



Budget Formulation and Management (BFM)  
for  
State of New Mexico  
November 13, 2019

## 2. Vendor Introductions

### Project team

- David Farrell – Sherpa CEO / Project Executive (21 Years experience)
- Ted Lewis – Technical Lead (22 Years experience)
- Bryan Reed – Personnel Cost Forecasting (21 Years experience)
- Chuck Hulem – Project Manager (22 Years experience)
- Steven Magida – Quality Assurance (20 Years experience)

### Leadership



**STEPHEN ROHLEDER**  
CHAIRMAN

Previously served as CEO of Health and Public Service and Global COO at Accenture



**HARRY L. YOU**  
DIRECTOR

Previously served as EVP of Strategy and M&A at EMC, CEO/CFO of BearingPoint, CFO of Oracle, and CFO of Accenture



**JOSEPH TUCCI**  
LEAD DIRECTOR

Previously served as CEO, Chairman, and President of EMC



**WILLIAM GREEN**  
DIRECTOR

Previously served as CEO and Chairman of the Board of Accenture

# 3. Product Description



Brief description of all products proposed including third-party; licensing strategy

- Required

Product	Qty	Purpose
<b>Budget Formulation and Management Cloud – Subscription</b>	1	Single software required for preparing and monitoring budgets, personnel position budgeting, decision making and approval process workflows, financial planning, performance management.
<b>Business Objects – License Named Users Cloud</b>	20	Budget and data analysis and reporting, dashboarding. Most likely assigned to Executive and Legislative analysts (22 are listed)
<b>Business Objects – Concurrent Users Cloud</b>	100	Budget and data analysis and reporting, dashboarding. Most likely assigned to budget staff in agencies.

- Optional

Product	Qty	Purpose
<b>PatternStream Automated Document System (PADS)</b>	1	Budget document publishing, document management

- We are licensed resellers of both third-party products and will be your primary contact for both products.

# 4. Technical Infrastructure



Brief description of proposed technical delivery environment and tools used for product development; discuss interfaces and data security; include third-party discussion also

<b>Product</b>
Microsoft SQL Server / ASP.net / Visual Studio

<b>Hosting</b>
The BFM application + Business Objects will be hosted by Amazon Web Services. AWS uses virtual machines to ensure that the application always has the capacity it requires. We place no restrictions on size, capacity, transactions that will inhibit growth. AWS handles the complete infrastructure providing continuous scalability, performance and reliability.
Data encrypted in transit
Sensitive data encrypted at rest
Full access to data – dedicated VMs / we can open access to dedicated IPs

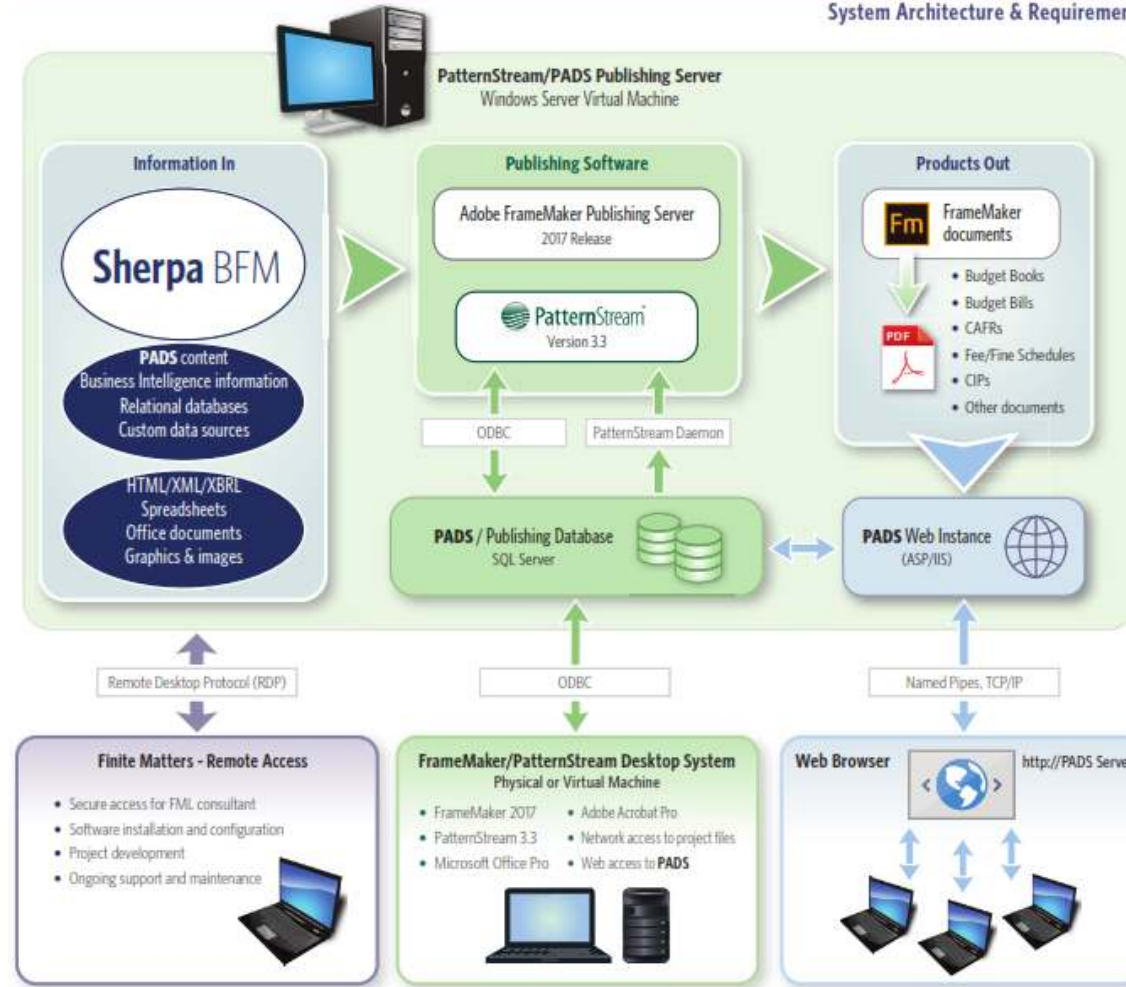
<b>Interfaces</b>
Sherpa will pull data directly from the PeopleSoft Financials including current and historic financial data, actual expenditures and revenues, encumbrances, budget modifications and transfers on a schedule that meets client needs
Sherpa will send to PeopleSoft the adopted budget and budget amendments as they occur.
Sherpa will pull position and employee data, salary tables, benefit rates, etc. directly from PeopleSoft HCM.
Beyond the financial systems, BFM can pull budget data from supporting applications including case management systems, performance tracking applications, 311 systems, asset management systems, etc.

# 4. Technical Infrastructure (2)

## PADS – Automated Publishing

### PADS PatternStream Automated Document System

#### System Architecture & Requirements



# 5. Implementation Timeline

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## Staffing and Qualifications

- David Farrell – Sherpa CEO / Project Executive (21 Years experience)
  - Rhode Island, Iowa, Missouri, Missouri DOT, Idaho, Virginia
- Ted Lewis – Technical Lead (22 Years experience)
  - Iowa, Rhode Island, Idaho
- Bryan Reed – Personnel Cost Forecasting (21 Years experience)
  - West Virginia, Missouri, Iowa, Rhode Island, Kentucky, South Carolina (Legislative Bill)
- Chuck Hulem – Project Manager (22 Years experience)
  - Idaho, Missouri, South Carolina, Louisiana
- Steven Magida – Quality Assurance (20+ Years experience)
  - Kentucky, Missouri, South Carolina, Virginia

# 5. Implementation Timeline (2)

- Operating Budget

Process	Appx Date	Notes
DFA / LFC Prepare for Rollout	June	PCF Projections, Base Budget
Performance Measures	June	Forms / Reports
Agency Requests	July	Training 2 Weeks Prior
Review and Recommendation	Sept	Additional reports to support this process; rollout Exec and Leg forms
Budget Publications	Nov	Dry-run in November in preparation for Dec publications

- Capital Budget (Can roll out in Year 1 or Year 2)

Process	Appx Date	Notes
Establish Capital Budget	May	
Agency Requests (Entity Planning)	July	Training 2 Weeks Prior
Review and Recommendation	Sept	Additional reports to support this process; rollout Exec and Leg forms
Planning Documents	Nov	Dry-run in November in preparation for Dec publications

# 6. Budget Levels

Description of how you support the various levels of budgeting (Business Unit, Program, Department and Report Category) and handle data at the different levels;

Hierarchies support levels – generally post data to the lowest level



## Unlimited text or other attributes

Code: P740 Name: Renewable Energy and Energy Efficiency - Save Close

Attributes Groups Description Rich Text Custom System Maintained

NM Code: P740 Active: Rank:

Mission: The Mission of the renewable energy and energy efficiency program is to develop and implement effective clean energy programs - renewable energy, energy efficiency and conservation, alternative fuels, and safe transportation of radioactive waste; to promote and administer policies for environmental and economic sustainability, and to protect public health and safety for New Mexico and its citizens.

Program Goal: Advance renewable energy development in New Mexico and attract new industry.

Groups can assign summary levels or attributes

Attributes Groups Description Rich Text Custom System Maintained

D3b Report: NA Status: A Active

Business Service Area: NA Commissioner: NA

Director: NA Division: NA

Z Code: NA

Reporting Category: 000000



# 6. Budget Levels (2)



Can report on any field in any report, including narrative.

State of New Mexico

New Mexico

Budget Levels

Run Date: 11/11/19

Run Time: 10:24:05 AM

Page 1 of 1

## 52100 - Energy, Minerals and Natural Resources Department

Andrew Miner

### Agency Mission

The mission of EMNRD is to position New Mexico as a national leader in energy and natural resource areas. This includes developing reliable supplies of energy and energy-efficient technologies with a balanced approach toward conserving renewable and nonrenewable resources; protecting the environment and ensuring responsible reclamation of land and resources affected by mineral extraction; growing and managing healthy, sustainable forests; and improving the state park system that protects New Mexico's natural, cultural, and recreational resources for posterity and contributes to a sustainable economy statewide.

### Agency Statutory History

The Energy, Minerals and Natural Resources Department (EMNRD) was created by Sections 9-5A-1 through 9-5A-7 NMSA 1978. The statute creates six divisions: Energy Conservation and Management, Forestry, State Parks, Mining and Minerals, Oil Conservation, and Administrative Services.

## P740 - Renewable Energy and Energy Efficiency - Conservation

### Program Mission

The Mission of the renewable energy and energy efficiency program is to develop and implement effective clean energy programs - renewable energy, energy efficiency and conservation, alternative fuels, and safe transportation of radioactive waste; to promote and administer policies for environmental and economic sustainability, and to protect public health and safety for New Mexico and its citizens.

### Program Goal

Advance renewable energy development in New Mexico and attract new industry.

### Program - Name

### 2019-20 Adopted

P740 - Renewable Energy and Energy Efficiency - Conservation	1,066,644
P741 - Healthy Forests	630,506
P742 - State Parks	0
P744 - Oil Conservation	1,561,415
P745 - Program Leadership and Support	4,828,126

### Major Object - Name

### 2019-20 Adopted

PERSONAL - Personnel	937,875
EMS - Contractual Services	117,640
IMS - Other	11,329
<b>P740</b>	<b>1,066,644</b>

## 7. Viewing/Editing Expenditure, Revenue and FTE data for agency request build



Budget requests, narrative, excel, attachments, logic error checks, non-recurring

Hierarchies support levels – generally post data to the lowest level

Header
Budget
Attachments

Name:\* 521 - Energy, Minerals and Natural Resource

Expense Impacts: Inflationary impacts on fuel and labor costs are the most significant drivers.

Revenue Impacts: Increasing user fees in key areas to increase revenue to cover costs. Economies of scale toward decreasing revenues.

Audit Trail	Organization	Fund	Program	Account	FY2017-18 Year-End Actuals	FY2018-19 Revised Budget	FY2019-20 Base Budget	FY2019-20 Base Changes*	FY2019-20 Agency Base	Justification*
	EMEM000005	100000	P740	514620	\$1,131	\$2,060	\$1,648	\$0	\$1,648	
	EMEM000005	100000	P740	514700	\$835	\$1,078	\$874	\$0	\$874	
	EMEM000005	100000	P740	514800	\$50	\$0	\$0	\$0	\$0	
	EMEM000005	100000	P740	521100	\$0	\$10,000	\$0	\$12,000	\$12,000	Increase in consulting fee costs
	EMEM000005	100000	P740	529000	\$46	\$0	\$0	\$263	\$263	
	EMEM000005	100000	P740	529030	\$968	\$0	\$0	\$0	\$0	
	EMEM000005	100000	P740	531000	\$531	\$287	\$0	\$0	\$0	

### 52100 - Energy, Minerals and Natural Resources Department

Andrew Miner

#### P740 - Renewable Energy and Energy Efficiency - Conservation

Major Object - Name	2017-18 Actuals	2019 Revised Budget	2019-20 Agency Base	2019-20 Agency Expansion	2019-20 Agency Request	2019-20 Recommended Base	2019-20 Recommended Expansion	2019-20 Governor's Recommended
<b>Expense</b>								
PERSONAL - Personnel	696,182	884,122	452,513	485,162	937,675	452,513	485,162	937,675
EMS - Contractual Services	238,699	655,260	49,003	68,900	117,903	49,003	68,900	117,903
IMS - Other	14,472	148	1,101	10,228	11,329	1,101	10,228	11,329
<b>Expense</b>	<b>949,353</b>	<b>1,539,530</b>	<b>502,617</b>	<b>564,290</b>	<b>1,066,907</b>	<b>502,617</b>	<b>564,290</b>	<b>1,066,907</b>

## 8. Expansion item request and recommendation

Descriptive, quantitative, explanatory.

Descriptive / Explanatory:

Header	Budget	Position Tab	Attachments
<b>Name:*</b>	Enterprise Budget System		
<b>Z-Code:</b>	ZD7010		
<b>Agency Contact and Phone Number:</b>	Steve Johnson 505.827.3845		
<b>Legal Authority:</b>	L19, 1S, C271-S007-I010		
<b>Bar Justification:</b>	The system will provide a comprehensive approach to all components of the budgeting process. The system will support Operating Budget Development, Capital Programming, Performance Management, Budget Execution and Monitoring. The system will reduce the number of "spreadsheets" and external systems. The system will		
<b>Funding Impacts:</b>	The implementation of the Enterprise Budgeting System will allow the State to turn off the current budget development systems and provide a labor savings of 2 FTE's. The project is funded by IT charges to all State Agencies and Departments.		
<b>Restrictions and Limitations:</b>	The appropriation is contingent on the legislative finance committee and the department of finance and administration entering into a joint powers agreement for the purpose of cooperating and cost-sharing in the joint design, development, acquisition and implementation of the enterprise budget system.		
			<b>Save</b>
			<b>BAR Type:</b> Special Appropriations (▼)
			<b>IT Plan Approved:</b> <input type="checkbox"/>
			<b>Funding End Date:</b> 06/01/2021
			<b>Recurring (Yes/No):</b> Yes

## 8. Expansion item request and recommendation (2)

Descriptive, quantitative, explanatory.

### Quantitative

Row	Audit Trail	Organization	Fund	Account	One-Time	Recurring	Total	Justification
1		MFEB000002	100001	400001	\$2,500,000	\$450,000	\$2,950,000	Other Revenue Source
2		MFTS000059	100000	535200	\$250,000	\$0	\$250,000	
3		MFTS000059	100000	535600	\$2,000,000	\$400,000	\$2,400,000	Service needed
4		MFTS000059	100000	535609	\$250,000	\$50,000	\$300,000	Transfer

### Position / Class-level budgeting

Position Code	Job Class	Employee Code	Name	Count	FTE	Approval	Salary	Benefits	Total
NEWP-946469	30003007	Z1214	Vacant Vacant	1	1.00	True	\$81,798.21	\$39,552.63	\$121,350.83
NEWP-946469	30003007	Z1215	Vacant Vacant	1	1.00	True	\$81,798.21	\$39,552.63	\$121,350.83

52100 - Energy, Minerals and Natural Resources Department

Andrew Miner

P740 - Renewable Energy and Energy Efficiency - Conservation

Major Object - Name	2017-18 Actuals	2019 Revised Budget	2019-20 Agency Base	2019-20 Agency Expansion	2019-20 Agency Request	2019-20 Recommended Base	2019-20 Recommended Expansion	2019-20 Governor's Recommended
<b>Expense</b>								
PERSONAL - Personnel	696,182	884,122	905,694	0	905,694	905,694	0	905,694
EMS - Contractual Services	238,699	655,260	62,003	168,900	230,903	62,003	168,900	230,903
IMS - Other	14,472	148	1,101	10,228	11,329	1,101	10,228	11,329
<b>Expense</b>	<b>949,353</b>	<b>1,539,530</b>	<b>968,798</b>	<b>179,128</b>	<b>1,147,926</b>	<b>968,798</b>	<b>179,128</b>	<b>1,147,926</b>

9. Viewing/Editing Expenditure, Revenue and FTE data for DFA and LFC recommendation build



DFA, LFC / Difference Sheet reports

Executive budget form example:

Organization	Fund	Account	Account Name	FY2019-20 Agency Requested Budget	Exec Budget Chgs Recurring	Exec Budget Chgs One-Times	Governor's Recommended Budget
EMEM000001	100000	514620	Medicare ER share	3,054	0	0	3,503
EMEM000001	100000	514700	TriMet payroll tax	1,620	0	0	1,858
EMEM000001	100000	521000	Professional services	127,540	5,000	15,000	147,540
EMEM000001	100000	521100	Consulting	1,500,000	0	0	1,500,000

DFA / Executive budget changes impact only the Executive budget

52100 - Energy, Minerals and Natural Resources Department			Andrew Miner						
Account Type Name	Program - Name	2017-18 Actuals	2019 Revised Budget	2019-20 Agency Request	2019-20 Governor's Recommended	2019-20 LFC Rec	2019-20 HAFC	2019-20 SFC	2019-20 Adopted
Expense	P740 - Renewable Energy and Energy Efficiency - Conservation	949,353	1,539,530	1,147,926	1,147,926	1,147,926	1,147,926	1,147,926	1,147,926
Expense	P741 - Healthy Forests	318,637	449,264	495,492	495,492	495,492	495,492	495,492	495,492
Expense	P742 - State Parks	134,575	415,118	135,164	135,164	135,164	135,164	135,164	135,164
Expense	P744 - Oil Conservation	861,097	1,513,885	1,263,165	1,263,165	1,263,165	1,263,165	1,263,165	1,263,165
Expense	P745 - Program Leadership and Support	-1,624,916	5,515,514	5,981,658	6,001,658	5,981,658	5,981,658	5,981,658	5,981,658
<b>Sum:</b>		<b>638,746</b>	<b>9,433,311</b>	<b>9,023,405</b>	<b>9,043,405</b>	<b>9,023,405</b>	<b>9,023,405</b>	<b>9,023,405</b>	<b>9,023,405</b>

9. Viewing/Editing Expenditure, Revenue and FTE data for DFA and LFC recommendation build



DFA, LFC / Difference Sheet reports

Legislative budget form example:

Row	Audit Trail	Organization	Fund	PCode	Account	Account Name	FY2019-20 Agency Requested Budget	Leg Budget Chgs Recurring	Leg Budget Chgs One-Times	Legislative Budget	Justification
5		E MEM000007	100000	P740	487210	General Fund Overhead	250,273	0	0	250,273	
6		E MEM000007	100000	P740	521000	Professional services	155,000	-10,000	-15,000	130,000	Reduced due to new negotiated contract.
7		E MEM000007	100000	P740	529000	Miscellaneous services	2,500	0	0	2,500	
8		E MEM000007	100000	P740	529010	Printing & repro	2,500	0	0	2,500	

LFC budget changes impact only the Legislative budget

52100 - Energy, Minerals and Natural Resources Department						Andrew Miner			
Account Type Name	Program - Name	2017-18 Actuals	2019 Revised Budget	2019-20 Agency Request	2019-20 Governor's Recommended	2019-20 LFC Rec	2019-20 HAFC	2019-20 SFC	2019-20 Adopted
Expense	P740 - Renewable Energy and Energy Efficiency - Conservation	949,353	1,539,530	1,147,926	1,147,926	1,122,926	1,122,926	1,122,926	1,122,926
Expense	P741 - Healthy Forests	318,637	449,264	495,492	495,492	495,492	495,492	495,492	495,492
Expense	P742 - State Parks	134,575	415,118	135,164	135,164	135,164	135,164	135,164	135,164
Expense	P744 - Oil Conservation	861,097	1,513,885	1,263,165	1,263,165	1,263,165	1,263,165	1,263,165	1,263,165
Expense	P745 - Program Leadership and Support	-1,624,916	5,515,514	5,981,658	6,001,658	5,981,658	5,981,658	5,981,658	5,981,658
<b>Sum:</b>		<b>638,746</b>	<b>9,433,311</b>	<b>9,023,405</b>	<b>9,043,405</b>	<b>8,998,405</b>	<b>8,998,405</b>	<b>8,998,405</b>	<b>8,998,405</b>

# 10. Interface with personnel records



## Personnel Cost Forecasting overview

## Employee, position, job, salary tables, benefits interface from HCM

Employee Code:\* 00216433 Last Name: Foles First Name: Nick MI: S Save

Employee Salary Allocation Benefits Projection Validation System

Position:\* 4000011 Analyst III Active:  Inactivate

Job Class:\* 3000011 Office Support Specialist I Vacant:

Home Organization:\* CBCF000001 Office for Community Technology Justification: JC

Bargaining Unit:\* DT DCTU

Employee Status:\* 10 - Permanent Full-Time

## Run Projections to create the budget

PCN	Employee	Job Class - Name	Form ID	FTE	Salary	Supplemental	Benefit	Statutory	Total
<b>20500 - NM Courts</b>									
40000376	McMargaret, Margaret	30003104 - Supervisor II	0	2.00	84,451	0	26,841	5,951	
40000445	McJessica, Jessica	30000016 - Information & Referral Specialist	0	1.80	38,487	0	24,748	2,711	
40000574	McPaul, Paul	30000737 - Noise Control Officer	0	2.00	91,208	0	50,013	6,431	
40000970	McSofia, Sofia	30000309 - Crime Prevention Program Administr	0	2.00	62,441	0	29,674	4,401	
40000971	McMarianna, Marianna	30000309 - Crime Prevention Program Administr	0	2.00	68,516	0	23,374	4,831	
40000972	McMark, Mark	30000309 - Crime Prevention Program Administr	0	2.00	68,516	0	39,817	4,831	
40000973	McStacey Hang, Stace	30000309 - Crime Prevention Program Administr	0	2.00	61,574	0	38,734	4,341	
40000974	McJacob, Jacob	30000309 - Crime Prevention Program Administr	0	2.00	68,784	0	36,161	4,851	
40000975	McCassandra, Casson	30003004 - Administrative Specialist III	0	2.00	73,740	0	32,122	5,201	

## Run scenarios

### Position Summary Comparison by Home Bureau

Run Date: 5/17/19

### Organization Summary

Run Time: 9:57:10 PM GMT-04:00

Projection 32020-Merit and Public Safety Raises compared to Projection 0-Current

PCN	Job Class	Employee	32020-Merit and Public Safety Raises		0-Current		Difference	
			FTE	Salary & Benefits	FTE	Salary & Benefits	FTE	Salary & Benefits
<b>PLCH000001-Chief's Office</b>								
40005100	30000297	McMatthew, Matthew	1.00	122,092	1.00	119,561	0.00	2,531
40005630	30000298	McChristopher, Christopher	1.00	118,515	1.00	115,702	0.00	2,813
<b>PLCH000001-Chief's Office Total</b>			<b>2.00</b>	<b>240,607</b>	<b>2.00</b>	<b>235,263</b>	<b>0.00</b>	<b>5,344</b>
<b>PLCH000004-Emergency Management Unit</b>								
40005445	30000297	McPhillip, Phillip	1.00	124,520	1.00	121,864	0.00	2,656
40005690	30000298	McMartin, Martin	1.00	136,247	1.00	133,336	0.00	2,911
<b>PLCH000004-Emergency Management Unit Total</b>			<b>2.00</b>	<b>260,766</b>	<b>2.00</b>	<b>255,200</b>	<b>0.00</b>	<b>5,567</b>

# 11. Performance measures

Demonstrate interface tools to maintain and report on program measures; demonstrate and/or discuss ability to produce comparison reports for DFA and LFC program measure recommendations with previous year's data, etc.;

Performance measures are established with any number of attributes

Performance forms support data entry – separate forms for DFA and LFC (as shown with budget requests)

Performance Measures	Name	Freq - Datatype	FY2018	FY2019	FY2020 Target	FY2020 Projected	FY2021 Target	Justification
EM_0016	Geothermal Power Megawatts Online	ANNUAL - Integer (1,234)	4	7	10	9	20	
EM_0020	Wind Power Megawatts Online	ANNUAL - Integer (1,234)	145	325	500	485	100	
EM_0030	Solar Power Megawatts Online	ANNUAL - Integer (1,234)	40	90	150	140	220	



Measure Code	Measure Name	Freq	Calc	2017 PM Actuals	2018 PM Budget	2018 PM January	2018 PM February	2018 PM March	2018 PM April	2018 PM May	2018 PM June	2018 PM July	2018 PM August	2018 PM September	2018 PM October	2018 PM November
<b>Employee Recruitment, Retention &amp; Development</b>																
X0609M02P1	Employee turnover rate (%)	Monthly	Definite	12.0%	10.0%	1.8%	2.1%	3.4%								
X0609N02N1	Average time to hire new employees after selection (days)	Monthly	Average	22.3	19.0	19.0	15.0	24.0								
X0609O02N0	Participants attending training classes	Monthly	Sum	3,169	2,500	510	248	159								
<b>Health and Wellness</b>																
X0607M02P1	Women's Preventative Care Utilization	Quarterly	Average	38.7%	42.0%			38.6%								
X0607M04N1	ER Visits per 1000 covered	Quarterly	Average	213.1	212.0			206.6								
X0607M05P1	Employee Assistance Program (EAP) Utilization	Quarterly	Average	17.3%	19.0%			15.1%								
X0607O01N0	Individuals covered by the healthcare plan	Monthly	Average	14,330	14,374	14,130	14,078	14,176								
<b>Risk Management</b>																
X0611M01N0	Accepted self-insurance workers compensation claims	Quarterly	Sum	256	200			59								
X0611M02N0	Employees attending safety training	Quarterly	Sum	470	500			35								
X0611N02P1	Percent of claimants that returned to work in 7 days or less	Quarterly	Average	78.6%	90.0%			62.3%								

PM Number	2018 PM December	Year-to-Date Actual	2018 Year-End Projections	2019 PM Budget	2018 PM Notes
		3.4%			
		19.3			
		917			
		38.6%			
		206.6			
		15.1%			
		14,128			
		59			
		35			
		62.3%			

**06 - Human Resources**

Measure Code	Measure Type	Frequency	Calculation	Measure Name	Justification	Source	Verification
<b>Employee Recruitment, Retention &amp; Development</b>							
X0609M02P1	Immediate Outcome	Monthly	Definite	Employee turnover rate (%)	this information provides a tracking mechanism how often employees come and go. The measure provides us with key data regarding reasons for leaving other than retirement as well as some insight on what can be done to possibly reduce these numbers.	The source of this data are termination reports as well as the conducting of Exit Interviews. the data is collected and reported by the payroll officers in the case of the Termination Report and in the case of the Exit Interview the information is collected by the Personnel Officer assigned to conduct the interview.	The information is discussed during the interview process by the Personnel officer conducting the interview and the departing employee to clear any questions that may arise during the interview process both the documentation phase and the conversational phase.
X0609N02N1	Intermediate Outcome	Monthly	Average	Average time to hire new employees after selection (days)	This measure tracks the time required after selection, to complete the hiring process. This measure is used as a gage to the efficiency of the hiring process.	Documents filed in the Human Resources Department after the process has been completed. The data is collected by the Personnel Officer responsible for the BOC Agency that is hiring the employee.	the Personnel Officer is responsible for the accuracy of the data after which the final review of the data is conducted by the Director of the Human Resources Department.
X0609O02N0	Output	Monthly	Sum	Participants attending training classes	this measures provides the attendance at various Core and other in-house developed training and development courses. This data is used to track completion of Core courses for BOC employees as well identifying the need for additional training and development courses.	the source of this data are the attendance sheets that are provided and filled out by the participating employees. This information is collected and processed by the Training Officers and the Administrative Assistant in the Training and development area.	Auditing and reviewing a sample of the attendance and participation forms for accuracy. The data is reviewed internally by the Administrative Assistant and the Employee Development Administrator.
<b>Health and Wellness</b>							
X0607M02P1	Immediate Outcome	Quarterly	Average	Women's Preventative Care Utilization	This measure allows the Benefits and Risk Management Departments to gage the effectiveness of Preventive Care programs as they relate to the total population. It also provides a mechanism by which to measure the utilization of services.	The source for this information is the Preventive Services Utilization Report prepared for the County by United Healthcare.	This data is taken at face value from the vendor, however it is reviewed externally by the vendor.
X0607M04N1	Immediate Outcome	Quarterly	Average	ER Visits per 1000 covered	Shows employee usage of emergency rooms. Lower utilization is better. Plan management should help steer employees toward better control conditions that may result in ER care and toward the use of Urgent Care when applicable.	The source of the data as well as the agent of collection is our Healthcare vendor UHC.	This information is periodically compared to previous year activity for reasonableness, and is done so periodically by the agency Director.

## Performance Measure Detail (PMD)

Run Time: 12:38

Run Date: 6/7/18

X0607M05P1	Immediate Outcome	Quarterly	Average	Employee Assistance Program (EAP) Utilization	This measure provides a feel for the number of cases opened as well as the service activity rate. To get a feel for the employee utilization rate associated with this service.	The source of this data is the periodic EAP report provided by Optum, our Behavioral Health and EAP service provider.	This information is reviewed on a periodic basis by the department Director.
X0607O01N0	Output	Monthly	Average	Individuals covered by the healthcare plan	This measure provides the Benefits Department with the number of covered lives participating in the program at any given time. This measure gives us a means of calculating the cost the cost to the COOP of providing coverage for all participants.	This information is provided to us third party online vendor based upon employees that opt into the healthcare program at open enrollment time via enrollment reports and these reports are updated weekly based upon information supplied by the Benefits Department to our Online Vendor regarding termination updates.	This information is verified on a weekly basis by the Benefits Department. Our Healthcare vendors use this information to verify eligibility of employees at any given time during employment.

### Risk Management

X0611M01N0	Immediate Outcome	Quarterly	Sum	Accepted self-insurance workers compensation claims	This measure provides the Risk Management Department with the number of claims filed for any given period. This measure is used as a vehicle to estimate what future costs can be for budget purposes.	The data source for this information is the accident report submitted by the employee called the ARFIE. this data is collected by the risk management Manager and the Business Service Officer.	The data is reviewed by the Risk Management Manager as well as the Business Service Office for authenticity.
X0611M02N0	Immediate Outcome	Quarterly	Sum	Employees attending safety training	This measure tracks the number of employees trained by a Safety Trainer in a specific area of job safety. It enables our Risk Manager and Safety Trainers to determine what specific areas to focus on in improving our work force safety.	The source of this data is the Safety Trainers training log as well as mandatory attendance sheets from which the Safety Log is constructed.	The information is verified by the Risk Manager by way of comparison of Safety Log for area of concern to attendance sheets for the same.
X0611N02P1	Intermediate Outcome	Quarterly	Average	Percent of claimants that returned to work in 7 days or less	This measure provides a tracking mechanism to measure how effective our Return-To-Work program is. This allows us to tweak our program so that it not only meets the needs of the injured employee, it also is a effective tool for getting injured workers back into the work place as soon as feasible.	The actual statement that is used that acts as the trigger for the employee to return to work is the statement that is provided to us by the attending physician. This information is supplied to the employing agency who in return provides that information to the Risk manager.	The Doctors statement acts as the verifying document and is authenticated if necessary by the employing Agency. That document can also be authenticated by The Risk manager.

### Agency Mission:

The mission of the Human Resources Department is to provide quality employment services, effective training, and technical human resources assistance for the Franklin County Board of Commissioners' and other designated agencies so they can continue efficient agency operations.

The mission of the Department of Benefits & Wellness division of the Human Resources Department, is to provide affordable and sustainable health and wellness benefits to the members of the Franklin County Cooperative Health Improvement Program. The ultimate goal of the Cooperative is to improve the health of all our members.

### Strategic Initiative:

- 1) To recruit, retain and develop high performing individuals in order to improve the quality of services provided by the County.
- 2) To provide organizational stability and support to the agencies by development of policies and procedures that provide for fair compensation, equitable treatment of employees, and reduced turnover and greater succession planning.
- 3) Develop and administer a sustainable health and life benefits program that optimizes quality, access and cost. The program should also be responsive to and valued by plan members.
- 4) Improve the health status of Franklin County Cooperative Health Improvement Program members through data-driven, evidenced-based wellness programs.
- 5) Recommend risk reduction measures to lessen occupational risk for Franklin County employees through worksite assessments and claims analysis.

### Strategic Issues:

Name	Description	Plan of Action
1) Healthcare Cost Containment	Impact of health care cost and quality drivers: Internal cost drivers include budget constraints and vendor contracting; external cost drivers include member utilization and trend.	Healthcare Cost Containment
2) Employee Performance	Maintaining positive morale and employee relations with employees who are challenged to provide quality service to the Franklin County community.	Employee Performance
3) Succession Planning	Changes in retirement programs and the aging of the employee population that impacts retention, succession planning, and fiscal stability.	Succession Planning
4) The Challenge of Change	Combating complacency in unhealthy behaviors.	The Challenge of Change
5) Employee Training and Development	Balancing the need for training with the need for employees to be at their work assignment, and simultaneously guiding them through the process of growing, developing, and taking steps toward fulfilling their own personal unique potential.	Employee Training and Development
6) Employee Retention and Recruitment	Processing new hire packets in a timely manner so that vacant positions are filled quickly.	Employee Retention and Recruitment
7) Employee Training and Development	Making the most use of training time by presenting classes which have shown to be of an interest to employees.	Employee Training and Development
8) Developing methods of effective communication	Barriers to effective communication and education of members which include a lack of access to electronic media: e-mail, personal computers, etc., and possibly literacy issues, and the need to focus on the tone and style of messaging. Additionally, the need for interagency communications and receiving appropriate cooperation.	Developing methods of effective communication
9) Promoting Healthy Behavior Change	Barriers to behavior change, i.e., health concerns not personally relevant/identifiable, prospect of behavior change too overwhelming, lack of support from peers/managers towards facilitating behavior change, etc.	Promoting Healthy Behavior Change

**Program Overview 0607 - Health and Wellness**

**Program Purpose:**

The purpose of the Health & Wellness program is to manage the administration of health benefits for the Franklin County Cooperative Health Improvement Program, while at the same time implement wellness and health promotion programs to advance the health status of Cooperative members.

**ORC Mandate(s):**

Section 305.171

**Program Services:**

The Health & Wellness Program provides benefits administration (medical, dental, vision, and EAP) while concurrently implementing wellness programming to reduce the incidence of preventable disease and advance the health status of members.

**Core Principle:**

Provide Efficient, Responsive & Fiscally Sustainable Government Operations

**Linkage to Core Principle:**

The Health & Wellness Program works to negotiate contracts with insurers, contain costs, and reduce the healthcare spend by implementing wellness programs to improve service delivery and management of County resources.

**Responsible Employees:**

Mr. Robert Young, Director of Human Resources; Jodi Leis, Assistant Director, Department of Benefits Management.

**Primary Contact:**

Mr. Robert Young

**Program Logic Model**

<b>Inputs:</b>	<b>Outputs:</b>
Number of employees and dependents (including elected officials) in the Franklin County and Pickaway County service 1) area	1) Individuals covered by the healthcare plan. 2) Percent of employees utilizing health wellness programs

<b>Immediate Outcome:</b>	<b>Intermediate Outcome:</b>
1) Employee Assistance Program (EAP) Utilization. 2) ER visits per 1000 covered. 3) Womens Preventive Care Utilization.	1) Health benefit members members are empowered to take control of their own health 2) Reduce incidence and prevalence of disease

**Ultimate Outcome:** An efficient and appropriate utilization of the healthcare plan and the adoption of healthy lifestyle behaviors by FCCHBP members

**Participants:** Customers: Franklin County Cooperative Health Improvement Program (FCCHBP) members and their dependents Co-Delivery Agents: UnitedHealthcare (medical), Optum (R/X Prescription) Aetna (dental), VSP (vision), OptumHealth (EAP & mental health), wellness vendors, Rite For You (ALYFE) and Stay Well.

**Program Overview 0609 - Employee Recruitment, Retention & Development**

**Program Purpose:**

The purpose of the Employee Recruitment and Retention Section is to provide compensation administration, management consultation, recruitment and selection services, to agency management so they can retain staff and hire qualified applicants in a timely manner. The purpose of the Office of Learning and Staff Development Section is to provide experiences via various methodologies (ex. training, seminars, coaching) to foster professional growth and development of Franklin County employees. These learning experiences are intended to increase their skills and knowledge and improve individual performance

**ORC Mandate(s):**

Chapter 124

**Program Services:**

Recruitment, personnel actions, classification and compensation, employee orientation, performance appraisal process, disciplinary process, labor relations, training classes, information sessions.

**Core Principle:**

Provide Efficient, Responsive & Fiscally Sustainable Government Operations

**Linkage to Core Principle:**

Programs ensure that employees are paid competitively, managed effectively, and developed to be prepared to provide efficient and responsive government operations to Franklin County residents.

**Responsible Employees:**

Mr. Robert Young, Director of Human Resources; Sue Hamilton Assistant Director of Human Resources.

**Primary Contact:**

Mr. Robert Young

**Program Logic Model**

**Inputs:**

- 1) Class attendance records
- 2) Database
- 3) Training Materials & locations

**Outputs:**

- 1) Number of new employees hired
- 2) Number of personnel actions
- 3) Participants attending training classes.

**Immediate Outcome:**

- 1) Employee turnover rate (%)
- 2) Percent of trained workforce

**Intermediate Outcome:**

- 1) Average time to hire new employees after selection (days)

**Ultimate Outcome:** Workforce is trained and professional.

**Participants:** All Board of Commissioners (BOC); and in some cases Non-BOC, employees, supervisors and managers.

**Program Overview 0611 - Risk Management**

**Program Purpose:**

The purpose of the Risk Management program is to provide commercial insurances (property, crime, and flood) and workers' compensation claims administration services for Franklin County agencies and employees, and to develop programs to reduce the frequency and severity of occupational injuries so that Franklin County can contain costs and employees can work safely.

**ORC Mandate(s):**

N/A

**Program Services:**

Claims administration services; injury trend analysis; accident investigation reporting; training classes

**Core Principle:**

Provide Efficient, Responsive & Fiscally Sustainable Government Operations

**Linkage to Core Principle:**

The Risk Management program seeks to create and maintain a safe work environment for employees, to reduce the frequency and severity of work-related injuries, and protect the property/assets of the County to provide efficient, responsive, fiscally sustainable government operations

**Responsible Employees:**

Mr. Robert Young, Director of Human Resources; Mrs. Sue Hamilton, Assistant Director of Human Resources; Mr. Jerry Bower, Risk Manager

**Primary Contact:**

Mr. Jerry Bower, Risk Manager

**Program Logic Model**

<b>Inputs:</b>	<b>Outputs:</b>
<ul style="list-style-type: none"> <li>1) Training presentations and materials</li> <li>2) Workers' compensation claim reports from previous years</li> <li>3) Written property hazard surveys</li> </ul>	<ul style="list-style-type: none"> <li>1) Number of employees participating in risk management training</li> <li>2) Number of employees trained in safety policy and procedure development</li> <li>3) Number of ergonomic assessments</li> </ul>
<b>Immediate Outcome:</b>	<b>Intermediate Outcome:</b>
<ul style="list-style-type: none"> <li>1) Employees attending safety training.</li> <li>2) Self-insurance workers compensation claims made.</li> </ul>	<ul style="list-style-type: none"> <li>1) Percent of claimants that returned to work in 7 days or less.</li> <li>2) Percent reduction in property damage costs</li> </ul>
<b>Ultimate Outcome:</b>	County residents receive services by virtue of employees being present and able to perform job functions in safe settings.
<b>Participants:</b>	Franklin County agencies & their employees



# 12. Other financing uses



Transfers between budget codes

Option 1: Transfer form – generates 2 rows for each entry (In/Out). Can be initiated by In or Out party of the transaction.

Org - Transfer In	Acct - Transfer In	Org - Transfer Out	Account - Transfer Out	2019-20 Transfer Amount*	Justification
MFOP00064	FNDXFER	1GENF2FACS	FNDXFERS	55,000	Workers Comp Reimbursement
MFOP00066	FNDXFER	1PLSR2GENF	FNDXFERS	125,000	Intrafund Transfer
MFOP00067	FNDXFER	3MFCF2SD01	FNDXFERS	25,000	Fleet payment

### Interfund Charges and Reimbursements

Form ID	Fund	Budget Unit	Budget Unit Name	GL Account	GL Account Name	Form Header Name	Justification	Amount
6483	322G	3220001BU	Water Resources	50510200	Operating Trans Out	0290007BU - South Sacramento Conservation Agency Admin		1,000
	029G	0290007BU	South Sacramento Conservation Agency Admin	59593900	Inter Personnel Svcs Fees	0290007BU - South Sacramento Conservation Agency Admin		-1,000
Sum:								0
6511	118A	1182880BU	Florin Road Capital Project	50000000	Expenses	2820000BU - Veteran's Facility		500
	001A	2820000BU	Veteran's Facility	59593900	Inter Personnel Svcs Fees	2820000BU - Veteran's Facility		-500
Sum:								0

### Interfund Charges and Reimbursements

Object	Form ID	Fund	Budget Unit	Budget Unit Name	GL Account	GL Account Name	Form Header Name	Justification	Amount
50	6511	118A	1182880BU	Florin Road Capital Project	50000000	Expenses	2820000BU - Veteran's Facility		500
	6527	001A	5110000BU	Financing-Transfers/Reimbursement	50500100	Contr Other Funds	3100000BU - Capital Construction		1,000
	6615	001A	5110000BU	Financing-Transfers/Reimbursement	50500100	Contr Other Funds	7600000BU - Department of Technology		1
	6615	001A	5110000BU	Financing-Transfers/Reimbursement	50510200	Operating Trans Out	7600000BU - Department of Technology		9,999
	6483	322G	3220001BU	Water Resources	50510200	Operating Trans Out	0290007BU - South Sacramento Conservation Agency Admin		1,000
	6527	001A	5770000BU	Non-Departmental Costs/General Fund	50598000	Operating Trans Out	3100000BU - Capital Construction		5,000

Note: commonly, whoever does not initiate the transaction may use an allocation form to spread the changes

Option 2: Interactive 'buyer/seller' type forms, where negotiation takes place to arrive at the proper value

102 - Mid Term Budget Development Stages

Department Summary

3000D - Sheriff's Office

Account Class - Name	2018-19 Starting Point	2018-19 Department CLB Changes	2018-19 RLB Total	2018-19 CMO CLB Changes	2018-19 Recomm	May Recomm - Starting Point	2018-19 June Revisions	2018-19 June Recommended	June Recomm - May Recomm
1000 - Taxes	837,534	16,536	0	0	854,070	16,536	0	854,070	0
1200 - Licenses, Permits and Franchises	2,100	0	0	0	2,100	0	0	2,100	0
1400 - Fines, Forfeitures and Penalties	293,636	0	0	0	293,636	0	0	293,636	0
1600 - Intergovernmental Revenues	95,986,906	(2,038,970)	(135,308)	0	93,812,628	(2,174,278)	0	93,812,628	0
2000 - Charges for Services	10,962,845	(72,526)	0	0	10,890,319	(72,526)	0	10,890,319	0
2500 - Interfund Revenue	2,968,120	597,722	0	0	3,565,842	597,722	0	3,565,842	0
2600 - Miscellaneous Revenue	2,021,883	(123,557)	0	0	1,898,326	(123,557)	0	1,898,326	0
<b>Total Revenue</b>	<b>113,073,024</b>	<b>(1,620,795)</b>	<b>(135,308)</b>	<b>0</b>	<b>111,316,921</b>	<b>(1,756,103)</b>	<b>0</b>	<b>111,316,921</b>	<b>0</b>
333 - Fund Balance	17,496,485	0	0	0	17,496,485	0	0	17,496,485	0
<b>Total Sources</b>	<b>130,569,509</b>	<b>(1,620,795)</b>	<b>(135,308)</b>	<b>0</b>	<b>128,813,406</b>	<b>(1,756,103)</b>	<b>0</b>	<b>128,813,406</b>	<b>0</b>
4000 - Salaries and Benefits	183,853,076	(1,210,257)	(25,187)	0	182,617,632	(1,235,444)	0	182,617,632	0
5000 - Services and Supplies	25,049,656	(2,802,360)	200,000	0	22,447,296	(2,602,360)	0	22,447,296	0
6000 - Other Charges	24,235,280	1,775,036	(938)	0	26,009,378	1,774,098	0	26,009,378	0
7000 - Fixed Assets	2,069,074	(874,074)	0	0	1,195,000	(874,074)	0	1,195,000	0
7500 - Other Financing Uses	25,239,627	(1)	0	0	25,239,626	(1)	0	25,239,626	0
<b>Total Gross Appropriations</b>	<b>260,446,713</b>	<b>(3,111,656)</b>	<b>173,875</b>	<b>0</b>	<b>257,508,932</b>	<b>(2,937,781)</b>	<b>0</b>	<b>257,508,932</b>	<b>0</b>
8000 - Intrafund Transfers	(4,466,884)	139,554	(98,512)	0	(4,425,842)	41,042	0	(4,425,842)	0
<b>Net Appropriations</b>	<b>255,979,829</b>	<b>(2,972,102)</b>	<b>75,363</b>	<b>0</b>	<b>253,083,090</b>	<b>(2,896,739)</b>	<b>0</b>	<b>253,083,090</b>	<b>0</b>
8500 - Contingencies/Dept Reserves	15,775,164	0	(200,000)	0	15,575,164	(200,000)	0	15,575,164	0
<b>Total Contingencies and Reserves</b>	<b>15,775,164</b>	<b>0</b>	<b>(200,000)</b>	<b>0</b>	<b>15,575,164</b>	<b>(200,000)</b>	<b>0</b>	<b>15,575,164</b>	<b>0</b>
<b>Total Requirements</b>	<b>271,754,993</b>	<b>(2,972,102)</b>	<b>(124,637)</b>	<b>0</b>	<b>268,658,254</b>	<b>(3,096,739)</b>	<b>0</b>	<b>268,658,254</b>	<b>0</b>
<b>Net County Cost</b>	<b>141,185,484</b>	<b>(1,351,307)</b>	<b>10,671</b>	<b>0</b>	<b>139,844,848</b>	<b>0</b>	<b>0</b>	<b>139,844,848</b>	<b>0</b>
SALRES - Salary Resolution	811	0	0	0	811	0	0	811	0
FTE - FTE	806.45	0	0	0	806.45	0	0	806.45	0

### 13. Budget adjustments (both individual and across-the-board)

- Demonstrate and/or discuss entry and reporting capabilities for budget adjustments;
- Demonstrate and/or discuss workflow/approval process for budget adjustments and interface with SHARE; demonstrate and/or discuss reporting of budget adjustments relative to the operating/actual budgets;

Can make adjustments to impact current year budget and/or forecast variances.

Organization	Fund	Account	Account Name	Supplemental Adjustment	Justification
MFRB000001	100000	511200	Limited term (both part and full ti	\$12,000	
MFRB000001	100000	642241	Revenue Collection	\$12,000	
MFRB000002	100000	548000	Facilities operating lease	\$5,000	
MFRB000002	100000	642241	Revenue Collection	\$5,000	
MFRB000003	100000	548000	Facilities operating lease	\$12,000	3/26: per JHG and Water Bureau (VJ) from \$5k to \$12k
MFRB000003	100000	642241	Revenue Collection	\$12,000	3/26: per JHG and Water Bureau (VJ) from \$5k to \$12k

Mass-updates can also be loaded via Admin Uploads (Excel

# 13. Budget adjustments (both individual and across-the-board) (2)



- Demonstrate and/or discuss entry and reporting capabilities for budget adjustments;
- Demonstrate and/or discuss workflow/approval process for budget adjustments and interface with SHARE; demonstrate and/or discuss reporting of budget adjustments relative to the operating/actual budgets;

## Rhode Island Example – Interfaces back to Financial

Acct Unit	Acct Unit Name	Program	Object	Object Name	2018 Budget Revision*	Justification*
2187114	EMS - Children Partnership C	10	699200	Authorized Red Balances	-52,516	Decrease per anticipated spending and to offset increase for account 2187129.02
2187129	EMS Highway Safety	10	699200	Authorized Red Balances	52,516	Funds for this account were not expected to be available for SFY18, but have now become available. The funds will be fully expended in June 2018.

## Workflow

Select a Stage:\*

Select a Stage Code

- 9241 - Agency Stage 1
- 9242 - Agency Stage 2
- 9243 - OMB Analyst Review
- 9244 - OMB Director Review
- 9245 - Approved to Interface with Financial System

ARB History

Export Date / Time	Form Id	Expt 01	Fund	Agcy	LineSeq	Source	Natural	Project	Debit	Credit	Period	Line Desc
	3075	FY	10	079	2020101	01	699200	00000	1,500,000		JUL-2018	Program ARB
5/16/2019 11:26:07 AM	4988	FY	10	076	2505175	02	699200	00000	37,500		JUL-2018	Program ARB
5/16/2019 11:26:07 AM	5007	FY	10	069	2310120	01	699250	00000	3,968,194		JUL-2018	Program ARB
5/16/2019 11:26:07 AM	5008	FY	10	069	2270150	01	699250	00000	4,338,908		JUL-2018	Program ARB
5/16/2019 11:26:07 AM	5018	FY	10	069	2275105	02	699200	00000	50,000		JUL-2018	Program ARB
5/16/2019 11:26:07 AM	5019	FY	10	076	2515102	01	699200	00000	8,000,000		JUL-2018	Program ARB
5/15/2019 3:03:16 PM	4995	FY	10	075	2187121	02	699200	00000	1,000		JUL-2018	Program ARB
5/15/2019 3:03:16 PM	4995	FY	10	075	2187128	02	699200	00000	-3,000		JUL-2018	Program ARB
5/15/2019 3:03:16 PM	4995	FY	10	075	2187128	02	699200	00000	1,000		JUL-2018	Program ARB
5/15/2019 3:03:16 PM	4995	FY	10	075	2187129	02	699200	00000	1,000		JUL-2018	Program ARB
5/15/2019 3:03:16 PM	5000	FY	10	075	2145149	02	699200	00000	-30,000		JUL-2018	Program ARB
5/15/2019 3:03:16 PM	5000	FY	10	075	2145149	02	699200	00000	30,000		JUL-2018	Program ARB
5/15/2019 3:03:16 PM	5000	FY	10	075	2145153	02	699200	00000	30,000		JUL-2018	Program ARB
5/15/2019 9:21:30 AM	4967	FY	10	072	2725189	02	699200	00000	60,000		JUL-2018	Program ARB
5/15/2019 9:21:30 AM	4998	FY	10	072	2695112	02	699200	00000	9,141		JUL-2018	Program ARB
5/15/2019 9:21:30 AM	4998	FY	10	072	2700105	03	699200	00000	14,000		JUL-2018	Program ARB
5/15/2019 9:21:30 AM	5013	FY	10	028	2018118	02	699200	00000	224,634		JUL-2018	Program ARB

File for Financial System

# 14. Switching between cycles

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- Demonstrate and discuss method to switch from request cycle to recommendation cycle to appropriation cycle and back to operating budget cycle;
  - Our system has the ability to have multiple cycles open at once – no need to switch.
  - Budget Fiscal Year, Fiscal Year, Grant Year all keep data segregated
  - If needed, we also have versions or other fields to further segregate data

# 15. Interface with SHARE

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- Describe the method to capture actuals data from SHARE and import of operating budget to SHARE; discuss the method to keep the Chart of Accounts synced;
- Native integration capability (no third-party tools)
- Can integrate either in a batch/automated fashion or through Excel, CSV, Text 'Admin uploads'
- All screens have Excel import/export
- Can make any type of interface to meet the source system needs (you in most cases do not need to change any existing extracts)

## Types of Data

- Actuals, modified budgets, encumbrances
- Project inception to date
- Assets
  
- CIP, Population
- Performance data
- Other third-party system data

# 15. Interface with SHARE (2)



- Example of Chart of Accounts – City of Phoenix

	A	B	C	D
1	Funds Center	Description	Superior funds center	Hierarchy level
2	00ACC-S	Accounts Central Service Intermediary CC	CENTRALSVC	4
3	00ACCESS-S	Ntwrk/Secrty Central Svc Intermediary CC	CENTRALSVC	4
4	00B_R-S	Budget Central Svc Intermediary CC	CENTRALSVC	4
5	00BANK-S	Banking & CshCentral Svc Intermediary CC	CENTRALSVC	4
6	00BLDG-S	Dwntwn Fac Central Svc Intermediary CC	CENTRALSVC	4
7	00BUD-S	Budget Central Svc Intermediary CC	CENTRALSVC	4
8	00CIP-R	CIP Real Estate Charge Central Service	CENTRALSVC	4

- Existing data extract of organizations is used – shown above
- The interface loads any missing organizations into Sherpa, then creates the hierarchy and updates the interface report letting the Administrator know orgs were added and may need groupings / attributes assigned.
- Actuals are loaded following the org load; the actuals load auto-creates any missing Funds or Objects / Administrator then updates attributes

Daily report confirms interface results.

Process Nm	Id	Uptd Ts	Total Records	Comments	Sql Stmt
Fund Center Interface	18,744	11/9/2019 8:07:04 AM	0		Fund Center Interface - Process End
reload_reporting_tbl	18,743	11/9/2019 8:06:40 AM		Completed	sp_sgs_orn_tree - reload_reporting_tbl Parm: 1
Fund Center Interface	18,742	11/9/2019 8:06:39 AM	1	ALL	Validation - Missing Superior FC
Fund Center Interface	18,741	11/9/2019 8:06:39 AM	0		FCI - FC Hierarchy Rows Errors
Fund Center Interface	18,740	11/9/2019 8:06:39 AM	29,359		FCI - FC Hierarchy Rows Added
Fund Center Interface	18,739	11/9/2019 8:06:39 AM	14	AV01001019, AV01001020, AV01001021, AV01001022, AV01001023, AV01001024, AV01001025, AV01001026, AV01001027, AV01001028, AV01001029, AV01001030, ST85160013, ST87250009	FCI - FCs Added
Fund Center Interface	18,738	11/9/2019 8:06:34 AM	0		Fund Center Interface - Begin

# 15. Interface with SHARE /Common Issues (3)

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## Different Codes in Different Systems

- Fresno has this issue; they have built a crosswalk of just those that need updating (it is about 100 records) and each interface converts those codes to the new codes automatically. Crosswalk is maintained in BFM.

An example of a simple conflict would be an expense account code that exists in PeopleSoft but not in the budget system or vice versa.

- If in Peoplesoft / not Sherpa: can auto-create the code OR we include chart of accounts loads as the first load (Franklin County does this for org, project, object, fund)
- If in Sherpa not Peoplesoft: Sherpa timestamps all changes and can produce a report or load file that has all new chart of account codes to send to Peoplesoft for import or manual entry.

Another would be a scenario where expense accounts exist in both systems but have differing names.

- Names generally don't cause issues in Sherpa, but if you want BOTH names available, use online configuration to have 'Peoplesoft Name' and 'Mystery Source Name' as different options for reports.



# 15. Interface with SHARE (4)

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Data does not exist readily in HCM for budget purposes

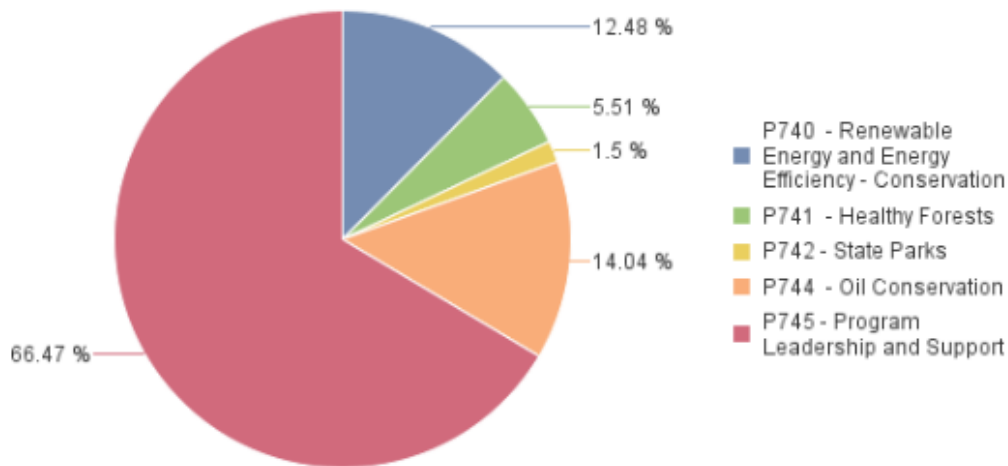
- Our HCM interfaces are quite flexible around client requirements
- Step 1: load into a staging table
- Step 2: our interface then follows client-specific logic to deal with any number of exceptions. Examples:
  - Infer defaults from position or job class if information is missing
  - Infer benefit assignments based on union
  - If one position has two incumbents, do not load the term employee, just the permanent
  - Do not load terms ending before projection start
  - Do not load inactive or certain employee status'
  - Convert chart of account codes to the financial system standards

# 16. Reporting and dashboard

- Demonstrate and discuss the standard reports and the tools for report customization; Demonstrate and discuss the capabilities for ad-hoc reporting; demonstrate analytical dashboard tools available and method to bring data together;

## 52100 - Energy, Minerals and Natural Resources Department

2019-20 Adopted by Program - Name



Form Header Name	2019-20 Agency Expansion	2019-20 Recommended Expansion
Carlsbad Brine Well Extension	38,314	38,314
Carlsbad Brine Well Remediation	140,814	140,814

Major Object - Name	2018 Adopted Budget	2019-20 Adopted
PERSONAL - Personnel	2,438,802	2,753,728
EMS - Contractual Services	2,538,426	5,323,977
IMS - Other	823,014	920,700

### Agency Mission

The mission of EMNRD is to position New Mexico as a national leader in energy and natural resource areas. This includes developing reliable supplies of energy and energy-efficient technologies with a balanced approach toward conserving renewable and nonrenewable resources; protecting the environment and ensuring responsible reclamation of land and resources affected by mineral extraction; growing and managing healthy, sustainable forests; and improving the state park system that protects New Mexico's natural, cultural, and recreational resources for posterity and contributes to a sustainable economy statewide.

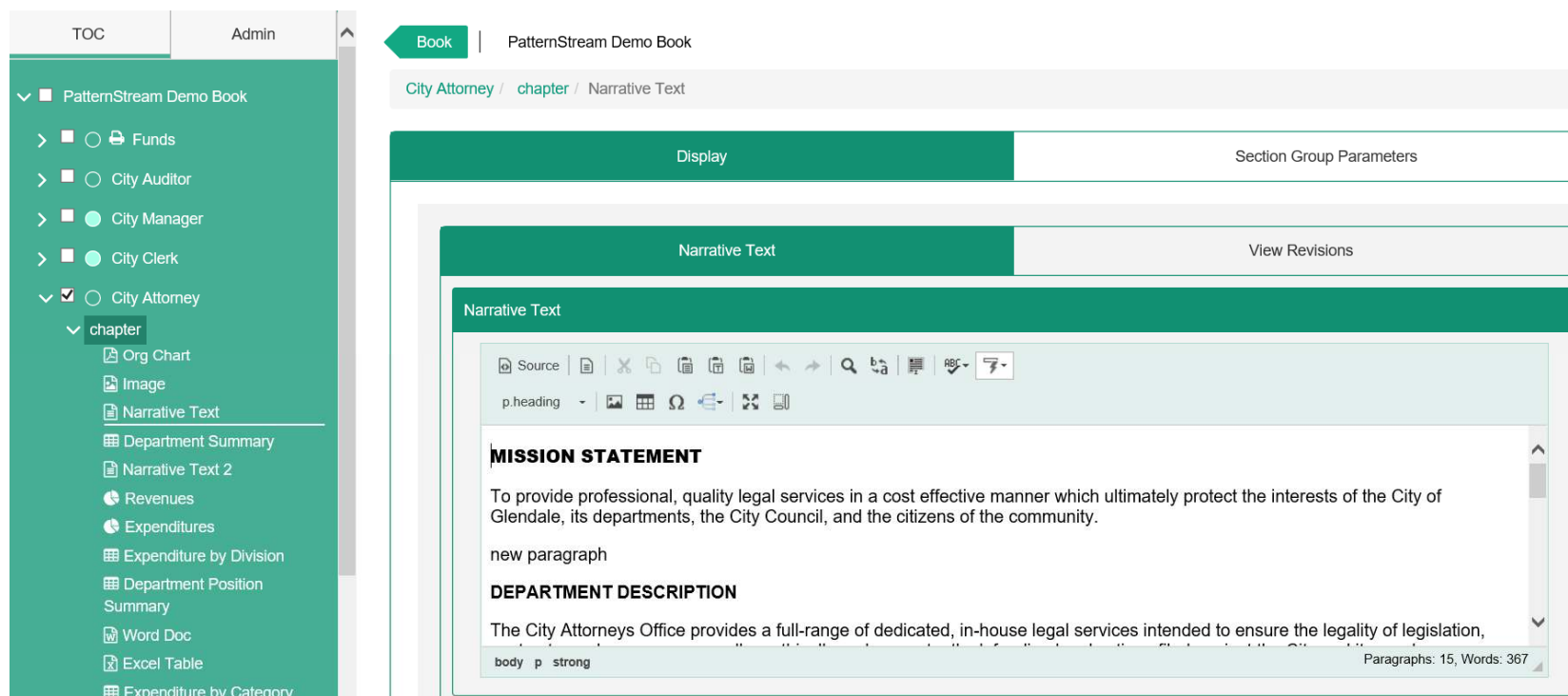
### Agency Statutory History

The Energy, Minerals and Natural Resources Department (EMNRD) was created in 1978. The statute creates six divisions: Energy Conservation and Management, Conservation, and Administrative Services.

# 17. Publishing tools for budget books

- Demonstrate and discuss the publishing tools to create the budget documents for DFA and LFC;

## Integrated document management / budget book development



The screenshot displays a web-based interface for document management and budget book development. On the left, a navigation menu is visible under the 'TOC' tab, listing various document types and sections, including 'PatternStream Demo Book', 'Funds', 'City Auditor', 'City Manager', 'City Clerk', 'City Attorney', and 'chapter'. The 'chapter' section is expanded, showing options like 'Org Chart', 'Image', 'Narrative Text', 'Department Summary', 'Narrative Text 2', 'Revenues', 'Expenditures', 'Expenditure by Division', 'Department Position Summary', 'Word Doc', 'Excel Table', and 'Expenditure by Category'. The main content area shows a 'Book' titled 'PatternStream Demo Book' with a breadcrumb trail: 'City Attorney / chapter / Narrative Text'. The interface is divided into several panels: a 'Display' panel, a 'Section Group Parameters' panel, and a 'Narrative Text' panel. The 'Narrative Text' panel contains a rich text editor with a toolbar and a text area. The text area contains the following content:

**MISSION STATEMENT**

To provide professional, quality legal services in a cost effective manner which ultimately protect the interests of the City of Glendale, its departments, the City Council, and the citizens of the community.

new paragraph

**DEPARTMENT DESCRIPTION**

The City Attorneys Office provides a full-range of dedicated, in-house legal services intended to ensure the legality of legislation,

Paragraphs: 15, Words: 367



# COUNTY OF SAN DIEGO

Adopted 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**

*Linda C. Danson Jeffrey R. Egan*

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 October 2012**

Office of Financial Planning

Ebony Shelton, Director



# Table of Contents

<b>County of San Diego</b>	Board of Supervisors .....	3
	Organizational Chart .....	4
	Message from the Chief Administrative Officer .....	5
	2012-13 Adopted Budget at a Glance .....	8
	Mission and Vision .....	12
	San Diego County Facts and Figures .....	13
	San Diego County Profile and Economic Indicators .....	17
	Governmental Structure and Budget Documents .....	29
	Governmental Structure .....	29
	The General Management System .....	29
	Operational Plan .....	32
	Financial Planning Calendar - 2012-13 Target Dates .....	35
	Operational Plan Format .....	36
	All Funds: Total Appropriations .....	41
	All Funds: Total Staffing .....	54
	All Funds: Total Funding Sources .....	60
	Summary of General Fund Financing Sources .....	66
	General Purpose Revenue .....	77
	Summary of Financial Policies .....	88
	Capital Projects .....	94
	Reserves and Resources .....	95
	Debt Management Policies and Obligations .....	98
	Debt Management .....	98
	Long-Term Obligation Policy .....	98
	Credit Ratings .....	99
	Long-Term Obligations .....	102
	Short-Term Obligations .....	105
	Excellence in Governing .....	107
<b>Public Safety Group</b>	Public Safety Group Summary & Executive Office .....	115
	District Attorney .....	121
	Sheriff .....	127
	Child Support Services .....	135
	Citizens' Law Enforcement Review Board .....	141
	Emergency Services .....	145
	Medical Examiner .....	151
	Probation .....	157
	Public Defender .....	165
	San Diego County Fire Authority .....	171





<b>Health and Human Services Agency</b>	
Health and Human Services Agency Summary .....	179
Regional Operations .....	185
Strategic Planning and Operational Support .....	195
Aging & Independence Services .....	201
Behavioral Health Services .....	207
Child Welfare Services .....	215
Public Health Services .....	221
Public Administrator / Public Guardian .....	227
Administrative Support .....	231
<b>Land Use and Environment Group</b>	
Land Use and Environment Group & Executive Office .....	239
Agriculture, Weights & Measures .....	245
Air Pollution Control District .....	253
Environmental Health .....	259
Farm and Home Advisor .....	267
Parks and Recreation .....	273
Planning and Land Use .....	281
Public Works .....	289
<b>Community Services Group</b>	
Community Services Group Summary & Executive Office .....	301
Animal Services .....	305
County Library .....	311
General Services .....	317
Housing and Community Development .....	325
Purchasing and Contracting .....	333
County of San Diego Redevelopment Agency and Successor Agency .....	339
Registrar of Voters .....	345
<b>Finance and General Government Group</b>	
Finance and General Government Group & Executive Office ..	353
Board of Supervisors .....	359
Assessor/Recorder/County Clerk .....	365
Treasurer-Tax Collector .....	371
Chief Administrative Office .....	377
Auditor and Controller .....	389
County Technology Office .....	397
Civil Service Commission .....	403
Clerk of the Board of Supervisors .....	407
County Counsel .....	411
San Diego County Grand Jury .....	417
Human Resources .....	419
County Communications Office .....	425

<b>Capital Program</b>	Capital Program .....	433
	Capital Appropriations .....	436
	Operating Impact of Capital Program .....	439
	Capital Program Summary .....	444
	Capital Outlay Fund .....	447
	County Health Complex Fund .....	464
	Justice Facility Construction Fund .....	465
	Library Projects Fund .....	467
	Multiple Species Conservation Program Fund .....	470
	Edgemoor Development Fund .....	472
	Lease Payments .....	474
	Outstanding Capital Projects by Group/Agency .....	478
<b>Finance Other</b>	Finance Other .....	485
<b>Appendices</b>	Appendix A: All Funds - Budget Summary .....	493
	Appendix B: Budget Summary and Changes in Fund Balance .....	506
	Appendix C: General Fund Budget Summary .....	519
	Appendix D: Health & Human Services - Regional Operations .....	523
	Appendix E: Operational Plan Acronyms and Abbreviations .....	525
	Appendix F: Glossary of Operational Plan Terms .....	527
	Index .....	535



## County of San Diego

Board of Supervisors	3
Organizational Chart	4
Message from the Chief Administrative Officer	5
2012-13 Adopted Budget at a Glance	8
Mission and Vision	12
San Diego County Facts and Figures	13
San Diego County Profile and Economic Indicators	17
Governmental Structure and Budget Documents	29
Financial Planning Calendar - 2012-13 Target Dates	35
Operational Plan Format	36
All Funds: Total Appropriations	41
All Funds: Total Staffing	54
All Funds: Total Funding Sources	60
Summary of General Fund Financing Sources	66
General Purpose Revenue	77
Summary of Financial Policies	88
Capital Projects	94
Reserves and Resources	95
Debt Management Policies and Obligations	98
Excellence in Governing	107





# Board of Supervisors



**Greg Cox**  
Supervisor  
District One



**Dianne Jacob**  
Supervisor  
District Two



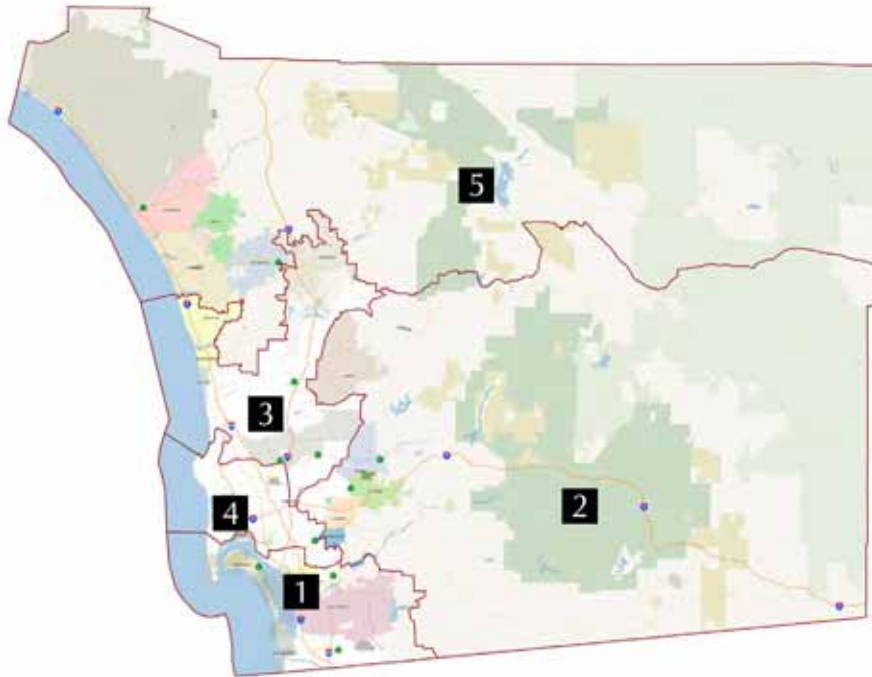
**Pam Slater-Price**  
Supervisor  
District Three



**Ron Roberts**  
Supervisor  
District Four



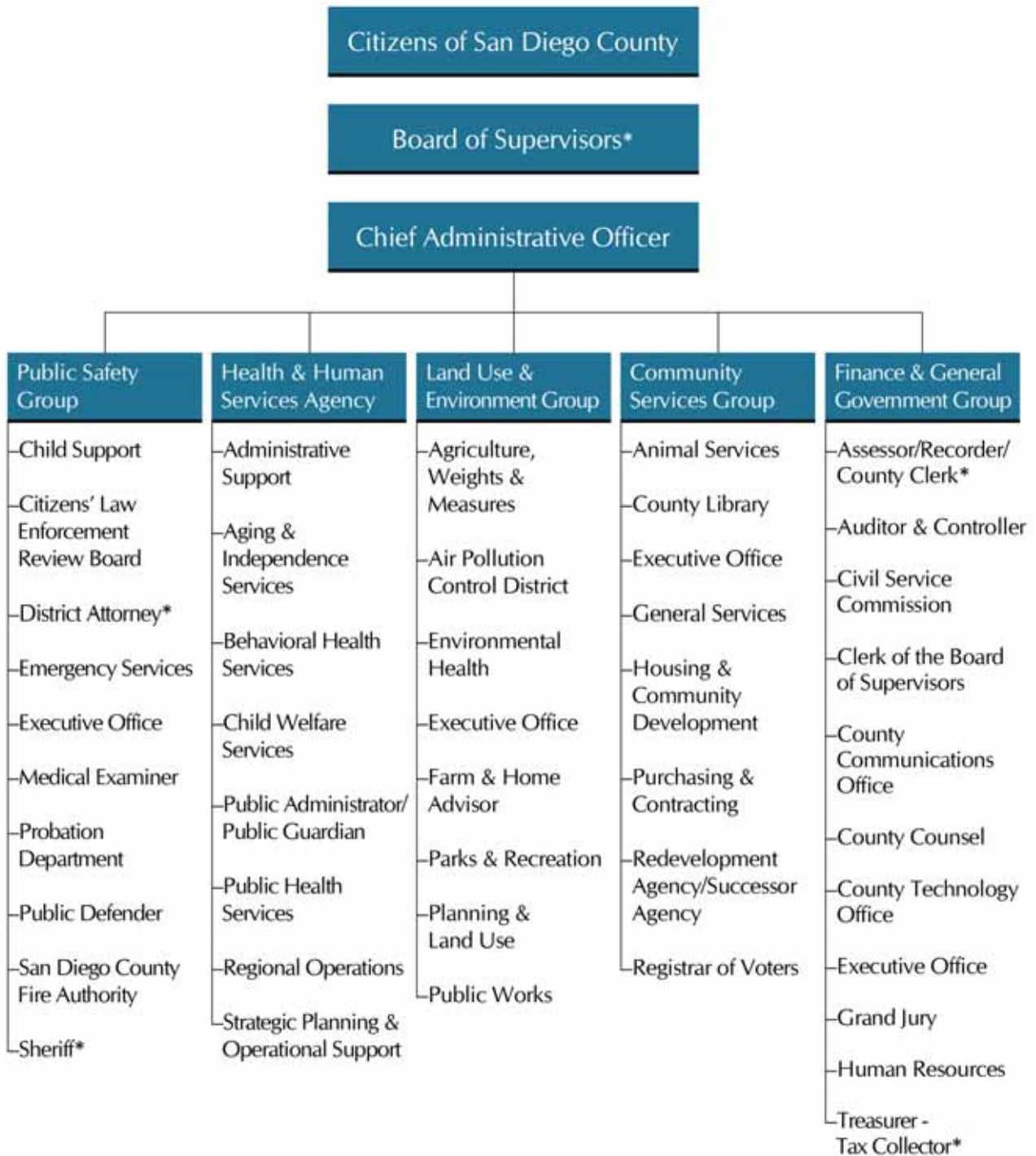
**Bill Horn**  
Supervisor  
District Five



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



# Organizational Chart



\*Elected Official

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 Adopted 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 including the replacement of the Las Colinas Women's Detention Facility, the East Mesa Detention Re-Entry and Rehabilitation Facility, a new Sheriff station in Rancho San Diego and upgraded facilities for the Sheriff station in Pine Valley and for the Boulevard Fire 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.

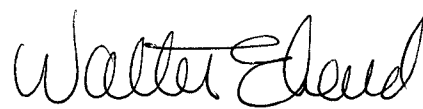
One thing, though, that will not change is our commitment to fiscal discipline. We continue to live within our means and to strive to maintain the County's strong credit ratings. The Fiscal Years 2012-14 Adopted Operational Plan continues our commitment to structural balance and prudent reserves with a total of \$4.85 billion budgeted for Fiscal Year 2012-13. This budget contains a total of 16,011 staff years - 324 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, 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 improvement, excellence and customer service to respond as efficiently as possible to increasing case-loads 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 115.



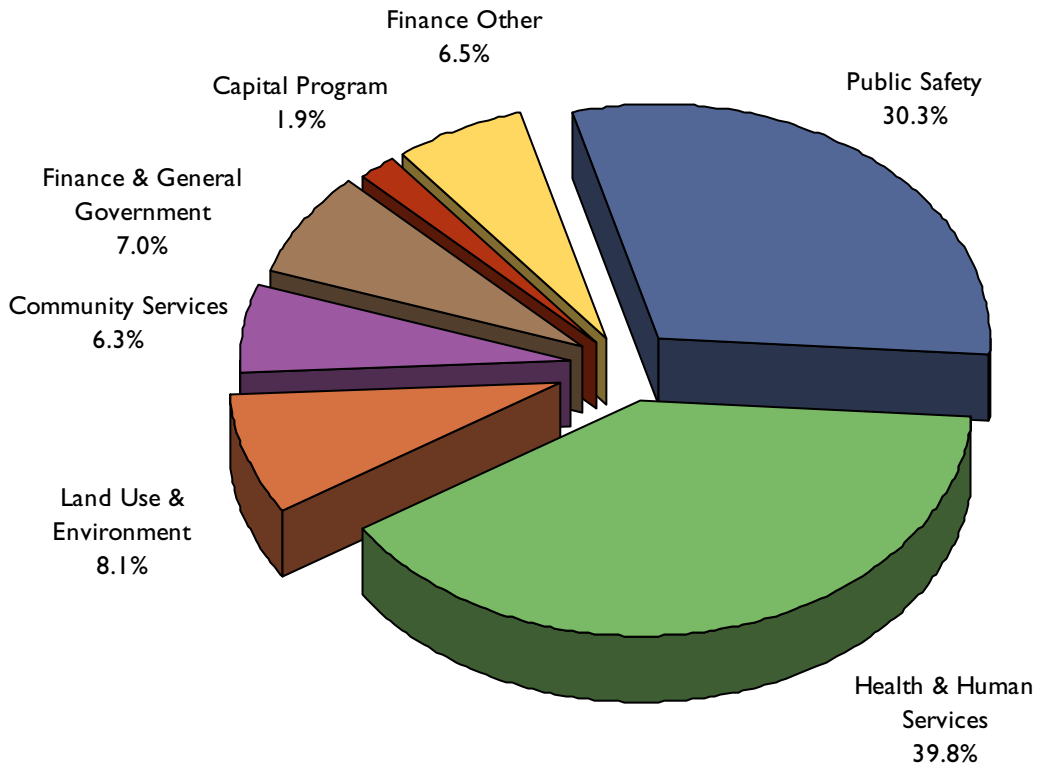
Walter F. Ekard, Chief Administrative Officer



## 2012-13 Adopted Budget at a Glance

### Adopted Budget by Functional Area — All Funds

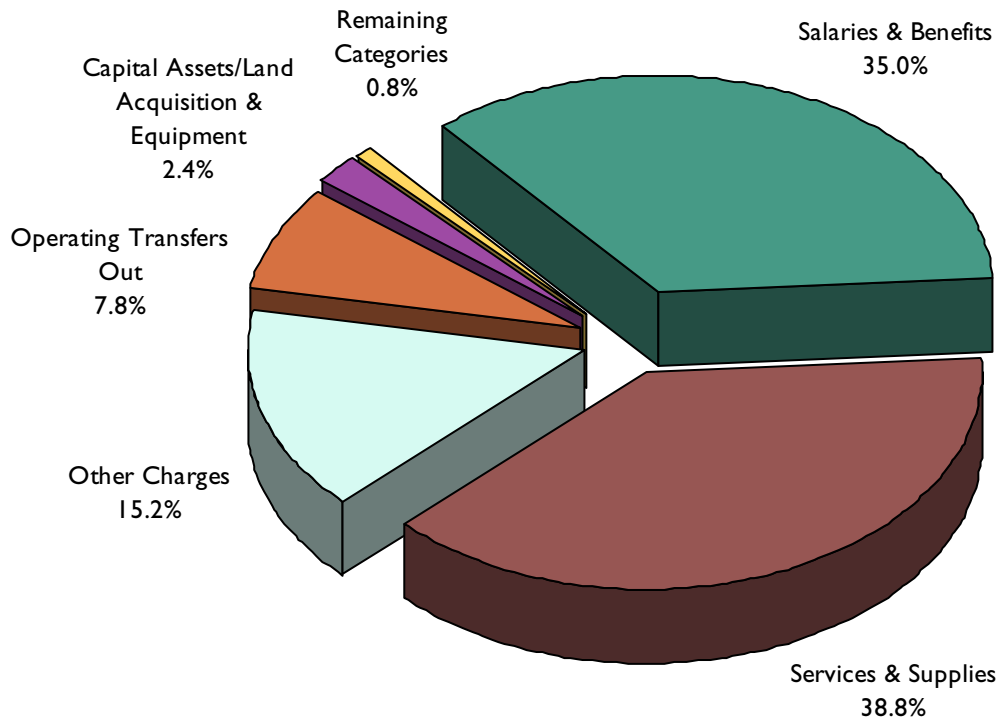
Total Budget: \$4,845,238,142



Budget by Functional Area - All Funds		
	Budget in Millions	Percentage of Total Budget
Public Safety	\$ 1,469.4	30.3%
Health & Human Services	1,928.9	39.8%
Land Use & Environment	392.9	8.1%
Community Services	305.5	6.3%
Finance & General Government	340.8	7.0%
Capital Program	94.2	1.9%
Finance Other	313.5	6.5%
<b>Total</b>	<b>\$ 4,845.2</b>	<b>100.0%</b>

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

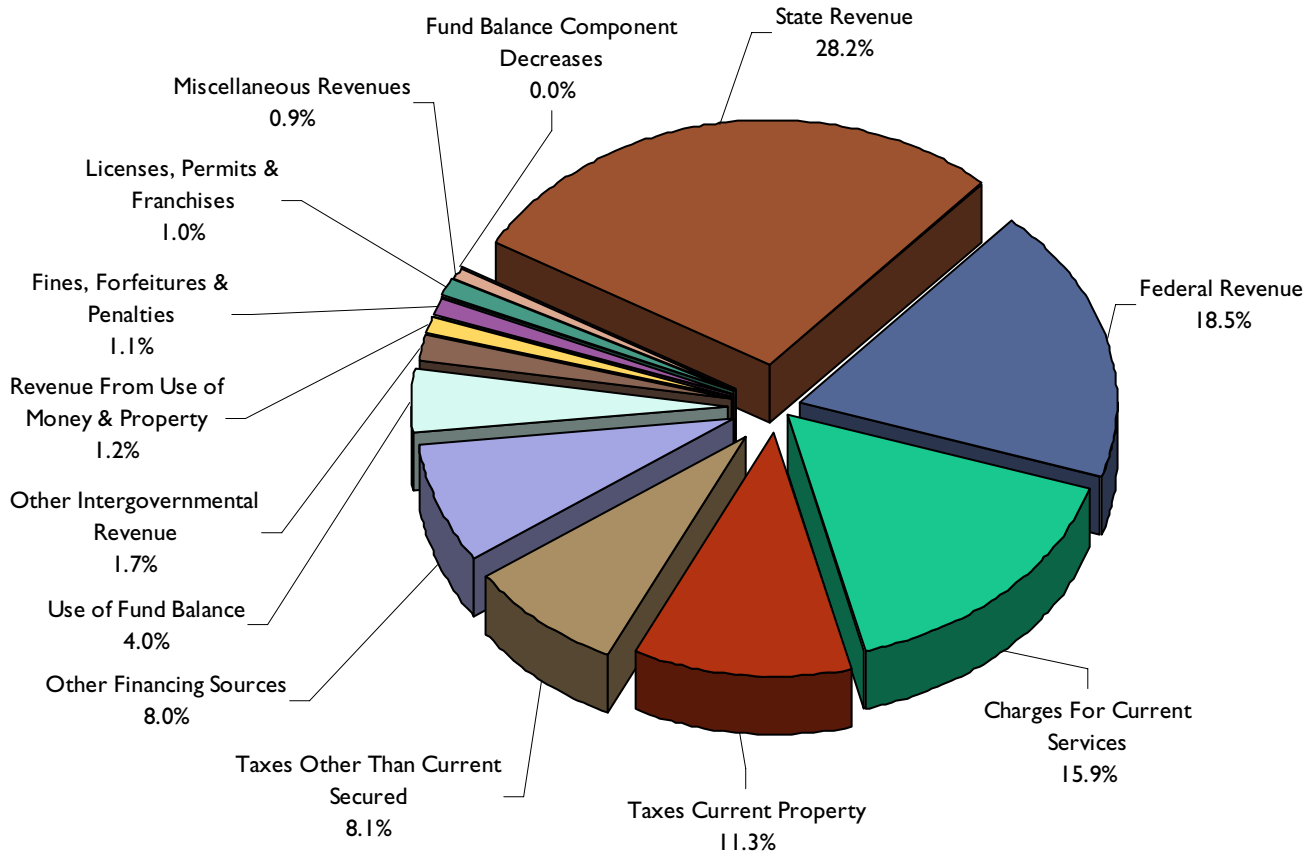
Adopted Budget by Category of Expenditure — All Funds



Budget by Category of Expenditure - All Funds		
	Budget in Millions	Percentage of Total Budget
Salaries & Benefits	\$ 1,697.3	35.0%
Services & Supplies	1,881.0	38.8%
Other Charges	736.4	15.2%
Operating Transfers Out	376.4	7.8%
Capital Assets / Land Acquisition	93.0	1.9%
Capital Assets Equipment	24.8	0.5%
Remaining Categories:		
<i>Fund Balance Component Increases</i>	13.7	0.3%
<i>Management Reserves</i>	30.3	0.6%
<i>Contingency Reserves</i>	22.1	0.5%
<i>Expenditure Transfer &amp; Reimbursements</i>	(29.7)	-0.6%
<b>Total</b>	<b>\$ 4,845.2</b>	<b>100.0%</b>

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

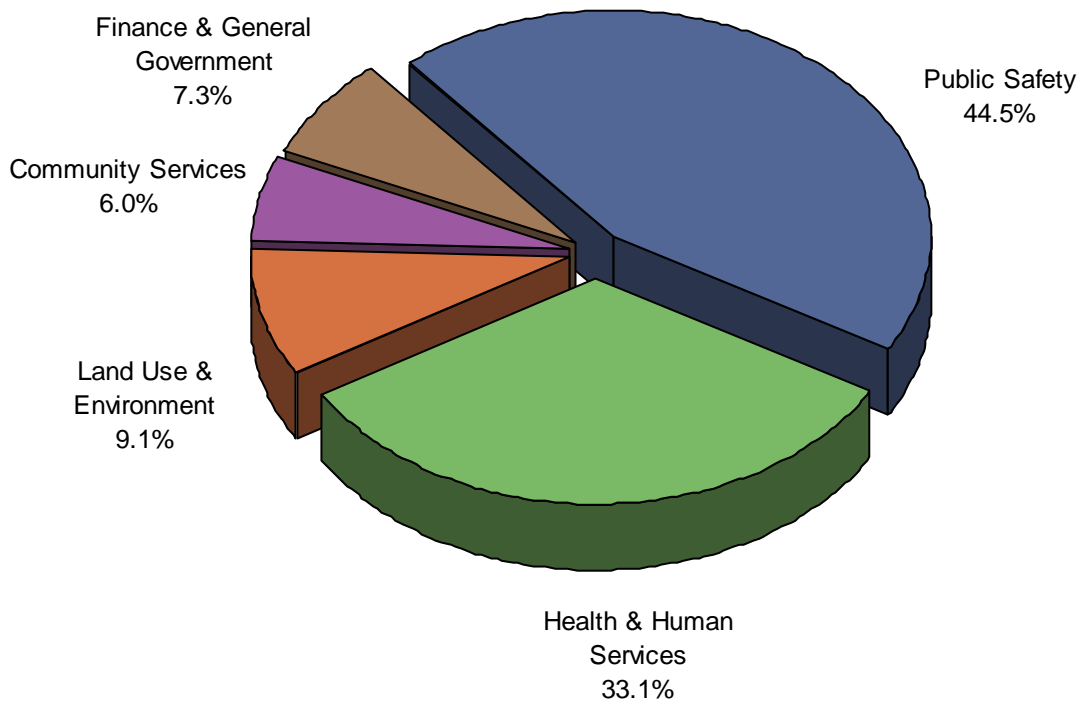
### Adopted Budget by Category of Revenue — All Funds



Budget by Category of Revenue - All Funds		
	Budget in Millions	Percentage of Total Budget
State Revenue	\$ 1,367.7	28.2%
Federal Revenue	898.1	18.5%
Charges For Current Services	769.6	15.9%
Taxes Current Property	547.6	11.3%
Taxes Other Than Current Secured	390.7	8.1%
Other Financing Sources	386.3	8.0%
Use of Fund Balance	196.1	4.0%
Other Intergovernmental Revenue	84.1	1.7%
Revenue From Use of Money & Property	59.0	1.2%
Fines, Forfeitures & Penalties	54.0	1.1%
Licenses, Permits & Franchises	49.6	1.0%
Miscellaneous Revenues	41.9	0.9%
Fund Balance Component Decreases	0.5	0.0%
<b>Total</b>	<b>\$ 4,845.2</b>	<b>100.0%</b>

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

Adopted Staffing by Group/Agency — All Funds



Staffing by Group/Agency - All Funds		
	Staff Years *	Percentage of Total Staffing
Public Safety	7,120.00	44.5%
Health & Human Services	5,306.25	33.1%
Land Use & Environment	1,451.00	9.1%
Community Services	959.00	6.0%
Finance & General Government	1,174.50	7.3%
<b>Total</b>	<b>16,010.75</b>	<b>100.0%</b>

\* 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

<b>FOUNDED:</b>	February 18, 1850
<b>SIZE:</b>	4,261 square miles
<b>COASTLINE:</b>	75 miles
<b>ELEVATION:</b>	Lowest - Sea Level Highest - 6,535 ft Hot Springs Mountain

<b>POPULATION<sup>1</sup>:</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	3,095,313	3,115,810	3,143,429
<sup>1</sup> Second most populous county in California and fifth most populous in the U.S. <i>Source: U.S. Census Bureau, 2010; State of California, Department of Finance, May 2012</i>			
<b>INCORPORATED CITIES:</b>	18		

<b>CIVILIAN LABOR FORCE:</b>	<b>2011</b>	<b>2012</b>
	1,583,808	1,593,043
<i>Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2011 Annual Average and 2012 January to July average.</i>		
<b>UNEMPLOYMENT RATE:</b>	<b>2011</b>	<b>2012</b>
	10.0%	9.2%
<i>Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2011 Annual Average and 2012 January to July average.</i>		

<b>EMPLOYMENT MIX: (Industry)<sup>1</sup></b>	<b>2011 Employees</b>	<b>2012 Employees</b>
Government <sup>2</sup>	213,600	218,600
Professional & Business Services	211,400	217,700
Trade, Transportation & Utilities	198,900	202,800
Leisure and Hospitality	165,500	170,000
Educational & Health Services	146,700	151,900
Manufacturing	92,500	91,800
Financial Activities	66,400	69,500
Construction	57,300	58,400
Other Services	46,400	48,400
Information Technology	23,900	23,800
Farming	9,700	9,600
Mining & Logging	400	400
<b>Total</b>	<b>1,232,700</b>	<b>1,262,900</b>
<sup>1</sup> Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, and household domestic workers. <sup>2</sup> Excludes the U.S. Department of Defense. <i>Source: California Employment Development Department, Labor Market Information Division (August 2012 Benchmark, Preliminary)</i>		

<b>TEN LARGEST EMPLOYERS:</b>	<b>2010 Employees</b>	<b>2011 Employees</b>
Federal Government <sup>1</sup>	44,000	46,300
State of California	42,300	45,500
University of California, San Diego	26,823	27,393
County of San Diego <sup>2</sup>	15,842	15,687
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
<sup>1</sup> Excludes the U.S. Department of Defense. <sup>2</sup> County of San Diego, Fiscal Year 2011-13 Adopted Operational Plan <i>Source: San Diego Business Journal Book of Lists, 2012</i>		



<b>MEDIAN HOUSEHOLD INCOME<sup>1</sup>:</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
	\$60,231	\$59,923	\$59,477

<sup>1</sup> Adjusted for inflation.  
Source: U.S. Census Bureau

<b>FISCAL YEAR 2012-13 ASSESSED VALUATION:</b>	\$393 billion	<b>2011 CONSUMER PRICE INDEX:</b>	252.91
Source: San Diego County Assessor/Recorder/County Clerk (Gross less regular exemptions)		Source: U.S. Department of Labor, Bureau of Labor Statistics March 2012	

<b>MEDIAN HOME PRICE <sup>1</sup>:</b>	<b>June 2010</b>	<b>June 2011</b>	<b>June 2012</b>
	\$340,000	\$330,000	\$335,500

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

<b>Fiscal Year 2012-13 Top Ten Property Taxpayers:</b>	<b>2012-13 Estimated Tax</b>
San Diego Gas & Electric Company	\$88,731,907
Southern California Edison Company	\$32,836,035
Irvine Company	\$16,713,561
Kilroy Realty, LLP	\$14,829,918
Qualcomm Incorporated	\$14,024,801
Host Hotel and Resorts	\$13,929,215
Pacific Bell Telephone Company	\$10,861,566
BSK Del Partners, LLC	\$8,921,787
OC/SD Holdings, LLC	\$6,791,630
Sunstone Park Lessees, LLC	\$6,675,186

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

<b>LAND USE: (in descending order)</b>	<b>2011 Acres<sup>1</sup></b>
Parkland	1,100,025
Vacant or Undeveloped Land	851,626
Residential	361,059
Public/Government	155,978
Agriculture	118,955
Other Transportation	105,602
Commercial/Industrial	34,095
<b>Total</b>	<b>2,727,340</b>

<sup>1</sup>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, 2011

<b>AGRICULTURAL PRODUCTION:</b>	<b>2011 Value</b>	<b>2011 Acres</b>
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$1,092,916,550	12,173
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$319,205,955	33,838
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$177,013,955	6,686
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$65,550,005	—
Livestock & Poultry (e.g., cattle, calves, chicken, hogs & pigs)	\$20,996,688	—
Field Crops (e.g., pastures, ranges, hay, etc.)	\$5,038,735	248,089
Apiary (e.g., honey, pollination, bees & queen bees, etc.)	\$2,245,470	—
Timber Products (e.g., firewood and timber)	\$777,714	—
<b>Totals</b>	<b>\$1,683,745,072</b>	<b>300,786</b>

Source: County of San Diego, Department of Agriculture, Weights & Measures - 2011- San Diego County Crop Statistics & Annual Report

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

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

<b>TOURIST ATTRACTIONS:</b>
Anza-Borrego Desert State Park <sup>1</sup> , Borrego Springs
Balboa Park and Museums, San Diego
Birch Aquarium at Scripps, La Jolla
Del Mar Racetrack, Del Mar
Gaslamp Quarter National Historic District, San Diego
Hotel Del Coronado, Coronado
Legoland California, Carlsbad
Maritime Museum, San Diego
Old Town State Historic Park, San Diego
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 Beach and Reserve, San Diego
U.S. Olympic Training Center, Chula Vista
USS Midway Museum, San Diego

<sup>1</sup> Anza-Borrego Desert State Park is primarily in San Diego County but also in Imperial and Riverside Counties.  
*Source: California Division of Tourism*

<b>TOTAL VISITORS 2011:</b>	<b>31,146,000</b>
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*Source: San Diego Convention and Visitors Bureau Quarterly Travel Forecast, June 2012*

# 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 are located. The average annual rainfall is only 10 inches for the coastal regions, so the county is highly reliant on imported water.

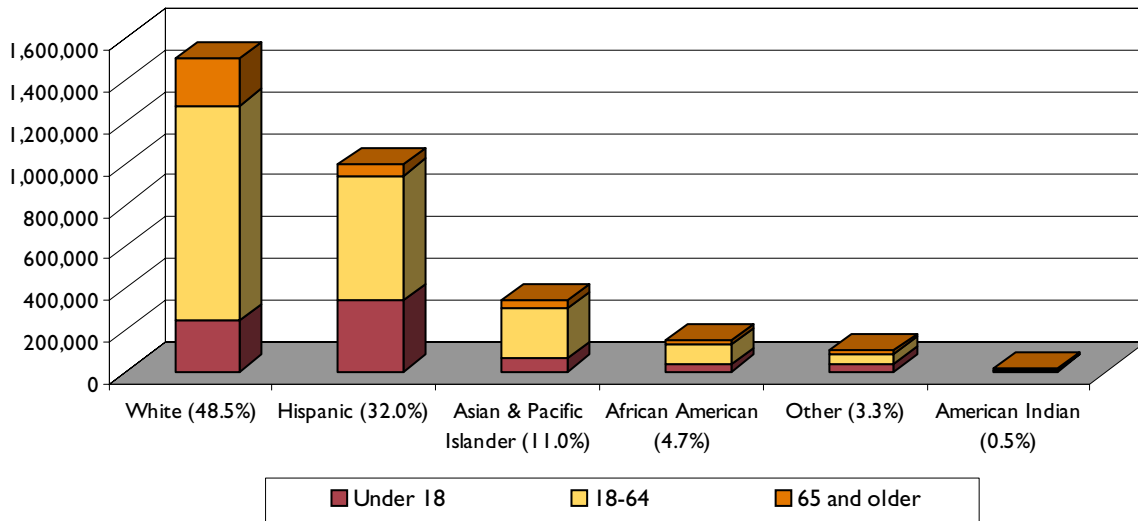
## County Population

San Diego County is the southernmost major metropolitan area in the State. 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 revised population estimate for January 1, 2011 was 3,115,810 and the County's population estimate for January 1, 2012 was 3,143,429. 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	2011	2012	Year Incorporated
Carlsbad	78,247	106,403	107,674	1952
Chula Vista	173,556	245,987	249,382	1911
Coronado	24,100	23,329	23,187	1890
Del Mar	4,389	4,182	4,194	1959
El Cajon	94,869	99,981	100,562	1912
Encinitas	58,014	59,827	60,346	1986
Escondido	133,559	144,998	146,064	1888
Imperial Beach	26,992	26,437	26,609	1956
La Mesa	54,749	57,969	58,296	1912
Lemon Grove	24,918	25,445	25,603	1977
National City	54,260	58,688	58,967	1887
Oceanside	161,029	167,943	169,319	1888
Poway	48,044	48,088	48,382	1980
San Diego	1,223,400	1,309,784	1,321,315	1850
San Marcos	54,977	84,586	85,569	1963
Santee	52,975	54,102	54,643	1980
Solana Beach	12,979	12,928	13,000	1986
Vista	89,857	94,269	95,036	1963
Unincorporated	442,919	490,864	495,281	
<b>Total</b>	<b>2,813,833</b>	<b>3,115,810</b>	<b>3,143,429</b>	

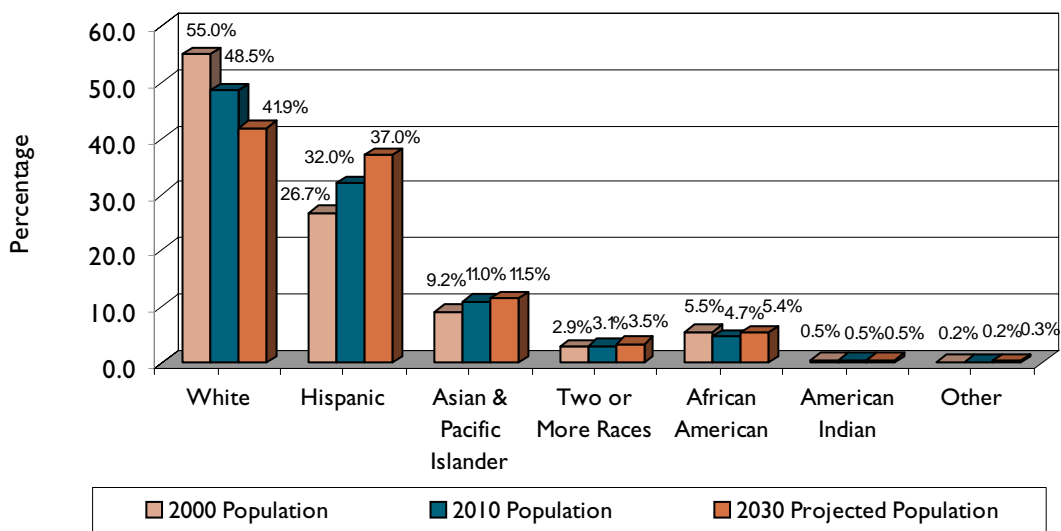
*Source: U.S. Census -2000 data; California Department of Finance updated 2011 and estimated 2012 information.*

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



Source: 2010 U.S. Census

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



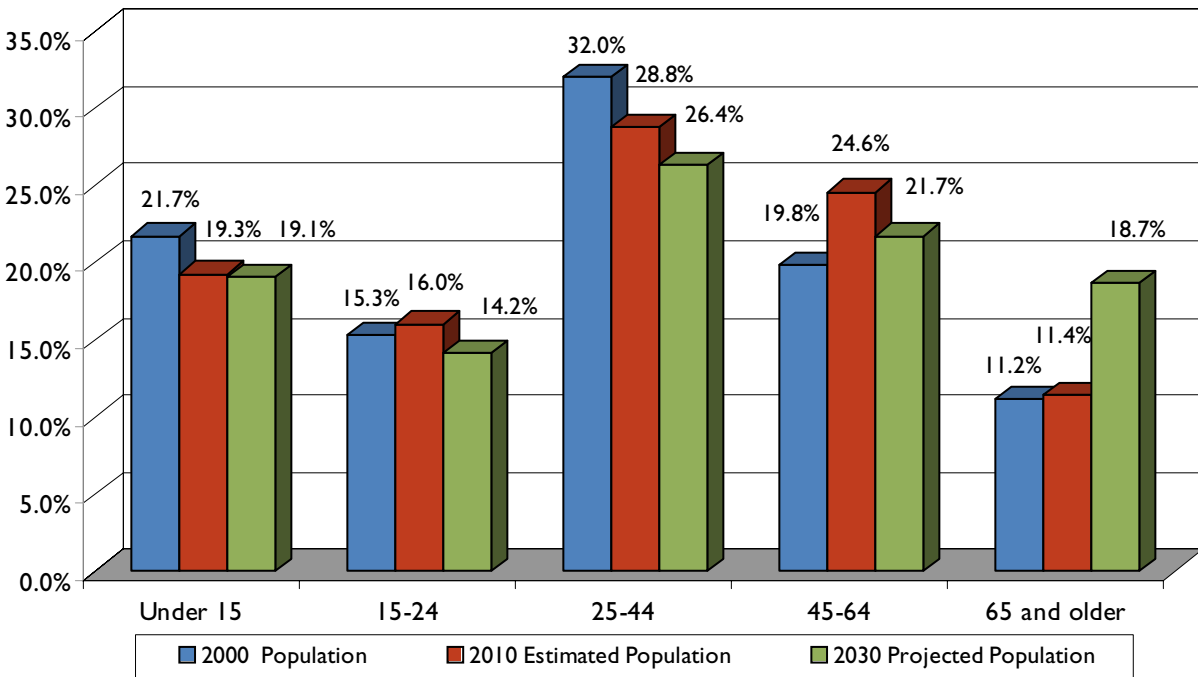
Note: Percentages represent the share of each group compared to the total population.

Source: U.S. Census - 2000 and 2010 Population

San Diego Association of Governments 2050 Regional Growth Forecast (Feb 2010) - 2030 Projection

The first chart on the previous page shows for 2010 the most recent age, race/ethnicity composition for the regional population. On the second chart, data for 2030 forecasts that the San Diego regional population will be approximately 3.9 million according to the San Diego Association of Governments (SANDAG) based on the 2050 Regional Growth Forecast final series as of October 2011, a 38% increase from calendar year 2000. San Diego County'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. The chart below indicates the regional population trends are also anticipated to show changes to the population in several age segments with individuals under 15 years of age declining gradually and those individuals 65 and older estimated to increase approximately 131% in 2030 from 2000.

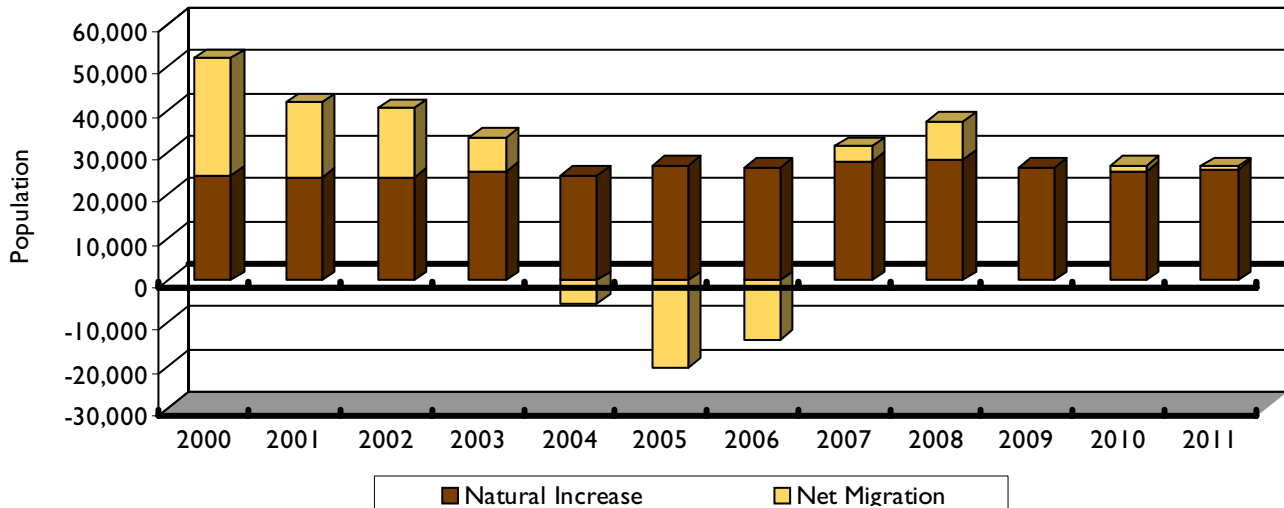
### San Diego County - Population Distribution by Age 2000 , 2010, and 2030 Projection



Source: SANDAG Data Warehouse (2010); SANDAG 2050 Regional Growth Forecast - 2030 Data, October, 2011.

Annual population growth has averaged approximately 0.9% over the past 11 years as presented on the chart on the following page. Natural increase is the primary source of population growth. Another contributor to the change in population is net migration (both foreign and domestic) which has varied dramatically in the past 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

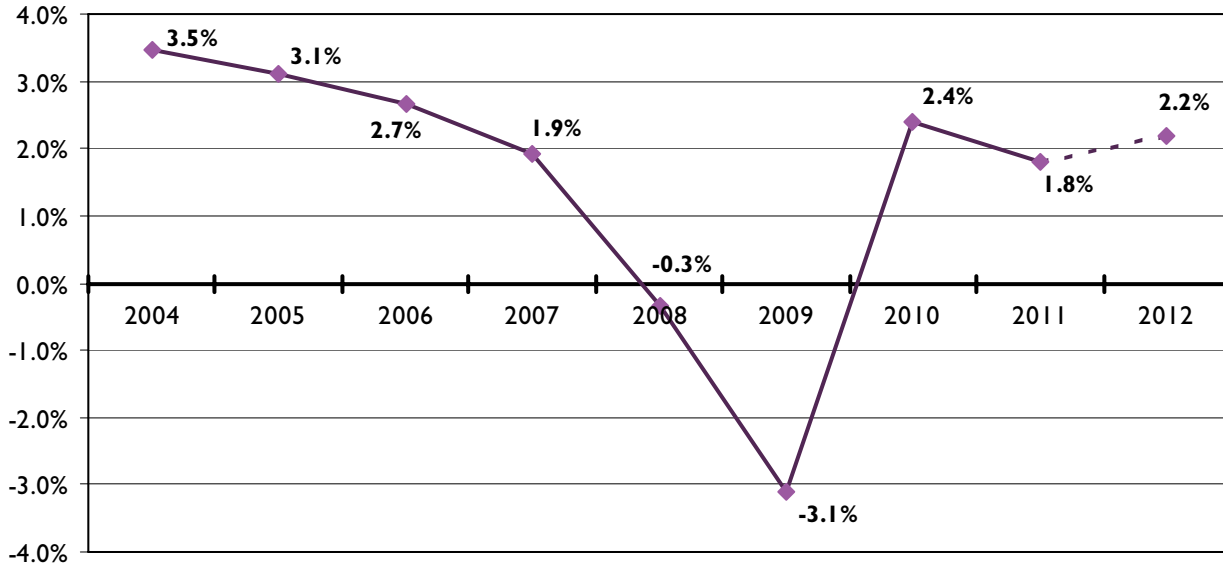
The U.S. economy suffered through a very deep recession beginning in December 2007 and ending in June 2009 according to the National Bureau of Economic Research, approximately 18 months from when it began, making it the longest recession since 1929. The recovery, which began just over three years ago, remains lackluster according to Mark Zandi, "The Recession's Lingering Grip" 11 September, 2012 (Source: Moody's Analytics, <http://www.economy.com>). He added that "It's not that the economy has gone nowhere since the recession; significant progress has been made...But despite the gains, growth has been tepid and sporadic. Businesses are reluctant to hire and invest, haunted by memories of the recession and worried about the European debt crisis and Washington's fiscal challenges."

On July 27, 2012, the Bureau of Economic Analysis (BEA) released revised data for 2009 through 2011 that indicated that the recession had been slightly less deep and the early part of the subsequent recovery had been a bit more gradual than previously thought. In 2011, the revised real gross domestic product (GDP) increased by 1.8% compared to

the revised 2.4% increase in 2010. (See the chart on the following page for a historical comparison.) According to the second estimate released by the BEA, the U.S. economy increased at an annual rate of 1.7% in the second quarter of 2012. In the first quarter, real GDP increased by 2.0%. The increase in real GDP in the second quarter primarily reflected positive contributions from personal consumption expenditures (PCE), exports, nonresidential fixed investment, and residential fixed investment that were partly offset by negative contributions from private inventory investment and from state and local government spending. Imports, which are a subtraction in the calculation of GDP, increased. The near-term projection for real GDP growth was revised down somewhat according to the July 31 and August 1, 2012 minutes of the Federal Open Market Committee.

Further, according to the minutes of the Federal Open Market Committee meeting on July 31 and August 1, 2012, economic activity increased at a slower pace in the second quarter than earlier in the year and labor market conditions have improved little in recent months. In the second quarter, consumer price inflation was markedly lower than in the first quarter, mostly reflecting declines in consumer energy prices, while measures of longer-run inflation expectations

### U.S. Gross Domestic Product Annual Percent Change 2004 Through 2012



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 2012.

Source: Bureau of Economic Analysis, U.S. Department of Commerce "revised data" - July 27, 2012; UCLA Anderson Forecast - June 2012

remain stable. Private nonfarm employment expanded in June at about the same modest pace as in the second quarter as a whole, and government employment decreased slightly. The unemployment rate improved compared to 2011; however, long-duration unemployment has stayed elevated.

Conditions in the housing market generally improved further in recent months, but activity remained at a low level against the backdrop of the large inventory of foreclosed and distressed properties and tight underwriting standards for mortgage loans. Manufacturing production decelerated significantly in the second quarter following a large gain in the first quarter. The production of motor vehicles and parts increased considerably last quarter, but factory output outside of the motor vehicle sector was essentially flat. Households' real disposable income rose at a faster pace than consumer spending in both the first and second quarters, boosted in part in recent months by lower energy prices. Real business expenditures on equipment and software rose in the second quarter at a faster pace than in the first quarter. However, new orders for nondefense capital goods excluding aircraft decreased and the backlog of unfilled orders decelerated sharply.

Some significant risks facing the U.S. economy in 2012 include continued weakness in the housing market, continued uncertainty among households and businesses about the economic outlook, slower global economic growth, concerns about the fiscal and banking situation in the euro area, and the overall outlook for global economic growth (Source: Minutes from the Federal Open Market Committee meeting on July 31 and August 1, 2012). 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 continues to recover from 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. Further, California is on track for a second year of net job gains. In a year-over-year comparison (July 2011 to July 2012), nonfarm payroll employment in California increased by 365,100 jobs



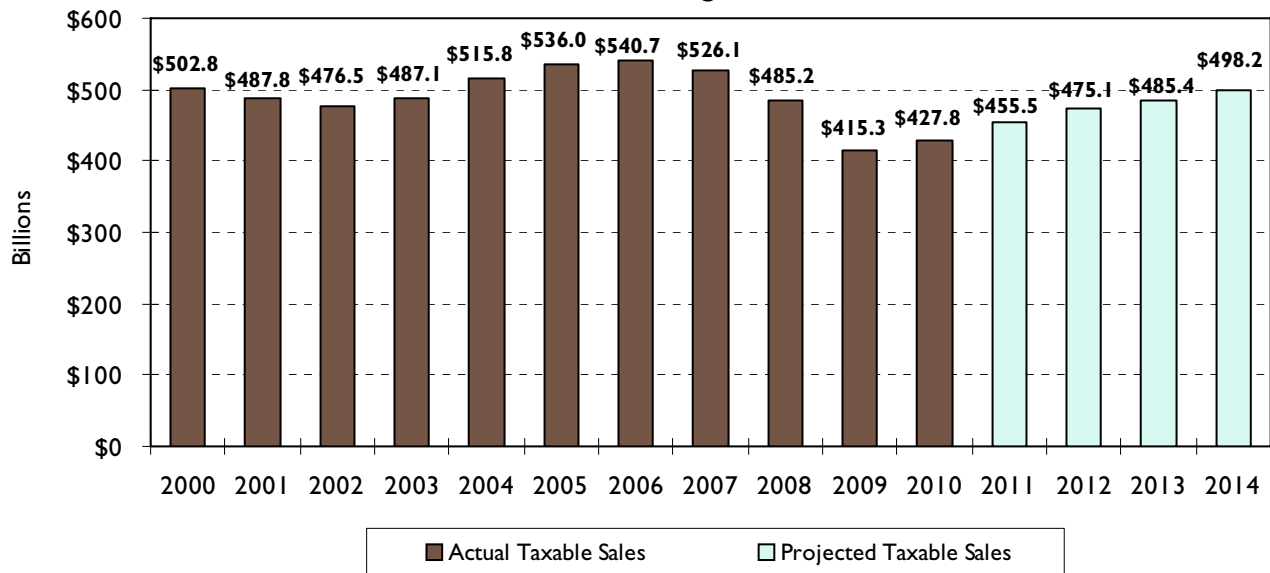
(up 2.6 %). The State unemployment rate fell modestly from 12.4% in 2010 to 11.7% in 2011. The July 2012 unemployment rate was 10.9% which was equal to the seven month average for 2012. Across the major industries of the State, 2011 brought some much needed relief after years of job losses. Most, but not all, industries in the State registered gains, with the largest percentage increases coming in Information, Education, and Administrative Services. Further, most of the major industries saw job gains continue into 2012.

Aerospace and Technology has continued to add jobs in 2012. International trade continues to play an important role in the State's economy, and California ranks as the second largest exporting state in the country. California's largest exports come from aerospace, pharmaceuticals, other information technology sectors, and agriculture. Imports outweigh exports by a 2-to-1 margin. The tourism and hospitality industry in the State has improved over the past two years. Occupancy rates through the first five months of 2012 rose by roughly 3% in the major markets of the State. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2012-2013 Mid-Year Economic Forecast and Industry Outlook, July 2012).

Following a decline of 5.4% in 2009, real personal income grew by 2.5% in 2010 and 3.5% in 2011. Taxable sales declined 14.4% in 2009 and grew by 3.0% in 2010 and are estimated to grow by 6.5% 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 0.9% in 2011 and is projected to grow by 1.6% in 2012 and 1.8% in 2013. In 2012, real personal income is expected to grow by 1.5% and taxable sales are predicted to increase by 4.3%. More improvement is expected in 2013.

For 2012 and 2013, even with the headwinds of a global economic slowdown, California's economy should move forward this year and next. While the labor market is still years away from normal, progress will be made over the next two years with gains in private sector jobs, notably in technology-related industries, professional and business services, and information, with some welcome gains in construction. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2012-2013 Mid-Year Economic Forecast and Industry Outlook, July 2012).

**California Annual Taxable Sales Trend**  
2000 Through 2014



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

### San Diego Economy

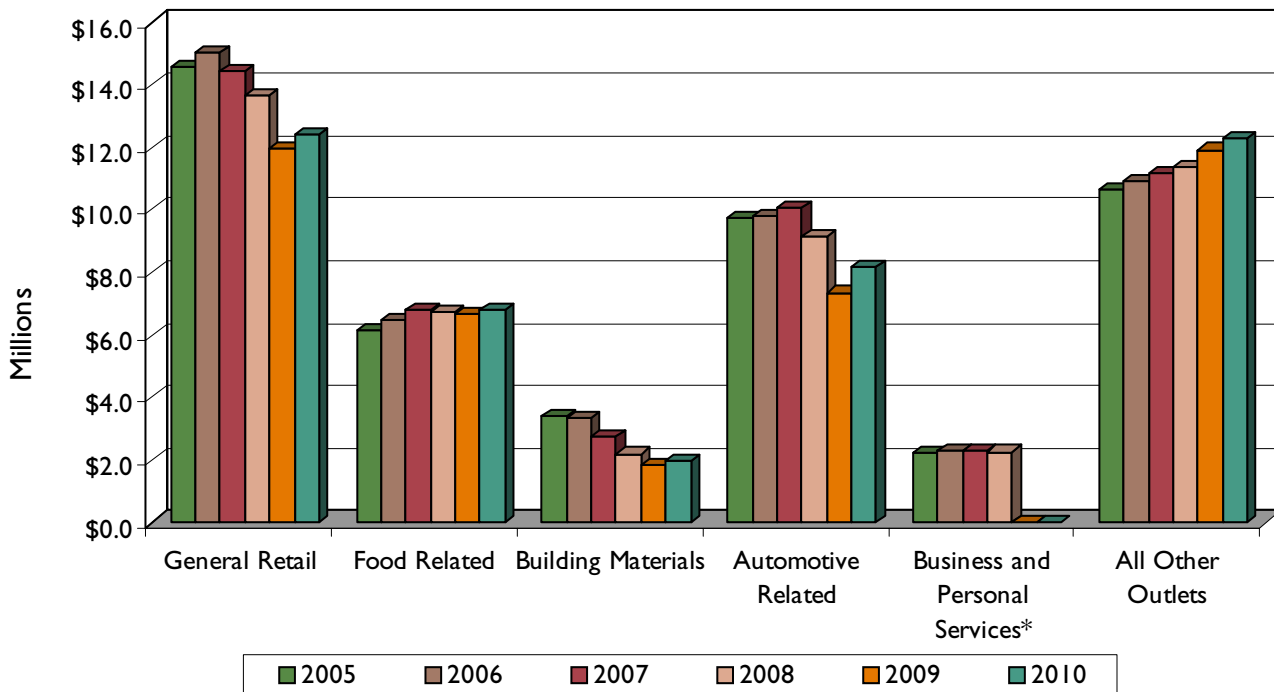
San Diego's recent relative economic stability has been based on its increasing diversification of economic activity. The region is a thriving hub for the biotech and telecommunications industries. San Diego is also an important manufacturing center and a popular travel destination. Since the end of 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 for the second half of 2012 is for continued though moderate expansion (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2012-2013 Mid-Year Economic Forecast and Industry Outlook, July 2012). Unemployment in the region in 2011 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 seven months was 9.2%. San Diego's employment continues to compare favorably to other Southern California counties, with only Orange County experiencing lower unemployment.

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 2013.

**San Diego County Taxable Sales by Category  
2005 Through 2010<sup>1</sup>**



Source: State Board of Equalization

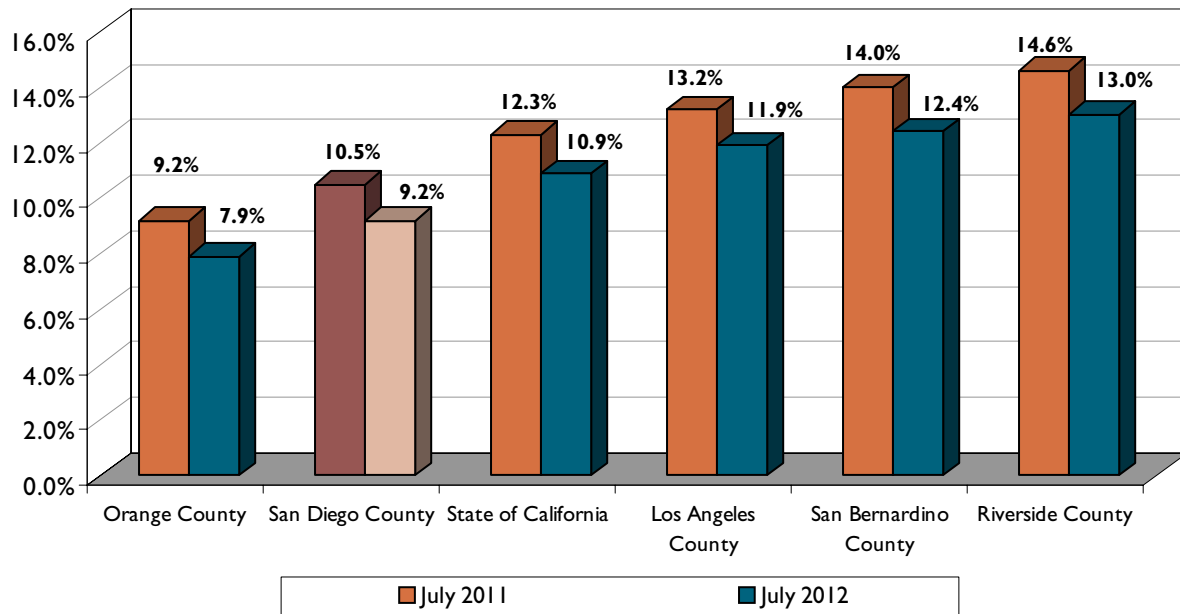
<sup>1</sup>Beginning in 2009, the State Board of Equalization began summarizing taxable sales using the North American Industry Classification System codes. As a result of the coding change, industry-level data for 2009 are not comparable to that of prior years.

\*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.

In reference to the previous table, the 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.

### Unemployment Rate Comparison by Select California Regions July 2011 and July 2012



Source: California Employment Development Department

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%. 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 continued to gradually improve during 2012. Stock prices, building permits, help wanted advertising, consumer confidence,

and the national economy as measured by the Conference Board Index of Leading Economic Indicators were positive in July 2012. Consumer confidence was up for the eighth straight month (University of San Diego Burnham-Moores Center). Nonfarm wage and salary employment increased by 35,100 in July 2012 compared to July 2011.

The region's health care industry continues to expand and add jobs. 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 continues to

struggle. However, the San Diego region has the benefit of several innovative clusters including communications, bio-fuels, genomics, energy storage, cyber-security and clean-tech. 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. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2012-13 Economic Forecast and Industry Outlook, February 2012 and the 2012-2013 Mid-Year Economic Forecast and Industry Outlook, July 2012).

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.

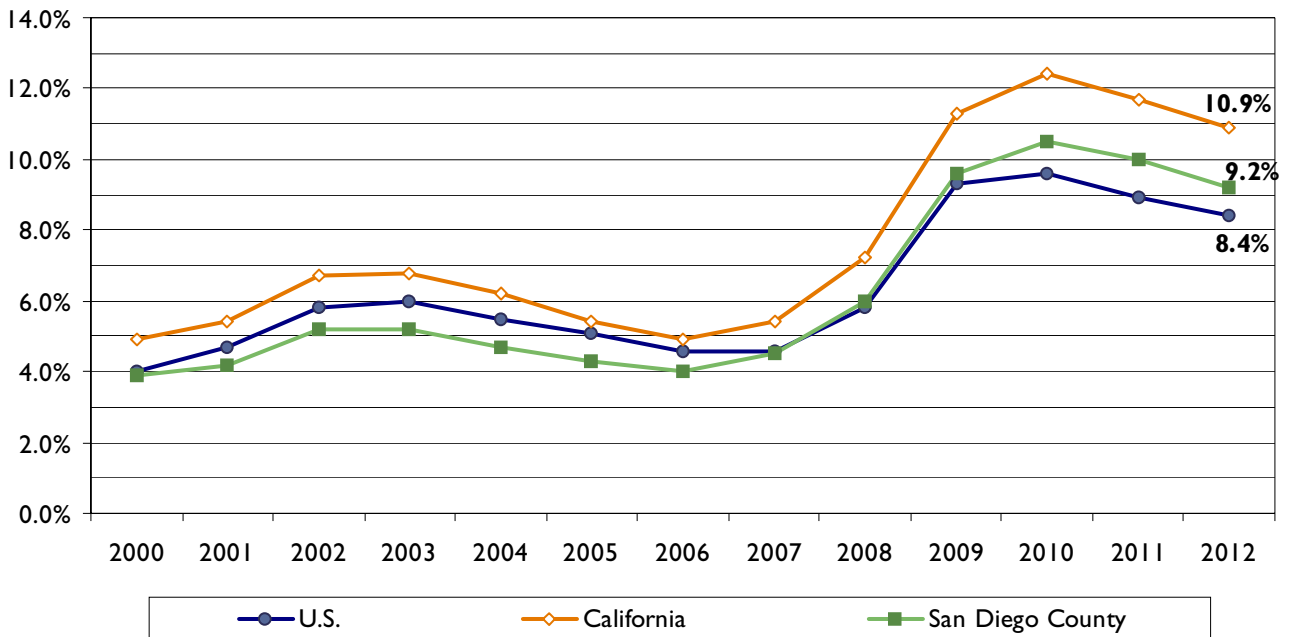
While demand for cruises to Mexico has declined and cruise lines have been shrinking their presence in San

Diego, positive news is seen in a plan to expand the San Diego Convention Center. If the expansion goes forward, the \$520 million project would begin in 2013 and be complete in 2016.

Residential real estate is improving but will not see a significant turnaround this year. The median price for a single-family home in San Diego has been rising on a month to month basis, and the year over year declines are slowing. Nonresidential real estate is on the mend, but remains a long way from being fully recovered. Still, 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 (1,615,100 in July 2012). The region is also home to one of the largest military complexes in the world. San Diego's annual average unemployment rate continues to compare favorably to the State rate, and it is expected to be somewhat higher than the U.S. rate.

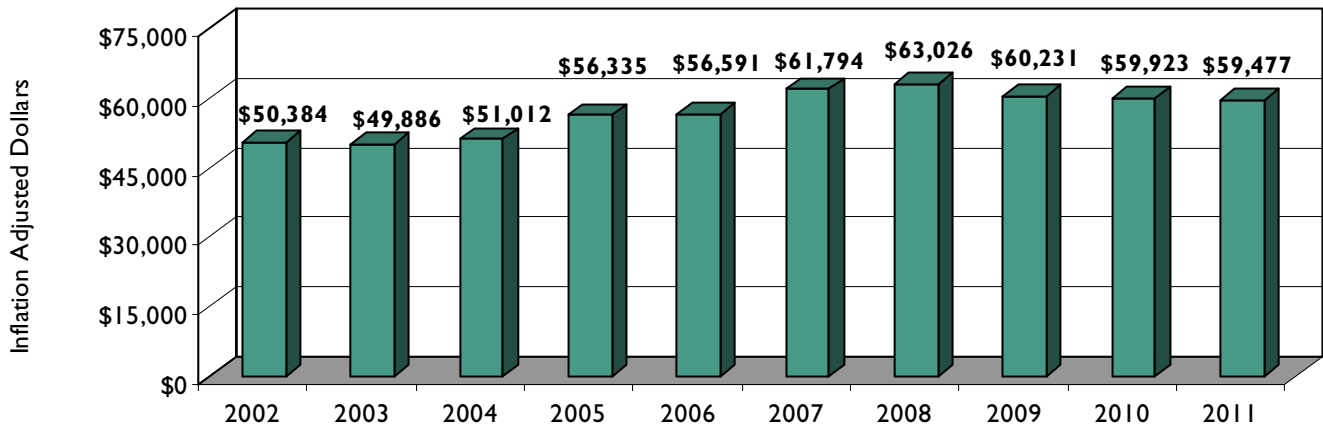
### Annual Average Unemployment Rate Comparison U.S., California and San Diego County



Notes: Unemployment rates are measured by calendar year. The rates for 2012 represent January through July 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, 2010 and 2011 due to high unemployment and constrained consumer spending.

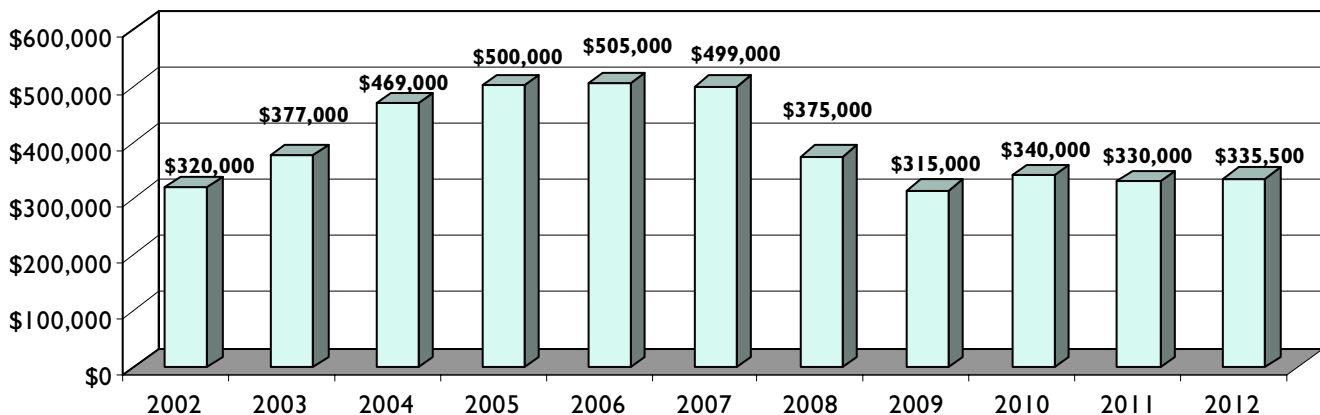
### San Diego County Median Household Income 2002 Through 2011



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

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 decrease for San Diego for June 2012 (65%) compared to December 2011 (67%). However, the percentage of households that could afford to buy an entry-level home in San Diego for June 2012 show an overall increase to 65% 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. Median home prices declined marginally in 2011 but are showing moderate improvement in June 2012 compared to June 2011.

### San Diego County Median Price of Existing Homes Sold 2002 Through 2012



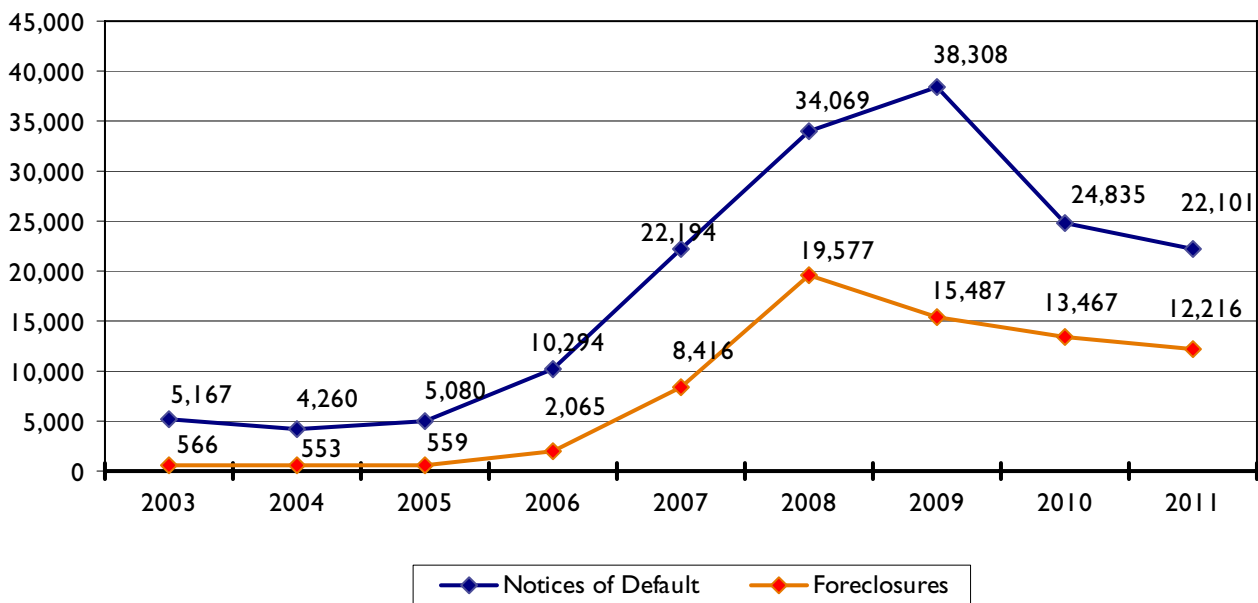
Note: Median home price of all existing homes sold in June of each year.  
Source: Data Quick Information Systems

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. Through June 2012, the number of total deeds recorded was 66,983 up 20% from 55,649 in the first half of 2011.

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. As of June 2012, growth in visitation to San Diego is expected to slow to 2.2% but total visitor spending is estimated to grow 5.0%. Visitor expenditure levels, however, 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 115.

# 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 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 enterprisewide 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 enterprisewide 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. Each business Group tracks its 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 nonprogram 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-

## ■ ■ ■ Governmental Structure and Budget Documents

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

<b>Jan 23</b>	Narrative instructions for Operational Plan issued by Office of Financial Planning (OFP)
<b>Feb 6</b>	Budget instructions for Operational Plan issued by OFP
<b>Feb 13</b>	Budget database opens for Operational Plan development
<b>Feb 29</b>	Due date for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to OFP
<b>Mar 16</b>	Budget database closed to departments to enable business Groups (Groups) to review
<b>Mar 26</b>	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
<b>Mar 29</b>	Budget database closed to Groups
<b>Apr 4</b>	Deadline for Groups to have all department narratives reviewed and submitted to OFP
<b>Apr 24</b>	Draft copy of balanced CAO Proposed Operational Plan sent to Chief Administrative Officer (CAO), Assistant CAO, Chief Financial Officer (CFO) and General Managers
<b>Apr 30</b>	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
<b>May 8</b>	Board of Supervisors accepts CAO Proposed Operational Plan
<b>May 14</b>	OFP sends request to Groups for Referrals to Budget
<b>May 16</b>	Budget Change Letter database closed to departments to enable final review by Groups
<b>May 18</b>	Department Change Letter narratives due to Groups for review
<b>May 23</b>	Budget Change Letter database closed to Groups
<b>May 25</b>	Deadline for Groups to submit responses to Referrals to Budget to OFP
<b>May 30</b>	Deadline for Groups to have all departments' Change Letter narratives reviewed and submitted to OFP
<b>Jun 11-20</b>	Public Hearings on CAO Proposed Operational Plan (10 calendar days)
<b>Jun 20</b>	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
<b>Jun 26-27</b>	Board of Supervisors Budget Deliberations and approval of the 2012-14 Operational Plan
<b>Aug 7</b>	Board of Supervisors adopts Fiscal Year 2012-13 Budget





# Operational Plan Format

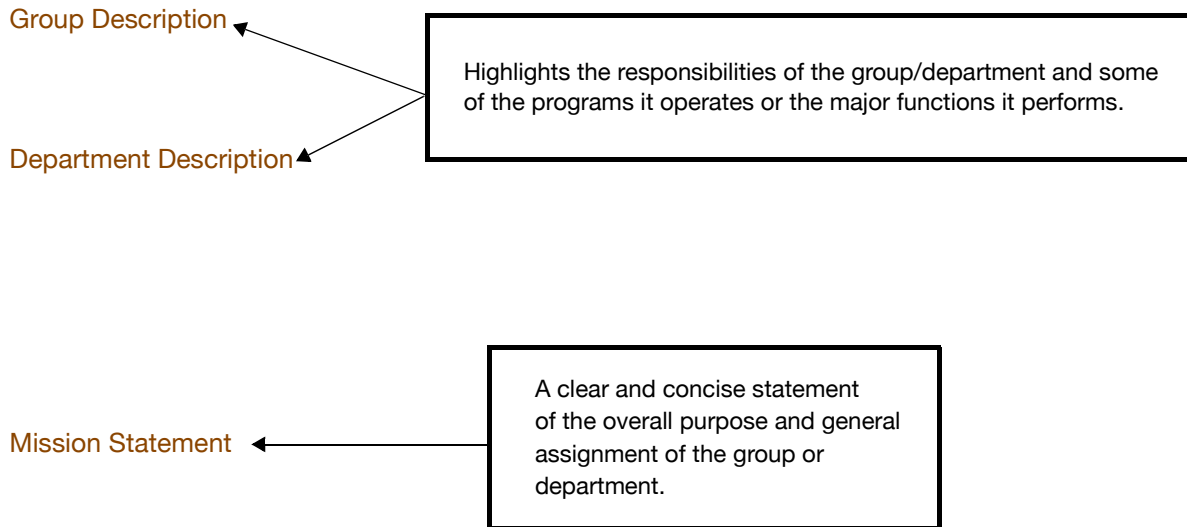
## Introduction - County Overview

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 Adopted 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 Policies
- Financial Obligations and Debt Service
- 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:



2011-12 Accomplishments

Brief descriptions of the group's/department's 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 the final results based on the actual work completed. Accomplishments are categorized by the County's Strategic Initiatives or Required Disciplines for Excellence.

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 the actual results, as well as approved targets for the next two fiscal years.

Performance Measures	2010-11 Actuals	2011-12 Adopted	2011-12 Actuals	2012-13 Adopted	2013-14 Approved
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.

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

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

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

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

Budget Tables

Tables of comparative data on staffing, expenditures and revenues are presented for each group and department. The following page provides an example of the table format which includes Fiscal Year 2010-11 Actuals; the Adopted Budget, Amended Budget and Actuals for Fiscal Year 2011-12; the Fiscal Year 2012-13 Adopted Budget; and the Approved Budget for Fiscal Year 2013-14.

## Sample Budget Tables

Staffing by Program						
		Fiscal Year 2011-12 Adopted Budget			Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Approved Budget
Name of Program						
Name of Program						
<b>Total</b>						

Budget by Program						
	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2011-12 Amended Budget	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Approved Budget
Name of Program						
Name of Program						
<b>Total</b>						

Budget by Categories of Expenditures						
	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2011-12 Amended Budget	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Approved Budget
Salaries & Benefits						
Services & Supplies						
Other Charges						
Capital Asset Equipment						
<b>Total</b>						

Budget by Categories of Revenues						
	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2011-12 Amended Budget	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Approved Budget
Taxes Current Property						
Licenses, Permits & Franchises						
Charges for Current Services						
Miscellaneous Revenues						
Other Financing Sources						
Use of Fund Balance						
General Purpose Revenue Allocation						
<b>Total</b>						

### 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 Fiscal Year 2010-11 Actuals; Fiscal Year 2011-12 Adopted Budget, Amended Budget and Actuals; Fiscal Year 2012-13 Adopted Budget; and the Fiscal Year 2013-14 Approved 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 Fiscal Year 2010-11 Actuals; Fiscal Year 2011-12 Adopted Budget, Amended Budget and Actuals; Fiscal Year 2012-13 Adopted Budget; and the Fiscal Year 2013-14 Approved 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

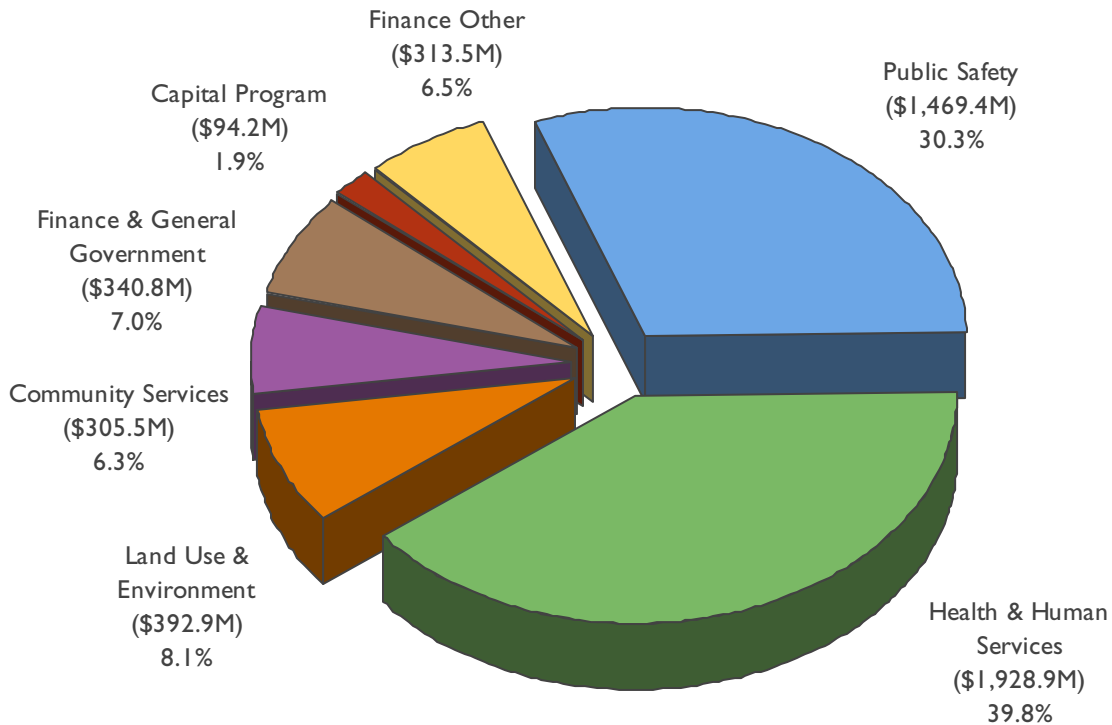
- Appendices A, B and C present tables of data which include Fiscal Year 2010-11 Actuals; Fiscal Year 2011-12 Adopted Budget, Amended Budget and Actuals; Fiscal Year 2012-13 Adopted Budget; and the Fiscal Year 2013-14 Approved Budget.
  - Appendix A: All Funds - Budget Summary - Tables outline staff 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 for each 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 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 in the plan.
- 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 **\$4.85 billion** in the Adopted Budget for **Fiscal Year 2012-13** and \$4.65 billion for Fiscal Year 2013-14. This is a **decrease of \$14.4 million or 0.3%** 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.

**Total Appropriations by Group/Agency  
Fiscal Year 2012-13: \$4.85 billion**

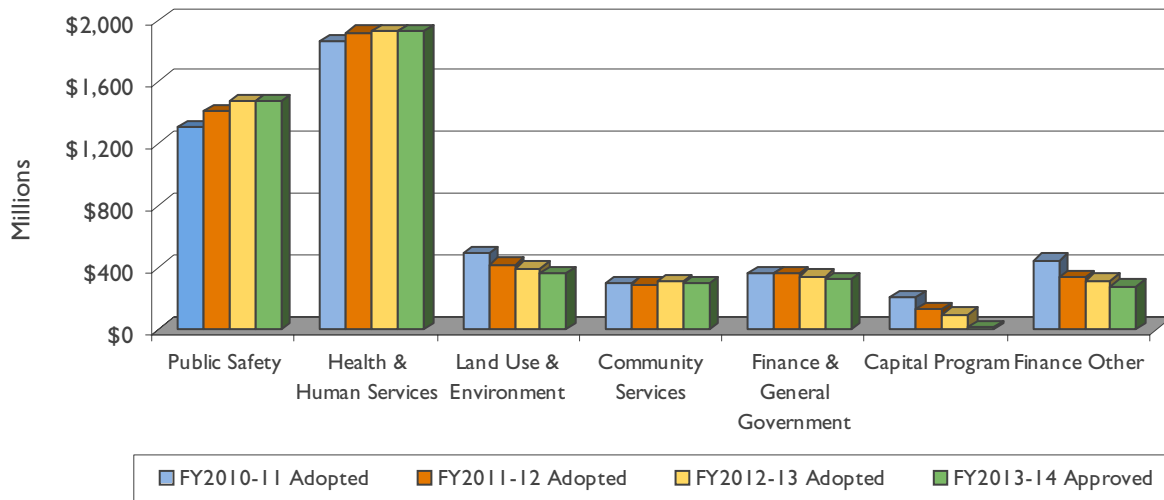


The pie chart above shows each Group/Agency's share of the Fiscal Year 2012-13 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2012-13 and 2013-14 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between Fiscal Years 2012-13 Adopted Budget 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 115.

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 Fiscal Years 2010-11 Through 2013-14



Total Appropriations by Group/Agency (in millions)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
Public Safety	\$ 1,307.3	\$ 1,410.3	\$ 1,469.4	4.2	\$ 1,470.2
Health & Human Services	1,856.4	1,919.9	1,928.9	0.5	1,921.4
Land Use & Environment	492.2	419.0	392.9	(6.2)	359.2
Community Services	293.4	289.1	305.5	5.7	293.1
Finance & General Government	360.3	363.2	340.8	(6.2)	319.9
Capital Program	202.2	127.2	94.2	(26.0)	12.4
Finance Other	445.0	331.0	313.5	(5.3)	273.8
<b>Total</b>	<b>\$ 4,957.0</b>	<b>\$ 4,859.6</b>	<b>\$ 4,845.2</b>	<b>(0.3)</b>	<b>\$ 4,650.0</b>

**Public Safety Group (PSG)** – A net increase of 4.2% or \$59.1 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.

Increased 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.

- 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 (HHS) - A net increase of 0.5% or \$9.0 million** from the Fiscal Year 2011-12 Adopted Budget. The 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, HHS 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, HHS continues to work with advisory boards and other key stakeholders in these efforts.

Key areas of focus include:

Continue implementation of Phase 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.

## ■ ■ ■ All Funds: Total Appropriations

- 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 net decrease of 6.2 or \$26.1 million** from the 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 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 funding in the Watershed Protection Program for new Bacteria Total Maximum Daily Load requirements by the Regional Water Quality Control Board.
- One-time 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 funding for the completion for the final phase of the Business Case Management System - Accela, (BCMS) 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.
- Working on the Property Specific Requests for a General Plan Amendment.
- 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 nonnative 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 net increase of 5.7% or \$16.4 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, State CalHome grant funding for down payment and closing costs assistance to eligible first-time homebuyers, 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.
- Assisting first-time homebuyers with down payment and closing costs assistance with a combination of State and federal grant funding.
- 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 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 Fiscal Year 2012-13.
- 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.



## ■ ■ ■ All Funds: Total Appropriations

- 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 decrease of 26.0% or \$33.0 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 the following capital projects:

- \$35.4 million for the Cedar and Kettner Development.
- \$27.6 million for the East Mesa Detention Re-Entry and Rehabilitation Facility.
- \$10.0 million for the Multiple Species Conservation Program (MSCP).
- \$8.0 million for the HHSA, PSG, CSG Office Relocation project.
- \$2.0 million for the Agua Caliente Park Water, Sewer and Electrical Line Replacement project.
- \$0.9 million for the County Administration Center Waterfront Park.
- \$0.1 million for Rainbow County Park improvements.

- \$0.1 million for the Mountain Empire (Campo) Community Center playground. \$0.1 million for Spring Valley Park LED Lighting and Landscaping.

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.

In Fiscal Year 2013-14, appropriations decrease \$81.8 million, and the program includes funding of \$2.5 million for MSCP.

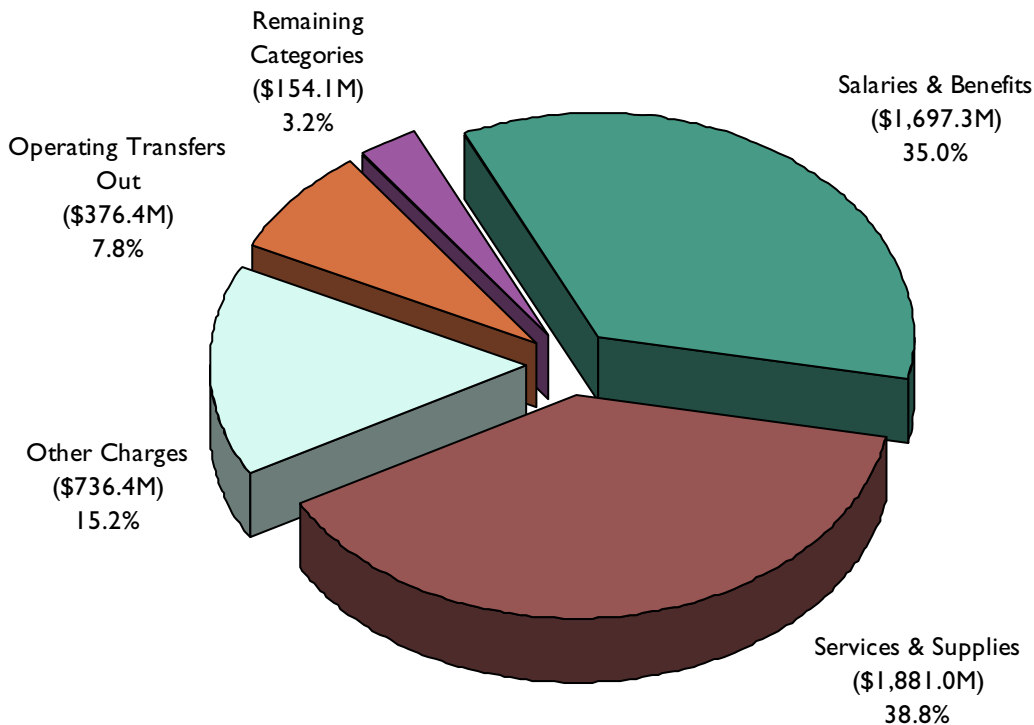
**Finance Other - A decrease of 5.3% or \$17.6 million** from the Fiscal Year 2011-12 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some appropriations reported here are one-time and can fluctuate significantly. One-time appropriations in Fiscal Year 2011-12 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 Adopted budget, the General Fund contribution to the Capital Program continues to include appropriations for MSCP of \$10.0 million, \$27.6 million loan for the East Mesa Detention Re-Entry and Rehabilitation Facility, \$8.0 million for the HHSA, PSG, CSG Office Relocation, and \$2.0 million for the Agua Caliente Park Water, Sewer and Electrical Line Replacement project. In addition, lease payments for certain long-term lease obligations have increased by \$4.4 million and a one-time appropriation of \$9.7 million is budgeted to fund future capital projects or anticipated higher payments to the retirement fund in future years. See page 433 for the details of the budget for Finance Other.

### Total Appropriations by Category of Expenditure

The pie chart below shows the Adopted Budget broken down by category of expenditure. As noted previously, the Fiscal Year 2012-13 Adopted Budget is decreasing overall by \$14.4 million from the Fiscal Year 2011-12 Adopted Budget and decreasing further by \$195.2 million in Fiscal Year 2013-14.

**Total Appropriations by Category of Expenditure**  
**Fiscal Year 2012-13: \$4.85 billion**



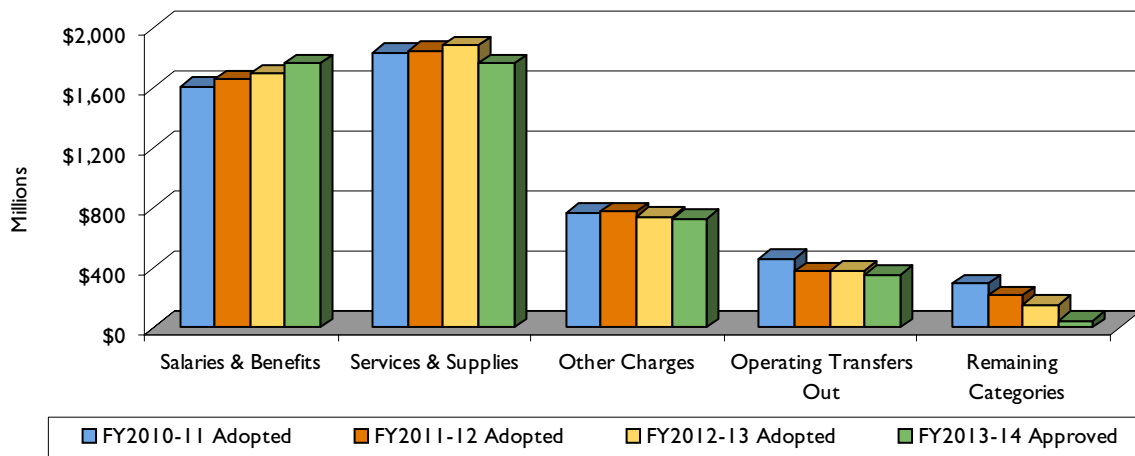
The changes by category are summarized as follows:

- Salaries and Benefits are increasing overall by a net \$41.8 million or 2.5%** 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 323.50 staff years. The current labor contracts are effective through June 23, 2013, except for the Deputy Sheriffs' Association (DSA) 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 \$64.1 million or 3.8%, which reflects anticipated higher retirement contribution requirements, a 1% negotiated wage increase in base pay for the DSA bargaining unit, an increase in flexible benefit credits for the DSA bargaining unit effective January 2014, and a net increase of 104.00 staff years. See Total Staffing on page 54 for a summary of staffing changes by business group.

## Total Appropriations by Category of Expenditure Fiscal Years 2010-11 Through 2013-14



### Total Appropriations by Category of Expenditure (in millions)

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
Salaries & Employee Benefits	\$ 1,611.3	\$ 1,655.5	\$ 1,697.3	2.5	\$ 1,761.4
Services & Supplies	1,833.8	1,851.5	1,881.0	1.6	1,764.8
Other Charges	764.2	770.9	736.4	(4.5)	726.4
Operating Transfers Out	455.3	369.3	376.4	1.9	353.4
Remaining Categories:					
<i>Capital Assets/Land Acquisition</i>	204.8	137.8	93.0	(32.5)	10.1
<i>Capital Assets Equipment</i>	23.4	22.5	24.8	10.1	17.0
<i>Exp Transfer &amp; Reimbursements</i>	(20.0)	(20.2)	(29.7)	47.1	(29.9)
<i>Reserves</i>	22.1	21.8	22.1	1.4	22.1
<i>Fund Balance Component Increases</i>	33.4	18.4	13.7	(25.3)	0.4
<i>Management Reserves</i>	28.7	32.3	30.3	(6.2)	24.3
<b>Total</b>	<b>\$ 4,957.0</b>	<b>\$ 4,859.6</b>	<b>\$ 4,845.2</b>	<b>(0.3)</b>	<b>\$ 4,650.0</b>

**Services and Supplies** are increasing by a net of **\$29.5 million** or **1.6%**. 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, a \$16.9 million increase for services supporting Public Safety Realignment, a \$7.9 million increase for Mental Health Services Act programs, an increase of \$7.5 million in health care administration and primary care services contracts, 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 \$116.2 million or 6.2% 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 \$34.5 million or 4.5%**. 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 (\$8.6 million), Seriously Emotionally Disturbed Children (\$10.8 million), foster care (\$5.5 million), and completion of the Bear Valley Parkway right-of-way acquisition (\$9.6 million).

A net decrease of \$10.0 million or 1.4% 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 **increasing by \$7.1 million or 1.9%**. The most significant increases are in the 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 East Mesa Detention Re-Entry and Rehabilitation Facility, the Registrar of Voter's Relocation, 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 million).

A decrease of \$23.0 million or 6.1% 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 MSCP and an \$8.7 million decrease for funding future capital projects.

- **Capital Assets/Land Acquisition**, which includes capital improvement projects and property acquisitions, is **decreasing by \$44.8 million or 32.5%** from Fiscal Year 2011-12. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the \$93.0 million budgeted for Fiscal Year 2012-13, \$83.3 million is for projects in the Capital Program, \$8.0 million is for the Registrar of Voters' relocation, upgrading Fleet facilities and improving tenant areas for County Mail Services, Sheriff Transportation and Probation Work Projects, 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 \$27.6 million for the East Mesa Detention Re-Entry and Rehabilitation Facility, \$27.1 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 \$82.9 million or 89.1% is projected for Fiscal Year 2013-14. \$2.5 million is planned for MSCP land acquisition.

- **Capital Assets Equipment** is **increasing by \$2.3 million or 10.1%** 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. A decrease of \$7.8 million is expected for Fiscal Year 2013-14.

- **Expenditure Transfers and Reimbursements** are **increasing by \$9.5 million or 47.1%**. 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 (HHS) and the District Attorney for Public Assistance Fraud investigation services. The District Attorney investigates and prosecutes suspected fraudulent public assistance cases for HHS. The District Attorney offsets the budgeted expenses with a negative amount in the Expenditure Transfers and Reimbursements account. HHS budgets the expense for that activity in

## ■ ■ ■ All Funds: Total Appropriations

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.

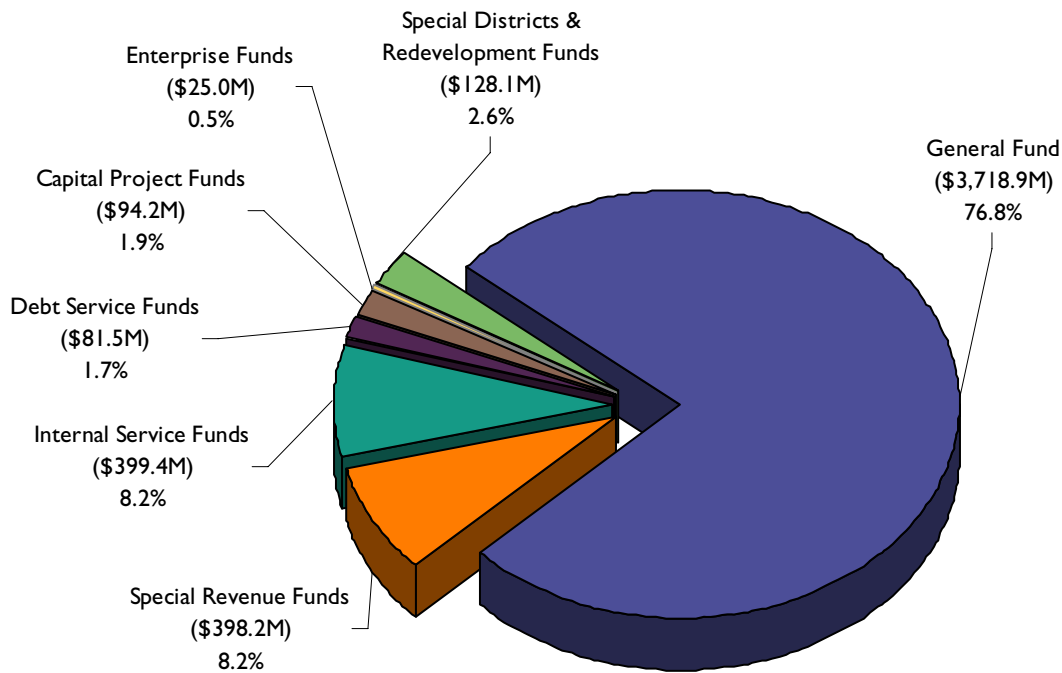
- **Contingency Reserves** are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2012-13, three funds have a contingency reserve. The General Fund contingency reserve remains at \$20.0 million. See the discussion of the General Fund Contingency Reserve in the Finance Other section on page 485. 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 toward 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 91.)

### Total Appropriations by Fund Type Fiscal Year 2012-13: \$4.85 billion



## Governmental Fund Types

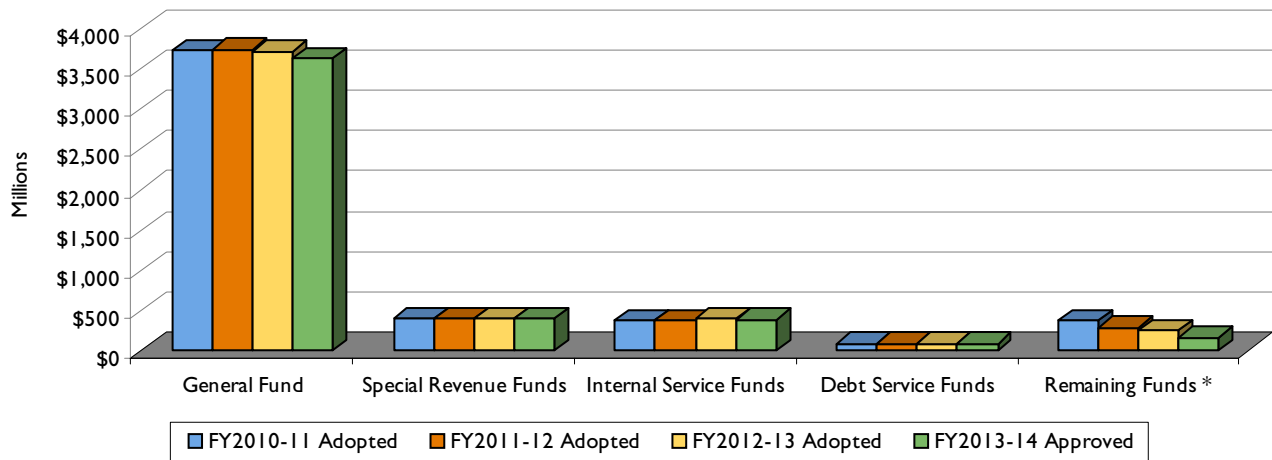
The **General Fund** accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

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

**Debt Service Funds** account for the accumulation of resources for 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 102.

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

### Total Appropriations by Fund Type Fiscal Years 2010-11 Through 2013-14



\* 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 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
General Fund	\$ 3,739.1	\$ 3,742.8	\$ 3,718.9	(0.6)	\$ 3,637.6
Special Revenue Funds	397.4	389.4	398.2	2.3	393.6
Internal Service Funds	366.2	362.8	399.4	10.1	380.6
Debt Service Funds	81.4	81.4	81.5	0.1	81.5
Capital Project Funds	202.2	127.2	94.2	(26.0)	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
<b>Total</b>	<b>\$ 4,957.0</b>	<b>\$ 4,859.6</b>	<b>\$ 4,845.2</b>	<b>(0.3)</b>	<b>\$ 4,650.0</b>

### 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, Community Redevelopment Dissolution, dissolved all redevelopment agencies as of February 1, 2012. As a requirement of the dissolution process, all funds, assets and obligations of the redevelopment agencies were transferred to a successor agency for payment or disbursement. 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	\$ 4,164
Appropriations subject to the limit	\$ 877	\$ 1,002	\$ 1,287	\$ 1,340	\$ 1,309	\$ 1,264	\$ 1,255	\$ 1,527

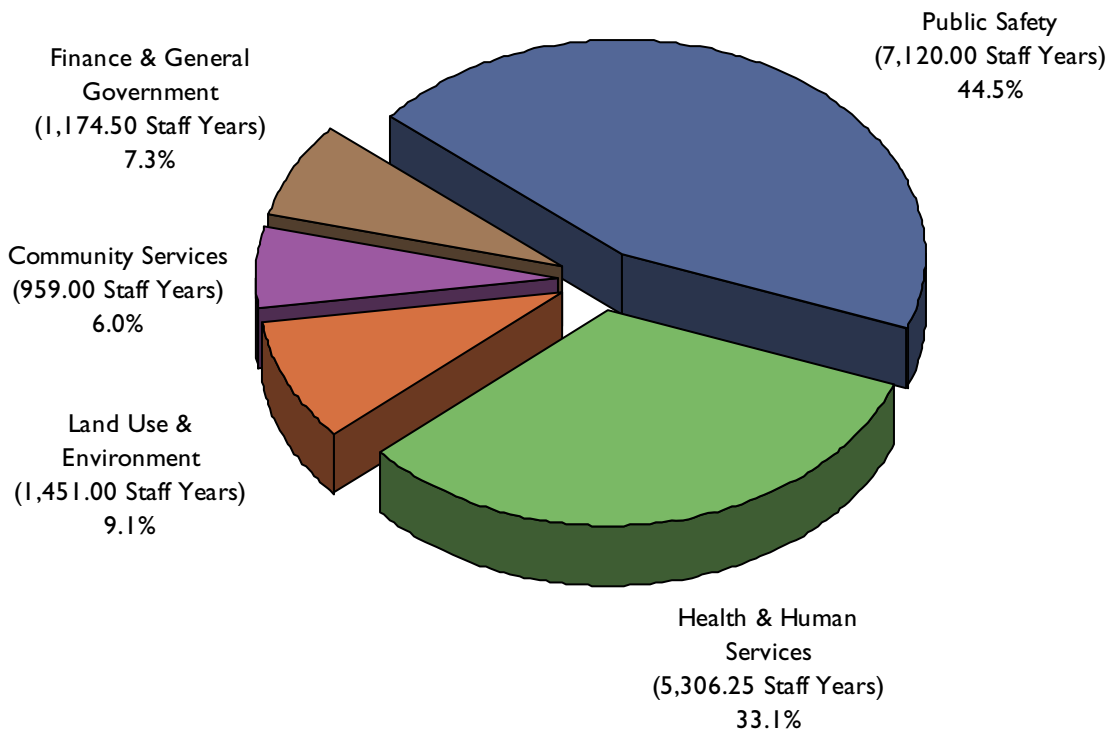




## All Funds: Total Staffing

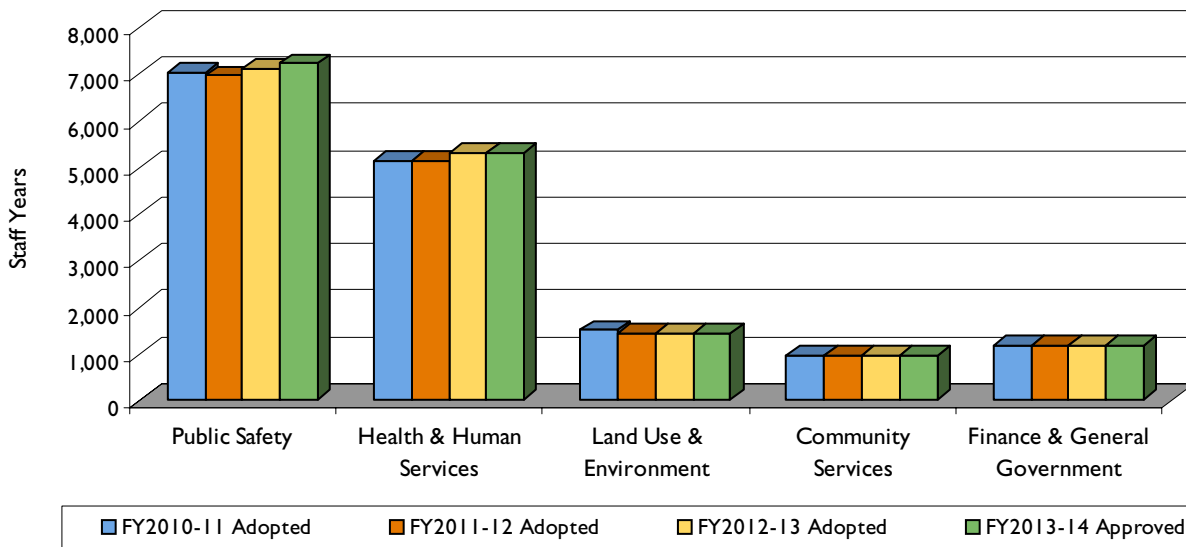
Adopted staff years<sup>1</sup> for Fiscal Year 2012-13 are 323.50 greater than the Adopted Budget for Fiscal Year 2011-12, an increase of 2.1% to 16,010.75 staff years. This net increase is primarily attributable to increased staffing in the Public Safety Group and the Health and Human Services Agency. While overall staffing levels are increasing, there are some departments and programs in which staffing levels are decreasing. A further net increase of 104.00 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: 16,010.75 Staff Years



<sup>1</sup> One staff year equates to one permanent employee working full-time for one year.

## Total Staffing by Group/Agency Fiscal Years 2010-11 Through 2013-14



### Total Staffing by Group/Agency (staff years)

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
Public Safety	7,041.25	6,971.00	7,120.00	2.1	7,228.00
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	959.00	(0.5)	955.00
Finance & General Government	1,165.50	1,166.50	1,174.50	0.7	1,174.50
Total	15,842.25	15,687.25	16,010.75	2.1	16,114.75

The **Public Safety Group (PSG)** has a **net increase of 149.00 staff years, a 2.1% 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 84.00 staff years. This includes an increase of 20.00 staff years for the East Mesa Detention Re-Entry and Rehabilitation Facility, 15.00 staff years to create an Alternate Custody Unit in response to Public Safety Realignment and 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, an increase of 2.00 staff years for law enforcement services in the North County Transit District, 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 106.00 staff years. This includes an increase of 103.00 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 2.00 staff years for services related to the Juvenile Justice Crime Prevention Act, 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 (SB) 618 *San Diego Prisoner Reentry Program*, a decrease of 2.00 staff year due to a reduction in school district revenue for the Truancy Intervention 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 increases by 108.00 staff years in the Sheriff's Department; 107.00 staff years for the East Mesa Detention Re-Entry and Rehabilitation Facility and 1.00 staff year in Emergency Planning required to assist in the department's efforts in emergency preparedness and disaster response.

The **Health and Human Services Agency (HHSA)** has 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 call 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 - increases 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, there is no change in staffing.

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

- Agriculture, Weights and Measures - increases by 3.00 staff years in the Standards Program for increased standardization, quality control inspections and coordination with various agencies.
- Environmental Health - decreases by 1.00 staff year due to workload reductions in the Land and Water Quality Division.
- 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 4.00 staff years. A decrease of 2.00 staff years in Code Enforcement as a result of reengineering, cross-training and automation services, a decrease of 1.00 staff year in LUEG Geographic Information Services (GIS) as a result of reorganization of duties within the division, and a decrease of 1.00 staff year in Project Planning due to reduced workload as a result of current economic conditions.

- Public Works - decreases by 2.00 staff years in the Road Fund; a decrease of 1.00 staff year in the Land Development Program due to consolidation of management oversight and a decrease of 1.00 staff year in Engineering Services Program due to reductions in workload.

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

The **Community Services Group (CSG)** has a **decrease of 4.50 staff years or 0.5%**.

- County Library - decreases by 10.50 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. A decrease of 1.75 staff years is due to a technical adjustment to correct prior year's processing of staff reductions.
- 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; a decrease of 3.00 staff years as a result of building maintenance efficiencies; 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 outreach 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)** has an **increase of 8.00 staff years or 0.7%**.

- Assessor/Recorder/County Clerk - increases by 13.00 staff years. The staffing increase results from the rein-

statement 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 management 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, there is no change in staffing.

More detail on staff year changes can be found in the Group/Agency section that begins on page 115.

## ■ ■ ■ All Funds: Total Staffing

Total Staffing by Department within Group (staff years)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
<b>Public Safety</b>	7,041.25	6,971.00	7,120.00	2.1	7,228.00
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	3,896.00	2.2	4,004.00
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	1,331.00	8.7	1,331.00
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
<b>Health &amp; Human Services</b>	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
<b>Land Use &amp; Environment</b>	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	153.00	2.0	153.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	285.00	282.00	281.00	0.4	281.00
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	160.00	(2.4)	160.00
Public Works	534.00	526.00	524.00	(0.4)	524.00

Total Staffing by Department within Group (staff years)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
<b>Community Services</b>	978.25	963.50	959.00	(0.5)	955.00
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	270.00	(3.7)	266.00
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
<b>Finance &amp; General Government</b>	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
<b>County Total</b>	15,842.25	15,687.25	16,010.75	2.1	16,114.75



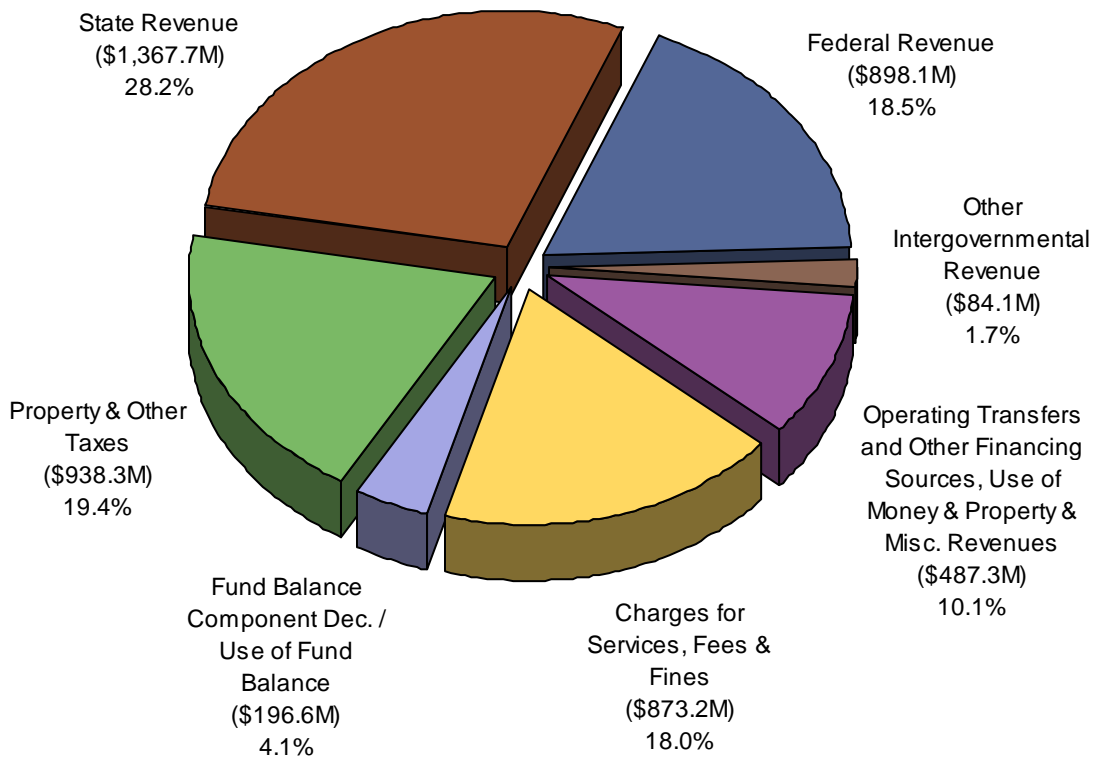


# All Funds: Total Funding Sources

## Total Funding by Source

Total resources available to support County services for Fiscal Year 2012-13 are \$4.85 billion, a decrease of \$14.4 million or 0.3% from the Fiscal Year 2011-12 Adopted Budget. Total resources decrease further by \$195.2 million or 4.0% to \$4.65 billion in Fiscal Year 2013-14. For Fiscal Year 2012-13, the combination of State Revenue (\$1.37 billion), Federal Revenue (\$898.1 million) and Other Intergovernmental Revenue (\$84.1 million) supplies 48.5% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues and Other Financing Sources make up 10.1% of the funding sources (\$487.3 million). Another 18.0% (\$873.2 million) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 4.1% (\$196.6 million) of the funding sources.

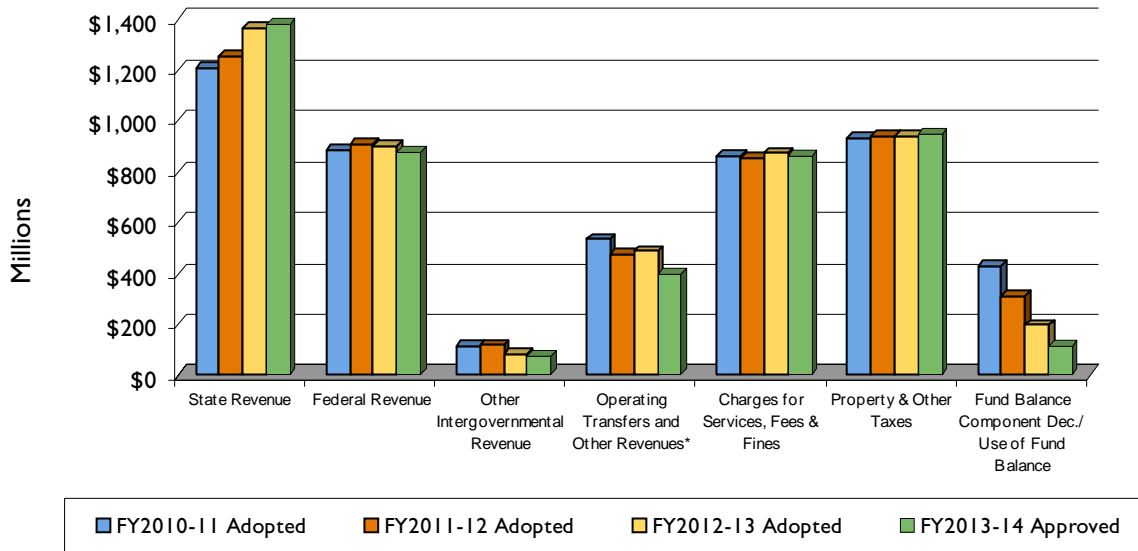
**Total Funding by Source**  
**Fiscal Year 2012-13: \$4.85 billion**



Finally, revenues in the Property and Other Taxes category received from property taxes, property tax in lieu of vehicle license fees, the Teeter program, sales and use tax, real property transfer tax, transient occupancy tax and miscellaneous other revenues account for 19.4% (\$938.3 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.

### Total Funding by Source Fiscal Years 2010-11 Through 2013-14



\*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 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
State Revenue	\$ 1,204.4	\$ 1,257.2	\$ 1,367.7	8.8	\$ 1,382.8
Federal Revenue	888.1	905.7	898.1	(0.8)	873.9
Other Intergovernmental Revenue	111.6	117.9	84.1	(28.7)	73.5
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	534.3	475.8	487.3	2.4	400.2
Charges for Services, Fees, and Fines	859.3	854.6	873.2	2.2	859.8
Property & Other Taxes	932.8	939.5	938.3	(0.1)	945.4
FB Component Decrease	13.3	22.2	0.5	(97.5)	14.2
Use of Fund Balance	413.2	286.7	196.1	(31.6)	100.2
<b>Total</b>	<b>\$ 4,957.0</b>	<b>\$ 4,859.6</b>	<b>\$ 4,845.2</b>	<b>(0.3)</b>	<b>\$ 4,650.0</b>



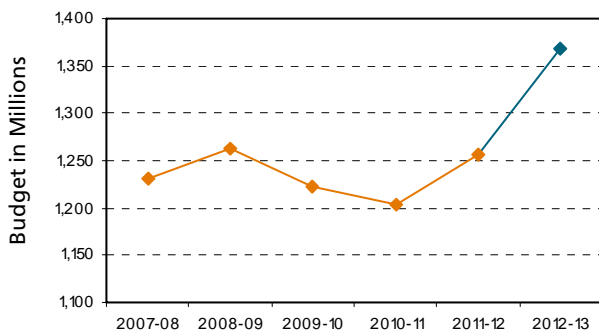
## Overall Change

The \$14.4 million decrease in the Fiscal Year 2012-13 Adopted Budget is the net of increases in some funding sources and decreases in others. In the table on the previous page, State Revenue, Operating Transfers and Other Financing Sources and Charges for Services, Fees & Fine increase a combined \$140.5 million. Reductions totaling \$154.8 million are in the combined categories of Federal Revenue, Other Intergovernmental Revenue, Property and Other Taxes and Fund Balance Component Decrease/Use of Fund Balance. The General Fund Financing Sources section beginning on page 66 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 \$110.4 million or 8.8%** overall in Fiscal Year 2012-13.



There are increases in the Public Safety Group (PSG) of \$100.0 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 \$1.3 million and in the Land Use and Environment Group (LUEG) of \$1.2 million.

The \$100.0 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 66 for more information on Proposition 172 funding. The remaining General Fund increase of \$76.0 million is primarily the result of Public Safety Realignment 2011 implementation, which is also 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.

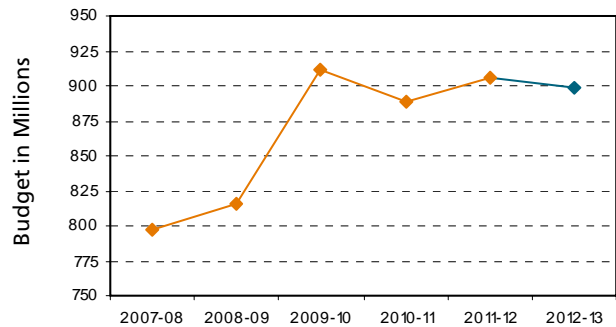
In Finance Other, the \$2.8 million increase is in the Local Detention Facility Revenue account due to a reclassification from Other Intergovernmental revenue.

The \$1.4 million decrease in CSG is due to the elimination of prior year one-time funding in Registrar of Voters, offset by an increase in Housing and Community Development (HCD) for the CalHome Program General Loan Funding grant which are both discussed in the General Fund section.

LUEG's decrease of \$1.2 million is primarily due to completion of mobile source emissions incentives programs in the Air Pollution Control District (APCD) and in the Department of Public Works (DPW) mainly resulting from fewer State funded construction projects and a completed slope and drainage repair project. There are offsetting increases of \$0.4 million in the General Fund in DPW which is discussed in the General Fund section.

### Federal Revenue

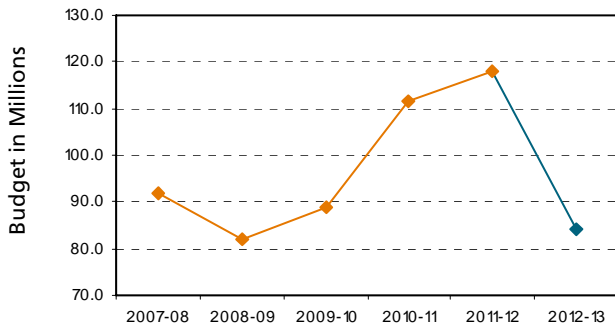
Federal Revenue **decreases by \$7.6 million or 0.8%** overall in Fiscal Year 2012-13.



A net decrease of \$5.8 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 \$1.8 million primarily in LUEG, in DPW, due to funding reduction resulting from decreased work or completion of various projects such as Community Development Block Grant construction, 2010 Flooding Emergency, airport construction and highway projects in the Road Fund, as well as in APCD for the completion of mobile source emissions incentives programs, and in the Capital Program related to the elimination of prior year one-time funding in various capital projects.

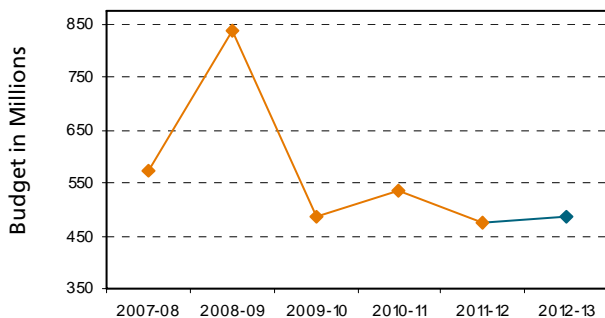
### Other Intergovernmental Revenue

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 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 HHS resulting from additional ambulance transport fees in County Service Areas (CSAs) 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 \$0.2 million or 0.04%**. The most significant changes include a decrease of \$36.1 million in the Capital Program and a decrease of \$4.8 million in LUEG, offset by increases in PSG of

\$23.5 million and in CSG of \$17.3 million. The net decrease in the Capital Program is primarily attributable to the elimination of prior year one-time funding for the development of the CAC Waterfront Park, the Women's Detention Facility, Sweetwater Lane Park Synthetic Turf, Agua Caliente Park and the Long-Term Animal Care Facility, offset by an increase in funding for the following projects: Cedar and Kettner Development, HHS PSG and CSG Office Relocation, Agua Caliente Park Water, Sewer and Electrical Line Replacement, Edgemoor Development and the East Mesa Detention Re-Entry and Rehabilitation Facility.

The decrease in LUEG is in DPW due to reduced revenue in capital improvement projects, Equipment Operations Internal Service Fund (ISF) and the Road Fund Equipment Acquisition Fund, and an additional reduction in the Department of Parks and Recreation in the General Fund due to reduced staff support in Recreation and Community Center Operations (CSAs).

An increase of \$23.5 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 County Fire Authority of \$0.5 million as a result of the transfer of funds and a transition of operation activities to CSA 135.

The \$17.3 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 the County Successor Agency for transfers among Successor Agency funds; and in Purchasing and Contracting as a result of Documentum system maintenance and upgrade and for the rebudget of one-time projects.

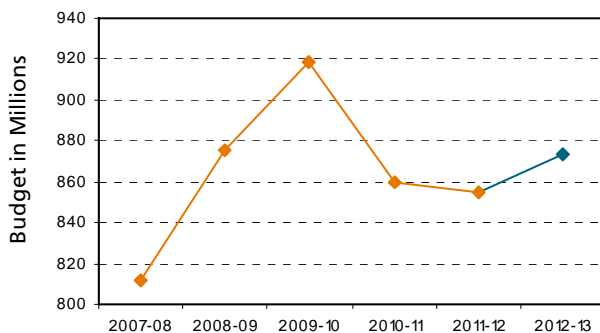
- Revenue from Use of Money & Property **increases by a net of \$4.7 million or 8.7%** in Fiscal Year 2012-13. Changes include:
  - Increase of \$6.8 million in the Capital Program primarily in Edgemoor Development, CAC Waterfront Park and Cedar Kettner Development.
  - Increase of \$1.3 million in LUEG related to increased rental rates on equipment in the Equipment Operations 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.

## ■ ■ ■ All Funds: Total Funding Sources

- 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 \$1.0 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 \$18.9 million or 2.5%**. Of this total, an increase of \$12.7 million is in FGG, primarily in the County Technology Office due to planned information technology (IT) services to various departments; an increase of \$5.5 million in CSG for services provided by General Services to client departments 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

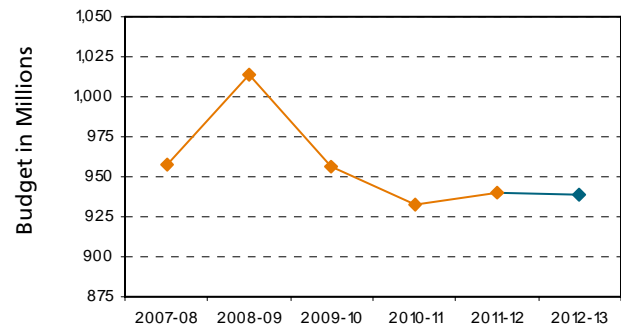
decrease in Public Liability ISF; an increase of \$0.5 million in HHSA additional revenue for nonresident transport fees in CSAs 17 and 69; and offset by a net decrease of \$1.5 million in LUEG, in DPW, which includes reduced funding from Transportation Impact Fees, Liquid Waste, Inactive Waste, Airport, Flood Control and Sanitation Districts.

In addition, a \$0.4 million net decrease is in the General Fund which includes: \$3.3 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 \$2.5 million in PSG, all of which are discussed in the General Fund Financing section.

- Licenses, Permits & Franchises **decrease by \$0.3 million or 0.6%**. 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. \$0.1 million is in HHSA and is discussed in the General Fund Financing section.
- Fines, Forfeitures & Penalties **remain unchanged**.

### Property and Other Taxes

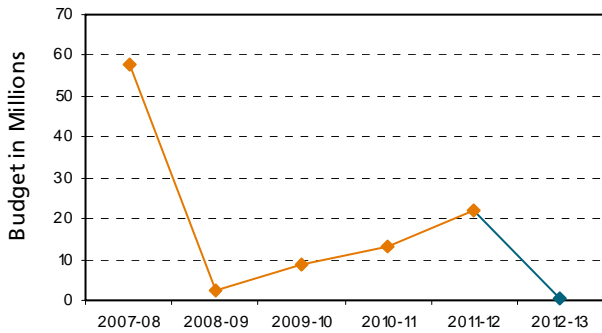
Property and Other Taxes **decrease by \$1.2 million or 0.1%**.



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

### Fund Balance Component Decreases

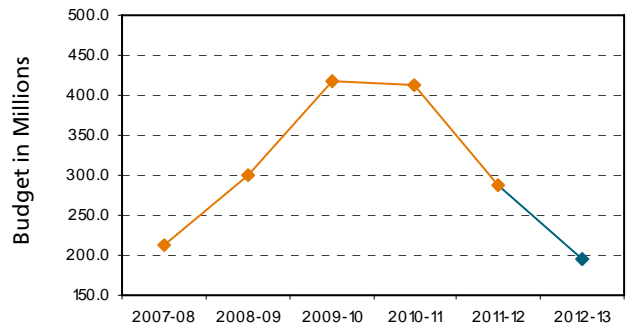
The use of Fund Balance Component Decreases **decrease by \$21.6 million or 97.6%** compared to Fiscal Year 2011-12.



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

### Use of Fund Balance

Finally, the Use of Fund Balance **decreases by \$90.6 million or 31.6%** 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 115 for the breakdown of financing sources by department.

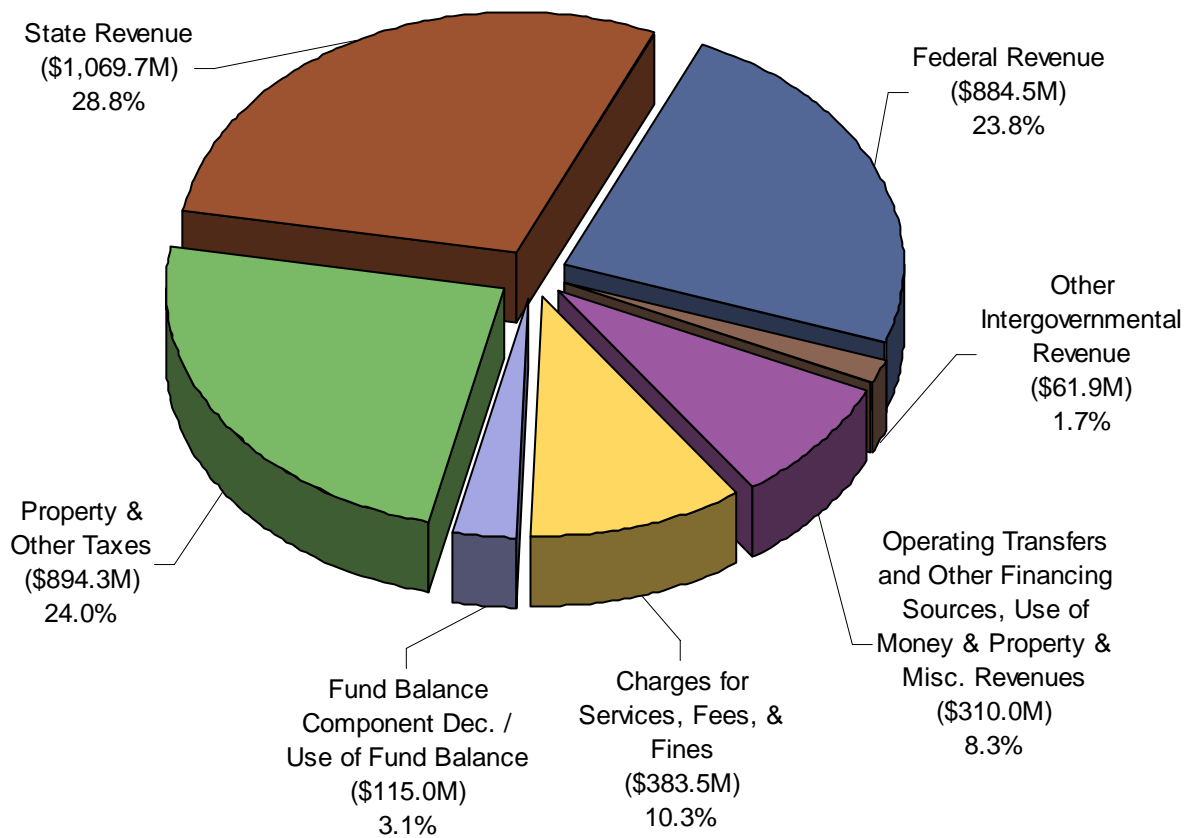


## Summary of General Fund Financing Sources

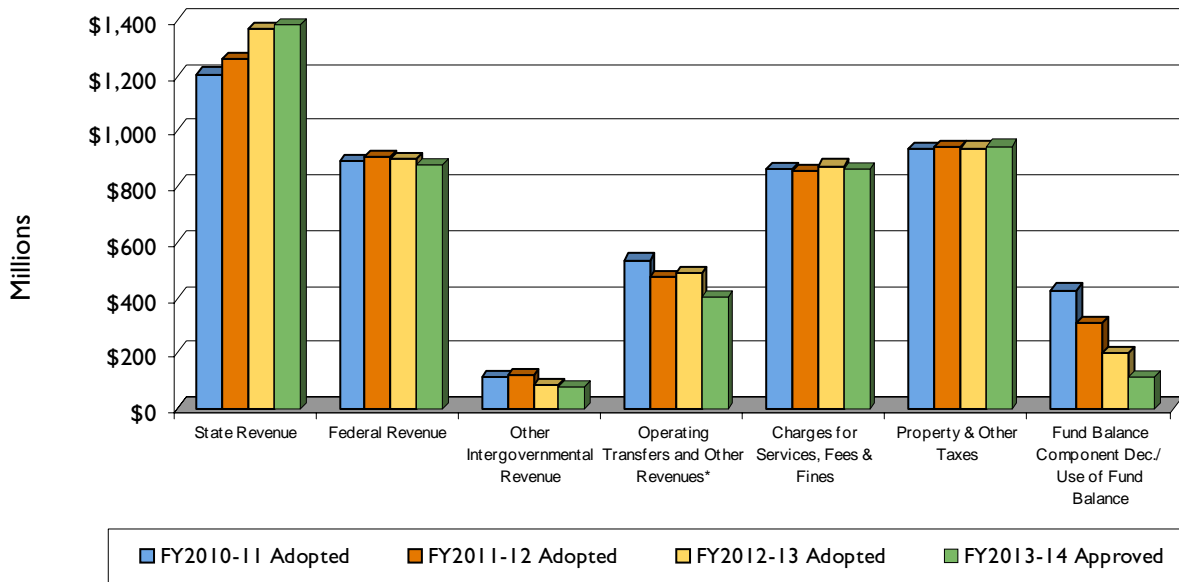
### General Fund Financing Sources - Overview

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 Adopted Operational Plan, **General Fund Financing Sources total \$3.72 billion** for Fiscal Year 2012-13, a **\$23.9 million or 0.64% decrease** from the Fiscal Year 2011-12 Adopted Budget. In comparison, the ten years average annual growth rate through Fiscal Year 2012-13 was 3.4%. 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 \$81.3 million or 2.2% in Fiscal Year 2013-14 primarily due to a further reduction in the use of one-time resources.

### General Fund Financing Sources Fiscal Year 2012-13: \$3.72 billion



### Total Funding by Source Fiscal Years 2010-11 Through 2013-14



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

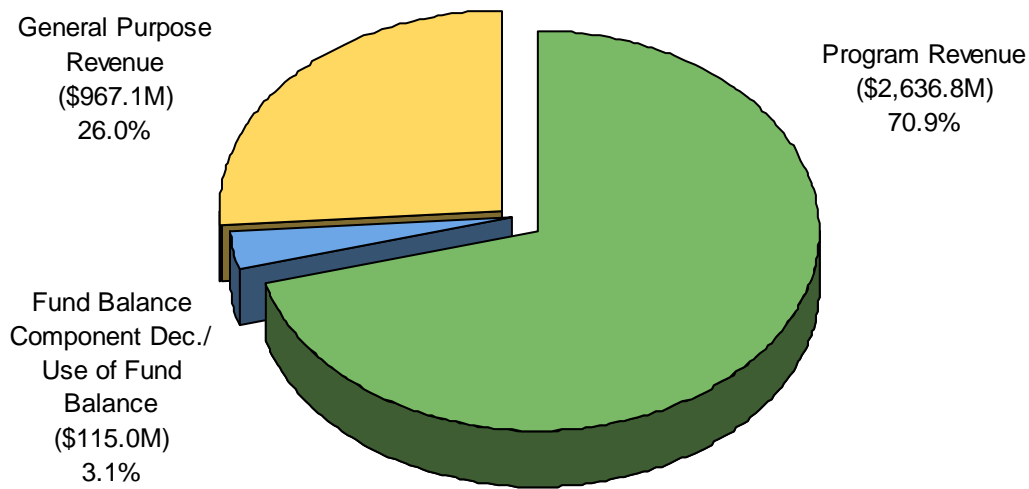
General Fund Financing Sources (in millions)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
State Revenue	\$ 940.7	\$ 981.7	\$ 1,069.7	9.0	\$ 1,078.6
Federal Revenue	874.0	890.3	884.5	(0.7)	862.2
Other Intergovernmental Revenue	98.2	98.5	61.9	(37.1)	58.1
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	268.7	284.9	310.0	8.8	303.0
Charges for Services, Fees, & Fines	385.4	384.0	383.5	(0.1)	382.5
Property & Other Taxes	880.8	887.5	894.3	0.8	901.2
Fund Balance Component Decreases	4.6	5.9	0.5	(90.8)	14.2
Use of Fund Balance	286.8	210.1	114.5	(45.5)	37.8
<b>Total</b>	<b>\$ 3,739.1</b>	<b>\$ 3,742.8</b>	<b>\$ 3,718.9</b>	<b>(0.6)</b>	<b>\$ 3,637.6</b>

## Summary of General Fund Financing Sources

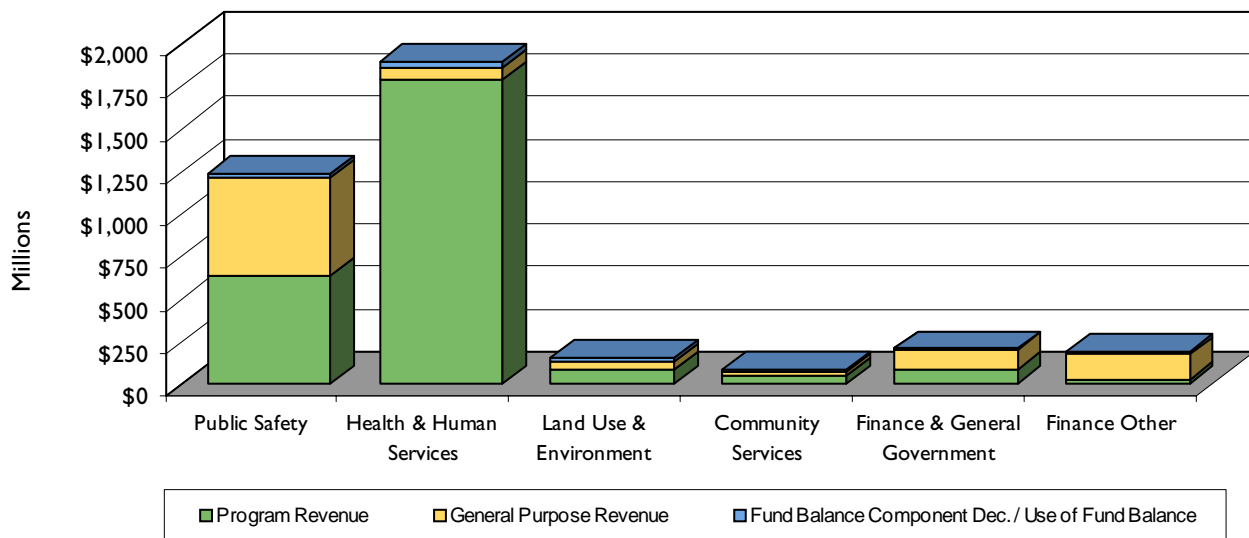
### General Fund Financing Sources by Category

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).

### General Fund Financing Sources by Category Fiscal Year 2012-13: \$3.72 billion

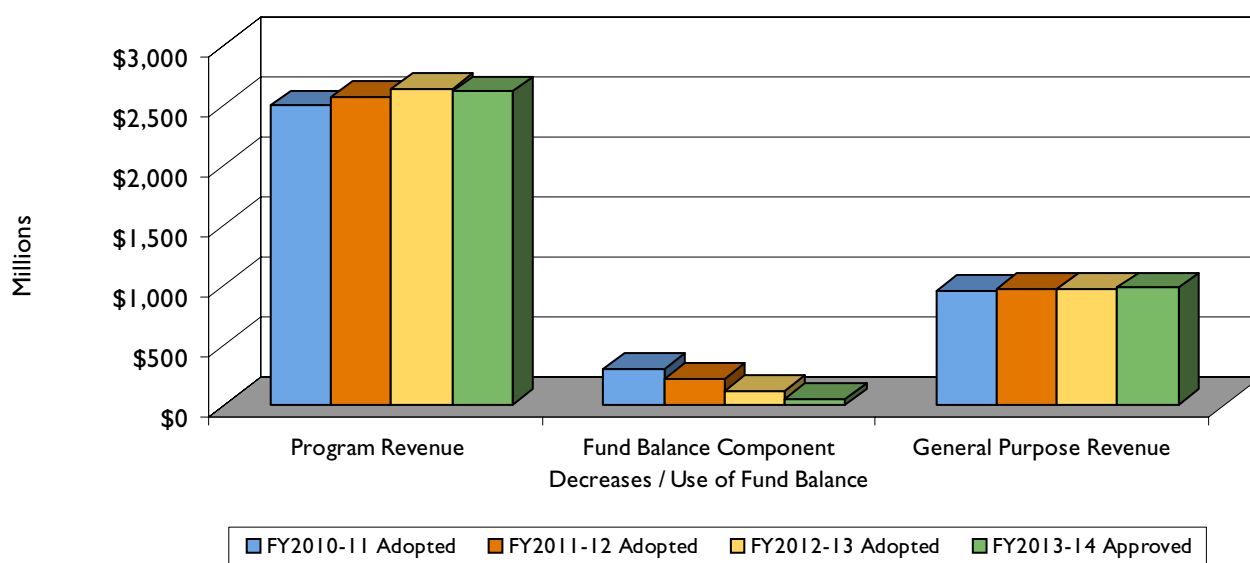


### General Fund Financing by Group and Category Fiscal Year 2012-13: \$3.72 billion



In Fiscal Year 2012-13, General Purpose Revenue (GPR) increases by 0.3% (\$2.7 million), the planned use of fund balance declines by 46.7% (\$100.9 million) and Program Revenue increases by 2.9% (\$74.3 million) from the Fiscal Year 2011-12 Adopted Budget. In Fiscal Year 2013-14, GPR is projected to increase by 0.8% (\$7.3 million), Program Revenue is projected to decline by 1.0% (\$25.7 million), and the planned use of fund balance is expected to decline by 54.8% (\$63.0 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 Fiscal Years 2010-11 Through 2013-14



General Fund Financing Sources by Category (in millions)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
Program Revenues	\$ 2,493.3	\$ 2,562.4	\$ 2,636.8	2.9	\$ 2,611.1
Fund Balance Component Decreases / Use of Fund Balance	291.4	216.0	115.0	(46.7)	52.0
General Purpose Revenues	954.4	964.4	967.1	0.3	974.5
<b>Total</b>	<b>\$ 3,739.1</b>	<b>\$ 3,742.8</b>	<b>\$ 3,718.9</b>	<b>(0.6)</b>	<b>\$ 3,637.6</b>

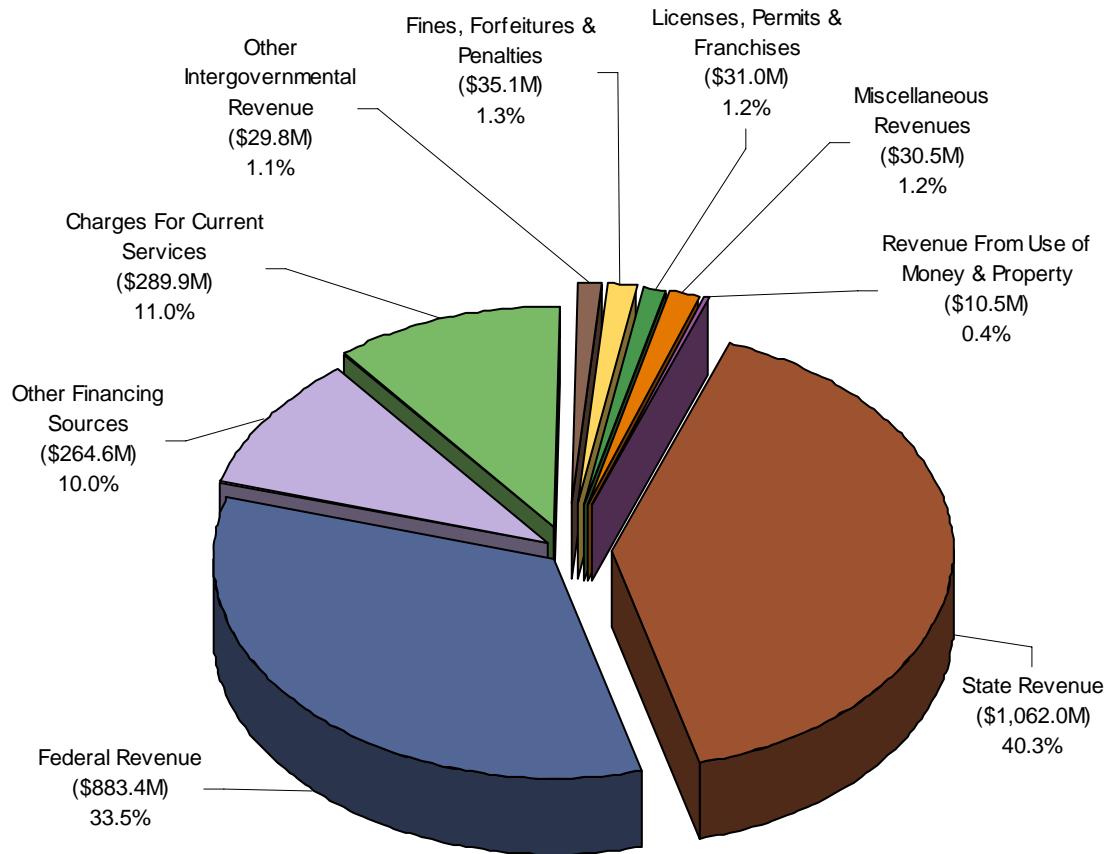
### General Fund - Program Revenue

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 70.9% 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 67.7%, the Public Safety Group manages 23.9% and the balance is managed across the County's other service delivery groups. Program Revenue is expected to increase by 2.9% (\$74.3 million) from the Fiscal Year 2011-12 Adopted Budget compared to an average annual growth for the last ten years of 2.9%.



### General Fund - Program Revenue by Source Fiscal Year 2012-13: \$2.64 billion



General Fund - Program Revenue by Source (in millions)					
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	% Change	Fiscal Year 2013-14 Approved Budget
State Revenue	\$ 935.7	\$ 976.8	\$ 1,062.0	8.7	\$ 1,070.8
Federal Revenue	872.9	889.2	883.4	(0.7)	861.1
Other Financing Sources	225.1	241.5	264.6	9.6	265.6
Charges For Current Services	290.5	290.4	289.9	(0.1)	290.2
Other Intergovernmental Revenue	68.6	63.6	29.8	(53.2)	25.8
Fines, Forfeitures & Penalties	35.4	34.8	35.1	0.7	31.9
Licenses, Permits & Franchises	30.1	31.3	31.0	(0.6)	32.8
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
<b>Total</b>	<b>\$ 2,493.3</b>	<b>\$ 2,562.4</b>	<b>\$ 2,636.8</b>	<b>2.9</b>	<b>\$ 2,611.1</b>

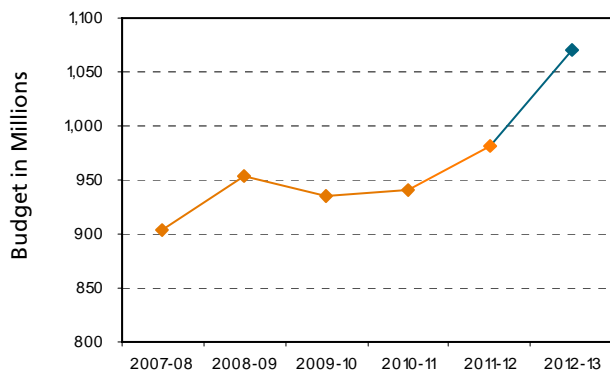
### General Fund - Change in Program Revenue

The \$74.3 million increase in Program Revenue in the Fiscal Year 2012-13 Adopted Budget is the net of increases and decreases in various funding sources. As indicated in the table on the previous page, State Revenue; Other Financing Sources; Fines, Forfeitures & Penalties; Miscellaneous Revenues and Revenue from the Use of Money & Property increase a combined \$114.6 million. Reductions totaling \$40.3 million are in the categories of Federal Revenue; Charges for Current Services; Other Intergovernmental Revenue; Taxes Other than Current Secured and Licenses, Permits & Franchises.

### General Fund - Change in Program Revenue by Source

#### State Revenue

State Revenue **increases by \$85.2 million or 8.7%** in Fiscal Year 2012-13.



Of this total, the increase is largely due to \$76.0 million in the Public Safety Group (PSG) resulting from the implementation of Public Safety Realignment of 2011. Additionally, there are increases in the Health and Human Services Agency (HHSA) of \$10.1 million and in the Land Use and Environment Group (LUEG) of \$0.4 million, partially offset by a decrease in the Community Services Group (CSG) of \$1.4 million.

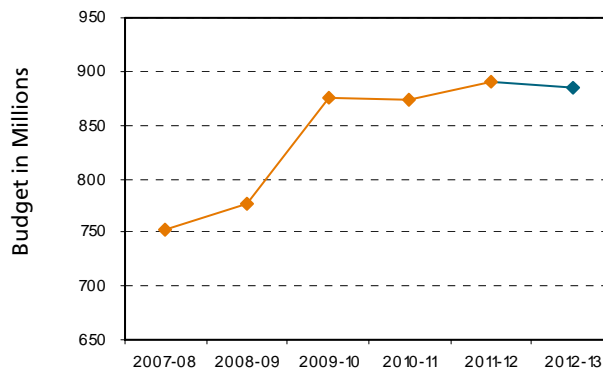
In HHSA, the increase of \$10.1 million is primarily the result of 2011 Realignment implementation affecting social services and mental health services programs.

The \$0.4 million increase in LUEG is in the Department of Public Works for Proposition 84 grants to implement an Integrated Regional Water Management plan to improve water quality.

The \$1.4 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, Americans with Disabilities Act (ADA) voting booths and Precinct Inspector supply bag/ballot box in the Registrar of Voters.

#### Federal Revenue

Federal Revenue **decreases by a net of \$5.8 million or 0.7%**.



It decreases in PSG by \$7.5 million, in LUEG by \$4.2 million and in CSG by \$1.6 million, partially offset by an increase in HHSA of \$7.4 million.

The net decrease in PSG of \$7.5 million is primarily due to the expiration of American Recovery and Reinvestment Act of 2009 (ARRA) grant funded programs, decreases in the Criminal Alien Assistance Program, the Urban Areas Security Initiative, Community Oriented Policing (COPS), and the Operation Stonegarden Grant Program in the Sheriff's Department; and the Homeland Security Grant programs in both the Sheriff's Department and the Office of Emergency Services.

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 \$1.6 million in CSG is in Housing and Community Development (HCD) and is associated with reductions in Home Investment Partnership, in the Community Development Block Grant (CDBG) and various one-time prior year projects.

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) **increase by a net of \$23.1 million or 9.6%**. There is an increase of \$22.9 million in PSG and \$0.3 million in CSG, offset by a decrease of \$0.1 million in LUEG.

The \$22.9 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 SDG&E'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 Service Areas.

### Charges For Current Services

Charges For Current Services **decrease by \$0.4 million or 0.1%**. 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 \$2.5 million in PSG.

- The increases in FGG are in 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 ceremonies, 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 a 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 Urban Area Security Initiative grant allocation; and in Health Care Administration due to Third Party Reimbursement and a decrease in Child Abuse prevention 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 the 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 \$33.9 million or 53.2%**. This decrease is largely in PSG predominantly in the Sheriff's 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 San Diego County 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 carried-forward 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 \$0.3 million or 0.7%**, primarily in PSG, to support maintenance and operation costs associated with juvenile institutional facilities in the Probation Department.

### Licenses, Permits & Franchises

Licenses, Permits & Franchises **decrease by \$0.2 million or 0.7%**, primarily in HHSA, to align projected available revenue from the Domestic Violence Trust Fund. The decrease is offset by an increase in FGG which is the result of increased marriage license fees.

### Miscellaneous Revenues

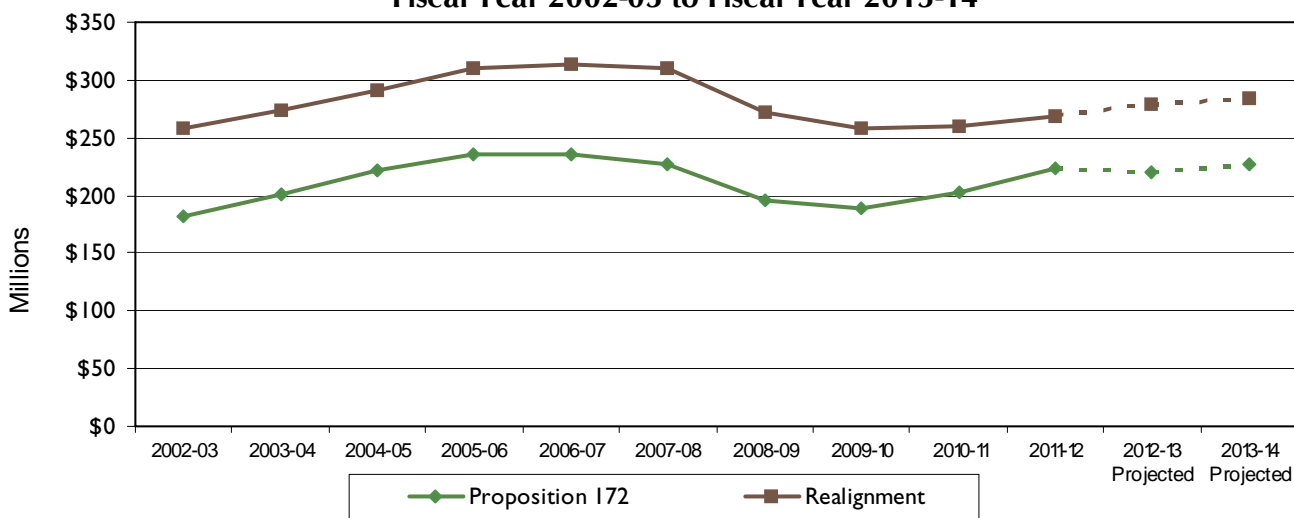
Miscellaneous Revenues **increase by \$5.8 million or 23.5%**. Increases include \$6.4 million in PSG due to a settlement to resolve litigation with San Diego Gas & Electric, increase from sales of commissary goods to inmates, and reimbursement for Regional Communications System expenditures; \$0.9 million in LUEG in Public Works due to an increase in fuel sales at the airport and the development of Business Case Management System (Accela) report-

ing tools in Environmental Health; and \$0.2 million in FGG to fund a Wellness Coordinator and due to increased reimbursement in Workers' Compensation Internal Service Fund. The increase is offset by a \$1.5 million decrease in HHS 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.

## Proposition 172 and 1991 Realignment Sales Tax Revenue Fiscal Year 2002-03 to Fiscal Year 2013-14



Note: 2002-03 to 2011-12 figures represent actual revenues. Fiscal Year 2012-13 and 2013-14 figures represent projected revenue as included in the Fiscal Year 2012-14 Adopted Operational Plan. Starting in 2011, the 1991 Realignment has been adjusted to exclude funding for Mental Health support that was transferred to the 2011 Realignment. Also beginning in 2011, CalWORKs funding has been incorporated into the 1991 Realignment.

### Select General Fund Program Revenues

Following are some of the largest and most closely watched program revenues. Please see the individual Group and department sections beginning on page 115 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.

These revenues are budgeted above the Fiscal Year 2011-12 budgeted amount by 5.5% (\$14.5 million) or 4.1% above prior year actuals (\$11.0 million). It is anticipated that these revenues will grow modestly in Fiscal Year 2013-14. The chart above shows the realized reve-

nues for Health and Social Services Realignment for Fiscal Years 2002-03 through 2011-12 and projected levels for Fiscal Years 2012-13 through 2013-14.

- **2011 Realignment** (Health and Human Services and Public Safety). As part of the Fiscal Year 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 (AB) 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 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 beginning in Fiscal Year 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 realignment 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 (\$106.7 million in Fiscal Year 2012-13 and \$116.0 million in Fiscal Year 2013-14)**. Funds allocated to the Local Community Corrections Account will support services required to address the transfer of responsibility for certain offenders from the State to the counties pursuant to AB 109, *Public Safety Realignment (2011)*, including supervision of offenders, costs associated with the custody of offenders, including food and medical costs and equipment and furnishings for the East Mesa Detention Re-Entry and Rehabilitation Facility, and resources for services including mental health treatment, substance abuse treatment, and vocational and behavioral services.

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.

For Fiscal Year 2012-13, these revenues are budgeted above the Fiscal Year 2011-12 budgeted amount by 12.2% (\$24.0 million) but below prior year actuals by 1.7% (\$3.7 million) due to stronger than expected growth in Fiscal Year 2011-12 subsequent to budget development. 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 2011-12 and projected levels for Fiscal Years 2012-13 through 2013-14. See, also, the discussion of General Purpose Revenue on page 77.

- **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 Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

To reduce the risk of 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 deposited the net proceeds of \$412.0 million into the Tobacco Securitization Endowment Fund on a total securitization of \$466 million in January 2002 in exchange for its Tobacco Settlement Payments. These funds are spent pursuant to the Board of Supervisors Policy.

In May 2006, the County securitized additional anticipated receipts and added \$123.5 million to the endowment fund. These proceeds 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. \$3.1 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 26.0% of the General Fund Financing Sources. Please see the separate discussion of General Purpose Revenue beginning on page 77.

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

Use of Fund Balance, including Fund Balance Component Decreases, **(\$115.0 million in Fiscal Year 2012-13 and \$52.0 million in Fiscal Year 2013-14)**, represents 3.1% 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 budgeted 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.
- Equipment and equipment replacement rebudget in Sheriff's.
- 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.

## Summary of General Fund Financing Sources

- Public Administration/Public Guardian (PA/PG) for one-time use to mitigate the projected decline in revenues and the continued reorganization of warehouse functions.
- HHSa technological advancements to support *Live Well, San Diego!*
- 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 implementation of workplan and associated General Plan amendments.
- Land Use rebudgets for Purchase of Agriculture Conservation Easements (PACE) program support, zoning ordinance update, Greenhouse Gas Guidelines Phase I, and code enforcement abatements.
- Land Use continuous improvement program and sponsor group training.
- 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.
- Voice Response System rebudget
- 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 implementation costs for fee offset staff.
  - Business Case Management System - Accela rebudget for continued implementation, user acceptance 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.
- San Dieguito River Valley Open Space.
- Grants provided to community organizations.
- Capital projects including MSCP land purchases and Agua Caliente Campground Expansion and upgrades to sewer system and other utilities.

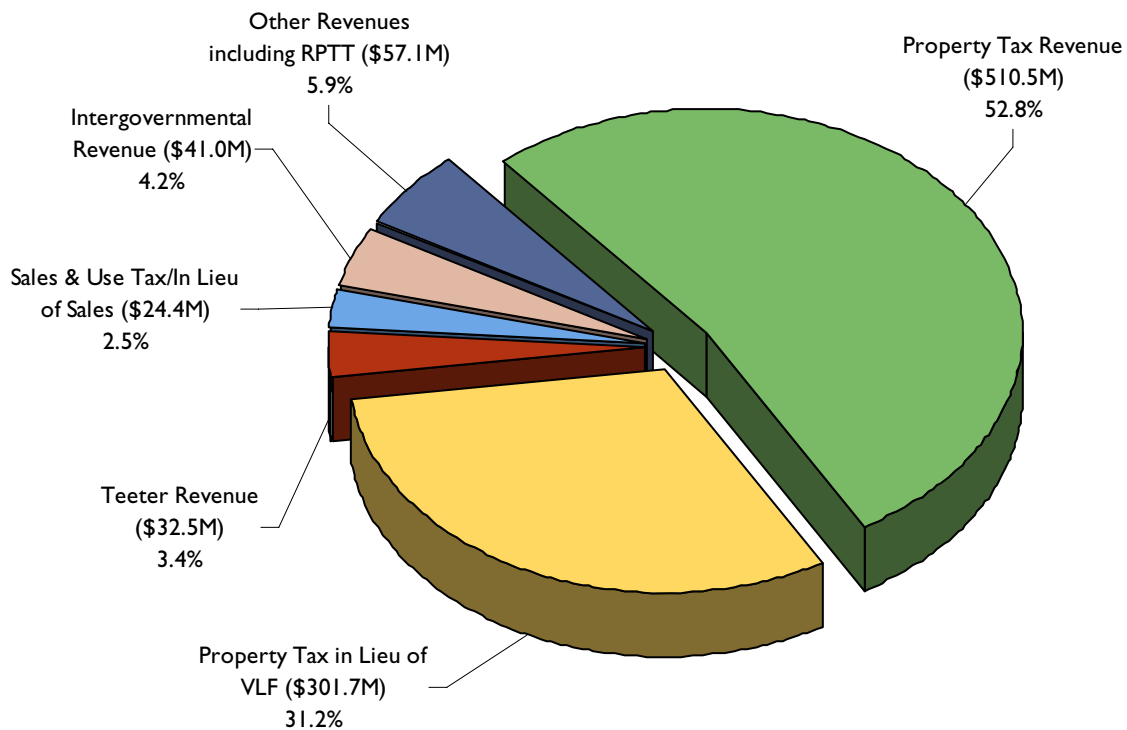


# General Purpose Revenue

## General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 26.0% 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.

### General Purpose Revenue by Source Fiscal Year 2012-13: \$967.1 million

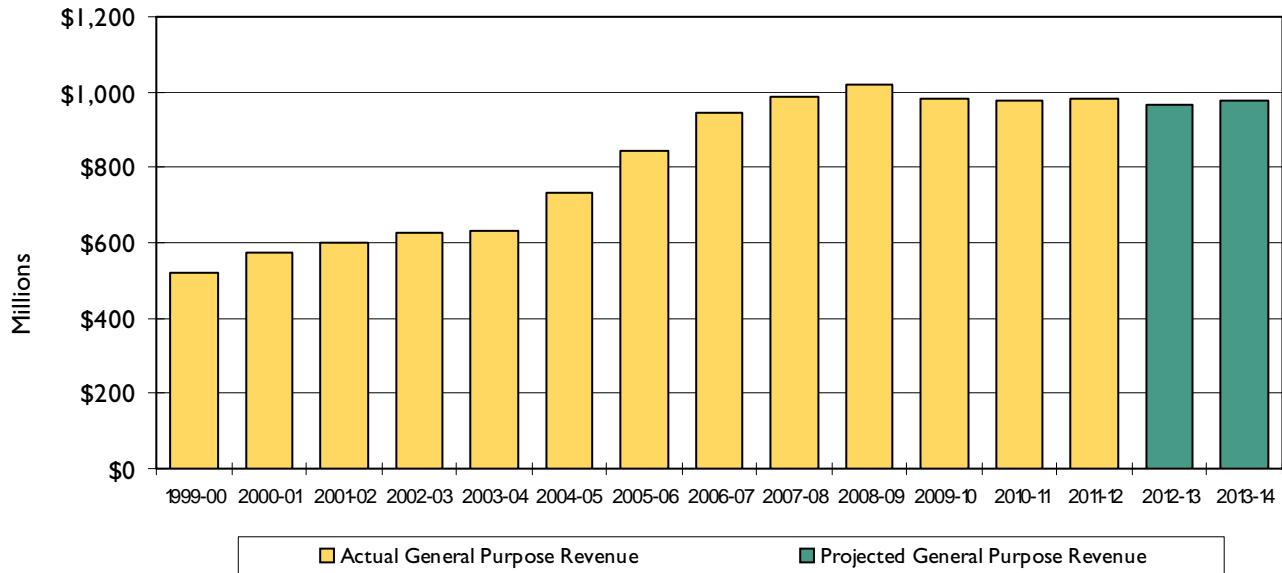


For the twelve-year period of Fiscal Year 1999-2000 through Fiscal Year 2011-12, GPR grew by an annual average of \$38.4 million. This is a decrease from the eleven-year average of \$41.4 million from Fiscal Year 1999-2000 through Fiscal Year 2010-11, and a decrease from the ten-year average of \$46.4 million from Fiscal Year 1999-2000 through Fiscal Year 2009-10. 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 budgeted 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 a historical view of GPR. Also see the accompanying table for a summary by account of historical and projected GPR.

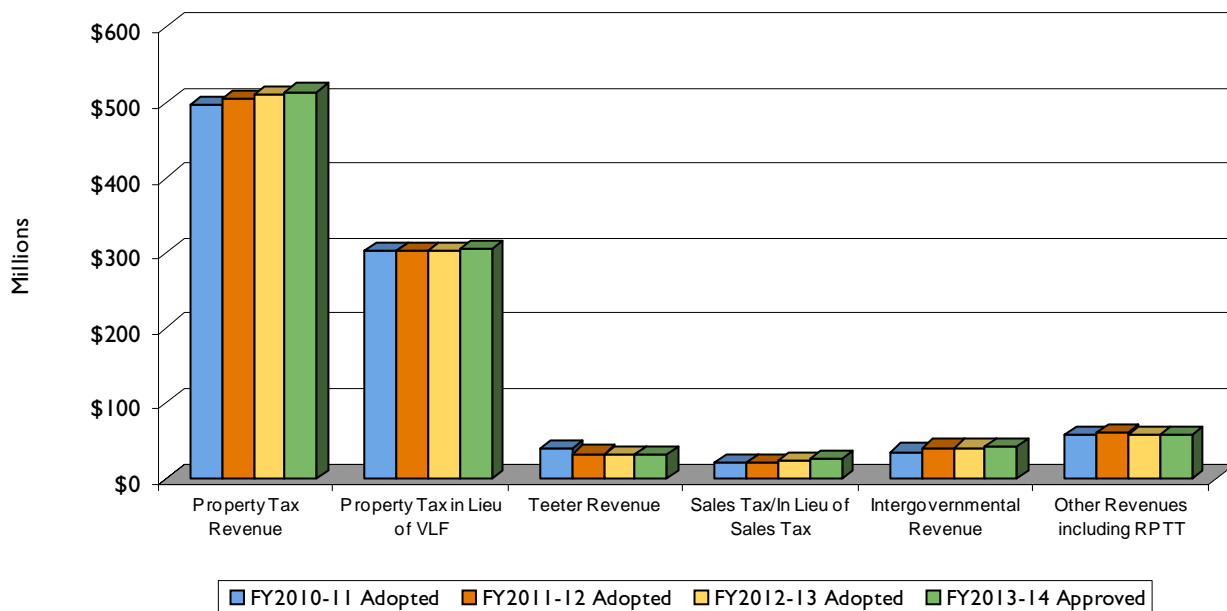


### General Purpose Revenue History Fiscal Year 1999-00 to Fiscal Year 2013-14



Notes: General Purpose Revenue (GPR) for Fiscal Years 1999-00 through 2011-12 represents actual revenue. GPR projections for Fiscal Years 2012-13 and 2013-14 are included in the 2012-14 Adopted 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 Adopted Budget	% Change	Fiscal Year 2013-14 Approved 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
<b>Total Property Tax Revenue</b>	<b>\$ 497,576,343</b>	<b>\$ 505,813,659</b>	<b>\$ 510,490,511</b>	<b>0.9</b>	<b>\$ 513,893,752</b>
<b>Total Property Tax In Lieu of VLF</b>	<b>\$ 301,837,082</b>	<b>\$ 302,159,104</b>	<b>\$ 301,668,991</b>	<b>(0.2)</b>	<b>\$ 304,584,143</b>
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
<b>Total Teeter Revenue</b>	<b>\$ 40,258,838</b>	<b>\$ 32,919,087</b>	<b>\$ 32,526,506</b>	<b>(1.2)</b>	<b>\$ 32,212,218</b>
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
<b>Total Sales &amp; Use Tax / In Lieu of Sales Tax</b>	<b>\$ 20,003,311</b>	<b>\$ 21,706,259</b>	<b>\$ 24,406,071</b>	<b>12.4</b>	<b>\$ 25,138,254</b>
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
<b>Total Intergovernmental Revenue</b>	<b>\$ 35,625,970</b>	<b>\$ 40,844,935</b>	<b>\$ 40,959,482</b>	<b>0.3</b>	<b>\$ 41,158,272</b>
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	2,500,000	0.0	2,500,000
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	10,513,537	1.7	10,567,673
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
<b>Total Other Revenues including RPTT</b>	<b>\$ 59,098,456</b>	<b>\$ 60,978,956</b>	<b>\$ 57,064,439</b>	<b>(6.4)</b>	<b>\$ 57,478,361</b>
<b>Total General Purpose Revenue</b>	<b>\$ 954,400,000</b>	<b>\$ 964,422,000</b>	<b>\$ 967,116,000</b>	<b>0.3</b>	<b>\$ 974,465,000</b>

## Health and Human Services Function Summary

<b>Expenditures by Agency</b>	<b>2016 Actuals</b>	<b>2017 Actuals</b>	<b>2018 Enacted Budget</b>	<b>2018 Revised Budget</b>	<b>2019 Recommended</b>
Executive Office Of Health And Human Services	2,360,301,137	2,433,340,843	2,541,841,896	2,594,918,120	2,477,269,162
<b>Total Expenditures</b>	<b>2,360,301,137</b>	<b>2,433,340,843</b>	<b>2,541,841,896</b>	<b>2,594,918,120</b>	<b>2,477,269,162</b>
<b>Expenditures by Object</b>					
Salary and benefits	22,868,915	24,367,656	23,662,548	27,577,063	31,810,727
Contract Professional Services	128,305,091	63,758,676	77,443,647	105,719,057	75,069,720
Operating supplies and Expenses	5,084,584	7,700,858	7,976,205	10,193,832	9,469,725
Assistance And Grants	2,203,891,007	2,337,264,938	2,429,632,538	2,450,862,540	2,360,829,105
<b>Subtotal: Operating</b>	<b>2,360,149,597</b>	<b>2,433,092,128</b>	<b>2,538,714,938</b>	<b>2,594,352,492</b>	<b>2,477,179,277</b>
Capital Purchases And Equipment	151,540	98,715	926,958	565,628	89,885
Operating Transfers	0	150,000	2,200,000	0	0
<b>Subtotal: Other</b>	<b>151,540</b>	<b>248,715</b>	<b>3,126,958</b>	<b>565,628</b>	<b>89,885</b>
<b>Total Expenditures</b>	<b>2,360,301,137</b>	<b>2,433,340,843</b>	<b>2,541,841,896</b>	<b>2,594,918,120</b>	<b>2,477,269,162</b>
<b>Expenditures by Source of Funds</b>					
General Revenue	911,535,815	944,892,151	964,299,956	978,479,417	935,907,193
Federal Funds	1,433,337,164	1,473,416,724	1,558,325,403	1,590,628,323	1,520,865,981
Restricted Receipts	15,428,158	15,031,968	19,216,537	25,810,380	20,495,988
<b>Total Expenditures</b>	<b>2,360,301,137</b>	<b>2,433,340,843</b>	<b>2,541,841,896</b>	<b>2,594,918,120</b>	<b>2,477,269,162</b>
<b>FTE Authorization</b>	<b>187.0</b>	<b>178.0</b>	<b>285.0</b>	<b>194.0</b>	<b>294.0</b>

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## Agency Summary

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### EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

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#### Agency Mission

Assure access to high quality and cost effective services that foster the health, safety, and independence of all Rhode Islanders.

#### Agency Description

The Executive Office of Health and Human Services (EOHHS) serves as “the principal agency of the executive branch of state government” (R.I.G.L. §42-7.2-2) responsible for overseeing the organization, finance and delivery of publicly funded health and human services. In this capacity, the EOHHS administers the state’s Medicaid program and provides strategic direction to Rhode Island’s four health and human services agencies: Department of Health (DOH); Human Services (DHS); Children, Youth, and Families (DCYF); and Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH). The EOHHS and the agencies under its umbrella provide direct services to over 300,000 Rhode Islanders. Additionally, the agencies deliver an array of regulatory, protective and health promotion services to our communities. EOHHS’ objectives are to manage the organization, design and delivery of health and human services and to develop and implement an efficient and accountable system of high quality, integrated health and human services. To achieve this end, EOHHS seeks to: 1) Improve the economy, efficiency, coordination, and quality of health and human services policy and planning and budgeting and financing. 2) Design strategies and implement best practices that foster service access, consumer safety and positive outcomes. 3) Maximize and leverage funds from all available public and private sources, including federal financial participation, grants and awards. 4) Increase public confidence by conducting independent reviews of health and human services issues in order to promote accountability and coordination across departments. 5) Ensure that state health and human services policies and programs are responsive to changing consumer needs and to the network of community providers that deliver services and supports.

#### Statutory History

Title 42 Chapter 7.2 of the Rhode Island General Laws, as amended, established the Executive Office of Health and Human Services within the Executive Branch of state government. Title 40 Chapter 8 of the Rhode Island General Laws provides the state with the statutory foundation for the Medical Assistance Program. Title 42, Chapter 12.4 entitled “Medicaid Reform Act of 2008” is the statutory authority for the adoption of rules and regulations to implement the provisions of the state’s Section 1115 demonstration waiver.

# Budget

## EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

	2016 Actuals	2017 Actuals	2018 Enacted Budget	2018 Revised Budget	2019 Recommended
<b>Expenditures by Program</b>					
Central Management	175,148,947	114,478,983	132,875,297	172,556,083	140,260,397
Medical Assistance (Including Medicaid)	2,185,152,190	2,318,861,860	2,408,966,599	2,422,362,037	2,337,008,765
<b>Total Expenditures</b>	<b>2,360,301,137</b>	<b>2,433,340,843</b>	<b>2,541,841,896</b>	<b>2,594,918,120</b>	<b>2,477,269,162</b>
<b>Expenditures by Object</b>					
Salary And Benefits	22,868,915	24,367,656	23,662,548	27,577,063	31,810,727
Contract Professional Services	128,305,091	63,758,676	77,443,647	105,719,057	75,069,720
Operating Supplies And Expenses	5,084,584	7,700,858	7,976,205	10,193,832	9,469,725
Assistance And Grants	2,203,891,007	2,337,264,938	2,429,632,538	2,450,862,540	2,360,829,105
<b>Subtotal: Operating</b>	<b>2,360,149,597</b>	<b>2,433,092,128</b>	<b>2,538,714,938</b>	<b>2,594,352,492</b>	<b>2,477,179,277</b>
Capital Purchases And Equipment	151,540	98,715	926,958	565,628	89,885
Operating Transfers	0	150,000	2,200,000	0	0
<b>Subtotal: Other</b>	<b>151,540</b>	<b>248,715</b>	<b>3,126,958</b>	<b>565,628</b>	<b>89,885</b>
<b>Total Expenditures</b>	<b>2,360,301,137</b>	<b>2,433,340,843</b>	<b>2,541,841,896</b>	<b>2,594,918,120</b>	<b>2,477,269,162</b>
<b>Expenditures by Source of Funds</b>					
General Revenue	911,535,815	944,892,151	964,299,956	978,479,417	935,907,193
Federal Funds	1,433,337,164	1,473,416,724	1,558,325,403	1,590,628,323	1,520,865,981
Restricted Receipts	15,428,158	15,031,968	19,216,537	25,810,380	20,495,988
<b>Total Expenditures</b>	<b>2,360,301,137</b>	<b>2,433,340,843</b>	<b>2,541,841,896</b>	<b>2,594,918,120</b>	<b>2,477,269,162</b>
<b>FTE Authorization</b>	<b>187.0</b>	<b>178.0</b>	<b>285.0</b>	<b>194.0</b>	<b>294.0</b>

# Personnel Agency Summary

## EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

	FY 2018		FY 2019	
	FTE	Cost	FTE	Cost
Classified	191.0	17,312,507	293.0	23,555,018
Unclassified	3.0	414,902	1.0	130,878
<b>Subtotal</b>	<b>194.0</b>	<b>17,727,409</b>	<b>294.0</b>	<b>23,685,896</b>
Transfer Out		0		(5,863,019)
Transfer In		67,813		1,872,242
Salaries Adjustment		0		22,161
Overtime (1.5)		50,000		0
Seasonal/Special Salaries/Wages		0		61,074
Turnover		(729,827)		(690,375)
<b>Total Salaries</b>		<b>17,115,395</b>		<b>19,667,109</b>
<b>Benefits</b>				
Contract Stipends		0		1,200
FICA		1,293,505		1,487,740
Health Benefits		2,688,447		3,284,763
Payroll Accrual		97,690		105,823
Retiree Health		1,020,666		1,166,348
Retirement		4,621,720		5,207,190
<b>Subtotal</b>		<b>9,722,028</b>		<b>11,253,064</b>
<b>Total Salaries and Benefits</b>	<b>194.0</b>	<b>26,837,423</b>	<b>294.0</b>	<b>30,920,173</b>
<b>Cost Per FTE Position (Excluding Temporary and Seasonal)</b>		<b>138,337</b>		<b>105,171</b>
Statewide Benefit Assessment		739,640		890,554
<b>Payroll Costs</b>	<b>194.0</b>	<b>27,577,063</b>	<b>294.0</b>	<b>31,810,727</b>
<b>Purchased Services</b>				
Buildings and Ground Maintenance		400		400
Clerical and Temporary Services		337,000		334,000
Information Technology		45,476,184		17,935,705
Legal Services		468,500		468,500
Management & Consultant Services		57,971,373		55,174,986
Medical Services		21,826		21,826
Other Contracts		520,121		210,650
Training and Educational Services		88,500		88,500
University and College Services		835,153		835,153
<b>Subtotal</b>		<b>105,719,057</b>		<b>75,069,720</b>
<b>Total Personnel</b>	<b>194.0</b>	<b>133,296,120</b>	<b>294.0</b>	<b>106,880,447</b>

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## Personnel Agency Summary

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### EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

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	FY 2018		FY 2019	
	FTE	Cost	FTE	Cost
<b>Distribution by Source of Funds</b>				
General Revenue		25,498,117		28,515,634
Federal Funds		105,718,622		76,757,259
Restricted Receipts		2,079,381		1,607,554
<b>Total All Funds</b>		<b>133,296,120</b>		<b>106,880,447</b>

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## Performance Measures

### EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

#### Medicaid Payments Tied to an Alternative Payment Methodology

Value-based payments reward providers for the quality of their care, as opposed to just the amount of care, which leads to better patient experience, improved outcomes and lower costs and use of health care services. The figures below represent the percentage of Medicaid payments with some aspect tied to value-based payments such as shared savings arrangements, bundled payments, or capitation. [Notes: Calendar Year 2017 data as of 12/27/17. Missing values appear as zeros in the measure.]

<i>Frequency: Annual</i>	<i>Reporting Period: Calendar Year</i>				
	2015	2016	2017	2018	2019
<b>Target</b>	1.00%	30.00%	40.00%	60.00%	80.00%
<b>Actual</b>	1.00%	54.00%	57.50%	0.00%	

#### Severe and Persistent Mental Illness (SPMI) Per-Member Costs

Patients with SPMI represent some of the most high needs and most expensive patients in our health care delivery system who benefit most from coordinated, integrated, individually-managed care. The figures below represent the per member, per month cost of adults with SPMI. [Note: Missing values appear as zeros in the measure.]

<i>Frequency: Annual</i>	<i>Reporting Period: State Fiscal Year</i>				
	2015	2016	2017	2018	2019
<b>Target</b>	1,930.00	0.00	1,835.00	1,790.00	1,950.00
<b>Actual</b>	1,930.00	1,882.00	1,873.00	0.00	

#### Emergency Department Usage - All Medicaid Members

Care delivered in an emergency room is often more expensive, less coordinated, and higher intensity than patients need. While some visits are truly emergent for unpreventable reasons, recent national studies estimate that up to 71 percent of emergency room visits are potentially avoidable, either because they are primary-care treatable or could have been prevented with better management of chronic illness or a more coordinated care experience. (Source: Truven Analytics. "Avoidable Emergency Department Usage Analysis." April, 2013.) The figures below represent the number of emergency department visits per 1,000 full-time equivalent (FTE) members. [Note: Missing values appear as zeros in the measure.]

<i>Frequency: Annual</i>	<i>Reporting Period: State Fiscal Year</i>				
	2015	2016	2017	2018	2019
<b>Target</b>	700.00	0.00	645.00	604.00	622.00
<b>Actual</b>	700.00	689.00	626.00	0.00	

#### Emergency Department Usage - Medicaid SPMI Subpopulation

Patients with SPMI are more likely to use the Emergency Room, which often delivers less coordinated, integrated, and cost-efficient services than these high-needs patients require. The figures below represent the number of emergency department visits per 1,000 Medicaid FTE members with SPMI. [Note: Missing values appear as zeros in the measure.]

<i>Frequency: Annual</i>	<i>Reporting Period: State Fiscal Year</i>				
	2015	2016	2017	2018	2019
<b>Target</b>	2,101.00	0.00	2,130.00	1,995.00	1,999.00
<b>Actual</b>	2,101.00	2,276.00	1,932.00	0.00	



## Performance Measures

### EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

#### Medicaid Members with a Primary Care Provider (PCP) Visit in the Past Year

When patients regularly visit their primary care provider, "[they] have better management of chronic diseases, lower overall health care costs, and a higher level of satisfaction with their care." (Friedberg, Mark W. "Primary Care: A Critical Review Of The Evidence On Quality And Costs Of Health Care." Health Affairs Volume 29.Issue 5 (May 2010):pp 766-772.) The figures below represent the percentage of Medicaid - combined RIte Care and Fee-For-Service - FTE members who have seen a PCP in the last 12 months. [Note: Missing values appear as zeros in the measure.]

	<i>Reporting Period: State Fiscal Year</i>				
<i>Frequency: Annual</i>	2015	2016	2017	2018	2019
<b>Target</b>	68.50%	74.90%	81.20%	85.40%	70.00%
<b>Actual</b>	68.50%	69.20%	70.00%	0.00%	

#### Long Term Support Services Spending on Institutional Care

A preferred alternative to institutional long-term care, in terms of matching care intensity to the patient's need, improved cost savings and better patient experience, are "home and community based services". EOHHS aims to increase our use of home and community based services, when appropriate, for members in need of long term care. The figures below represent the percentage of long-term care spending on institutional nursing homes or hospice care. [Notes: 2015 actual has been updated to reflect more accurate data. Missing values appear as zeros in the measure.]

	<i>Reporting Period: State Fiscal Year</i>				
<i>Frequency: Monthly</i>	2015	2016	2017	2018	2019
<b>Target</b>	86.90%	75.00%	70.00%	75.00%	85.00%
<b>Actual</b>	86.90%	86.00%	86.30%	0.00%	

# Program Summary

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**Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**

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## Central Management

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### Mission

To efficiently and effectively manage the major programmatic and administrative operations of the Executive Office.

### Description

The Central Management program is comprised of several distinct units that were formed through the restructuring of functional responsibilities across the health and human services subsidiary departments and include: Office of the Secretary, Budget and Finance, Innovation and Policy, Partner Engagement, Legal Services, Medical Assistance (Medicaid) Administration, and the Office of Program Integrity. The structure of EOHHS is designed to achieve greater efficiency in the organization, finance, design, and delivery of services. The centralization of certain functions modernizes existing systems, leverages available resources, and streamlines service delivery and payment systems. The transfer of the Medicaid Administration function from the Department of Human Services established EOHHS as the "Single State Agency" for Medicaid Administration in Rhode Island. Medical Assistance Administration strives to ensure access to high quality health care services, to assure the efficiency and economy of those services, to coordinate service-delivery efforts with other state departments and agencies, and to administer programs in a manner consistent with federal and state laws and regulations.

### Statutory History

Title 42 Chapter 7.2 of the Rhode Island General Laws established the Executive Office of Health and Human Services within the Executive Branch of state government.

# Budget

## Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

### Central Management

Expenditures by Sub Program	2016 Actuals	2017 Actuals	2018 Enacted Budget	2018 Revised Budget	2019 Recommended
Operations	175,148,947	114,478,983	132,875,297	172,556,083	140,260,397
<b>Total Expenditures</b>	<b>175,148,947</b>	<b>114,478,983</b>	<b>132,875,297</b>	<b>172,556,083</b>	<b>140,260,397</b>
<b>Expenditures by Object</b>					
Salary and benefits	22,868,915	24,367,656	23,662,548	27,577,063	31,810,727
Contract Professional Services	128,305,091	63,312,051	77,443,647	105,719,057	75,069,720
Operating supplies and Expenses	5,082,801	7,700,011	7,976,205	10,193,832	9,469,725
Assistance And Grants	18,740,600	18,850,550	20,665,939	28,500,503	23,820,340
<b>Subtotal: Operating</b>	<b>174,997,407</b>	<b>114,230,268</b>	<b>129,748,339</b>	<b>171,990,455</b>	<b>140,170,512</b>
Capital Purchases And Equipment	151,540	98,715	926,958	565,628	89,885
Operating Transfers	0	150,000	2,200,000	0	0
<b>Subtotal: Other</b>	<b>151,540</b>	<b>248,715</b>	<b>3,126,958</b>	<b>565,628</b>	<b>89,885</b>
<b>Total Expenditures</b>	<b>175,148,947</b>	<b>114,478,983</b>	<b>132,875,297</b>	<b>172,556,083</b>	<b>140,260,397</b>
<b>Expenditures by Source of Funds</b>					
General Revenue	34,276,826	25,569,945	26,992,150	27,234,932	30,110,832
Federal Funds	134,719,716	84,850,577	97,940,878	130,785,039	100,927,845
Restricted Receipts	6,152,405	4,058,461	7,942,269	14,536,112	9,221,720
<b>Total Expenditures</b>	<b>175,148,947</b>	<b>114,478,983</b>	<b>132,875,297</b>	<b>172,556,083</b>	<b>140,260,397</b>

# Personnel

## Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

### Central Management

	FY 2018		FY 2019	
	FTE	Cost	FTE	Cost
<b>Classified</b>				
ACCOUNTANT	0.0	0	2.0	95,745
ADMINISTRATIVE AND LEGAL SUPPORT SERVICES ADMINISTRATOR	4.0	541,647	4.0	541,647
ADMINISTRATOR- FINANCIAL MANAGEMENT	0.0	0	8.0	695,831
ADMINISTRATOR FOR MEDICAL SERVICES	4.0	432,012	4.0	432,012
ADMINISTRATOR III (MHRH)	0.0	0	2.0	195,205
ADMINISTRATOR I (MHRH)	1.0	92,652	2.0	166,977
APPEALS OFFICER	7.0	537,721	7.0	537,721
ASSISTANT ADMINISTRATIVE OFFICER	1.0	56,674	1.0	56,674
ASSISTANT ADMINISTRATOR (ASSISTANCE PAYMENTS)	1.0	99,745	2.0	198,994
ASSISTANT ADMINISTRATOR COMMUNITY AND PLANNING SERVICES	0.0	4,126	0.0	0
ASSISTANT ADMINISTRATOR FAMILY AND CHILDREN'S SERVICES	2.0	191,787	2.0	187,188
ASSISTANT ADMINISTRATOR- FINANCIAL MANAGEMENT	1.0	71,608	2.0	153,828
ASSISTANT BUSINESS MANAGEMENT OFFICER	0.0	0	6.0	285,387
ASSISTANT DIRECTOR FINANCIAL AND CONTRACT MANAGEMENT	4.0	460,080	4.0	460,080
ASSOCIATE ADMINISTRATOR II (MHRH)	0.0	0	2.0	164,282
ASSOCIATE DIRECTOR DEPARTMENT OF ELDERLY AFFAIRS	1.0	118,289	1.0	118,289
ASSOCIATE DIRECTOR (DHS) DIV OF COMMUNITY SERVICES	1.0	127,612	1.0	127,612
ASSOCIATE DIRECTOR (DHS) DIV OF MANAGEMENT SERVICES	5.0	659,148	5.0	659,149
ASSOCIATE DIRECTOR (FINANCIAL MANAGEMENT)	6.0	760,749	6.0	760,748
ASSOCIATE DIRECTOR II (MHRH)	2.0	263,538	2.0	263,538
BILLING SPECIALIST	0.0	0	1.0	41,674
BUSINESS MANAGEMENT OFFICER	0.0	0	3.0	193,368
CHIEF BUSINESS MANAGEMENT OFFICER	0.0	0	2.0	179,273
CHIEF CLERK	0.0	0	1.0	45,232
CHIEF DIVISION OF ORAL HEALTH	0.0	59,187	0.0	0
CHIEF ECONOMIC AND POLICY ANALYST	2.0	215,230	2.0	215,230
CHIEF FAMILY HEALTH SYSTEMS	10.0	835,058	10.0	835,058
CHIEF HEALTH PROGRAM EVALUATOR	2.0	171,772	2.0	171,772
CHIEF HEALTH SYSTEMS DEVELOPMENT	1.0	87,239	1.0	87,239
CHIEF HUMAN SERVICES BUSINESS OFFICER	1.0	101,777	6.0	488,099
CHIEF IMPLEMENTATION AIDE	2.0	131,653	2.0	131,653

# Personnel

## Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

### Central Management

	FY 2018		FY 2019	
	FTE	Cost	FTE	Cost
<b>Classified</b>				
CHIEF MEDICAL CARE SPECIALIST	3.0	292,971	3.0	290,671
CHIEF OF LEGAL SERVICES	3.0	315,046	3.0	315,046
CHIEF OF STAFF DEVELOPMENT- TRAINING & CONT QUAL IMPROV	1.0	71,703	1.0	71,703
CHIEF OF STRATEGIC PLANNING- MONITORING AND EVALUATION	7.0	770,366	7.0	770,367
CHIEF RATE SETTING ANALYST	1.0	98,492	1.0	96,192
COMMUNITY HEALTH NURSE COORDINATOR	5.0	550,203	5.0	467,587
CONSULTANT PUBLIC HEALTH NURSE	10.0	1,078,392	10.0	1,055,042
DATA CONTROL CLERK	14.0	581,232	18.0	792,458
DATA ENTRY UNIT SUPERVISOR	0.0	12,237	0.0	0
DEPUTY CHIEF OF LEGAL SERVICES	5.0	494,245	5.0	494,244
DEPUTY DIRECTOR DEPARTMENT OF HUMAN SERVICES	1.0	136,161	1.0	136,161
DEPUTY DIRECTOR OF HEALTH	1.0	121,889	0.0	0
DEPUTY SECRETARY - GENERAL COUNSEL	0.0	0	1.0	70,000
Director, Interagency Operations (EOHSS)	1.0	150,436	1.0	150,436
DISEASE INTERVENTION SPECIALIST I	0.0	48,687	0.0	0
ELIGIBILITY TECHNICIAN	2.0	104,341	2.0	104,341
FISCAL CLERK	0.0	0	3.0	156,669
FISCAL MANAGEMENT OFFICER	0.0	0	2.0	121,838
HEALTH PROGRAM ADMINISTRATOR	2.0	181,373	2.0	159,847
HEALTH SERVICES REGULATION LICENSING AIDE I	0.0	20,777	0.0	0
HEALTH SERVICES REGULATION LICENSING AIDE II	0.0	4,468	0.0	0
HUMAN SERVICES BUSINESS OFFICER	0.0	0	8.0	419,289
HUMAN SERVICES POLICY AND SYSTEMS SPECIALIST	0.0	0	1.0	63,009
IMPLEMENTATION DIRECTOR POLICY AND PROGRAMS	1.0	115,275	1.0	115,275
INFORMATION AIDE	0.0	0	1.0	39,678
INFORMATION PROCESSING OFFICER	0.0	0	1.0	107,615
INTERDEPARTMENTAL PROJECT MANAGER	9.0	855,804	10.0	943,192
JUNIOR HUMAN SERVICES POLICY AND SYSTEMS SPECIALIST	0.0	0	1.0	53,360
JUNIOR RESOURCE SPECIALIST	0.0	0	1.0	51,335
LEGAL ASSISTANT	5.0	223,156	5.0	221,184
LEGAL COUNSEL (MHRH)	2.0	170,317	2.0	170,317
MEDICAID PROGRAM DIRECTOR	1.0	155,192	1.0	155,192
MEDICAL CARE SPECIALIST	4.0	271,466	6.0	417,692

# Personnel

## Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

### Central Management

	FY 2018		FY 2019	
	FTE	Cost	FTE	Cost
<b>Classified</b>				
MEDICOLEGAL ADMINISTRATOR	0.0	38,048	0.0	0
OFFICE MANAGER	2.0	111,698	2.0	111,698
PARALEGAL AIDE	1.0	40,681	1.0	40,681
PRINCIPAL CLERK-TYPIST	0.0	0	1.0	36,856
PRINCIPAL COMMUNITY PROGRAM LIAISON WORKER	0.0	51,915	0.0	0
PRINCIPAL HUMAN SERVICES BUSINESS OFFICER	4.0	256,783	15.0	947,684
PRINCIPAL HUMAN SERVICES POLICY AND SYSTEMS SPECIALIST	1.0	85,154	12.0	1,184,098
PRINCIPAL MANAGEMENT AND METHODS ANALYST	1.0	57,352	1.0	57,352
PRINCIPAL PREAUDIT CLERK	0.0	0	3.0	116,116
PRINCIPAL PUBLIC HEALTH PROMOTION SPECIALIST	1.0	74,197	1.0	74,197
PRINCIPAL RATE ANALYST (COMMUNITY BASED SERVICES)	1.0	70,559	3.0	228,434
PROGRAMMING SERVICES OFFICER	6.0	486,479	7.0	496,413
PUBLIC ASSISTANCE BUSINESS MANAGER	1.0	89,543	1.0	89,543
PUBLIC HEALTH EPIDEMIOLOGIST	0.0	61,103	0.0	0
PUBLIC HEALTH PROMOTION SPECIALIST	0.0	69,456	0.0	0
RATE ANALYST (COMMUNITY BASED SERVICES)	0.0	0	2.0	102,853
SENIOR ACCOUNTANT	0.0	0	1.0	48,399
SENIOR COMMUNITY PROGRAM LIAISON WORKER	1.0	48,943	1.0	48,943
SENIOR HUMAN SERVICES BUSINESS OFFICER	0.0	0	3.0	184,936
SENIOR HUMAN SERVICES POLICY AND SYSTEMS SPECIALIST	2.0	228,091	5.0	354,636
SENIOR LEGAL COUNSEL	18.0	1,571,149	18.0	1,571,146
SENIOR MEDICAL CARE SPECIALIST	4.0	329,033	4.0	326,733
SENIOR PUBLIC HEALTH PROMOTION SPECIALIST	0.0	16,463	0.0	0
SENIOR RATE ANALYST (COMMUNITY BASED SERVICES)	2.0	124,758	3.0	179,243
SENIOR SYSTEMS ANALYST	1.0	77,529	1.0	77,529
SENIOR WORD PROCESSING TYPIST	0.0	0	1.0	44,500
SOCIAL CASE WORKER	2.0	119,257	2.0	119,257
SOCIAL CASE WORKER II	5.0	298,371	5.0	293,771
SUPERVISING ACCOUNTANT	0.0	0	1.0	85,874
SUPERVISOR FINANCIAL MANAGEMENT AND REPORTING	2.0	162,412	2.0	162,412
SUPERVISOR OF PATIENTS' RESOURCES AND BENEFITS	0.0	0	1.0	72,473
<b>Subtotal Classified</b>	<b>191.0</b>	<b>17,312,507</b>	<b>293.0</b>	<b>23,555,018</b>

# Personnel

## Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

### Central Management

	FY 2018		FY 2019	
	FTE	Cost	FTE	Cost
<b>Classified</b>				
<b>Unclassified</b>				
CHIEF OF STAFF	0.0	106,409	0.0	0
DEPUTY SECRETARY - GENERAL COUNSEL	1.0	70,000	0.0	0
INFORMATION PROCESSING OFFICER	1.0	107,615	0.0	0
SECRETARY OF HEALTH AND HUMAN SERVICES	1.0	130,878	1.0	130,878
<b>Subtotal Unclassified</b>	<b>3.0</b>	<b>414,902</b>	<b>1.0</b>	<b>130,878</b>
<b>Subtotal</b>	<b>194.0</b>	<b>17,727,409</b>	<b>294.0</b>	<b>23,685,896</b>
Transfer Out		0		(5,863,019)
Transfer In		67,813		1,872,242
Salaries Adjustment		0		22,161
Overtime (1.5)		50,000		0
Seasonal/Special Salaries/Wages		0		61,074
Turnover		(729,827)		(690,375)
<b>Total Salaries</b>		<b>17,115,395</b>		<b>19,667,109</b>
<b>Benefits</b>				
Contract Stipends		0		1,200
FICA		1,293,505		1,487,740
Health Benefits		2,688,447		3,284,763
Payroll Accrual		97,690		105,823
Retiree Health		1,020,666		1,166,348
Retirement		4,621,720		5,207,190
<b>Subtotal</b>		<b>9,722,028</b>		<b>11,253,064</b>
<b>Total Salaries and Benefits</b>	<b>194.0</b>	<b>26,837,423</b>	<b>294.0</b>	<b>30,920,173</b>
<b>Cost Per FTE Position (Excluding Temp. and Seasonal)</b>		<b>138,337</b>		<b>105,170.66</b>
Statewide Benefit Assessment		739,640		890,554
<b>Payroll Costs</b>	<b>194.0</b>	<b>27,577,063</b>	<b>294.0</b>	<b>31,810,727</b>
<b>Purchased Services</b>				
Buildings and Ground Maintenance		400		400
Clerical and Temporary Services		337,000		334,000
Information Technology		45,476,184		17,935,705
Legal Services		468,500		468,500
Management & Consultant Services		57,971,373		55,174,986
Medical Services		21,826		21,826
Other Contracts		520,121		210,650

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## Personnel

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Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

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### Central Management

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	FY 2018		FY 2019	
	FTE	Cost	FTE	Cost
<b>Purchased Services</b>				
Training and Educational Services		88,500		88,500
University and College Services		835,153		835,153
<b>Subtotal</b>		<b>105,719,057</b>		<b>75,069,720</b>
<b>Total Personnel</b>	<b>194.0</b>	<b>133,296,120</b>	<b>294.0</b>	<b>106,880,447</b>
<b>Distribution by Source of Funds</b>				
General Revenue		25,498,117		28,515,634
Federal Funds		105,718,622		76,757,259
Restricted Receipts		2,079,381		1,607,554
<b>Total All Funds</b>		<b>133,296,120</b>		<b>106,880,447</b>



## **Program Summary**

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**Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**

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### **Medical Assistance (Including Medicaid)**

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#### **Mission**

To assure the availability of high quality health care services to program recipients.

#### **Description**

The Medical Assistance Program assures quality and access to necessary medical services for eligible recipients, primarily financed through Medicaid. Authorized under Title XIX of the Social Security Act, Medicaid is an entitlement program administered by states to provide medical benefits to low income persons who are aged, blind, or disabled, to low income children and families, and to qualifying low income persons without dependent children. Medicaid is jointly financed by states and the federal government according to the prevailing Federal Medical Assistance Percentage (FMAP). Rhode Island's FMAP, which is based on a measure of relative per capita personal income, is 51.45 percent for federal fiscal year 2018 and 52.57 percent for federal fiscal year 2019. EOHHS, in accordance with the Global Consumer Choice Compact Waiver and a multitude of state and federal laws, specifies the scope of covered services, establishes fees for services and reimbursement rates for hospital and nursing facility services, and adjudicates and pays claims for medical services submitted by providers. The Medical Assistance Program covers a broad scope of medical services provided to eligible individuals by service providers licensed by the Department of Health or other appropriate state or federal accrediting authorities, and enrolled as service providers by the Medical Assistance Program.

#### **Statutory History**

Title XIX of the Social Security Act was enacted by Congress under the provision of Public Law 89-97 on July 30, 1965. The Rhode Island Medical Assistance Program was implemented under Title 40, Chapter 8 of the Rhode Island General Laws. Title 42 Chapter 12.3 and Title 40-6.2 of the Rhode Island General Laws authorized the Department of Human Services to establish and administer the RItE Care Program. EOHHS has since become the administering agency for Medical Assistance.

# Budget

## Agency: EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

### Medical Assistance (Including Medicaid)

Expenditures by Sub Program	2016 Actuals	2017 Actuals	2018 Enacted Budget	2018 Revised Budget	2019 Recommended
Hospitals	196,137,342	188,448,131	197,983,104	190,203,581	143,527,744
Long-Term Care	238,825,063	249,102,254	238,714,828	243,900,000	239,078,176
Managed Care	638,130,693	681,026,615	690,512,594	712,475,000	705,709,388
Other Services	482,768,991	544,361,348	585,585,097	562,849,067	544,359,609
Pharmacy	52,144,168	54,231,024	62,068,533	62,034,389	62,399,670
Rhody Health Partners	557,651,347	584,535,253	591,602,443	608,400,000	598,895,598
Special Education	19,494,586	17,157,235	42,500,000	42,500,000	43,038,580
<b>Total Expenditures</b>	<b>2,185,152,190</b>	<b>2,318,861,860</b>	<b>2,408,966,599</b>	<b>2,422,362,037</b>	<b>2,337,008,765</b>
<b>Expenditures by Object</b>					
Contract Professional Services	0	446,625	0	0	0
Operating supplies and Expenses	1,783	847	0	0	0
Assistance And Grants	2,185,150,407	2,318,414,388	2,408,966,599	2,422,362,037	2,337,008,765
<b>Subtotal: Operating</b>	<b>2,185,152,190</b>	<b>2,318,861,860</b>	<b>2,408,966,599</b>	<b>2,422,362,037</b>	<b>2,337,008,765</b>
<b>Total Expenditures</b>	<b>2,185,152,190</b>	<b>2,318,861,860</b>	<b>2,408,966,599</b>	<b>2,422,362,037</b>	<b>2,337,008,765</b>
<b>Expenditures by Source of Funds</b>					
General Revenue	877,258,989	919,322,206	937,307,806	951,244,485	905,796,361
Federal Funds	1,298,617,448	1,388,566,147	1,460,384,525	1,459,843,284	1,419,938,136
Restricted Receipts	9,275,753	10,973,508	11,274,268	11,274,268	11,274,268
<b>Total Expenditures</b>	<b>2,185,152,190</b>	<b>2,318,861,860</b>	<b>2,408,966,599</b>	<b>2,422,362,037</b>	<b>2,337,008,765</b>

**Resolution authorizing the annual appropriation measure for Fiscal Year 2019.  
(Commissioners)**

**WHEREAS**, the Franklin County Board of Commissioners, as the taxing authority for Franklin County, is required to pass an annual appropriation measure pursuant to section 5705.38 of the Revised Code; and

**WHEREAS**, the appropriation measure shall be classified so as to set forth the amounts appropriated for each office, department, and division of the County; and

**WHEREAS**, the attached budget provides appropriation authority for the anticipated expenses and obligations of Franklin County for the year ending December 31, 2019, in accordance with the official certificate of estimated resources and its amendments; now, therefore,

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FRANKLIN COUNTY, OHIO:

That the amounts attached hereto and included herein by reference are hereby appropriated for the fiscal year ending December 31, 2019, to the respective funds and accounts for the purposes for which said funds and accounts have been established.

Prepared by: LaGrieta Holloway

**SIGNATURE SHEET**

Resolution No. 899-18

December 18, 2018

**RESOLUTION AUTHORIZING THE ANNUAL APPROPRIATION  
MEASURE FOR FISCAL YEAR 2019.**

**(COMM - Board of Commissioners)**

Upon the motion of Commissioner John O'Grady, seconded by  
Commissioner Marilyn Brown:

**Voting:**

<b>Kevin L. Boyce, President</b>	<b>Aye</b>
<b>Marilyn Brown</b>	<b>Aye</b>
<b>John O'Grady</b>	<b>Aye</b>

Board of County Commissioners  
Franklin County, Ohio

**CERTIFICATE OF CLERK**

IT IS HEREBY CERTIFIED that the foregoing is a true and correct transcript of a resolution acted upon by the Board of County Commissioners, Franklin County, Ohio on the date noted above.



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Antwana Booker, Clerk  
Board of County Commissioners  
Franklin County, Ohio

# Fiscal Year 2019 Appropriations



## County Administrator

Kenneth N. Wilson

## Deputy County Administrators

Erik J. Janas  
Kris Long  
Keena Smith

## Office of Management and Budget

Zak Talarek, Director  
Heidi Hallas, Deputy Director  
Rachel Buske, Senior Performance Analyst II  
Gary Collins, Senior Performance Analyst I  
Garrett Crane, Senior Performance Analyst I  
Ashley Harris, Senior Performance Analyst I  
Lorie Hedges, Senior Performance Analyst I  
LaGrieta Holloway, Senior Budget Officer  
Adam Luckhaupt, Chief Information Officer  
Dayna McCrary, Community Partnership Coordinator  
Kaliyah Shaheen, Systems Administrator  
Mary Jane Harper, Administrative Assistant

## TABLE OF CONTENTS

### General Fund:

<u>Fund</u>	<u>Agency</u>	<u>Description</u>	<u>Page</u>
1000	01	Commissioners / Reserves & Debt	1
1000	02	General Services	1
1000	03	Public Facilities Management	1
1000	05	Economic Development & Planning (EDP)	2
1000	06	Human Resources	2
1000	14	Community Partnerships	2
1000	21	Auditor	3
1000	22	Data Center	3
1000	31	Recorder	3
1000	40	Municipal Court Clerk	4
1000	42	Treasurer	4
1000	43	Prosecuting Attorney	4
1000	44	Court of Appeals	5
1000	45	Common Pleas Court	5
1000	46	Domestic and Juvenile Court	5
1000	47	Probate Court	6
1000	48	Clerk of Courts	6
1000	49	Coroner	6
1000	50	Municipal Court	7
1000	51	Board of Elections	7
1000	52	Sheriff	7
1000	53	Veterans Service Commission	8
1000	54	Engineer / Drainage Engineer	8
1000	65	Public Defender	8
Total General Fund			9

### Other Revenue Funds:

<u>Fund</u>	<u>Agency</u>	<u>Description</u>	<u>Page</u>
General Fund Reporting Funds:			
1001	52	Sheriff/Rotary Fund	10
1005	01	Commissioners/Risk Management Reserve Fund	10
1006	01	Commissioners/Stadium Pledge Fund	10
1007	01	Commissioners/Hotel Pledge Fund	11
1009	01	Commissioners/Medicaid Sales Tax Transition Fund	11
4068	02	General Services/Fleet Capital Fund	11

**Other Revenue Funds (continued):**

<b>Fund</b>	<b>Agency</b>	<b>Description</b>	<b>Page</b>
Special Revenue Funds:			
2011	07	Animal Control/Dog & Kennel Fund	12
2011	21	Auditor/Dog & Kennel Fund	12
2012	10	Job & Family Services/Public Assistance Fund	12
2013	21	Auditor/Real Estate Assessment Fund	13
2015	54	Engineer/Motor Vehicle and Gas Tax Fund	13
2016	31	Recorder/Technology Fund	13
2017	45	Common Pleas/Computerization Fund	14
2019	47	Probate Court/Computerization Fund	14
2021	59	Children Services/Special Levy Fund	14
2022	60	FCBDD/Program for Developmental Disabilities Fund	15
2023	45	Common Pleas/Community Corrections Program Fund	15
2024	01	Commissioners/Domestic Shelter Fund	15
2027	11	Office on Aging/Senior Services Fund	16
2029	08	Child Support Enforcement Agency/Child Support Enforcement Fund	16
2031	13	OHS & JP/Antenna Systems Fund	16
2032	52	Sheriff/Selective Enforcement Fund	17
2038	01	Commissioners/Zoological Park Fund	17
2040	42	Treasurer/Escrow Interest Fund	17
2044	43	Prosecuting Attorney/Rotary Fund	18
2045	52	Sheriff/Child Support Enforcement. Fund	18
2046	42	Treasurer/Delinquent Tax & Assessment Collection Fund	18
2047	43	Prosecuting Attorney/Delinquent Tax & Assessment Collection Fund	19
2048	46	Domestic & Juvenile/Felony Delinquent Care and Custody Fund	19
2055	52	Sheriff/Enforcement and Education Fund	19
2057	52	Sheriff/Commissary Fund	20
2058	01	Commissioners/Convention Facility Fund	20
2059	48	Clerk of Courts/Certificate of Title Administration Fund	20
2063	45	Common Pleas/Probation Services Fund	21
2066	46	Domestic & Juvenile/Grant Fund	21
2078	11	Office on Aging/Adult Protective Services Fund	21
2082	05	EDP/Community & Economic Development Fund	22
2083	13	OHS & JP/Justice Programs Fund	22
2086	52	Sheriff/JAG Sheriff Fund	22
2089	46	Domestic & Juvenile/Drug Court Fund	23
2094	45	Common Pleas/Community Corrections Misdemeanor Fund	23
2095	54	Drainage Engineer/Stormwater Fund	23
2096	52	Sheriff/Concealed Handgun License Fund	24
2111	58	ADAMH/Levy Fund	24
2112	58	ADAMH/Local Fund	24
2113	58	ADAMH/State Fund	25
2114	58	ADAMH/Federal Fund	25

**Other Revenue Funds (continued)**

<b>Fund</b>	<b>Agency</b>	<b>Description</b>	<b>Page</b>
Special Revenue Funds (continued):			
2123	42	Treasurer/Delinquent Tax Lien Admin Fund	25
2125	13	OHS & JP/Homeland Security Fund	26
2127	13	OHS & JP/Juvenile Assistance Grants Fund	26
2129	46	Domestic & Juvenile/Special Projects Fund	26
2130	01	Commissioners/Wireless Enhanced 9-1-1 Fund	27
2131	52	Sheriff/Training Fund	27
2133	68	Law Library/Law Library Resources Fund	27
2134	52	Sheriff/Franklin County Drug Task Force Fund	28
2138	07	Animal Control/Dog & Kennel Donations Fund	28
2140	45	Common Pleas/Justice Reinvestment Fund	28
2142	52	Sheriff/Community Outreach Fund	29
2144	58	ADAMH/Three C Council of Governments Fund	29
2145	47	Probate Court/Special Projects Fund	29
2146	59	Children Services/Children's Fund	30
2147	13	OHS & JP/TCAP Fund	30
2147	45	Common Pleas/TCAP Fund	30
2663	46	Domestic & Juvenile/Juvenile Detention – Special Food Fund	31
2664	52	Sheriff/DUI Enforcement Program Fund	31
2669	52	Sheriff/Violence Against Women Grant Fund	31
2871	54	Engineer/Weldon Phase 1 and 2 Fund	32
2872	54	Engineer/Woodland Creek Ditch Fund	32
2873	54	Engineer/Jefferson Run Phase 4 Ditch Fund	32
2874	54	Engineer/Paddock Reserve Ditch Fund	33
2875	54	Engineer/Jefferson Run Phase 3 Ditch Fund	33
2876	54	Engineer/Morrison Farms 2 Ditch Fund	33
2877	54	Engineer/Royal Elm Phase 7 Maintenance Fund	34
2878	54	Engineer/Jefferson Run Phase 2 Ditch Fund	34
2879	54	Engineer/Royal Elm Section 6 Maintenance Fund	34
2889	54	Engineer/Hoover Ditch Fund	35
2890	54	Engineer/Clark Ditch Fund	35
2892	54	Engineer/Royal Elm Petition Ditch Fund	35
2893	54	Engineer/Pinecrest Petition Ditch Fund	36
2894	54	Engineer/Asbury Ditch Maintenance Fund	36
2896	54	Engineer/Pinecrest Section 3 Ditch Fund	36
2897	54	Engineer/Royal Elm Section 5 Maintenance Fund	37
2898	54	Engineer/Parkwood Petition Ditch Fund	37
2899	54	Engineer/Morrison Farms Fund	37
9029	62	Emergency Management/Emergency Management Fund	38
9031	62	Emergency Management/Warning Fund	38



**Other Revenue Funds (continued)**

<b><u>Fund</u></b>	<b><u>Agency</u></b>	<b><u>Description</u></b>	<b><u>Page</u></b>
Debt Service Funds:			
3031	01	Commissioners/Bond Retirement Fund	39
3033	01	Commissioners/Stadium Debt Service Fund	39
3034	01	Commissioners/Parking Bond Retirement Fund	39
3035	01	Commissioners/Sanitary Bond Retirement Fund	40
3036	01	Commissioners/Sales Tax Bond Retirement Fund	40
Capital Project Funds:			
4057	48	Clerk of Courts/County Justice Information System Fund	41
4066	01	Commissioners/Network Infrastructure Fund	41
4067	03	Public Facilities Management/Public Safety Center Fund	41
4069	03	Public Facilities Management/Parking Bond Fund	42
4071	03	Public Facilities Management/Facility Renovation Bond Fund	42
4072	03	Public Facilities Management/Corrections Center Bond Fund	42
Enterprise Funds:			
1002	03	Public Facilities Management/Parking Facilities Fund	43
5052	09	Sanitary Engineer/Sanitary Water Fund	43
5053	09	Sanitary Engineer/Sanitary Sewer Fund	43
5056	09	Sanitary Engineer/Capital Improvements - Water Fund	44
5057	09	Sanitary Engineer/Capital Improvements - Sewer Fund	44
Internal Service Funds:			
6061	06	Human Resources/Workers' Compensation Fund	45
6062	03	Public Facilities Management/Telecommunications Fund	45
6063	06	Human Resources/Employee Benefits Self Insurance Fund	45
Total Other Revenue Funds			46
Total Budget			47

Fund #	2019 Appropriations
<b>1000 Commissioners / Reserves &amp; Debt*</b>	
Personal Services	\$5,831,049
Fringe Benefits	\$1,711,994
Materials & Services	\$6,008,638
Capital Outlays	\$100,000
Grants	\$0
Debt Service	\$0
Interfund	\$80,579,270
Contingency	\$13,026,000
Social Services	\$0
<b>Total Appropriations</b>	<b>\$107,256,951</b>
<b>1000 General Services (Purchasing &amp; Fleet Management)</b>	
Personal Services	\$1,457,430
Fringe Benefits	\$766,588
Materials & Services	\$3,851,469
Capital Outlays	\$43,695
Grants	\$0
Debt Service	\$0
Interfund	\$0
Contingency	\$0
Social Services	\$0
<b>Total Appropriations</b>	<b>\$6,119,182</b>
<b>1000 Public Facilities Management</b>	
Personal Services	\$6,096,255
Fringe Benefits	\$3,530,472
Materials & Services	\$15,119,172
Capital Outlays	\$46,000
Grants	\$99,143
Debt Service	\$0
Interfund	\$0
Contingency	\$0
Social Services	\$0
<b>Total Appropriations</b>	<b>\$24,891,042</b>

\*Commissioners / Reserves & Debt includes \$102,374,738 for Reserves & Debt and \$4,882,213 for Commissioners operations. The amount within Interfund, which is included in Reserves & Debt, includes \$9,436,424 set aside for the Board of Elections pending approval of a memorandum of understanding between the Board of Elections and the Board of Commissioners to ensure that the appropriations provided are expended for the purpose that they were allocated.

Fund #	2019 Appropriations
<b>1000 Economic Development &amp; Planning</b>	
Personal Services	\$983,338
Fringe Benefits	\$478,877
Materials & Services	\$672,661
Capital Outlays	\$0
Grants	\$9,156,205
Debt Service	\$0
Interfund	\$0
Contingency	\$0
Social Services	\$0
<b>Total Appropriations</b>	<b>\$11,291,081</b>
<b>1000 Human Resources</b>	
Personal Services	\$690,190
Fringe Benefits	\$364,517
Materials & Services	\$682,310
Capital Outlays	\$0
Grants	\$0
Debt Service	\$0
Interfund	\$0
Contingency	\$0
Social Services	\$0
<b>Total Appropriations</b>	<b>\$1,737,017</b>
<b>1000 Community Partnerships</b>	
Personal Services	\$66,934
Fringe Benefits	\$29,417
Materials & Services	\$2,500
Capital Outlays	\$0
Grants	\$17,862,092
Debt Service	\$0
Interfund	\$0
Contingency	\$0
Social Services	\$0
<b>Total Appropriations</b>	<b>\$17,960,943</b>

Fund #	2019 Appropriations	
<b>1000 Auditor</b>		
Personal Services		\$1,577,085
Fringe Benefits		\$692,621
Materials & Services		\$1,065,934
Capital Outlays		\$30,000
Grants		\$0
Debt Service		\$0
Interfund		\$0
Contingency		\$0
Social Services		\$0
<b>Total Appropriations</b>		<b>\$3,365,640</b>
<b>1000 Data Center</b>		
Personal Services		\$3,898,490
Fringe Benefits		\$1,644,168
Materials & Services		\$8,171,256
Capital Outlays		\$68,099
Grants		\$0
Debt Service		\$0
Interfund		\$0
Contingency		\$0
Social Services		\$0
<b>Total Appropriations</b>		<b>\$13,782,013</b>
<b>1000 Recorder</b>		
Personal Services		\$2,012,243
Fringe Benefits		\$1,172,242
Materials & Services		\$136,593
Capital Outlays		\$0
Grants		\$0
Debt Service		\$0
Interfund		\$0
Contingency		\$0
Social Services		\$0
<b>Total Appropriations</b>		<b>\$3,321,078</b>

Fund #	2019 Appropriations	
<b>1000</b>	<b>Municipal Court Clerk</b>	
	Personal Services	\$47,192
	Fringe Benefits	\$15,723
	Materials & Services	\$60,000
	Capital Outlays	\$0
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$122,915</b>
<b>1000</b>	<b>Treasurer</b>	
	Personal Services	\$1,369,958
	Fringe Benefits	\$765,636
	Materials & Services	\$603,650
	Capital Outlays	\$5,850
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$2,745,094</b>
<b>1000</b>	<b>Prosecuting Attorney</b>	
	Personal Services	\$13,015,062
	Fringe Benefits	\$5,592,111
	Materials & Services	\$847,229
	Capital Outlays	\$10,596
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$19,464,998</b>

Fund #	2019 Appropriations
<b>1000 Court of Appeals</b>	
Personal Services	\$0
Fringe Benefits	\$0
Materials & Services	\$282,700
Capital Outlays	\$0
Grants	\$0
Debt Service	\$0
Interfund	\$0
Contingency	\$0
Social Services	\$0
<b>Total Appropriations</b>	<b>\$282,700</b>
<b>1000 Common Pleas</b>	
Personal Services	\$13,077,324
Fringe Benefits	\$6,369,406
Materials & Services	\$5,429,046
Capital Outlays	\$66,800
Grants	\$0
Debt Service	\$0
Interfund	\$0
Contingency	\$0
Social Services	\$0
<b>Total Appropriations</b>	<b>\$24,942,576</b>
<b>1000 Domestic &amp; Juvenile Court</b>	
Personal Services	\$17,517,321
Fringe Benefits	\$9,568,637
Materials & Services	\$9,871,880
Capital Outlays	\$92,195
Grants	\$0
Debt Service	\$0
Interfund	\$0
Contingency	\$0
Social Services	\$0
<b>Total Appropriations</b>	<b>\$37,050,033</b>

Fund #	2019 Appropriations	
<b>1000</b>	<b>Probate Court</b>	
	Personal Services	\$2,850,085
	Fringe Benefits	\$1,469,577
	Materials & Services	\$575,597
	Capital Outlays	\$0
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$4,895,259</b>
<b>1000</b>	<b>Clerk of Courts</b>	
	Personal Services	\$5,586,640
	Fringe Benefits	\$3,488,684
	Materials & Services	\$935,718
	Capital Outlays	\$20,000
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$10,031,042</b>
<b>1000</b>	<b>Coroner</b>	
	Personal Services	\$3,259,996
	Fringe Benefits	\$1,210,636
	Materials & Services	\$961,958
	Capital Outlays	\$55,792
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$5,488,382</b>

Fund #	2019 Appropriations	
<b>1000</b>	<b>Municipal Court</b>	
	Personal Services	\$629,118
	Fringe Benefits	\$222,365
	Materials & Services	\$1,149,746
	Capital Outlays	\$0
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$2,001,229</b>
<b>1000</b>	<b>Board of Elections*</b>	
	Personal Services	\$0
	Fringe Benefits	\$0
	Materials & Services	\$0
	Capital Outlays	\$0
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$0</b>
<b>1000</b>	<b>Sheriff</b>	
	Personal Services	\$82,811,301
	Fringe Benefits	\$35,926,674
	Materials & Services	\$23,070,250
	Capital Outlays	\$30,000
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$400,000
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$142,238,225</b>

\*The 2019 Approved Budget includes \$9,436,424 set aside in the Commissioners' Reserves Program for the Board of Elections pending approval of a memorandum of understanding between the Board of Elections and the Board of Commissioners to ensure that the appropriations provided are expended for the purpose that they were allocated.



Fund #	2019 Appropriations	
<b>1000</b>	<b>Veterans Service Commission</b>	
	Personal Services	\$1,341,177
	Fringe Benefits	\$708,452
	Materials & Services	\$1,516,947
	Capital Outlays	\$0
	Grants	\$2,909,543
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$6,476,119</b>
<b>1000</b>	<b>Engineer / Drainage Engineer*</b>	
	Personal Services	\$535,014
	Fringe Benefits	\$218,416
	Materials & Services	\$601,100
	Capital Outlays	\$25,000
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$1,379,530</b>
<b>1000</b>	<b>Public Defender</b>	
	Personal Services	\$8,737,333
	Fringe Benefits	\$3,899,094
	Materials & Services	\$1,484,566
	Capital Outlays	\$0
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
	<b>Total Appropriations</b>	<b>\$14,120,993</b>

\*The amount within Materials & Services for the Engineer / Drainage Engineer includes \$589,100 to make the payment from the General Fund to the Franklin Soil & Water Conservation District during calendar year 2019.

Total General Fund Appropriations

Fund # 1000	Franklin County	2019 Appropriations
	Personal Services	\$173,390,535
	Fringe Benefits	\$79,846,307
	Materials & Services	\$83,100,920
	Capital Outlays	\$594,027
	Grants	\$30,026,983
	Debt Service	\$0
	Interfund	\$80,579,270
	Contingency	\$13,426,000
	Social Services	\$0
		<b>\$460,964,042</b>

Fund #	2019 Appropriations	
<b>1001</b>	<b>Sheriff / Rotary Fund</b>	
	Personal Services	\$3,415,146
	Fringe Benefits	\$1,333,071
	Materials & Services	\$171,961
	Capital Outlays	\$246,000
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
		<b>\$5,166,178</b>
<b>1005</b>	<b>Commissioners / Risk Management Reserve Fund</b>	
	Personal Services	\$0
	Fringe Benefits	\$0
	Materials & Services	\$1,000,000
	Capital Outlays	\$0
	Grants	\$0
	Debt Service	\$0
	Interfund	\$0
	Contingency	\$0
	Social Services	\$0
		<b>\$1,000,000</b>
<b>1006</b>	<b>Commissioners / Stadium Pledge Fund</b>	
	Personal Services	\$0
	Fringe Benefits	\$0
	Materials & Services	\$0
	Capital Outlays	\$0
	Grants	\$0
	Debt Service	\$0
	Interfund	\$2,069,263
	Contingency	\$0
	Social Services	\$0
		<b>\$2,069,263</b>

## 18. Publishing tools for General Appropriations Act (GAA)

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- Demonstrate and discuss the publishing tools to create the General Appropriations Act (GAA) (including text);

**FY 2020-2021 EXECUTIVE RECOMMENDATION  
GENERAL OMNIBUS BUDGET BILL  
TABLE OF CONTENTS**

Article 1	Agriculture and Rural Development.....	2
Article 2	Attorney General.....	19
Article 3	Civil Rights.....	30
Article 4	Corrections.....	37
Article 5	Education.....	65
Article 6	Environmental Quality.....	85
Article 7	Executive Office.....	102
Article 8	Health and Human Services.....	105
Article 9	Insurance and Financial Services.....	218
Article 10	Judiciary.....	224
Article 11	Legislature.....	236
Article 12	Licensing and Regulatory Affairs.....	244
Article 13	Military and Veterans Affairs.....	265
Article 14	Natural Resources.....	287
Article 15	State.....	302
Article 16	State Police.....	315
Article 17	Talent and Economic Development.....	336
Article 18	Technology, Management and Budget.....	357
Article 19	Transportation.....	381
Article 20	Treasury.....	402
Article 21	Miscellaneous.....	433

**EXECUTIVE BUDGET BILL**

A bill to make appropriations for various state departments and agencies; the judicial branch, and the legislative branch for the fiscal years ending September 30, 2020; to provide anticipated appropriations for the fiscal year ending September 30, 2021; to provide for certain conditions on appropriations; to provide for the expenditure of the appropriations.

**THE PEOPLE OF THE STATE OF MICHIGAN ENACT:**

	<b>For Fiscal</b>	<b>For Fiscal</b>
	<b>Year Ending</b>	<b>Year Ending</b>
	<b>Sept. 30, 2020</b>	<b>Sept. 30, 2021</b>
<b>APPROPRIATION SUMMARY</b>		
<b>GROSS APPROPRIATION .....</b>	<b>\$ 60,203,856,400</b>	<b>\$ 61,345,358,900</b>
Total interdepartmental grants and interdepartmental transfers.....	1,122,308,100	1,118,287,600
<b>ADJUSTED GROSS APPROPRIATION .....</b>	<b>\$ 59,081,548,300</b>	<b>\$ 60,227,071,300</b>
Total federal revenues .....	23,125,396,800	22,910,358,400
Total local revenues .....	251,901,400	249,035,400
Total private revenues .....	163,233,300	163,128,800
Total other state restricted revenues .....	24,876,289,000	26,322,042,000
State general fund/general purpose .....	\$ 10,664,727,800	\$ 10,582,506,700

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**Article 1**

**DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT**

**PART 1**

**LINE-ITEM APPROPRIATIONS AND ANTICIPATED APPROPRIATIONS**

Sec. 1-101. Subject to the conditions set forth in this article, the amounts listed in this part for the department of agriculture and rural development are appropriated for the fiscal year ending September 30, 2020, and are anticipated to be appropriated for the fiscal year ending September 30, 2021, from the funds indicated in this part. The following is a summary of the appropriations and anticipated appropriations in this part:

	For Fiscal Year Ending Sept. 30, 2020	For Fiscal Year Ending Sept. 30, 2021
1	<b>DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT</b>	
2	<b>APPROPRIATION SUMMARY</b>	
3	Full-time equated unclassified positions.....	6.0                      6.0
4	Full-time equated classified positions.....	503.5                      503.5
5	<b>GROSS APPROPRIATION .....</b>	<b>\$ 109,830,500    \$ 107,186,500</b>
6	Total interdepartmental grants and interdepartmental	
7	transfers.....	318,400                      316,200
8	<b>ADJUSTED GROSS APPROPRIATION .....</b>	<b>\$ 109,512,100    \$ 106,870,300</b>
9	Total federal revenues .....	11,836,400                      11,800,300
10	Total local revenues .....	0                                      0
11	Total private revenues .....	101,800                              101,800
12	Total other state restricted revenues .....	39,653,700                      39,491,200
13	State general fund/general purpose .....	\$ 57,920,200    \$ 55,477,000
14	<i>State general fund/general purpose schedule:</i>	
15	<i>Ongoing state general fund/general purpose .....</i>	<i>55,920,200                      55,477,000</i>
16	<i>One-time state general fund/general purpose .....</i>	<i>2,000,000                              0</i>
17	<b>Sec. 1-102. DEPARTMENTAL ADMINISTRATION AND SUPPORT</b>	
18	Full-time equated unclassified positions.....	6.0                                      6.0
19	Full-time equated classified positions.....	27.0                                      27.0
20	Unclassified salaries-6.0 FTE positions .....	\$ 596,700    \$ 585,000
21	Accounting service center .....	1,011,300                              1,010,400
22	Commissions and boards .....	23,800                                      23,800
23	Emergency management-5.0 FTE positions .....	1,301,300                              1,293,500
24	Executive direction-22.0 FTE positions .....	2,958,700                              2,928,800
25	Property management .....	<u>738,100                              738,100</u>
26	<b>GROSS APPROPRIATION .....</b>	<b>\$ 6,629,900    \$ 6,579,600</b>
27	Appropriated from:	
28	Federal revenues:	
29	Other federal revenues .....	440,000                              438,100
30	Special revenue funds:	
31	Other state restricted revenues .....	182,800                                      182,800
32	State general fund/general purpose .....	\$ 6,007,100    \$ 5,958,700



	For Fiscal Year Ending Sept. 30, 2020	For Fiscal Year Ending Sept. 30, 2021
1 <b>Sec. 1-103. INFORMATION TECHNOLOGY</b>		
2       Information technology services and projects .....	\$     1,812,800	\$     1,812,800
3 <b>GROSS APPROPRIATION .....</b>	<b>\$     1,812,800</b>	<b>\$     1,812,800</b>
4       Appropriated from:		
5       Interdepartmental grant revenues:		
6       IDG from department of licensing and regulatory		
7       affairs.....	3,200	3,200
8       Special revenue funds:		
9       Other state restricted revenues .....	187,600	187,600
10      State general fund/general purpose .....	\$     1,622,000	\$     1,622,000
11 <b>Sec. 1-104. FOOD AND DAIRY</b>		
12      Full-time equated classified positions.....	132.0	132.0
13      Food safety and quality assurance-96.0 FTE positions .	\$     16,824,500	\$     16,690,300
14      Milk safety and quality assurance-36.0 FTE positions .	<u>5,510,700</u>	<u>5,467,000</u>
15 <b>GROSS APPROPRIATION .....</b>	<b>\$     22,335,200</b>	<b>\$     22,157,300</b>
16      Appropriated from:		
17      Federal revenues:		
18      Other federal revenues .....	2,551,400	2,542,100
19      Special revenue funds:		
20      Other state restricted revenues .....	5,841,100	5,803,600
21      State general fund/general purpose .....	\$     13,942,700	\$     13,811,600
22 <b>Sec. 1-105. ANIMAL INDUSTRY</b>		
23      Full-time equated classified positions.....	61.0	61.0
24      Animal disease prevention and response-61.0 FTE		
25      positions.....	\$     9,465,100	\$     9,388,000
26      Indemnification - livestock depredation .....	<u>50,000</u>	<u>50,000</u>
27 <b>GROSS APPROPRIATION .....</b>	<b>\$     9,515,100</b>	<b>\$     9,438,000</b>
28      Appropriated from:		
29      Federal revenues:		
30      Other federal revenues .....	619,000	618,100
31      Special revenue funds:		
32      Private revenues .....	30,500	30,500

	For Fiscal Year Ending Sept. 30, 2020	For Fiscal Year Ending Sept. 30, 2021
1 Other state restricted revenues .....	220,300	220,300
2 State general fund/general purpose .....	\$ 8,645,300	\$ 8,569,100
3 <b>Sec. 1-106. PESTICIDE AND PLANT PEST MANAGEMENT</b>		
4 Full-time equated classified positions.....	89.0	89.0
5 Pesticide and plant pest management-89.0 FTE positions	\$ <u>14,512,100</u>	\$ <u>14,401,000</u>
6 <b>GROSS APPROPRIATION .....</b>	<b>\$ 14,512,100</b>	<b>\$ 14,401,000</b>
7 Appropriated from:		
8 Federal revenues:		
9 Other federal revenues .....	1,703,500	1,694,700
10 Special revenue funds:		
11 Private revenues .....	21,300	21,300
12 Other state restricted revenues .....	6,805,400	6,765,900
13 State general fund/general purpose .....	\$ 5,981,900	\$ 5,919,100
14 <b>Sec. 1-107. ENVIRONMENTAL STEWARDSHIP</b>		
15 Full-time equated classified positions.....	65.5	65.5
16 Agriculture preservation easement grants fund .....	\$ 2,000,000	\$ 2,000,000
17 Environmental stewardship - MAEAP-25.0 FTE positions .	10,239,000	10,207,500
18 Farmland and open space preservation-10.0 FTE		
19 positions.....	1,566,600	1,552,900
20 Intercounty drain-6.0 FTE positions .....	822,000	815,300
21 Migrant labor housing-9.0 FTE positions .....	1,298,600	1,286,200
22 Qualified forest program-9.0 FTE positions .....	2,681,100	2,669,500
23 Right-to-farm-6.5 FTE positions .....	<u>974,700</u>	<u>967,100</u>
24 <b>GROSS APPROPRIATION .....</b>	<b>\$ 19,582,000</b>	<b>\$ 19,498,500</b>
25 Appropriated from:		
26 Interdepartmental grant revenues:		
27 IDG from department of environmental quality .....	91,400	90,500
28 Federal revenues:		
29 Other federal revenues .....	1,480,200	1,479,400
30 Special revenue funds:		
31 Other state restricted revenues .....	12,107,900	12,076,200
32 State general fund/general purpose .....	\$ 5,902,500	\$ 5,852,400

	For Fiscal Year Ending Sept. 30, 2020	For Fiscal Year Ending Sept. 30, 2021
1	<b>Sec. 1-108. LABORATORY SERVICES</b>	
2	Full-time equated classified positions.....	107.0                      107.0
3	Central licensing and customer service call center-	
4	12.0 FTE positions.....	\$ 1,355,600    \$ 1,345,300
5	Consumer protection program-42.0 FTE positions .....	6,868,300                      6,819,100
6	Laboratory services-41.0 FTE positions .....	7,226,900                      7,177,100
7	USDA monitoring-12.0 FTE positions .....	<u>1,647,900</u> <u>1,640,400</u>
8	<b>GROSS APPROPRIATION .....</b>	<b>\$ 17,098,700    \$ 16,981,900</b>
9	Appropriated from:	
10	Interdepartmental grant revenues:	
11	IDG from department of licensing and regulatory	
12	affairs.....	223,800                      222,500
13	Federal revenues:	
14	Other federal revenues .....	2,767,500                      2,753,900
15	Special revenue funds:	
16	Other state restricted revenues .....	6,852,900                      6,809,800
17	State general fund/general purpose .....	\$ 7,254,500    \$ 7,195,700
18	<b>Sec. 1-109. AGRICULTURE DEVELOPMENT</b>	
19	Full-time equated classified positions.....	22.0                              22.0
20	Agriculture development-13.0 FTE positions .....	\$ 4,323,900    \$ 4,309,100
21	Fair food network - double up food bucks .....	2,000,000                      2,000,000
22	Food and agriculture investment program .....	2,477,900                      2,476,300
23	Michigan craft beverage council-3.0 FTE positions ....	940,100                              937,200
24	Producer security/grain dealers-5.0 FTE positions ....	729,300                              722,900
25	Rural development fund grant program-1.0 FTE position	<u>2,006,300</u> <u>2,004,700</u>
26	<b>GROSS APPROPRIATION .....</b>	<b>\$ 12,477,500    \$ 12,450,200</b>
27	Appropriated from:	
28	Federal revenues:	
29	Other federal revenues .....	2,274,800                      2,274,000
30	Special revenue funds:	
31	Private revenues .....	50,000                              50,000
32	Other state restricted revenues .....	3,788,500                      3,777,800

	For Fiscal Year Ending Sept. 30, 2020	For Fiscal Year Ending Sept. 30, 2021
1 State general fund/general purpose .....	\$ 6,364,200	\$ 6,348,400
2 <b>Sec. 1-110. FAIRS AND EXPOSITIONS</b>		
3 County fairs, shows, and expositions grants .....	\$ 200,000	\$ 200,000
4 Fairs and racing .....	256,600	256,600
5 Licensed tracks - light horse racing .....	40,300	40,300
6 Light horse racing - breeders' awards .....	20,000	20,000
7 Purses and supplements - fairs/licensed tracks .....	708,300	708,300
8 Standardbred breeders' awards .....	345,900	345,900
9 Standardbred purses and supplements - licensed tracks	671,800	671,800
10 Standardbred sire stakes .....	275,000	275,000
11 Thoroughbred breeders' awards .....	368,600	368,600
12 Thoroughbred sire stakes .....	378,800	378,800
13 Thoroughbred supplements - licensed tracks .....	601,900	601,900
14 <b>GROSS APPROPRIATION .....</b>	<b>\$ 3,867,200</b>	<b>\$ 3,867,200</b>
15 Appropriated from:		
16 Special revenue funds:		
17 Other state restricted revenues .....	3,667,200	3,667,200
18 State general fund/general purpose .....	\$ 200,000	\$ 200,000
19 <b>Sec. 1-111. ONE-TIME APPROPRIATIONS</b>		
20 Fair food network - double up food bucks .....	\$ 2,000,000	\$ 0
21 <b>GROSS APPROPRIATION .....</b>	<b>\$ 2,000,000</b>	<b>\$ 0</b>
22 Appropriated from:		
23 Special revenue funds:		
24 State general fund/general purpose .....	\$ 2,000,000	\$ 0

PART 2

PROVISIONS CONCERNING APPROPRIATIONS

FISCAL YEAR 2020

**GENERAL SECTIONS**

31 Sec. 1-201. Pursuant to section 30 of article IX of the state constitution of 1963,  
32 total state spending from state resources under part 1 for the fiscal year 2020 is

1 \$97,573,900.00 and state spending from state resources to be paid to local units of  
2 government for fiscal year 2020 is \$8,450,000.00. The itemized statement below identifies  
3 appropriations from which spending to local units of government will occur:

4 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

5	Agriculture preservation easement grants fund.....	\$	1,900,000
6	Environmental stewardship - MAEAP.....		4,250,000
7	Qualified forest program.....		1,500,000
8	Rural development fund grant program.....		<u>800,000</u>
9	TOTAL .....	\$	8,450,000

10 Sec. 1-202. The appropriations authorized under this article are subject to the  
11 management and budget act, 1984 PA 431, MCL 18.1101 to 18.1594.

12 Sec. 1-203. As used in this article:

13 (a) "Department" means the department of agriculture and rural development.

14 (b) "Director" means the director of the department.

15 (c) "Fiscal agencies" means the Michigan house fiscal agency and the Michigan senate  
16 fiscal agency.

17 (d) "FTE" means full-time equated.

18 (e) "IDG" means interdepartmental grant

19 (f) "MAEAP" means the Michigan agriculture environmental assurance program.

20 (g) "Subcommittees" means all members of the subcommittees of the house and senate  
21 appropriations committees with jurisdiction over the budget for the department.

22 (h) "TB" means tuberculosis.

23 (i) "USDA" means the United States Department of Agriculture.

24 Sec. 1-204. The departments and agencies receiving appropriations in part 1 shall use  
25 the Internet to fulfill the reporting requirements of this article. This requirement may  
26 include transmission of reports via electronic mail to the recipients identified for each  
27 reporting requirement, or it may include placement of reports on an Internet or Intranet  
28 site.

29 Sec. 1-205. Funds appropriated in part 1 shall not be used for the purchase of  
30 foreign goods or services, or both, if competitively priced and of comparable quality  
31 American goods or services, or both, are available. Preference shall be given to goods or  
32 services, or both, manufactured or provided by Michigan businesses, if they are

1 competitively priced and of comparable quality. In addition, preference should be given to  
2 goods or services, or both, that are manufactured or provided by Michigan businesses owned  
3 and operated by veterans, if they are competitively priced and of comparable quality.

4 Sec. 1-206. The director shall take all reasonable steps to ensure businesses in  
5 deprived and depressed communities compete for and perform contracts to provide services or  
6 supplies, or both. Each director shall strongly encourage firms with which the department  
7 contracts to subcontract with certified businesses in depressed and deprived communities  
8 for services, supplies, or both.

9 Sec. 1-207. The departments and agencies receiving appropriations in part 1 shall  
10 prepare a report on out-of-state travel expenses not later than January 1 of each year. The  
11 travel report shall be a listing of all travel by classified and unclassified employees  
12 outside this state in the immediately preceding fiscal year that was funded in whole or in  
13 part with funds appropriated in the department's budget. The report shall be submitted to  
14 the senate and house appropriations committees, the house and senate fiscal agencies, and  
15 the state budget director. The report shall include the following information:

16 (a) The dates of each travel occurrence.

17 (b) The transportation and related costs of each travel occurrence, including the  
18 proportion funded with state general fund/general purpose revenues, the proportion funded  
19 with state restricted revenues, the proportion funded with federal revenues, and the  
20 proportion funded with other revenues.

21 Sec. 1-208. Funds appropriated in part 1 shall not be used by a principal executive  
22 department, state agency, or authority to hire a person to provide legal services that are  
23 the responsibility of the attorney general. This prohibition does not apply to legal  
24 services for bonding activities and for those outside services that the attorney general  
25 authorizes.

26 Sec. 1-209. Not later than November 30, the state budget office shall prepare and  
27 transmit a report that provides for estimates of the total general fund/general purpose  
28 appropriation lapses at the close of the prior fiscal year. This report shall summarize the  
29 projected year-end general fund/general purpose appropriation lapses by major departmental  
30 program or program areas. The report shall be transmitted to the chairpersons of the senate  
31 and house appropriations committees and the senate and house fiscal agencies.

32 Sec. 1-210. (1) In addition to the funds appropriated in part 1, there is

1 appropriated an amount not to exceed \$5,000,000.00 for federal contingency funds. These  
2 funds are not available for expenditure until they have been transferred to another line  
3 item in this article under section 393(2) of the management and budget act, 1984 PA 431,  
4 MCL 18.1393.

5 (2) In addition to the funds appropriated in part 1, there is appropriated an amount  
6 not to exceed \$6,000,000.00 for state restricted contingency funds. These funds are not  
7 available for expenditure until they have been transferred to another line item in this  
8 article under section 393(2) of the management and budget act, 1984 PA 431, MCL 18.1393.

9 (3) In addition to the funds appropriated in part 1, there is appropriated an amount  
10 not to exceed \$100,000.00 for local contingency funds. These funds are not available for  
11 expenditure until they have been transferred to another line item in this article under  
12 section 393(2) of the management and budget act, 1984 PA 431, MCL 18.1393.

13 (4) In addition to the funds appropriated in part 1, there is appropriated an amount  
14 not to exceed \$100,000.00 for private contingency funds. These funds are not available for  
15 expenditure until they have been transferred to another line item in this article under  
16 section 393(2) of the management and budget act, 1984 PA 431, MCL 18.1393.

17 Sec. 1-211. The department shall cooperate with the department of technology,  
18 management and budget to maintain a searchable website accessible by the public at no cost  
19 that includes, but is not limited to, all of the following for each department or agency:

- 20 (a) Fiscal year-to-date expenditures by category.
- 21 (b) Fiscal year-to-date expenditures by appropriation unit.
- 22 (c) Fiscal year-to-date payments to a selected vendor, including the vendor name,  
23 payment date, payment amount, and payment description.
- 24 (d) The number of active department employees by job classification.
- 25 (e) Job specifications and wage rates.

26 Sec. 1-212. Within 14 days after the release of the executive budget recommendation,  
27 the department shall cooperate with the state budget office to provide the senate and house  
28 appropriations chairs, the senate and house appropriations subcommittees chairs, and the  
29 senate and house fiscal agencies with an annual report on estimated state restricted fund  
30 balances, state restricted fund projected revenues, and state restricted fund expenditures  
31 for the fiscal years ending September 30, 2019 and September 30, 2020.

32 Sec. 1-213. The department shall maintain, on a publicly accessible website, a

1 department scorecard that identifies, tracks and regularly updates key metrics that are  
2 used to monitor and improve the department's performance.

3 Sec. 1-214. Total authorized appropriations from all sources under part 1 for legacy  
4 costs for the fiscal year ending September 30, 2020 are estimated at \$12,028,500.00. From  
5 this amount, total agency appropriations for pension-related legacy costs are estimated at  
6 \$5,847,300.00. Total agency appropriations for retiree health care legacy costs are  
7 estimated at \$6,181,200.00.

8

9 **DEPARTMENTAL ADMINISTRATION AND SUPPORT**

10 Sec. 1-301. (1) The department may establish a fee schedule and collect fees for the  
11 following work activities and services:

12 (a) Pesticide and plant pest management propagation and certification of virus-free  
13 foundation stock.

14 (b) Fruit and vegetable inspection and grading services at shipping and termination  
15 points and processing plants.

16 (c) Laboratory support analyses of food, livestock, and agricultural products for  
17 disease, foreign products for disease, toxic materials, foreign substances, and quality  
18 standards.

19 (d) Laboratory support test samples for other state and local agencies and public or  
20 private organizations.

21 (2) The department may receive and expend revenue from the fees authorized under  
22 subsection (1), subject to appropriation, for the purpose of recovering expenses associated  
23 with the work activities and services described in subsection (1). Fee revenue collected by  
24 the department under subsection (1) shall not lapse to the state general fund at the end of  
25 the fiscal year but shall carry forward for appropriation by the legislature in the  
26 subsequent fiscal year.

27 (3) The department shall notify the subcommittees, the fiscal agencies, and the state  
28 budget office 30 days prior to proposing changes in fees authorized under this section or  
29 under section 5 of 1915 PA 91, MCL 285.35.

30 (4) On or before February 1 of each year, the department shall provide a report to  
31 the subcommittees, the fiscal agencies, and the state budget office detailing all the fees  
32 charged by the department under the authorization provided in this section, including, but



1 not limited to, rates, number of individuals paying each fee, and the revenue generated by  
2 each fee in the previous fiscal year.

3 Sec. 1-302. (1) The department may contract with or provide to local units of  
4 government, institutions of higher education, or nonprofit organizations to support  
5 activities authorized by appropriations in part 1. As used in this section, contracts and  
6 grants include, but are not limited to, contracts for delivery of groundwater/freshwater  
7 programs, MAEAP technical assistance, forest management, invasive species monitoring,  
8 wildlife risk mitigation, grants promoting proper pesticide disposal, and research grants  
9 for the purpose of enhancing the agricultural industries in this state.

10 (2) The department shall provide notice of contracts or grants from line items not  
11 specifically authorized to award grants under this section to the subcommittees, the fiscal  
12 agencies, and the state budget office not later than 7 days before the department notifies  
13 contract or grant recipients.

14

15 **FOOD AND DAIRY**

16 Sec. 1-401. (1) The department shall report on the previous fiscal year's activities  
17 of the food and dairy division. The report shall include information on activities and  
18 outcomes of the dairy safety and inspection program, the food safety inspection program,  
19 the foodborne illness and emergency response program, and the food service program.

20 (2) The report shall include information on significant foodborne outbreaks and  
21 emergencies, including any significant enforcement actions taken related to food safety  
22 during the prior calendar year.

23 (3) The report shall be transmitted to the subcommittees, the fiscal agencies, and  
24 the state budget office and posted to the department's website on or before April 1 of each  
25 year.

26

27 **ANIMAL INDUSTRY**

28 Sec. 1-452. (1) The department shall report on the previous calendar year's  
29 activities of the animal industry division. The report shall be transmitted to the  
30 subcommittees, the fiscal agencies, and the state budget office and posted to the  
31 department's website on or before April 1 of each year.

32 (2) The department shall include in the report all indemnification payments for

1 livestock depredation made in the previous calendar year and shall include all of the  
2 following:

- 3 (a) The reason for the indemnification.
- 4 (b) The amount of the indemnification.
- 5 (c) The person for whom the indemnification was paid.

6 Sec. 1-454. The department shall use its resources to collaborate with the USDA to  
7 monitor bovine TB, consistent with the May 2016 memorandum of understanding between the  
8 department and the USDA.

9

10 **PESTICIDE AND PLANT PEST MANAGEMENT**

11 Sec. 1-501. The department shall report on the previous calendar year's activities of  
12 the pesticide and plant pest management division. The report shall be transmitted to the  
13 subcommittees, the fiscal agencies, and the state budget office and posted to the  
14 department's website on or before April 1 of each year.

15

16 **ENVIRONMENTAL STEWARDSHIP**

17 Sec. 1-601. The funds appropriated in part 1 for environmental stewardship/MAEAP  
18 shall be used to support department agriculture pollution prevention programs, including  
19 groundwater and freshwater protection programs under part 87 of the Michigan natural  
20 resources and environmental protection act, 1994 PA 451, MCL 324.8701 to 324.8717, and  
21 technical assistance in implementing conservation grants available under the federal farm  
22 bill of 2014.

23 Sec. 1-602. The department shall report on the previous calendar year's activities of  
24 the environmental stewardship division. The report shall be transmitted to the  
25 subcommittees, the fiscal agencies, and the state budget office and posted to the  
26 department's website on or before April 1 of each year.

27 Sec. 1-604. The department may receive and expend federal revenues in excess of the  
28 federal revenue appropriated in section 107 of part 1 for environmental stewardship and  
29 MAEAP activities. The department shall notify the subcommittees, the fiscal agencies, and  
30 the state budget office prior to expending federal revenues authorized under this section.

31 Sec. 1-608. (1) The appropriations in part 1 for the qualified forest affidavit  
32 program are for the purpose of increasing the knowledge of nonindustrial private forestland

1 owners of sound forest management practices and increasing the amount of commercial timber  
2 production from those lands.

3 (2) The department shall work in partnership with stakeholder groups and other state  
4 and federal agencies to increase the active management of nonindustrial private forestland  
5 to foster the growth of Michigan's timber product industry.

6 Sec. 1-651. The department shall report on the previous calendar year's activities of  
7 the laboratory division. The report shall be transmitted to the subcommittees, the fiscal  
8 agencies, and the state budget office and posted to the department's website on or before  
9 April 1 of each year.

10

11 **AGRICULTURE DEVELOPMENT**

12 Sec. 1-701. (1) From the funds appropriated in part 1 for the food and agriculture  
13 investment program, the department shall establish and administer a food and agriculture  
14 investment program.

15 (2) The food and agriculture investment program shall expand the Michigan food and  
16 agriculture sector, grow Michigan exports, promote the development of value-added  
17 agricultural production, food hubs, food incubators, and community-based processing  
18 facilities, and the expansion of farm markets and urban agriculture, and increase food  
19 processing activities within the state by accelerating projects and infrastructure  
20 development that support growth in the food and agriculture processing industry.

21 (3) In addition to the funds appropriated in part 1, the department may receive and  
22 expend funds received from outside sources for the food and agriculture investment program.

23 (4) Before the allocation of funding, all projects shall receive approval from the  
24 Michigan commission of agriculture and rural development, except for projects selected  
25 through a competitive process by a joint evaluation committee selected by the director and  
26 consisting of representatives that have agriculture, business, and economic development  
27 expertise. Projects funded through the food and agriculture investment program will be  
28 required to have a grant agreement that outlines milestones and activities that must be met  
29 in order to receive a disbursement of funds. Projects must also identify measurable project  
30 outcomes.

31 (5) The department shall include in the agriculture development annual report a  
32 report on the food and agriculture investment program for the previous fiscal year that

1 includes a listing of the grantees, award amounts, match funding, project locations, and  
2 project outcomes.

3 (6) The food and agriculture investment program shall be administered by the  
4 department and provide support for food and agriculture projects that will enable growth in  
5 the industry and this state's economy.

6 (7) The unexpended funds appropriated in part 1 for the food and agriculture  
7 investment program are designated as a work project appropriation, and any unencumbered or  
8 unallotted funds shall not lapse at the end of the fiscal year and shall be available for  
9 expenditures for projects under this section until the projects have been completed. The  
10 following is in compliance with section 451a(1) of the management and budget act, 1984 PA  
11 431, MCL 18.1451a:

12 (a) The purpose of the project is to promote and expand the Michigan food and  
13 agriculture sector, grow Michigan exports, and increase food processing activities within  
14 the state.

15 (b) The project will be funded in accordance with this section and the project  
16 guidelines approved by the Michigan agriculture commission prior to an award.

17 (c) The estimated cost of this project is identified in the appropriation line item.

18 (d) The tentative completion date for the work project is September 30, 2022.

19 (8) The department may expend money from the funds appropriated in part 1 for the  
20 food and agriculture investment program, including all of the following activities:

21 (a) Grants.

22 (b) Loans or loan guarantees.

23 (c) Infrastructure development.

24 (d) Other economic assistance.

25 (e) Program administration.

26 (f) Export assistance.

27 (9) The department shall expend no more than 10% from the funds appropriated in part  
28 1 for the food and agriculture investment program for administrative purposes.

29 Sec. 1-706. (1) The department shall report on the previous calendar year's  
30 activities of the agriculture development division. The report shall be transmitted to the  
31 subcommittees, the fiscal agencies, and the state budget office and posted to the  
32 department's website on or before April 1 of each year.

1 (2) The report shall include the following information on any grants awarded during  
2 the prior fiscal year:

3 (a) The name of the grantee.

4 (b) The amount of the grant.

5 (c) The purpose of the grant, including measurable outcomes.

6 (d) Additional state, federal, private, or local funds contributed to the grant  
7 project.

8 (e) The completion date of grant-funded activities.

9 (3) The report shall include the following information on the Michigan craft beverage  
10 council established under section 303 of the Michigan liquor control code of 1998, 1998 PA  
11 58, MCL 436.1303:

12 (a) Council activities and accomplishments for the previous fiscal year.

13 (b) Council expenditures for the previous fiscal year by category of administration,  
14 industry support, research and education grants, and promotion and consumer education.

15 (c) Grants awarded during the previous fiscal year and the results of research grant  
16 projects completed during the previous fiscal year.

17

18 **FAIRS AND EXPOSITIONS**

19 Sec. 1-801. All appropriations from the agriculture equine industry development fund  
20 shall be spent on equine-related purposes. No funds from the agriculture equine industry  
21 development fund shall be expended for nonequine-related purposes without prior approval of  
22 the legislature.

23 Sec. 1-802. From the funds appropriated in part 1 from agriculture equine industry  
24 development funds, available revenue shall be allocated in the following priority order:

25 (a) To support all administrative, contractual, and regulatory costs incurred by the  
26 department and the Michigan gaming control board

27 (b) Any remaining funds collected through September 30, 2020, after the obligations  
28 in subdivisions (a) have been met, shall be prorated equally among the supplements,  
29 including the fairs and licensed tracks breeders' awards, and sire stakes awards to  
30 eligible race meeting licensees in accordance with section 20 of the horse racing law of  
31 1995, PA 279, MCL 431.320.

32 Sec. 1-805. (1) The department shall establish and administer a county fairs, shows,

1 and expositions grant program. The program shall have the following objectives:

2 (a) Assist in the promotion of building improvements or other capital improvements at  
3 county fairgrounds of the state.

4 (b) Provide financial support, promotion, prizes, and premiums of equine, livestock,  
5 and other agricultural commodity expositions in the state.

6 (2) The department shall award grants on a competitive basis to county fairs or other  
7 organizations from the funds appropriated in part 1 for county fairs, shows, and  
8 expositions grants. Grantees will be required to provide a 50% cash match with grant awards  
9 and identify measurable project outcomes. A county fair organization that received a county  
10 fair capital improvement grant in the prior fiscal year shall not receive a grant from the  
11 appropriation in part 1.

12 (3) From the amount appropriated in part 1 for county fairs, shows, and expositions,  
13 up to \$25,000.00 shall be expended for the purpose of financial support, promotion, prizes,  
14 and premiums of equine, livestock, and other agricultural commodity expositions in this  
15 state, and festivals.

16 (4) All fairs receiving grants under this section shall provide a report to the  
17 department on the financial impact resulting from the capital improvement project on both  
18 fair and nonfair events. These reports are due for 3 years immediately following the  
19 completion of the capital improvement project.

20 (5) The department shall identify criteria, evaluate applications, and provide  
21 recommendations to the director for final approval of grant awards.

22 (6) The department may expend money from the funds appropriated in part 1 for the  
23 county fairs, shows, and expositions grants for administering the program.

24 (7) The unexpended portion of the county fairs, shows, and expositions grants is  
25 considered a work project appropriation in accordance with section 451a of the management  
26 and budget act, 1984 PA 431, MCL 18.1451a. The following apply to the project:

27 (a) The purpose of the project is to support building improvements or other capital  
28 improvements at county fairgrounds of the state.

29 (b) All grants will be distributed in accordance with this section and the grant  
30 guidelines published prior to the request for proposals.

31 (c) The estimated cost of the project is identified in the appropriation line item.

32 (d) The tentative completion date for the work project is September 30, 2021.

1           (8) The department shall provide a year-end report on the county fairs, shows, and  
2 expositions grants no later than December 1, 2020 to the subcommittees, the fiscal  
3 agencies, and the state budget director that includes a listing of the grantees, award  
4 amounts, match funding, and project outcomes.

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**Article 2**

**DEPARTMENT OF ATTORNEY GENERAL**

PART 1

LINE-ITEM APPROPRIATIONS AND ANTICIPATED APPROPRIATIONS

Sec. 2-101. Subject to the conditions set forth in this article, the amounts listed in this part for the department of attorney general are appropriated for the fiscal year ending September 30, 2020, and are anticipated to be appropriated for the fiscal year ending September 30, 2021, from the funds indicated in this part. The following is a summary of the appropriations and anticipated appropriations in this part:



	For Fiscal Year Ending Sept. 30, 2020	For Fiscal Year Ending Sept. 30, 2021
1	<b>DEPARTMENT OF ATTORNEY GENERAL</b>	
2	<b>APPROPRIATION SUMMARY</b>	
3	6.0	6.0
4	539.0	539.0
5	<b>\$ 106,517,800</b>	<b>\$ 105,616,200</b>
6	Total interdepartmental grants and interdepartmental	
7	34,908,000	34,596,500
8	<b>\$ 71,609,800</b>	<b>\$ 71,019,700</b>
9	9,713,700	9,651,000
10	0	0
11	0	0
12	20,159,800	20,007,600
13	<b>\$ 41,736,300</b>	<b>\$ 41,361,100</b>
14	<i>State general fund/general purpose schedule:</i>	
15	41,736,300	41,361,100
16	0	0
17	<b>Sec. 2-102. ATTORNEY GENERAL OPERATIONS</b>	
18	6.0	6.0
19	539.0	539.0
20	<b>\$ 112,500</b>	<b>\$ 112,500</b>
21	824,100	807,900
22	94,046,500	93,215,600
23	3,622,700	3,590,500
24	1,472,300	1,470,500
25	Prosecuting attorneys coordinating council-12.0 FTE	
26	2,212,400	2,193,100
27	906,200	906,200
28	<u>1,722,900</u>	<u>1,721,700</u>
29	<b>\$ 104,919,600</b>	<b>\$ 104,018,000</b>
30	Appropriated from:	
31	Interdepartmental grant revenues:	
32	686,100	680,100

	For Fiscal Year Ending Sept. 30, 2020	For Fiscal Year Ending Sept. 30, 2021
1 IDG from department of education .....	765,500	758,500
2 IDG from department of environmental quality .....	2,077,200	2,056,600
3 IDG from department of health and human services .....	8,240,100	8,167,800
4 IDG from department of insurance and financial		
5 services.....	1,191,300	1,181,000
6 IDG from department of licensing and regulatory		
7 affairs.....	7,558,200	7,501,200
8 IDG from department of military and veterans affairs .	170,000	169,700
9 IDG from department of state .....	45,000	45,000
10 IDG from department of state police .....	269,100	266,500
11 IDG from department of talent and economic development	1,472,100	1,462,200
12 IDG from department of technology, management and		
13 budget.....	2,903,600	2,882,600
14 IDG from department of transportation .....	2,368,300	2,345,400
15 IDG from department of treasury .....	7,161,500	7,079,900
16 Federal revenues:		
17 Other federal revenues .....	9,713,700	9,651,000
18 Special revenue funds:		
19 Michigan merit award trust fund .....	515,600	510,800
20 Other state restricted revenues .....	19,644,200	19,496,800
21 State general fund/general purpose .....	\$ 40,138,100	\$ 39,762,900
22 <b>Sec. 2-103. INFORMATION TECHNOLOGY</b>		
23 Information technology services and projects .....	\$ <u>1,598,200</u>	\$ <u>1,598,200</u>
24 <b>GROSS APPROPRIATION .....</b>	<b>\$ 1,598,200</b>	<b>\$ 1,598,200</b>
25 Appropriated from:		
26 Special revenue funds:		
27 State general fund/general purpose .....	\$ 1,598,200	\$ 1,598,200

PART 2

PROVISIONS CONCERNING APPROPRIATIONS

FISCAL YEAR 2020

1 December, February, April, June, and August.

2 (h) Payments distributed under this section may be withheld pursuant to sections 17a  
3 and 21 of the Glenn Steil state revenue sharing act of 1971, 1971 PA 140, MCL 141.917a and  
4 141.921.

5 (5) The unexpended funds appropriated in part 1 for city, village, and township  
6 revenue sharing and the county incentive program shall be available for expenditure under  
7 the program for community opportunities for renewal after the approval of transfers by the  
8 legislature pursuant to section 393(2) of the management and budget act, 1984 PA 431, MCL  
9 18.1393.

10 Sec. 20-955. (1) The funds appropriated in part 1 for county revenue sharing shall be  
11 distributed by the department of treasury so that each eligible county receives a payment  
12 equal to 105.277% of the amount determined pursuant to the Glenn Steil state revenue  
13 sharing act of 1971, 1971 PA 140, MCL 141.901 to 141.921, less the amount for which the  
14 county is eligible under section 952(2) of this part. The amount calculated under this  
15 subsection shall be adjusted as necessary to reflect partial county fiscal years and  
16 prorated based on the total amount appropriated for distribution to all eligible counties.

17 (2) The department of treasury shall annually certify to the state budget director  
18 the amount each county is authorized to expend from its revenue sharing reserve fund.

19 Sec. 20-956. (1) The funds appropriated in part 1 for community opportunities for  
20 renewal shall be granted by the department of treasury to cities, villages, and townships  
21 that have 1 or more conditions that indicate probable financial distress, as determined by  
22 the department of treasury. A city, village, or township with 1 or more conditions that  
23 indicate probable financial distress may apply in a manner determined by the department of  
24 treasury for a grant to pay for specific projects or services that move the city, village,  
25 or township toward financial stability. Grants are to be used for specific projects or  
26 services that move the city, village, or township toward financial stability. The city,  
27 village, or township must use the grants under this section for the repair or replacement  
28 of critical infrastructure and equipment owned or maintained by the city, village, or  
29 township; for public safety enhancements; for blight removal; or for other community  
30 revitalization projects. The department of treasury shall award no more than \$2,000,000.00  
31 to any city, village, or township under this section.

32 (2) The department of treasury shall provide a report to the senate and house of

1 representatives appropriations subcommittees on general government, the senate and house  
2 fiscal agencies, and the state budget office by March 31. The report shall include a list  
3 by grant recipient of the date each grant was approved, the amount of the grant, and a  
4 description of the project or projects that will be paid by the grant.

5 (3) The unexpended funds appropriated in part 1 for community opportunities for  
6 renewal are designated as a work project appropriation, and any unencumbered or unallotted  
7 funds shall not lapse at the end of the fiscal year and shall be available for expenditure  
8 for projects under this section until the projects have been completed. The following is in  
9 compliance with section 451a of the management and budget act, 1984 PA 431, MCL 18.1451a:

10 (a) The purpose of the project is to provide grants to communities for renewal and  
11 revitalization projects.

12 (b) The projects will be accomplished by grants to cities, villages, and townships  
13 approved by the department of treasury.

14 (c) The total estimated cost of all projects is \$5,000,000.

15 (d) The tentative completion date is September 30, 2024.

16

17 **BUREAU OF STATE LOTTERY**

18 Sec. 20-960. In addition to the funds appropriated in part 1 to the bureau of state  
19 lottery, there is appropriated from state lottery fund revenues the amount necessary for,  
20 and directly related to, implementing and operating lottery games under the McCauley-  
21 Traxler-Law-Bowman-McNeely lottery act, 1972 PA 239, MCL 432.1 to 432.47, and activities  
22 under the Traxler-McCauley-Law-Bowman bingo act, 1972 PA 382, MCL 432.101 to 432.120,  
23 including expenditures for contractually mandated payments for vendor commissions,  
24 contractually mandated payments for instant tickets intended for resale, the contractual  
25 costs of providing and maintaining the online system communications network, and incentive  
26 and bonus payments to lottery retailers.

27 Sec. 20-964. For the bureau of state lottery, there is appropriated 1% of the  
28 lottery's prior fiscal year's gross sales, for promotion and advertising.

29

30 **CASINO GAMING**

31 Sec. 20-971. From the revenue collected by the Michigan gaming control board  
32 regarding the total annual assessment of each casino licensee, \$2,000,000.00 is

1 appropriated and shall be deposited in the compulsive gaming prevention fund as described  
2 in section 12a(5) of the Michigan gaming control and revenue act, 1996 IL 1, MCL 432.212a.

3 Sec. 20-973. (1) Funds appropriated in part 1 for local government programs may be  
4 used to provide assistance to a local revenue sharing board referenced in an agreement  
5 authorized by the Indian gaming regulatory act, Public Law 100-497.

6 (2) A local revenue sharing board described in subsection (1) shall comply with the  
7 open meetings act, 1976 PA 267, MCL 15.261 to 15.275, and the freedom of information act,  
8 1976 PA 442, MCL 15.231 to 15.246.

9 (3) A county treasurer is authorized to receive and administer funds received for and  
10 on behalf of a local revenue sharing board. Funds appropriated in part 1 for local  
11 government programs may be used to audit local revenue sharing board funds held by a county  
12 treasurer. This section does not limit the ability of local units of government to enter  
13 into agreements with federally recognized Indian tribes to provide financial assistance to  
14 local units of government or to jointly provide public services.

15 (4) A local revenue sharing board described in subsection (1) shall comply with all  
16 applicable provisions of any agreement authorized by the Indian gaming regulatory act,  
17 Public Law 100-497, in which the local revenue sharing board is referenced, including, but  
18 not limited to, the disbursement of tribal casino payments received under applicable  
19 provisions of the tribal-state class III gaming compact in which those funds are received.

20 (5) The director of the department of state police and the executive director of the  
21 Michigan gaming control board are authorized to assist the local revenue sharing boards in  
22 determining allocations to be made to local public safety organizations.

23 (6) The Michigan gaming control board shall submit a report by September 30 to the  
24 senate and house of representatives standing committees on appropriations and the state  
25 budget director on the receipts and distribution of revenues by local revenue sharing  
26 boards.

27 Sec. 20-974. If revenues collected in the state services fee fund are less than the  
28 amounts appropriated from the fund, available revenues shall be used to fully fund the  
29 appropriation in part 1 for casino gaming regulation activities before distributions are  
30 made to other state departments and agencies. If the remaining revenue in the fund is  
31 insufficient to fully fund appropriations to other state departments or agencies, the  
32 shortfall shall be distributed proportionally among those departments and agencies.

1           Sec. 20-976. The executive director of the Michigan gaming control board may pay  
2 rewards of not more than \$5,000.00 to a person who provides information that results in the  
3 arrest and conviction on a felony or misdemeanor charge for a crime that involves the horse  
4 racing industry. A reward paid pursuant to this section shall be paid out of the  
5 appropriation in part 1 for the racing commission.

6           Sec. 20-977. All appropriations from the Michigan agriculture equine industry  
7 development fund, except for the racing commission appropriations, shall be reduced  
8 proportionately if revenues to the Michigan agriculture equine industry development fund  
9 decline during the current fiscal year to a level lower than the amount appropriated in  
10 part 1.

11           Sec. 20-978. The Michigan gaming control board shall use actual expenditure data in  
12 determining the actual regulatory costs of conducting racing dates and shall provide that  
13 data to the senate and house appropriations subcommittees on agriculture and general  
14 government, the state budget office, and the senate and house fiscal agencies. The Michigan  
15 gaming control board shall not be reimbursed for more than the actual regulatory cost of  
16 conducting race dates. Prior to the reduction in the number of authorized race dates due to  
17 budget deficits, the executive director of the Michigan gaming control board shall provide  
18 notice to the certified horsemen's organizations with an opportunity to respond with  
19 alternatives. In determining actual costs, the Michigan gaming control board shall take  
20 into account that each specific breed may require different regulatory mechanisms.

21           Sec. 20-979. In addition to the funds appropriated in part 1, the Michigan gaming  
22 control board may receive and expend state lottery fund revenue in an amount not to exceed  
23 \$3,000,000.00 for necessary expenses incurred in the licensing and regulation of  
24 millionaire parties pursuant to Executive Order No. 2012-4. In accordance with section 8 of  
25 the Traxler-McCauley-Law-Bowman bingo act, 1972 PA 382, MCL 432.108, the amount of  
26 necessary expenses shall not exceed the amount of revenue received under that act. The  
27 Michigan gaming control board shall provide a report to the senate and house of  
28 representatives appropriations subcommittees on general government, the senate and house  
29 fiscal agencies, and the state budget office by March 1. The report shall include, but not  
30 be limited to, total expenditures related to the licensing and regulating of millionaire  
31 parties, steps taken to ensure charities are receiving revenue due to them, progress on  
32 promulgating rules to ensure compliance with the Traxler-McCauley-Law-Bowman bingo act,

1 1972 PA 382, MCL 432.101 to 432.120, and any enforcement actions taken.

2

3 **STATE BUILDING AUTHORITY**

4 Sec. 20-1100. (1) Subject to section 242 of the management and budget act, 1984 PA  
5 431, MCL 18.1242, and upon the approval of the state building authority, the department of  
6 treasury may expend from the general fund of the state during the fiscal year an amount to  
7 meet the cash flow requirements of those state building authority projects solely for lease  
8 to a state agency identified in both part 1 and this section, and for which state building  
9 authority bonds or notes have not been issued, and for the sole acquisition by the state  
10 building authority of equipment and furnishings for lease to a state agency as permitted by  
11 1964 PA 183, MCL 830.411 to 830.425, for which the issuance of bonds or notes is authorized  
12 by a legislative appropriation act that is effective for the immediately preceding fiscal  
13 year. Any general fund advances for which state building authority bonds have not been  
14 issued shall bear an interest cost to the state building authority at a rate not to exceed  
15 that earned by the state treasurer's common cash fund during the period in which the  
16 advances are outstanding and are repaid to the general fund of the state.

17 (2) Upon sale of bonds or notes for the projects identified in part 1 or for  
18 equipment as authorized by a legislative appropriation act and in this section, the state  
19 building authority shall credit the general fund of the state an amount equal to that  
20 expended from the general fund plus interest, if any, as defined in this section.

21 (3) For state building authority projects for which bonds or notes have been issued  
22 and upon the request of the state building authority, the state treasurer shall make  
23 advances without interest from the general fund as necessary to meet cash flow requirements  
24 for the projects, which advances shall be reimbursed by the state building authority when  
25 the investments earmarked for the financing of the projects mature.

26 (4) In the event that a project identified in part 1 is terminated after final design  
27 is complete, advances made on behalf of the state building authority for the costs of final  
28 design shall be repaid to the general fund in a manner recommended by the director.

29 Sec. 20-1102. (1) State building authority funding to finance construction or  
30 renovation of a facility that collects revenue in excess of money required for the  
31 operation of that facility shall not be released to a university or community college  
32 unless the institution agrees to reimburse that excess revenue to the state building

1 authority. The excess revenue shall be credited to the general fund to offset rent  
2 of obligations associated with the retirement of bonds issued for that facility. The  
3 auditor general shall annually identify and present an audit of those facilities that are  
4 subject to this section. Costs associated with the administration of the audit shall be  
5 charged against money recovered pursuant to this section.

6 (2) As used in this section, "revenue" includes state appropriations, facility  
7 opening money, other state aid, indirect cost reimbursement, and other revenue generated by  
8 the activities of the facility.

9 Sec. 20-1103. The state building authority shall provide to the JCOS and senate and  
10 house fiscal agencies a report relative to the status of construction projects associated  
11 with state building authority bonds as September 30 of each year, on or before October 15,  
12 or not more than 30 days after a refinancing or restructuring bond issue is sold. The  
13 report shall include, but is not limited to, the following:

14 (a) A list of all completed construction projects for which state building authority  
15 bonds have been sold, and which bonds are currently active.

16 (b) A list of all projects under construction for which sale of state building  
17 authority bonds is pending.

18 (c) A list of all projects authorized for construction or identified in an  
19 appropriations act for which approval of schematic/preliminary plans or total authorized  
20 cost is pending that have state building authority bonds identified as a source of  
21 financing.



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**Article 21**

**MISCELLANEOUS**

PART 1

PROVISIONS CONCERNING APPROPRIATIONS

Sec. 21-101. The appropriations in this article are subject to the following provisions concerning appropriations for the fiscal year ending September 30, 2020:

1 **GENERAL SECTIONS**

2           Sec. 21-201. (1) Pursuant to section 30 of article IX of the state constitution of  
 3 1963, total state spending from state sources for fiscal year 2020 is estimated at  
 4 \$35,541,016,800.00 in the 2020 appropriations acts and total state spending from state  
 5 sources paid to local units of government for fiscal year 2020 is estimated at  
 6 \$19,746,824,500.00. The state-local proportion is estimated at 55.3% of total state  
 7 spending from state resources.

8           (2) If payments to local units of government and state spending from state sources  
 9 for fiscal year 2020 are different than the amounts estimated in subsection (1), the state  
 10 budget director shall report the payments to local units of government and state spending  
 11 from state sources that were made for fiscal year 2020 to the senate and house of  
 12 representatives standing committees on appropriations within 30 days after the final book-  
 13 closing for fiscal year 2020.

14           Sec. 21-202. The appropriations authorized under this bill are subject to the  
 15 management and budget act, 1984 PA 431, MCL 18.1101 to 18.1594.

16           Sec. 21-211. (1) Pursuant to section 352 of the management and budget act, 1984 PA  
 17 431, MCL 18.1352, which provides for a transfer of state general fund revenue into or out  
 18 of the countercyclical budget and economic stabilization fund, the calculations required by  
 19 section 352 of the management and budget act, 1984 PA 431, MCL 18.1352, are determined as  
 20 follows:

	<u>2018</u>	<u>2019</u>	<u>2020</u>
Michigan personal income (millions) .....	\$477,760	\$495,915	\$515,256
less: transfer payments .....	97,122	100,978	104,714
Subtotal .....	\$380,638	\$394,937	\$410,542
Divided by: Detroit Consumer Price			
Index for 12 months ending June 30 .....	2.325	2.372	2.422
Equals: real adjusted Michigan			
personal income .....	\$163,743	\$166,496	\$169,481
Percentage change .....	N/A	1.68%	1.79%
Growth rate in excess of 2%? .....	N/A	0.0%	0.0%
Equals: countercyclical budget and			
economic stabilization fund pay-in			

1	calculation for the fiscal year ending		
2	September 30, 2020 (millions) .....	N/A	\$0.0                      \$0.0
3	Growth rate less than 0%? .....	N/A	NO                              NO

4 Equals: countercyclical budget and  
5 economic stabilization fund pay-out  
6 calculation for the fiscal year ending

7	September 30, 2020 (millions) .....	N/A	\$0.0                      \$0.0
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8 (2) Notwithstanding subsection (1), there is appropriated for the fiscal year ending  
9 September 30, 2020, from general fund/general purpose revenue for deposit into the  
10 countercyclical budget and economic stabilization fund the sum of \$150,000,000.00.

11 (3) In addition to any other amounts appropriated, there is appropriated to the  
12 countercyclical budget and economic stabilization fund for the fiscal year ending September  
13 30, 2020, an amount of general fund/general purpose revenue equal to 25 percent of total  
14 general fund/general purpose appropriation lapses for the fiscal year ending September 30,  
15 2019.

16 Sec. 21-240. (1) Concurrently with the submission of the fiscal year 2020 executive  
17 budget recommendations, the state budget office shall provide the senate and house  
18 appropriations committees, the senate and house fiscal agencies, and the policy offices, a  
19 report that lists each new program or program enhancement for which funds in excess of  
20 \$500,000.00 are appropriated in part 1 of each departmental appropriation act.

21 (2) By July 15, 2019, the state budget director and the chairs of the senate and  
22 house appropriations committees shall identify new programs or program enhancements for  
23 which funds in excess of \$500,000.00 are appropriated in the fiscal year 2019 enacted  
24 budget for measurement using program-specific metrics, in addition to the metrics required  
25 under section 447 of the management and budget act, 1984 PA 431, MCL 18.1447.

26 (3) By September 30, 2021, the state budget office shall provide a report on the  
27 specific metrics and the progress in meeting the estimated performance for each program  
28 identified under subsection (2) to the senate and house appropriations committees, the  
29 senate and house appropriations subcommittees on each state department, and the senate and  
30 house fiscal agencies and policy offices.

31

32 **REVENUE STATEMENT**

1           Sec. 21-301. Pursuant to section 18 of article V of the state constitution of 1963,  
 2 fund balances and estimates are presented in the following statement:

3                           BUDGET RECOMMENDATIONS BY OPERATING FUNDS

4   (Amounts in millions)

5   Fiscal Year 2020

	Beginning	Estimated	Estimated
	<u>Balance</u>	<u>Revenue</u>	Ending
			<u>Balance</u>
10 OPERATING FUNDS			
11 General fund/general purpose	237.5	10,585.5	8.3
12 School aid fund	40.3	15,829.9	3.3
13 Federal aid	0.0	20,823.2	0.0
14 Transportation funds	0.0	7,333.2	0.0
15 Special revenue funds	1,139.7	6,627.9	0.0
16 Other funds	<u>1,151.7</u>	<u>207.1</u>	<u>1,358.8</u>
17 TOTALS	\$2,569.2	\$61,406.8	\$1,370.4

# 19. Tracking through legislative process to build GAA



- Discuss method to build GAA data set and how to show changes through the legislative process; discuss method for agency staff to allocate expenditures to revenue accounts to begin GAA data process; discuss method for tracking amendment requests and approval;

*Their revenue was down due to environmental conditions. Drought persisted throughout the peak recreation season due to low snowpack and precipitation and high temperatures. As a result fire restrictions and park closures limited park visitation and revenue. Approximately 900 camping reservations were cancelled and feeds refunded.*

Use ‘transfer’ style forms to move data between funds / appropriation.

State Parks budget is below....transfer money from Fish and Game into State Parks.

	FY 20 Budget	Agency Request FY21	LFC Budget FY 21
<b>Revenue</b>			
Fish and Game Fund	0	0	500,000
State Park	5,000,000	4,500,000	4,500,000
General Fund	2,500,000	3,000,000	2,500,000
<b>Total Revenue</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>7,500,000</b>
<b>Expenditures</b>			
Salaries	6,000,000	6,000,000	6,000,000
Maintenance Services	1,500,000	1,500,000	1,500,000
<b>Total Expenditures</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>7,500,000</b>

## 20. Administration

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- Demonstrate tools for administration of the budget system i.e. table maintenance, chart of accounts, user role and group permission levels, etc.;

Demonstration: table maintenance, security, roles.

## 21. Interface with MS Office products

- Demonstrate and discuss system interfaces with Microsoft Office products;
  - Excel-based reporting / direct connection
  - Word integration (from Franklin County budget book)

	A	B	C	D	E	F
1	<b>State Controller Schedules</b>		<b>San Luis Obispo</b>			<b>Schedule 9</b>
2	County Budget Act		Financing Sources and Uses by Budget Unit by Object			
3	January 2010		Governmental Funds			
4			Fiscal Year 2019-20			
7	Group: <b>1000000000 - General Fund</b>		Function: <b>Public Protection</b>			
8	Budget Unit: <b>141 - Agricultural Commissioner</b>		Activity: <b>Protective Inspection</b>			
9						
10	<b>Detail by Revenue Category and Expenditure Object</b>		<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>	<b>2019-20 Recommended</b>	<b>2019-20 Adopted</b>
11	1		2	3	4	5
13	Licenses, Permits, and Franchises		\$319,242	\$361,954	\$325,240	\$325,240
14	Fines, Forfeitures, and Penalties		25,604	34,600	0	0
15	Intergovernmental Revenue		2,854,613	3,079,412	3,178,093	3,207,018
16	Charges for Current Services		280,984	246,570	271,750	271,750
17	Other Revenues		2,513	6,506	500	500
18	Interfund		1,750	0	0	0
19	<b>Total Revenue</b>		<b>\$3,484,706</b>	<b>\$3,729,042</b>	<b>\$3,775,583</b>	<b>\$3,804,508</b>
20	Salary and Benefits		\$5,118,381	\$5,257,605	\$5,511,562	\$5,552,338
21	Services and Supplies		941,422	882,928	963,290	963,290
22	Other Charges		25,680	0	33,300	33,300
23	Capital Assets		0	0	7,300	7,300
24	Intrafund Transfers		0	(1,750)	(1,750)	(1,750)
25	<b>Total Expenditures/Appropriations</b>		<b>\$6,085,483</b>	<b>\$6,138,783</b>	<b>\$6,513,701</b>	<b>\$6,554,478</b>

## 22. Training and support issues

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- Discuss plans for training and support both during implementation and after; describe help-desk functions for both timeframes; describe help-desk support for after hours during legislative session;
- Training Administrators: Sherpa Certification classes, knowledge transfer happens throughout the project to future Administrators
- Training – End Users: involvement throughout the project, help with testing, in-person computer-based training or conference settings (or both)
- On-line documentation – manuals are created for each client; videos are made for key activities
- On-going – can support annual ‘refresher’ trainings that often accompany budget policy distribution
  
- Post implementation support includes full access to your implementation team + our support desk
- Maintain team access for the lifetime of the relationship
- After hours – available 24X7 if notice is provided as part of standard support; additional support can be provided as needed.



# 23. Historical Data

- Discuss plans and requirements for conversion of historical data;

No limitations – example, Rhode Island data is stored monthly for 10 years.

**044 - PUBLIC UTILITIES COMMISSION**  
**15044 - Central Management**  
**1990994 - Cost Recovery**

Month	2011 Actuals	2012 Actuals	2013 Actuals	2014 Actuals	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	5 Year Monthly Average	5 Year Cuml. Average
July	358	20,518	811	88,261	250,547	293,492	313,277	45,000	23.40%	23.40%
August	1,189	22,241	39,808	239,992	43,187	2,429	333	308,777	8.29%	31.69%
September	72,824	201,862	255,193	219	263	271	10,153	25,339	7.47%	39.16%
October	227,670	58,880	24,585	3,301	786	-14,566	-7,912	17,492	0.26%	39.42%
November	14,904	192	5,565	-18,984	-19,719	28,065	26,892	-418	0.45%	39.87%
December	4,138	2,049	0	50,569	379,861	93,514	466,829	445,098	24.63%	64.51%
January	15,935	373,887	61,087	389,442	78,324	370,844	8,671	37,705	22.71%	87.22%
February	20,935	15,116	35,451	58,015	1,917	21,360	32,495	55,783	3.75%	90.97%
March	257,045	-8,005	296,839	20,657	-11,554	26,075	39,675	353	10.14%	101.11%
April	24,313	-3,568	-2,088	-19,083	-4,140	1,228	-17,205	46,425	-1.01%	100.10%
May	-18,675	24,077	1,515	17,415	11,846	22,717	22,276	0	1.86%	101.96%
June	-5,463	-11,266	-11,880	-18,904	-92	-24,562	-24,255	0	-1.96%	100.00%
<b>Sum:</b>	<b>615,172</b>	<b>695,982</b>	<b>706,885</b>	<b>810,900</b>	<b>731,227</b>	<b>820,866</b>	<b>871,227</b>	<b>981,553</b>	<b>100.00%</b>	

## Fines and Penalties

Agency - Name	Org	Org Name	2011 Actuals	2012 Actuals	2013 Actuals	Growth 2013 Over 2012	2014 Actuals	Growth 2014 Over 2013	2015 Actuals	Growth 2015 Over 2014
043 - RHODE ISLAND ETHICS COMMISSION	1980998	1980998 - Penalties R.I. Ethics Commission	23,792	8,216	17,032	107.29%	14,255	-16.30%	13,740	-3.61%
044 - PUBLIC UTILITIES COMMISSION	1990995	1990995 - Utility Fines	20,650	163,450	228,600	39.86%	57,350	-74.91%	256,950	348.04%
044 - PUBLIC UTILITIES COMMISSION	1990996	1990996 - Motor Carriers - Fines	41,055	47,175	41,370	-12.31%	28,500	-31.11%	19,150	-32.81%
046 - RHODE ISLAND COMMISSION FOR HUMAN RIGHTS	2600996	2600996 - Human Rights - Civil Penalties HUD	0	0	0	0.00%	0	0.00%	4,000	0.00%
050 - COASTAL RESOURCES MANAGEMENT COUNCIL	3805991	3805991 - CRMC - Administrative Fines	14,350	8,250	4,500	-45.45%	3,750	-16.67%	500	-86.67%

	2016 Actuals	Growth 2016 Over 2015	2017 Actuals	Growth 2017 Over 2016	2013 - 2017 Average Collections	5 year Average Growth	2018 Actuals	2018 Enacted Budget	2017 Actuals - Sept YTD	2018 Actuals - Sept YTD	September Year Over Growth	September 5 Year Spread	September 5 Year Forecast
	5,860	-57.35%	14,963	155.34%	13,170	37.07%	7,554	13,000	1,518	320	-78.92%	13.03%	2,455
	66,150	-74.26%	144,640	118.65%	150,738	71.48%	560,980	75,000	57,400	541,880	844.04%	23.55%	2,300,899
	13,350	-30.29%	5,000	-62.55%	21,474	-33.81%	450	15,000	2,000	0	-100.00%	19.09%	0
	8,011	100.28%	2,250	-71.91%	2,852	5.67%	10,000	2,000	2,000	0	-100.00%	45.58%	0
	25,750	5,050.00%	28,000	8.74%	12,500	981.99%	4,000	20,000	15,000	1,000	-93.33%	24.00%	4,167