2-cent decrease from the November 2010 General Election. The department anticipates further processing efficiencies and a labor cost reduction in the November 2012 Presidential General Election to 40 cents, a 5 cent decrease per mail ballot from the June 2012 Presidential Primary Election.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 1.00 staff year, Voter Outreach Coordinator, to implement and manage the new Chinese Language service program.

Expenditures

Net decrease of $7.7 million.

- Salaries and Benefits — decrease of $2.2 million due to the elimination of one-time funding for temporary help for the February 2012 Presidential Primary Election in Fiscal Year 2011-12, offset by an increase for an additional staff year.
- Services and Supplies — decrease of $7.5 million primarily as a result of the elimination of one-time costs ($4.6 million) associated with the February 2012 Presidential Primary Election in Fiscal Year 2011-12, and the elimination of one-time prior year expenditures ($2.9 million) for voting booths, the Americans with Disabilities (ADA) voting booths and Precinct Inspector supply bag/ballot box.
- Capital Assets/Land Acquisition — increase of $2.0 million due to costs related to the relocation of the Registrar of Voters to a new building in 2013.

Revenues

Net decrease of $7.7 million.

- Intergovernmental Revenue — decrease of $2.9 million in Help America Vote Act (HAVA) funding due to the elimination of one-time prior year funding for voting booths, ADA voting booths and Precinct Inspector supply bag/ballot box.
- Charges for Current Services (Election Services) — increase of $2.2 million as a result of the greater number of billable participating jurisdictions that participate in the Presidential General Election as compared to the Presidential Primary Election.
- Fund Balance Component Decreases — decrease of $1.2 million to provide funding for the Gubernatorial Primary Election which has a fewer number of participating billable jurisdictions.
- Use of Fund Balance — net decrease of $5.9 million. A total of $4.2 million is budgeted for vote-by-mail services ($1.8 million), unemployment insurance premiums ($0.4 million), and costs related to relocating to the new Registrar of Voters building ($2.0 million).
- General Purpose Revenue Allocation — increase of $0.1 million to provide funding for the new Chinese Language service program.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $1.2 million is the result of a decrease of $0.5 million in Salaries and Benefits due to lower temporary labor costs; an increase of $1.2 million in Services and Supplies for a one-time purchase of equipment funded by HAVA grant revenue; and a decrease of $2.0 million in capital assets for one-time funding of furniture, fixtures and equipment for the REV's relocation from the County Operations Center Annex. The decrease in Election Services revenue of $3.5 million is due to the lower number of participating billable jurisdictions in the June 2014 Gubernatorial Primary Election as compared to the November 2014 Gubernatorial General Election.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Registrar of Voters	63.00	63.00	64.00	1.6	64.00
Total	63.00	63.00	64.00	1.6	64.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Registrar of Voters	$ 20,046,031	$ 28,772,369	$ 21,094,756	(26.7)	$ 19,826,771
Total	$ 20,046,031	$ 28,772,369	$ 21,094,756	(26.7)	$ 19,826,771

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 8,287,216	$ 10,571,250	$ 8,401,178	(20.5)	$ 7,897,174
Services & Supplies	9,498,496	18,145,732	10,693,578	(41.1)	11,929,597
Capital Assets/Land Acquisition	—	—	2,000,000	—	—
Capital Assets Equipment	1,000,000	55,387	—	(100.0)	—
Total	$ 20,046,031	$ 28,772,369	$ 21,094,756	(26.7)	$ 19,826,771

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ 3,016,889	$ 3,167,438	$ 287,756	(90.9)	$ 3,030,000
Charges For Current Services	3,697,373	2,782,000	5,005,000	79.9	1,480,000
Miscellaneous Revenues	60,000	60,000	80,000	33.3	70,000
Fund Balance Component Decreases	—	1,260,319	—	(100.0)	1,260,319
Use of Fund Balance	2,016,769	10,100,612	4,200,000	(58.4)	2,289,452
General Purpose Revenue Allocation	11,255,000	11,402,000	11,522,000	1.1	11,697,000
Total	$ 20,046,031	$ 28,772,369	$ 21,094,756	(26.7)	$ 19,826,771

County of San Diego

Finance and General Government Group

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Finance and General Government Group & Executive Office

Group Description

The Finance and General Government Group 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:

- *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.*

Finance and General Government Group Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Financial Officer
- Auditor and Controller
- County Technology Office
- Civil Service Commission
- Clerk of the Board of Supervisors
- County Counsel
- Grand Jury

- Human Resources
- 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.

2011-12 Anticipated Accomplishments

Required Discipline – Regional Leadership

- Hosted 28th Annual San Diego County Economic Roundtable, the region's longest running local economic forecasting event. The event was open to the public and co-sponsored by the County of San Diego, U-T San Diego, San Diego Workforce Partnership, and University of San Diego School of Business Administration.

Required Discipline – Fiscal Stability

- Assisted 22 area school districts with General Obligation (GO) bond financings and Tax and Revenue Anticipation Note (TRAN) financings. Successfully conducted a Request for Proposals (RFP) process to procure financial advisor services related to the County's debt financing activities.
- Maintained a property tax collection rate of 97% 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.

- Delivered the highest quality legal services in an efficient and effective manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County. County Counsel prevailed in 96% (49 of 51) of court decisions in all lawsuits filed against the County.

Required Discipline – Customer Satisfaction

- Provided the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records. Achieved a 93% satisfactory customer service rating.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Maintained a high quality workforce by adhering to 99% (396 of 400) of established timelines for recruitment of County employees, and provide County departments with positions that match their staffing needs by completing 100% (150) of classification activity requests by established timelines. Successfully implemented the Mentor Partnership Program to aid departments in succession planning and develop leadership talent in the County workforce.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Submitted 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.
- Provided high quality 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), 97% (219 of 225) were implemented on or before their due date.
- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.
- Conducted a comprehensive review of the Clerk of the Board's cash handling processes and implemented all recommendations to ensure that adequate controls are in place to protect the staff and customers and safeguard public funds.
- Implemented new InSite and County News Center websites to proactively deliver vital information including County news, challenges and successes directly to employees and residents.

Required Discipline – Information Technology

- Completed the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, implemented improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Developed a County IT Risk Assessment Manual that is being used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle. This manual includes guidelines for conducting IT system categorization; control selection and implementation; security assessments; and identifying system authorization and logging requirements.

2012-14 Objectives

Required Discipline for Excellence – Fiscal Stability

- Negotiate fiscally prudent successor agreements with 23 of 25 existing bargaining units and 8 of 9 existing employee organizations by July 2013. Negotiate fiscally prudent successor agreement with 2 remaining bargaining units and 1 employee organization by July 2014.
- 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 0.60% in Fiscal Year 2012-13.
- Arrange financing for the construction of a parking facility at the intersection of Cedar Street and Kettner Boulevard, including the sale of $19.2 million in long-term obligations. The parking facility has been planned in conjunction with the CAC Waterfront Park.

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.
- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline for Excellence – Information Services

- Develop and deploy the Mobile Enterprise Application Platform to facilitate the development and deployment of mobile applications.
- Complete the transition to a new Web-based legal 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.

Related Links

For more information on the Finance and General Government Group, refer to the website at http://www.sdcounty.ca.gov/fg3/.

Executive Office Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 1.00 staff year to accommodate increasing workloads in group program management. This staff year was previously deleted in Fiscal Year 2010-11 and is proposed for reinstatement.

Expenditures

Decrease of $39.2 million.

- Salaries and Benefits — net decrease of $0.1 million.
  - Decrease of $0.2 million to reflect current staffing costs and the elimination of Fiscal Year 2011-12 one-time funding for negotiated labor agreements.
  - Increase of $0.1 million for the additional staff year described above.
- Services and Supplies — net decrease of $39.1 million.
  - Decrease of $41.3 million to reflect the reduction of one-time appropriations for the Integrated Property Tax System (IPTS), which was initiated in Fiscal Year 2011-12.
  - Decrease of $0.1 million in various services and supplies accounts to reflect projected needs.
  - Increase of $2.3 million for the transfer of County Administrative Center (CAC) facility management expenses from the Clerk of the Board to the Finance and General Government Group Executive Office, including $2.1 million in annual maintenance operations and $0.2 million in major maintenance costs. The Department of General Services took over facility management services during Fiscal Year 2011-12, and has established a Memorandum of Agreement (MOA) with the Executive Office for payment of those services.

Revenues

Net decrease of $39.2 million.

- Revenue From Use of Money & Property — increase of $0.02 million to reflect revenue from rents and concessions previously collected by Clerk of the Board to partially offset CAC facility management costs.
- Intergovernmental Revenues — increase of $0.02 million related to external department overhead payments (A-87) charged to other governmental entities for enterprise resource planning (ERP) system support.
- Charges for Current Services — increase of $0.5 million related to external department overhead payments (A-87) for enterprise resource planning (ERP) system support.
- Use of Fund Balance — net decrease of $41.8 million for a total of $3.2 million.
  - Decrease of $41.3 million for the reduction of one-time appropriations for the Integrated Property Tax System.
  - Decrease of $0.5 million to be replaced by external department overhead payments (A-87) described above.
  - Total use of fund balance proposed for Fiscal Year 2012-13 includes $2.5 million for management reserves to address unanticipated IT project costs, $0.5 million for short-term funding of ERP system data storage costs until ongoing funding levels become more predictable, and $0.2 million for potential CAC major maintenance projects.
- General Purpose Revenue Allocation — increase of $2.1 million for annual CAC facility maintenance operation costs detailed in MOA described above.

Executive Office Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $2.5 million is mainly attributable to a decrease in the planned use of management reserves for unanticipated IT projects.

Group Staffing by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	6.00	6.00	7.00	16.7	7.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor / Recorder / County Clerk	397.50	397.50	410.50	3.3	410.50
Treasurer - Tax Collector	121.00	121.00	121.00	0.0	121.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	245.50	245.50	246.50	0.4	246.50
County Technology Office	16.00	16.00	16.00	0.0	16.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	37.00	36.00	27.00	(25.0)	27.00
County Counsel	135.00	135.00	135.00	0.0	135.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	110.00	112.00	114.00	1.8	114.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	1,165.50	1,166.50	1,174.50	0.7	1,174.50

Group Expenditures by Department

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	$ 49,136,220	$ 49,337,237	$ 10,174,656	(79.4)	$ 7,692,754
Board of Supervisors	7,628,046	7,683,215	7,811,230	1.7	7,816,168
Assessor / Recorder / County Clerk	50,638,198	53,590,691	56,359,869	5.2	56,039,243
Treasurer - Tax Collector	19,148,452	20,854,463	20,475,327	(1.8)	20,689,825
Chief Administrative Office	4,379,445	4,303,059	4,312,234	0.2	4,385,417
Auditor and Controller	33,839,785	33,983,646	36,752,555	8.1	35,157,520
County Technology Office	139,910,787	136,921,919	151,131,040	10.4	134,139,742
Civil Service Commission	558,294	568,229	586,695	3.2	601,143
Clerk of the Board of Supervisors	6,380,645	6,458,189	3,279,610	(49.2)	3,366,032
County Counsel	22,554,021	22,361,077	22,935,440	2.6	23,031,595
Grand Jury	580,076	601,232	588,080	(2.2)	591,003
Human Resources	22,703,286	23,335,014	23,323,953	(0.0)	23,241,768
County Communications Office	2,879,771	3,154,141	3,060,557	(3.0)	3,116,675
Total	$ 360,337,026	$ 363,152,112	$ 340,791,246	(6.2)	$ 319,868,885

Executive Office Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	6.00	6.00	7.00	16.7	7.00
Total	6.00	6.00	7.00	16.7	7.00

Executive Office Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	$ 49,136,220	$ 49,337,237	$ 10,174,656	(79.4)	$ 7,692,754
Total	$ 49,136,220	$ 49,337,237	$ 10,174,656	(79.4)	$ 7,692,754

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 1,089,843	$ 1,319,091	$ 1,190,315	(9.8)	$ 1,224,600
Services & Supplies	45,546,377	45,518,146	6,484,341	(85.8)	6,468,154
Management Reserves	2,500,000	2,500,000	2,500,000	0.0	—
Total	$ 49,136,220	$ 49,337,237	$ 10,174,656	(79.4)	$ 7,692,754

Executive Office Budget by Categories of Revenue

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	$ —	$ —	$ 20,000	—	$ 20,000
Intergovernmental Revenues	—	—	19,156	—	19,156
Charges For Current Services	—	—	537,622	—	537,622
Use of Fund Balance	43,801,930	45,030,644	3,223,690	(92.8)	704,376
General Purpose Revenue Allocation	5,334,290	4,306,593	6,374,188	48.0	6,411,600
Total	$ 49,136,220	$ 49,337,237	$ 10,174,656	(79.4)	$ 7,692,754

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 (Supervisorial District) of the county. Supervisorial District boundaries were adjusted for the Fiscal Year 2011-13 Adopted Operational Plan as a result of decennial redistricting activities in 2011. New district boundaries were adopted by the Board of Supervisors on September 27, 2011. (See map on page 3.)

District 1

Supervisor Greg Cox represents more than 609,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from 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 Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, parts of Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, South Bay Terraces, Stockton, Sunset Cliffs and part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

Supervisor Cox is assisted by a highly experienced professional staff whose fundamental mission is to make County government work for citizens by focusing on outcome and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research and review of the County budget and operations, 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. Supervisor Cox has focused on the economic security of families and job creation and on improving public safety to better protect residents and fight child and elder abuse; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through innovative programs and projects like the San Pasqual Academy and the Bonita-Sunnyside and Lincoln Acres libraries.

Since taking office, Supervisor Cox has made it one of his highest priorities to improve the lives of foster children. Specifically, he has tirelessly worked to establish programs, like School Success, to help foster children achieve academic success and graduate high school. In 2010, the graduation rate for foster children in San Diego was well over 85%, comparable to that of the general public and a dramatic change from 10 years ago when the rate was only 51%.

Supervisor Cox has made it a priority to improve access to health care in his district and countywide. As one who initiated the Healthcare Safety Net study, Supervisor Cox has provided hundreds of thousands of dollars in Neighborhood Reinvestment funds to local Community Clinics, and continues to work with clinics and hospitals to maintain and enhance the safety net in San Diego County. Supervisor Cox has improved accessibility to health and social services by using technology and creating innovative collaborations with community partners like 2-1-1 San Diego.

Supervisor Cox has worked to preserve open space while providing recreational opportunities through the creation of the Bayshore Bikeway, the Sweetwater River Bike Trail, Otay Valley Regional Park and the expansion of the Sweetwater River Regional Park and the Tijuana River Valley Regional Park. Supervisor Cox doubled the number of campsites available to the public at the Sweetwater Summit Campground. He has actively worked with State and federal agencies to fund projects that encourage people to use active transportation including walking and bicycling, thus reducing toxic auto emissions that pollute our air. In March 2011, Supervisor Cox secured a grant from the State Coastal Conservancy to complete significant segments of

the Bayshore Bikeway, a project the Supervisor has championed. He is leading San Diego's effort to become the first California county to complete the California Coastal Trail, which is a network of trails and routes spanning the entire coastline. Supervisor Cox received praise from local environmental groups for leading a regional effort with all the coastal cities in the county to locate funding to restore the Beach Quality Safety Program, which preserves critical monitoring of our region's beaches, bays and waterways.

Supervisor Cox has worked with federal and local offices on the new San Ysidro Port of Entry and associated infrastructure to enhance international commerce and trade. He is working to complete construction of State Route 905, State Route 11 and a second Otay Mesa international border crossing. Supervisor Cox was elected by his peers to serve as the President of the U.S./Mexico Border Counties Coalition and the California State Association of Counties and remains active on the boards of both organizations. He also serves on the board of the San Diego County Regional Airport Authority.

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 620,000 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 $200 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, Ewiiaapaayp, 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 Pam Slater-Price 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. With nearly 650,000 residents, District 3 overlays all or portions of five incorporated cities, including nearly a dozen distinct communities within the city of San Diego.

District 3 includes the coast from Torrey Pines State Beach through 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. Also along the coast are the cities of Del Mar, Solana Beach and Encinitas. These cities incorporated in 1986 but continue to receive law enforcement, library and other services from the County of San Diego.

Along the bustling coastline, Supervisor Slater-Price has championed efforts to restore and enhance many miles worth of beaches, coastal lagoons and watersheds. She has overseen a multi-agency effort to restore the San Dieguito wetlands, and to the north, at San Elijo Lagoon, the Supervisor pushed for construction of an award-winning, county-operated nature center.

During her tenure, Supervisor Slater-Price has worked with chambers of commerce and business booster groups to promote economic development and job growth. She voted to increase fire protection and fight crime throughout the

county. She has supported the county's acquisition of thousands of acres of permanent open space and has been a driving force behind strengthening environmental policies.

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. 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 and Northrop Grumman 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.

By adhering to the county's General Management System, Supervisor Slater-Price promotes conservative fiscal policy, a clean environment, and above all, safe and livable communities.

Supervisor Slater-Price 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.

District 4

Supervisor Ron Roberts is Chairman of the Board of Supervisors.

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 626,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues, from improving the plight of foster youth, assisting vulnerable seniors and enhancing public safety, 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, Crown Point, El Cerrito, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Linda Vista, Little Italy, Loma Portal, 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, Webster and north-eastern downtown San Diego. 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 district covers the northern most area of San Diego County, and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the 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 620,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations, and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's access to health care, public safety resources, including improved methods of protecting the public from sexual predators, emergency preparedness and strong relationships with faith-based organizations.

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 Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak

Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, 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. With many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland 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.

Tourism and light industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista, and San Marcos. North County is also becoming a regional powerhouse for higher education and health care, as the California State University San Marcos campus continues to grow and a $1 billion, 740,000 square foot hospital is expected to open in summer 2012. Over half of the County's 1,932 miles of roads 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. Under the leadership of Supervisor Horn, plans to expand McClellan-Palomar Airport, a crucial economic driver for North County, are being developed. He has also created organizations, such as Prosperity on Purpose, to create new opportunities and secure economic development funds for North County. Supervisor Horn is committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Related Links

For additional information about the Board of Supervisors, refer to the website at http://www.sdcounty.ca.gov/general/bos.html.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Board of Supervisors District 1	9.00	9.00	9.00	0.0	9.00
Board of Supervisors District 2	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 4	10.00	10.00	10.00	0.0	10.00
Board of Supervisors District 5	13.00	13.00	13.00	0.0	13.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.0	2.00
Total	56.00	56.00	56.00	0.0	56.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Board of Supervisors District 1	$ 1,308,832	$ 1,308,832	$ 1,335,009	2.0	$ 1,335,009
Board of Supervisors District 2	1,312,135	1,312,135	1,338,378	2.0	1,338,378
Board of Supervisors District 3	1,285,392	1,285,392	1,311,100	2.0	1,311,100
Board of Supervisors District 4	1,229,921	1,283,204	1,308,868	2.0	1,308,868
Board of Supervisors District 5	1,408,611	1,408,611	1,436,783	2.0	1,436,783
Board of Supervisors General Offices	1,083,155	1,085,041	1,081,092	(0.4)	1,086,030
Total	$ 7,628,046	$ 7,683,215	$ 7,811,230	1.7	$ 7,816,168

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 6,617,967	$ 6,680,862	$ 6,802,701	1.8	$ 6,807,639
Services & Supplies	1,010,079	1,002,353	1,008,529	0.6	1,008,529
Total	$ 7,628,046	$ 7,683,215	$ 7,811,230	1.7	$ 7,816,168

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Use of Fund Balance	$ —	$ 3,074	$ —	(100.0)	$ —
General Purpose Revenue Allocation	7,628,046	7,680,141	7,811,230	1.7	7,816,168
Total	$ 7,628,046	$ 7,683,215	$ 7,811,230	1.7	$ 7,816,168

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

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 and death 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Recorded property ownership in a timely manner facilitating access to ownership information for the buying, selling and financing of property.
- Located, identified and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Completed Phase One of the Birth Backfile Imaging Project and the Digital Reel Scanning and Redaction Projects to electronically preserve critical recorded documents and vital records.

Required Discipline – Fiscal Stability

- Collected, distributed and accounted for all mandated fees and transfer taxes so County departments, federal and state agencies, cities and special districts can fulfill their legal responsibilities.
- Reviewed various vital record fees to ensure that costs for services are fully recovered.

Required Discipline – Information Technology

- Completed initial development task for the pending implementation of a new integrated recording and vital records system. Due to a necessary extension of the overall project timeline, this task has been segmented into multiple phases: Phase One (Official Records) is now scheduled for implementation by September 2012, and Phase Two (Vital Records) is scheduled for implementation by June 30, 2013. This will allow the Assessor/Recorder/County Clerk (ARCC) to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Completed requirements and initial design for the development of an electronic recording module that will allow the department to electronically accept recorded documents. This is an immediate sub-phase to the aforementioned integrated recording and vital records system. Due to the extension of overall project timeline, scheduled implementation is now between October and December, 2012. This will enable the department to significantly reduce document processing time and enhance customer service.

Required Discipline – Customer Satisfaction

- Provided the public with services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property

ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

2012-14 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 Phase Two of Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. Target start date is July 2013 with completion by June 2014.
- Redact identity information from documents recorded during the period 1990 through 2008 in order to comply with Government Code 27301a. Target completion date is September 2013.

Required Discipline for Excellence - Fiscal Stability

- Collect, distribute and account for all mandated fees and transfer taxes so County departments, federal and state agencies, cities and special districts can fulfill their legal responsibilities.
- Continue to review departmental fee structure to ensure that costs for services are fully recovered.

Required Discipline for Excellence – Information Services

- Implementation of a new integrated recording and vital records system. Full system implementation is scheduled to occur by June 2013. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Implementation of the electronic recording module that will allow the department to electronically accept recorded documents. This is an immediate sub-phase to the aforementioned integrated recording and vital records system. Due to the extension of overall project timeline, scheduled implementation is now between October and December 2012. This will enable the department to reduce document processing time and enhance customer service.
- Develop and implement both an internal and external ARCC SharePoint site, a file sharing application. This will provide a consolidated venue for all departmental services and information for both staff and the public.

Required Discipline for Excellence – Customer Satisfaction

- Provide the public with services that are of value to them in a competent and professional manner and achieve a customer service rating of at least 93%.
- Provide the public with a variety of online forms 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 branch office; civil ceremonies to be offered in July 2012 and document recording in January 2013.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at http://arcc.co.sandiego.ca.us/arcc/default.aspx.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Recorded documents indexed within two business days[1]	99%	99%	99% of 800,000	99%	99%
Mandated assessments completed by close of annual tax roll[2]	100%	100%	98% of 310,000	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]	98%	98%	99% of 86,000	99%	99%
Satisfactory customer service rating[4]	92%	94%	93%	93%	93%

Table Notes

[1] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

[2] Measures the performance in locating, identifying, and fairly and uniformly appraising all property. Completing one hundred percent of the annual assessment work is the goal in the County's first step to assessing and billing annual property taxes.

[3] Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

[4] Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating is determined based on the number of positive comments received to the total number of customers surveyed.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 13.00 staff years - 10.00 appraisal positions to assist with the timely resolution of residential and commercial assessment appeals filings. This will reduce the appeals waiting time by 50%. An increase of 3.00 clerical support positions will allow the department to extend clerk services (marriage licenses and ceremonies) at the Chula Vista branch office.

Expenditures

Net increase of $2.8 million.

- Salaries and Benefits — increase of $1.1 million reflects an increase in expenditures due to the increase of 13.00 staff years, as well as negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — increase of $1.7 million.
  - Increase of $0.8 million in temporary contract help due to implementation of integrated recording/vital records system.
  - Increase of $0.5 million in contracted services due to one-time project relating to Assessor film deterioration ($0.4 million) and contracted consultant services relating to the Integrated Property Tax System (IPTS) project ($0.1 million).
  - Increase of $0.3 million in minor equipment costs due to one-time purchases relating to integrated recording/vital records system.
  - Increase of $0.1 million in major maintenance costs due to necessary building repairs.

Revenues

Net increase of $2.8 million

- Licenses Permits & Franchises — increase of $0.5 million due to increase in fee for marriage licenses.

- Charges for Current Services — net increase of $2.3 million.
  - Increase of $1.9 million in Recording Fee Modernization revenue due to one-time initiatives relating to implementation of integrated recording/vital records system.
  - Increase of $0.1 million in E-recording revenue due to increase in ongoing costs for E-recording system.
  - Increase of $0.4 million in Social Security Number Truncation revenue due to one-time redaction back file projects.
  - Increase of $0.4 million due to increase in fee for services relating to marriage ceremonies.
  - Increase of $0.2 million in duplicating and filing fees due to a State mandated increase in fees relating to birth and death certificates.
  - Increase of recorded document fees of $0.1 million primarily due to an increase in fee for fictitious business name filings.
  - Decrease of $0.5 million in Property Tax System Administration revenue to reflect anticipated decrease in collections from cities for services rendered.
  - Decrease of $0.2 million in Micrographics Trust Fund revenue due to decrease in ongoing and one-time expenditures.
- Miscellaneous Revenue — increase of $0.1 million to reflect increase in timeshare maintenance fee revenue. ARCC maintains unique ownerships and assessments for each single condominium unit used as a timeshare.
- Use of Fund Balance — decrease of $0.2 million for a total budget of $0.35 million to fund a one-time initiative to upgrade old microfilm to a more stable film medium in the Assessor's Office.
- General Purpose Revenue Allocation — increase of $0.1 million due to increase in projected personnel costs.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $0.3 million is primarily the result of reductions in Services and Supplies of $1.2 million due to elimination of one-time initiatives from Fiscal Year 2012-13 ($0.8 million in temporary contract help, $0.1 million in software application costs, $0.2 million in minor equipment costs and $0.1 million in major maintenance costs) and a reduction of Capital Asset Equipment costs ($0.2 million). This is partially offset by an increase in Salaries and Benefits of $1.1 million for a negotiated benefit increase and increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Property Valuation ID	263.00	263.00	272.00	3.4	272.00
Recorder / County Clerk	110.50	110.50	114.50	3.6	114.50
Management Support	24.00	24.00	24.00	0.0	24.00
Total	397.50	397.50	410.50	3.3	410.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Property Valuation ID	$ 31,461,924	$ 31,919,032	$ 33,296,297	4.3	$ 34,676,895
Recorder / County Clerk	16,010,517	18,522,213	19,671,169	6.2	17,963,475
Management Support	3,165,757	3,149,446	3,392,403	7.7	3,398,873
Total	$ 50,638,198	$ 53,590,691	$ 56,359,869	5.2	$ 56,039,243

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 35,515,770	$ 36,915,940	$ 37,990,581	2.9	$ 39,083,407
Services & Supplies	15,097,428	16,449,751	18,161,525	10.4	16,915,836
Capital Assets Equipment	25,000	225,000	207,763	(7.7)	40,000
Total	$ 50,638,198	$ 53,590,691	$ 56,359,869	5.2	$ 56,039,243

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 500,000	$ 450,000	$ 900,000	100.0	$ 900,000
Revenue From Use of Money & Property	120,000	56,000	30,000	(46.4)	30,000
Charges For Current Services	30,033,919	31,385,791	33,711,529	7.4	31,644,965
Miscellaneous Revenues	631,000	631,000	701,000	11.1	701,000
Use of Fund Balance	—	511,648	350,000	(31.6)	800,000
General Purpose Revenue Allocation	19,353,279	20,556,252	20,667,340	0.5	21,963,278
Total	$ 50,638,198	$ 53,590,691	$ 56,359,869	5.2	$ 56,039,243

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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 $6.5 billion in public funds; the billing and collection of approximately $4.6 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.

2011-12 Anticipated 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 – Fiscal Stability

- To safeguard public funds and maintain public trust, efficiently managed 360 accounts for 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 of 113 bank accounts linked to the Master Treasury account.

- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.50% in Fiscal Year 2011-12.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector provided broad-based financial and consulting services to public agencies within the San Diego County region. County Investment staff assisted in the issuance of approximately $979 million in bond proceeds during Fiscal Year 2011-12. The Treasury processed in a timely manner 248 interest payments and 147 principal payments for bonds where the County Treasury serves as the paying agent.
- Provided a learning platform and forum to address current government finance issues by facilitating three seminars including the Investment Symposium (61 attendees), the Debt Symposium (81 attendees) and Fraud Prevention (122 attendees).

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increased the number of certified Cash Handlers by 131 people in Fiscal Year 2011-12 through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program continues to strengthen internal controls and increase efficiency in processing and safeguarding cash.

- Developed "knowledge workers" within the Treasury Division by having encouraged professional development through seminar and conference attendance and participation in government finance organizations such as California Municipal Treasurers Association, Government Investment Officers Association and Government Finance Officers Association.

Required Discipline – Continuous Improvement

- Implemented upgrade of SunGard treasury management software. This enhancement will allow for automatic paperless processing of investment transactions and provide additional automation and streamlining of Treasury processes.

Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing customer service to County residents at the main branch and four additional branches located throughout the county.

Required Discipline – Fiscal Stability

- Maintained a collection rate of 97% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner ensuring timely revenue collection on behalf of San Diego County's taxpayers.

Required Discipline – Information Technology

- Participated in the further development of the Integrated Property Tax System (IPTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office to prepare for deployment by a date agreed upon by the County and the selected contractor.

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 – Skilled, Adaptable and Diverse Workforce

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Maintained enrollment in the Deferred Compensation 457 Plan at 48.0% through June 30, 2012.
  - Average deferral amount per pay period in the Deferred Compensation 457 Plan was $80.
  - Continued to educate employees on the Deferred Compensation Plan by holding two Investment and Retirement Symposiums.
  - 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.

2012-14 Objectives

Treasury

Required Discipline for Excellence – Fiscal Stability

- To safeguard public funds and maintain public trust, 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 0.60% in Fiscal Year 2012-13 and 0.70% in Fiscal Year 2013-14.

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 will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- Provide a learning platform and forum to address current government finance issues by facilitating four seminars for Fraud Prevention, Nonprofit Organization Finance, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Tax Collection

Required Discipline for Excellence – Fiscal Stability

- Maintain a collection rate of 97% 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 by June 30, 2013.

Required Discipline for Excellence – Information Technology

- Participate in the further development of the Integrated Property Tax System (IPTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office to prepare for deployment by a date agreed upon by the County and the selected contractor.

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 at 48.0% through June 30, 2013 and increase it to 48.2% by June 30, 2014.
  - Increase the average participant contribution in the Deferred Compensation 457 Plan to $89 per pay period by June 30, 2013 and to $91 by June 30, 2014.
  - 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 annual educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at http://www.sdtreastax.com/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Secured Taxes Collected (% of total)[1]	98%	97%	97%	97%	97%
Unsecured Taxes Collected (% of total)[1]	97%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)	0.84%[2]	0.70%[3]	0.50%[3]	0.60%[3]	0.70%[3]
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[4]	4.71	4.70	4.70	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period[5]	$86	$87	$80	$89	$91
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan[6]	47.4%	47.4%	48.0%	48.0%	48.2%
Number of newly Certified Cash Handlers for the County and other government entities	157[7]	40[7]	131[7]	40[7]	40

Table Notes

[1] With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The low actual collection rate is a result of the struggling real estate market. Continued lower collection percentages through 2013-14 are anticipated as the real estate market continues to struggle.

[2] The Rate of Return on Investment Pool was estimated to be 0.84% in Fiscal Year 2010-11 due to the Federal Reserve funds rate having remained set at a range of 2.00% to 0.00%. Please address the variance for FY 2011-12 Adopted (0.70%) to Estimated Actuals (0.50%). (The variance in question is addressed in note 3 below)

[3] Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past two 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.

[4] The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced; however, their overall experience is less than exceptional because they believe the taxes are too high.

[5] Due to uncertainty in the economic health of the country, employees reduced their Deferred Compensation average deferral amount per employee per pay period. The department will strive to increase plan awareness and to promote new plan services in order to keep contributions consistent.

[6] Participation in the 457 plan increased greatly as a result of the publicity created by the introduction of the Roth 457 program early in Fiscal Year 2011-12.

[7] The number of newly Certified Cash Handlers increased in Fiscal Year 2010-11 due to a compliance requirement implemented by the Health and Human Services Agency and other departments understanding the value of the program. The number of newly Certified Cash Handlers increased in 2011-12 due to a special request from County departments to add an extra session and will revert back to 40 in 2012-13 because most employees who require Cash Handling certification have been certified. It is also anticipated that turnover of cash handlers will be lower.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of $0.4 million.

- Salaries and Benefits — increase of $0.1 million reflects negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — decrease of $0.5 million.
  - Decrease of $0.4 million in one-time cost for the implementation of the Web Integrated Tax System (WITS) 3.0 infrastructure allowing for a real-time client server property tax payment processing architecture.
  - Decrease of $0.1 million due to decreased cost of Public Liability Insurance Premium and office expense related to improved efficiencies.

Revenues

Net decrease of $0.4 million.

- Use of Fund Balance — decrease of $0.43 million due to elimination of one-time prior year initiatives. There is no planned use of fund balance in Fiscal Year 2012-13.
- General Purpose Revenue Allocation — increase of $0.05 million for Salaries and Benefits increases described above.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of $0.2 million as a result of an increase of $0.4 million for negotiated labor agreements and an increase in County retirement contributions, offset by a decrease of $0.2 million due to completion of one-time Information Technology enhancements in Fiscal Year 2012-13.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Treasury	23.00	23.00	23.00	0.0	23.00
Deferred Compensation	3.00	3.00	3.00	0.0	3.00
Tax Collection	83.00	83.00	82.00	(1.2)	82.00
Administration - Treasurer / Tax Collector	12.00	12.00	13.00	8.3	13.00
Total	121.00	121.00	121.00	0.0	121.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Treasury	$ 6,543,884	$ 6,863,607	$ 6,853,306	(0.2)	$ 6,958,201
Deferred Compensation	311,299	302,532	327,347	8.2	335,279
Tax Collection	9,352,843	10,677,584	10,214,869	(4.3)	10,255,845
Administration - Treasurer / Tax Collector	2,940,426	3,010,740	3,079,805	2.3	3,140,500
Total	$ 19,148,452	$ 20,854,463	$ 20,475,327	(1.8)	$ 20,689,825

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 10,690,081	$ 10,865,971	$ 10,943,244	0.7	$ 11,322,216
Services & Supplies	8,458,371	9,988,492	9,532,083	(4.6)	9,367,609
Total	$ 19,148,452	$ 20,854,463	$ 20,475,327	(1.8)	$ 20,689,825

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Fines, Forfeitures & Penalties	$ 1,035,450	$ 1,035,450	$ 1,035,450	0.0	$ 1,035,450
Charges For Current Services	11,991,679	13,234,292	13,234,292	0.0	13,234,292
Miscellaneous Revenues	409,000	637,472	637,472	0.0	637,472
Use of Fund Balance	526,895	432,150	—	(100.0)	—
General Purpose Revenue Allocation	5,185,428	5,515,099	5,568,113	1.0	5,782,611
Total	$ 19,148,452	$ 20,854,463	$ 20,475,327	(1.8)	$ 20,689,825

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 Internal Affairs and the Office of Strategy and Intergovernmental Affairs.

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.

2011-12 Anticipated Accomplishments

During Fiscal Year 2011-12, the Chief Administrative Office worked with the Board of Supervisors to ensure that County government in San Diego remained fiscally sound, operationally strong and able to meet the core 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 worked with CAOs in other California counties to protect local revenues and interests as the new State administration worked to redefine State/County roles, responsibilities and revenues.

The CAO also continued to enhance efficiency throughout the organization by implementing new ways of working that enable 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 2011-12 anticipated accomplishments and how they relate to the County's 2011-2016 Strategic Plan are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they formed a coordinated strategy that enabled 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."

Kids: Improve Opportunities for Children and Families

Implemented second year of "*Live Well, San Diego!*" to achieve the County's vision of healthy, safe and thriving communities by:

- Supporting positive choices that integrate healthy and safe living and encourage financial stability.
  - Continued to promote self-sufficiency by serving eligible recipients on public assistance programs; over 79,000 per month in CalWORKs, over 240,000 per month in CalFresh, and over 350,000 per month in Medi-Cal.
  - Received a Community Nutrition Education Program (CNEP) multi-year State grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients.
  - Provided resources to homeless families exiting from transitional housing.
- Building a better service delivery system that recognizes the importance of safety in achieving healthy people, healthy communities and thriving families.

- Made it easier for people seeking help on issues such as mental health, alcohol or drug abuse and suicide prevention by revising the phone number for the Access and Crisis Line to reflect the seven days a week, twenty-four hours a day service to (888) 724-7240.
- Implemented the Low Income Health Program (LIHP) that funds medical care for uninsured adult County residents. LIHP uses a network of community health centers along with hospitals, community physicians and mental health providers throughout San Diego County to provide health care services.
- Obtained funding for a program that will help residents with complex needs and chronic health conditions better manage their care and reduce hospital visits. This funding from the Beacon Community Project will be used to develop and administer evidence-based Care Transition services in three hospitals in the San Diego County region (Scripps Mercy, Sharp Memorial and UCSD Medical Center), building upon the successful Aging and Independence Services Care Transitions pilot program at Sharp Memorial.
- Received a Community Transformation Grant (CTG), a multi-year grant from the U.S. Department of Health and Human Services, to reduce chronic diseases, promote healthier lifestyles, reduce health disparities and decrease health care costs.
- Established partnerships and implemented child support related programs with community-based organizations who deal with non-custodial parents.
- Created a separate team within Child Welfare Services (CWS) to case manage all youth over the age of 17 that remain active to CWS. Now that Assembly Bill 12, the *California Fostering Connections to Success Act*, has extended foster care to the age of 21, this team will ensure that these youth have the tools and resources they need to successfully exit from foster care at the appropriate time.

- Pursuing policy and environmental changes that make it easier to be healthy, enhance safety, and support communities that thrive.
  - Completed Year 2 of the two-year Communities Putting Prevention to Work grant. The grant worked closely with residents, businesses and community leaders to develop and implement policies, systems and environmental approaches that make healthy living easy, safe and affordable. Efforts included partnering local farmers with local schools to bring fresh fruits and vegetables to students, creating a 'safe routes to school' countywide coalition, and completing draft framework for integrating public health goals into the 2050 Regional Transportation Plan and Regional Comprehensive Plan.
  - Improved the culture from within by training County staff to recognize that traumatic events impact individual health, community safety and financial stability.
  - Rolled out an employee training based on Behavioral Health Services' "It's Up to Us" campaign to increase understanding of mental illness, to reduce stigma, and to encourage people to help others or seek help for themselves.

The Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Completed adoption of a new County General Plan, to provide an up-to-date, consistent framework for development that streamlines the development and development review processes.
- Acquired 474 acres within the Multiple Species Conservation Plan (MSCP) areas. The MSCP streamlines the development process and facilitates the creation of viable permanent open space preserves.
- Acquired, preserved and enhanced significant natural and historical/cultural resources and designed, developed and operated park facilities in an environmentally responsible and efficient manner that promoted resource sustainability.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Improved energy and water efficiency in 12 (goal was 8) department facilities by native landscaping, retrofitting or installing new water- and energy-efficient equipment, acquiring electric vehicles, and replacing older vehicles with energy-efficient vehicles to reduce water and energy usage.
- Performed over 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
- Continued to partner with prosecutors and other regulatory agencies to enforce compliance with hazardous waste, hazardous materials and underground storage tanks laws when cooperative and educational efforts

fail. As part of this effort, sent two inspectors to the Federal Law Enforcement Training Center's advanced environmental crimes multi-jurisdictional training.

- Completed ten oil collection events - recycling 90,000 gallons of used oil and 13,000 used oil filters and completed four tire collection events – recycling 4,000 tires.
- Protected the health and safety of the region's $1.65 billion agricultural industry and its customers from damaging exotic insects, diseases and noxious non-native weeds.

Safe and Livable Communities: Promote Safe and Livable Communities

Continued to provide programs that break the cycle of criminal recidivism, protected the public and focused on the successful reentry of offenders into the community upon leaving incarceration.

- Provided rehabilitative services to youth in custody to prepare them for success in the community.
- Participated in Offender Reentry Court, Behavioral Health Court, Adult and Juvenile Drug Court, Homeless Court and the Veterans Treatment Review Calendar to ensure clients obtained the services they need to become self-sufficient and maintain a crime-free lifestyle.
- Conducted over 850 compliance audits in the unincorporated area and Sheriff's contract cities to ensure that registered sex offenders remained in compliance with court ordered offender registration requirements.

Continued partnerships with other agencies to address public safety needs.

- Collaborated with criminal justice partners and social service providers and developed protocols for a High-Risk Domestic Violence Team to support improved outcomes for victims of domestic violence.
- Participated in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Continued to contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project, the National Institute of Child Health and Human Development and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.
- Completed Step II of the County's Fire and Life Safety Reorganization Report, which included the merging of the five County Service Areas into the San Diego County Fire Authority – County Service Area (CSA) 135.

Continued to strengthen the County's and communities' ability to prepare for, respond to and recover from disasters.

- Implemented 24-hour staffing at all fire stations in coordination with the local fire districts.
- Developed an advanced post-disaster recovery initiative which provides a comprehensive program that identifies steps the County can take pre-disaster that will accelerate recovery after a catastrophic event.
- Initiated development of the Regional Communications System replacement plan; Federal Urban Area Security Initiative grant funding for replacement of the core was approved in January 2012.
- Developed and implemented a public awareness campaign on the County's new Accessible AlertSanDiego mass notification system that directs blind, hard-of-hearing and deaf/blind residents to the ReadySanDiego website.
- Established a public information program on the tenth anniversary of 9/11 to educate and advise the general public as to how to recognize and report suspicious activity. The program, which reached 3.1 million residents as well as visitors to San Diego County, was available on the Web, through distributed materials, the local media and through community events.
- Provided public outreach notification to residents in the unincorporated area on the Defensible Space Program, the inspection process and procedures. This program is designed to protect homes during wildfires by reducing flammable vegetation around structures.
- Mitigated fire fuel hazards and maintained fire safe zones in 40 (goal was 24) park facilities through continued implementation of fuel management practices.
- Implemented the 2011 Consolidated Fire Code, which consolidated the fire codes of the 16 individual fire districts and the San Diego County Fire Authority – CSA 135.
- Reduced risks of wildfire by collaborating with the San Diego County Fire Authority in the application of land use policies that promote development that mitigates wildfire impacts, protecting new and existing communities.

Continued to enhance safety throughout our communities.

- Awarded and managed construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow and prepared four road reviews to evaluate County roads with higher than statewide average collision rates, recommending implementation measures to help reduce the number of collisions.
- Increased teen driving safety through education and awareness by conducting Start Smart classes and two community teen driving fairs.
- Met Hazardous Incident Response Team (HIRT) goal to be on the scene of a hazardous incident they are dispatched to within 60 minutes over 90% of the time. The team averages a 98.4% on time arrival rate.
- Increased volunteer patrol hours by 51% (from 2,962 to 4,497 hours) to assist in creating safer parks and preserves by providing extra security for park users.
- Continued to enhance the quality of life throughout our communities.
- Ensured that consumers are charged the correct price by conducting three outreach presentations to educate local merchants and retailers about price accuracy compliance.
- Increased the number of undercover residential fumigation inspections from 6 to 35 to increase enforcement presence where violations affect public health and worker safety.
- Maintained hours of service at 33 libraries and 2 mobile libraries.
- Will conduct the Presidential Primary Election in June 2012, increasing the number of polling places by 10%.
- Achieved the goal of 0% euthanasia of any healthy, friendly animal at County animal shelters.

Required Disciplines: Promoting Operational Excellence

Fiscal Stability

- Maintained the County's fiscal stability and strong credit ratings through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, and commitment to maintaining prudent reserves.
- Aggressively pursued opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- Maintained a strong Treasurer's Investment Pool.
- Assisted 22 area school districts with General Obligation (GO) bond financings and Tax and Revenue Anticipation Note (TRAN) financings. Successfully conducted a Request for Proposals (RFP) process to procure financial advisor services related to the County's debt financing activities.
- Maintained a property tax collection rate of 97% 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.
- Delivered the highest quality legal services in an efficient and effective manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County. County Counsel prevailed in 96% (49 of 51) of court decisions in all lawsuits filed against the County.

Customer Satisfaction

- Received a Supplemental Nutrition Assistant Program Participation (SNAP) multi-year federal grant to implement a system for electronic documents conversion and tracking that will help reduce processing time and minimize lost documents. SNAP is the former federal program Food Stamps.
- Continued to expand use of social media tools and online services so the public can access information or do business with the County at their convenience, anytime, anywhere.
- Provided the public with the personal and business services, records and information they need, including locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records, with a 93% satisfactory customer service rating.
- Continued to implement process improvements to streamline the land development process to reduce processing costs and time for customers as well as the County.

Skilled, Adaptable and Diverse Workforce

- Maintained a high quality workforce by adhering to 99% (396 of 400) of established timelines for recruitment of County employees, and provide County departments with positions that match their staffing needs by completing 100% (150) of classification activity requests by established timelines. Successfully implemented the Mentor Partnership Program to aid departments in succession planning and develop leadership talent in the County workforce.

Accountability, Transparency and Ethical Conduct

- Submitted 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.
- Provided high quality 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), 97% (219 of 225) were implemented on or before their due date.
- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.
- Conducted a comprehensive review of the Clerk of the Board's cash handling processes and implemented all recommendations to ensure that adequate controls are in place to protect the staff and customers and safeguard public funds.
- Implemented new InSite and County News Center websites to proactively deliver vital information including County news, challenges and successes directly to employees and residents.

Information Technology

- Ensured that transfer of the County's Information Technology (IT) outsourcing contract to Hewlett Packard was smooth and seamless to system users and that all operations and contract conditions are successfully executed.
- Completed the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, implemented improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Implemented and expanded the use of the Juvenile Electronic Library System (JELS) to improve the case management process. (JELS is a project to integrate Probation Reports into the DA's juvenile case management system for use in the courtroom.)
- Developed a County IT Risk Assessment Manual that is being used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle. This manual includes guidelines for conducting IT system categorization; control selection and implementation; security assessments; and identifying system authorization and logging requirements.
- Developed new online tools that will streamline business processes and improve customer service.
- Continued implementation of the Business Case Management System – Accela (BCMS) automation program, which empowers residents and the County by increasing accessibility and transparency of information and the County to deliver high value, quality services in the most efficient and timely manner.
- Installed the new Automated Fingerprint Identification System.

Regional Leadership

- Kept communities safe through regional leadership in criminal justice and public safety activities.
- Maintained a focus on border security by conducting proactive, intelligence driven operations in conjunction with local and federal law enforcement partners and partnered with agencies throughout the region to target activities such as gang operations; domestic violence; truancy, probation and parole sweeps; and sobriety checkpoints.
- Conducted 18 tabletop exercises with multiple federal, state, county departments, 18 cities, special districts in the unincorporated areas and non-governmental agencies by April 2012 to focus on the Southern California Catastrophic Earthquake Response Plan.
- Completed the dissolution of the County of San Diego Redevelopment Agency and the transfer to the County Successor Agency, as required by legislation in Assembly Bill 1X 26, Community Redevelopment Dissolution.

Continuous Improvement

- Completed phase one of the Knowledge Integration Project (KIP) in HHSA, which will improve the exchange of information across multiple disciplines to improve the information available and coordinate services for shared clients.
- Continued to use business process reengineering and evidence-based practices to further improve County operations to ensure that the County uses the most effective and efficient strategies to sustain critical public services.
- Expanded use of social media to focus on reaching the public and employees directly with strategic, targeted communications that align with County goals, including

launch of new InSite Intranet site, County News Center digital newsroom and continued use of other social media tools such as Twitter and Facebook.

- Expedited procurement services to internal County customers and vendors who do business with the County.
- Used data collected through BCMS to pinpoint problem areas causing increased health and safety risks and to maximize resources and focus on solutions and methods of prevention. One example is using the data from nursery inspections to determine import and export trends and to analyze common violations and tailor outreach efforts to prevent future violations.

Essential Infrastructure

- Continued to make progress toward the acquisition, design and/or construction of the capital improvements for:
  - New Women's Detention Facility replacement,
  - County Administration Center (CAC) Waterfront Park and related new parking garage at Cedar and Kettner streets in downtown San Diego,
  - Phase 1B of the County Operations Center (COC) development in Kearny Mesa, allowing the relocation of County staff from the COC Annex, the CAC and leased office space,
  - Development of the newly-acquired County property on Chesapeake Drive, adjacent to the COC, to include a new location for the Registrar of Voters.
  - New Rancho San Diego Sheriff's station,
  - East Mesa Reentry and Rehabilitation Facility,
  - Replacement of the Lincoln Acres library, replacing a much older and smaller facility, and
  - Replacement of San Pasqual Academy housing and administration facilities destroyed in the 2007 Witch Creek Fire.
- Completed scheduled preventive maintenance of County facilities to maximize operational efficiency and prolong their life and service.
- Improved energy and water efficiency in eight department facilities by various means, such as native landscaping, retrofitting or installing new water- and energy-efficient equipment, replacing older vehicles with energy-efficient vehicles, and reducing water and energy usage.

2012-14 Objectives

During Fiscal Years 2012-14, 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 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 will continue to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and will continue to work with CAOs in other California counties to protect local revenues and interests as the new State administration continues to redefine State/County roles, responsibilities and revenues.

The CAO will also continue to enhance efficiency, productivity and service quality throughout the organization by identifying and implementing new ways of working that enable 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 2012-14 Objectives and how they relate to the County's 2012-2017 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

- Promote strategies that make neighborhoods safe places to live, work and play:
  - Provide early intervention with at-risk youth in the crime-prone years by implementing community oriented policing strategies, stressing prevention, early identification and timely intervention.
  - Educate residents through community outreach and employ prevention and safety programs.

- Provide safe and accessible parks and preserves, foster innovative programs and initiatives that promote government agency partnerships and community involvement and enhance emergency communications and preparedness.
- Repaint and re-mark crosswalks and roadway legends adjacent to all 121 public schools and 12 private school locations throughout the unincorporated area of the County.

- Promote and implement strategies that protect residents from crime.
  - Maintain a proactive law enforcement presence in the unincorporated area and cities with whom the County contracts.
  - Monitor offenders subject to community supervision to mitigate new crime offenses.
  - Employ intelligence-led policing strategies to crime problems at the local and regional level.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable.
  - Collaborate with the local courts to ensure offenders are appropriately detained or sanctioned.
  - Employ appropriate punitive measures that are balanced with rehabilitation opportunities, where appropriate.
  - Ensure quality investigation and crime analysis that leads to successful identification and prosecution of offenders.
- Reduce recidivism by implementing treatment strategies that help offenders successfully reenter society.
  - Provide a continuum of treatment and diversion programs while adult offenders are in jail, addressing health and behavioral health.
  - Employ transitional services for offenders as they exit out of detention facilities.
  - Integrate evidence-based practices and principles in collaboration with community and justice partners.
- Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
  - Collaborate with regional fire service agencies to improve fire protection and emergency response services.
  - Engage residents, private sector and local jurisdictions through community outreach events and emergency readiness planning.
  - Complete a new GIS application for damage assessment reporting during disasters. The new application will increase reporting frequency and thus reduce the time the County must wait for information on disaster impacts.

- Complete an environmental analysis of the Proposed Eye Gnat Program and revised County Ordinance to support an Eye Gnat Program for Board of Supervisors approval and adoption.
- Ensure food quality safety and integrity, and verify that produce advertised as "organic" is registered and certified as organic by increasing organic spot inspections by 33% to 40 inspections.
- Inspect 20 miles of targeted sewer mains and clean 390 miles of sanitary sewer collector mains to protect public health and the environment by minimizing the risk of overflows.

Strategic Initiative – Sustainable Environments

- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Improve County operations through sustainability efforts in alternative energy systems, energy conservation, recycling, and green building design.
- Protect a sustainable watershed via outreach, education, inspections and develop plans to meet bacteria levels in accordance with the San Diego Regional Water Quality Control Board.
- Protect water quality and promote water conservation via workshops and the deployment of water kiosks throughout the agricultural community and at various annual events.
- Acquire, develop and maintain facilities that support and promote park stewardship and environmental sustainability and efficiency.
- Design and initiate construction on at least seven road and road-related infrastructure improvement projects that enhance the transportation network's long-term sustainability.
- Promote increased civic engagement by increasing the number of permanent vote-by-mail voters by 5% and completing the addition of Chinese language to voting and election materials.
- Protect residential gardens and commercial produce from insidious pest infestations and avoid the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.
- Maintain the planned schedule of library operations and current level of services, including an average of 200 after-school programs each month, at the County's 33 branch libraries and 2 mobile libraries.

Strategic Initiative – Healthy Families

Continue implementation of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time by:

- Building a better service delivery system that is innovative and outcome-driven.
  - Implement Year 1 of the Community Transformation Grant (CTG) support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
  - Implement the Community Based Care Transition program to reduce readmissions to hospitals by Medicare recipients.
  - Evaluate data from the two pilot programs integrating physical and behavioral health services.
  - Establish Extended Foster Care program, an outcome from Assembly Bill 12, the *California Fostering Connections to Success Act*, to extend foster care to 21 years of age.
- Supporting positive choices that empower residents to take responsibility for their own health and well-being.
  - Implement Year 1 of the Community Nutrition Education Program (CNEP) grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients.
  - Provide parent education in early literacy and school readiness and nutrition education emphasizing healthful nutrition practices, food safety and food resource management.
- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.
  - Increase recreational opportunities and educational programs at County parks to enhance park patrons' experience and promote healthy lifestyles.
  - Complete and document community input to the six regional *Live Well, San Diego!* plans by using the MAPP process from the National Association of County and City Health Officials.
  - Implement second phase of the succession plan to advance *Live Well, San Diego!*
  - Begin improvements to Family Resource Centers and ACCESS (a public benefits transaction call center), including increasing accuracy of payment, and technological enhancements to improve customer service.

Required Disciplines for Excellence

Fiscal Stability

- Negotiate fiscally prudent successor agreements with 23 of 25 existing bargaining units and 8 of 9 existing employee organizations by July 2013. Negotiate fiscally prudent successor agreement with 2 remaining bargaining units and 1 employee organization by July 2014.
- Continue to maintain the County's high credit ratings by managing within the construct of County GMS fiscal disciplines, maintaining a structurally-balanced budget and prudent reserves and ensuring that County residents' tax dollars are spent as efficiently as possible.
- Arrange financing for the construction of a parking facility at the intersection of Cedar Street and Kettner Boulevard, including the sale of $19.2 million in long-term obligations. The parking facility has been planned in conjunction with the County Administration Center (CAC) Waterfront Park.

Skilled, Adaptable and Diverse Workforce

- Begin phase 2 of the Knowledge Integration Project (KIP) to develop the foundation for information exchange across multiple disciplines to improve the information available and coordinate services for shared clients.
- To ensure the smooth delivery of future services and continued organizational growth and improvement, complete the first round of the County Mentor Partnership Program and develop succession planning tools that departments can use to enhance employees' leadership skills and support succession planning efforts.

Essential Infrastructure

- Significant multi-year projects that are proposed for Fiscal Year 2012-13 or in progress include:
  - New CAC Waterfront Park.
  - New parking structure at Cedar and Kettner streets in San Diego.
  - Phase 1B of the County Operations Center (COC), allowing the relocation of County staff from the COC Annex, CAC and leased office space.
  - Development of the newly-acquired County property on Chesapeake Drive, adjacent to the COC, to include a new location for the Registrar of Voters.
  - Replacement Women's Detention Facility.
  - New Rancho San Diego Sheriff's Station.
  - East Mesa Reentry and Rehabilitation Facility.

- Open the new Lincoln Acres Library, community room and business offices for Sheriff staff and the Lower Sweetwater Fire Protection District.

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.
- Provide open access to County business by making Board of Supervisors meetings available on the Internet when they are held and afterward in audio and video archives.

Information Services

- Develop and deploy the Mobile Enterprise Application Platform to facilitate the development and deployment of mobile applications. Expand the mobile workforce capabilities for building inspectors and code enforcement through new systems that enable real-time access to permit systems from mobile devices that field inspectors will use. Explore and develop, where appropriate, mobile applications to improve service delivery and enhance the flow of information to the public.
- Complete the transition to a new Web-based legal 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 implementation of technologies, including an electronic content management system, that facilitate paperless processes in the courtroom.
- Enhance customer service by providing Web access to allow customers to perform land use file reviews without coming into the office.
- Reduce payment processing time and cost by implementing bar coding of registration invoices sent to customers who have point of sale systems to facilitate faster processing of the payments.
- Initiate the phased upgrade of the region's aging Regional Communication System (RCS), beginning with replacing the RCS Core in Fiscal Year 2012-13, and continuing planning for replacement of subsequent major components to begin in Fiscal Year 2013-14.
- Complete the replacement of the County's aging legacy Property Tax Collection system with a modern Integrated Property Tax System in Fiscal Year 2013-14. This project will replace the old technology currently used to value properties, collect taxes and distribute the revenue collected with a new system that will enable the County to be more efficient, automate many processes, and require less maintenance and support. The new system will also give County property owners the ability to complete certain required forms online instead of traveling to County facilities or mailing physical documents, improving customer satisfaction and reducing the need for travel and printing.

Regional Leadership

- Conduct the activities of the County Oversight Board to conclude the programs and activities of the former Redevelopment Agency.
- Administer and participate in meetings of the federal San Diego/Tijuana Air Quality Task Force to identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Develop standard operating procedures/fact sheets to provide guidance on how to collaborate with other agencies to collect and sample illegally disposed hazardous waste from businesses with multiple locations across the state. These procedures will be available for use by the other Unified Program Agency's throughout the State.

Continuous Improvement and Innovation

- Implement Board of Supervisors directed recommendations to improve the land development process for customers, streamlining the land development process to reduce processing costs and time for customers as well as the County.
- Develop procedures and implement a program to scan and enter emission inventory summaries into the Business Case Management System – Accela (BCMS) at the facility level by June 2013 to increase staff efficiency in determining New Source Review requirements and facility compliance status.
- Increase operational efficiency by transitioning the Pesticide Regulation Program enforcement response determination document into the BCMS. This document is used to track the action taken when a violation is found.
- Develop new communication channels to release timely housing-related information in emergencies as well as ongoing housing and community development opportunities.

- Complete co-location of Public Administrator/Public Guardian with Mental Health Conservatorship to improve service coordination.

Customer Satisfaction

- Promote and make customer service a top priority by developing and providing customer service training emphasizing customer focus in all LUEG management and section meetings and instruct staff on good communication skills with the public and regulated community.
- Complete an implementation plan and draft changes to the County Ordinance to institute a letter grading system similar to the one used in restaurants for meat markets and for mobile food facilities that prepare food.
- Implement Year 1 of Supplemental Nutrition Assistance Program (SNAP) grant to implement a system for electronic documents conversion and tracking, and to help reduce processing time and minimize lost documents.

Related Links

For additional information about the Chief Administrative Office, refer to the website at http://www.sdcounty.ca.gov/cao/.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Overall, very minor net increase in expenditures primarily as a result of an increase in public liability insurance premiums and County retirement contributions.

Revenues

Overall, very minor net increase in revenues.

- Charges for Current Services — decrease of $0.06 million due to a decrease in revenue associated with external department overhead payments (A-87).
- Use of Fund Balance — decrease of $0.04 million due to the elimination of funding for prior year one-time salary adjustment. There is no planned use of fund balance in Fiscal Year 2012-13.
- General Purpose Revenue Allocation — increase of $0.1 million to offset decrease in Charges for Current Services and increased retirement contributions.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of $0.1 million due to negotiated labor agreements and an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Executive Office	6.00	6.00	6.00	0.0	6.00
Office of Intergovernmental Affairs	4.50	4.50	4.50	0.0	4.50
Internal Affairs	4.00	4.00	4.00	0.0	4.00
Total	14.50	14.50	14.50	0.0	14.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Executive Office	$ 1,645,523	$ 1,483,854	$ 1,486,163	0.2	$ 1,522,650
Office of Intergovernmental Affairs	1,380,931	1,410,749	1,420,397	0.7	1,437,512
County Memberships and Audit	762,261	770,638	771,984	0.2	771,984
Internal Affairs	590,730	637,818	633,690	(0.6)	653,271
Total	$ 4,379,445	$ 4,303,059	$ 4,312,234	0.2	$ 4,385,417

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 2,414,430	$ 2,493,377	$ 2,492,190	(0.0)	$ 2,565,373
Services & Supplies	1,965,015	1,809,682	1,820,044	0.6	1,820,044
Total	$ 4,379,445	$ 4,303,059	$ 4,312,234	0.2	$ 4,385,417

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Charges For Current Services	$ 72,170	$ 170,864	$ 106,812	(37.5)	$ 106,812
Use of Fund Balance	—	42,348	—	(100.0)	—
General Purpose Revenue Allocation	4,307,275	4,089,847	4,205,422	2.8	4,278,605
Total	$ 4,379,445	$ 4,303,059	$ 4,312,234	0.2	$ 4,385,417

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

Auditor and Controller

Department Description

Governed by the overriding principles of fiscal integrity, customer service and continuous improvement, 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.

2011-12 Anticipated Accomplishments

Required Discipline – Accountability, Transparency and Ethical Conduct

- Submitted 100% (1,700) 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 90% 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. The goal of 100% was not achieved due to validation delays associated with the Oracle upgrade, which resulted in delays in invoice approvals.

- Provided audit services, including State mandated and operations/performance audits, to ensure the integrity of management control systems, improve uniformity and consistent performance across the enterprise, and best use of county resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS), 97% (219 of 225) were implemented on or before their due date.
- The State of California's Board of Equalization (BOE) completed an audit of the County's Sales and Use Tax returns for the calendar years, 2006 thru 2009. There were no findings as a result of the audit and the BOE report specifically referenced the County's excellent internal controls as basis for their conclusions.
- 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.
- Completed the County's Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) for the fiscal year ending June 30, 2011. Both the CAFR and PAFR reports present the financial results of the fiscal year, upholding transparency and accountability in the use of public funds.
- Completed external quality assessment of internal audit procedures, which is required every five years to demonstrate compliance with auditing standards. The County received the highest possible rating from the Institute of Internal Auditors.

Required Discipline – Regional Leadership

- Received the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2010.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the County's CAFR for the fiscal year ending June 30, 2011.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the two-year 2011-13 Operational Plan.
- Received the GFOA Award for Outstanding Achievement in Popular Financial Reporting for the County's Popular Annual Financial Report (PAFR) for the fiscal year ending June 30, 2010.

Required Discipline – Information Technology

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office continued the implementation of the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Completed the upgrade of Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, implemented improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Completed the implementation of Oracle Fusion Middleware, which integrates with Enterprise Resource Planning (ERP) systems for interfaces and custom developments, and Oracle Business Intelligence with a Data Warehouse, which allows reporting from various ERP systems. These tie in with the Oracle Upgrade and provide the foundation to grow. All three projects were completed within the original budget and schedule.
- Completed documentation of requirements for the upgrade or replacement of the County's Budget Reporting Analysis and Support System (BRASS). Documentation of requirements was necessary to properly define the scope of effort and total cost of the project.

Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (Moody's Investor Service), AAA (Standard & Poor's), and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Actual General Purpose Revenue received was 1.16% greater than the budgeted General Purpose Revenue, which met the target that the variance be no greater than 2.5% of the actual revenue received. Maintaining accurate projections improves the County's ability to allocate limited resources.
- Identified current and future revenue, as well as cost and cash flow trends, in order to facilitate the allocation of limited resources to San Diego County business Groups and departments.

2012-14 Objectives

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.
- Provide high quality 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.
- Meet 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 – Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2011.
- Continue to apply for recognitions through the Government Finance Officers Association – Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report, the Award for Outstanding Achievement in Popular Annual Financial Reporting for the Popular Annual Financial Report, and the Distinguished Budget Presentation Award.

Required Discipline for Excellence – Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the development and implementation of the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Initiate the upgrade of the County's budget application. The upgrade of this application, which supports the County's overall budget development process, will ensure continued support of this key application.
- Document requirements necessary for the upgrade of Revenue and Recovery's Cashiering and Cash Management System to create an online payment portal for the collection of all county debt and improve compliance with the State's best practices as prescribed in Penal Code §1463.007.

Required Discipline for Excellence – Fiscal Stability

- Maintain 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 identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate 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 http://www.sdcounty.ca.gov/auditor/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Planning – Project General Purpose Revenue[1] accurately – Variance in actual General Purpose Revenue compared to budget	2.1%	2.5%	1.16%	2.5%	2.5%
Planning – Meet the arbitrage[2] limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs)[3]	YES	YES	YES	YES	YES
Processing – County payments processed within five days of receipt of invoice in Accounts Payable[4]	94% of 156,101	100%	90% of 156,000	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,668	100%	100% of 1,700	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]	99% of 184	95%	97% 219 of 225	95%	95%

Table Notes

[1] General Purpose Revenue (GPR) represented approximately 25.8% of the General Fund financing sources in Fiscal Year 2011-12. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax and miscellaneous other sources. GPR is an integral component of the County's overall budget as the County has the most discretion in its use. Therefore, it is essential to maintain accurate forecasts of this revenue.

[2] 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.

[3] 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.

[4] The County payments processed within 5 days of receipt of invoice in Accounts Payable was below the target of 100%, due to validation delays associated with the Oracle upgrade, which resulted in delays in invoice approvals.

[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.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Increase of 1.00 staff year and transfers among programs to accommodate increasing workloads in redevelopment dissolution activities and to restore one previously deleted position in Central Payroll to meet projected needs.

Expenditures

Increase of $2.8 million.

- Salaries and Benefits — increase of $0.3 million reflects negotiated labor agreements, increases in County retirement contributions and the costs associated with the additional staff year noted above.
- Services and Supplies — increase of $2.5 million primarily as a result of one-time costs associated with the upgrades to the County's budget system and the County's Accounts Payable imaging system.

Revenues

Increase of $2.8 million.

- Charges For Current Services – increase of $0.1 million as a result of additional reimbursable services related to the administration of redevelopment tax revenue.
- Use of Fund Balance — increase of $1.9 million for a total budget of $2.3 million to fund the upgrade of the County's budget system and the County's Accounts Payable imaging system.
- General Purpose Revenue Allocation — increase of $0.8 million primarily for salary and benefit costs associated with the additional staff year, an increase in County retirement contributions, and negotiated labor agreements.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $1.6 million is primarily the result of reductions in Services and Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2012-13 and decreased revenue associated with external department overhead payments (A-87). These reductions are partially offset by increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Audits	15.00	15.00	15.00	0.0	15.00
Office of Financial Planning	13.00	13.00	13.00	0.0	13.00
Controller Division	96.00	96.00	98.00	2.1	98.00
Revenue and Recovery	92.00	92.00	92.00	0.0	92.00
Administration	18.50	18.50	17.50	(5.4)	17.50
Information Technology Mgmt Services	11.00	11.00	11.00	0.0	11.00
Total	245.50	245.50	246.50	0.4	246.50

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Audits	$ 2,497,900	$ 2,501,686	$ 2,498,477	(0.1)	$ 2,556,910
Office of Financial Planning	2,237,929	2,263,693	3,796,072	67.7	2,365,699
Controller Division	11,100,539	11,172,215	11,350,330	1.6	11,660,807
Revenue and Recovery	9,501,846	9,326,856	8,995,646	(3.6)	9,134,403
Administration	2,727,615	2,579,233	2,888,545	12.0	2,948,634
Information Technology Mgmt Services	5,773,956	6,139,963	7,223,485	17.6	6,491,067
Total	$ 33,839,785	$ 33,983,646	$ 36,752,555	8.1	$ 35,157,520

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 23,319,443	$ 23,672,973	$ 23,968,755	1.2	$ 24,765,545
Services & Supplies	10,520,342	10,309,673	12,782,800	24.0	10,390,975
Other Charges	—	1,000	1,000	0.0	1,000
Total	$ 33,839,785	$ 33,983,646	$ 36,752,555	8.1	$ 35,157,520

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ 33,278	$ 36,325	$ 70,970	95.4	$ 70,970
Charges For Current Services	6,638,145	6,643,874	6,722,110	1.2	6,542,523
Miscellaneous Revenues	454,867	157,688	157,688	0.0	157,688
Use of Fund Balance	—	348,196	2,250,000	546.2	—
General Purpose Revenue Allocation	26,713,495	26,797,563	27,551,787	2.8	28,386,339
Total	$ 33,839,785	$ 33,983,646	$ 36,752,555	8.1	$ 35,157,520

County Technology Office

Department Description

The County Technology Office (CTO) provides a full range of information technology (IT) services for County of San Diego (County) 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.

2011-12 Anticipated Accomplishments

Required Discipline – Information Technology

- Developed a County IT Risk Assessment Manual that is being used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle. This manual includes guidelines for conducting IT system categorization; control selection and implementation; security assessments; and identifying system authorization and logging requirements.
- The Identity and Access Management (IDAM) roadmap was completed in February 2012. The roadmap outlines numerous initiatives and projects needed to build a highly mature IDAM infrastructure. Plans and budgets were completed and the initial projects launched in May 2012. In addition, the County SharePoint infrastructure was updated to the 2010 platform enabling a highly technical and stable solution for County collaboration efforts. The follow-on extranet project was also completed and will facilitate public collaboration with the County through a safe and secure infrastructure.
- The software standard for this year is set as Windows 7. This has enabled the CTO to focus on deploying Windows 7 through the Desktop Refresh Project, as well as through the use of the Critical Milestone process to create a formal project deploying distribution tools and an overall completion target of June 2013.
- Opportunities were identified to leverage new technologies such as the Self Service User Portal launch with the InSite intranet site enabling County end users to research IT related knowledge bases and reset their end user passwords.

- To support Mobile Device Management, the Mobility roadmap was completed in May 2012. The roadmap outlined several immediate infrastructure needs that the County should implement in order to enable a more mobile workforce. The advent of the iPad and other consumer-type products being used by County end users initiated the need to accelerate the Mobile Device Management platform.

Required Discipline – Customer Satisfaction

- Using the results of the 2010 IT customer satisfaction surveys, targeted research studies were conducted to understand specific opportunities for improvement, and strategies were developed for improving satisfaction as measured by the survey.
- Developed a feedback process to leverage existing project closedown procedures, and used business cases from the Information Technology Improvements Needs Assessment and Application Rationalization processes, with mechanism for base-lining expected business results for IT projects. This effort will extend into next fiscal year when the CTO will pilot the process.
- Improved customer satisfaction by implementing a new procedure for resolving IT disputes within 60 days of dispute initiation.

Required Discipline – Fiscal Stability

- To shorten software development time, methodologies were extended to include Agile Development processes, which involve a high degree of collaboration and iterative development for requirements and system functionality. Sure Step is one agile process that has been implemented to be used with Microsoft Dynamics

Customer Relationship Management. Sure Step has also been evaluated to determine its fit with other areas, such as SharePoint development.

- Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County to provide a fair and reasonable price.

Required Discipline – Continuous Improvement

- Established the IT Project Management Office (ITPMO) website as the primary location for project coordination, project status, standard templates library, and general information about project management processes. The ITPMO site will be used as a foundation for CTO communications and training with respect to the implementation of the HP Enterprise Services' (HPES) Project Portfolio Management (PPM) system.
- Institutionalized a Gate Review Process for all applications projects and significantly improved the quality of project deliverables. This process involves dividing the project into defined phases and each phase ends with a detailed review of deliverables to ensure that we are ready to proceed to the next phase with an acceptable level of performance risk. The standard procedure for the process has been approved and implemented.
- Identified and implemented controls to provide timely and predictable service delivery by performing the desktop refresh process, which improved end user communication, software pre-installation planning, County purchased software handling, end user education on data storage and authorized software installation. Identified a gap in Minimum Acceptable Service Level (MASL) recording of aged Install, Move, Add, Remove (IMAR) and Break/Fix tickets and established process improvements to prevent prolonged issues/requests.
- Provided project oversight and management for design, development, and implementation of the Integrated Property Tax System, which will replace more than 40 aging applications used by the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and Auditor and Controller to determine, collect and apportion property taxes.

2012-14 Objectives

Required Discipline for Excellence – Information Services

- Complete the project of upgrading the operating system software to Windows 7 on all County desktop and laptop workstations by June 30, 2013.
- The County mobility roadmap was completed in May 2011 and outlined a strategy that enables County employees to become "un-plugged" – a critical component of the Government Without Walls vision. CTO will develop and deploy Mobile Enterprise Application Platform (MEAP) to facilitate the development and deployment of mobile applications on or before December 31, 2012.
- Deploy technologies that will enable vendors, customers and County employees to seamlessly, efficiently and securely collaborate online and provide for a wide variety of services.
- Revise and update the IT standards and IT toolkit that are used to develop online applications and services to ensure that the new online capabilities are optimized for use on all types of devices, including traditional desktop computers, tablet devices, and smart phones.
- In partnership with the Health and Human Services Agency, implement a feasibility study for the Knowledge Integration Project, which will create a method of sharing information across business groups throughout the County.
- The County IDAM roadmap was completed in February 2012 and outlined a direction to deliver highly mature identity management initiatives to County business applications, including the identification of external citizens requiring online services. The CTO will develop and deliver a series of projects over the next two years that will enhance access management, improve user lifecycle management, optimize user repositories (reduced to single sign-on), and automate management reporting, auditing and monitoring.
- Develop and deploy an internal, private cloud within the County data centers based on virtual technologies already in place. This new cloud strategy (applicable only to certain applications) will provide a new billing model based on usage or "pay as you go".

Required Discipline for Excellence – Customer Satisfaction

- Utilizing the results of the 2011 IT Customer Satisfaction Surveys (including All County and IT Management Surveys), CTO will conduct targeted research to determine specific opportunities for continuous improvement, develop strategies for implementing improvement activities, and advance satisfaction in key focus areas.
- Develop a feedback process to assess how well infrastructure and applications projects meet the needs of County departments. Assess the extent to which the solution was working for them, and determine whether the projects achieved the results they expected.
- Provide a comprehensive plan and infrastructure to allow the County to securely manage a wide variety of mobile devices for use by County employees (Bring Your Own Device/Technology concept), as well as establish the platform from which mobile applications can be developed and hosted. This will eliminate the need of carrying two mobile devices -- one for their personal use and one for work.

Required Discipline for Excellence – Fiscal Stability

- Maintain IT costs for services at rates established in the IT Outsourcing Agreement. New services will be benchmarked and analyzed for best value to the County to provide a fair and reasonable price.
- Update IT cost management system (Chargeback) to improve efficiencies in monitoring and reporting IT costs to County users.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Complete the implementation of Project Portfolio Management software (PPM), an HPES solution for managing all aspects of Information Technology projects, including status reporting, issues management, risk management and time reporting.
- Complete the implementation of Application Lifecycle Management (ALM) software, an HPES solution for managing applications through development, testing and implementation.
- Implement future phases of the Service Manager application to modernize the tools and services used within the County. This will provide a more efficient way of performing required business functions used to deliver services to constituents. These future phases may include improvements to the existing asset management, help desk, configuration and release management tools.
- Develop a retirement roadmap and any necessary evaluation tools to assist departments with retiring business applications. For example, as a result of the recent Application Rationalization project, the CTO identified several applications that have fewer than 10 users and are over 10 years old. Many of these applications have minimal business value and can be expensive to maintain due to outdated technology.

Required Discipline for Excellence – Regional Leadership

- Provide regional and national leadership through participation on advisory boards and speaking engagements.

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.

Related Links

For additional information about the CTO, refer to the website at http://www.sdcounty.ca.gov/cto/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Customer Satisfaction with Outsourcing Contractor Services[1]	N/A	65%	73%	68%	75%
Reduction of overall unresolved IT disputes with a minimum reduction of 10%[2]	20%	15%	14%	14%	14%
IT initiatives resulting from CTO-driven advanced planning[3]	3	3	3	3	3
Upgrade to Microsoft Windows 7 operating system[4]	N/A	90%	90%	100%	N/A

Table Notes

[1] Reflects 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.

[2] Fiscal Year 2011-12 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2012-13.

[3] CTO-driven advanced planning initiatives such as Email Archiving, Justice Electronic Library System (JELS) and conversion to SharePoint for the County intranet were implemented into the County IT environment through infrastructure projects.

[4] Annual number of computer desktops refreshed will be used as the baseline. Project to be completed by 2013.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

- Net increase of $1.5 million in the County Technology Office's operating budget.
  - Salaries and Benefits — no significant change.
  - Services and Supplies — increase of $1.5 million primarily as a result of an increase in one-time IT projects from prior year. Planned projects include an upgrade/replacement of the County's IT billing system, Desktop Virtualization, SharePoint environment enhancements, Electronic Approval system enhancements, IDAM, MEAP, and Master Data Management and Exchange. A portion of the increase will address coordination of enterprise data management strategies.
- Net increase of $12.7 million in the Information Technology Internal Service Fund (ISF) based on information technology expenditures projected by all County departments, including proposed one-time projects and ongoing costs for upgrade to Documentum version 6.7; upgrades to the County's budgeting system and the XenDocs image system; and increases in various IT accounts to accommodate negotiated increases in IT ISF rates.

Revenues

- Net increase of $1.5 million in the County Technology Office's operating budget.
  - Use of Fund Balance — increase of $0.6 million for a total of $3.2 million. One-time funding is for IT projects described above.

- General Purpose Revenue Allocation — increase of $0.8 million as a result of increases in ongoing expenses such as the County Intranet site (InSite) support, Internet 3rd Party Support, SharePoint support, transformation costs for ALM, PPM and Application Rationalization projects, and coordination of enterprise data management strategies.

- Net increase of $12.7 million in the Information Technology ISF.
  - Charges for Current Services — increase is based on information technology expenditures projected by all County departments. Each department is billed for IT services on a monthly basis.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Total expenditures decrease by $17.0 million primarily as a result of a decrease of $16.4 million in the Information Technology ISF due to anticipated completion of one-time IT projects and projected decreases in IT services required by various County departments. A $0.6 million reduction exists in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives such as IDAM, MEAP, and Master Data Management and Exchange.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
CTO Office	16.00	16.00	16.00	0.0	16.00
Total	16.00	16.00	16.00	0.0	16.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
CTO Office	$ 12,248,422	$ 9,251,411	$ 10,750,954	16.2	$ 10,113,400
Information Technology Internal Service Fund	127,662,365	127,670,508	140,380,086	10.0	124,026,342
Total	$ 139,910,787	$ 136,921,919	$ 151,131,040	10.4	$ 134,139,742

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 2,761,609	$ 2,871,096	$ 2,874,638	0.1	$ 2,962,084
Services & Supplies	135,289,178	134,050,823	148,256,402	10.6	131,177,658
Total	$ 139,910,787	$ 136,921,919	$ 151,131,040	10.4	$ 134,139,742

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ 3,880	$ 13,126	$ 10,233	(22.0)	$ 10,233
Charges For Current Services	124,368,865	123,859,700	136,653,629	10.3	120,114,935
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	3,689,471	4,454,688	4,448,765	(0.1)	4,633,715
Use of Fund Balance	6,050,000	2,549,381	3,150,400	23.6	2,325,400
General Purpose Revenue Allocation	5,698,571	5,945,024	6,768,013	13.8	6,955,459
Total	$ 139,910,787	$ 136,921,919	$ 151,131,040	10.4	$ 134,139,742

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.

2011-12 Anticipated Accomplishments

Required Discipline – 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.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolved 57% (17 of 30) of personnel disputes without the need for a full evidentiary hearing, resulting in time and cost savings.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Participated in ongoing training in areas of human resources, technology, workplace safety, professional development, conflict resolution, energy conservation, terrorism awareness and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
- All Commission employees established personal development plans and completed at least one training to improve skills and assist in the growth of County knowledge workers.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Ensured 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% (18) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
- Conducted Management Controls Initiative workshops to identify and reduce risks to achieving departmental goals.

Required Discipline – Continuous Improvement

- 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.
- Improved method of collecting and marking exhibits at civil service hearings, resulting in a more efficient use of time and enhances access to relevant information for hearing officer.
- Reviewed and updated all Civil Service Commission policies in the Chief Administrative Officer's Administrative Manual in order to reflect current practice and law.
- Jointly updated, with the Department of Human Resources, Civil Service Rule IV, *Certification and Appointments,* and the procedure for handling appeals of psychological examinations in order to comply with recent changes in the law.

- Improved management of electronic case files in order to achieve greater efficiency and ease in compliance with record retention policy.
- Established use of numbers rather than names to identify new cases on Commission public meeting agendas in order to be up-to-date with current practice in handling personnel matters.

2012-14 Objectives

Required Discipline for Excellence – Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above.
- 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 http://www.sdcounty.ca.gov/civilservice/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Positive customer satisfaction rating	95%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing[1]	55% of 29	55%	57% of 30	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 18	95%	100% of 18	95%	95%

Table Notes

1 Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Minor increase in expenditures primarily as a result of an increase in public liability insurance premiums.

Revenues

Minor increase in General Purpose Revenue primarily to cover increase in expenditures described above.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

No significant changes.

Civil Service Commission

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Total	4.00	4.00	4.00	0.0	4.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Civil Service Commission	$ 558,294	$ 568,229	$ 586,695	3.2	$ 601,143
Total	$ 558,294	$ 568,229	$ 586,695	3.2	$ 601,143

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 503,308	$ 514,988	$ 517,158	0.4	$ 531,606
Services & Supplies	54,986	53,241	69,537	30.6	69,537
Total	$ 558,294	$ 568,229	$ 586,695	3.2	$ 601,143

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Charges For Current Services	$ 53,720	$ 57,201	$ 51,151	(10.6)	$ 51,151
Use of Fund Balance	—	8,760	—	(100.0)	—
General Purpose Revenue Allocation	504,574	502,268	535,544	6.6	549,992
Total	$ 558,294	$ 568,229	$ 586,695	3.2	$ 601,143

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.

In 2011, the responsibility for maintaining the County Administration Center complex was transferred from the Clerk of the Board of Supervisors to the Department of General Services. This change is reflected in the Clerk of the Board of Supervisors' Operational Plan as a reduction in funding and staff years. Additionally, objectives related to the maintenance of the County Administration Center complex have been removed.

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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Environment

- Reduced paper usage and enhanced communication by implementing paperless referrals, replacing hard copy memos with email communications.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Conducted a comprehensive review of the department's cash handling processes and implemented all recommendations to ensure that adequate controls are in place to protect the staff and customers and safeguard public funds.

- Processed 18,720 property tax assessment appeal applications representing over 32,000 parcels quickly and accurately, ensuring the efficiency and integrity of the appeal process.
- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Customer Satisfaction

- Surveyed over 6,400 customers and received consistently excellent feedback, ensuring that the residents of the San Diego region are satisfied with the department's services.

2012-14 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 quickly and accurately.
- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline for Excellence – Customer Satisfaction

- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of over 2,000 customers.
- Provide opportunities to San Diego residents by processing and mailing 100% of completed United States Passport applications on the same day they are received.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the following website: http://www.sdcounty.ca.gov/cob/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Average score on internal customer surveys[1]	4.9 of 6,427 surveys	4.9	4.9 of 6,463 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]	95% of 15,203 applications	92%	98% of 18,720 applications	92%	92%
CAC Facilities Services preventative maintenance work orders completed as scheduled	100% of 1,315 work orders	98%	N/A[3]	N/A[3]	N/A[3]
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 41 recordings	100%	100% of 40 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received[4]	N/A	N/A	N/A	100%	100%

Table Notes

[1] Scale of 1-5, with 5 being "excellent."

[2] During Fiscal Year 2011-12, total applications received were 18,720. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

[3] This measure is no longer being tracked by the Clerk of the Board of Supervisors. The responsibility for Facilities Services at the County Administration Center was transferred to the Department of General Services earlier in the fiscal year.

[4] New measure effective Fiscal Year 2012-13 to reflect department priorities.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Decrease of 9.00 staff years due to the transfer of facility management responsibilities for the County Administration Center from the Clerk of the Board of Supervisors to the Department of General Services (DGS).

Expenditures

Decrease of $3.2 million.

- Salaries and Benefits — decrease of $0.8 million due a decrease in staff years related to the transfer of facility management responsibilities for the County Administration Center from the Clerk of the Board of Supervisors to the Department of General Services.
- Services and Supplies — decrease of $2.4 million due to the transfer of management responsibilities for the County Administration Center from the Clerk of the Board of Supervisors to DGS.

Revenues

Net decrease of $3.2 million.

- Revenue from Use of Money & Property — decrease of $0.1 million in rents and concessions related to the management of the County Administration Center complex due to the transfer of this responsibility to DGS.
- Charges for Current Services — increase of $0.2 million due to increased revenue from passport application and photo services.
- Use of Fund Balance — decrease of $0.28 million due to the elimination of $0.05 million prior year one-time funds for negotiated one-time labor agreement and $0.23 million for potential County Administration Center major maintenance projects. There are no planned uses of fund balance proposed for Fiscal Year 2012-13.
- General Purpose Revenue Allocation — decrease of $3.0 million due primarily to the transfer of County Administration Center facility management responsibilities to DGS. DGS has established a Memorandum of Agreement (MOA) with the Finance & General Government Group Executive Office for provision of these services, which will be funded primarily by the shift of general purpose revenue allocations to the Executive Office.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of $0.1 million in Salaries and Benefits primarily due to an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Legislative Services	11.00	11.00	12.00	9.1	12.00
CAC Facilities Services	10.00	9.00	—	(100.0)	—
Public Services	11.00	11.00	12.00	9.1	12.00
Executive Office	5.00	5.00	3.00	(40.0)	3.00
Total	37.00	36.00	27.00	(25.0)	27.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Legislative Services	$ 1,039,619	$ 1,109,960	$ 1,290,193	16.2	$ 1,319,869
CAC Facilities Services	3,157,603	3,091,939	—	(100.0)	—
Public Services	1,003,241	1,047,168	1,153,991	10.2	1,196,020
Executive Office	875,182	969,122	835,426	(13.8)	850,143
CAC Major Maintenance	305,000	240,000	—	(100.0)	—
Total	$ 6,380,645	$ 6,458,189	$ 3,279,610	(49.2)	$ 3,366,032

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 3,368,258	$ 3,408,475	$ 2,642,411	(22.5)	$ 2,729,185
Services & Supplies	3,012,387	3,049,714	637,199	(79.1)	636,847
Total	$ 6,380,645	$ 6,458,189	$ 3,279,610	(49.2)	$ 3,366,032

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	$ 95,000	$ 60,000	$ —	(100.0)	$ —
Charges For Current Services	305,800	428,309	595,800	39.1	595,800
Miscellaneous Revenues	12,185	12,085	5,085	(57.9)	5,085
Use of Fund Balance	295,000	278,087	—	(100.0)	—
General Purpose Revenue Allocation	5,672,660	5,679,708	2,678,725	(52.8)	2,765,147
Total	$ 6,380,645	$ 6,458,189	$ 3,279,610	(49.2)	$ 3,366,032

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

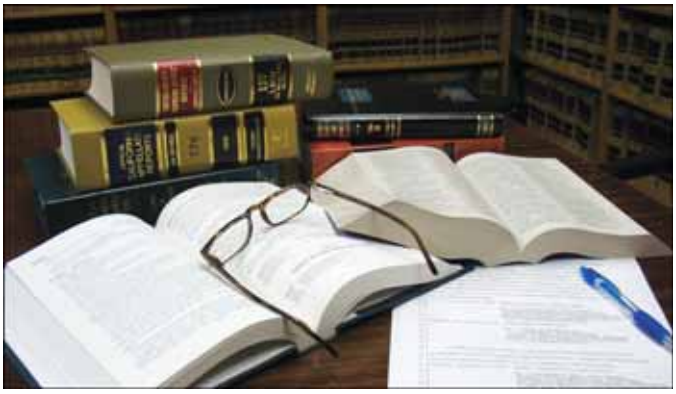
To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2011-12 Anticipated Accomplishments

Required Discipline – Fiscal Stability

County Counsel aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevailed in 96% (49 of 51) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 100% (7 cases) in County code enforcement and other lawsuits where the County was the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 100% (59 cases) of the defense of all lawsuits filed in California against the County, excluding conflict of interest cases requiring outside counsel, thereby reducing outside counsel costs to the County and taxpayers.



Required Discipline – Customer Satisfaction

County Counsel provided quality, accurate, effective and timely legal advice to all County departments enabling them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Completed 100% (17) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 99% (576 of 579) of all advisory assignments for County departments by the agreed upon due dates.
- Continued County Counsel law student internship program (10 interns) to provide quality service to clients.

Required Discipline – Regional Leadership

County Counsel attorneys 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.

- Maintained significant involvement in the activities of 18 regional organizations and committees.

Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees in support of a committed, capable and diverse workforce.

- Provided 50 education programs on selected legal subjects for County departments.
- Provided 50 specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, to promote risk management and to decrease future legal liability.

- Provided 24 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continued to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline – Information Technology

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Implemented the use of a document repository to allow efficient electronic retrieval of court briefs, legal indexed opinions, closed session letters, and settlement committee minutes and related documents.
- Continued toward the transition to a new Web-based office practice management system, 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.
- Improved the County Counsel intranet site by providing legal links and current pertinent information which support client departments.
- Enhanced the department's Internet site by offering the public the option of downloading claim forms, which offers immediate customer satisfaction and reduces costs related to mailing forms to requesting parties.
- Continued to expand the use of available mobile technologies and also increased efficiency by allowing staff to utilize a system which provides for telephonic court appearances and which thereby reduces travel time.

2012-14 Objectives

Required Discipline for Excellence – Customer Satisfaction

County Counsel will 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 95% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 90% 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

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- 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

- County Counsel will 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 95% or more Juvenile Dependency petitions filed in Superior Court.
- Prevail in 95% or more in Juvenile Dependency appeals and writs filed.

Strategic Initiative – Sustainable Environments

County Counsel will support the County's objective of promoting responsible development, economic vitality and the highest quality of life.

- Complete 90% 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

County Counsel will provide education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.

- Provide 50 or more education programs on selected legal subjects for County departments.
- Provide 50 or more specialized risk mitigation sessions, such as risk roundtables, settlement 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

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Implement the use 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.
- Improve the County Counsel intranet site by continuing to provide legal links, up-to-date training materials and other information which could support client departments.
- 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 http://www.sdcounty.ca.gov/CountyCounsel/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Advisory assignments for Board of Supervisors to be completed by the due date	100% (29 assignments)	95%	100% (17 assignments)	95%	95%
Advisory assignments for all departments completed by the due date	98% (1,520 of 1,552 assignments)	80%	99% (576 of 579 assignments)	90%	90%
Resolved cases filed against the County by court decision or dismissal / settlements	N/A	N/A	N/A	80% / 20%	80% / 20%
Resolved court cases filed against the County in which County will prevail (County success rate)	92% (76-7 record)	90%	96% (49-2 record)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	100% (105 cases)	95%	100% (59 cases)	95%	95%
Success rate in County cases against other parties	100% (15 cases)	85%	100% (7 cases)	90%	90%
Number of training programs presented by County Counsel	67	30	50[1]	50[2]	50[2]
Number of risk mitigation education sessions provided by County Counsel	76	50	50[1]	50	50
Draft Environmental Impact Report reviews completed within 40 days or less[3]	N/A	N/A	N/A	90%	90%
Success rate in Juvenile Dependency petitions filed in Superior Court[3]	N/A	N/A	N/A	95%	95%
Success rate in Juvenile Dependency appeals and writs filed[3]	N/A	N/A	N/A	95%	95%

Table Notes

[1] County 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.

[2] Increase in training programs necessitated by liability exposure related to Public Safety Realignment, notwithstanding County Counsel staff reductions.

[3] New measure effective Fiscal Year 2012-13 to reflect department priorities.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net increase of $0.6 million.

- Salaries and Benefits —increase of $0.1 million primarily due to an increase in County retirement contributions and a one-time increase in personnel retirement costs.
- Services and Supplies — increase of $0.4 million due to anticipated increases in information technology costs associated with departmental Government Without Walls program.
- Expenditure Transfer & Reimbursements — decrease of $0.05 million in staffing expenditures transferred to client departments due to shift of staff legal services to address landfill matters, which will be reimbursed as a billable service instead. The reduction of staffing expenditures transferred to client departments effectively increases total expenditures, which will be offset by billing revenue.

Revenues

Net increase of $0.6 million.

- Charges for Current Services — increase of $0.4 million due to increases to project workloads.
- Miscellaneous Revenues — decrease of $0.2 million due to the return of normal ongoing anticipated recovered expenditures.
- Use of Fund Balance — increase of $0.3 million for a total budget of $0.5 million to fund one-time information technology projects, including replacement of the department's existing case management, and for one-time personnel retirement costs.
- General Purpose Revenue Allocation — increase of $0.10 million based on increases to ongoing overall program costs.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net increase of $0.10 million due to negotiated benefit increases as well as increases in County retirement contributions.

County Counsel

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Counsel	135.00	135.00	135.00	0.0	135.00
Total	135.00	135.00	135.00	0.0	135.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Counsel	$ 22,554,021	$ 22,361,077	$ 22,935,440	2.6	$ 23,031,595
Total	$ 22,554,021	$ 22,361,077	$ 22,935,440	2.6	$ 23,031,595

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 21,328,515	$ 21,574,801	$ 21,685,045	0.5	$ 22,144,126
Services & Supplies	1,365,006	1,499,346	1,912,597	27.6	1,568,875
Expenditure Transfer & Reimbursements	(739,500)	(713,070)	(662,202)	(7.1)	(681,406)
Total	$ 22,554,021	$ 22,361,077	$ 22,935,440	2.6	$ 23,031,595

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Charges For Current Services	$ 10,549,408	$ 9,955,485	$ 10,330,313	3.8	$ 10,583,882
Miscellaneous Revenues	60,000	225,109	8,500	(96.2)	23,500
Use of Fund Balance	655,000	193,984	504,923	160.3	—
General Purpose Revenue Allocation	11,289,613	11,986,499	12,091,704	0.9	12,424,213
Total	$ 22,554,021	$ 22,361,077	$ 22,935,440	2.6	$ 23,031,595

San Diego County Grand Jury

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. 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.

Mission Statement

Representing the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 106 citizens' complaints, issues, and other County matters of civil concern brought before the Grand Jury.
- Returned 121 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2012-14 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 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 http://www.sdcounty.ca.gov/grandjury/.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Minor decrease in Services and Supplies related to completion of one-time prior year expenditure for carpet replacement.

Revenues

- Minor decrease in Use of Fund Balance due to completion of carpet replacement described above.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

No significant changes.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Grand Jury	1.00	1.00	1.00	0.0	1.00
Total	1.00	1.00	1.00	0.0	1.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Grand Jury	$ 580,076	$ 601,232	$ 588,080	(2.2)	$ 591,003
Total	$ 580,076	$ 601,232	$ 588,080	(2.2)	$ 591,003

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 115,471	$ 113,686	$ 122,528	7.8	$ 125,451
Services & Supplies	464,605	487,546	465,552	(4.5)	465,552
Total	$ 580,076	$ 601,232	$ 588,080	(2.2)	$ 591,003

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Use of Fund Balance	$ —	$ 21,595	$ —	(100.0)	$ —
General Purpose Revenue Allocation	580,076	579,637	588,080	1.5	591,003
Total	$ 580,076	$ 601,232	$ 588,080	(2.2)	$ 591,003

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.

2011-12 Anticipated Accomplishments

Required Discipline – Fiscal Stability

- Negotiated a fiscally prudent Memorandum of Agreement with the Crafts Unit and a successor Memorandum of Understanding agreement for the In-Home Supportive Services Public Authority.

Required Discipline – Information Technology

- The project to implement online testing of applicants through the NeoGov vendor has been cancelled. Vendor delays and further consideration of the project's cost benefit analysis has made this project no longer feasible.
- Utilized the applicant self-scheduling interview feature in the NeoGov system, which is an online applicant tracking system, for high volume recruitments in 50% of County departments.
- Conducted a feasibility study on converting Workers' Compensation paper case files to electronic form to enhance file security, enable more efficient sharing of data with authorized personnel who require file access, and to reduce costs associated with the storage and production of paper files.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Implemented Sexual Harassment Prevention training for Supervisors online to ensure compliance with Assembly Bill (AB) 1825, *Sexual Harassment: Training and Education*, and worked closely with the Training and Development community for completion among all supervisors by June 30, 2012. Program rolled out to supervisors in October 2011.
- In support of the Government Without Walls initiative, developed a Web-based training for supervisors to manage their employees that are working offsite. Program rolled out to employees in July 2011.
- Provided transition services to employees during workforce reduction periods to minimize the impact of layoffs prior to October 2011.
- Maintained a high quality workforce by adhering to 99% (396 of 400) of established timelines for recruitment of County employees.
- Provided departments with positions that match their staffing needs by completing 100% (150 of 150) of classification activity requests by established timelines.
- Successfully implemented the Mentor Partnership Program to aid departments in succession planning and develop leadership talent in the County workforce.
- Implemented a redesigned Supervisor Academy in order to provide a new innovative workshop-based learning experience for supervisors throughout the County. Program rolled out in January 2012.

Strategic Initiative – Kids

- Launched an exciting new Employee Wellness Program designed to help County employees in making healthy choices to reduce their personal health risk factors.

Required Discipline – Continuous Improvement

- The goal to develop and implement an automated "On-Boarding" application now has a new target completion date of June 2013. In-house application solutions proved to be cost prohibitive. As a result, the department will explore using outside vendors, which has extended the target completion date.
- Developed and implemented Leave of Absence presentations to employees via Webcasts from their computers, to avoid travel expenses and to maximize efficiencies.
- Extended the existing Employee Benefits Broker and Consultant Services contract through December 2013.
- Redesigned the Sheriff's Cadet recruitment process to expedite the processing of quality candidates. The new process has resulted in a 354% decrease in the amount of time between the candidates' completion of the initial application and the final background verification.

2012-14 Objectives

Required Discipline for Excellence – Continuous Improvement and Innovation

- Develop and implement an automated "On-Boarding" application to integrate and engage new employees into the County work environment from onset of employment offer through their first year of employment, by June 2013.
- Design and develop a system to track the electronic routing and approval of classification activity requests in order to streamline the process and provide enhanced tracking capabilities.
- Competitively procure a Medical Provider for the Workers' Compensation and Medical Standards Program contracts by September 2012; an Investigative Services contract for Workers' Compensation by August 2012; a Managed Care Services contract for Workers' Compensation by July 2012 and an Employee Benefits Broker and Consultant Services Contract by January 2014.

Strategic Initiative – Healthy Families

- Develop and implement the second and third year Employee Wellness Program components and maintain a respective 10% and 15% employee program participation rate.

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 December 2014.
- Convert existing Procurement Card (P-Card) classroom training content into Web-based materials and resources for all P-Card holders and approvers by June 30, 2013.
- Convert Workers' Compensation paper case files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with authorized personnel who require file access, and reduce costs associated with the storage and production of paper files by June 2013.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- 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.
- Provide departments with assistance in creating succession plans to assist them in forecasting and preparing for future staffing needs and changes.
- Implement Sexual Harassment Prevention training for non-supervisors online to ensure Countywide completion among all employees by June 30, 2013.
- Reorganize the New Employee Orientation by June 2013 to streamline the session from a total of 8 hours to 6 hours, which will enable employees to take mandatory diversity training on the same day. This will reduce classroom time and employee travel expense by eliminating an additional day of classroom training.
- Support the training needs of the Office of Emergency Services on the Advanced Recovery Initiative by making training available to approximately 3,000 employees during Fiscal Years 2012-13 and 2013-14.

Required Discipline for Excellence – Fiscal Stability

- Negotiate fiscally prudent successor agreements with 23 of 25 existing bargaining units and 8 of 9 existing employee organizations by July 2013. Negotiate fiscally prudent successor agreement with 2 remaining bargaining units and 1 employee organization by July 2014.

- Negotiate fiscally prudent successor agreements for In-Home Support Services Public Authority.

Related Links

For additional information about the Department of Human Resources, refer to the website at http://www.sdcounty.ca.gov/hr/.

Performance Measures

	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
Classification activity requests[1] completed within prescribed time frame	100% of 144	98% of 150	100% of 150	98% of 150	98% of 150
Recruitment plan/service agreements/timelines met	99% of 403	98% of 200	99% of 400	98% of 400	98% of 400

Table Notes

[1] Classification Activity Requests are departmental requests to either create or modify a job classification.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

Net increase of 2.00 staff years.

- Increase of 1.00 staff year due to the addition of a Wellness Coordinator to oversee and manage the Workers' Compensation Work Safe Stay Healthy and Employee Wellness Program.
- Increase of 1.00 staff year in the Human Resources Services Division due to additional support needed to meet the increasing hiring needs of the Public Safety Group.
- Reinstate 1.00 staff year from the Human Resources Services Division to Administration Division due to the reorganization of duties within the department.
- Decrease of 1.00 staff year from the Employee Benefits Division to offset the reinstated position described above.

Expenditures

Net decrease of $0.01 million.

- Salaries and Benefits — net increase of $0.19 million due to the additional staff years as described above and the increase in County retirement contributions, partially offset by the elimination of a prior year one-time salary adjustment.
- Services and Supplies — decrease of $0.17 million due to a reduction of rents and lease costs associated with the relocation of the Employee Benefits and Risk Management Divisions.
- Expenditure Transfer and Reimbursements — increase of $0.03 million in staffing expenditures transferred to other departments due to cost increases related to Background Investigation services for the Health and Human Services Agency. Since the amount transferred will be increased by $0.03 million, it has the effect of decreasing expenditures by $0.03 million.

Revenues

Net decrease of $0.01 million.

- Charges for Current Services — decrease of $0.1 million due to a decrease in external department overhead payments (A-87) for services rendered.
- Miscellaneous Revenue — increase of $0.4 million due to the funding of salaries and benefits for a Wellness Coordinator and costs reimbursement in the Workers' Compensation portion of the Employee Benefits Internal Service Fund.
- Use of Fund Balance — decrease of $0.7 million for a total budget of $0.43 million. One-time funding includes $0.15 million for the Learning Management System database upgrade and $0.28 million for continued funding of the Workforce Academy for Youth (WAY) program.

- General Purpose Revenue Allocation — increase of $0.5 million due to staffing needs described above, an increase in County retirement contributions and ongoing program costs related to the Leadership training program and Employee Engagement Survey process.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Net decrease of $0.1 million, including $0.2 million increase in Salaries and Benefits primarily for retirement contributions and $0.3 million decrease in Services and Supplies to reflect completion of several one-time projects proposed for Fiscal Year 2012-13.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Department of Human Resources	110.00	112.00	114.00	1.8	114.00
Total	110.00	112.00	114.00	1.8	114.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Department of Human Resources	$ 22,703,286	$ 23,335,014	$ 23,323,953	(0.0)	$ 23,241,768
Total	$ 22,703,286	$ 23,335,014	$ 23,323,953	(0.0)	$ 23,241,768

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 12,986,237	$ 13,335,782	$ 13,530,728	1.5	$ 13,705,713
Services & Supplies	9,717,049	10,151,322	9,978,773	(1.7)	9,721,603
Expenditure Transfer & Reimbursements	—	(152,090)	(185,548)	22.0	(185,548)
Total	$ 22,703,286	$ 23,335,014	$ 23,323,953	(0.0)	$ 23,241,768

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Intergovernmental Revenues	$ —	$ 7,473	$ 8,405	12.5	$ 8,405
Charges For Current Services	1,326,283	1,761,121	1,632,228	(7.3)	1,632,228
Miscellaneous Revenues	7,151,581	6,922,664	7,303,271	5.5	7,372,961
Use of Fund Balance	865,000	1,158,290	425,000	(63.3)	—
General Purpose Revenue Allocation	13,360,422	13,485,466	13,955,049	3.5	14,228,174
Total	$ 22,703,286	$ 23,335,014	$ 23,323,953	(0.0)	$ 23,241,768

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County Communications Office

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO), formerly known as the Department of Media and Public Relations, 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 Television Network (CTN). 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.

2011-12 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Built credibility as the source of County information, both internally among County staff and externally among county residents.
  - Began the creation of easy-to-understand, complete instructions – in written form or video – that explains where and how the media and public can find information on County websites. Completed 10 videos or articles in Fiscal Year 2011-12.

Required Discipline – 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 190 video presentations and 9,048 news media placements.
- Worked proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
  - Kept the news site updated regularly to establish the site as a news source. Added at least one new content item (article or video) every business day within peak viewing periods for a total of 696 during Fiscal Year 2011-12.

2012-14 Objectives

Required Discipline for Excellence – Customer Satisfaction

- Build credibility as the source of County information, both internally among County staff and externally among county residents.
  - Create easy-to-understand, complete instructions – in written form or video – that explain where and how the media and public can find information on County websites. Complete 15 videos or articles in Fiscal Year 2012-13, and another 15 in Fiscal Year 2013-14.

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 190 video presentations in Fiscal Year 2012-13 and another 190 in Fiscal Year 2013-14.

- Work proactively to deliver vital information including County news, challenges and successes directly to San Diegans 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 300 during Fiscal Year 2012-13, and another 310 during Fiscal Year 2013-14.
  - Provide easy, on-the-go access to important County information through social media. Increase number of followers on Facebook and Twitter by 10 percent during Fiscal Year 2012-13, and an additional 10 percent during Fiscal Year 2013-14.

Strategic Initiative – Safe Communities

- Participate in at least two drills to prepare for and respond to major natural or manmade 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 130 content items (article or video) in support of the Strategic Initiatives and Required Disciplines during Fiscal Year 2012-13, and another 135 during Fiscal Year 2013-14.

Related Links

For additional information about the County Communications Office and/or CTN, refer to the website at http://www.sdcounty.ca.gov/dmpr/ or http://www.countynewscenter.com/.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Estimated Actuals	2012-13 Proposed	2013-14 Proposed
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	184	160	190	195	200
Media placements coordinated by Communications Office staff	7,858	6,400	9,048	N/A[1]	N/A[1]
"How To" instructions created – in written form or video - that explain where and how the media and public can find information on County websites	N/A	10	10	15	15
CCO will participate in two emergency preparedness drills to test readiness	N/A	2	2	2	2
News items (article or video) posted on County News Center	N/A	260	696	300[2]	310[2]
Increase in followers of County social media sites	N/A	N/A	N/A	10% (1,055)	10% (1,160)
Articles, videos and information posted on department's intranet site[3]	N/A	N/A	N/A	130	135

Table Notes

[1] To better reflect the CCO's emphasis on delivering news and information about the programs and services it provides directly to the public, media hits are no longer included as an objective, although they will continue to be tracked internally.

[2] News items posted on the news site County News Center are no longer limited to only peak viewing periods.

[3] New measure effective Fiscal Year 2012-13.

Proposed Changes and Operational Impact: 2011-12 to 2012-13

Staffing

No change in staffing.

Expenditures

Net decrease of $0.1 million.

- Salaries and Benefits — net increase of $0.03 million primarily due to negotiated benefit and an increase in County retirement contributions, offset by the elimination of a prior year one-time salary adjustment.
- Services and Supplies — increase of $0.13 million, primarily as a result of one-time expenditures to replace and/or upgrade aging CTN production equipment.
- Capital Assets Equipment — decrease of $0.16 million primarily due to the elimination of prior year one-time capital expenditures for CTN production equipment.
- Expenditure Transfer & Reimbursements — increase $0.1 million as a result of increased expenditure transfers associated with work performed for the Health and Human Services Agency. Since the amount to be reimbursed will be increased by $0.1 million, it has the effect of decreasing expenditures by $0.1 million.

Revenues

Net decrease of $0.1 million.

- Licenses, Permits & Franchises — decrease of $0.05 million in Public Educational Governmental Access Fees, as a result of the elimination of prior year one-time expenditures for CTN production equipment.

- Use of Fund Balance — decrease of $0.05 million due to the elimination of a prior year one-time salary adjustment.

Proposed Changes and Operational Impact: 2012-13 to 2013-14

Increase of $0.1 million due to negotiated labor agreements and an increase in retirement contributions.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	22.00	22.00	22.00	0.0	22.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
County Communications Office	$ 2,879,771	$ 3,154,141	$ 3,060,557	(3.0)	$ 3,116,675
Total	$ 2,879,771	$ 3,154,141	$ 3,060,557	(3.0)	$ 3,116,675

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 2,501,875	$ 2,569,000	$ 2,595,425	1.0	$ 2,669,143
Services & Supplies	563,506	514,141	640,132	24.5	622,532
Capital Assets Equipment	237,000	356,000	200,000	(43.8)	200,000
Expenditure Transfer & Reimbursements	(422,610)	(285,000)	(375,000)	31.6	(375,000)
Total	$ 2,879,771	$ 3,154,141	$ 3,060,557	(3.0)	$ 3,116,675

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 307,500	$ 394,000	$ 350,000	(11.2)	$ 350,000
Use of Fund Balance	—	43,238	—	(100.0)	—
General Purpose Revenue Allocation	2,572,271	2,716,903	2,710,557	(0.2)	2,766,675
Total	$ 2,879,771	$ 3,154,141	$ 3,060,557	(3.0)	$ 3,116,675

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County of San Diego

Capital Program

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Capital Program

Capital Program Introduction

To provide a formal groundwork for the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds.

The Capital Program is composed of the following major funds:

- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other health facilities other than the County's Edgemoor property (described below).
- **Justice Facility Construction Fund** contains budgeted amounts for capital projects related to the County's detention facilities, Sheriff's stations, crime laboratories and other criminal justice facilities.
- **Library Projects Fund** contains budgeted amounts for the acquisition and construction of County Library facilities.
- **Multiple Species Conservation Program Fund** was established during Fiscal Year 2010-11 and contains budgeted amounts for the improvement and acquisition of land related to the Multiple Species Conservation Program (MSCP). Prior to the establishment of this fund, acquisitions were reported in the Capital Outlay Fund. 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.
- **Capital Outlay Fund** encompasses land acquisitions and capital projects that do not fall into the previous four program categories. Examples include open space and parkland acquisition, excluding the MSCP, the development of these lands, and the purchase or construction of buildings for the delivery of County services.
- **Edgemoor Development Fund**. In 1979, the Board of Supervisors approved Board Policy F-38, *Edgemoor Property Development*, which provides guidelines for the use, development and disposition of the County's 326 acres of property located in the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to the policy and states that 100% of the revenues produced by this property from the lease and sale of land are to assist in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of major capital facilities, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor 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:

- Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses.
- Feasibility studies, facility master plans, or other analytical or research activities that do not relate directly to the implementation of a project.
- Furnishings or equipment not considered a permanent component of the facility.
- Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds such as the Road Fund.

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 Capital Improvements Planning Process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities and Space Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and emphasizes the role of the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing 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 of both immediate and long-term capital projects for funding. 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 County Administrative Manual, Item 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, which consists of the Assistant Chief Financial Officer/Auditor and Controller, the five Group Finance Directors and the Director of DGS, reviews and prioritizes the projects. 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: legal binding commitments
  - Operating budget impacts: quantifiable reduced operating costs
  - Maintenance budget impacts: quantifiable reduced maintenance costs
  - Customer service benefits
  - Quality of life
- The Facilities Planning Board makes a presentation and recommendations to the Group General Managers and Chief Financial Officer who then either concur with or modify the recommendations.
- The CINA is presented to the Chief Administrative Officer (CAO) for final review and approval, and then is presented to the Board of Supervisors for its acceptance and referral to the CAO to determine project timing and the funding mechanisms to implement the plan.

Once funding is identified, projects are included in the two-year Operational Plan capital program, 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 is in place. 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 roll over into the next fiscal year along with any related encumbrances until the project is completed.

The tables beginning on page 425 provide information for the Capital Program Funds for Lease Payments[1], followed by a list of the County's current outstanding Capital Projects.

[1] Lease Payments are budgeted in the General Fund in Finance Other. In order to consolidate all Capital activity, the Lease Payments detail is displayed at the end of the Capital Program section for informational purposes.

Capital Appropriations

The Fiscal Years 2012-14 CAO Proposed Operational Plan includes $40.7 million in new appropriations over the next two years for various capital projects. The following section briefly describes the amount and purpose of each proposed project.

Cedar and Kettner Development

Since the early 2000's, the County Board of Supervisors has considered 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 parking to County employees as well as new residential, office and retail development to support the surrounding community. Cedar and Kettner encom-passes approximately 52,500 square feet, located two blocks from the County Administration Center and near the center of the Little Italy community.

The development of Cedar and Kettner includes the construction of a parking structure, which will provide parking for County employees located at the County Administration Center (CAC), and as such has been approved in conjunction with the current ongoing CAC Waterfront Park Project. The CAC Waterfront Park Project will replace most of the parking available at the CAC with an 11-acre park for informal and organized community use and is anticipated to reach completion in Fall 2013. It is anticipated that the Cedar and Kettner parking structure will provide parking for the public and County employees who have business at the CAC.

Construction of the parking structure at Cedar and Kettner is anticipated to begin in early to mid-2013 and to be completed at the end of 2014. For Fiscal Year 2012-13, appropriations of $26.2 million are proposed to pay for the construction of the parking structure; of this amount approximately $7.0 million is anticipated to be funded with funds on hand, which have been received under a County tax sharing agreement for the Centre City Redevelopment Project Area and the remaining $19.2 million is anticipated to be funded with proceeds from the sale of long-term obligations. The proposed appropriations will provide additional funding to the $0.7 million appropriated to date for a total project cost of approximately $26.9 million. The tax sharing agreement related to the Centre City Redevelopment Project Area is not impacted by the February 1, 2012 dissolution of redevelopment agencies within the State.

Multiple Species Conservation Program

The County of San Diego Multiple Species Conservation Program (MSCP), adopted by the Board of Supervisors in 1997, 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. This important program contributes directly towards the County's strategic initiatives of sustainable environments and healthy families. The goals of the MSCP are to maintain and cherish the County's unique native habitats and species and promote regional economic viability by mitigating the impacts associated with the County's rich military, technological and tourism industries and streamlining the land use permitting process.

Since 1997, $56.8 million from the General Fund has been spent on MSCP land acquisition, which leveraged $88.8 million in federal, State and local grants, and was used to acquire more than 17,208 acres throughout the county. Funding in Fiscal Year 2012-13 of $10.0 million is based on $2.5 million of General Purpose Revenue and $7.5 million of General Fund fund balance. In Fiscal Year 2013-14, an additional $2.5 million of General Purpose Revenue allows for the continuation of this program.

Agua Caliente Park Water, Sewer and Electrical Line Replacement

Agua Caliente County Park is located in the Anza-Borrego Desert, an unincorporated area of the county, and is well-known for its therapeutic hot spring pools and unique desert environment. The park also offers camping, picnicking, hiking, play areas, and accommodations for large group events within a beautiful natural setting. This project consists of renovating the current septic disposal system and upgrading the electric system to better serve visitors to the park; the current septic and electric systems are outdated. For Fiscal Year 2012-13, the project is funded with $2.0 million of General Fund fund balance.

Operating Impact of Capital Program

The County of San Diego also considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include additional staffing, one-time costs not budgeted in the Capital Program, ongoing operations and maintenance costs, and debt service payments related to any long-term financing of the capital project. The following major capital projects are scheduled for completion during Fiscal Years 2012-14.

County Operations Center (COC) and Annex Redevelopment - Phase 1B

The COC and Annex Redevelopment - Phase 1B project (Phase 1B) is anticipated to reach completion in fall 2012, and will provide two additional 150,000 square foot office buildings, a conference center with cafeteria, and improvements to existing COC buildings to accommodate departmental moves. This phase is entirely cash financed and has no associated annual debt service payments.

Phase 1B is the second of three stand-alone phases of the total COC and Annex Redevelopment project. With the completion of Phase 1B, the new COC campus will provide a total of four 150,000 square foot office buildings, a multi-level parking structure with a photovoltaic system, a central plant, and a conference center with food services. The project aims to provide a single, cohesive campus for County employees who have been located across various locations including the COC, the Annex and various leased properties, as well as provide more parking and improved accessibility for County clients. Phase 1B will achieve annual lease savings of approximately $1.6 million as County employees move out of leased facilities and onto the COC campus. No additional staff years will be required.

Agua Caliente Park Water, Sewer and Electrical Line Replacement

The Agua Caliente park water, sewer and electrical line replacement project is anticipated to be executed over the next five years, ultimately providing upgrades to the current utility systems, and new campsites and cabins with electrical hookups for the campground at the Agua Caliente County Park. The portion of the project for which $2.0 million of funding is proposed during Fiscal Year 2012-13 includes replacing outdated sewer and electric systems for the campground. The replacement of these sewer and electric systems is currently in the planning and design phase, and is anticipated to be completed in spring 2013. There are no anticipated changes to the operations and maintenance costs already associated with the Agua Caliente Campground and no additional staff years will be required.

County Administration Center (CAC) Waterfront Park

With the demolition of the Askew Building at the end of 2011, construction for the County Administration Center (CAC) Waterfront Park is under way and is anticipated to reach completion in summer 2014. The Waterfront Park will convert the parking lots on the north and south sides of the historic CAC into a public-use green space in downtown San Diego along the water. The Waterfront Park will provide facilities for organized activities, such as weddings, celebrations and other events, and recreational activities, such as walking and picnicking.

The current scope of the project includes construction of a park to meet the highest sustainability and water conservation goals and public underground parking for visitors with business at the CAC; the public underground parking is anticipated to open in summer 2013, before full completion of the entire Waterfront Park project. The total project cost is estimated to be $44.2 million, of which approximately $30.0 million of the Waterfront Park project is financed with long-term obligations of the County, resulting in $2.1 million of annual debt service payments. The balance is financed with a combination of cash and accumulated restricted funding from a tax-sharing agreement with the Centre City Redevelopment Project Area. The Waterfront Park is expected to increase annual operations and maintenance costs of the CAC and its grounds by approximately $400,000 annually. The annual debt service payments and additional operations and maintenance costs are anticipated to ultimately be paid by revenues received under the tax sharing agreement for the Centre City Redevelopment Project Area, with no impact to the General Fund. The tax sharing agreement is not impacted by the February 1, 2012 dissolution of redevelopment agencies within the State. No additional staff years will be required.

Cedar and Kettner Development

The parking structure planned to be constructed on County property in the Little Italy neighborhood of the City of San Diego, at Cedar Street and Kettner Boulevard, will replace the parking spaces reduced by the CAC Waterfront Park project. The parking structure will provide up to 700 parking spaces to employees and visitors with business at the CAC, and is anticipated to be completed at the end of 2014. Ongoing operations and maintenance costs related to the parking structure are anticipated to be approximately $250,000 annually. No additional staff years will be required.

Women's Detention Facility

The Las Colinas Women's Detention Facility (LCWDF), which serves as the primary booking and holding facility for women arrested in the County, will replace the current facility located in Santee in east San Diego County. The replacement LCWDF will provide the necessary facilities to serve projected future inmate populations, along with delivery of programs to serve the counseling, training and education needs that are vital to reducing recidivism of female offenders.

The LCWDF project is designed in two phases. Phase I of the project is currently underway and is anticipated to reach completion at the end of 2014. Phase I includes the construction of the new LCWDF and will provide 832 beds. Inmates in the current facility are expected to be transferred to the replacement LCWDF in summer 2014. Demolition of the old building will commence following the transfer. Facility design, additional functions and the direct super-vision of the population will require approximately 138 additional staff at that time. This additional staff will include sworn and non-sworn positions, program services, and administrative support staff and will augment the current staff at the existing facility. Hiring and training activities supporting the staffing needs of this facility, including Detention and Law Enforcement Academies, will begin in Fiscal Year 2013-14. Phase II is forecasted to begin in summer 2014 and reach completion by early 2016 and will be initiated pending the availability of State of California funding awarded to the County under the provisions of Assembly Bill (AB) 900, t*he Public Safety and Offender Rehabilitation Services Act of 2007*. The scope of Phase II includes the addition of 384 beds and the construction of additional program facilities; this will require additional staffing and will impact total operations and maintenance costs.

Rancho San Diego Sheriff Station

The Sheriff's Department of the County of San Diego provides law enforcement services to 107 square miles of unincorporated southeast San Diego County out of a sheriff station located in the City of Lemon Grove. In addition to serving the approximately 103,000 residents of this unincorporated region, the facility also serves as the command station for the City of Lemon Grove. In an effort to maximize service to 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 cost of this new station, including related land acquisition costs, is estimated to total $17.5 million, and is funded by cash on hand at the County, including fund balance generated from operational savings.

The Rancho San Diego Sheriff Station is planned to be a 26,000 square foot facility located on 4.5 acres, and will accommodate 150 personnel. Construction is currently underway, and is anticipated to be completed in summer 2013. The ongoing operational and maintenance costs, including utilities, are anticipated to be approximately $350,000 annually. Initial staffing will include approximately 90 full-time County employees, who will relocate from the existing Lemon Grove Sheriff Station, and a large body of volunteer and reserve personnel. No additional staff years will be required.

Capital Program Summary

Budget by Fund

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Capital Outlay Fund	$ 136,235,000	$ 37,277,000	$ 28,240,000	(24.2)	$ —
County Health Complex	—	—	—	—	—
Justice Facility Construction Fund	56,250,000	70,000,000	—	(100.0)	—
Library Projects Fund	—	—	—	—	—
Multiple Species Conservation Fund	—	10,000,000	10,000,000	0.0	2,500,000
Edgemoor Development Fund	9,692,095	9,942,645	9,886,883	(0.6)	9,888,933
Total	$ 202,177,095	$ 127,219,645	$ 48,126,883	(62.2)	$ 12,388,933

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Services & Supplies	$ 407,000	$ 663,000	$ 608,000	(8.3)	$ 608,000
Capital Assets/Land Acquisition	192,485,000	117,277,000	38,240,000	(67.4)	2,500,000
Operating Transfers Out	9,285,095	9,279,645	9,278,883	(0.1)	9,280,933
Total	$ 202,177,095	$ 127,219,645	$ 48,126,883	(62.2)	$ 12,388,933

Budget by Categories of Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	$ 429,553	$ 321,012	$ 5,623,197	1,651.7	$ 5,624,304
Intergovernmental Revenues	6,208,883	10,000,037	11,263,686	12.6	4,264,629
Other Financing Sources	191,985,000	111,541,000	31,240,000	(72.0)	2,500,000
Use of Fund Balance	3,553,659	5,357,596	—	(100.0)	—
Total	$ 202,177,095	$ 127,219,645	$ 48,126,883	(62.2)	$ 12,388,933

Revenue Detail

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Interest on Deposits & Investments	$ 185,671	$ 77,130	$ 84,371	9.4	$ 138,693
Rents and Concessions	243,882	243,882	5,538,826	2,171.1	5,485,611
Aid from Redevelopment Agencies	—	5,139,000	7,000,000	36.2	—
Federal Aid HUD CDBG 14.218	—	540,000	—	(100.0)	—
Federal Other	5,708,883	4,264,037	4,263,686	(0.0)	4,264,629
Indian Gaming Grants	—	57,000	—	(100.0)	—

Revenue Detail					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Federal ARRA - Energy, Efficiency & Conservation Block Grant	500,000	—	—	—	—
Operating Transfer From General Fund	191,985,000	80,960,000	12,000,000	(85.2)	2,500,000
Operating Transfer From Other / Special District	—	600,000	—	(100.0)	—
Reimbursement from SANCAL - Bond Proceeds	—	29,981,000	19,240,000	(35.8)	—
Use of Fund Balance	3,553,659	5,357,596	—	(100.0)	—
Total	$ 202,177,095	$ 127,219,645	$ 48,126,883	(62.2)	$ 12,388,933

Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Capital Assets/Land Acquisition	$ 136,235,000	$ 37,277,000	$ 28,240,000	(24.2)	$ —
Total	$ 136,235,000	$ 37,277,000	$ 28,240,000	(24.2)	$ —

Capital Projects Detail

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Capital Assets/Land Acquisition					
Multiple Species Conservation Program (MSCP) (KA9500)*	$ 10,000,000	$ —	$ —	—	$ —
1014124 Energy Upgrades to Park Facilities Sweetwater Regional	1,500,000	—	—	—	—
1014125 County Operations Center & Annex Phase 1B	119,800,000	—	—	—	—
1014126 Animal Services Replacement Cat Housing Facility	460,000	—	—	—	—
1014127 Animal Services Multi-Purpose Barn	200,000	—	—	—	—
1014253 Sweetwater Lane Synthetic Turf Improvement (1013258)	2,500,000	600,000	—	(100.00)	—
1014351 Agua Caliente Water, Sewer and Electric Line Replacement	1,275,000	—	2,000,000	—	—
1014353 Fallbrook Community Center Photovoltaic Improvements	250,000	—	—	—	—
1015141 Oakoasis Park Improvements (1012152)	—	57,000	—	(100.0)	—
1015178 Lakeside Community Center Photovoltaic System (1013103)	250,000	—	—	—	—
1015204 County Administration Center Waterfront Park (KK3421)	—	35,120,000	—	(100.0)	—
1015515 Agua Caliente Park Cabins	—	500,000	—	(100.0)	—
1015516 Sweetwater Lane Park Exercise Path	—	250,000	—	(100.0)	—

** Effective Fiscal Year 2011-12, Multiple Species Conservation Program is budgeted in its own fund.*

Capital Projects Detail

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
1015517 Lincoln Acres Park Pavilion and Playground	—	110,000	—	(100.0)	—
1015518 Goodland Acres Park Improvements	—	100,000	—	(100.0)	—
1015519 Don Dussault Park Improvements	—	80,000	—	(100.0)	—
1015559 Long-Term Animal Care Facility	—	460,000	—	(100.0)	—
1015093 Cedar and Kettner Development	—	—	26,240,000	—	—
Total - Capital Assets/Land Acquisition	$ 136,235,000	$ 37,277,000	$ 28,240,000	(24.2)	$ —

Funding Source

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Operating Transfer From General Fund					
Mutliple Species Conservation Program (KA9500)	$ 10,000,000	$ —	$ —	—	$ —
1014124 Energy Upgrades to Park Facilities Sweetwater Regional	1,500,000	—	—	—	—
1014125 County Operations Center & Annex Phase 1B	119,800,000	—	—	—	—
1014126 Animal Services Replacement Cat Housing Facility	460,000	—	—	—	—
1014127 Animal Services Multi-Purpose Barn	200,000	—	—	—	—
1014253 Sweetwater Lane Artificial Turf Improvement (1013258)	2,500,000	—	—	—	—
1014351 Agua Caliente Water, Sewer and Electric Line Replacement	1,275,000	—	2,000,000	—	—
1015515 Agua Caliente Park Cabins	—	500,000	—	(100.0)	—
1015559 Long-Term Animal Care Facility	—	460,000	—	(100.0)	—
Total - Operating Transfer From General Fund	$ 135,735,000	$ 960,000	$ 2,000,000	108.3	$ —

** Effective Fiscal Year 2011-12, Multiple Species Conservation Program is budgeted in its own fund.*

Funding Source	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Development Block Grants					
1015516 Sweetwater Lane Park Exercise Path	$ —	$ 250,000	$ —	(100.0)	$ —
1015517 Lincoln Acres Park Pavilion and Playground	—	110,000	—	(100.0)	—
1015518 Goodland Acres Park Improvements	—	100,000	—	(100.0)	—
1015519 Don Dussault Park Improvements	—	80,000	—	(100.0)	—
Total - Community Development Block Grants	$ —	$ 540,000	$ —	(100.0)	$ —
Indian Gaming Grant					
1015141 Oakoasis Park Improvements (1012152)	$ —	$ 57,000	$ —	(100.0)	$ —
Total - Indian Gaming Grant	$ —	$ 57,000	$ —	(100.0)	$ —
Federal ARRA - Energy, Efficiency & Conservation Block Grant					
1014353 Fallbrook Community Center Photovoltaic Improvements	$ 250,000	$ —	$ —	—	$ —
1015178 Lakeside Community Center Photovoltaic System (1013103)	250,000	—	—	—	—
Total - Federal ARRA - Energy, Efficiency & Conservation Block Grant	$ 500,000	$ —	$ —	—	$ —
Operating Transfer From Other / Special District					
1014253 Sweetwater Lane Synthetic Turf Improvement (1013258)	$ —	$ 600,000	$ —	(100.0)	$ —
Total - Operating Transfer From Other / Special District	$ —	$ 600,000	$ —	(100.0)	$ —
Aid from Redevelopment Successor Agencies					
1015204 County Administration Center Waterfront Park (KK3421)	$ —	$ 5,139,000	$ 7,000,000	36.2	$ —

Funding Source	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total - Aid from Redevelopment Successor Agencies	$ —	$ 5,139,000	$ 7,000,000	36.2	$ —
Reimb from SANCAL (Bond Proceeds)					
1015204 County Administration Center Waterfront Park (KK3421)	$ —	$ 29,981,000	$ 19,240,000	(35.8)	$ —
Total - Reimb from SANCAL (Bond Proceeds)	$ —	$ 29,981,000	$ 19,240,000	(35.8)	$ —
Total Capital Outlay Funding Sources	$ 136,235,000	$ 37,277,000	$ 28,240,000	(24.2)	$ —

Justice Facility Construction Fund

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Capital Assets/Land Acquisition	$ 56,250,000	$ 70,000,000	$ —	(100.0)	$ —
Total	$ 56,250,000	$ 70,000,000	$ —	(100.0)	$ —

Capital Project Detail

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Capital Assets/Land Acquisition					
1014144 Juvenile Probation Complex Parking Lot Expansion	$ 1,250,000	$ —	$ —	—	$ —
1015195 Women's Detention Facility (KK8032)	55,000,000	70,000,000	—	(100.0)	—
Total - Capital Assets/Land Acquisition	$ 56,250,000	$ 70,000,000	$ —	(100.0)	$ —

Funding Source

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Operating Transfer from General Fund					
1014144 Juvenile Probation Complex Parking Lot Expansion	$ 1,250,000	$ —	$ —	(100.0)	$ —
1015195 Women's Detention Facility (KK8032)	55,000,000	70,000,000	—	(100.0)	$ —
Total - Operating Transfer from General Fund	$ 56,250,000	$ 70,000,000	$ —	(100.0)	$ —
Total Justice Facility Contruction Funding Sources	$ 56,250,000	$ 70,000,000	$ —	(100.0)	$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Capital Assets/Land Acquisition	$ —	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000
Total	$ —	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000

Capital Project Detail

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Capital Assets/Land Acquisition					
Multiple Species Conservation Program (MSCP) (KA9500)	$ —	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000
Total - Capital Assets/Land Acquisition	$ —	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000

Funding Source

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Operating Transfer from General Fund					
Multiple Species Conservation Program (MSCP) (KA9500)	$ —	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000
Total - Operating Transfer from General Fund	$ —	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000

NOTE: This fund was established during Fiscal Year 2010-11. Prior to the establishment of this fund, the Multiple Species Conservation Program was budgeted in the Capital Outlay Fund.

Edgemoor Development Fund

Budget by Categories of Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Services & Supplies	$ 407,000	$ 663,000	$ 608,000	8.3	$ 608,000
Operating Transfers Out	9,285,095	9,279,645	9,278,883	(0.0)	9,280,933
Total	$ 9,692,095	$ 9,942,645	$ 9,886,883	(0.6)	$ 9,888,933

Expenditure Detail

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Services & Supplies					
Inter-Departmental Costs	$ 13,000	$ 13,000	$ 13,000	0.0	$ 13,000
Consultant Contracts	174,000	180,000	125,000	(30.6)	125,000
Purchasing ISF - Non Merchandise	20,000	20,000	20,000	0.0	20,000
Facility Management Real Property ISF Costs	200,000	250,000	250,000	0.0	250,000
Major Maintenance - ISF	—	200,000	200,000	0.0	200,000
Total - Services & Supplies	$ 407,000	$ 663,000	$ 608,000	(8.3)	$ 608,000
Operating Transfers Out					
Operating Transfers Out - Current Year	$ 9,285,095	$ 9,279,645	$ 9,278,883	(0.0)	$ 9,280,933
Total - Operating Transfers Out	$ 9,285,095	$ 9,279,645	$ 9,278,883	(0.0)	$ 9,280,933
Total - Expenditure Detail	$ 9,692,095	$ 9,942,645	$ 9,886,883	(0.6)	$ 9,888,933

Funding Source

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Interest on Deposits & Investments	$ 185,671	$ 77,130	$ 84,371	9.4	$ 138,693
Rents & Concessions	243,882	243,882	5,538,826	2,171.1	5,485,611
Federal Other	5,708,883	4,264,037	4,263,686	(0.0)	4,264,629
Use of Fund Balance - All Other Funds	3,553,659	5,357,596	—	(100.0)	—
Total Edgemoor Development Funding Sources	$ 9,692,095	$ 9,942,645	$ 9,886,883	(0.6)	$ 9,888,933

Lease Payments

Budget by Categories of Expenditures	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Lease Payments	$ 39,051,094	$ 38,895,327	$ 43,257,601	11.2	$ 37,030,414
Facilities Management (Lease Mgmt)	—	—	2,000	—	2,000
Total	$ 39,051,094	$ 38,895,327	$ 43,259,601	11.2	$ 37,032,414

Expenditure Detail	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Lease Payments Detail					
1993 Master Refunding – South County	$ 1,646,625	$ 813,476	$ 830,146	2.0	$ —
1993 Master Refunding – East County	2,189,409	1,080,789	1,102,971	2.1	—
1993 Master Refunding – Topaz	205,537	103,761	105,798	2.0	—
1993 Master Refunding – Health Complex	1,105,309	548,154	559,302	2.0	—
1993 Master Refunding – East Mesa	322,511	162,384	165,588	2.0	—
1993 Master Refunding – Juvenile Hall	185,300	91,257	93,138	2.1	—
1993 Master Refunding – Clairemont Hospital	796,373	395,754	403,770	2.0	—
1993 Master Refunding – East Mesa Land	1,038,335	514,917	525,390	2.0	—
1993 Master Refunding – SD Muni Building	326,818	160,953	164,271	2.1	—
1993 Master Refunding – Housing	176,658	87,002	—	(100.0)	—
2001 Metropolitan Transit System Tower	3,144,746	2,742,602	—	(100.0)	—
2002 Motorola	3,484,890	—	—	—	—
2005 Regional Communications System	2,979,488	2,971,238	2,910,817	(2.0)	2,972,350
2005 North & East County Justice Facility Refinance	2,607,275	2,717,825	2,704,109	(0.5)	2,724,562
2005 Edgemoor	6,140,113	6,137,662	6,136,900	(0.0)	6,136,150
2006 Edgemoor	3,144,982	3,141,983	3,141,983	0.0	3,144,783
2009 County Operations Center Phase 1A	—	7,615,811	9,905,594	30.1	9,884,844

Expenditure Detail	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
2009 Justice Facilities Refunding	9,556,725	9,609,759	9,685,325	0.8	7,387,475
2011 MTS Tower Refunding	—	—	2,718,249	—	2,678,250
2011 CAC Waterfront Park	—	—	2,104,250	—	2,102,000
Total - Lease Payments Detail	$ 39,051,094	$ 38,895,327	$ 43,257,601	11.2	$ 37,030,414
Facilities Management (Lease Mgmt) Detail					
2009 Justice Facilities Refunding (Lease Mgmt)	$ —	$ —	$ 2,000	—	$ 2,000
Total - Facilities Management (Lease Mgmt) Detail	$ —	$ —	$ 2,000	—	$ 2,000
Total - Expenditure Detail	$ 39,051,094	$ 38,895,327	$ 43,259,601	11.2	$ 37,032,414

Revenue Detail	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
AB189	$ 2,712,118	$ 2,452,211	$ 2,457,411	0.2	$ 2,200,000
Aid from Redevelopment Agency	800,000	800,000	2,904,250	263.0	2,902,000
Rents and Concessions	1,208,336	1,101,981	1,110,741	0.8	1,106,647
Charges in Other Funds	622,955	—	—	—	—
Fund Balance Component Decreases	176,658	41,186	—	(100.0)	—
Operating Transfer Capital Outlay	9,285,095	9,279,645	9,278,883	0.0	9,280,933
General Purpose Revenue Allocation	24,245,932	25,220,304	27,508,317	9.1	21,543,014
Total	$ 39,051,094	$ 38,895,327	$ 43,259,601	11.2	$ 37,032,414

Funding Source	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund					
1993 Master Refunding – South County	$ 1,646,625	$ 813,476	$ 830,146	2.0	$ —-
1993 Master Refunding – East County	2,189,409	1,080,789	1,102,971	2.1	—
1993 Master Refunding – Topaz	205,537	103,761	105,798	2.0	—

Funding Source	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
1993 Master Refunding – Health Complex	1,105,309	548,154	559,302	2.0	—
1993 Master Refunding – East Mesa	322,511	162,384	165,588	2.0	—
1993 Master Refunding – Clairemont Hospital	796,373	395,754	403,770	2.0	—
1993 Master Refunding – East Mesa Land	1,038,335	514,917	525,390	2.0	—
1993 Master Refunding - Housing	—	45,816	—	(100.0)	—
2001 Metropolitan Transit System Tower	2,563,927	2,276,537	—	(100.0)	—
2002 Motorola	2,861,935	—	—	—	—
2005 Regional Communications System	2,979,488	2,971,238	2,910,816	(2.0)	2,972,350
2005 North & East County Justice Facility Refinance	2,607,275	2,717,825	2,704,109	(0.5)	2,724,562
2009 County Operations Center Phase 1A	—	7,615,811	9,905,594	30.1	9,884,843
2009 Justice Facilities Refunding	5,929,209	5,973,842	6,040,892	1.1	3,734,409
2011 MTS Tower Refunding	—	—	2,251,941	—	2,224,850
Facilities Management (Lease Mgmt)	—	—	2,000	—	2,000
Total - General Fund	$ 24,245,933	$ 25,220,304	$ 27,508,317	9.1	$ 21,543,014
Charges to Other Districts					
2002 Motorola	$ 622,955	$ —	$ —	—	$ —
Total - Charges to Other Districts	$ 622,955	$ —	$ —	—	$ —
Rents and Concessions					
1998 Hall of Justice	$ 627,516	$ —	$ —	—	$ —
2001 Metropolitan Transit System Tower	580,819	466,064	—	(100.0)	—
2009 Justice Facilities Refunding	—	635,917	644,433	1.3	653,067
2011 MTS Tower Refunding	—	—	466,308	—	453,400
Total - Rents and Concessions	$ 1,208,335	$ 1,101,981	$ 1,110,741	0.8	$ 1,106,467
AB189					
1993 Master Refunding – Juvenile Hall	$ 185,300	$ 91,258	$ 93,139	2.1	$ —
1993 Master Refunding – SD Muni Building	326,818	160,953	164,271	2.1	—

Funding Source	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
1998 Hall of Justice	2,200,000	—	—	—	—
2009 Justice Facilities Refunding	—	2,200,000	2,200,000	0.0	2,200,000
Total - AB189	$ 2,712,118	$ 2,452,211	$ 2,457,410	0.2	$ 2,200,000
Aid from Redevelopment					
1998 Hall of Justice	$ 800,000	$ —	$ —	—	$ —
2009 Justice Facilities Refunding	—	800,000	800,000	0.0	800,000
2011 CAC Waterfront Park	—	—	2,104,250	—	2,102,000
Total - Aid from Redevelopment	$ 800,000	$ 800,000	$ 2,904,250	263.0	$ 2,902,000
Fund Balance Component Decreases					
1993 Master Refunding – Housing	$ 176,658	$ 41,186	$ —	(100.0)	$ —
Total - Fund Balance Component Decreases	$ 176,658	$ 41,186	$ —	(100.0)	$ —
Operating Transfer Capital Outlay					
2005 Edgemoor	$ 6,140,113	$ 6,137,662	$ 6,136,900	(0.0)	6,136,150
2006 Edgemoor	3,144,982	3,141,983	3,141,983	0.0	3,144,783
Total - Operating Transfer Capital Outlay	$ 9,285,095	$ 9,279,645	$ 9,278,883	(0.0)	$ 9,280,934
Total Lease Payments Funding Sources	$ 39,051,094	$ 38,895,327	$ 43,259,601	3.7	$ 37,032,414

Outstanding Capital Projects by Group/Agency

Public Safety Group

Project Name* UPDATED 3/28	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 29, 2012
Women's Detention Facility (KK8032 - 4832)	1015195 - 54496	97/98	$ 203,600,000	$ 192,625,358
Pine Valley Substation (KK0687 - 4687)	1015198 - 54370	99/00	1,200,000	1,039,310
Rancho San Diego Sheriff Station (KK5485 - 4301)	1015199 - 54728	04/05	15,402,630	13,021,908
Medical Examiner And Forensic Center (KK5497 - 4497)	1006566 - 54684	04/05	68,666,694	985,491
Ramona Station Land Acquisition (KA5485 - 4485)	1014136 - 54060	07/08	1,000,000	1,000,000
Sheriff Defensive Tactics Building (1012261 - 54839)	1014135 - 54839	07/08	465,000	465,000
Downtown SD Law Library Remodel (1014074 - 54880)	1014128 - 54880	09/10	4,249,000	711,468
Juvenile Probation Complex (Meadowlark) Parking	1014144 - 54202	10/11	1,250,000	10,499
RCS Harmony Hill Site Acquisition	1014440 - 54012	10/11	203,500	19,962
Boulevard Fire Land Acquisition	1016224 - 54012	11/12	277,450	343,860
East Mesa Detention Re-Entry and Rehab Facility	1016416 - 54202	11/12	200,000	200,000
Total - Public Safety Group			$ 296,514,274	$ 210,422,855

Health and Human Services Agency

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 29, 2012
Edgemoor Skilled Nursing Facility (KK0866 - 4866)	1000235 - 54526	99/00	$ 123,485,556	$ 402,891
San Pasqual Academy Residences (1012286 - 54837)	1015140 - 54837	08/09	9,150,948	35,688
San Pasqual Academy Water Well (1012959 - 54846)	1014666 - 54846	08/09	450,000	108,662
San Pasqual Academy Sports Field (1014255 - 54858)	1014255 - 54858	09/10	60,000	8,700
San Pasqual (SPA) Admin Bldg (1013689 - 54874)	1014131 - 54874	09/10	900,600	900,600
Junvenile Hall (2011) Mental Health Services Office Building	1016139 - 54202	11/12	259,000	259,000
Total - Health and Human Services Agency			$ 134,306,104	$ 1,715,541

Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 29, 2012
Otay Lakes Park Restoration (KN7022 - 4741)	1000029 - 54414	96/97	$ 2,486,774	$ 28,795
Waste Site Land Acquisitions (KA8950 - 4540)	1000011 - 54023	97/98	8,238,400	6,250,786
Guajome Regional Park Community Sports Fields and Visitor Center (KN8015 - 4815)	1000227 - 54479	97/98	265,000	211,198
Multiple Species Conservation Program (MSCP) Acquisitions (KA9500 - 4545)	Various - 54028 and 54202	98/99	75,721,778	19,710,311
Otay Valley Regional Park Phase II Acquisition (KA0550 - 4550)	1000246 - 54033	99/00	9,592,198	158,737

**Project Number respresents the current number assigned in the County's financial system. The original project number, if different, has been included in parentheses after the Project Name for reference purposes.*

Land Use and Environment Group				
Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 29, 2012
Escondido Creek Acquisitions (KA0551 - 4551)	1000249 - 54034	99/00	6,251,658	134,362
Trail Easement Acquisitions (KA2973 - 4973)	1000121 - 54017	01/02	84,211	64,248
Cactus Park Sports Fields (KN2968 - 4968)	1000193 - 54232	01/02	497,150	979
Sweetwater Regional Park Equestrian Center Phase I (KN2669 - 4669)	1000035 - 54352	01/02	3,000	3,000
Otay Valley Regional Park Fencing/Trees (KN2752 - 4752)	1000239 - 54425	01/02	131,000	11,657
Volcan Mountain West Acquisition (KA3438 - 4438)	1000040 - 54130	02/03	2,074,423	175,773
Sweetwater Summit Campground and Local Park Improvement (KN3106 - 4872)	1000207 - 54532	02/03	7,915,482	202,800
Sweetwater Park State Route 125 Mitigation (KN3406 - 4406)	1000138 - 54665	02/03	410,000	52,576
Lakeside Baseball Park (KN3412 - 4412)	1005258 - 54672	02/03	10,600,446	195,880
Felicita Park Improvements (KN3414 - 4414)	1004981 - 54674	02/03	2,387,613	1,247,523
Guajome Park Playground/Restroom/Dock Improvements (KN3415 - 4415)	1005259 - 54675	02/03	630,101	6,614
Sweetwater Trails/Bikeways Construction (KN3419 - 4419)	1005262 - 54679	02/03	3,171,105	459,660
San Luis Rey River Park Planning and Development (KN3432 - 4432)	1000036 - 54689	02/03	4,206,179	2,774,980
Valley Park Acquisition (KA4478 - 4478)	1005335 - 54047	03/04	500,000	493,773
I-122 Loss Allotment - Supervisorial District 5 Acquisitions (KA4480 - 4480)	1005337 - 54049	03/04	839,800	8,656
Simon Preserve/Trail Construction (KN4452 - 4452)	1014139 - 54697	03/04	75,000	75,000
San Elijo Lagoon Nature Center Expansion (KN4464 - 4464)	1000285 - 54701	03/04	5,658,896	154,691
San Dieguito Park Recycled Water Retrofit Improvements (KN4481 - 4481)	1005106 - 54713	03/04	94,880	94,880
Stowe Trail Acquisition (KA5321 - 4321)	1006952 - 54051	04/05	565,000	497,788
Pine Valley Ballfield Improvements (KN5303 - 4303)	1006608 - 54640	04/05	450,000	343,004
Spring Valley Community Center Expansion (KN5498 - 4498)	1006572 - 54726	04/05	1,836,000	102,386
San Luis Rey River Park Acquisition (KA5325 - 4325)	1007108 - 54053	05/06	6,361,070	418,044
Otay Valley Regional Park Trail Improvements	1009268 - 54766	05/06	9,260,001	865,774
Lakeside Soccer Fields Acquisition	1009548 - 54059	05/06	800,000	784,145
Goodan Ranch Compound Improvements (KN6329 - 4329)	1007477 - 54744	05/06	1,575,222	—
Americans With Disabilities Act (ADA) Ball Field	1008292 - 54749	05/06	1,805,000	35,426
East County Trail Acquisition	1008954 - 54057	05/06	231,016	179,048
Lindo Lake Boathouse Restoration	1009269 - 54767	05/06	64,286	4,216
Guajome Regional Park Restrooms	1010407 - 54777	06/07	407,000	6,347
Otay Valley Regional Park Staging Area	1010431 - 54778	06/07	218,214	211,981
Heritage Park Victorian Home Improvements	1010429 - 54780	06/07	4,000,000	102

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Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 29, 2012
Tijuana River Valley Sports Complex Concept Plan	1010973 - 54809	06/07	466,603	280,038
Otay Valley Regional Park Local Staging Area	1010977 - 54810	06/07	300,000	223,974
I-122 Loss Allotment Supervisorial District 2 Acquisitions (1011758 - 54063)	1014133 - 54063	07/08	240,600	240,600
Agua Caliente Pavilion Replacement (1011443 - 54796)	1015187 - 54796	07/08	275,000	25,917
Tijuana River Valley Trails Habitat Restoration (1011445 - 54797)	1015188 - 54797	07/08	470,000	99,829
Whaley Compound ADA Improvements (1011447 - 54799)	1014138 - 54799	07/08	100,000	100,000
Ranger Housing Improvements (1011449 - 54802)	1015191 - 54802	07/08	2,500,000	244,097
Brodiaea Restoration Enhancement and Protection (1011473 - 54808)	1014137 - 54808	07/08	50,000	50,000
Fire Recovery Erosion Control Hellhole Canyon Open Space Preserve (1014440 - 54814)	1015192 - 54814	07/08	81,200	1,542
Fire Recovery Erosion Control William Heise Park (1011442 - 54816)	1015193 - 54816	07/08	161,300	267
Tijuana River Valley Trail Construction (1011723 - 54822)	1014134 - 54822	07/08	323,999	243,381
Mt Olympus Preserve Improvements (1011952 - 54824)	1015194 - 54824	07/08	350,000	338,216
Oakoasis Park Improvements (1012152 -54838)	1015141 - 54838	08/09	1,380,267	832,685
Guajome Regional Park Improvements 1012922 - 54841)	1015143 - 54841	08/09	122,711	1,004
Lakeside Washrack (1012937 - 54842)	1015146 - 54842	08/09	503,500	477,950
County Reserve Fire Recovery (1012951 - 54844)	1015170 - 54844	08/09	417,993	311,327
Jess Martin Exercise Path and Park Improvements (1013102 - 54859)	1015172 - 54859	08/09	645,940	35,375
Lakeside Community Center Photovoltaic System (1013103- 54860)	1015178 - 54860	08/09	535,185	31,908
Guajome Park Photovoltaic System (1013257 - 54866)	1014252 - 54866	09/10	1,100,000	1,002,153
Sweetwater Lane Artificial Turf Improvements (1013258 - 54867)	1014253 - 54867	09/10	3,800,000	3,727,107
Bancroft Rock House Restoration and Improvements (1013259 - 54868)	1014254 - 54868	09/10	513,000	4,630
Heritage Park Improvements (1013360 - 54870)	1015185 - 54870	08/09	137,500	18,248
Oak Country II Trail (1013683 - 54873)	1014256 - 54873	09/10	533,298	12,937
MSCP Bonsall Land (1013479 - 54069)	1014261 - 54069	09/10	1,401,850	101,350
El Monte Trail and Staging Area (1013682 - 54872)	1014257 - 54872	09/10	415,000	3,654
Live Oak Park Recreational Area (1013683 - 54873)	1014259 - 54871	09/10	200,000	84
Mountain Empire (Campo) Community Center Playground (1013750 - 54875)	1014260 - 54875	09/10	569,700	128,757
Collier Park Soccer Area (1013817 - 54876)	1014130 - 54876	09/10	622,046	1,798
Live Oak Amphitheater (1013902 - 54877)	1014129 - 54877	09/10	492,000	476,564
Santa Ysabel Nature Center (1013906 - 54878)	1014142 - 54878	09/10	125,000	34,661

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Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 29, 2012
Energy Upgrades to Park Facilities Sweetwater Regional	1014124 - 54202	10/11	1,500,000	1,386,380
San Dieguito Park Improvements	1014146 - 54202	10/11	660,000	263,711
Tijuana River Valley Equestrian Center	1014147 - 54202	10/11	117,000	92,123
Swiss Park Trail Connection and Improvements	1014352 - 54202	10/11	700,000	582,012
Fallbrook Community Center Photovoltaic Improvements	1014353 - 54202	10/11	264,815	—
Agua Caliente Water , Sewer and Electric Line Replacement	1014351 - 54202	10/11	1,275,000	979,826
Lincoln Acres Park Shade Structures Improvement	1014733 - 54202	10/11	290,000	261,749
Rainbow Park Improvements	1014734 - 54202	10/11	50,000	27
Collier Park Parking Lot Improvements	1014735 - 54202	10/11	146,000	339
Sweetwater Regional Park Equestrian Trail Phase 3	1014849 - 54202	10/11	396,000	396,000
Rancho Guajome Adobe Volunteer Vehicle Pad	1015196 - 54202	10/11	60,000	60,000
Guajome Regional Park Volunteer Vehicle Pad	1015180 - 54202	10/11	60,000	60,000
Lamar Park Volunteer Vehicle Pad	1015181 - 54202	10/11	100,000	100,000
San Dieguito Park Shade Structures	1015197 - 54202	10/11	147,000	35,203
Agua Caliente Park Cabins	1015515 - 54202	11/12	500,000	496,221
Sweetwater Lane Park Exercise Path	1015516 - 54202	11/12	250,000	231,676
Goodland Acres Park Improvements	1015518 - 54202	11/12	100,000	95,371
Don Dussault Park Improvements	1015519 - 54202	11/12	80,000	68,870
Jess Martin Ball Field Improvements	1015520 - 54202	11/12	62,500	56,351
Sweetwater Parking Lot Improvement	1016213 - 54202	11/12	300,000	300,000
4S Ranch Sports Park Artificial Turf	1016576 - 54202	11/12	1,500,000	1,500,000
Total - Land Use and Environment Group			$ 196,799,909	$ 51,981,054

Community Services Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 29, 2012
Valley Center Branch Library (KL9023 - 4923)	1000177 - 54571	98/99	$ 4,421,280	$ 6,207
Bonita Branch Library (KL9540 - 4753)	1000173 - 54426	98/99	4,490,608	24,226
Fallbrook Branch Library (KL1974 - 4974)	1000178 - 54616	00/01	10,598,999	165,748
Julian Shared Use Library (KL2981 - 4981)	1000179 - 54237	01/02	3,085,516	21,185
Alpine Branch Library (KL2983 - 4983)	1015202 - 54239	01/02	383,385	26,666
Ramona Branch Library (KL2987 - 4465)	1000286 - 54700	01/02	12,143,174	107,101
Descanso Branch Library Expansion (KL3460 - 4460)	1000262 - 54637	02/03	426,000	24,338
Campo Community Center Stormwater System Improvements	1010779 - 54795	06/07	185,000	32,635
County Operations Center and Annex Phase 1A	1011214 - 54811	07/08	197,534,944	22,510,085
HHSA PSG CSG Office Relocation (1012285 - 54835)	1015131 - 54835	08/09	51,505,000	27,569,709

**Project Number respresents the current number assigned in the County's financial system. The original project number, if different, has been included in parentheses after the Project Name for reference purposes.*

Community Services Group				
Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 29, 2012
Lincoln Acres Library and Community Center (1012133 - 54825)	1015200 - 54825	08/09	3,568,670	2,618,669
Imperial Beach Branch Library Expansion (1014083 - 54881)	1014143 - 54881	09/10	1,080,000	1,009,614
County Operation Center & Annex Phase 1B	1014125 - 54202	10/11	115,800,000	64,813,524
Animal Services Replacement Cat Housing Facility	1014126 - 54202	10/11	460,000	247,908
Animal Services Multi-Purpose Barn	1014127 - 54202	10/11	200,000	84,195
Long-Term Animal Care Facility	1015559 - 54202	11/12	460,000	459,434
Total - Community Services Group			$ 406,342,575	$ 119,721,244

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
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County of San Diego

Finance Other

Finance Other 437

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, they are issued at the beginning of the fiscal year and mature at the end of that fiscal year. The TRAN amount for Fiscal Year 2012-13 will be determined subsequent to the printing of this document. See also the section on Debt Management Policies and Obligations on page 97.

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. Appli-cations 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. TOT revenues started to slow in the first quarter of Fiscal Year 2008-09, but receipts declined dramatically in the quarter ending March 2009. The funding level for Fiscal Year 2012-13 is projected to be $2.5 million.

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 to 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 2012-13 is projected to be $5.0 million.

Contributions to the County Library System

Historically, contributions from the General Fund have been provided to augment the resources of the County Library Fund. In Fiscal Year 2010-11, $2.3 million of ongoing General Purpose Revenue (GPR) support was eliminated. However, a one-time appropriation of $0.4 million was established based on a contribution from General Fund fund balance attributable to the Community Services Group to match donations for library materials received from the Friends of the Library for the new Ramona and Fallbrook branches. No appropriations are budgeted for Fiscal Year 2012-13 or projected for Fiscal Year 2013-14.

Contingency Reserve - General Fund

A Contingency Reserve of $20.0 million is proposed for both Fiscal Years 2012-13 and 2013-14. These appro-priations comply with the target of 2% of GPR for the Contingency Reserve as outlined in Board Policy B-71, *Fund Balance and Reserves*. At $20.0 million, the Contingency

Reserve represents 2.1% of the Fiscal Year 2012-13 budgeted GPR and Fiscal Year 2013-14 estimated GPR ($967.1 million and $974.5 million, respectively). 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 2012-13, $12.0 million is proposed in the Contributions to Capital Program. Of this total, $10.0 million is for the acquisition of land under the Multiple Species Conservation Program (MSCP) and $2.0 million for Agua Caliente Park Water, Sewer and Electrical Line Replacement. The MSCP is proposed to be funded by $2.5 million of GPR and $7.5 million of General Fund fund balance. The Agua Caliente Park Water, Sewer and Electrical Line Replacement is proposed to be funded by General Fund fund balance.

For Fiscal Year 2013-14, $2.5 million is proposed for MSCP land acquisition.

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. There is a net increase of $4.4 million in Fiscal Year 2012-13 as a result of the start of a lease payment for the 2011 CAC Waterfront Park and the increase in lease payment for the 2009 County Operation Center Phase 1A offset by decreases in certain scheduled lease payments.

The Fiscal Year 2013-14 payments are expected to decrease by a net of $6.2 million. See the Capital Program section 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, for $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 decreasing the amount to 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 5.7% of Fiscal Year 2012-13 budgeted GPR of $967.1 million and, therefore, exceeds the 5% target level. No additional contribution to the commitment is projected for Fiscal Year 2013-14 because the balance will still be 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, slightly above the 10% level. In accordance with GASB 54, the amount representing the Minimum Fund Balance for Economic Uncertainty was reported in County of San Diego Comprehensive Annual Financial Report as unassigned fund balance starting in Fiscal Year 2010-11. For Fiscal Year 2012-13, the 10% target level is $96.7 million, but the original $100.0 million amount will remain in place. For Fiscal Year 2013-14, the 10% target level is projected to be $97.4 million, under the $100.0 million which will remain in place.

Countywide General Expenses

The primary objective of these appropriations is to fund countywide projects and other countywide needs. The major components of the Countywide General Expenses program in Fiscal Year 2012-13 are:

- 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.
- A Pension Stabilization Fund in anticipation of significantly higher payments to the retirement fund in future years.
- Funds for future capital projects.
- Pension payments required by the County Employees Retirement Law that must be paid by the County in accordance with Internal Revenue Code section 415(m).
- Miscellaneous appropriations for unanticipated program needs.

Countywide Shared Major Maintenance

In Fiscal Year 2012-13, appropriations totaling $2.0 million are proposed for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2013-14 is also projected to be $2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improve-ments.

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 appro-priations 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 devel-oped 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, 2011, the estimated liability was $106.6 million and the cash balance as of June 30, 2011 was $103.4 million. The estimated liability as of June 30, 2012 increased to $113.0 million and the cash balance as of June 30, 2012 is projected to be $100.3 million. A $2.0 million Contingency Reserve is included in the budget for Fiscal Year 2012-13 and planned for Fiscal Year 2013-14 as well. Appropriations for Fiscal Year 2012-13 reflect a $2.1 million increase in the Workers' Compensation budget from the Fiscal Year 2011-12 adopted budget primarily due to increased claims payments and increased liability.

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. Proposed appropriations for Fiscal Year 2012-13 reflect a $0.1 million increase over the Fiscal Year 2011-12 adopted budget primarily due to increased claims payments.

Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code §56381). LAFCo is a State chartered regulatory agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities, 61 independent special districts in San Diego County as well as user fees. Appropriations of $0.3 million are proposed for Fiscal Year 2012-13 and $0.4 million for Fiscal Year 2013-14.

Public Liability Internal Service Fund

In Fiscal Year 1994-1995, the County established the Public Liability Internal Service Fund (ISF) to report all of its public risk management activities. The County is self-insured through the ISF for premises liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, automobile and general liability. The cost to General Fund departments, other funds and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience and 10% based on staff hours of exposure. The County contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The estimated liability for June 30, 2011 was $29.0 million. As of June 30, 2011, the fund had a cash balance of $32.6 million. The estimated liability for June 30, 2012 decreased to $25.9 million and the cash balance as of June 30, 2012 is projected to be $36.3 million. The proposed budgeted appropriations of $15.8 million in Fiscal Year 2012-13 are offset by $13.6 million in charges to departments, $2.0 million of available fund balance to mitigate unanticipated expenses and $0.2 million in interest earnings of the fund.

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 Pension Obligation Bonds, the remaining principal and interest payments are structured as level debt service in the amount of $81 million annually. See the Debt Management Policies and Obligations section on page 97 for more information on the POBs, including the history, outstanding principal and scheduled payments.

Debt Service Local Boards

This represents the debt service payment for Majestic Pines, which was issued in January 1973 for the con-struction of a water distribution system in the Julian area. The cost was offset by a special assessment on properties located within the service area. The debt was paid off in January 2012, therefore no further appropriations will be budgeted for Majestic Pines.

Finance Other Appropriations/Expenditures					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Cash Borrowing	$ 7,700,000	$ 7,700,000	$ 7,700,000	0.0	$ 7,700,000
Community Enhancement	2,746,500	2,500,000	2,500,000	0.0	2,500,000
Neighborhood Reinvestment Program	5,000,000	5,000,000	5,000,000	0.0	5,000,000
Contributions to County Library System	350,000	—	—	—	—
Contingency Reserve - General Fund	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Contributions to Capital Program	191,985,000	80,960,000	12,000,000	(85.2)	2,500,000
Lease Payments - Capital Projects	39,051,094	38,895,327	43,259,601	11.2	37,032,414
Countywide General Expenses	46,282,008	41,327,025	86,814,149	110.1	62,954,792
Countywide Shared Major Maintenance	2,000,000	2,000,000	2,000,000	0.0	2,000,000
Employee Benefits ISF					
Workers' Compensation Employee Benefits ISF	29,736,033	31,574,879	33,665,286	6.6	33,665,286
Unemployment Insurance Employee Benefits ISF	3,901,526	2,762,748	2,902,803	5.1	2,902,803
Local Agency Formation Commission Administration	342,061	342,061	342,061	0.0	352,323
Public Liability ISF	14,475,000	16,542,649	15,776,890	(4.6)	15,776,890
Pension Obligation Bonds	81,430,375	81,354,997	81,467,380	0.1	81,460,697
Debt Service Local Boards	26,250	26,250	—	(100.0)	—
Total	$ 445,025,847	$ 330,985,936	$ 313,428,170	(5.3)	$ 273,845,205

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Appendix A: All Funds - Budget Summary

Countywide Totals

Staffing

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	15,842.25	15,687.25	15,958.50	1.7	15,955.50

Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 1,611,308,509	$ 1,655,508,604	$ 1,691,304,229	2.2	$ 1,745,587,498
Services & Supplies	1,833,785,339	1,851,451,844	1,855,555,093	0.2	1,741,752,813
Other Charges	764,177,211	770,886,857	734,058,372	(4.8)	725,957,192
Capital Assets/Land Acquisition	204,759,500	137,820,500	46,957,800	(65.9)	10,090,000
Capital Assets Equipment	23,422,973	22,474,653	21,648,857	(3.7)	17,004,467
Expenditure Transfer & Reimbursements	(20,012,897)	(20,208,171)	(23,588,169)	16.7	(23,730,896)
Contingency Reserves	22,103,000	21,803,000	22,103,000	1.4	22,103,000
Fund Balance Component Increases	33,409,291	18,369,600	13,727,298	(25.3)	378,400
Operating Transfers Out	455,314,605	369,278,277	375,941,395	1.8	352,727,852
Management Reserves	28,710,000	32,250,000	30,250,000	(6.2)	24,250,000
Total	$ 4,956,977,531	$ 4,859,635,164	$ 4,767,957,875	(1.9)	$ 4,616,120,326

Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 535,473,694	$ 543,013,475	$ 547,575,017	0.8	$ 551,018,258
Taxes Other Than Current Secured	397,344,661	396,466,972	390,572,693	(1.5)	394,236,515
Licenses Permits & Franchises	49,113,644	49,916,345	49,686,523	(0.5)	52,020,696
Fines, Forfeitures & Penalties	56,584,160	53,973,349	53,926,089	(0.1)	50,838,609
Revenue From Use of Money & Property	54,633,846	54,328,095	57,534,366	5.9	57,677,997
Intergovernmental Revenues	2,204,165,658	2,280,856,974	2,322,427,073	1.8	2,295,576,449
Charges For Current Services	753,568,876	750,710,916	771,815,676	2.8	759,250,659
Miscellaneous Revenues	37,673,295	35,042,900	41,930,161	19.7	33,308,280
Other Financing Sources	441,990,426	386,460,097	341,421,640	(11.7)	308,475,842
Fund Balance Component Decreases	13,258,481	22,181,149	544,380	(97.5)	14,225,657
Use of Fund Balance	413,170,790	286,684,892	190,524,257	(33.5)	99,491,364
Total	$ 4,956,977,531	$ 4,859,635,164	$ 4,767,957,875	(1.9)	$ 4,616,120,326

Public Safety Group

Staffing

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	7,041.25	6,971.00	7,066.00	1.4	7,067.00

Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 794,625,052	$ 821,655,256	$ 846,379,357	3.0	$ 879,218,688
Services & Supplies	225,104,985	260,086,075	268,518,485	3.2	237,982,676
Other Charges	106,319,010	107,896,621	108,256,087	0.3	104,825,872
Capital Assets Equipment	8,721,854	7,536,449	5,424,310	(28.0)	1,979,991
Expenditure Transfer & Reimbursements	(18,453,257)	(18,584,571)	(18,860,704)	1.5	(19,010,704)
Fund Balance Component Increases	—	18,300,000	1,883,000	(89.7)	—
Operating Transfers Out	191,024,914	207,937,164	230,982,367	11.1	231,624,659
Management Reserves	—	5,500,000	3,500,000	(36.4)	—
Total	$ 1,307,342,558	$ 1,410,326,994	$ 1,446,082,902	2.5	$ 1,436,621,182

Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 580,615	$ 580,615	$ 580,615	0.0	$ 580,615
Licenses Permits & Franchises	593,101	593,101	593,101	0.0	593,101
Fines, Forfeitures & Penalties	25,932,584	25,608,872	25,782,769	0.7	22,896,997
Revenue From Use of Money & Property	9,277,776	9,619,112	9,908,466	3.0	10,047,174
Intergovernmental Revenues	392,787,372	407,868,724	439,619,668	7.8	421,204,613
Charges For Current Services	121,525,333	120,354,441	120,074,208	(0.2)	123,784,571
Miscellaneous Revenues	8,885,395	9,754,097	17,232,696	76.7	11,209,696
Other Financing Sources	190,843,990	207,828,018	230,846,212	11.1	231,488,504
Use of Fund Balance	26,466,392	64,210,014	21,570,120	(66.4)	5,008,014
General Purpose Revenue Allocation	530,450,000	563,910,000	579,875,047	2.8	609,807,897
Total	$ 1,307,342,558	$ 1,410,326,994	$ 1,446,082,902	2.5	$ 1,436,621,182

Health and Human Services Agency

Staffing

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	5,156.25	5,130.25	5,306.25	3.4	5,306.25

Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 441,518,587	$ 451,457,939	$ 465,563,524	3.1	$ 478,410,724
Services & Supplies	923,737,131	978,379,247	998,666,110	2.1	976,329,861
Other Charges	433,047,599	432,090,753	410,122,999	(5.1)	412,193,067
Capital Assets Equipment	333,000	176,070	315,070	78.9	235,070
Expenditure Transfer & Reimbursements	(213,930)	(238,724)	(3,238,724)	1,256.7	(3,238,724)
Fund Balance Component Increases	—	19,600	78,400	300.0	78,400
Operating Transfers Out	37,999,180	37,999,180	37,396,433	(1.6)	37,396,433
Management Reserves	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Total	$ 1,856,421,567	$ 1,919,884,065	$ 1,928,903,812	0.5	$ 1,921,404,831

Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 1,865,357	$ 1,626,585	$ 1,602,726	(1.5)	$ 1,642,726
Taxes Other Than Current Secured	43,949	43,949	26,784	(39.1)	26,784
Licenses Permits & Franchises	1,477,957	1,457,039	879,039	(39.7)	879,039
Fines, Forfeitures & Penalties	5,858,681	5,848,681	5,848,681	0.0	5,848,681
Revenue From Use of Money & Property	11,733,324	12,404,294	12,397,694	(0.1)	12,397,694
Intergovernmental Revenues	1,617,855,802	1,673,091,122	1,691,481,659	1.1	1,690,579,778
Charges For Current Services	64,160,415	66,002,464	63,406,429	(3.9)	64,398,710
Miscellaneous Revenues	8,497,372	7,904,735	6,385,894	(19.2)	6,362,111
Other Financing Sources	24,200,000	24,200,000	24,200,000	0.0	24,200,000
Fund Balance Component Decreases	4,431,710	4,000,000	—	(100.0)	12,965,338
Use of Fund Balance	54,250,000	60,454,196	59,242,007	(2.0)	37,128,400
General Purpose Revenue Allocation	62,047,000	62,851,000	63,432,899	0.9	64,975,570
Total	$ 1,856,421,567	$ 1,919,884,065	$ 1,928,903,812	0.5	$ 1,921,404,831

Land Use and Environment Group

Staffing

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	1,501.00	1,456.00	1,451.00	(0.3)	1,451.00

Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 163,053,916	$ 162,922,096	$ 160,214,190	(1.7)	$ 163,616,943
Services & Supplies	235,050,797	176,554,634	164,283,644	(7.0)	144,831,317
Other Charges	35,907,064	37,096,447	26,800,512	(27.8)	26,731,173
Capital Assets/Land Acquisition	12,274,500	20,543,500	6,717,800	(67.3)	7,590,000
Capital Assets Equipment	3,687,575	4,077,500	5,301,133	30.0	4,963,825
Expenditure Transfer & Reimbursements	—	(141,716)	(182,991)	29.1	(156,514)
Fund Balance Component Increases	32,144,972	50,000	11,765,898	23,431.8	300,000
Operating Transfers Out	10,105,323	17,857,579	13,041,334	(27.0)	11,145,181
Total	$ 492,224,147	$ 418,960,040	$ 387,941,520	(7.4)	$ 359,021,925

Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 7,189,517	$ 7,082,619	$ 6,991,168	(1.3)	$ 6,991,168
Taxes Other Than Current Secured	9,175,549	10,008,994	4,304,567	(57.0)	4,304,942
Licenses Permits & Franchises	33,969,984	34,504,266	34,130,642	(1.1)	36,410,679
Fines, Forfeitures & Penalties	1,815,394	1,799,344	1,884,094	4.7	1,814,094
Revenue From Use of Money & Property	20,427,103	20,059,027	21,369,506	6.5	21,377,596
Intergovernmental Revenues	116,609,658	117,065,961	109,675,203	(6.3)	107,930,013
Charges For Current Services	90,798,555	90,304,622	88,204,102	(2.3)	90,778,366
Miscellaneous Revenues	4,294,478	3,929,420	5,026,894	27.9	2,841,549
Other Financing Sources	10,256,410	17,857,579	13,041,334	(27.0)	11,145,181
Fund Balance Component Decreases	8,650,112	16,853,394	544,380	(96.8)	—
Use of Fund Balance	134,449,387	57,009,204	59,165,771	3.8	30,051,561
General Purpose Revenue Allocation	54,588,000	42,485,610	43,603,859	2.6	45,376,776
Total	$ 492,224,147	$ 418,960,040	$ 387,941,520	(7.4)	$ 359,021,925

Community Services Group

Staffing

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	978.25	963.50	960.75	(0.3)	956.75

Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 88,898,147	$ 93,137,271	$ 91,791,439	(1.4)	$ 93,705,055
Services & Supplies	154,439,225	149,485,512	153,333,639	2.6	148,508,069
Other Charges	24,088,034	21,529,934	17,857,392	(17.1)	17,409,306
Capital Assets/Land Acquisition	—	—	2,000,000	—	—
Capital Assets Equipment	10,418,544	10,103,634	10,200,581	1.0	9,585,581
Expenditure Transfer & Reimbursements	(183,600)	(93,000)	(83,000)	(10.8)	(83,000)
Contingency Reserves	103,000	103,000	103,000	0.0	103,000
Fund Balance Component Increases	1,260,319	—	—	0.0	—
Operating Transfers Out	10,675,622	10,590,021	23,230,291	119.4	19,491,354
Management Reserves	3,750,000	4,250,000	4,250,000	0.0	4,250,000
Total	$ 293,449,291	$ 289,106,372	$ 302,683,342	4.7	$ 292,969,365

Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 28,235,612	$ 27,909,997	$ 27,909,997	0.0	$ 27,909,997
Taxes Other Than Current Secured	4,890,714	4,766,679	2,619,276	(45.1)	2,719,929
Licenses Permits & Franchises	2,181,409	2,181,409	2,170,204	(0.5)	2,170,204
Fines, Forfeitures & Penalties	3,000	3,000	3,000	0.0	3,000
Revenue From Use of Money & Property	2,747,979	2,471,090	2,963,818	19.9	2,963,818
Intergovernmental Revenues	34,240,815	31,129,271	26,414,361	(15.1)	27,428,380
Charges For Current Services	164,354,533	158,336,774	166,362,247	5.1	164,448,281
Miscellaneous Revenues	6,148,580	3,740,325	3,343,886	(10.6)	2,865,106
Other Financing Sources	11,425,622	10,990,021	28,030,291	155.1	24,891,354
Fund Balance Component Decreases	—	1,260,319	—	(100.0)	1,260,319
Use of Fund Balance	20,676,027	27,572,487	23,532,346	(14.7)	16,473,613
General Purpose Revenue Allocation	18,545,000	18,745,000	19,333,916	3.1	19,835,364
Total	$ 293,449,291	$ 289,106,372	$ 302,683,342	4.7	$ 292,969,365

Finance and General Government Group

Staffing

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	1,165.50	1,166.50	1,174.50	0.7	1,174.50

Expenditures

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Salaries & Benefits	$ 123,212,807	$ 126,336,042	$ 127,355,719	0.8	$ 130,636,088
Services & Supplies	233,064,329	234,884,230	211,749,514	(9.8)	190,233,751
Other Charges	—	1,000	1,000	0.0	1,000
Capital Assets Equipment	262,000	581,000	407,763	(29.8)	240,000
Expenditure Transfer & Reimbursements	(1,162,110)	(1,150,160)	(1,222,750)	6.3	(1,241,954)
Management Reserves	4,960,000	2,500,000	2,500,000	0.0	—
Total	$ 360,337,026	$ 363,152,112	$ 340,791,246	(6.2)	$ 319,868,885

Revenues

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Licenses Permits & Franchises	$ 807,500	$ 844,000	$ 1,250,000	48.1	$ 1,250,000
Fines, Forfeitures & Penalties	1,035,450	1,035,450	1,035,450	0.0	1,035,450
Revenue From Use of Money & Property	215,000	116,000	50,000	(56.9)	50,000
Intergovernmental Revenues	37,158	56,924	108,764	91.1	108,764
Charges For Current Services	185,339,989	187,496,637	203,575,486	8.6	185,044,210
Miscellaneous Revenues	8,818,633	8,686,018	8,913,016	2.6	8,997,706
Other Financing Sources	3,689,471	4,454,688	4,448,765	(0.1)	4,633,715
Use of Fund Balance	52,193,825	50,621,395	9,904,013	(80.4)	3,829,776
General Purpose Revenue Allocation	108,200,000	109,841,000	111,505,752	1.5	114,919,264
Total	$ 360,337,026	$ 363,152,112	$ 340,791,246	(6.2)	$ 319,868,885

Capital Program

Expenditures	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Services & Supplies	$ 407,000	$ 663,000	$ 608,000	(8.3)	$ 608,000
Capital Assets/Land Acquisition	192,485,000	117,277,000	38,240,000	(67.4)	2,500,000
Operating Transfers Out	9,285,095	9,279,645	9,278,883	(0.0)	9,280,933
Total	$ 202,177,095	$ 127,219,645	$ 48,126,883	(62.2)	$ 12,388,933

Revenues	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Revenue From Use of Money & Property	$ 429,553	$ 321,012	$ 5,623,197	1,651.7	$ 5,624,304
Intergovernmental Revenues	6,208,883	10,000,037	11,263,686	12.6	4,264,629
Other Financing Sources	191,985,000	111,541,000	31,240,000	(72.0)	2,500,000
Use of Fund Balance	3,553,659	5,357,596	—	(100.0)	—
Total	$ 202,177,095	$ 127,219,645	$ 48,126,883	(62.2)	$ 12,388,933

Finance Other

Expenditures	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Services & Supplies	$ 61,981,872	$ 51,399,146	$ 58,395,701	13.6	$ 43,259,139
Other Charges	164,815,504	172,272,102	171,020,382	(0.7)	164,796,774
Contingency Reserves	22,000,000	21,700,000	22,000,000	1.4	22,000,000
Fund Balance Component Increases	4,000	—	—	0.0	—
Operating Transfers Out	196,224,471	85,614,688	62,012,087	(27.6)	43,789,292
Total	$ 445,025,847	$ 330,985,936	$ 313,428,170	(5.3)	$ 273,845,205

Revenues	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 26,250	$ —	$ —	0.0	$ —
Fines, Forfeitures & Penalties	2,712,118	2,452,211	2,457,410	0.2	2,200,000
Revenue From Use of Money & Property	2,179,336	1,812,130	1,783,741	(1.6)	1,779,467
Intergovernmental Revenues	800,000	800,000	2,904,250	263.0	2,902,000
Charges For Current Services	127,390,051	128,215,978	130,193,204	1.5	130,796,521
Other Financing Sources	9,589,933	9,588,791	9,615,038	0.3	9,617,088
Fund Balance Component Decreases	176,659	67,436	—	(100.0)	—
Use of Fund Balance	121,581,500	21,460,000	17,110,000	(20.3)	7,000,000
General Revenue Allocation	180,570,000	166,589,390	149,364,527	(10.3)	119,550,129
Total	$ 445,025,847	$ 330,985,936	$ 313,428,170	(5.3)	$ 273,845,205

Total General Purpose Revenue

General Purpose Revenue	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 497,576,343	$ 505,813,659	$ 510,490,511	0.9	$ 513,893,752
Taxes Other Than Current Secured	383,234,449	381,647,350	383,622,066	0.5	387,184,860
Licenses Permits & Franchises	10,083,693	10,336,530	10,663,537	3.2	10,717,673
Fines, Forfeitures & Penalties	19,226,933	17,225,791	16,914,685	(1.8)	17,040,387
Revenue From Use of Money & Property	7,623,775	7,525,430	3,437,944	(54.3)	3,437,944
Intergovernmental Revenues	35,625,970	40,844,935	40,959,482	0.3	41,158,272
Miscellaneous Revenues	1,028,837	1,028,305	1,027,775	(0.1)	1,032,112
Total	$ 954,400,000	$ 964,422,000	$ 967,116,000	0.3	$ 974,465,000

Appendix B: Budget Summary of All Funds

Appropriations by Fund Type

County Funds by Type	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund	$ 3,739,051,413	$ 3,742,809,210	$ 3,689,612,290	(1.4)	$ 3,604,340,193
Capital Project Funds	202,177,095	127,219,645	48,126,883	(62.2)	12,388,933
Debt Service County Family	81,430,375	81,354,997	81,467,380	0.1	81,460,697
County Proprietary Enterprise Funds	22,483,038	24,314,387	25,034,709	3.0	22,395,749
County Proprietary Internal Service Funds	366,166,246	362,767,837	399,092,636	10.0	380,565,650
Air Pollution Control District	41,220,708	45,088,021	44,274,271	(1.8)	45,179,512
County Service Areas	15,204,502	15,161,711	16,814,582	10.9	16,944,671
Miscellaneous Special Districts	11,695,110	14,968,662	9,995,021	(33.2)	11,757,882
Permanent Road Divisions	8,278,463	7,959,608	7,825,608	(1.7)	7,825,608
Sanitation Districts	62,808,036	40,065,136	39,637,059	(1.1)	30,569,892
Miscellaneous Local Agencies	9,100,362	8,532,060	9,515,160	11.5	9,709,645
Special Revenue Funds	397,362,183	389,393,890	396,562,276	1.8	392,981,894
Total	$ 4,956,977,531	$ 4,859,635,164	$ 4,767,957,875	(1.9)	$ 4,616,120,326

Appropriations by Group and Fund

Public Safety Group	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund	$ 1,106,326,610	$ 1,192,341,144	$ 1,202,822,740	0.9	$ 1,192,718,728
Sheriff's Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.0	1,100,000
District Attorney Asset Forfeiture Program Fed	700,000	700,000	600,000	(14.3)	600,000
District Attorney Asset Forfeiture State	25,000	17,000	15,000	(11.8)	15,000
Probation Asset Forfeiture Program	50,000	50,000	50,000	0.0	50,000
Sheriff's Inmate Welfare	4,978,968	4,978,968	4,991,236	0.2	4,991,236
Probation Inmate Welfare	95,000	95,000	95,000	0.0	95,000
Public Safety Prop 172 Special Revenue	185,918,649	203,105,643	226,886,393	11.7	227,834,141
CSA 107 Elfin Forest Fire District	549,469	425,893	468,072	9.9	468,072
CSA 107 Elfin Forest Fire Mitigation Fee	9,360	—	—	0.0	—
CSA 109 Mt Laguna Fire Medical	76,357	72,647	42,647	(41.3)	—
CSA 109 Mt Laguna Fire Mitigation Fee	3,710	—	—	0.0	—

Public Safety Group	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
CSA 110 Mount Palomar Fire Medical	133,729	133,729	83,965	(37.2)	—
CSA 110 Mt Palomar Fire Mitigation Fee	1,935	—	—	0.0	—
CSA 111 Boulevard Fire District	227,785	84,891	54,891	(35.3)	—
CSA 111 Boulevard Fire Mitigation Fee	1,970	—	—	0.0	—
CSA 112 Campo Fire District	341,064	76,064	46,064	(39.4)	—
CSA 113 San Pasqual Fire District	150,710	107,889	77,889	(27.8)	—
CSA 113 San Pasqual Fire Mitigation Fee	14,116	—	—	0.0	—
CSA 115 Pepper Drive Fire District	364,269	364,269	364,269	0.0	364,269
CSA 135 Fire Protection / Emergency Medical Srvs	—	—	695,456	—	695,456
CSA 135 Regional 800 MHZ Radio System	622,955	622,955	622,955	0.0	622,955
CSA 135 Del Mar 800 MHZ Zone B	50,000	50,000	50,000	0.0	50,000
CSA 135 Poway 800 MHZ Zone F	155,502	155,502	155,502	0.0	155,502
CSA 135 Solana Beach 800 MHZ Zone H	45,400	45,400	45,400	0.0	45,400
Jail Stores Internal Service Fund	5,400,000	5,800,000	6,815,423	17.5	6,815,423
Total	$ 1,307,342,558	$ 1,410,326,994	$ 1,446,082,902	2.5	$ 1,436,621,182

Health and Human Services Agency	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund	$ 1,820,716,900	$ 1,883,670,132	$ 1,891,354,447	0.4	$ 1,883,434,475
Tobacco Securitization Special Revenue	27,500,000	27,500,000	27,500,000	0.0	27,500,000
CSA 17 San Dieguito Ambulance	2,707,875	2,754,749	3,815,715	38.5	3,815,715
CSA 69 Heartland Paramedic	5,496,792	5,959,184	6,233,650	4.6	6,654,641
Total	$ 1,856,421,567	$ 1,919,884,065	$ 1,928,903,812	0.5	$ 1,921,404,831

Land Use and Environment Group	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund	$ 191,846,964	$ 154,705,090	$ 142,260,064	(8.0)	$ 127,199,072
Road Fund	131,421,462	108,121,784	94,187,303	(12.9)	89,300,984
Air Pollution Control District Operations	19,523,796	20,855,870	21,095,414	1.1	22,000,655
APCD Air Quality Improvement Trust	10,000,000	10,510,179	10,000,000	(4.9)	10,000,000
Air Quality State Moyer Program	3,959,412	4,384,110	6,505,176	48.4	6,505,176
Air Quality Power General Mitigation	1,000,000	500,000	1,043,681	108.7	1,043,681
Air Quality School Bus Program	600,000	—	—	0.0	—
Air Quality Proposition 1B GMERP	2,362,500	6,986,362	5,330,000	(23.7)	5,330,000
Air Quality GMERP Early Grant	—	5,000	—	(100.0)	—
Air Quality State Lower Emission School Bus Prgm	3,600,000	1,330,000	—	(100.0)	—
Air Quality GMERP - Match Fund	175,000	516,500	300,000	(41.9)	300,000
San Diego County Lighting Maintenance District 1	1,663,654	1,797,313	1,990,079	10.7	1,990,079
Inactive Waste Site Management	6,280,688	6,852,862	6,304,679	(8.0)	6,359,131
Hillsborough Landfill Maintenance	103,129	247,757	—	(100.0)	—
Duck Pond Landfill Cleanup	16,000	16,645	16,978	2.0	17,317
Parkland Ded Area 4 Lincoln Acres	4,600	4,600	4,600	0.0	4,600
Parkland Ded Area 15 Sweetwater	9,600	9,600	9,600	0.0	9,600
Parkland Ded Area 16 Otay	2,000	2,000	2,000	0.0	2,000
Parkland Ded Area 19 Jamul	26,200	26,200	26,200	0.0	26,200
Parkland Ded Area 20 Spring Valley	5,400	5,400	27,400	407.4	27,400
Parkland Ded Area 25 Lakeside	23,500	23,500	32,000	36.2	32,000
Parkland Ded Area 26 Crest	10,500	10,500	10,500	0.0	10,500
Parkland Ded Area 27 Alpine	17,000	17,000	37,000	117.6	37,000
Parkland Ded Area 28 Ramona	44,000	44,000	44,000	0.0	44,000
Parkland Ded Area 29 Escondido	33,000	33,000	23,000	(30.3)	23,000
Parkland Ded Area 30 San Marcos	8,000	8,000	5,500	(31.3)	5,500
Parkland Ded Area 31 San Dieguito	135,000	140,000	215,000	53.6	215,000

Land Use and Environment Group					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Parkland Ded Area 32 Carlsbad	1,000	1,000	1,000	0.0	1,000
Parkland Ded Area 35 Fallbrook	104,000	104,000	129,000	24.0	129,000
Parkland Ded Area 36 Bonsall	23,000	23,000	13,000	(43.5)	13,000
Parkland Ded Area 37 Vista	22,000	22,000	22,000	0.0	22,000
Parkland Ded Area 38 Valley Center	21,000	21,000	30,000	42.9	30,000
Parkland Ded Area 39 Pauma Valley	14,000	14,000	5,000	(64.3)	5,000
Parkland Ded Area 40 Palomar Julian	14,600	14,600	14,600	0.0	14,600
Parkland Ded Area 41 Mountain Empire	7,000	7,000	7,000	0.0	7,000
Parkland Ded Area 42 Anza Borrego	5,000	5,000	5,000	0.0	5,000
Parkland Ded Area 43 Central Mountain	7,000	7,000	4,328	(38.2)	3,328
Parkland Ded Area 44 Oceanside	1,000	1,000	1,000	0.0	1,000
Parkland Ded Area 45 Valle de Oro	25,500	25,500	46,000	80.4	46,000
PRD 6 Pauma Valley	286,772	313,016	341,638	9.1	341,638
PRD 8 Magee Road Pala	136,883	147,216	175,334	19.1	175,334
PRD 9 Santa Fe Zone B	90,536	80,057	78,746	(1.6)	78,746
PRD 10 Davis Drive	31,151	31,427	32,400	3.1	32,400
PRD 11 Bernardo Road Zone A	36,461	31,994	36,609	14.4	36,609
PRD 11 Bernardo Road Zone C	29,333	26,683	25,263	(5.3)	25,263
PRD 11 Bernardo Road Zone D	28,256	31,384	34,481	9.9	34,481
PRD 12 Lomair	240,257	240,354	258,050	7.4	258,050
PRD 13 Pala Mesa Zone A	309,658	348,489	341,463	(2.0)	341,463
PRD 13 Stewart Canyon Zone B	43,428	54,603	52,951	(3.0)	52,951
PRD 14 Rancho Diego	776	776	1,163	49.9	1,163
PRD 16 Wynola	113,371	114,433	86,431	(24.5)	86,431
PRD 18 Harrison Park	281,121	191,472	266,684	39.3	266,684
PRD 20 Daily Road	395,040	411,052	345,642	(15.9)	345,642
PRD 21 Pauma Heights	431,327	145,471	220,776	51.8	220,776
PRD 22 West Dougherty St	19,039	16,935	15,117	(10.7)	15,117
PRD 23 Rock Terrace Road	11,250	18,812	22,401	19.1	22,401
PRD 24 Mt Whitney Road	51,827	58,943	19,926	(66.2)	19,926
CSA 26 Rancho San Diego	243,352	249,146	254,356	2.1	254,356
CSA 26 Cottonwood Village Zone A	129,661	127,555	159,890	25.3	159,890
CSA 26 Monte Vista Zone B	348,214	379,000	300,600	(20.7)	300,600

Land Use and Environment Group					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
SD Landscape Maintenance Zone 1	159,918	159,499	139,364	(12.6)	139,364
Landscape Maintenance Dist Zone 2 - Julian	100,597	101,097	103,002	1.9	103,556
PRD 30 Royal Oaks Carroll	43,015	40,861	39,655	(3.0)	39,655
PRD 38 Gay Rio Terrace	78,865	70,245	55,444	(21.1)	55,444
PRD 39 Sunbeam Lane	14,055	13,013	12,049	(7.4)	12,049
PRD 45 Rincon Springs Rd	50,521	28,086	63,326	125.5	63,326
PRD 46 Rocoso Road	51,975	40,987	31,438	(23.3)	31,438
PRD 49 Sunset Knolls Road	44,142	47,241	16,311	(65.5)	16,311
PRD 50 Knoll Park Lane	124,697	126,052	127,888	1.5	127,888
PRD 53 Knoll Park Lane Extension	238,049	248,208	259,511	4.6	259,511
PRD 54 Mount Helix	142,832	121,875	160,079	31.3	160,079
PRD 55 Rainbow Crest Rd	180,136	228,296	271,380	18.9	271,380
PRD 60 River Drive	108,963	121,116	131,634	8.7	131,634
PRD 61 Green Meadow Way	186,910	192,293	198,174	3.1	198,174
PRD 63 Hillview Road	260,694	338,490	365,297	7.9	365,297
PRD 64 Lila Lane	2,680	2,680	2,727	1.8	2,727
PRD 70 El Camino Corto	53,351	55,475	29,264	(47.2)	29,264
PRD 75 Gay Rio Dr Zone A	151,064	193,675	205,949	6.3	205,949
PRD 75 Gay Rio Dr Zone B	360,702	375,213	389,967	3.9	389,967
PRD 76 Kingsford Court	28,238	29,132	35,440	21.7	35,440
PRD 77 Montiel Truck Trail	219,463	235,892	251,027	6.4	251,027
PRD 78 Gardena Way	41,023	42,744	47,278	10.6	47,278
PRD 80 Harris Truck Trail	257,354	271,503	171,420	(36.9)	171,420
CSA 81 Fallbrook Local Park	684,969	713,219	640,580	(10.2)	651,580
CSA 83 San Dieguito Local Park	753,313	734,713	683,283	(7.0)	687,283
CSA 83A Zone A4S Ranch Park 95155	661,075	663,300	643,002	(3.1)	626,002
PRD 88 East Fifth St	66,711	66,896	68,118	1.8	68,118
PRD 90 South Cordoba	48,476	48,584	22,423	(53.8)	22,423
PRD 94 Roble Grande Road	463,157	481,302	278,781	(42.1)	278,781
PRD 95 Valle Del Sol	241,963	263,187	283,006	7.5	283,006
PRD 99 Via Allondra Via Del Corvo	47,225	46,378	22,455	(51.6)	22,455
PRD 100 Viejas Lane View	28,285	29,091	11,505	(60.5)	11,505
PRD 101 Johnson Lake Rd	141,175	31,632	146,977	364.6	146,977
PRD 101 Hi Ridge Rd Zone A	32,376	14,640	14,148	(3.4)	14,148
PRD 102 Mountain Meadow	199,827	255,764	66,891	(73.8)	66,891
PRD 103 Alto Drive	252,824	265,152	190,004	(28.3)	190,004
PRD 104 Artesian Rd	92,389	74,447	91,033	22.3	91,033
PRD 105 Alta Loma Dr	60,746	16,307	63,335	288.4	63,335
PRD 105 Alta Loma Dr Zone A	79,452	16,924	89,153	426.8	89,153

Land Use and Environment Group	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
PRD 106 Garrison Way Et Al	88,354	26,695	88,605	231.9	88,605
PRD 117 Legend Rock	16,912	14,607	9,975	(31.7)	9,975
CSA 122 Otay Mesa East	37,514	37,514	12,200	(67.5)	12,200
PRD 123 Mizpah Lane	54,472	60,258	66,509	10.4	66,509
PRD 125 Wrightwood Road	67,677	72,705	78,360	7.8	78,360
PRD 126 Sandhurst Way	34,523	34,845	35,344	1.4	35,344
PRD 127 Singing Trails Drive	48,248	50,185	17,630	(64.9)	17,630
CSA 128 San Miguel Park Dist	1,084,127	1,097,285	1,073,262	(2.2)	1,089,262
PRD 130 Wilkes Road	130,883	156,184	113,307	(27.5)	113,307
PRD 133 Ranch Creek Road	77,094	8,407	18,747	123.0	18,747
PRD 134 Kenora Lane	51,609	59,860	68,654	14.7	68,654
CSA 136 Sundance Detention Basin	48,764	46,211	48,568	5.1	48,568
San Diego County Flood Control District	6,936,761	12,334,061	7,191,700	(41.7)	8,954,561
Blackwolf Stormwater Maint ZN 349781	9,181	9,328	10,634	14.0	10,634
Lake Rancho Viejo Stormwater Maint ZN 442493	188,100	189,800	197,000	3.8	197,000
Ponderosa Estates Maint ZN 351421	—	—	22,690	—	22,690
PRD 1001 Capra Way	—	—	374	—	374
PRD 1002 Sunny Acres	15,821	18,688	20,848	11.6	20,848
PRD 1003 Alamo Way	13,087	13,968	14,830	6.2	14,830
PRD 1004 Butterfly Lane	3	3	4	33.3	4
PRD 1005 Eden Valley Lane	55,263	59,744	64,715	8.3	64,715
PRD 1007 Tumble Creek	200	70	218	211.4	218
PRD 1008 Canter	25,711	25,033	6,948	(72.2)	6,948
PRD 1009 Golf Drive	2,200	2,200	2,200	0.0	2,200
PRD 1010 Alpine High	222,522	263,711	289,395	9.7	289,395
PRD 1011 La Cuesta	36,585	43,494	50,654	16.5	50,654
PRD 1012 Millar Road	32,558	35,620	42,365	18.9	42,365
PRD 1013 Singing Trails	78,850	78,288	78,014	(0.3)	78,014
PRD 1014 Lavender Point Lane	98,342	86,539	78,570	(9.2)	78,570
PRD 1015 Landavo Drive	102,806	82,458	87,666	6.3	87,666
PRD 1016 El Sereno Way	94,922	69,548	23,514	(66.2)	23,514
Survey Monument Preservation Fund	300,000	400,000	200,000	(50.0)	200,000
Special Aviation	50,000	50,000	50,000	0.0	50,000
Special Aviation Debt Service	343,597	342,389	340,484	(0.6)	337,880
County Fish and Game Propogation	37,000	37,000	18,000	(51.4)	18,000
Airport Enterprise Fund	15,765,964	17,393,288	17,970,224	3.3	15,458,025
Liquid Waste Enterprise Fund	6,717,074	6,921,099	7,064,485	2.1	6,937,724

Land Use and Environment Group	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Wintergardens Sewer Maintenance District	1,910,414	—	—	0.0	—
East Otay Mesa Sewer Maint Dist	87,000	—	—	0.0	—
CWSMD-Zone B (Campo Hills Water)	293,500	284,660	283,140	(0.5)	283,140
Campo Water Sewer Maint District - Sewer	253,000	—	—	0.0	—
Campo WSMD-Zone A (Rancho Del Campo Water)	353,500	353,500	299,778	(15.2)	299,778
Alpine Sanitation Maintenance and Operations	2,194,934	—	—	0.0	—
Julian Sanitation Maintenance and Operation	297,714	—	—	0.0	—
Lakeside Sanitation Maintenance and Operation	21,921,806	—	—	0.0	—
Pine Valley Sanitation Maintenance & Operation	79,944	—	—	0.0	—
San Diego County Sanitation District	—	40,065,136	39,637,059	(1.1)	30,569,892
DPW Equipment Internal Service Fund	5,170,904	5,005,616	5,926,138	18.4	5,926,138
DPW ISF Equipment Acquisition Road Fund	4,076,481	4,905,481	6,178,481	26.0	6,178,481
DPW ISF Equipment Acquisition Inactive Waste	120,801	200,801	93,513	(53.4)	93,513
DPW ISF Equipment Acqusition Airport Enterprise	279,316	234,316	197,585	(15.7)	197,585
DPW ISF Equipment Acquisition Liquid Waste	877,046	567,046	628,792	10.9	628,792
Spring Valley Sanitation Maintenance & Operation	38,313,638	—	—	0.0	—
Total	$ 492,224,147	$ 418,960,040	$ 387,941,520	(7.4)	$ 359,021,925

Community Services Group	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund	$ 72,029,615	$ 77,886,827	$ 73,148,068	(6.1)	$ 65,105,846
Co Successor Housing Agy Gillespie Housing	—	—	30,000	—	30,000
Co Successor Housing Agy USDRIP Housing	—	—	75,000	—	75,000
County Library	37,878,790	35,209,942	33,492,475	(4.9)	33,799,477
Co Successor Agy Redev Obligation Ret Fund	—	—	2,244,276	—	2,344,929
Co Successor Agy Gillespie Red Obligation Ret Fd	—	—	1,444,276	—	1,664,929
Co Successor Agy USDRIP Red Obligation Ret Fund	—	—	550,000	—	550,000
05 Redev Gill Field - Special Revenue DS	2,776,522	2,689,110	—	(100.0)	—
Co Redev Agy 05 Gillespie Redev Debt Service Fd	1,163,451	1,152,089	—	(100.0)	—
Co Redev Agy 05 Gillespie Redev - Interest	783,451	767,089	—	(100.0)	—
Co Redev Agy 05 Gillespie Redev - Principal	370,000	375,000	—	(100.0)	—
Co Redev Agy 05 Gillespie Redev DS Reserve	10,000	10,000	—	(100.0)	—
Co Successor Agy Gillespie Fld Debt Srv	—	—	1,144,276	—	1,164,929
Co Successor Agy Gillespie Fld Interest Acct	—	—	749,276	—	749,929
Co Successor Agy Gillespie Fld Principal Acct	—	—	395,000	—	415,000
Co Redev Agy Gillespie Field Cap Admin Fund	142,426	280,350	—	(100.0)	—
Co Redev Agy Upper SD River Capital	2,915,750	2,353,000	—	(100.0)	—
Co Redev Agy Gillespie Housing Capital	557,162	545,822	—	(100.0)	—
Co Redev Agy Upper SD River Housg Cap	355,350	333,350	—	(100.0)	—
Co Successor Agy USDRIP	—	—	1,138,780	—	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	—	—	1,444,276	—	1,664,929

Community Services Group	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Co Successor Agy Gillespie Fld Admin	—	—	300,000	—	500,000
Purchasing Internal Service Fund	10,497,401	11,187,167	13,716,659	22.6	9,613,745
Fleet Services Internal Service Fund	6,736,284	7,437,446	7,167,476	(3.6)	7,331,532
Fleet ISF Equipment Acquisition General	20,325,004	20,310,182	20,580,122	1.3	20,188,451
Fleet ISF Materials Supply Inventory	16,184,313	15,936,529	17,694,421	11.0	17,931,284
Fleet ISF Accident Repair	307,967	271,797	491,118	80.7	491,118
Fleet ISF Accidents Sheriff	394,385	330,843	649,096	96.2	649,096
Facilities Management Internal Service Fund	85,817,366	87,026,675	95,278,442	9.5	96,598,866
Major Maintenance Internal Service Fund	34,204,054	25,003,154	30,950,305	23.8	31,550,305
Total	$ 293,449,291	$ 289,106,372	$ 302,683,342	4.7	$ 292,969,365

Finance and General Government Group	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund	$ 232,674,661	$ 235,481,604	$ 200,411,160	(14.9)	$ 195,842,543
Information Technology Internal Service Fund	127,662,365	127,670,508	140,380,086	10.0	124,026,342
Total	$ 360,337,026	$ 363,152,112	$ 340,791,246	(6.2)	$ 319,868,885

Capital Program	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Capital Outlay Fund	$ 136,235,000	$ 37,277,000	$ 28,240,000	(24.2)	$ —
Capital MSCP Acquisition Fund	—	10,000,000	10,000,000	0.0	2,500,000
Justice Facility Construction Capital Outlay Fnd	56,250,000	70,000,000	—	(100.0)	—
Edgemoor Development Fund	9,692,095	9,942,645	9,886,883	(0.6)	9,888,933
Total	$ 202,177,095	$ 127,219,645	$ 48,126,883	(62.2)	$ 12,388,933

Finance Other					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
General Fund	$ 315,456,663	$ 198,724,413	$ 179,615,811	(9.6)	$ 140,039,529
Pension Obligation Bonds	81,430,375	81,354,997	81,467,380	0.1	81,460,697
Employee Benefits Internal Service Fund	33,637,559	34,337,627	36,568,089	6.5	36,568,089
Public Liabilty Internal Service Fund	14,475,000	16,542,649	15,776,890	(4.6)	15,776,890
Majestic Pines County Service District Debt	26,250	26,250	—	(100.0)	—
Total	$ 445,025,847	$ 330,985,936	$ 313,428,170	(5.3)	$ 273,845,205

Appendix C: General Fund Budget Summary

Expenditures by Group/Agency

Public Safety Group

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Public Safety Executive Office	$ 6,181,516	$ 22,615,635	$ 6,930,453	(69.4)	$ 7,006,227
San Diego County Fire Authority	—	25,191,550	22,830,958	(9.4)	15,746,453
District Attorney	146,716,213	154,463,194	154,065,088	(0.3)	154,098,053
Sheriff	565,809,843	598,463,082	615,275,626	2.8	611,524,363
Child Support Services	50,312,168	51,122,040	50,956,406	(0.3)	52,843,995
Citizens' Law Enforcement Review Board	539,392	589,485	588,111	(0.2)	601,799
Office of Emergency Services	8,572,824	10,471,121	9,180,674	(12.3)	5,392,696
Medical Examiner	8,527,316	8,897,649	8,951,213	0.6	9,199,329
Probation	170,754,694	179,528,491	189,748,163	5.7	191,424,603
Public Defender	77,074,766	69,460,410	72,757,375	4.7	73,342,537
Contribution for Trial Courts	71,837,878	71,538,487	71,538,673	0.0	71,538,673
Total	$ 1,106,326,610	$ 1,192,341,144	$ 1,202,822,740	0.9	$ 1,192,718,728

Health and Human Services Agency

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Regional Operations	$ 462,888,866	$ 464,314,986	$ 467,713,267	0.7	$ 471,967,479
Strategic Planning & Operational Support	161,411,948	225,162,212	235,222,731	4.5	234,408,045
Aging and Independence Services	335,194,757	309,757,401	312,514,970	0.9	313,187,286
Behavioral Health Services	405,914,153	427,734,706	431,072,490	0.8	433,581,666
Administrative Support	93,525,329	98,816,209	100,483,108	1.7	79,946,593
Child Welfare Services	263,321,003	258,626,410	248,498,925	(3.9)	252,210,994
Public Health Services	93,988,428	94,666,657	91,391,904	(3.5)	94,079,525
Public Administrator / Public Guardian	4,472,416	4,591,551	4,457,052	(2.9)	4,052,887
Total	$ 1,820,716,900	$ 1,883,670,132	$ 1,891,354,447	0.4	$ 1,883,434,475

Land Use and Environment Group

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Land Use and Environment Executive Office	$ 6,361,312	$ 6,248,612	$ 6,840,090	9.5	$ 4,641,447
Agriculture, Weights and Measures	19,176,512	19,274,073	18,676,994	(3.1)	18,357,640
Environmental Health	49,704,300	47,848,861	46,123,629	(3.6)	42,983,376
Farm and Home Advisor	953,058	853,058	853,058	0.0	853,058
Parks and Recreation	31,218,200	29,520,207	29,489,776	(0.1)	28,280,195
Planning and Land Use	62,496,736	33,503,037	26,166,365	(21.9)	22,570,525
Public Works	21,936,846	17,457,242	14,110,152	(19.2)	9,512,831
Total	$ 191,846,964	$ 154,705,090	$ 142,260,064	(8.0)	$ 127,199,072

Community Services Group

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Community Services Executive Office	$ 6,863,315	$ 5,999,161	$ 6,725,231	12.1	$ 5,941,679
Animal Services	14,621,920	15,343,329	15,452,397	0.7	15,612,937
General Services	2,400,000	1,476,000	1,785,000	20.9	1,625,000
Housing & Community Development	26,473,349	24,139,672	22,095,684	(8.5)	20,034,459
Purchasing and Contracting	1,625,000	2,156,296	5,995,000	178.0	2,065,000
Registrar of Voters	20,046,031	28,772,369	21,094,756	(26.7)	19,826,771
Total	$ 72,029,615	$ 77,886,827	$ 73,148,068	(6.1)	$ 65,105,846

Finance and General Government Group

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Finance & General Government Executive Office	$ 49,136,220	$ 49,337,237	$ 10,174,656	(79.4)	$ 7,692,754
Board of Supervisors	7,628,046	7,683,215	7,811,230	1.7	7,816,168
Assessor / Recorder / County Clerk	50,638,198	53,590,691	56,359,869	5.2	56,039,243
Treasurer - Tax Collector	19,148,452	20,854,463	20,475,327	(1.8)	20,689,825
Chief Administrative Office	4,379,445	4,303,059	4,312,234	0.2	4,385,417
Auditor and Controller	33,839,785	33,983,646	36,752,555	8.1	35,157,520
County Technology Office	12,248,422	9,251,411	10,750,954	16.2	10,113,400
Civil Service Commission	558,294	568,229	586,695	3.2	601,143
Clerk of the Board of Supervisors	6,380,645	6,458,189	3,279,610	(49.2)	3,366,032
County Counsel	22,554,021	22,361,077	22,935,440	2.6	23,031,595
Grand Jury	580,076	601,232	588,080	(2.2)	591,003
Human Resources	22,703,286	23,335,014	23,323,953	(0.0)	23,241,768
County Communications Office	2,879,771	3,154,141	3,060,557	(3.0)	3,116,675
Total	$ 232,674,661	$ 235,481,604	$ 200,411,160	(14.9)	$ 195,842,543

Finance Other	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Cash Borrowing Program	$ 7,700,000	$ 7,700,000	$ 7,700,000	0.0	$ 7,700,000
Community Enhancement	2,746,500	2,500,000	2,500,000	0.0	2,500,000
Neighborhood Reinvestment Program	5,000,000	5,000,000	5,000,000	0.0	5,000,000
Contributions to County Library	350,000	—	—	0.0	—
Contingency Reserve - General Fund	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Contributions to Capital Program	231,036,094	119,855,327	55,259,601	(53.9)	39,532,414
Countywide General Expense	48,282,008	43,327,025	88,814,149	105.0	64,954,792
Local Agency Formation Commission Administration	342,061	342,061	342,061	0.0	352,323
Total	$ 315,456,663	$ 198,724,413	$ 179,615,811	(9.6)	$ 140,039,529

Total - All Groups and the Agency	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Total	$ 3,739,051,413	$ 3,742,809,210	$ 3,689,612,290	(1.4)	$ 3,604,340,193

Financing Sources

Financing Sources By Category	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Taxes Current Property	$ 497,576,343	$ 505,813,659	$ 510,490,511	0.9	$ 513,893,752
Taxes Other Than Current Secured	383,234,449	381,647,350	383,622,066	0.5	387,184,860
Licenses Permits & Franchises	40,188,852	41,617,543	41,612,552	(0.0)	43,405,607
Fines, Forfeitures & Penalties	54,667,910	52,057,099	51,930,089	(0.2)	48,842,609
Revenue From Use of Money & Property	16,968,619	17,691,378	13,903,196	(21.4)	14,037,630
Intergovernmental Revenues	1,912,830,214	1,970,463,893	1,989,600,231	1.0	1,964,264,665
Charges For Current Services	290,512,215	290,357,634	292,148,122	0.6	292,407,510
Miscellaneous Revenues	26,620,590	25,744,581	31,556,491	22.6	23,404,390
Other Financing Sources	225,091,464	241,457,560	264,114,584	9.4	264,858,342
Total Revenues	$ 3,447,690,656	$ 3,526,850,697	$ 3,578,977,842	1.5	$ 3,552,299,365
Fund Balance Component Decreases	4,608,369	5,893,425	544,380	(90.8)	14,225,657
Use of Fund Balance	286,752,388	210,065,088	110,090,068	(47.6)	37,815,171
Total Financing Sources	$ 3,739,051,413	$ 3,742,809,210	$ 3,689,612,290	(1.4)	$ 3,604,340,193

Appendix D: Health & Human Services - Regional Operations

Health and Human Services - Regional Operations

This appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the Regional Operations programs based on the type of program or administrative service rather than by location of services.

Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Regional Administration	27.00	25.00	25.00	0.0	25.00
Public Health Services	167.00	168.00	174.00	3.6	174.00
Family Resource Centers/ Assistance Payments	1,437.00	1,439.00	1,604.00	11.5	1,604.00
Child Welfare Services	618.00	637.00	621.00	(2.5)	621.00
Community Action Partnership (Central Region)	13.00	8.00	8.00	0.0	8.00
Total	2,262.00	2,277.00	2,432.00	6.8	2,432.00

Budget by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Proposed Budget	% Change	Fiscal Year 2013-14 Proposed Budget
Regional Administration	$ 4,484,904	$ 3,925,437	$ 3,993,765	1.7	$ 4,082,135
Public Health Services	19,475,953	20,067,052	21,233,642	5.8	21,387,041
Family Resource Centers/ Assistance Payments	366,258,936	368,542,303	371,517,459	0.8	375,177,794
Child Welfare Services	62,364,525	65,544,422	64,786,646	(1.2)	66,340,281
Community Action Partnership (Central Region)	10,304,548	6,235,772	6,181,755	(0.9)	4,980,228
Total	$ 462,888,866	$ 464,314,986	$ 467,713,267	0.7	$ 471,967,479

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Appendix E: Operational Plan Acronyms and Abbreviations

AB: Assembly Bill

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

COC: County Operations Center

COF: Capital Outlay Fund

COOP: Continuity of Operations

COPs: Certificates of Participation

CSA: County Service Area

CSAC: California State Association of Counties

CSG: Community Services Group

CTN: County Television Network

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

DIBBS: Do-It-Better-By-Suggestion

DPLU: Department of Planning and Land Use

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

HCD: Housing and Community Development

HHSA: 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

MSCP: Multiple Species Conservation Program

NACo: National Association of Counties

OAAS: Office of Audits and Advisory Services

OES: Office of Emergency Services

OPEB: Other Post Employment Benefit

PA/PG: Public Administrator/Public Guardian

PHS: Public Health Services

PLDO: Parkland Dedication Ordinance

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

SPOS: Strategic Planning and Operational Support

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).

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.

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 (ACAO): The County's second-highest ranking executive, the ACAO works with the Chief Administrative Officer in a chief operating officer capacity 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 (Supervisorial 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. Some-

times, 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 proposed expenditures for a given period and the proposed 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.

Chained Dollars: A method of adjusting real dollar amounts for inflation over time, so as to allow comparison of figures from different years. Chained dollars generally reflect dollar figures computed with 2000 as the base year.

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 of the County (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 over 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 (ACAO) and then 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 Service Area (CSA): An assessment district comprised of unincorporated area property owners who pay for special services, such as park maintenance, fire suppression and paramedic services, through special assessments on their property tax bills.

County Television Network (CTN): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

Credit Rating: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch and Moody's.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within 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): The General Manager for each of the County's five business Groups - Public Safety, Land Use and Environment, Community Services, Finance and General Government and the Health and

Human Services Agency. The DCAOs report to the Assistant Chief Administrative Officer (ACAO) and the Chief Administrative Officer (CAO).

Do-It-Better-By-Suggestion (DIBBS): A program administered through the Department of Human Resources that recognizes and rewards employees by providing cash awards and certificates of appreciation for submitting suggestions for reducing costs, increasing revenues and improving operations through tangible savings, productivity savings and/or intangible benefits to the County.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical and life insurance plans.

Encumbrance: 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.

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: Nonspendable 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: See Deputy Chief Administrative Officer.

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 authoritative accounting and financial reporting standard-setting body for 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: The Group/Agency, which is headed by a General Manager, represents 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.

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 we are 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 proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The 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 Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: 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: 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 Proposed Operational Plan.

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.

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 organization-wide goals that guide the allocation of resources and set programs. The County has three strategic initiatives: Kids (Improve opportunities for children and families), Environment (Manage the region's natural resources to protect quality of life and support economic development), and Safe and Livable Communities (Promote safe and livable communities).

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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