

County of San Diego

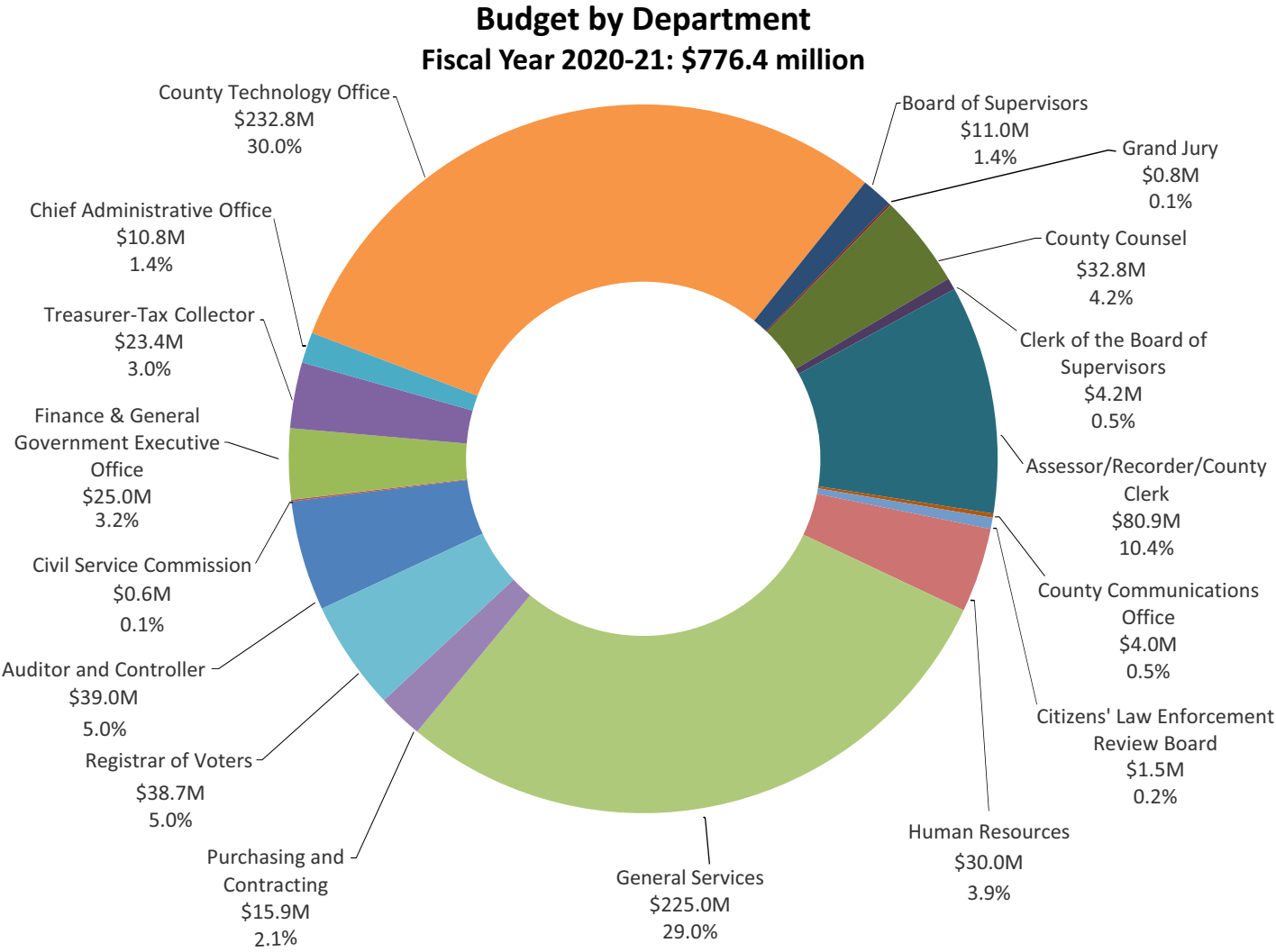
Finance and General Government Group

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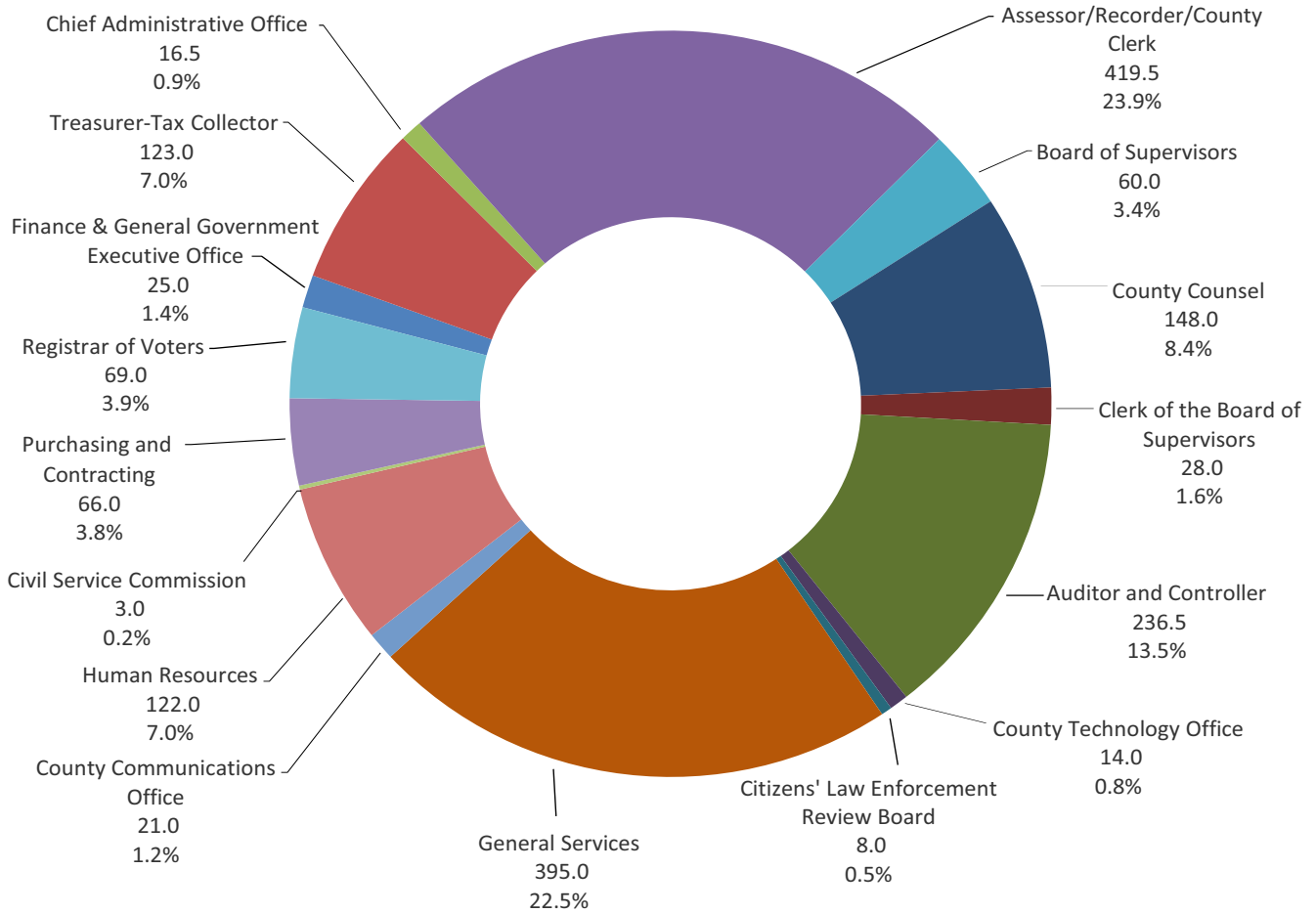
Finance and General Government Group at a Glance

Adopted Budget by Department



Adopted Staffing by Department

Staffing by Department
Fiscal Year 2020-21: 1,754.50 staff years



Finance and General Government Group Summary & Executive Office

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to residents, local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

Group Description

The Finance and General Government Group (FGG) provides essential support services and infrastructure to external customers and internal County departments that enable achievement of the goals in the County's Strategic Plan and adherence to the General Management System (GMS). Effective July 1, 2020, the Citizens' Law Enforcement Review Board (CLERB) has been shifted to FGG to ensure independence from departments over which it is supposed to have oversight. FGG maintains and continually strengthens the financial and operational backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative, compliance, facilities and fleet management, major maintenance projects, capital improvements, procurement and contracting oversight, energy usage management, independent investigations of citizen complaints of misconduct concerning sworn Sheriff's Deputies and Probation Officers, and other key government support functions. FGG also provides public services such as voter and election services, passport application processing, marriage services, and accepting and recording of legal documents. Services are provided to internal and external customers based on the following principles that align with the Operational Excellence Strategic Initiative:

- ◆ Promote a culture of ethical leadership and decision making across the enterprise.
- ◆ Align services to available resources to maintain fiscal stability.
- ◆ Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.
- ◆ Strengthen our customer service culture to ensure a positive customer experience.
- ◆ Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged, and trusted.
- ◆ Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's vision, *Live Well San Diego*.



Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Department Objectives demonstrate how departments contribute to the larger EWG. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

FGG Departments

- ◆ Assessor/Recorder/County Clerk
- ◆ Treasurer-Tax Collector
- ◆ Chief Administrative Office
- ◆ Auditor and Controller
- ◆ County Communications Office
- ◆ County Technology Office
- ◆ Citizens' Law Enforcement Review Board
- ◆ Civil Service Commission
- ◆ Clerk of the Board of Supervisors
- ◆ County Counsel
- ◆ General Services
- ◆ Grand Jury
- ◆ Human Resources
- ◆ Purchasing and Contracting
- ◆ Registrar of Voters

FGG 2020–22 Priorities



Building Better Health

Promote the implementation of a service delivery system that is sensitive to individuals’ needs

- Facilitate affordable housing development in collaboration with Health and Human Services Agency (HHSA).
- Assist Behavioral Health Services with the establishment of regionally-distributed and community-located behavioral healthcare hubs that will include a focus on crisis stabilization, long-term residential care and prevention activities.



Sustainable Environments/Thriving

Help residents become civically engaged

- Mitigate challenges to the voter registration process, and recruit qualified poll workers (including bilingual workers).
- Provide services that increase business confidence.
- Maintain the percentage of competitively awarded contracts, and diversify and expand supplier database through outreach.



Operational Excellence

Maintain the fiscal stability of County resources

- Provide leadership on issues and decisions that impact the financial well-being of the County.
- Continue to increase the financial literacy of County employees at every level within the organization in order to reinforce prudent decision making and increase expertise of departmental financial activities.
- Continue to earn the Distinguished Budget Award from the Government Finance Officers Association, demonstrating that the published budget document meets program criteria for excellence as a policy document, an operations guide, a financial plan and a communications device.
- Maintain a transparent and independent citizen complaint process, to the extent allowed by law which provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.

Utilize modern, innovative technology and infrastructure to deliver services

- Evaluate and invest in upgraded technology and infrastructure where applicable to enhance functionality and increase effectiveness of County departments.
- In collaboration with County departments, support the expansion of electric vehicle (EV) usage by increasing EV charging infrastructure.

- Provide support and oversight for enterprise-wide information technology system upgrades including the County’s human resources information system, and the County’s financial system.

Continue to strengthen our culture of customer service, cultural competence, and ethical leadership

- Enhance compliance efforts to continue to strengthen our culture of ethical leadership.
- Continue to strive for a positive experience for every customer by ensuring that employees use a positive approach in all interactions with both internal and external customers.
- Increase Countywide knowledge and awareness of diversity, inclusion, and cultural competence so that employees feel valued and fully engaged in supporting a workplace and community that is healthy, safe and thriving.

Related Links

For more information on the Finance and General Government Group, refer to the website at:

- ◆ www.sandiegocounty.gov/fg3

Executive Office Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

No change in staffing.

Expenditures

Decrease of \$3.2 million

- ◆ Salaries & Benefits—increase of \$0.2 million as a result of required contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$20.5 million primarily due to increase in one-time IT projects upgrades for the County’s financial system and human resources system offset by decreases in operation and maintenance costs associated with the County Administration Center (CAC), Waterfront Park, Cedar and Kettner parking garage and a shift of appropriations to Operating Transfer Out to align costs associated with the County’s Electric Vehicle expansion.
- ◆ Expenditure Transfer & Reimbursement—increase of \$22.0 million associated with centralized General Fund support of the County’s financial system upgrade (Oracle EBS) and the County’s human resource system upgrade (PeopleSoft) costs. Since this is a transfer of expenditures, it has a net effect of \$22.0 million decrease in expenditures. The central funding is supported by resources in Countywide Finance Other.
- ◆ Operating Transfer Out—increase of \$1.1 million due to infrastructure charging projects in support of the Electric Vehicle expansion within the County.





- ◆ Management Reserves—decrease of \$3.0 million in Management Reserves with no appropriations remaining as a contingency for any unanticipated IT or emergent Finance and General Government Group operational needs.

Revenues

Decrease of \$3.2 million

- ◆ Charges for Current Services—net decrease of \$0.5 million in cost allocation plan revenues for reimbursement of administrative services provided to other County departments.

- ◆ Use of Fund Balance—decrease of \$3.0 million, for a total budget of \$0.1 million in unassigned General Fund fund balance for one-time costs related to negotiated labor agreements.
- ◆ General Purpose Revenue—increase of \$0.3 million due to negotiated labor agreements.

Executive Office Budget Changes and Operational Impact: 2020–21 to 2021–22

Net increase of \$0.4 million primarily due to negotiated labor agreements.



Group Staffing by Department						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Finance & General Government Executive Office		25.00			25.00	25.00
Board of Supervisors		57.00			60.00	60.00
Assessor/Recorder/County Clerk		419.50			419.50	419.50
Treasurer - Tax Collector		123.00			123.00	123.00
Chief Administrative Office		16.50			16.50	16.50
Auditor and Controller		238.50			236.50	236.50
County Communications Office		23.00			21.00	21.00
County Technology Office		15.00			14.00	14.00
Civil Service Commission		4.00			3.00	3.00
Clerk of the Board of Supervisors		28.00			28.00	28.00
County Counsel		147.00			148.00	148.00
General Services		395.00			395.00	395.00
Grand Jury		1.00			0.00	0.00
Human Resources		123.00			122.00	122.00
Purchasing and Contracting		66.00			66.00	66.00
Registrar of Voters		69.00			69.00	69.00
Citizens' Law Enforcement Review Board		5.00			8.00	8.00
Total		1,755.50			1,754.50	1,754.50

Group Expenditures by Department						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Finance & General Government Executive Office	\$ 21,583,140	\$ 28,197,805	\$ 51,994,620	19,727,776	\$ 24,992,141	\$ 25,350,004
Board of Supervisors	9,359,632	10,134,043	11,103,953	10,106,610	10,983,982	10,983,982
Assessor/Recorder/County Clerk	65,296,847	71,674,938	78,892,889	68,112,023	80,941,722	72,739,078
Treasurer - Tax Collector	20,653,760	23,339,921	23,740,934	20,442,801	23,385,913	23,927,866
Chief Administrative Office	4,728,850	5,921,870	6,065,603	5,642,605	10,817,050	5,915,630
Auditor and Controller	37,367,098	37,925,850	43,181,340	37,763,176	39,035,848	40,278,904
County Communications Office	3,458,355	4,380,851	4,485,658	3,198,471	3,951,184	3,778,455
County Technology Office	192,951,990	203,922,455	222,455,875	213,431,459	232,849,060	187,645,041



Group Expenditures by Department

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Civil Service Commission	440,145	574,328	575,166	549,678	579,058	593,402
Clerk of the Board of Supervisors	3,854,695	4,281,744	4,479,201	4,194,263	4,174,085	4,441,764
County Counsel	28,175,708	31,459,375	31,485,123	29,422,307	32,794,259	33,843,297
General Services	195,705,030	235,201,244	295,235,367	204,335,835	224,961,718	221,978,187
Grand Jury	678,234	799,215	802,223	558,201.6	760,186	762,910
Human Resources	25,860,478	28,875,561	31,485,443	27,717,703	29,961,429	30,739,937
Purchasing and Contracting	12,343,431	15,694,139	17,654,735	13,388,329	15,943,055	15,588,637
Registrar of Voters	27,616,472	26,655,234	41,815,352	39,936,032	38,749,652	27,257,253
Citizens' Law Enforcement Review Board	828,311	986,564	1,003,869	958,509	1,501,491	1,519,303
Total	\$ 650,902,177	\$ 730,025,137	\$ 866,457,350	\$ 699,485,480	\$ 776,381,833	\$ 707,343,650

Executive Office Staffing by Program

	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Finance & General Government Executive Office	12.00	12.00	12.00
Office of Financial Planning	13.00	13.00	13.00
Total	25.00	25.00	25.00

Executive Office Budget by Program

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Finance & General Government Executive Office	\$ 17,988,493	\$ 24,583,657	\$ 46,185,589	\$ 16,180,336	\$ 21,229,314	\$ 21,523,304
Office of Financial Planning	3,594,648	3,614,148	5,809,031	3,547,440	3,762,827	3,826,700
Total	\$ 21,583,140	\$ 28,197,805	\$ 51,994,620	\$ 19,727,776	\$ 24,992,141	\$ 25,350,004



Executive Office Budget by Categories of Expenditures

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 5,744,579	\$ 5,091,374	\$ 5,177,374	\$ 5,150,347	\$ 5,298,998	\$ 5,425,673
Services & Supplies	15,652,314	20,106,431	44,822,246	14,577,430	40,573,143	19,924,331
Capital Assets Equipment	121,964	–	–	–	–	–
Expenditure Transfer & Reimbursements	–	–	–	–	(22,000,000)	–
Operating Transfers Out	64,283	–	–	–	1,120,000	–
Management Reserves	–	3,000,000	1,995,000	–	–	–
Total	\$ 21,583,140	\$ 28,197,805	\$ 51,994,620	\$ 19,727,776	\$ 24,992,141	\$ 25,350,004

Executive Office Budget by Categories of Revenues

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Licenses Permits & Franchises	\$ 929,641	\$ –	\$ –	\$ –	\$ –	\$ –
Revenue From Use of Money & Property	302,952	250,000	250,000	299,195	250,000	250,000
Intergovernmental Revenues	127,671	34,586	34,586	146,915	–	–
Charges For Current Services	2,194,451	1,668,563	1,668,563	1,807,313	1,176,550	1,176,550
Miscellaneous Revenues	–	–	–	90,147	–	–
Fund Balance Component Decreases	117,660	132,250	132,250	132,250	165,360	163,836
Use of Fund Balance	(5,849,722)	3,028,779	26,825,594	(5,831,670)	57,980	57,534
General Purpose Revenue Allocation	23,760,488	23,083,627	23,083,627	23,083,627	23,342,251	23,702,084
Total	\$ 21,583,140	\$ 28,197,805	\$ 51,994,620	\$ 19,727,776	\$ 24,992,141	\$ 25,350,004



Board of Supervisors

Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the county.

District 1

Chairman Greg Cox represents more than 631,000 residents of the vibrant, diverse First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Point Loma in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, South Bay Terraces, Southcrest, Stockton, Sunset Cliffs and parts of Point Loma and Downtown San Diego. The District includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

Chairman Cox is assisted by a highly experienced professional staff whose mission it is to make County government work for citizens by focusing on outcomes and results, not process and paperwork.

Public safety is Chairman Cox's top priority and he works to better protect neighborhoods and fight child and elder abuse. He launched a regional initiative to get the seriously mentally ill homeless off the streets and into treatment and housing, and reentry programs to help rehabilitate people returning from detention to our communities.

He respects the sacrifices of our courageous military veterans and has led numerous initiatives to help them, including Courage to Call and Vets' Community Connections.

Protecting society's most vulnerable individuals is important to Chairman Cox as he led efforts to create San Pasqual Academy, a residential-educational campus for foster youth, and the Grandparents Raising Grandchildren initiative to develop social support systems for families. He strengthened the region's health safety net and empowered San Diegans to adopt healthier lifestyles through the *Live Well San Diego* initiative.



Chairman Cox understands that protecting the public's health extends to safeguarding San Diego's environment and he works to ensure that the County closely monitors water quality at its beaches and bays, and is spearheading a multi-pronged effort in Sacramento and Washington, D.C. to stop the flow of sewage into the Tijuana River Valley. He creates recreational and educational opportunities in the Otay Valley, Sweetwater and Tijuana River Valley Regional parks and preserves open space. He champions active transportation through creation of the Bayshore Bikeway and the formation of new urban corridors for bicyclists and pedestrians.

A former educator, Chairman Cox believes in lifetime learning and he has expanded County libraries in his district to create more learning opportunities. He focuses on job creation and economic development so that residents have job opportunities closer to home, thus improving traffic patterns in South County and minimizing negative impacts on the environment. Chairman Cox cuts red tape so that small businesses prosper and home-grown enterprises like farmers markets and fishermen's markets thrive.

District 1 encompasses two of the busiest international border crossings in the world and Chairman Cox is working to ensure the construction of critical infrastructure to improve the flow of commerce across the California-Mexico border.

Chairman Greg Cox's leadership extends regionally to service on the San Diego County Regional Airport Authority. He is active in the governance of the California State Association of Counties and served last year as the President of the National Association of Counties, representing 3,069 counties across the nation.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its south-

ern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 630,000 residents, including more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball-fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested nearly \$600 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

District 3

Supervisor Kristin Gaspar is honored to represent a district rich in higher education institutions, thriving technology hubs, and beachside communities that attract visitors from around the world. From surfers to scientists, the district encompasses communities from the coast to the inland valleys where approximately 630,000 call home. As a former Chief Financial Officer, Supervisor Gaspar is a proponent of strong fiscal discipline and measured outcomes. She is the youngest woman ever elected to

the Board of Supervisors and the first elected Mayor of Encinitas. The Supervisor is currently on the SANDAG Board of Directors as well as the North County Gang Commission.

District 3 is home to a variety of unique communities. There are five incorporated cities, including nearly a dozen distinct neighborhoods within the City of San Diego. The southwest boundary includes Sorrento Valley and Torrey Pines Mesa where there are thriving hubs of pharmaceutical and biotechnology companies that are pioneering and revolutionizing DNA and stem cell research. San Diego County is also home to one of the largest populations of active and retired military in the country so one of Supervisor Gaspar's priorities is connecting transitioning men and women with several of these biotech companies.

Also nestled in this district is Qualcomm, Inc., a Fortune 500 company and the region's largest private sector employer. The coastal portion of District 3 includes the cities of Del Mar, Solana Beach and Encinitas. These cities receive services from the County of San Diego that include health, libraries and law enforcement. The northeast corner of District 3 includes Escondido and San Pasqual Valley, communities with rich agricultural roots. There are two more Fortune 500 companies in this district, Sony and Northrup Grumman, both of which employ thousands of local residents. To the south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. Supervisor Gaspar is also proud to represent those serving our country at Marine Corps Air Station Miramar.

The Supervisor was instrumental in providing funding for several additional mountain-top cameras that monitor conditions in real-time during wildfires. The extra resources will give firefighters the upper hand when facing the unpredictable forces of Mother Nature. The Supervisor has made helping some of our most vulnerable populations the cornerstone of her work at the County. She has worked closely with the San Diego Food Bank to stop food insecurity, and Solutions for Change to solve family homelessness. The Supervisor also partnered with the Safe Homes Coalition to end opioid abuse, local non-profits to combat human trafficking, and also helped to fund a new milk bank in San Diego for babies in the NICU.

District 4

Nathan Fletcher is the County Supervisor for San Diego's Fourth Supervisorial District. The Fourth District is about 100 square miles and is celebrated as the most ethnically diverse district in the County. The District's boundaries extend north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills.

Supervisor Fletcher was elected with 68% of the vote in November 2018, and was sworn into office in January 2019 as the only Democrat on the Board of Supervisors. Supervisor Fletcher is



building a better way to deliver behavioral health services and working to improve the child welfare system. The Supervisor's environmental policies are helping to tackle climate change and improve air quality. His commitment to addressing housing affordability and helping unsheltered individuals and families is inspired by his compassion to help those in need. He is actively engaging community members in efforts to expand access to transit in our region, and he is unrelenting in the fight to protect the rights of underrepresented and immigrant communities.

Supervisor Fletcher's responsibilities to San Diego, the region and state go beyond his role as Supervisor. He is a member of Governor Gavin Newsom's Governor's Council of Regional Homeless Advisors and is Vice Chair of the Regional Task Force on the Homeless. He serves on the California Air Resources Board, and is Chair of the San Diego Metropolitan Transit System and is Co-chair of the Child and Family Strengthening Advisory Board.

The Fourth District includes the neighborhoods of Adams North, Alta Vista, Azalea Park, Balboa Park, Bankers Hill, Bay Ho, Bay Park, Birdland, Bird Rock, Broadway Heights, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez Hill, Crown Point, El Cerrito, Downtown, East Village, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Gaslamp Quarter, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Linda Vista, Little Italy, Loma Portal, Marina, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, North Bay Terraces, Oak Park, Ocean Beach, O'Farrell, Old Town, Pacific Beach, Park West, Redwood Village, Rolando Park, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park and Webster.

To learn more about Supervisor Nathan Fletcher visit

www.SupervisorNathanFletcher.com.

District 5

Supervisor Jim Desmond is a newly elected Supervisor, representing the Fifth District since his election to the Board of Supervisors in 2018 and being sworn in on January 7, 2019. The Fifth Supervisorial District covers the northernmost area of San Diego County, and is more commonly known as North County. It stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, universities, resorts, golf courses, fine restaurants, agriculture and a theme park. Supervisor Desmond and his staff consider it an honor to serve the approximately 630,000 people who reside in the Fifth District.

Supervisor Desmond's priorities include public safety including law enforcement, fire protection and emergency services, infrastructure needs, especially focused on road congestion and the need for freeway connectors and capacity to best serve north county residents, addressing homelessness and providing effective behavioral health services, veterans services, agriculture, improving quality of life through the San Luis Rey River corridor, stellar credit ratings, strong reserves, and fiscal management, which allow the County flexibility in so many other areas.

As a United States Navy veteran, Supervisor Desmond understands how important it is to serve the over one million county residents who are active duty military, veterans, and their families. Supervisor Desmond is committed to working closely with County departments and community partners to enhance our overall support network. This effort will not only benefit San Diego's military families but also lead to a stronger and healthier economy.

The Fifth District is one of the two supervisorial districts that predominantly contain unincorporated communities and includes approximately 230,000 unincorporated area residents. Supervisor Desmond is committed to bringing the County, as the local public services provider, to these communities to address local issues and serve the needs of these communities.

Agriculture is a major industry in the Fifth District and the San Diego region. Summits and valleys are covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valley, and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Anza-Borrego Desert.

In addition to agriculture, several other industries make North County a hotbed for economic success. Innovation, tourism and specialized manufacturing are thriving in North County and are the future in the Fifth District. The biotechnology industry has firmly established itself in the district, providing high-paying jobs and cutting-edge opportunities to thousands of workers. North County is also becoming a regional powerhouse for higher education as the California State University San Marcos campus continues to grow along with the Palomar and MiraCosta Community College campuses. The McClellan-Palomar Airport in Carlsbad is a crucial economic driver for North County, contributing an estimated \$108 million annually to the local economy.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Desmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Wohlford, Lilac, Morettis, Oak Grove, Ocotillo Wells, Pala,



Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San Pasqual. There are also vast areas of

National Forest, State Park lands, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station in Fallbrook that fall within district boundaries.

Related Links

For additional information about the Board of Supervisors, refer to the website at:

◆ www.sandiegocounty.gov/general/bos.html





Staffing by Program

	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Board of Supervisors District 1	9.00	10.00	10.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	11.00	13.00	13.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	57.00	60.00	60.00

Budget by Program

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Board of Supervisors District 1	\$ 1,580,550	\$ 1,706,129	\$ 1,910,340	\$ 1,662,379	\$ 1,962,208	\$ 2,054,208
Board of Supervisors District 2	1,721,062	1,866,931	1,993,095	1,790,429	1,925,000	2,017,000
Board of Supervisors District 3	1,328,235	1,562,389	1,762,389	1,521,096	1,562,389	1,654,389
Board of Supervisors District 4	1,703,362	1,866,931	2,069,600	1,889,844	2,286,174	2,378,174
Board of Supervisors District 5	1,824,484	1,866,931	2,085,730	1,965,386	1,939,438	2,031,438
Board of Supervisors General Offices	1,201,940	1,264,732	1,282,800	1,277,476	1,308,773	848,773
Total	\$ 9,359,632	\$ 10,134,043	\$ 11,103,953	\$ 10,106,610	\$ 10,983,982	\$ 10,983,982

Budget by Categories of Expenditures

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 7,879,373	\$ 8,829,161	\$ 8,919,322	\$ 8,797,407	\$ 9,575,861	\$ 9,583,003
Services & Supplies	1,475,315	1,304,882	2,165,891	1,290,463	1,408,121	1,400,979
Other Charges	–	–	14,840	14,839	–	–
Operating Transfers Out	4,945	–	3,900	3,900	–	–
Total	\$ 9,359,632	\$ 10,134,043	\$ 11,103,953	\$ 10,106,610	\$ 10,983,982	\$ 10,983,982



Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Charges For Current Services	\$ -	\$ -	\$ -	\$ 275	\$ -	\$ -
Miscellaneous Revenues	10,000	-	-	-	-	-
Fund Balance Component Decreases	183,004	269,058	269,058	269,058	295,584	291,864
Use of Fund Balance	(98,320)	58,612	1,028,522	30,904	117,224	117,224
General Purpose Revenue Allocation	9,264,948	9,806,373	9,806,373	9,806,373	10,571,174	10,574,894
Total	\$ 9,359,632	\$ 10,134,043	\$ 11,103,953	\$ 10,106,610	\$ 10,983,982	\$ 10,983,982



Assessor/Recorder/County Clerk

Mission Statement

To provide prompt and courteous customer service to the public in accomplishing the duties and responsibilities of the department; to have fair and uniform assessments of all taxable property in accordance with property tax laws; to provide for the orderly and expeditious recordation, archiving and retrieval of legal documents submitted and to provide for the efficient distribution to the public. To educate the public in all the department’s programs and provide our services with maximum transparency and consideration.

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by California Government Code to examine, record, index and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. In addition, the Recorder maintains and provides certified copies of vital records, including birth, death and public marriage certificates. The County Clerk is mandated by California Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and to record and provide certified copies of confidential marriage certificates.

To ensure these critical services are provided, the Assessor/Recorder/County Clerk (ARCC) has 419.5 staff years and a budget of \$80.9 million.



2019–20 Accomplishments

Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Recorded property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property.
 - Completed 100% (182,060) of the State of California Fiscal Year 2019-20 mandated Assessment Roll for the County of San Diego by June 30, 2020.
 - Ensured 100% (124) of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This assured the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations.
 - Completed construction on the 25,000 square foot East County Office and Archives in Santee, California, which opened to the public on February 3, 2020. The zero net energy, LEED gold-certified, state-of-the-art facility offers services by Assessor/Recorder/County Clerk (ARCC) and the Treasurer-Tax Collector for the east county region.
 - ◆ The new East County Office and Archives provides increased marriage services capacity, including additional appointments, an outdoor civil ceremony venue, and wedding guest lounge.
 - ◆ Created the first San Diego County Archives Program with trained staff and a dedicated 7,883 square foot facility for consolidated storage of historic records with permanent retention. The facility is climate-controlled, with set temperature and relative humidity levels to ensure the long-term integrity of archival holdings from 1850 to present day, including approximately 65,781

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

recorded maps/152,191 sheets of maps; 250 cubic foot of historic birth, death, and marriage records; and 47,819 rolls of microfilm.

- Advanced work on the multi-year restoration and preservation project for historical recorded documents. Awarding a multi-year contract for microfilm conversion, digitization, and polysulfide treatment services for 21,659 acetate-based microfilm rolls and 17,195 polyester-based microfilm rolls containing historical official records has been delayed due to operational impacts on procurement process caused by the current economic conditions.
- Increased the number of qualified homeowners that missed filing, to receive the tax break at change of ownership, through an outreach and communication to homeowners that may qualify and had not applied for the tax break. This outreach program successfully helped qualify over 20,000 more homeowners saving them over \$1.5 million in property taxes annually.
- Qualified 90.0% more (or 5,002 more) disabled veterans and surviving spouses for the Disabled Veterans Exemption (DVET). The DVET provides a property tax break saving the qualified veteran or their surviving spouse an average of over \$1,400 a year in property taxes. In 2020, the Assessor's office will have saved the DVET qualified veterans over \$15.0 million in property taxes. This was accomplished with no additional cost and through our county partner at the Office of Military and Veteran Affairs (OMVA) and with a public-private partnership with the Realtors® Association.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collected, distributed and accounted for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations.
 - Provided fair assessment to both County of San Diego and Taxpayers by completing review of 100% of parcels designated as Proposition 8. In 1978, Proposition 13 was passed by voters, and provides that all real property in California is reassessed upon a change in ownership or new construction. The base assessment is then subject to an annual inflation adjustment not to exceed 2.0% per year. Proposition 8 also passed in 1978, and provided a mechanism to reduce property assessments when the market value of a property (the amount a property would sell for) falls below the Proposition 13 assessed value. This saves taxpayers money when the market is down. However, Proposition 8 reductions are temporary. When the market goes back up, the assessed value will increase as well and can increase more than 2.0% per year. The taxpayer is still protected,

however, by Proposition 13. The assessed value can never exceed the original base value plus the annual inflation adjustment, compounded.

- Conducted extensive research for time and motion studies which included a review of business processes and legislative codes for Recorder/County Clerk fees to ensure fiscal responsibility. The study resulted in adjustments in alignment with Board Policy B-29, *Fees Grants, Revenue Contracts - Department Responsibility for Cost Recovery Fees*, for certain existing fees (18 fees increased and 7 fees decreased), established 2 new standard time and material labor rates, and repealed 16 fees for services no longer provided. All current fees were added into the San Diego County Code of Administrative Ordinances for greater transparency to the public.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Examined and processed 97.1% (489,477 of 504,085) of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
 - Implementation of a Recorded Document Notification Service to allow interested parties to register to receive notifications when documents are entered into the public record has been delayed.
 - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
 - Provided the public with a variety of online forms for submission and related services. This will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. This project is a continuous implementation of digital transformation, which include deployment of the Code of Ethics form for internal users and Recorder forms.
 - Installation of a Commercial and Industrial (C&I) system has commenced to allow access to sale and lease information with a complete valuation tool that includes cost, market and income approach. This will allow for standardization of the appraisal worksheet used by the C&I staff. Production deployment is tentatively set for Fiscal Year 2020-21.
 - Continued implementation of Phase 2 of a Business Intelligence (BI)/Data Warehouse environment. The monthly budget and expenditure report was deployed, and provided training for the Power BI reporting tool. This laid the foundational infrastructure necessary to install the





required reporting tools, convert the pilot applications data, and build the reporting environment that will facilitate true end user ad hoc reporting.

- Completed the Business Process analysis of the Realty and Business sections of the Assessor Division. Reviewed the recommendations with the Chief Deputy, Assessor and developed a plan to incorporate selected recommendations into the reorganization of the Assessment Services group. This is to implement an integrated and seamless workflow across all groups to streamline all processes and increase the overall efficiency of the division.
- Completed Phase 2 of the Recorder/County Clerk workspace remodel project at the County Administration Center in September 2019. Phase 2 redesigned the marriage services area to provide a more inviting, comfortable space in the wedding guest lounge and expanded the indoor civil ceremony rooms to accommodate an increased number of wedding guests.
- The County Clerk was able to provide additional services outside normal business hours by offering an additional service day on Saturday, February 29, 2020 in celebration of the leap year. However, plans to continue this practice, by providing a second Saturday or extended hours for customers to obtain the following: marriage licenses and ceremonies, Fictitious Business Name Statement filings, and vital record copies were delayed due to operational impacts caused by COVID-19 pandemic.
- Providing qualified applicants the Disabled Veterans' Property Tax Exemption online with electronic signature capacity was delayed and was not met due to operational and economic impacts caused by the current economic environment.
- Received a Resolution from the California State Board of Equalization recognizing us for being the lead county due to having qualified more disabled veterans and surviving spouses for the property tax Disabled Veterans' Exemption out of all 58 counties in the State of California. In addition, recognized the County's successful outreach model led by their Taxpayer Advocate, which increased the number of qualified taxpayers without spending any additional budget dollars.
- Received a California State Association of Counties Challenge Award for the County's online marriage appointment system, TimeTrade, which allows customers the flexibility to book, reschedule, and cancel appointments online 24 hours a day. Since implementation, the volume of calls for marriage appointments in the ARCC Call Center have decreased with 82% of appointments now being booked/cancelled/modified by customers.
- Streamlined and expedited the recording process of birth and death records by implementing the lights out process. This reduced index and verify times, allowing for the

department to meet customer needs in a timely and efficient manner as the vital records are readily available for purchase by the public.

- Automated the Recorder/County Clerk Work Expectations process to streamline the distribution, collection, storage, and tracking of signed forms. The solution provided automation and integration with the existing standards of document signing technologies (CoSign). The solution also provided document workflow permitting the staff to complete and review the form electronically without the use of e-mails to keep track of forms.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provided the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 97%.
 - Provided and completed an instructor-led customer service training series of 14 modules for all Recorder/County Clerk staff. Through the course of the series, topics included "Providing Excellent Service in High-Volume Situations," "Valuing Others and Creating a Collaborative Work Environment," and "Why Great Service in Government is so Important?"
 - Increased the community partnerships to reach more qualified applicants for the Disabled Veterans' Property Tax Exemption.
 - Established new community partnerships to expand education on the property tax process, exemptions, and exclusions.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Fifty-eight percent (58%) of new employees completed a customer service focused training within six months of their hire date.
 - Developed and implemented an onboarding orientation for new staff, which provided a broader introduction to County and department management, culture, functions, and the mission objectives of the Recorder/County Clerk.

2020–22 Objectives



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property.
 - Complete 100% of the State of California Fiscal Year 2020-21 mandated Assessment Roll for the County of San Diego by June 30, 2021.



- Ensure 100% of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This will assure the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations.
- Increase the number of qualified disabled veterans and surviving spouses for the DVET to over 11,000 and save over \$1.5 million more in property taxes for veterans and surviving spouses.
- Complete work on multi-year contract for microfilm conversion, digitization, and polysulfide treatment services for 21,659 acetate-based microfilm rolls and 17,195 polyester-based microfilm rolls containing historical official records.
- Arrange, describe, and rehouse 25% of the map collection (approximately 152,191 sheets in total) in the County Archives to acid-free, oversized map folders in custom-built high density mobile compact shelving. In addition, 100% of the 13,327 diazo-type print sheets in the map collection will be arranged, described, and stored separately due to off-gassing of materials in a dedicated storage space (674 square foot) with perforated shelving to facilitate increased ventilation and prevent the degradation of documents stored around them.
- Select and implement an archival collections management application for the County Archives through a competitive solicitation process to support automating and encoding the processing and description of collections, cataloging, and managing, thereby enhancing access to customers.
- Implement the digitization and preservation project for the historic birth, death, and marriage records in the County Archives.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collect, distribute and account for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations.
 - Provide fair assessment to both County of San Diego and taxpayers by completing review of 100% of parcels designated as Proposition 8. In 1978, Proposition 13 was passed by voters, and provides that all real property in California is reassessed upon a change in ownership or new construction. The base assessment is then subject to an annual inflation adjustment not to exceed 2.0% per year. Proposition 8 also passed in 1978, and provided a mechanism to reduce property assessments when the market value of a property (the amount a property would sell for) falls below the Proposition 13 assessed value. This saves taxpayers

- money when the market is down. However, Proposition 8 reductions are temporary. When the market goes back up, the assessed value will increase as well and can increase more than 2.0% per year. The taxpayer is still protected, however, by Proposition 13. The assessed value can never exceed the original base value plus the annual inflation adjustment, compounded.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Examine and process 96.0% of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
 - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors and the County Technology Office, continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
 - Continue business process reengineering to promote services online not in line in our offices by identifying programs that can be better facilitated through online communications versus telephone or face to face interaction to reduce the cost and time to both the County and the taxpayers we serve and increase the Assessor's efficiency. Providing the public with a variety of online forms for submission and related services will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology.
 - Complete installation of a Commercial and Industrial (C&I) system to allow access to sale and lease information with a complete valuation tool that includes cost, market and income approach. This will allow for standardization of the appraisal worksheet used by the C&I staff.
 - Complete Phase 2 implementation and initiate Phase 3 of a Business Intelligence/Data Warehouse environment that will lay the foundational infrastructure necessary, install the required reporting tools, convert the pilot applications data, and build the reporting environment that will facilitate true end user ad hoc reporting.
 - Present and review the Business Process Analysis recommendations to the business owners and develop a plan to implement those that will produce the best efficiencies and staff utilization.
 - Implement Recorded Document Notification Service to allow interested parties to register to receive notifications when documents are entered into the public record.



- Increase services available outside normal business hours by providing a second Saturday or extended hours for customers to obtain the following: marriage licenses and ceremonies, Fictitious Business Name Statement filings, and vital record copies.
- Implement kiosk functionalities for marriage, vital records, and fictitious business name statements to allow customers to complete applications online. This allows for the department to meet customer needs in a timely and efficient manner and reduce wait times upon visiting branch locations to complete the processing of applications.
- Redesign and update the ARCC website, www.sdarcc.com, to include instructional videos for the regular services provided by the Recorder and County Clerk (such as submission of fictitious business name statements and the marriage license and ceremony process) to better inform the public.
- Complete the Chula Vista Branch Office 2nd Floor remodel and roof replacement project scheduled for Fiscal Year 2020-21.
- Upgrade both public facing and internal SharePoint websites to meet County guidelines and leverage the new features to enhance our applications and modernize our external website to make it more user friendly.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of at least 95%
- Establish 10 more community educational partners as part of the office’s outreach network and provide 50 educational presentations in the community.
- Increase community partnerships with qualified institutions, such as, schools, non-profits, museums and religious organizations for property tax exemptions through additional outreach and education of the community.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Ensure 50% of new employees complete a customer service focused training within six months of their hire date.
 - Continue to develop the onboarding orientation for new staff by providing a broader introduction to County department management, culture, functions, and mission objectives of the Recorder/County Clerk.
 - Review, refine, and report production goals and standards for all Recorder/County Clerk functions, including, but not limited to: filing fictitious business names; issuing marriage licenses; issuing birth, death, and marriage vital records; and recording documents received in person, by mail, or through eRecording.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at:

◆ <https://arcc.sdcounty.ca.gov>



Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Mandated assessments completed by close of annual tax roll ¹	100% of 246,930	100%	100% of 182,060	100%	100%
	Appraiser/audit staff current on all required training ²	N/A	100%	100% of 124	100%	100%
	Satisfactory customer service rating ³	98%	93%	97%	95%	95%
	Examine and process all documents submitted for eRecording within three hours of receipt ⁴	98.1% of 329,536	96%	97.1% of 504,085	96%	96%
	Review of parcels designated as Proposition 8 ⁵	N/A	100%	100%	100%	100%

Table Notes

¹ Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County’s first step to assessing and billing annual property taxes.

² Measures the number of appraiser/audit staff current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This assured the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations. This measure was effective Fiscal Year 2019-20.



³The customer satisfaction rating measures how individuals perceive the department’s ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.

⁴Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

⁵Review of parcels designated as Proposition 8 provides fair assessment to both County of San Diego and Taxpayers. This is a new measure effective Fiscal Year 2019-20.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

No changes in staffing

Expenditures

Net increase of \$9.3 million

- ◆ Salaries & Benefits—increase of \$3.6 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$5.3 million primarily due to contracted services for the restoration/preservation and redaction of official records, system costs for archive collection management and recorder/county clerk, and major maintenance costs for tenant improvements and replacement of the roof and HVAC at the Chula Vista branch.
- ◆ Capital Assets Equipment—increase of \$0.4 million due to equipment costs associated to East County Archives.

Revenues

Net increase of \$9.3 million

- ◆ Licenses, Permits and Franchises—net decrease of \$0.1 million due to reduced number of marriage licenses issued.
- ◆ Charges for Current Services—net increase of \$6.9 million
 - ◆ Increase of \$5.2 million in Recorder Trust Fund revenues due to restoration/preservation of old books & recorder microfilm, redaction of records prior to 1980, archive collection management system, recorder/county clerk integrated system and major maintenance projects noted above.
 - ◆ Increase of \$1.0 million in Property Tax Administration Program Trust Fund revenue for the major maintenance cost of roof and HVAC replacement at the Chula Vista branch.
 - ◆ Increase of \$0.7 million in Recording Document revenues due to increased recordings and increased fee as a result of the Recorder fee study.
 - ◆ Increase of \$0.5 million in AB 2890 Recovered Costs revenue to align with anticipated supplemental assessment revenues.

- ◆ Increase of \$0.3 million in Property Tax System Administration revenue related to support of the property tax system.
- ◆ Decrease of \$0.4 million in Marriage Ceremony Fee due to reduced number of ceremonies performed.
- ◆ Decrease of \$0.2 million in Filing Documents due to reduced number of filings.
- ◆ Decrease of \$0.2 million in Recording Fees due to reduced number of vital certificates issued.
- ◆ Fund Balance Component Decrease—Decrease of \$0.2 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. A total of \$1.5 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$0.4 million for a total budget of \$1.1 million in unassigned General Fund fund balance due to \$0.9 million for negotiated labor agreements and \$0.2 million for critical one-time facilities maintenance.
- ◆ General Purpose Revenue Allocation—net increase of \$2.3 million primarily due to increases of \$2.5 million in negotiated labor agreements and required retirement contributions, offset by decreases of \$0.2 million due to elimination of the online Disabled Veterans’ Property Tax Exemption project.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net decrease of \$8.2 million primarily from reduced costs due to anticipated completion of contracted services associated with the restoration/preservation of old books & recorder microfilm, redaction of records prior to 1980, archive collection management system, recorder/county clerk integrated system and major maintenance costs for Recorder tenant improvements, roof and HVAC replacement at the Chula Vista branch offset by increases in negotiated labor agreements.





Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Property Valuation ID		273.75			273.75	273.75
Recorder / County Clerk		117.75			117.75	117.75
Management Support		28.00			28.00	28.00
Total		419.50			419.50	419.50

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Property Valuation ID	\$ 38,714,272	\$ 41,498,509	\$ 44,936,257	\$ 41,003,009	\$ 44,480,647	\$ 43,265,771
Recorder / County Clerk	19,765,074	23,954,590	26,912,551	18,401,988	29,541,377	22,406,674
Management Support	6,817,501	6,221,839	7,044,081	8,707,026	6,919,698	7,066,633
Total	\$ 65,296,847	\$ 71,674,938	\$ 78,892,889	\$ 68,112,023	\$ 80,941,722	\$ 72,739,078

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 44,820,723	\$ 49,404,205	\$ 48,723,431	\$ 48,306,995	\$ 53,031,544	\$ 55,160,364
Services & Supplies	20,352,365	22,120,733	28,963,847	19,020,098	27,360,178	17,528,714
Capital Assets Equipment	21,663	150,000	150,000	38,259	550,000	50,000
Expenditure Transfer & Reimbursements	–	–	–	304	–	–
Operating Transfers Out	102,096	–	1,055,612	746,368	–	–
Total	\$ 65,296,847	\$ 71,674,938	\$ 78,892,889	\$ 68,112,023	\$ 80,941,722	\$ 72,739,078

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Licenses Permits & Franchises	\$ 934,717	\$ 1,000,000	\$ 1,000,000	\$ 775,317	\$ 900,000	\$ 900,000
Intergovernmental Revenues	–	–	–	596,013	–	–
Charges For Current Services	39,064,533	42,464,364	44,399,037	40,166,692	49,412,808	39,494,226
Miscellaneous Revenues	(38)	–	–	29	–	–
Fund Balance Component Decreases	1,059,457	1,774,531	1,774,531	1,774,531	1,544,717	1,557,989
Use of Fund Balance	(935,549)	750,438	6,033,716	(886,163)	1,100,876	900,876
General Purpose Revenue Allocation	25,173,726	25,685,605	25,685,605	25,685,605	27,983,321	29,885,987
Total	\$ 65,296,847	\$ 71,674,938	\$ 78,892,889	\$ 68,112,023	\$ 80,941,722	\$ 72,739,078



Treasurer - Tax Collector

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by state law and the County Charter. These duties include banking, investment, disbursement and accountability for up to \$12.3 billion in public funds invested in the County investment pool; the billing and collection of \$6.9 billion in secured and \$204.5 million in unsecured property taxes for all local governments. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

To ensure these critical services are provided, the Treasurer-Tax Collector has 123.00 staff years and a budget of \$23.4 million.



- Continued to fund the delivery of superior services throughout the San Diego County region, invested public monies held in the Treasury and maximized cash resources without sacrificing the principles of safety or liquidity.
- Provided a learning platform and forum to address current government finance issues by facilitating three symposiums for local agencies including Fraud Prevention, Cash Handling, and Municipal Debt.
- Achieved a collection rate of 98.7% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.
- In coordination with all county departments, K-12 school districts, certain special districts, community college districts and other voluntary agencies participating in the County investment pool, transitioned primary banking services from Wells Fargo to JP Morgan Chase Bank, resulting in lower banking fees for the countywide participants.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continued the design and development of the Integrated Property Tax System (IPTs), which will significantly improve property assessment, tax collection and apportionment activities in the County.
 - Implemented e-lockbox services through the County's new bank to receive a single Automated Clearing House (ACH) daily deposit for multiple property tax payments made online through taxpayers' banks, which streamlines the process for posting receivables and makes the revenue more readily available to support County programs and residents.
- Strengthen our customer service culture to ensure a positive customer service experience

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
■	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Safeguarded public funds and maintained public trust, efficiently managed the provisions of banking services for public entities and County departments. Provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds.

- Achieved a customer satisfaction rating of 4.57 on a 5.0 scale, based on customer satisfaction survey results.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Broadened the Countywide base of employees who are planning for financial security during retirement.
 - ◆ Achieved enrollment in the Deferred Compensation 457 Plan of 50.7% of eligible County employees through June 30, 2020.
 - ◆ Maintained the average participant contribution in the Deferred Compensation 457 Plan at \$182 per pay period by June 30, 2020.
 - ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums by June 30, 2020.
 - ◆ Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2020.
 - ◆ Expanded the knowledge and skills in fiscal controls by newly training 219 cash handlers in the County and other government entities by June 30, 2020.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County.
 - Upgrade the remittance payment processing environment by December 2021 to a hosted software platform with new equipment that rapidly opens, extracts and scans mail payments and performs automated batching functions, which will streamline the timeline, process and visibility of incoming mail payments, making property tax revenue more readily available to support County programs and residents.
- Strengthen our customer service culture to ensure a positive customer service experience
 - Achieve a customer satisfaction rating of 4.7 on a 5.0 scale, based on customer satisfaction survey results.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Broaden the Countywide base of employees who are planning for financial security during retirement.
 - ◆ Achieve enrollment in the Deferred Compensation 457 Plan of 51.0% of eligible County employees through June 30, 2021, and achieve rate of 51.5% through June 30, 2022.
 - ◆ Achieve an average participant contribution in the Deferred Compensation 457 Plan above \$190 per pay period by June 30, 2021, and maintain the participant contribution at \$195 through June 30, 2022.
 - ◆ Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
 - ◆ Continue to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2022.
 - ◆ Expand the knowledge and skills in fiscal controls by newly training 120 cash handlers in the County and other government entities by June 30, 2021, and training another 120 new cash handlers by June 30, 2022.

2020–22 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - To safeguard public funds and maintain public trust, efficiently manage the provisions of banking services for public entities and County departments. Provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
 - To continue to fund the delivery of superior services throughout the San Diego County region, invest public monies held in the Treasury and maximize cash resources without sacrificing the principles of safety or liquidity.
 - Provide a learning platform and forum to address current government finance issues by facilitating four symposiums for local agencies annually including Fraud Prevention & Ethics, Cash Handling, Municipal Debt and Investment/Financial Management.
 - Maintain a collection rate of 98.5% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County’s taxpayers.

Related Links

For more information about the Treasurer-Tax Collector, refer to the website at:

- ◆ www.sdttc.com






Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Secured Taxes Collected (% of total) ¹	99.2%	98.5%	98.7%	98.5%	98.5%
	Unsecured Taxes Collected (% of total) ¹	97.0%	97.0%	97.0%	97.0%	97.0%
	The Investment Pool met the liquidity needs of participants (Y/N) ²	YES	YES	YES	YES	YES
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ³	4.77	4.70	4.57	4.70	4.70
	457 Deferred Compensation Plan average deferral amount per employee per pay period ⁴	\$174	\$160	\$182	\$190	\$195
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	49.8%	50.0%	50.7%	51.0%	51.5%
	Number of newly trained Cash Handlers for the County and other government entities ⁵	228	120	219	120	120

Table Notes

- ¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes.
- ² The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.
- ³ The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.
- ⁴ The IRS reviews contribution limits on an annual basis and recalculates the limit based on inflation. In 2018, the IRS increased the contribution limit for the first time in three years, and again increased the limit in 2019.
- ⁵ The Treasurer-Tax Collector typically hosts at least one Cash Handler training class per year.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

No change in staffing

Expenditures

No significant change

- ◆ Salaries & Benefits—increase of \$0.7 million due to required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—decrease of \$0.7 million primarily due to completion of one-time projects for Information Technology (IT) systems and alignment of anticipated contracted services.

Revenues

No significant change

- ◆ Charges For Current Services—decrease of \$0.5 million primarily due to realignment of Banking Services Pooled Money revenue tied to expenditures.
- ◆ Fund Balance Component Decreases—increase of \$0.2 million for a total of \$0.4 million is budgeted to support a portion of departmental costs of the County’s existing pension



obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund balance for POB costs through Fiscal Year 2026-27.

- ◆ Use of Fund Balance—increase of \$0.1 million. A total of \$0.3 million is budgeted use of unassigned General Fund fund balance primarily for one-time payments from negotiated labor agreements.

- ◆ General Purpose Revenue Allocation—increase of \$0.1 million primarily due to negotiated labor agreements and increase in retirement contributions.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net increase of \$0.5 million primarily due to increases in negotiated labor agreements.





Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Treasury		21.00			21.00	21.00
Deferred Compensation		3.00			4.00	4.00
Tax Collection		82.00			82.00	82.00
Administration - Treasurer / Tax Collector		17.00			16.00	16.00
Total		123.00			123.00	123.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Treasury	\$ 5,262,530	\$ 6,058,752	\$ 6,131,929	\$ 5,514,071	\$ 6,058,278	\$ 6,167,830
Deferred Compensation	406,262	569,695	569,695	474,238	622,524	647,106
Tax Collection	11,027,703	12,165,347	12,459,258	10,565,742	12,319,639	12,619,913
Administration - Treasurer / Tax Collector	3,957,265	4,546,127	4,580,052	3,888,750	4,385,472	4,493,017
Total	\$ 20,653,760	\$ 23,339,921	\$ 23,740,934	\$ 20,442,801	\$ 23,385,913	\$ 23,927,866

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 12,854,648	\$ 14,157,915	\$ 14,157,915	\$ 13,211,948	\$ 14,912,904	\$ 15,481,815
Services & Supplies	7,799,113	9,182,006	9,583,019	7,230,853	8,473,009	8,446,051
Total	\$ 20,653,760	\$ 23,339,921	\$ 23,740,934	\$ 20,442,801	\$ 23,385,913	\$ 23,927,866

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Fines, Forfeitures & Penalties	\$ 655,677	\$ 620,150	\$ 620,150	\$ 649,399	\$ 620,150	\$ 620,150
Charges For Current Services	13,204,257	15,170,223	15,170,223	12,323,192	14,696,432	14,881,630
Miscellaneous Revenues	343,962	500,000	500,000	408,868	500,000	500,000
Fund Balance Component Decreases	171,114	255,127	255,127	255,127	441,145	444,057
Use of Fund Balance	(239,273)	142,658	543,671	154,452	285,316	285,316
General Purpose Revenue Allocation	6,518,023	6,651,763	6,651,763	6,651,763	6,842,870	7,196,713
Total	\$ 20,653,760	\$ 23,339,921	\$ 23,740,934	\$ 20,442,801	\$ 23,385,913	\$ 23,927,866



Chief Administrative Office

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents’ needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County’s overall mission, goals and objectives through the County’s four business groups—Public Safety, Health and Human Services, Land Use and Environment, and Finance and General Government.

The Chief Administrative Office is comprised of four units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer, Deputy Chief Administrative Officer of Special Projects and a small support staff), the Office of Ethics & Compliance, the Office of Strategy and Intergovernmental Affairs and the Office of Equity and Racial Justice.

To ensure these critical services are provided, the Chief Administrative Office has 16.50 staff years and a budget of \$10.8 million.



- In March of this year, the County of San Diego shifted its priorities in response to the unprecedented COVID-19 pandemic. The emergency operations center was activated, and continuity of operations plans were initiated. The Chief Administrative Officer and office support staff have led and supported the response at the County’s emergency operations center. Normal day to day County operations were temporarily halted.
- Provided oversight and guidance to ensure the County moves the dial to create the opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level. In Fiscal Year 2019-20, the County continued to implement the Live Well Communities Action Plan throughout County operations. As part of the implementation, the Live Well Communities leadership team composed of the CAO, CAO Chief of Staff and Director of Strategy and Innovation for the Health and Human Services Agency, worked with County staff and facilitated trainings focused on understanding disproportionalities and inequities in underserved communities. The County also held several outreach sessions in regard to the building of the new Live Well Center in Southeastern San Diego to achieve the *Live Well San Diego* vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.
- In Fiscal Year 2019-20, the Office of Ethics & Compliance conducted 36 trainings, presentations, and workshops across the enterprise; and, met with department heads across the enterprise to discuss ethics and compliance. The Office of Ethics & Compliance successfully migrated to a case management system in Fiscal Year 2019-20.
- Regularly communicated and discussed the importance of the County’s Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise.
- In Fiscal Year 2019-20, the County completed 10 audits in multiple facets of County operations, providing transparency in all fiscal reporting and audits.

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise

- Align services to available resources to maintain fiscal stability
 - Managed risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies and priorities.
 - In Fiscal Year 2019-20, the Office of Strategy and Intergovernmental Affairs reviewed over 3,000 individual legislative proposals introduced in the State Legislature to determine whether there was any operational impact on the county. When appropriate the County engaged with the State Legislature and the Governor’s Administration to advocate support, opposition or modifications to the proposed measures.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers through oversight and guidance of the development of the County’s Capital Improvement Needs Assessment (CINA) and Major Maintenance Improvement Plan.
 - Delivered direct communications about, online access to and resourceful apps for program services.
 - Continued implementation of a countywide data and performance analytics strategy. The Data and Performance Analytics Unit established strategic goals and objectives for using County data to drive enterprise objectives and create business value, information and privacy protection, information governance, and data quality monitoring.
- Strengthen our customer service culture to ensure a positive customer experience
 - Awarded 44 employees from different departments and teams the Heart of Service Award for going above and beyond to provide a positive customer experience. These included the team that responded to the San Diego County Fair E-Coli outbreak, a cross departmental team that stood up the emergency migrant shelter and lastly, a team of County staff that developed and implemented recommendations to modernize, streamline and diversify the County’s contracting processes.
 - In Fiscal Year 2019-20, the County captured its first results from the new Customer Satisfaction survey. Survey results can be analyzed and viewed in real time. Results help the County improve customer experience quality to ensure superior customer service outcomes. Currently the survey shows that 86% of our customers say they had a positive experience with the staff that served them.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted

- Sustained a high level of government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue the County’s journey toward excellence. In Fiscal Year 2019-20, the County continued to implement the employee engagement program that focuses on engaging, enhancing, and empowering our employees. Highlights of the program include: Employee Intramural Sports and employee event notifications via text message. The program has been further enhanced by launching a Countywide Employee Engagement survey to evaluate our progress and continue to improve our programs.
- Championed the Diversity & Inclusion initiative by implementing objectives of the County’s Diversity & Inclusion Strategic Plan. Provided leadership and oversight by facilitating the Diversity & Inclusion Executive Council. In Fiscal Year 2019-20, the County awarded the CAO Diversity & Inclusion Award that acknowledges a County department that promotes and demonstrates excellence in diversity and inclusion and continually seeks ways to create an inclusive environment for our employees and customers. The recipient of this award was the San Diego County Department of Agriculture Weights and Measures for demonstrating commitment to the highest ideals of culturally competent service in the many on-going programs and specialty events they offer to their patrons.
- Championed employee wellness activities to ensure team members thrive.

2020–22 Objectives

The Chief Administrative Office is responsible for a countywide focus on ethics and integrity, fiscal stability, a positive customer experience, operational excellence and a commitment to service improvement in pursuit of the County’s vision—a region that is Building Better Health, Living Safely and Thriving.



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Provide oversight and guidance to ensure the County moves the dial to create the opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level—to achieve the *Live Well San Diego* vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.
 - Model ethical courage by always doing the right thing and acting in the best interests of all.
 - Conduct at least 25 trainings, workshops, or presentations on ethics and compliance across departments.





- Expand existing means of communicating the County's Code of Ethics to ensure a consistent and deep understanding of ethics across the enterprise.
- Regularly communicate and discuss the importance of the County's Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise.
- Be transparent in fiscal reporting and audits.
- Strengthen and promote positive human relations, respect, and the integrity of every individual in the community.
- Align services to available resources to maintain fiscal stability
 - Manage risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies and priorities.
 - Review State legislative proposals that could have an operational impact to programs and services the County provides residents.
 - Oversee operations to ensure program needs are met and specific outcomes are achieved.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers.
 - Continue the implementation of a countywide data and performance analytics strategy that will enhance operational performance and service delivery through data and performance outcomes, improved cross-departmental data sharing, and external data availability.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue to promote a culture that serves with HEART (Helpfulness, Expertise, Attentiveness, Respect, and Timeliness) at our core by recognizing a department and/or employee annually for creativity and demonstrated outcomes towards ensuring a positive customer experience.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Sustain government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue the County's journey to becoming world class.
 - Champion the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group Council.
- Champion employee wellness activities to ensure team members thrive.

Related Links

For additional information about the Chief Administrative Office, refer to the website at:

- ◆ www.sandiegocounty.gov/cao

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

No staffing changes

Expenditures

Net increase of \$4.9 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$4.8 million tied to the creation of the Office of Equity and Racial Justice (OERJ) to promote positive human relations, respect, and the integrity of every individual in the community.

Revenues

Net increase of \$4.9 million

- ◆ Use of Fund Balance—increase of \$4.8 million for a total budget of \$5.0 million in unassigned General Fund fund balance tied to the costs noted above to support the creation of the OERJ to promote positive human relations, respect, and the integrity of every individual in the community.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million, primarily due to required retirement contributions and negotiated labor agreements.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net decrease of \$4.9 million primarily due to reduction of prior year one-time amounts associated with ramp up costs to promote positive human relations, offset by increases in negotiated labor agreements.



Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Executive Office		7.00			7.00	7.00
Office of Intergovernmental Affairs		4.50			4.50	4.50
Office of Ethics & Compliance		5.00			5.00	5.00
Total		16.50			16.50	16.50

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Executive Office	\$ 1,899,760	\$ 2,493,902	\$ 2,496,799	\$ 2,451,586	\$ 2,344,490	\$ 2,398,056
Office of Intergovernmental Affairs	1,410,081	1,583,225	1,629,387	1,412,949	1,604,499	1,621,378
County Memberships and Audit	647,986	765,313	859,263	715,165	765,313	765,313
Office of Ethics & Compliance	771,023	1,079,430	1,080,153	1,062,906	1,102,748	1,130,883
Office of Equity and Racial Justice	–	–	–	–	5,000,000	–
Total	\$ 4,728,850	\$ 5,921,870	\$ 6,065,603	\$ 5,642,605	\$ 10,817,050	\$ 5,915,630

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 3,043,258	\$ 3,796,057	\$ 3,898,257	\$ 3,898,232	\$ 3,935,122	\$ 4,033,702
Services & Supplies	1,685,592	2,125,813	2,167,346	1,744,373	6,881,928	1,881,928
Total	\$ 4,728,850	\$ 5,921,870	\$ 6,065,603	\$ 5,642,605	\$ 10,817,050	\$ 5,915,630

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Intergovernmental Revenues	\$ –	\$ –	\$ –	\$ 82,709	\$ –	\$ –
Charges For Current Services	184,463	202,067	202,067	202,067	234,933	234,933
Fund Balance Component Decreases	72,824	106,116	106,116	106,116	119,408	118,630
Use of Fund Balance	(359,024)	276,713	420,446	(85,261)	5,053,426	53,426
General Purpose Revenue Allocation	4,830,587	5,336,974	5,336,974	5,336,974	5,409,283	5,508,641
Total	\$ 4,728,850	\$ 5,921,870	\$ 6,065,603	\$ 5,642,605	\$ 10,817,050	\$ 5,915,630



Auditor and Controller

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

Department Description

Governed by the overriding principles of fiscal integrity, customer satisfaction, continuous improvement and innovation, the Auditor and Controller (A&C) has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides the reports necessary to manage County operations. The department furnishes customer-focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer and advances the goals and visions of the Board using the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost-effective audit services. Finally, the department provides cost-effective and efficient professional collections and accounts receivable management services to maximize the recovery of monies due to the County and to victims of crime. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services.

To ensure these critical services are provided, the A&C has 236.50 staff years and a budget of \$39.0 million.



2019–20 Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Upgraded the County's Oracle Financials system database to the Oracle 12c database release. Oracle Financials is used by the County to record cash deposits, process vendor payments, and prepare the annual audit of financial statements which are factors considered by credit agencies when determining the County's credit rating. Therefore, the supportability of the critical enterprise systems, such as Oracle Financials, is essential to minimize the risk of service disruptions that could prevent users from carrying out these vital business functions. This upgrade, which was completed successfully in January 2020, provided the County's Oracle Financials system with the latest secure data management capabilities while maintaining application support and was a prerequisite to the pending upgrade of the County's Oracle Financials Application.
 - Successfully upgraded the County's Oracle Business Intelligence - OBIEE (aka ERP Data Warehouse) system, which was nearing the end of vendor support. OBIEE is a system which is used by several County departments to provide dashboards for decision making, operational reports across all Oracle EBS modules, and cross-functional reports using data from other enterprise systems. Therefore, the supportability of this critical enterprise system is essential to minimize the risk of service disruptions that could prevent users from carrying out these vital business functions. This upgrade provided the County departments with the latest features and capabilities while maintaining the application support.

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

- Achieved a recovery rate (total dollars collected/total available accounts receivable) of 7.28% which was below the goal of 7.45%. This measure represents effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). The recovery percentage continued to be impacted this year by various regulations, which eliminated the collection of certain debts related to juveniles and increased the threshold for health and human services referrals. Also, due to the COVID-19 pandemic, all involuntary collections and tax intercepts were suspended for the remainder of Fiscal Year 2019-20 by the California State Controller, Franchise Tax Board, and the California Department of Social Services. ORR worked with debtors who were unable to make monthly payments, which reduced collections from voluntary payments. ORR provides cost-effective and efficient accounts receivable management services on over 359,000 accounts and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid. The collected funds are continually reinvested towards County programs in public safety and health and human services.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
- Validated 100% (73) of audit recommendations reported as implemented within ten business days. The Office of Audits and Advisory Services (OAAS) issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
- Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored and/or investigated 100% (eight) of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
- The final stages of the multi-phase effort to implement an enterprise cashing system for County departments was not completed by June 2020, due to delays associated with contract negotiation and changes in the standard design document. The new deadline for completion is June 2021. Once implemented, the new system will facilitate reconciliation and allow for payment processing via multiple and varied workstation types. These enhancements will eliminate duplicate work, increase efficiency and accuracy while processing payments. The solution will be designed for enterprise wide use to accommodate other County departments to maximize customer service, customer satisfaction, cost savings and efficiency with a single payment

processing system. The new cashing system is currently being utilized by Health and Human Services Agency's Vital Records and the Clerk of the Board of Supervisors.

- Achieved a success/quality rate of 91% (78,593 of 86,806 requests) in obtaining Telephone Consumer Protection Act (TCPA) customer consents in the ORR allowing the department to make calls using a pre-recorded voice or send SMS text messaging. Obtaining consent ensures ORR is compliant with the law, while continuing to provide important messages in an effective and efficient manner to our customers.
- Achieved a success/quality rate of 50% (\$85,225 of \$170,450) in recovering unclaimed property claims belonging to County of San Diego. The recovery rate has been adversely affected due to timing as per the California State Controller's Office (SCO), being the recipient of majority of these claims, can take up to 180 days and possibly an additional 120 days to complete their review due to the large volume of claims being processed.
- Processed 580 'Demands' within an average of ten business days from the date of receipt in the ORR, to clear liens and judgements in order to meet statutory deadlines.
- Earned the State Controller's Award for Counties Financial Transactions Reporting for the Fiscal Year ending June 30, 2018, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2019. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and obtaining/maintaining a AAA rating from the three major rating agencies.
- Submitted 100% (1,347) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Processed 100% (275,680) of County invoices within five business days after receipt from departments to ensure timely payments of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Continued to support financial literacy in the County by developing Auditor and Controller (A&C) curriculum and conducting 21 trainings that focus on core competencies of employees in accounting functions.
- Provided guidance and assistance to the County's COVID-19 Emergency Operations Center (EOC) Financial Team and departments by creating the COSD CARES Act Guidelines and Procedures, developing processes and written instruc-





tions, compiling information related to COVID-19 expenditure tracking and reporting. These documents are posted in the A&C COVID-19 Financial Resources.

- Strengthen our customer service culture to ensure a positive customer experience
 - Continued steps to upgrade the ORR's collection management system, Revenue Plus Collector System (RPCS) which is currently running on the 2007 release and nearing the end of vendor support. RPCS is used by ORR to establish and manage accounts, collect, and post payments and generate collections reports for County Client departments with accounts referred to ORR for collections. The supportability of a reliable and improved ORR collection management system is essential to ensure accurate account balances, improved customer service, and operational and fiscal transparency. The planned upgrade will enhance the functionality of the system.
 - Provided ongoing customer service training to all A&C staff to enhance customer service skills and techniques.

2020–22 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Validate 100% of audit recommendations reported as implemented within 10 business days. The Office of Audits and Advisory Services (OAAS) issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations.
 - Administer the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitor and/or investigate 100% of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
 - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continue the design, development, testing, and implementation of the IPTS. This system will significantly improve property assessment, tax collection and apportionment activities in the County.
 - Meet or exceed an actual recovery rate percentage (total dollars collected/total available accounts receivable) of 6.75%. This measure represents the effectiveness of collection activities performed by ORR. ORR provides cost effective and efficient accounts receivable management services on over 359,000 accounts and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid.
- Complete the final stages of the multi-phase effort to implement an enterprise cashing system for County departments by June 2021. This part of the initiative involves implementing new cashing solution for the A&C – ORR and the Library. Once implemented, the new system will facilitate reconciliation and allow for payment processing via multiple and varied workstation types. These enhancements will eliminate duplicate work, increase efficiency and accuracy while processing payments. The solution will be designed for enterprise wide use to accommodate other County departments to maximize customer service, customer satisfaction, cost savings and efficiency with a single payment processing system.
- Achieve success/quality rate of at least 90% in obtaining TCPA customer consents in the ORR allowing the department to make calls using a pre-recorded voice or send SMS text messaging. Obtaining consent ensures ORR is compliant with the law, while continuing to provide important messages in an effective and efficient manner to our customers.
- Achieve success/quality rate of at least 90% in recovering unclaimed property claims belonging to County of San Diego.
- Upgrade of the County's Oracle Financials Application, which is currently nearing end of vendor support. Oracle Financials is used by the County to record cash deposits, process vendor payments, and prepare the annual audit of financial statements which are factors considered by credit agencies when determining the County's credit rating. Therefore, the supportability of critical enterprise systems, such as Oracle Financials, is essential to minimize the risk of service disruptions that could prevent users from carrying out these vital business functions.
- Upgrade Kronos, the County's employee timekeeping application, to the latest supported release. This upgrade will allow the County to add functionality, provide updates to the interfaces that will increase compatibility and stability, and provides the County with the latest features and capabilities while maintaining the application support.
- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Process 100% of County invoices within five business days after receipt from departments to ensure timely payments of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.



AUDITOR AND CONTROLLER

- Continue to support financial literacy in the County by developing Auditor and Controller (A&C) curriculum and conducting at least 20 trainings that focus on core competencies of employees in accounting functions.
- Earn the State Controller’s Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2019, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2020. These awards demonstrate the County’s regional leadership in preparing accurate and timely reports and contribute to the County’s credit worthiness and obtaining/maintaining a AAA rating from the three major rating agencies.
- Continue to assist the County’s COVID-19 Emergency Operation Center (EOC) Financial Team and departments in tracking and reporting COVID-19 expenditures eligible for reimbursement by Coronavirus Relief Fund (CRF) and Federal Emergency Management Agency (FEMA).
- Develop and implement policies, procedures, and processes for the new lease accounting and reporting as required by GASB Statement 87. This includes procurement of a software program to manage the County’s leases.
- Strengthen our customer service culture to ensure a positive customer experience
 - Upgrade the A&C’s ORR collection management system, Revenue Plus Collector System (RPCS) which is currently running on the 2007 release and nearing the end of vendor support. RPCS is used by ORR to establish and manage accounts, collect, and post payments and generate collections reports for County Client departments with accounts referred to ORR for collections. The supportability of a reliable and improved ORR collection management system is essential to ensure accurate account balances, improved customer service, and operational and fiscal transparency. The planned upgrade will enhance the functionality of the system.
 - Provide ongoing customer service training to all A&C staff to enhance customer service skills and techniques.

Related Links

For additional information about the Auditor and Controller, refer to the website at:

◆ www.sandiegocounty.gov/auditor


Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Processing - County invoices processed within five days of receipt from departments ¹	99% of 301,630	100%	100% of 275,680	100%	100%
	Reporting - Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,343	100%	100% of 1,347	100%	100%
	Auditing - Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that are reported as implemented are validated within ten business days ²	100% of 73	95%	100% of 73	100%	100%
	Collections - Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) ³	7.21%	7.45%	7.28%	6.75%	6.75%

Table Notes

¹ This was a new measure effective Fiscal Year 2018-19 to reflect the Accounts Payables division's approval time once an invoice has been received from County departments.

² This was a new measure effective Fiscal Year 2018-19, which reflects that Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The validation of implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.





³This measure represents the effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

Decrease of 2.0 staff years due to realignment of departmental operations resulting from reductions in General Purpose Revenue to enterprise support functions.

Expenditures

Net increase of \$1.1 million

- ◆ Salaries & Benefits—net increase of \$1.3 million as a result of required retirement contributions and negotiated labor agreements offset by a decrease due to reduction of 2.00 staff years noted above.
- ◆ Services & Supplies—decrease of \$0.2 million due to a reduction in various accounts to offset a decrease in anticipated collections.

Revenues

Net increase of \$1.1 million

- ◆ Charges for Current Services—decrease of \$0.2 million due to reduced fee collection and administrative costs impacted by the expected economic and financial hardship associated with COVID-19.
- ◆ Use of Fund Balance—net increase of \$0.3 million for a total budget of \$0.5 million in unassigned General Fund fund balance for one-time negotiated salaries and benefits payments.
- ◆ General Purpose Revenue Allocation—net increase of \$1.0 million primarily due to increases of \$1.2 million in negotiated labor agreements and required retirement contributions, offset by decreases of \$0.2 million due to the reduction of staffing noted above.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net increase of \$1.2 million primarily due to increases in negotiated labor agreements.



Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Audits		15.00			15.00	15.00
Controller Division		100.00			99.00	99.00
Revenue and Recovery		97.50			96.00	96.00
Administration		15.00			15.50	15.50
Information Technology Mgmt Services		11.00			11.00	11.00
Total		238.50			236.50	236.50

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Audits	\$ 2,685,712	\$ 2,800,908	\$ 2,811,453	\$ 2,707,460	\$ 2,816,571	\$ 2,918,398
Controller Division	12,113,875	13,023,071	12,318,413	12,633,997	13,289,414	13,804,722
Revenue and Recovery	10,219,021	10,645,487	10,155,502	9,937,764	10,505,664	10,981,302
Administration	3,367,052	3,586,323	3,376,017	3,378,806	4,395,399	4,470,031
Information Technology Mgmt Services	8,981,438	7,870,061	14,519,955	9,105,149	8,028,800	8,104,451
Total	\$ 37,367,098	\$ 37,925,850	\$ 43,181,340	\$ 37,763,176	\$ 39,035,848	\$ 40,278,904

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 24,824,356	\$ 27,089,116	\$ 25,450,116	\$ 25,317,356	\$ 28,357,054	\$ 29,595,664
Services & Supplies	12,708,811	10,976,974	17,865,804	12,600,261	10,843,552	10,847,998
Other Charges	42,686	50,000	50,000	36,745	50,000	50,000
Expenditure Transfer & Reimbursements	(214,974)	(214,758)	(214,758)	(221,364)	(214,758)	(214,758)
Operating Transfers Out	6,220	24,518	30,178	30,178	—	—
Total	\$ 37,367,098	\$ 37,925,850	\$ 43,181,340	\$ 37,763,176	\$ 39,035,848	\$ 40,278,904





Budget by Categories of Revenues

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Intergovernmental Revenues	\$ 3,533	\$ -	\$ -	\$ 399,845	\$ -	\$ -
Charges For Current Services	7,002,324	6,629,942	6,629,942	7,082,061	6,480,068	6,533,804
Miscellaneous Revenues	298,700	220,000	220,000	291,674	220,000	220,000
Fund Balance Component Decreases	582,680	868,867	868,867	868,867	821,830	829,664
Use of Fund Balance	462,616	270,964	5,526,454	(815,347)	541,928	541,928
General Purpose Revenue Allocation	29,017,245	29,936,077	29,936,077	29,936,077	30,972,022	32,153,508
Total	\$ 37,367,098	\$ 37,925,850	\$ 43,181,340	\$ 37,763,176	\$ 39,035,848	\$ 40,278,904





County Communications Office

Mission Statement

To build confidence in County government by providing clear, accurate and timely information to the public about County programs and services. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO) ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County’s external and internal websites, social media, and internal communications and projects. The department is also responsible for the operation and programming of the County government access channel, County News Center Television (CNC TV). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team has extensive experience in communications for the public, private and nonprofit sectors through traditional and emerging technologies and continually looks for new opportunities and methods to share information.

To ensure these critical services are provided, the County Communications Office has 21.00 staff years and a budget of \$4.0 million.



2019–20 Accomplishments



Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
 - Participated in two drills to prepare for and respond to major natural or human-made disasters impacting the San Diego County region.
 - Organized two meetings of regional Public Information Officers from various sectors, such as education, health-care and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources.
 - Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County’s emergency website and app, social media, news releases, news conferences and video.



Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - Provided timely and relevant information to the public about the County’s programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 393 items.
- our customers
 - Provided information access to all customers ensuring consistency, transparency and customer confidence.

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to

- Developed creative and innovative promotional campaigns to increase awareness of and participation in *Live Well San Diego* signature events, including but not limited to Love Your Heart, *Live Well San Diego* 5K, *Live Well San Diego* Advance and the Aging Summit.
- Supported County departments' goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This included the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
- Provided easy, on-the-go access to important County information through social media. Increase number of followers on Facebook, Instagram and Twitter by 42%.
- Strengthen our customer service culture to ensure a positive customer experience
 - Responded to 100% of all California Public Records Act requests submitted by members of the media within 10 calendar days from receipt of the request prior to the COVID-19 pandemic. As a result of the COVID-19 pandemic PRA responses were extended from the standard 10 calendar day requirement as necessary and continue to be addressed as operations allow.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 242 content items, such as an article or video.

- Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's emergency website and app, social media, news releases, news conferences and video.

Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - Provide timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department will provide at least one content item (article, video or graphic) per day for a total of 365 items.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide information access to all customers ensuring consistency, transparency and customer confidence.
 - Develop creative and innovative promotional campaigns to increase awareness of and participation in *Live Well San Diego* signature events, including but not limited to Love Your Heart, *Live Well San Diego* 5K, *Live Well San Diego* Advance and the Aging Summit.
- Support County departments' goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This includes the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
- Provide easy, on-the-go access to important County information through social media. Increase number of followers on Facebook, Instagram and Twitter by 10%.
- Strengthen our customer service culture to ensure a positive customer experience
 - Respond to 100% of all California Public Records Act requests submitted by members of the media within 10 calendar days from receipt of the request.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 200 content items, such as an article or video.

2020–22 Objectives

Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
 - Participate in at least two drills each fiscal year to prepare for and respond to major natural or human-made disasters impacting the San Diego County region.
 - Organize two meetings per fiscal year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources.





Related Links

For additional information about the County Communications Office, please visit:

◆ www.countynewscenter.com




Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Participate in two emergency preparedness drills to test readiness	2	2	2	2	2
	Coordinate two regional Public Information Officers meetings per fiscal year	N/A	2	2	2	2
	News items (article or video) posted on County News Center ¹	462	365	393	365	365
	Increase in followers of County social media sites ²	22% (22,770 above 102,027 actual base)	20%	42% (65,245 over 153,918 actual base)	10%	10%
	California Public Records Act requests are responded to within 10 calendar days from receipt of original request ³	N/A	100%	100%	100%	100%
	Articles, videos and information posted on department's intranet site	184 content posts	200	242	200	200

Table Notes

¹ While it is the department's goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.

² Fiscal Year 2017-18 and 2018-19 reflect combined followers on Facebook and Twitter. Fiscal Year 2019-20 will include Instagram followers in addition to Facebook and Twitter. This year's actual total followers for all three platforms is 153,918. The actual total for the three platforms will serve as the base for Fiscal Year 2019-20. In addition, several factors continue to impact gains in number of followers. Goals for FY 2020-21 and FY 2021-22 have been adjusted to reflect these factors: whether the region experiences a major emergency, which typically drives followers and led to a significant increase during the COVID-19 response; and regular purges of spam accounts by Facebook and Twitter. Despite these factors, the County continues to be among the top five counties nationally for Facebook, Twitter and Instagram followers.

³ Responded to 100% of California Public Records Act submitted by the media prior to COVID-19. As a result of the COVID-19 pandemic PRA responses were extended from the standard 10 calendar day requirement as necessary and continue to be addressed as operations allow.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

Decrease of 2.0 staff years due to the realignment of departmental operations resulting from reductions in General Purpose Revenue to enterprise support functions.

Expenditures

Net decrease of \$0.4 million

- ◆ Salaries & Benefits—decrease of \$0.1 million due to reduction of 2.0 staff years noted above, offset by increases in required retirement contributions and negotiated labor agreements.
- ◆ Capital Assets Equipment—decrease of \$0.3 million primarily due to removal of one-time capital expenditures for CNC TV production equipment.



Revenues

Net decrease of \$0.4 million

- ◆ Licenses, Permits & Franchises—decrease of \$0.3 million in Public Educational Governmental (PEG) Access Fee revenue, primarily due to the non-recurrence of one-time capital expenditures for CNC TV production equipment.
- ◆ General Purpose Revenue Allocation—decrease of \$0.1 million primarily due to reduction of 2.0 staff years noted above offset by increases due to negotiated labor agreements and required retirement contributions.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net decrease of \$0.2 million due to removal of one-time capital expenditures, offset by increase in negotiated labor agreements.





Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
County Communications Office		23.00			21.00	21.00
Total		23.00			21.00	21.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
County Communications Office	\$ 3,458,355	\$ 4,380,851	\$ 4,485,658	\$ 3,198,470	\$ 3,951,184	\$ 3,778,455
Total	\$ 3,458,355	\$ 4,380,851	\$ 4,485,658	\$ 3,198,470	\$ 3,951,184	\$ 3,778,455

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 2,957,810	\$ 3,398,789	\$ 3,349,789	\$ 2,893,928	\$ 3,292,889	\$ 3,426,160
Services & Supplies	496,019	527,062	647,896	491,789	545,295	528,295
Capital Assets Equipment	254,250	805,000	806,911	9,388	463,000	174,000
Expenditure Transfer & Reimbursements	(352,131)	(350,000)	(350,000)	(227,696)	(350,000)	(350,000)
Operating Transfers Out	102,406	–	31,062	31,062	–	–
Total	\$ 3,458,355	\$ 4,380,851	\$ 4,485,658	\$ 3,198,470	\$ 3,951,184	\$ 3,778,455

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Licenses Permits & Franchises	\$ 431,324	\$ 846,500	\$ 846,500	\$ 156,165	\$ 519,500	\$ 213,500
Intergovernmental Revenues	–	–	–	806,878	–	–
Fund Balance Component Decreases	74,856	109,541	109,541	109,541	96,660	97,584
Use of Fund Balance	(372,922)	25,451	130,258	(1,273,472)	50,902	50,902
General Purpose Revenue Allocation	3,325,097	3,399,359	3,399,359	3,399,359	3,284,122	3,416,469
Total	\$ 3,458,355	\$ 4,380,851	\$ 4,485,658	\$ 3,198,470	\$ 3,951,184	\$ 3,778,455





County Technology Office

Mission Statement

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

Department Description

The County Technology Office (CTO) ensures that the departments within the enterprise has the required information technology (IT) infrastructure, tools, and resources to meet their respective missions. The CTO provides leadership and guidance for the optimal management of IT.

To ensure these critical services are provided, the CTO has 14.00 staff years, an operating budget of \$11.2 million and an IT internal service fund of \$221.7 million.



- Continued upgrade of the County’s Enterprise Single Sign-on solution, Identity Access Management (IDAM). This upgrade will allow County to remain on a current, vendor-supported version of the product for both hardware and software, and minimize downtime for end users. Upgrade completed August 2020.
- Continued expansion of the capabilities of the Justice Electronic Library System (JELS) as follows: distribution of electronic collection referrals to Office of Revenue and Recovery, establishing an Electronic Media Center for Juvenile Delinquency justice partners and establishing an electronic Case File strategy for County Counsel Dependency cases. The distribution of electronic collection referrals to Office of Revenue and Recovery for Juvenile Court referrals and establishment of an electronic Case File strategy for County Counsel Dependency cases completed in September 2019 and December 2019 respectively, all other projects are in progress and have a revised completion date of Spring 2021.
- The implementation of enhancements to the County’s Fusion Middleware (FMW) platform, which provides service-oriented architecture and web services, to support email integration for notifications and workflow was cancelled after re-assessment of the platform and determination that these functionalities are not needed at this point in time.
- The implementation of the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business, completed July 2020.
- Migrated all County employees’ file shares to the OneDrive for Business storage service. This migration will provide enhanced functionality and reduce recurring network storage cost. Completed June 2020.

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
■	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continued upgrade of several core products (Documentum, LiveCycle Forms) that make up the County’s Enterprise Document Processing Platform (EDPP). Phases three and four, which upgraded the remaining 15 applications, completed February 2020.
 - Continued implementation of replacement technology for the County’s document and records viewer, Webtop, as there is no upgrade path provided by vendor and support ends in 2018. Phases three and four, which replaced Webtop for the eight remaining applications, completed December 2019.

- Migrated the County’s collaboration sites and intranet to Microsoft’s O365 SharePoint Online cloud offering. This migration will result in additional functionality to end users and deliver cost savings to the organization. Completed June 2020.
- Implemented an enterprise-wide End User Security Awareness training program to reduce risk of a data breach. Completed June 2020.
- Enhanced County departments’ IT planning capabilities related to County applications.
 - ◆ Implemented lifecycle reporting, which provides visibility towards end of support of technologies used in County applications. Completed June 2020.
 - ◆ Implemented continuous analysis processes, which provides current capabilities, gaps and costs of County applications. Completed June 2020.
- Implemented ServiceNow, the replacement technology for MyRequest, which is used to submit requests to the IT Outsourcer. ServiceNow has more integration capabilities and features to benefit the enterprise. Completed November 2019.
- Continued to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHS, its community partners and other County departments the capability to access a comprehensive view of a client’s history, thereby creating a coordinated care network between multiple providers. The upgrade of the Curam application and redesign of the hardware infrastructure was completed December 2019; other projects are ongoing.
- Continued to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County’s property assessment, tax collection and apportionment activities. Project is ongoing.
- Continued to provide project management and support to County Departments for the Microsoft Windows 10 Operating System (OS) upgrade effort, including testing of enterprise applications and platforms. This multi-year effort will ensure the successful migration of all enterprise-wide desktop and laptop devices to the new Windows 10 OS and that all business applications are compatible and functioning with the new OS by Fiscal Year 2019-20. Completed January 2020.
- Continued to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.
 - ◆ Outsourcing Provider achieved 93% overall performance rating for Service Levels, which is less than the goal of 99%, due to challenges related to sudden increase in teleworking due to COVID19.
 - ◆ Outsourcing Provider achieved 100% overall performance rating for IT project performance to budget and schedule.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued to effectively manage the performance of the County’s IT Outsourcing Provider to ensure end-user satisfaction.
 - ◆ Outsourcing Provider achieved 92% overall rating for from Service Desk users for delivery of IT services, which is less than the goal of 98%, due to transition to a new service provider.
 - ◆ Achieved a Best in Class rating using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner’s IT Customer Satisfaction survey.
 - Implemented Microsoft Training for SharePoint Online (SPOL) and OneDrive to support enterprise migration to these platforms. A total of 2,520 and 542 employees have attended OneDrive and SPOL training respectively.
 - Facilitated with the County IT Outsourcing Provider the following activities to support sudden increase in teleworking due to COVID-19:
 - ◆ Deployed remote communication platforms such as BlueJeans, BlueJeans Townhall, WebEx, Microsoft Teams, Zoom, LiveStream, Granicus, and AT&T Special Events to minimize delay or interruptions to operations.
 - ◆ Upgraded systems to be able to handle increased volume of remote workers on the network.
 - ◆ Distribution of hundreds of laptops and associated peripherals to end users.

2020–22 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Upgrade of several core products (ImageTrust and CARA) that make up the County’s Enterprise Document Processing Platform (EDPP).
 - Continue expansion of the capabilities of the Justice Electronic Library System (JELS) as follows:
 - ◆ Implement distribution of electronic collection referrals to Office of Revenue and Recovery for Adult Court referrals.
 - ◆ Establish an Electronic Media Center for Juvenile Delinquency justice partners.
 - ◆ Implement Minute Order automation to provide Sheriff, District Attorney, Public Defender, Alternate Public Defender, and Revenue and Recovery immediate receipt of JELS-transported electronic Court Order documents and data. This will eliminate County





employee travel to the County’s four courthouses for document pickup and also provide for measurable teleworking.

- ◆ Implement automated interface between JELS and the case management systems for County partners, Dependency Legal Services, Children’s Legal Services and Voices for Children, which will eliminate the need for Child Welfare Services (CWS) and County Counsel to provide those agencies with printed copies of their reports.
- ◆ Implement electronic transmission and retention of Discovery and Notices to parties of record for CWS.
- Implement the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business.
- Continue to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHSA, its community partners and other County departments the capability to access a comprehensive view of a client’s history, thereby creating a coordinated care network between multiple providers.
- Continue to provide program management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County’s property assessment, tax collection and apportionment activities.
- Provide support to County departments to remain on current versions of Microsoft Windows 10 OS, including testing of enterprise applications and platforms. These efforts will ensure enterprise-wide desktop and laptop devices are on the current version of Windows 10 OS.
- Upgrade and/or re-host the platform that is used for the County’s public facing websites to allow for a system that is highly available and continues to be a version supported by the vendor.

- Upgrade JELS to SharePoint 2019 in anticipation that support for current platform version, SharePoint 2013, will be discontinued in 2023. The upgrade will be accomplished in two phases, with a target completion date of Summer 2022. The first phase will reconfigure the current case file structure to streamline processes and reduce reliance on certain aspects of SharePoint. The second phase will complete the upgrade to the newer version. Once completed, future upgrades should be less costly as the SharePoint component of JELS will have been reduced.
- Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.
 - ◆ Achieve 99% overall performance rating for Service Levels by the Outsourcing Provider.
 - ◆ Achieve 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure end-user satisfaction.
 - ◆ Achieve 98% overall rating from Service Desk users for delivery of IT services.
 - ◆ Achieve a Best in Class rating using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner’s IT Customer Satisfaction survey.

Related Links

For additional information about the CTO, refer to the website at:

- ◆ www.sandiegocounty.gov/cto


Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	IT initiatives resulting from CTO-driven advanced planning. ¹	5	5	11	5	5
	Outsourcing Provider IT Service Levels performance. ²	96%	99%	93%	99%	99%
	Outsourcing Provider IT project performance to budget and schedule. ³	100%	100%	100%	100%	100%
	County end-user satisfaction with delivery of IT services relative to 219 organizations. ⁴	100%	100%	100%	100%	100%
	Outsourcing Provider IT customer satisfaction survey results. ⁵	98%	98%	92%	98%	98%

Table Notes

- ¹ Every year, the CTO intends on completing IT initiatives intended to enhance technology and plan for future technology needs.
- ² The percentage reported reflects the Service Levels (formerly "Minimum Acceptable Service Levels (MASLs)") achieved by the Outsourcing Provider compared to the Service Levels missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.
- ³ The percentage reported reflects the Service Levels for IT project management achieved by the Outsourcing Provider compared to the Service Levels for IT project management missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.
- ⁴ The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to over 219 organizations, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations that participated in Gartner's IT Customer Satisfaction survey.
- ⁵ The percentage reported reflects the Outsourcing Provider's overall rating from Service Desk users for delivery of IT services.

County Technology Office Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

Decrease of 1.00 vacant staff year due to the realignment of departmental operations resulting from reductions in General Purpose Revenue to enterprise support functions.

Expenditures

Net decrease of \$1.3 million in the County Technology Office

- ◆ Services & Supplies—net decrease of \$1.3 million.

- ◆ Decrease of \$2.7 million due to decreases in one-time IT projects in Fiscal Year 2019-20 including Electronic Approval System update, Apps Manager and DocVault enhancements, Auto Provisioning Phase II, JELS upgrade, and other County enhancements and enterprise projects.
- ◆ Decrease of \$0.1 million due to decreases in recurring IT cost associated with Fusion Middleware (FMW) platform.
- ◆ Increase of \$1.5 million in one-time costs related to County Adobe Experience Manager (AEM) website Platform Upgrade and District Offices website redesign.

Revenues

Net decrease of \$1.3 million in the County Technology Office

- ◆ Use of Fund Balance—decrease of \$1.0 million. A total of \$1.5 million in unassigned General Fund fund balance is budgeted.
- ◆ \$1.2 million for AEM platform upgrade.





- ◆ \$0.3 million for District Offices website redesign.
- ◆ General Purpose Revenue Allocation—decrease of \$0.3 million due to decrease of 1.00 staff year noted above offset by increases in negotiated labor agreements and required retirement contributions.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net decrease of \$1.4 million primarily due to the non-recurrence of IT projects that were planned in Fiscal Year 2020-21 offset by a slight increase in negotiated labor agreements.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2019–20 to 2020–21

Expenditures

Increase of \$30.2 million

- ◆ Services & Supplies—increase of \$30.2 million in the Information Technology Internal Service Fund (IT ISF) based on one-time and ongoing information technology expenditures pro-

jected by all County departments using the IT Outsourcing contract including planned upgrades to the County’s financial system and human resources information system.

Revenues

Increase of \$30.2 million

- ◆ Charges for Current Services—increase of \$29.9 million primarily due to increase in departmental operation and maintenance costs and one-time costs related to the County’s financial system and human resources information system.
- ◆ Other Financing Sources—increase of \$0.3 million primarily due to increases in enterprise-wide license costs.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net decrease of \$43.8 million in the Information Technology Internal Service Fund based on departmental projections for IT needs throughout the County and the removal of one-time projects as noted above.

Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
CTO Office		15.00			14.00	14.00
Total		15.00			14.00	14.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
CTO Office	\$ 15,304,839	\$ 12,461,370	\$ 21,530,802	\$ 16,944,367	\$ 11,196,509	\$ 9,782,841
Information Technology Internal Service Fund	177,647,151	191,461,085	200,925,073	196,487,091	221,652,551	177,862,200
Total	\$ 192,951,990	\$ 203,922,455	\$ 222,455,875	\$ 213,431,459	\$ 232,849,060	\$ 187,645,041

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 3,447,455	\$ 3,652,497	\$ 3,652,497	\$ 3,391,850	\$ 3,618,291	\$ 3,704,623
Services & Supplies	191,923,067	200,269,958	218,803,378	208,953,364	229,230,769	183,940,418
Other Charges	1,064,154	–	–	1,292,970	–	–
Capital Assets/Land Acquisition	(3,482,685)	–	–	(206,726)	–	–
Total	\$ 192,951,990	\$ 203,922,455	\$ 222,455,875	\$ 213,431,459	\$ 232,849,060	\$ 187,645,041

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Intergovernmental Revenues	\$ –	\$ –	\$ –	\$ 314,055	\$ –	\$ –
Charges For Current Services	179,489,435	185,906,722	194,406,722	190,619,384	215,831,708	171,811,763
Miscellaneous Revenues	–	100,000	100,000	–	100,000	100,000
Other Financing Sources	5,644,726	6,147,099	6,545,832	6,046,734	6,442,143	6,671,737
Fund Balance Component Decreases	85,182	125,974	125,974	125,974	111,156	110,244
Use of Fund Balance	(971,353)	2,583,199	12,217,886	7,265,850	1,561,638	61,638
General Purpose Revenue Allocation	8,704,000	9,059,461	9,059,461	9,059,461	8,802,415	8,889,659
Total	\$ 192,951,990	\$ 203,922,455	\$ 222,455,875	\$ 213,431,459	\$ 232,849,060	\$ 187,645,041



Citizens' Law Enforcement Review Board

Mission Statement

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

Department Description

The Citizens' Law Enforcement Review Board (CLERB) receives and investigates complaints of misconduct concerning sworn Sheriff's Deputies and Probation Officers. CLERB also investigates, without a complaint, the death of any person arising out of, or in connection with, the activities of these sworn officers. In addition, CLERB has the authority to conduct annual inspections of County adult detention facilities. CLERB issues an annual report, monthly workload reports and summaries of decisions on completed investigations. CLERB was transferred to Finance and General Government Group effective July 1, 2020.

To ensure these critical services are provided, the Citizens' Law Enforcement Review Board has 8.00 staff years and a budget of \$1.5 million.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Completed 100% of 119 complaint investigations within one year of receipt of filed complaint, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Completed 100% of 22 death investigations within one year of notification of death, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Processed 100% of 150 new complaints in a timely manner; maintaining a complaint turnaround time of two working days or less, measured from when the complaint was received, to when case documents were completed and returned to the complainant for signature.
 - Provided quarterly training on law enforcement oversight issues to the community and stakeholders.
 - Implemented a new jail inspection program, in which CLERB investigators will visit and examine Sheriff's detention facilities in San Diego County each year. CLERB will also visit Probation detention facilities as needed.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Presented eight policy and procedure recommendations to the Sheriff's Department and/or Probation Department, exceeding the goal of five due to the investigation of more complex cases and seriousness of allegations.
 - Provided monthly "early warning" reports to the Sheriff's Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.

Strategic Initiative Legend



For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments

Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Conducted or attended four community outreach activities to increase awareness of CLERB.

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

2020-22 Objectives



Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Conduct or attend four community outreach activities to increase awareness of CLERB.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Complete 100% of complaint investigations within one year of receipt of filed complaint, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Complete 100% of death investigations within one year of notification of death, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).

- Process 100% of new complaints in a timely manner; maintain a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Present four policy and procedure recommendations to the Sheriff's Department and/or Probation Department.
 - Provide monthly "early warning" reports to the Sheriff's Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.
 - Maintain a transparent and independent citizen complaint process, to the extent allowed by law, which provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
 - Provide redacted case synopses that include relevant information for the public, while respecting peace officer confidentiality rights.

Related Links

For additional information about the Citizens' Law Enforcement Review Board, refer to the website at:

- ◆ www.sandiegocounty.gov/clerb







Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Conduct or attend community outreach activities ¹	100% of 4	4	4	4	4
	Mail complaint documents for complainant signature within two working days of initial contact ²	100% of 129	100%	100% of 150	100%	100%
	Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions ²	100% of 123	100%	100% of 119	100%	100%
	Complete death investigations within one year of notification of death, excluding applicable tolling exemptions.	100% of 18	100%	100% of 22	100%	100%
	Present policy and procedure recommendations to the Sheriff's Department and/or Probation Department ³	100% of 7	5	8	5	5
	Provide monthly early warning reports to the Sheriff's Department and Probation Department ¹	100% of 12	12	12	12	12
	Provide quarterly training on law enforcement oversight issues to the community ^{1, 4}	100% of 4	4	4	N/A	N/A

Table Notes

¹ The success of this goal is based on all activities being completed within the fiscal year rather than a percentage of those activities.

² Data on number of complaints is gathered by calendar year (January-December) versus fiscal year (July-June).

³ This measure was exceeded due to the investigation of more complex cases and seriousness of allegations.

⁴ This measure will be discontinued in Fiscal Year 2020-21 as these trainings are now included as part of the quarterly community outreach activities.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

Increase of 3.00 staff years

- ◆ Increase of 3.00 staff years due to the increase in number of investigations under the CLERB authority.

Expenditures

Increase of \$0.5 million

- ◆ Salaries & Benefits—increase of \$0.4 million primarily as a result of staffing increases and due to required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—increase of \$0.1 million associated with various office expenses tied to increase of 3.00 staff years, training, and information technology costs.

Revenues

Increase of \$0.5 million

- ◆ Use of Fund Balance—increase of \$0.5 million. A total of \$0.5 million is budgeted in unassigned General Fund fund balance for staffing increases noted above and one-time negotiated labor agreements.



**Budget Changes and Operational Impact:
2020–21 to 2021–22**

No significant changes.





Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Law Enforcement Review Board		5.00			8.00	8.00
Total		5.00			8.00	8.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Law Enforcement Review Board	\$ 828,311	\$ 986,564	\$ 1,003,869	\$ 958,509	\$ 1,501,491	\$ 1,519,303
Total	\$ 828,311	\$ 986,564	\$ 1,003,869	\$ 958,509	\$ 1,501,491	\$ 1,519,303

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 691,887	\$ 787,843	\$ 787,843	\$ 777,680	\$ 1,237,779	\$ 1,267,709
Services & Supplies	136,423	198,721	216,026	180,829	263,712	251,594
Total	\$ 828,311	\$ 986,564	\$ 1,003,869	\$ 958,509	\$ 1,501,491	\$ 1,519,303

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Fund Balance Component Decreases	\$ -	\$ -	\$ -	\$ -	\$ 24,804	\$ 24,564
Use of Fund Balance	(83,810)	4,939	22,244	(23,116)	459,060	460,980
General Purpose Revenue Allocation	912,121	981,625	981,625	981,625	1,017,627	1,033,759
Total	\$ 828,311	\$ 986,564	\$ 1,003,869	\$ 958,509	\$ 1,501,491	\$ 1,519,303

Civil Service Commission

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors.

To ensure these critical services are provided, the Civil Service Commission has 3.00 staff years and a budget of \$0.6 million.



Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

- Ensured all decisions made by the Commission took into consideration fairness, due process and compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
- Maintained and updated desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Scanned and indexed old, historical records of the Civil Service Commission as well as County Counsel opinions and court cases, providing staff with easy access to these records while also safely and permanently storing them on the shared drive.
- Conducted a study on the average time it takes to calendar a hearing once an appeal is filed with the Commission office in order to improve the timeliness of hearings, yielding quicker results.
- Prepared a teleworking plan for maintaining office operations remotely during a stay-at-home order relating to the COVID-19 pandemic. This plan was successfully implemented when 100% of employees transitioned to teleworking on the first day of the stay-at-home order.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieved a positive customer satisfaction rating of 99%. Customer satisfaction surveys focused primarily on responsiveness, courtesy, and knowledge of staff.
 - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
 - Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

2019–20 Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolved 68% (21 of 31) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Distributed 100% (11) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
 - Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Participated in ongoing training in areas of human resources, technology, workplace safety, finance and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

- Maintain and update desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Develop procedures on how to utilize technology to conduct public meetings and hearings safely during the COVID-19 pandemic so that all participants can observe physical distancing protocols and protect public health.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
 - Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
 - Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Participate in ongoing training in areas of human resources, technology, workplace safety, finance and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

2020–22 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
 - Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
 - Ensure all decisions made by the Commission will take into consideration fairness, due process and compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.

Related Links

For additional information about the Civil Service Commission, refer to the website at:

◆ www.sandiegocounty.gov/civilservice


Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Positive customer satisfaction rating ¹	99%	95%	99%	95%	95%
	Personnel disputes resolved without need of an evidentiary hearing ²	67% of 24	55%	68% of 31	55%	55%
	Commission decisions distributed within 48 hours of Commission approval	100% of 12	95%	100% of 11	95%	95%

Table Notes

¹ Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.

² Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees. Exceeded target of 55% mostly due to withdrawal of appeals and complaints that were filed with the Commission.

**Budget Changes and Operational Impact:
2019–20 to 2020–21**

Staffing

Decrease of 1.00 vacant staff year to realign with departmental operations resulting from reductions in General Purpose Revenue to enterprise support functions.

Expenditures

No significant changes

Revenues

No significant changes

**Budget Changes and Operational Impact:
2020–21 to 2021–22**

No significant changes





Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Civil Service Commission		4.00			3.00	3.00
Total		4.00			3.00	3.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Civil Service Commission	\$ 440,145	\$ 574,328	\$ 575,166	\$ 549,678	\$ 579,058	\$ 593,402
Total	\$ 440,145	\$ 574,328	\$ 575,166	\$ 549,678	\$ 579,058	\$ 593,402

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 367,759	\$ 485,875	\$ 485,875	\$ 476,040	\$ 470,985	\$ 485,329
Services & Supplies	72,386	88,453	89,291	73,638	108,073	108,073
Total	\$ 440,145	\$ 574,328	\$ 575,166	\$ 549,678	\$ 579,058	\$ 593,402

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Charges For Current Services	\$ 41,244	\$ 41,379	\$ 41,379	\$ 41,379	\$ 39,284	\$ 39,284
Fund Balance Component Decreases	9,687	14,446	14,446	14,446	14,256	14,136
Use of Fund Balance	(125,354)	4,642	5,480	(20,008)	9,284	9,284
General Purpose Revenue Allocation	514,568	513,861	513,861	513,861	516,234	530,698
Total	\$ 440,145	\$ 574,328	\$ 575,166	\$ 549,678	\$ 579,058	\$ 593,402



Clerk of the Board of Supervisors

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

Department Description

The Clerk of the Board of Supervisors provides administrative support to the Board of Supervisors, the Assessment Appeals Boards, County Hearing Officers, Special Districts and City Selection Committee, in addition to administration of the Labor Relations Ordinance. As the official repository of the Board of Supervisors' records, the Clerk of the Board of Supervisors is committed to transparency in government and providing public access to documents through the online posting of Board of Supervisors agendas, Statements of Proceedings and Minute Orders dating back to the late 1800s. Additionally, the department provides a high volume of public-facing services, such as passport application acceptance services, passport photo services and notary public services. The majority of the department's functions are defined and mandated by various California statutes, Revenue and Taxation codes, County ordinances, Board resolutions, the Board's Rules of Procedures and Board of Supervisors' policies.

The department is comprised of three major divisions: Executive Office, Legislative Services and Public Services. Additionally, the department administers the Board of Supervisors' General Office and manages the Board of Supervisors' office budgets.

The Clerk of the Board of Supervisors serves as the Executive Officer of the Board General Office and as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority and Clerk of the Air Pollution Control Board and various other special districts and committees.

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 28.00 staff years and a budget of \$4.2 million.



Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Identified Qmatic as the cost-effective solution to consolidate the department's Passport Acceptance customer queuing and online appointment system functions and provide for enhanced functionality.
 - Provided access to Board of Supervisors' actions by making the draft Statements of Proceedings of all 42 Board of Supervisors meetings available on the Internet within three days of the related meeting.
 - Assisted with testing, training, and implementation of the Integrated Property Tax System.
- Strengthen our customer service culture to ensure a positive customer experience
 - Received customer survey cards from 65% of the customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all six categories.

- Ensured the efficiency and transparency of the Property Tax Assessment Appeals process by entering 98% of 2,480 Appeal Applications within seven days of receipt.
- Improved the processing of Statements of Economic Interests (Form 700s) by increasing the percentage of forms filed electronically to 72%.
- Reduced the average passport acceptance transaction time by 0.8% exceeding the department’s benchmark of 12.5 minutes per application.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Developed an onboarding orientation guide for new Property Tax Assessment Appeals Board members, Air Pollution Control District Hearing Board members, and County Hearing Officers that provides an overview of their responsibilities, administrative items, and a list of resources.
- Strengthen our customer service culture to ensure a positive customer experience
 - Improve the processing of Statements of Economic Interests (Form 700s) by increasing the percentage of forms filed electronically.
 - Receive customer survey cards from 40% of the customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all six categories.
 - Ensure the efficiency and transparency of the Property Tax Assessment Appeals process by entering Appeal Applications within seven days of receipt.
 - Maintain the average passport acceptance transaction time to meet the department’s benchmark of 12.5 minutes per application.
 - Provide access to Board of Supervisors’ actions by making the draft Statements of Proceedings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Ensure the successful transition and onboarding of new County Supervisors after the November 2020 election.
 - In accordance with AB 423, transition the Air Pollution Control Board and Air Pollution Control District Hearing Board responsibilities from the Clerk of the Board to the Air Pollution Control District.

2020–22 Objectives

Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - In accordance with California Elections Code, Section 21550, conduct the selection process for the County of San Diego Independent Redistricting Commission.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Identify a technology solution that improves the submission and reporting processes for applicants for, and members of, County boards, commissions, and committees.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the websites:

- ◆ www.sandiegocounty.gov/cob
- ◆ www.sandiegocob.com
- ◆ www.sdpassports.com






Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Average score on internal customer surveys of 4.9 out of 5.0 in all six categories ¹	4.9 of 13,184 surveys	4.9	4.9	4.9	4.9
	Property Tax Assessment Appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	100% of 3,488 applications	98%	98% of 2,480 applications	98%	98%
	Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting ³	100% of 42 recordings	N/A	N/A	N/A	N/A
	United States Passport applications processed and mailed on the same day they are received ³	100% of 16,721 applications	N/A	N/A	N/A	N/A
	Statement of Proceedings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting ⁴	N/A	100%	100%	100%	100%
	Statements of Economic Interests (Form 700s) filed electronically ⁴	N/A	55%	72%	60%	60%
	Average transaction time for processing passport applications ⁵	N/A	12.5 minutes	12.4 minutes	12.5 minutes	12.5 minutes

Table Notes

¹ Scale of 1-5, with 5 being "excellent."

² During Fiscal Year 2019-20, total applications received were 2,840. Target varies with volume: 1-5,000 received = 98%, 5,001 - 10,000 received = 95%, 10,001 or more received = 85%.

³ Beginning in Fiscal Year 2019-20, this measure will no longer be tracked by the department as it is a standard core task.

⁴ This measure will be tracked beginning in Fiscal Year 2019-20.

⁵ This measure will be tracked beginning in Fiscal Year 2019-20. The department's benchmark transaction time is 12.5 minutes per application.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

No change in staffing

Expenditures

Net decrease of \$0.1 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—decrease of \$0.2 million due to a decrease in various operational office expenses.

Revenues

Net decrease of \$0.1 million

- ◆ Charges for Current Services—decrease of \$0.2 million as a result of an anticipated reduction in revenue associated with U.S. Passport acceptance services due to the current economic conditions.



- ◆ General Purpose Revenue Allocation—increase of \$0.1 million for negotiated labor agreements and required retirement contributions.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net increase of \$0.3 million due to increases in information technology projects and negotiated labor agreements.





Staffing by Program

	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Legislative Services	12.00	12.00	12.00
Public Services	13.00	13.00	13.00
Executive Office	3.00	3.00	3.00
Total	28.00	28.00	28.00

Budget by Program

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Legislative Services	\$ 1,639,201	\$ 1,632,838	\$ 1,738,398	\$ 1,722,148	\$ 1,650,843	\$ 1,755,843
Public Services	1,425,066	1,755,209	1,795,384	1,629,622	1,743,983	1,856,824
Executive Office	790,428	893,697	945,419	842,494	779,259	829,097
Total	\$ 3,854,695	\$ 4,281,744	\$ 4,479,201	\$ 4,194,263	\$ 4,174,085	\$ 4,441,764

Budget by Categories of Expenditures

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 3,182,069	\$ 3,497,809	\$ 3,336,809	\$ 3,269,291	\$ 3,644,148	\$ 3,762,986
Services & Supplies	672,626	783,935	1,126,392	909,018	529,937	678,778
Capital Assets Equipment	—	—	16,000	15,954	—	—
Total	\$ 3,854,695	\$ 4,281,744	\$ 4,479,201	\$ 4,194,263	\$ 4,174,085	\$ 4,441,764

Budget by Categories of Revenues

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Charges For Current Services	\$ 984,592	\$ 837,000	\$ 837,000	\$ 760,079	\$ 668,000	\$ 838,000
Miscellaneous Revenues	14,899	13,800	13,800	8,534	7,800	13,800
Fund Balance Component Decreases	65,521	101,947	101,947	101,947	106,478	106,640
Use of Fund Balance	(381,774)	32,506	229,963	27,212	65,012	65,012
General Purpose Revenue Allocation	3,171,458	3,296,491	3,296,491	3,296,491	3,326,795	3,418,312
Total	\$ 3,854,695	\$ 4,281,744	\$ 4,479,201	\$ 4,194,263	\$ 4,174,085	\$ 4,441,764





County Counsel

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of the goal of the County to better serve the residents of San Diego County.

Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision making and a very active and successful litigation program. County Counsel also provides representation of the County's Health and Human Services Agency in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

To ensure these critical services are provided, the County Counsel has 148.00 staff years and a budget of \$32.8 million.

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	●	■	
- Audacious Vision			
- Enterprise Wide Goal			
- Department Objective			

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments

Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it



- Supported the County's Live Well San Diego Food System by providing prompt and direct legal advice on regulatory questions related to inspection and licensing of food-related activities.
- Completed 100% (six) advisory assignments for the County related to the County's initiative to strengthen the local food system by the agreed upon due date.

Living Safely


- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
 - Provided effective legal services to HHSA in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse.
 - Prevailed in 99% (860 of 871) of Juvenile Dependency petitions contested in Superior Court.
 - Prevailed in 99% (199 of 201) of Juvenile Dependency appeals and writs filed.

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Improved policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.
 - Conducted 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to continue to provide efficient, legally sound, and effective contracting practices.

- Assisted and counseled the Department of Purchasing and Contracting and other County departments in implementing the Contracting Tiger Team recommendations adopted by the Board of Supervisors in Fall 2019.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Ensured coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review.
 - ◆ Completed 100% (one) of all draft Environmental Impact Report reviews in 40 days or less.
 - ◆ Conducted 20 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.

- ◆ Prevailed in 95% (72 of 76) of court decisions in all lawsuits filed against the County.
- ◆ Achieved 100% (six) success rate in lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.
- ◆ Handled 100% (112) of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

 Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Provided quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.
 - ◆ Completed 100% (37) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Completed 100% (2,227) of all advisory assignments for County departments by the agreed upon due dates.
 - ◆ Conducted two meetings between County Counsel’s Office and the Sheriff Department, and visited one Sheriff’s Department facilities to improve communication to provide greater efficiency during the litigation discovery process. Goal of at least three meetings and two visits noted was not met due to operational impacts of COVID-19 pandemic.
 - Provided 69 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
 - Ensured that all County Counsel new staff members completed the online financial literacy training in the County’s Learning Management System to become more knowledgeable and proficient in understanding the County’s finances.
 - Aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Implemented the Justice Electronic Library System (JELS) which took the place of hard files at the Office’s Juvenile Dependency Division and allowed attorneys to go to court without paper files and allowed staff to upload and distribute documents electronically.
- Completed a comprehensive review and update to the County Counsel Office Manual policies.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Continued to develop and implement a five-year succession plan to train and prepare future office leaders. Implemented needs-based, focused training programs, developed legal resource databases for common issues, strengthened team support structures, and kept current with changing legal technology.
 - ◆ Ensured that all staff members new to supervisory positions complete a training program that enhances supervisory skills in Fiscal Year 2019-20.
 - ◆ Established two in-house trainings for new and current employees. Topics covered were Sheriff Discovery Issues and The David Collins Trial. Anticipated goal of five in-house trainings was not met due to operational impacts of COVID-19 pandemic.
 - ◆ Created a new deputy training manual that provides a resource for new hires containing all Office procedures, policies and practices specific to Juvenile Dependency.
 - ◆ Created a mentorship program that paired up three newer litigation attorneys with more experienced attorneys to acquire more complex litigation skills and promote trial experience.
 - ◆ Implemented a leadership mentorship program in the Office that paired up several senior deputies interested in leadership positions in the Office with two chief deputies within the Office from outside those senior deputies’ practice groups. Topics broached were professional development, workload, Office/County



values and culture, paths to leadership roles in the Office, and strategies to address difficult workplace situations.

2020–22 Objectives



Building Better Health

- Promote the implementation of service delivery system that is sensitive to individuals’ needs
 - Strengthen the local behavioral health continuum of care and support creation of an integrated system of behavioral health hubs (integrated care environments), networks (a broad array of outpatient services and housing opportunities) and bridge planning strategies (services to ensure individuals are placed in the most appropriate levels of care during and after a psychiatric crisis).
 - Support implementation of the County’s behavioral health continuum of care by providing direct advice on licensing and other legal issues, negotiating and drafting the leases and agreements necessary to establish the hubs and network facilities, and providing legal support to the bridge planning strategies.



Living Safely

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
 - Provide effective legal services to HHSA in matters relating to children who are or may become dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse.
 - Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
 - Prevail in 96% of Juvenile Dependency appeals and writs filed.



Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.
 - Conduct at least 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to continue to provide efficient, legally sound, and effective contracting practices.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning

- Ensure coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review.
 - ◆ Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.
 - ◆ Conduct at least 20 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Provide quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.
 - ◆ Complete 100% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Complete 100% of all advisory assignments for County departments by the agreed upon due dates.
 - ◆ Conduct at least three meetings between County Counsel’s Office and the Sheriff Department, and visit at least two Sheriff’s Department facilities to improve communication to provide greater efficiency during the litigation discovery process.
 - Provide at least 40 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
 - Aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.
 - ◆ Prevail in 90% of court decisions in all lawsuits filed against the County.
 - ◆ Achieve 95% success rate in lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.
 - ◆ Handle 95% of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.





- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Conduct a one-day comprehensive training and legal update for County Counsel advisory attorneys and Department of Purchasing and Contracting purchasing and contracting officers on conflict of interest laws, critical terms and conditions (indemnity, choice of law, venue, attorneys-fees, arbitration), and updated procurement rules and procedures. Include department/assigned counsel specific breakout sessions and team-building exercises.
 - Identify and implement electronic discovery software to allow staff to efficiently organize, review, annotate and summarize voluminous electronic documents when responding to various records requests. Currently, staff are manually performing tasks to accomplish an accurate and thorough records production, and implementing the software would minimize the potential for human error, inefficiencies, and unnecessary expenditures.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Continue to develop and implement a five-year succession plan to train and prepare future Office leaders. Implement needs-based, focused training programs, develop legal resource databases for common issues, strengthen team support structures, and keep current with changing legal technology.
 - ◆ Finalize revisions to the attorney performance evaluation forms, including providing a new rating standards key, and provide training to all supervisory attorney staff on the expected use and process in completing them.
 - ◆ Rebrand informal practice of giving “kudos” to an employee during monthly staff meetings to become a practice framework whereby employees are rewarded with KUDOS because they demonstrated **K**indness, **U**nderstanding, **D**iligence, **O**wnership, or **S**ervice in their work.

Related Links

For additional information about County Counsel, refer to the website at:

- ◆ www.sandiegocounty.gov/CountyCounsel



Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	All advisory assignments related to promoting the County's initiative of strengthening the local food system completed by the due date ¹	100% (3)	100%	100% (6)	N/A	N/A
	Success rate in Juvenile Dependency petitions contested in Superior Court	99% (792 of 803)	98%	99% (860 of 871)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	97% (194 of 199)	96%	99% (199 of 201)	96%	96%
	Draft Environmental Impact Report reviews completed in 40 days or less	100% (4)	100%	100% (1)	100%	100%
	Number of internal meetings to evaluate new and ongoing land use projects	30	20	20	20	20
	Number of meetings with Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environmental Group staff to facilitate more efficient, legally sound, and effective contracting services	45	30	30	30	30
	Number of meetings with the Sheriff's Department, and site visits to their facilities to improve communication to provide greater efficiency during the litigation discovery process ²	N/A	5	3	5	5
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (26)	100%	100% (37)	100%	100%
	Advisory assignments for all County departments completed by the due date	100% (1,365)	100%	100% (2,227)	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	95% (78 of 82)	90%	95% (72 of 76)	90%	90%
	Resolved non-conflict cases against the County handled by County Counsel	100% (119)	95%	100% (112)	95%	95%

Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Success rate in County cases against other parties	67% (2 of 3)	90%	100% (6)	95%	95%
	Number of risk mitigation education sessions provided by County Counsel ³	46	40	69	40	40
	Number of in-house trainings for new and current employees ⁴	6	5	2	5	5
	Number of designated staff to complete Financial Literacy online LMS training	100%	100%	100%	100%	100%

¹ Reporting on this performance measure will be discontinued effective FY 2020-21 as this goal has been met in prior Fiscal Years.

² This performance measure was not be met due to limited meeting opportunities in the last quarter of the Fiscal Year caused by COVID-19.

³ This performance measure goal was exceeded due to the realignment of resources which allowed for additional (virtual) risk mitigation meetings during the last two quarters of the Fiscal Year.

⁴ This performance measure was not be met due to limited training opportunities in the last quarter of the Fiscal Year caused by COVID-19.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

Increase of 1.00 staff year due to the transfer of a position to align program coordination support with the Grand Jury.

Expenditures

Net increase of \$1.3 million

- ◆ Salaries & Benefits—increase of \$1.6 million primarily as a result of required retirement contributions and negotiated labor agreements and staffing increase described above.
- ◆ Services & Supplies—decrease of \$0.2 million primarily due to an anticipated reduction in staff training and training-related travel.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.1 million due to anticipated costs for coordinated program services provided to Health and Human Services Agency on juvenile dependency matters. Since this is a transfer of expenditures, it has the effect of a \$0.1 million decrease in expenditures.

Revenues

Net increase of \$1.3 million

- ◆ Charges for Current Services—increase of \$1.0 million due to an anticipated increase in legal services relating to constitutional claims and contracts, real estate and road liability matters.
- ◆ Fund Balance Component Decreases—increase of \$0.2 million, for a total of \$0.7 million, to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$0.2 million for a total budget of \$0.5 million in unassigned General Fund fund balance for one-time costs related to negotiated labor agreements.
- ◆ General Purpose Revenue Allocation – decrease of \$0.1 million due to a reallocation of revenue to support critical programs countywide affected by overall economic conditions.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Increase of \$1.0 million related to increases from negotiated labor agreements.



Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
County Counsel		147.00			148.00	148.00
Total		147.00			148.00	148.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
County Counsel	\$ 28,175,708	\$ 31,459,375	\$ 31,485,123	\$ 29,422,307	\$ 32,794,259	\$ 33,843,297
Total	\$ 28,175,708	\$ 31,459,375	\$ 31,485,123	\$ 29,422,307	\$ 32,794,259	\$ 33,843,297

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 28,288,999	\$ 31,451,988	\$ 31,451,988	\$ 29,738,714	\$ 33,008,291	\$ 34,057,329
Services & Supplies	1,770,757	2,161,156	2,186,904	1,797,518	2,000,838	2,000,838
Expenditure Transfer & Reimbursements	(1,884,047)	(2,153,769)	(2,153,769)	(2,113,924)	(2,214,870)	(2,214,870)
Total	\$ 28,175,708	\$ 31,459,375	\$ 31,485,123	\$ 29,422,307	\$ 32,794,259	\$ 33,843,297

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ 529,446	\$ -	\$ -
Charges For Current Services	15,037,840	15,113,736	15,113,736	14,967,622	16,125,024	16,104,185
Miscellaneous Revenues	90,852	1,000	1,000	1,519	1,000	1,000
Fund Balance Component Decreases	342,672	517,993	517,993	517,993	686,425	661,357
Use of Fund Balance	(2,547,121)	233,201	258,949	(2,187,717)	466,402	466,402
General Purpose Revenue Allocation	15,251,465	15,593,445	15,593,445	15,593,445	15,515,408	16,610,353
Total	\$ 28,175,708	\$ 31,459,375	\$ 31,485,123	\$ 29,422,307	\$ 32,794,259	\$ 33,843,297



General Services

Mission Statement

To provide cost effective, efficient, quality and timely support services to County clients enabling them to fulfill their mission to the public.

Department Description

The Department of General Services (DGS) is an internal service department within the County of San Diego. DGS ensures that other County departments have the necessary workspaces, services and vehicles to accomplish their own business objectives. These services range from real estate leasing and acquisition support to capital improvement and architectural planning; from facility maintenance and repair services to security management; from vehicle acquisition and maintenance to refueling services.

To ensure these critical services are provided, DGS has 395.00 staff years and a budget of \$225.0 million.



- ◆ Received City of San Diego approval of a Community Plan Amendment/Rezone for the former Crime Lab site at 5255 Mount Etna Drive supported by a full Environmental Impact Report with the County as the lead agency.
- ◆ Acquired 7.8 acres of property in Ramona for the development of group senior housing.
- Assisted Behavioral Health Services and the District Attorney with siting new facilities that will more efficiently and effectively serve residents through a Continuum of Care.
- ◆ Completed an initial screening of over 1,200 sites for potential Homeless solutions in prescribed areas of the county in partnership with HHSA and other County departments.
- ◆ Completed an in-depth analysis of potentially suitable Homeless facility sites identified in the screening effort.
- ◆ Leased a 41,000 square foot space in San Marcos for the District Attorney’s Family Justice Center program, which will serve victims of crime in North County.

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Facilitated the development of affordable housing units in collaboration with the Health and Human Services Agency (HHSA).
 - ◆ Executed two real estate agreements on County-owned properties to enable affordable housing development at 1501/1555 Sixth Avenue and the corner of Cedar Street and Kettner Boulevard.

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Reduced annual building Energy Use Intensity by 10.6%, comparing Fiscal Year 2019–20 to Fiscal Year 2018–19, exceeding the goal of 1.5%.
 - Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2019 and remain on track for 2020. Achieved a 13.8% reduction in total greenhouse gas emissions compared to the prior calendar year, exceeding the goal of 1%.
 - Continued to expand the use of renewable energy through the installation of photovoltaic (PV) systems at the County Operations Center (COC), Rancho San Diego Library, and the Rancho San Diego Sheriff Station. Began construction

of PV systems at the Edgemoor Distinct Part Skilled Nursing Facility, North County Regional Center and East Mesa Reentry Facility.

- Completed a retro commissioning of the cooling and heating system at the San Diego Central Jail reducing the energy usage at this facility and the purchase of chilled water.
- Completed an energy-saving project at the Air Pollution Control District’s Scripps Ranch Office reducing the energy usage at this facility.
- Completed a feasibility study on Community Choice Energy (CCE) in fall 2019. A County CCE would offer customers in the county’s unincorporated areas an alternative to buying power from San Diego Gas and Electric (SDG&E). SDG&E would still provide transmission and delivery services.
- Started updating the Green Fleet Action Plan (GFAP) from 2020 to 2030. GFAP identifies measures that can reduce fleet-related emissions in County operations while ensuring efficient use of public resources. Update will be completed by December 2020.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Acquired property at 17 sites on behalf of the Department of Parks and Recreation for active park development and open space and executed a lease with the Boy Scouts of America for development of a campground at Otay Lakes County Park.
 - Ensured that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.

 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Supported client departments in relocating to more efficient facilities located in areas that provide optimal service to customers.
 - ◆ Completed construction of the new Assessor Recorder County Clerk East County Operations and Archive facility in January 2020. Completion by fall 2019 was not accomplished due to an unforeseen delay in the delivery of permanent power. This project is the first Zero Net Energy Archive in the United States.
 - ◆ Completed construction of the Sheriff Technology and Information Center in February 2020.
 - ◆ Continued design, relocation, and construction for the County Administration Center (CAC) Renovations. Renovated temporary rooms in the Tower and the lower level to be used as swing space during department renovations. Completed bollards in the

Waterfront Park, as well as renovations for the Clerk of the Board, Civil Service Commission, Office of Ethics and Compliance and Office of Strategy and Intergovernmental Affairs. Completely remodeled and modernized the Board of Supervisors Chambers with increased seating, visible windows, upgraded technology and enhanced acoustics in January 2020. Upgraded the COC Chamber for interim Board Meeting use during renovation of the CAC Chamber.

- ◆ Discontinued programming for the County Live Well Campus (Health Services Complex). This project was cancelled in Fiscal Year 2019-20.
- ◆ The award of a design-build contract for the Southeastern Live Well Center is anticipated in summer 2020. Construction is expected to begin in early 2021.
- ◆ Awarded a design-build contract for the new Lakeside Branch Library in spring 2020. Construction is expected to begin in spring 2021.
- ◆ Awarded a design-build contract for the new Ohio Street Probation Office in fall 2019. Construction is expected to begin in Fiscal Year 2020-21.
- ◆ Awarded a design-build contract in November 2019 and began construction of the San Diego Juvenile Justice Campus Phase 1 Project in mid-2020.
- ◆ Completed the purchase of land and began construction of the Sheriff Emergency Vehicle Operations Course (EVOC) with an anticipated completion in summer 2021.
- ◆ Completed the Bonita-Sunnyside Library Expansion Project in summer 2020.
- ◆ Awarded a Contract Manager at Risk (CMAR) contract for the Palomar Mountain Fire Station Living Quarters and the new Mount Laguna Fire Station. Construction is expected to begin in fall 2020.
- ◆ Awarded a CMAR contract for the North Coastal Live Well Health Center Improvements, Crisis Stabilization Unit (CSU) and Psychiatric Health Facility (PHF), Tri-City Medical Center. Construction of the CSU is expected to begin in late 2020, and in fall 2021 for the PHF.
- ◆ Initial selection of a design firm for the Third Avenue Mental Health Inpatient Facility Hub, Hillcrest. Schematic design should complete by the end of Fiscal Year 2020-21.
- ◆ Began construction of a pedestrian inmate transfer tunnel from the Central Jail to the new State Courthouse.
- Completed capital projects with less than 5% budget growth.
- Continued to support the expansion of electric vehicle (EV) charging infrastructure and the use of EV. Contributed to the EV Roadmap in collaboration with the Department of





- Planning Development Services. Additionally, the EV Roadmap won a National Association of Counties (NACo) Achievement Award.
- Delivered 13 plug-in hybrid electric vehicles (PHEV) to client departments. Another 19 vehicles have been purchased and are expected to be delivered in Fiscal Year 2020-21.
 - Benchmarked scheduled preventive maintenance actions with current fleet standards.
 - The goal to deliver 85% of standard vehicle orders within the same fiscal year as ordered was not met due to operational impacts caused by the COVID-19 pandemic. The manufacturing plants were shut down in response to COVID-19 and pending vehicles are expected in Fiscal Year 2020-21. As a result of noted impacts, 3% of standard vehicle orders within the same fiscal year were delivered.
 - Began an intranet redesign to provide clients with a more positive customer experience in requesting services and having access to results. Project will be completed in fall 2020. Held quarterly tenant meetings at the COC.
 - Completed renovations to the employee and public lactation spaces in the County Administration Center, and posted locations at County facilities on the employee intranet.
 - Upgraded IT and AV systems at the COC to broadcast and stream Board meetings for public viewing.
 - Realigned network configuration of the Building Automation System for clients to view and monitor climate and control settings for their facilities.
 - Upgraded the Fleet Information Management System (M5) and deployed additional functionality to manage State SMOG requirements. Additionally, modified all maintenance schedules for Fire Authority to align with Cal Fire requirements.
 - Ranked as number four Leading Fleet in the nation by Government Fleet.
 - Executed a land swap to facilitate ownership of a critical Public Safety Communications site for the Sheriff's Department.
 - Supported client departments on the response to the COVID-19 pandemic.
 - ◆ Provided daily support to the Emergency Operations Center (EOC) Logistics Section.
 - ◆ Increased cleaning and sanitation efforts in public spaces and common areas at County facilities.
 - ◆ Efficiently managed contracted security by relocating guards based on changing security requirements as a result of COVID-19 and increased contracted security to ensure safety at quarantine sites.
 - ◆ Assisted with setting up 16 drive through, pop up and State-run testing sites as COVID-19 testing expanded.
 - ◆ Executed a lease agreement to stand-up an alternative care center at the University of California San Diego (UCSD).
 - ◆ Provided a dedicated forklift operator at the Medical Operations Center (MOC) for three months.
 - ◆ Installed 53 body temperature scanning portals, 55 handheld scanners and 1,004 plexiglass barriers at 31 departments for use in screening employees for elevated body temperatures, a common symptom associated with COVID-19.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Maintained facilities operations staffing at 91% of authorized positions. The goal of 95% was not met due to operational impacts caused by the COVID-19 pandemic. Recruitment efforts were placed on hold for two months.

2020–22 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Facilitate the development of affordable housing units in collaboration with the Health and Human Services Agency.
 - Assist Behavioral Health Services with the establishment of regionally-distributed and community-located behavioral healthcare hubs that will include a focus on crisis stabilization, long-term residential care and prevention activities
 - Support HHSA in the establishment of solutions for persons experiencing homelessness in the unincorporated areas of the county.



Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Reduce annual building Energy Use Intensity by 1.5%, comparing Fiscal Year 2020-21 to Fiscal Year 2019-20.
 - Prepare greenhouse gas (GHG) inventories of County operations for calendar years 2020 and 2021. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
 - Continue to expand the use of renewable energy through the installation of photovoltaic (PV) systems at County facilities.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Support the Department of Parks and Recreation's effort to acquire property for active and passive park development.

- Ensure that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
- Support client departments in relocating to more efficient facilities located in areas that provide optimal service to customers.
 - ◆ Continue design, relocation, and construction for the County Administration Center (CAC) Renovations.
 - ◆ Rescope the Southeastern Live Well Center to a more efficient footprint, and start construction in 2021.
 - ◆ Begin construction of the new Lakeside Branch Library in early 2021 with completion expected in Spring of 2022.
 - ◆ Begin construction of the new Ohio Street Probation Office in the fall of 2020 with completion expected in late 2021.
 - ◆ Continue construction of the San Diego Juvenile Justice Campus Phase 1 Project with completion in late 2021.
 - ◆ Complete construction of Sheriff Emergency Vehicle Operations Course (EVOC) in spring 2021.

- ◆ Begin construction of the Palomar Mountain Fire Station Living Quarters with completion in late 2021.
- ◆ Begin construction of the new Mount Laguna Fire Station with completion in late 2021.
- ◆ Continue construction of a pedestrian inmate transfer tunnel from the San Diego Central Jail to the new State Courthouse with completion expected in late Spring of 2022.
- Complete capital projects with less than 5% budget growth.
- Continue to expand electric vehicle (EV) infrastructure and the use of EV.
- Complete fleet preventive maintenance actions in less than an hour on average.
- Deliver 85% of standard vehicle orders within the same fiscal year as ordered.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Maintain facilities operations staffing at or above 95% of authorized positions.

Related Links

For additional information about the Department of General Services, refer to the website at:

- ◆ www.sandiegocounty.gov/general_services








Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Law enforcement patrol vehicles available ¹	97% of 576	N/A	N/A	N/A	N/A
	Fire services program apparatus available ¹	93% of 67	N/A	N/A	N/A	N/A
	Energy Use Intensity (EUI) decrease ²	3.0% of 62.30 kBTU/SF	1.5% of 60.43 kBTU/SF	10.6% of 60.43 kBTU/SF	1.5% of 59.52 kBTU/SF	1.5% of 58.63 kBTU/SF
	County operations greenhouse gas (GHG) emissions reduction ³	5.6% of 116,426 Metric Tons CO2e	1% of 109,906 Metric Tons CO2e	13.8% of 109,906 Metric Tons CO2e	1% of 108,807 Metric Tons CO2e	1% of 107,719 Metric Tons CO2e
	Average vehicle turnaround within 8 hours for scheduled preventive maintenance actions ¹	100%	N/A	N/A	N/A	N/A
	Vehicle delivery for standard orders within same fiscal year ⁴	85%	85%	3%	85%	85%
	Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	96% of 1,600	100% of 1,700	96% of 1,787	100% of 1,700	100% of 1,700
	Major Maintenance Improvement Plan and capital projects completed within estimated budget	93% of 97	93% of 50	96% of 68	93% of 50	93% of 50
	Annual facilities' preventive maintenance actions completed	97% of 30,618	96% of 27,600	95% of 30,574	96% of 27,600	96% of 27,600
	Applicable monthly mail bar coded/total pieces of mail ¹	99% of 5,600,769	N/A	N/A	N/A	N/A
	Leases managed less than 30 days delinquent ¹	99% of 207	N/A	N/A	N/A	N/A

Table Notes

¹ This measure was discontinued in Fiscal Year 2019-20 as it was not tied to a future goal or objective.

² EUI is calculated by taking the total energy consumed (natural gas and electricity) in one year (measured in kBTU) and dividing it by total gross square feet of all County properties with energy accounts. The goal was exceeded in Fiscal Year 2019-20 due to the COVID-19 pandemic. The baseline data for Fiscal Year 2020-21 will remain as previously calculated.

³ Data on GHG emissions in the Stationary Combustion category (natural gas consumption and emergency generator usage/testing) and the replacement of older fleet vehicles with new more efficient models is gathered by calendar year (January-December) versus fiscal year (July-June). The goal was exceeded in Fiscal Year 2019-20 due to completed projects from the Zero Net Energy Portfolio Plan. The baseline data for Fiscal Year 2020-21 will remain as previously calculated.

⁴ This measure was not met due to operational impacts caused by the COVID-19 pandemic. The manufacturing plants were shutdown in response to COVID-19.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

No change in staffing

Expenditures

Net decrease of \$10.2 million

- ◆ Salaries & Benefits—increase of \$2.9 million as a result of negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—net decrease of \$12.6 million.
 - ◆ Decrease of \$17.9 million due to an increase in projects categorized as Major Maintenance Capital Outlay Fund (MMCOF) projects.
 - ◆ Decrease of \$0.5 million to align costs with projected spending for fuel due to the integration of electric vehicles and plug-in hybrid electric vehicles.
 - ◆ Increase of \$4.7 million to align costs with projected spending for contracted services, operation and maintenance, and utilities at County-owned facilities.
 - ◆ Increase of \$0.7 million for project management consultant contracts costs.
 - ◆ Increase of \$0.4 million related to vehicle repair and other various operating costs.
- ◆ Other Charges—decrease of \$0.7 million due to lower depreciation costs for the replacement of vehicles and equipment.
- ◆ Capital Assets Equipment—increase of \$0.1 million for the replacement of vehicles and equipment to align with projected spending.
- ◆ Operating Transfers Out—increase of \$0.3 million to reflect the increase in transfers associated with one-time projects.
- ◆ Management Reserves—decrease of \$0.2 million in Management Reserves with no appropriations remaining for unanticipated needs in the Fleet Accident Repair Internal Service Fund.

Revenues

Net decrease of \$10.2 million

- ◆ Revenue From Use of Money & Property— decrease of \$0.2 million due to the transfer of rent revenue to associated departments that the Department of General Services administers on their behalf.
- ◆ Intergovernmental Revenues—decrease of \$0.2 million to align with projected revenue from the Courts for utilities.
- ◆ Charges for Current Services—decrease of \$10.4 million.
 - ◆ Decrease of \$19.4 million due to the number of projects reflected in the MMCOF.
 - ◆ Increase of \$9.0 million associated with the cost of services provided to client departments.
- ◆ Miscellaneous Revenues—increase of \$0.1 million in third party recovered expenditures related to fleet services.
- ◆ Other Financing Sources—decrease of \$1.2 million primarily due to the completion of one-time projects.
- ◆ Residual Equity Transfers In—increase of \$0.6 million to recover the replacement cost of vehicles and equipment.
- ◆ Use of Fund Balance—increase of \$1.2 million for a total budget of \$18.1 million.
 - ◆ \$13.6 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.
 - ◆ \$2.5 million is due to a technical adjustment to offset the liability recorded for On-Bill Financing projects.
 - ◆ \$2.0 million in Unassigned General Fund fund balance
 - ◆ \$1.7 million for energy efficiency projects at various sites.
 - ◆ \$0.3 million for one-time maintenance projects at various facilities.
- ◆ General Purpose Revenue – decrease of \$0.1 million due to reduction in strategic planning support to departments tied to capital projects.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net decrease of \$3.0 million primarily due to the removal of one-time projects completed in Fiscal Year 2020-21, partially offset by increases due to negotiated labor agreements and required retirement contributions.





Staffing by Program

	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Facilities Management Internal Service Fund	330.00	330.00	330.00
Fleet Management Internal Service Fund	65.00	65.00	65.00
Total	395.00	395.00	395.00

Budget by Program

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Facilities Management Internal Service Fund	\$ 144,494,695	\$ 163,680,217	\$ 204,916,297	\$ 156,256,660	\$ 153,348,552	\$ 152,610,330
Fleet Management Internal Service Fund	45,259,082	68,046,027	81,571,455	42,927,496	66,443,166	66,172,857
General Fund Contribution to GS ISF's	5,951,253	3,475,000	8,747,615	5,151,679	5,170,000	3,195,000
Total	\$ 195,705,030	\$ 235,201,244	\$ 295,235,367	\$ 204,335,835	\$ 224,961,718	\$ 221,978,187

Budget by Categories of Expenditures

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 44,263,723	\$ 49,845,780	\$ 49,845,780	\$ 46,252,293	\$ 52,675,442	\$ 54,075,388
Services & Supplies	129,150,993	141,883,314	181,261,303	135,777,817	129,262,794	127,468,240
Other Charges	14,444,172	16,795,228	16,815,228	14,143,934	16,061,548	16,061,548
Capital Assets Software	–	–	8,000	7,437	–	–
Capital Assets/Land Acquisition	–	–	–	(7,437)	–	–
Capital Assets Equipment	(8,467)	17,313,490	29,343,960	–	17,408,923	16,845,000
Operating Transfers Out	7,854,609	9,213,432	17,811,096	8,161,791	9,553,011	7,528,011
Management Reserves	–	150,000	150,000	–	–	–
Total	\$ 195,705,030	\$ 235,201,244	\$ 295,235,367	\$ 204,335,835	\$ 224,961,718	\$ 221,978,187



Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Revenue From Use of Money & Property	\$ 1,464,223	\$ 1,582,262	\$ 1,582,262	\$ 1,659,869	\$ 1,352,262	\$ 1,352,262
Intergovernmental Revenues	4,149,661	3,871,518	3,871,518	5,017,847	3,647,908	3,647,908
Charges For Current Services	177,989,892	194,051,598	235,237,006	186,115,406	183,678,212	183,998,305
Miscellaneous Revenues	1,739,196	1,628,445	1,628,445	1,801,856	1,677,413	1,678,600
Other Financing Sources	9,253,892	12,173,432	14,088,412	11,830,103	11,016,934	9,687,123
Residual Equity Transfers In	662,320	1,700,000	1,700,000	2,563,319	2,300,000	2,300,000
Use of Fund Balance	(2,849,154)	16,898,989	33,832,724	(7,947,564)	18,093,989	16,118,989
General Purpose Revenue Allocation	3,295,000	3,295,000	3,295,000	3,295,000	3,195,000	3,195,000
Total	\$ 195,705,030	\$ 235,201,244	\$ 295,235,367	\$ 204,335,835	\$ 224,961,718	\$ 221,978,187



Grand Jury

Mission Statement

Represent the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems used by government to determine whether they can be made more efficient and effective. It may examine any aspect of county and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney.

To ensure these critical services are provided, the Grand Jury has a budget of \$0.8 million.



2019–20 Accomplishments

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Reviewed and investigated 100% (25) of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury.
 - Returned 85 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

2020–22 Objectives

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Review, prioritize and investigate 100% of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county government entities are operating as efficiently as possible.
 - Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6.

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

Links

For additional information about the Grand Jury, refer to the website at:

◆ www.sandiegocounty.gov/grandjury

**Budget Changes and Operational Impact:
2019–20 to 2020–21**

Staffing

Decrease of 1.0 staff year due to the transfer of a position to align program coordination support with the Office of County Counsel.

Expenditures

No significant changes

Revenues

No significant changes

**Budget Changes and Operational Impact:
2020–21 to 2021–22**

No significant changes



Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Grand Jury		1.00			0.00	0.00
Total		1.00			0.00	0.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Grand Jury	\$ 678,234	\$ 799,215	\$ 802,223	\$ 558,202	\$ 760,186	\$ 762,910
Total	\$ 678,234	\$ 799,215	\$ 802,223	\$ 558,202	\$ 760,186	\$ 762,910

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Services & Supplies	\$ 678,234	\$ 799,215	\$ 802,223	\$ 558,202	\$ 760,186	\$ 762,910
Total	\$ 678,234	\$ 799,215	\$ 802,223	\$ 558,202	\$ 760,186	\$ 762,910

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Miscellaneous Revenues	\$ 7,463	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	(114,852)	1,089	4,097	(239,924)	2,178	2,178
General Purpose Revenue Allocation	785,623	798,126	798,126	798,126	758,008	760,732
Total	\$ 678,234	\$ 799,215	\$ 802,223	\$ 558,202	\$ 760,186	\$ 762,910



Human Resources

Mission Statement

We are committed to provide and retain a skilled, adaptable, and diverse workforce for County departments so they may deliver superior services to the residents and visitors of the County of San Diego.

Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities include risk management, classification, compensation, recruitment, labor relations, workforce information management, and administration of employee benefits and training programs.

To ensure these critical services are provided, the Department of Human Resources has 122.00 staff years and a budget of \$30.0 million.



- Provided excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
- Provided excellent customer service to County departments by completing 98% of Classification Activity Requests within agreed upon timelines.
- In order to improve services and provide the best customer service to departments, attained a 98% satisfaction rate on recruitment surveys.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Developed and implemented Human Resources trainings to focus on handling personnel hearings and to ensure consistency and excellence when presenting at administrative hearings.
 - Developed and implemented processes to effectively prepare personnel for case presentation before the Civil Service Commission in order to ensure operational excellence.
 - Increased the number of professional development training opportunities available in the Learning Management System by adding 46 new trainings to further develop employees' careers. This result significantly exceeded the target of 20 new trainings, due to an increased focus in providing online training opportunities for remote workers during COVID-19 pandemic.
 - Exceeded goal of 90%, by receiving an overall satisfaction rate of 98% on training provided by Talent Development.
 - To strengthen Talent Development's consultant role with County departments, consulted, collaborated, or assisted with 38 departmental requests. This result exceeded the target of 30, due to the increased demand for departmental consultations and relationship building between trainers and departmental staff.
 - Advertised 100% of external recruitments in targeted publications in order to attract a diverse applicant pool.

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
■	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Upgraded workers' compensation claims management system to the most current version to ensure that it will continue to be supported by the vendor.
- Strengthen our customer service culture to ensure a positive customer experience

- Developed content to provide a more comprehensive understanding of human resources' protocols to conduct six Department of Human Resources (DHR) Demystified Trainings. However, the trainings were not completed, due to the impact of COVID-19 pandemic and scheduled classes during the fourth quarter.
- Developed content and coordinated Leadership Academy for April 2020 start date for unclassified and executive management that focused on practical leadership concepts and strategies to enhance current and future leaders' skill-sets. However, due to the COVID-19 pandemic the Leadership Academy was not completed by participants. It will be completed by June 30, 2021.
- Administered rollout of Sexual Harassment Prevention training to ensure that 100% of identified permanent employees were provided the training.
- To increase awareness of healthy living, scheduled 17 classes from the Chronic Conditions Cooking curriculum, throughout the County; however, due to the COVID-19 pandemic, one (1) class was completed by the beginning of the pandemic declaration and 16 classes were cancelled.
- Partnered with medical providers who presented eight pertinent topics during our Physician Lecture series.
- To ensure awareness and wellness educational opportunities for County employees, offered 38 new Lunch and Learn Behavioral Health topics.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision
 - Due to the COVID-19 pandemic, did not maintain the rate of overall employee participation in various wellness activities at 16%. As of the beginning of the COVID-19 pandemic declaration, there was a 10.3% overall employee participation in wellness activities. Ten highly participated wellness activities were cancelled.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Upgrade PeopleSoft, the human resources information system. The first phase is anticipated to be completed by June 30, 2022.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provide excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
 - In order to improve services and provide the best customer service to departments, attain a 98% satisfaction rate on recruitment surveys.
 - Provide excellent customer service to County departments by completing 98% of Classification Activity Requests within agreed upon timelines.
 - Maintain a 95% or above overall satisfaction on training provided by Talent Development.
 - Complete procurement and successfully implement Flexible Spending Account and Employee Assistance Program contracts by October 1, 2020 for the 2021 plan year.
 - Partner with at least two benefit vendors to host Lunch and Learn sessions by June 30, 2021, to give employees the opportunity to learn about benefit programs and make informed choices during Open Enrollment.
 - Conduct an annual Employee Engagement Survey and provide results and resources to departments.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Conduct 12 DHR Demystified Trainings for County leaders in an effort to teach and provide information on HR Services' processes and procedures by June 30, 2022.
 - Advertise 100% of executive recruitments on social media platforms to enhance and attract a diverse workforce.
 - Advertise 100% of external recruitments in diversity publications to attract a diverse applicant pool.
 - To strengthen Talent Development's consultant role with County departments, commit to consult, collaborate, or assist with 25 specialized departmental training requests in Fiscal Year 2020-21.
 - Increase the number of professional development training opportunities available in the Learning Management System by adding 20 new trainings in Fiscal Year 2020-21 to further develop employees' careers.
 - Develop and release quarterly Diversity and Inclusion (D&I) Digests to provide resources for Departmental D&I Champions to facilitate knowledge and promote inclusive practices in a consistent manner.

2020–22 Objectives



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Resolve 100% of arbitrable issues arising from contract interpretation disputes at the lowest level possible.
 - By June 30, 2021, develop content and coordinate Leadership Academy for unclassified and executive management that focus on practical leadership concepts and strategies to enhance current and future leaders' skillsets.
 - By June 30, 2022, develop, coordinate, and facilitate Dynamic Management Seminars- a training academy for managers that focuses on preparing future leaders for their roles in the organization.



- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
- Maintain the rate of overall employee participation in various wellness activities at 16%.

Related Links

For additional information about the Department of Human Resources, refer to the website at:

◆ www.sandiegocounty.gov/hr


Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Rate of overall employee participation in Employee Wellness Program activities ¹	16%	16%	10.3%	16%	16%
	Recruitment plan/service agreements/timelines met	99%	99%	99%	99%	99%
	Include diversity outreach in external recruitments	100%	100%	100%	100%	100%
	Increase in the number of professional development training opportunities available in LMS	21	20	46	20	20
	Reduction in the hours of lost productivity related to workers’ compensation claims ²	14%	N/A	N/A	N/A	N/A
	Classification Activity Request completed within prescribed timeframe	98%	98%	98%	98%	98%
	Overall customer satisfaction rate for recruitment surveys	98%	98%	98%	98%	98%
	Conduct DHR Demystified Trainings ³	5	6	0	6	6

Table Notes

¹ This measure is calculated based on various activities including Amazing Race, Flu Shot Campaign, Love Your Heart, Health Trails, Right this Weigh, Wellness Expos, and a pilot program. As of the beginning of the COVID-19 pandemic, the events with larger participation rates did not occur, therefore, not meeting the 16% FY 2019-20 Objective.

² This measure was discontinued in Fiscal Year 2019-20, as the Strategic Plan has been completed. The final result of 14.15% in reduction in hours of lost productivity was due to the collaboration with departments to reduce and mitigate workers’ compensation expenditures.

³ This measure was not met due to operational impacts caused by COVID-19 pandemic and scheduled trainings in the fourth quarter.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

Decrease of 1.00 staff year due to the realignment of departmental operations resulting from reductions in General Purpose Revenue to enterprise support functions.

Expenditures

Net increase of \$1.1 million

- ◆ Salaries & Benefits—net increase of \$1.0 million
 - ◆ Increase of \$1.1 million due to negotiated labor agreements and required retirement contributions.
 - ◆ Decrease of \$0.1 million due to the realignment of departmental support activities.

- ◆ Services & Supplies—net increase of \$0.1 million
 - ❖ Increase of \$0.4 million due to various services and supplies to support operational needs.
 - ❖ Increase of \$0.2 million due to realignment of backgrounds investigation unit expenditures.
 - ❖ Decrease of \$0.5 million due to completion of prior year one-time projects in Fiscal Year 2019-20.

Revenues

Net increase of \$1.1 million

- ◆ Charges for Current Services—Increase of \$0.2 million in cost allocation plan amounts for reimbursement of administrative services provided to other County departments.
- ◆ Miscellaneous Revenues—Increase of \$0.6 million due to reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers' Compensation divisions.
- ◆ Fund Balance Component Decreases—increase of \$0.2 million for a total budget of \$0.6 million to support a portion of departmental costs of the County's existing pension obliga-

tion bond (POB) debt. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.

- ◆ Use of Fund Balance—decrease of \$0.3 million for a total budget of \$0.3 million in unassigned General Fund fund balance for one-time payments from negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—net increase of \$0.4 million primarily due to increase of \$0.5 million in negotiated labor agreements and required retirement contributions offset by decrease of \$0.1 million due to reduction of staffing noted above.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net increase of \$0.8 million primarily due to increases in negotiated labor agreements.





Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Department of Human Resources		123.00			122.00	122.00
Total		123.00			122.00	122.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Department of Human Resources	\$ 25,860,478	\$ 28,875,561	\$ 31,485,443	\$ 27,717,703	\$ 29,961,429	\$ 30,739,937
Total	\$ 25,860,478	\$ 28,875,561	\$ 31,485,443	\$ 27,717,703	\$ 29,961,429	\$ 30,739,937

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 16,368,181	\$ 17,578,829	\$ 17,578,829	\$ 17,477,906	\$ 18,579,715	\$ 19,347,115
Services & Supplies	9,747,886	11,584,419	14,194,301	10,476,438	11,649,547	11,660,655
Expenditure Transfer & Reimbursements	(255,588)	(287,687)	(287,687)	(236,641)	(267,833)	(267,833)
Total	\$ 25,860,478	\$ 28,875,561	\$ 31,485,443	\$ 27,717,703	\$ 29,961,429	\$ 30,739,937

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ 710,210	\$ -	\$ -
Charges For Current Services	2,297,479	2,227,042	2,227,042	2,472,257	2,437,843	2,437,838
Miscellaneous Revenues	8,263,728	9,476,644	9,476,644	8,549,263	10,028,322	10,272,779
Fund Balance Component Decreases	273,165	406,003	406,003	406,003	583,784	588,679
Use of Fund Balance	(647,426)	578,118	3,188,000	(607,785)	276,236	276,236
General Purpose Revenue Allocation	15,673,532	16,187,754	16,187,754	16,187,754	16,635,244	17,164,405
Total	\$ 25,860,478	\$ 28,875,561	\$ 31,485,443	\$ 27,717,703	\$ 29,961,429	\$ 30,739,937



Purchasing and Contracting

Mission Statement

To provide efficient and effective mission-focused contracting services applying open, inclusive, and transparent practices.

Department Description

The Department of Purchasing and Contracting (DPC) procures all goods and services for the County of San Diego, as provided for in the County Charter; conducting procurement and support services with the highest standards of ethics, integrity, and compliance. DPC implements sound procurement processes, provides outstanding customer service, and engages with the community and suppliers to maintain a competitive business environment. The County of San Diego has a portfolio of over 3,000 contracts valued at over \$9.0 billion, with an annual procurement spend of \$1.5 billion. The Department is also responsible for the re-use and disposal of surplus property and the administration of the countywide records management program.

DPC operates as an internal service fund (ISF), by directly billing customer departments at established rates for the cost of procurement services.

To ensure these critical services are provided, DPC has 66.00 staff years and a budget of \$15.9 million.



- ◆ Participated in 32 vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other public agencies). Hosted 2 outreach events in identified Live Well communities with Health and Human Services Agency (HHS).
- ◆ Coordinated and publicized contracting opportunities with local business chambers, associations, and businesses, while collaborating with other County departments.
- Maintained the percentage of competitively awarded contracts, as well as increased the percentage of response depth to open solicitations.
- ◆ Awarded 93% as competitively procured contracts (measured by the value of the contracts), performing above the Federal government competition rate, by considering broader option of suppliers and/or solutions while assisting County departments with their procurement needs.
- ◆ Achieved 49% of open solicitations receiving a minimum of three or more vendor responses; the goal was 55%. DPC will continue to promote outreach and work with customer departments to ensure their requirements are not overly restrictive.

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Diversified and expanded supplier database.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Initiated implementation of the Contract Lifecycle Management System (CLMS).
 - Deferred the transfer of County microfilm vault content to the new Assessor/Recorder/County Clerk's archival facility due to opening of new building in February 2020, pending readiness to receive items and conversion of remaining microfilms.

- Completed implementation of Federated Records Management System (FRM) for all physical records and one electronic records library, which provides retention management capabilities for all user departments. Initiated planning for the integration of Purchasing and Contracting electronic records library.
- Provided County staff the knowledge and skills necessary to effectively and efficiently procure goods and services by offering procurement trainings.
 - ◆ Offered five Contracting Officer Representatives (COR) I trainings, five COR II trainings, and 18 Department of Purchasing and Contracting (DPC) Academy classes.
 - ◆ In partnership with the national procurement professional organization (NIGP), initiated plans to make online contract management training modules available in the County Learning Management System (LMS) by June 2021.
- Ensured all departments are trained and have the tools necessary to stay current on Countywide Records Management policies and best practices.
 - ◆ Provided individualized annual trainings for each supported County department.
 - ◆ Ensured all County departments' records retention schedules are current.
- Awarded 72% of Requests for Proposal (RFPs) within 180 days of receiving a complete procurement package from a client department in accordance with Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement; the goal was 75%. Various reasons may impact the timeliness of completion of RFP, such as time answering questions from bidders, amendments to the RFP, resolving potential protests and defining contracts.
- Completed 96% of contract amendments requiring change in funding or scope within 30 days of receiving a complete procurement package from a client department, in accordance with PALT standards.

2020–22 Objectives



Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Diversify and expand supplier database.
 - ◆ Participate in at least 18 vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other public agencies).
 - ◆ Co-host at least two outreach events in identified *Live Well* communities, in partnership with Health and Human Services Agency.

- ◆ Coordinate and publicize contracting opportunities with local business chambers, associations, and businesses, while collaborating with other County departments.
- Maintain the percentage of competitively awarded contracts, as well as increase the percentage of response depth to open solicitations.
 - ◆ Maintain the percentage of competitively awarded contracts at a minimum of 90% (measured by the value of the contracts), performing above the Federal government competition rate, by considering broader option of suppliers and/or solutions while assisting County departments with their procurement needs.
 - ◆ Increase percentage of open solicitations receiving a minimum of three vendor responses to 60%.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continue implementation of the Contract Lifecycle Management System (CLMS).
 - Initiate the transfer of County microfilm vault content to Assessor/Recorder/County Clerk's new archival facility.
 - Implement two additional electronic records libraries into the Federated Records Management System.
 - Provide County staff the knowledge and skills necessary to effectively and efficiently procure goods and services by offering procurement trainings.
 - ◆ Continue offering Contracting Officer Representatives (COR) trainings; and Department of Purchasing and Contracting (DPC) Academy classes.
 - ◆ Continue offering contract management online training modules in the County Learning Management System (LMS).
- Ensure all departments are trained and have the tools necessary to stay current on Countywide Records Management policies and best practices.
 - ◆ Provide individualized on-site annual trainings for each supported County department.
 - ◆ Ensure all County departments' records retention schedules are current.
- Award 75% of Requests for Proposal (RFPs) within 180 days of receiving a complete procurement package from a client department in accordance with Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement.
- Complete 85% of contract amendments requiring change in funding or scope within 30 days of receiving a complete procurement package from a client department, in accordance with PALT standards.





Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at:

♦ <https://www.sandiegocounty.gov/purchasing>



Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Participate/host vendor outreach events ¹	32	14	34	20	20
	Percentage of total contract value competitively awarded ²	89%	90%	93%	90%	90%
	New registered vendors in BuyNet during the fiscal year ³	2,877	N/A	N/A	N/A	N/A
	Percentage of competitive solicitations receiving at least 3 vendor responses ⁴	49%	55%	49%	60%	60%
	Percentage of Requests for Proposal (RFP) completed within 180 days ⁵	91%	75%	72%	75%	75%
	Percentage of contract amendments requiring change in funding or scope completed within 30 days ⁵	96%	90%	96%	85%	85%
	Ensure all County departments' and global records retention schedules are current ⁶	100%	100%	100%	100%	100%

Table Notes

¹ This measure reports the number of outreach events the Department participates in or hosts.

² This measure is being added in Fiscal Year 2018-19 to reflect the percentage of the value of contracts competitively awarded. At the time this goal was defined, the last reported federal government-wide competition rate was 64.4% for the federal year of 2015 as reported in the Contracting Data Analysis by the U.S. Government Accountability Office.

³ This measure is being discontinued effective Fiscal Year 2019-20 as the rate of new registered vendors continues to decrease despite increased outreach efforts in targeted events such as Veterans, Small Businesses and minorities communities.

⁴ This Performance Measure demonstrates the effectiveness of the solicitation process.

⁵ This measure is based on Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement, and is intended to measure the time required for DPC to award a contract or purchase order after receiving a complete procurement package from a client department.

⁶ Records Services manages a total of 55 records retention schedules.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

No change in staffing

Expenditures

Net increase of \$0.2 million

- ♦ Salaries & Benefits—increase of \$0.7 million due to the required retirement contributions and negotiated labor agreements.



PURCHASING AND CONTRACTING

- ◆ Services & Supplies—decrease of \$0.5 million primarily related to IT costs for Federated Records Management System (FRM) project and development costs of CLMS.
- ◆ Other Charges—increase of \$0.3 million primarily due to depreciation of FRM system and Contract Lifecycle Management System (CLMS) system.
- ◆ Operating Transfers Out—decrease of \$0.3 million as result of reallocation of 1.0 staff year from General Fund operations within Records Services to the Purchasing Internal Service Fund (ISF) and other salary savings.
- ◆ Other Financing Sources—decrease of \$0.3 million due to decrease of General Purpose Revenue due to reduction of salary and benefits costs in Records Services.
- ◆ Use of Fund Balance—decrease of \$3.9 million for a total budget of \$2.6 million. The total amount of \$2.6 million budgeted use of Purchasing ISF fund balance includes:
 - ◆ \$1.0 million to reduce internal service fund procurement rates.
 - ◆ \$1.0 million for post-development costs of CLMS project; and for new sourcing system.
 - ◆ \$0.6 million for FRM and CLMS depreciation costs
- ◆ General Purpose Revenue Allocation – Decrease of \$0.3 million tied to reallocation of 1.0 staff year noted above and other salary savings.

Revenues

Net increase of \$0.2 million

- ◆ Charges for Current Services—increase of \$4.4 million primarily due to the decrease of use of departmental Fund Balance to lower Internal Services Fund procurement rates, and an increase in retirement contributions and negotiated labor agreements.
- ◆ Miscellaneous Revenues—increase of \$0.2 million due to increase of auction proceeds from surplus property, and usage rebates.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net decrease of \$0.4 million primarily due to completion of various one-time IT projects budgeted in Fiscal Year 2020-21, which is offset by increases in negotiated labor agreements.





Staffing by Program

	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Content/Records Services	4.00	3.00	3.00
Purchasing ISF	62.00	63.00	63.00
Total	66.00	66.00	66.00

Budget by Program

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Content/Records Services	\$ 1,713,487	\$ 1,800,032	\$ 1,923,235	\$ (714,066)	\$ 1,024,231	\$ 1,162,986
Purchasing ISF	9,907,594	13,039,757	14,877,150	13,248,046	14,324,824	13,831,651
General Fund Contribution	722,350	854,350	854,350	854,350	594,000	594,000
Total	\$ 12,343,431	\$ 15,694,139	\$ 17,654,735	\$ 13,388,330	\$ 15,943,055	\$ 15,588,637

Budget by Categories of Expenditures

	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 7,592,405	\$ 9,606,993	\$ 9,606,993	\$ 9,164,514	\$ 10,292,030	\$ 10,674,505
Services & Supplies	3,961,164	4,999,146	6,330,516	4,309,195	4,456,375	3,719,482
Other Charges	24,995	233,650	233,650	637	600,650	600,650
Capital Assets/Land Acquisition	–	–	–	(1,542,394)	–	–
Operating Transfers Out	764,867	854,350	1,483,576	1,456,377	594,000	594,000
Total	\$ 12,343,431	\$ 15,694,139	\$ 17,654,735	\$ 13,388,330	\$ 15,943,055	\$ 15,588,637

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Revenue From Use of Money & Property	\$ 176,694	\$ 90,000	\$ 90,000	\$ 134,014	\$ 100,000	\$ 100,000
Intergovernmental Revenues	–	–	–	939,223	–	–
Charges For Current Services	9,477,208	6,456,439	6,456,439	8,107,050	10,875,055	12,250,637
Miscellaneous Revenues	1,306,821	937,000	937,000	1,372,888	1,150,000	1,150,000
Other Financing Sources	722,350	854,350	854,350	854,350	594,000	594,000
Use of Fund Balance	(61,992)	6,502,000	8,462,596	1,126,454	2,630,000	900,000
General Purpose Revenue Allocation	722,350	854,350	854,350	854,350	594,000	594,000
Total	\$ 12,343,431	\$ 15,694,139	\$ 17,654,735	\$ 13,388,330	\$ 15,943,055	\$ 15,588,637



Registrar of Voters

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, including accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

Department Description

The Registrar of Voters (ROV) is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. With a current registered voter population over 1.80 million, the department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State and local offices and measures. The ROV is also responsible for providing access to the information needed for citizens to engage in the initiative, referendum and recall petition processes.

To ensure these critical services are provided, the ROV has 69.00 staff years and a budget of \$38.7 million.



- ◆ Continued to work with volunteers and community-based organizations to identify needs and increase voter registration.
- ◆ Continued to identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.
- Staffed all polling locations with the required number of poll workers.
 - ◆ Continued an ongoing outreach strategy to increase volunteer opportunities at the polls.
 - ◆ Continued partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers.
 - ◆ Continued to develop a business-focused poll worker recruitment program.
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the March 2020 Presidential Primary election by recruiting and assigning the required number of poll workers.
- Continued to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements.
- Maintained and worked to improve the overall percent of accessible polls for the March 2020 Presidential Primary election based on the overall percent of accessible polls for the November 2018 Presidential General election of 71%.
- Increased voter awareness of convenient early Mail Ballot Drop Off Program.
 - ◆ Collected 61,356 ballots from mail ballot drop off sites for the March 2020 Presidential Primary election.
- Processed 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the March 2020 Presidential Primary to ensure eligible regis-

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

For more information on alignment to the Strategic Initiatives, refer to the Group Description section within the Finance and General Government Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2019–20 Accomplishments

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Conserved resources by promoting the sign-up of e-Sample Ballot and Voter Information Pamphlets and referred military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Mitigated challenges to the voter registration process.

trants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Ensured 100% of poll worker trainers complete online training assessments with scores of 100% no later than 26 days prior to the March 2020 Presidential Primary, providing knowledgeable instructors who are available and prepared to train poll workers.
 - Continued to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Information Pamphlet in lieu of a paper copy.
 - Continued to offer online campaign finance statements service.
 - ◆ Increased the overall percent of online filings for the July 2019 and January 2020 semi-annual filings by 10% to a total of 75%, based on the January 2019 semi-annual online filing percentage.
 - ◆ Maintained and worked to improve the overall percent of online filings for the July 2019 and January 2020 semi-annual filings to 75%, based on the anticipated January 2019 semiannual online filing percentage.
 - Replaced legacy voting system with a modern certified voting system; delivering enhanced operational efficiencies in ballot layout, ballot scanning, and digital adjudication while providing additional accessibility and transparency for our voters over the next ten years.
 - Tallied 27% (418 of 1,548) of precincts for the March 2020 Presidential Primary election by 11:30 pm on Election Night. This was the first major election with the new voting system. Processes and technological enhancements will be refined to meet or exceed this goal for the next election.
 - Reported 100% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the March 2020 Presidential Primary election.
 - Reported 38% of all ballots cast in the first Election Night Results Bulletin for the March 2020 Presidential Primary election.
 - Tallied 97% of all mail ballots received through Election Night by the Monday after Election Day for the March 2020 Presidential Primary election.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured customer satisfaction with core services by achieving a 4.6 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through the March 2020 Presidential Primary election.

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Encouraged overall satisfaction and retention of volunteers, through the timely mailing of all poll worker stipends in 15 working days or less from Election Day for the March 2020 Presidential Primary election.
 - Assigned 1,718 bilingual poll workers to fill poll worker positions needed for the March 2020 Presidential Primary election.

2020–22 Objectives



Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Conserve resources by promoting the sign-up of e-Sample Ballot and Voter Information Pamphlets and refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Mitigate challenges to the voter registration process.
 - ◆ Continue to work with volunteers and community-based organizations to identify needs and increase voter registration.
 - ◆ Continue to identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.
 - Staff all polling locations with the required number of poll workers.
 - ◆ Continue outreach strategy to increase volunteer opportunities at the polls.
 - ◆ Continue to expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers.
 - ◆ Continue to develop a business-focused poll worker recruitment program.
- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for scheduled or special elections by meeting the planned recruitment goals for poll workers.
- Continue to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements.





- ◆ Increase the overall percent of accessible polls for the November 2020 Presidential General election by 1%, for a total of 72%, based on the overall percent of accessible polls for the March 2020 Presidential Primary election.
- ◆ Increase the overall percent of accessible polls for the 2022 Gubernatorial Primary election by 3%, for a total of 75%, based on the overall percent of accessible polls for the November 2020 Presidential election.
- Increase voter awareness of convenient early Mail Ballot Drop Off Program.
 - ◆ Collect at least 150,000 ballots from mail ballot drop off sites for the November 2020 Presidential General election and 100,000 ballots for the March 2022 Gubernatorial Primary election.
- Process 100% of valid registrations received on or before the close of registration, before election day, for the November 2020 Presidential General and March 2022 Gubernatorial Primary elections to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - In response to COVID-19, under the Governor's Executive Order (EO-N-64-20 and EO-N-67-20) and legislative action, conduct the November 2020 Presidential General Election - balancing health and safety needs with accessibility, security and transparency, including managing mail ballot and in-person voting for 1.85 million registered voters.
 - ◆ Strategically consolidate voting precincts at public facilities providing sufficient space for social distancing and continuing to meet voter capacity.
 - ◆ Protecting the most vulnerable population, identify and recruit poll worker populations that can be trained and work cohesively through the four-day consolidated polling place voting period.
 - ◆ Procure and implement associate equipment and technologies, including electronic poll books, to carry on the most efficient, effective and safety net voter flows.
 - ◆ Expand mail ballot drop off locations to a minimum of 124 locations using staffed personnel for a 28-day period.
 - ◆ Ensure a robust voter outreach and education campaign designed around the necessary voting changes in response to the pandemic, including focusing on the theme of Vote Safer San Diego #VoteSaferSD.
- ◆ If necessary due to the number of contests (i.e. offices and measures), ensure proper resources are available at in-person voting sites for voters to cast their votes on a two-card ballot and the ROV is structurally positioned to timely process the return of two-card voted ballots.
- Ensure 100% of poll worker trainers complete online training assessments with scores of 100% no later than 26 days prior to the November 2020 Presidential General and March 2022 Gubernatorial Primary elections, providing knowledgeable instructors who are available and prepared to train poll workers.
- Continue to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Informational Pamphlet in lieu of a paper copy.
- Continue to offer online campaign finance statements service.
 - ◆ Continue to maintain and work to improve the overall percent of online filings for the July 2020 and January 2021 semi-annual filings to 75%, based on the January 2020 semi-annual online filing percentage.
 - ◆ Increase the overall percent of online filings for the July 2021 and January 2022 semi-annual filings by 5% to a total of 80%, based on the anticipated January 2021 semi-annual online filing percentage.
- Tally 30% of precincts for the November 2020 Presidential General and March 2022 Gubernatorial Primary elections by 11:30 pm on Election night.
- Report 90% of eligible mail ballots (those received by the ROV by the Sunday before Election day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 2020 Presidential General and March 2022 Gubernatorial Primary elections.
- Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the November 2020 Presidential General and March 2022 Gubernatorial Primary elections.
- Tally 80% of all mail ballots received through Election Night by the Monday after Election Day for the November 2020 Presidential General and March 2022 Gubernatorial Primary elections.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent") through the November 2020 Presidential General and March 2022 Gubernatorial Primary elections.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - To encourage overall satisfaction and retention of poll worker staff, timely mailing of all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2020-22.

- Continue to assign bilingual poll workers to fill poll worker positions as needed for the November 2020 Presidential General and March 2022 Gubernatorial Primary elections.

Related Links

For additional information about the Registrar of Voters, refer to the website at:

www.sdvote.com



Performance Measures		2018-19 Actuals	2019-20 Adopted	2019-20 Actuals	2020-21 Adopted	2021-22 Approved
	Valid voter registrations received at close of registration that are processed by 7 days before the election ¹	100% of 29,783	100% of 70,000	100% of 9,218	100% of 75,000	100% of 75,000
	Overall Customer Satisfaction Rating ²	4.60	4.70	4.60	4.70	4.70
	Precincts tallied by 11:30 pm on Election Night ³	25% of 1,542	40% of 1,600	27% of 1,548	30% of 1,600	30% of 1,600
	Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁴	39 days	40 days	40 days	40 days	40 days
	Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁴	42 days	39 days	42 days	39 days	39 days
	Number of days prior to Election Day that 90% of Assistant Inspectors are recruited ⁴	36 days	35 days	35 days	35 days	35 days
	Number of days prior to Election Day that 100% of bilingual poll workers are assigned ⁴	72% 1 day	18 days	66% 1 day	18 days	18 days
	Mail ballots received through Election Night that are tallied by the Monday after Election Day ⁵	71% of 778,429	90% of 700,000	97% of 647,669	80% of 900,000	80% of 900,000
	Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin ⁶	92% of 417,275	95% of 400,000	100% of 340,836	90% of 500,000	90% of 500,000

Table Notes

¹ This measure tracks the number of valid registrations that are received on or before the 15-day close of registration that are processed by the 7th day before Election Day to ensure eligible registrants are printed in the official roster of voters.

² Scale of 1-5, with 5 being “excellent”.

³ This measure is based on using a one-card ballot. Fiscal Year 2018-19 required a two-card ballot. It is anticipated that Fiscal Year 2020-21 will have a two-card ballot. FY 2019-20 was the first major election with the new voting system. Processes and technological enhancements will be refined to meet or exceed this goal for the next election. COVID-19 may impact the number of established voting precincts and base used to measure outcome in FY 2020-21.

⁴ These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day.





⁵This measure focuses on the number of vote-by-mail ballots still available on Election Night to be counted and the process to verify and count each of these ballots by the Monday after Election Day. Processing both vote-by-mail ballots simultaneously with provisional ballots is a labor intensive process that requires additional review and verification. The ROV will continue to encourage voters to return their vote-by-mail ballots before Election Day to be included as part of the count on Election Night. It is anticipated that Fiscal Year 2020-21 will have a two-card ballot, which doubles the amount of paper to be processed and requires more time to tally than a traditional one-card ballot election.

⁶This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day. It is anticipated that Fiscal Year 2020-21 will have a two-card ballot, which doubles the amount of paper to be processed and requires more time to tally than a traditional one-card ballot election.

Budget Changes and Operational Impact: 2019–20 to 2020–21

Staffing

No change in staffing

Expenditures

Net increase of \$12.1 million

- ◆ Salaries & Benefits—net increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.
- ◆ Service & Supplies—net increase of \$11.7 million in support of the November 2020 Presidential General election which includes printing of a two-card ballot and implementation of the Governor’s Executive Order (EO-N-64-20 and EO-N-67-20) and legislative actions to support increases in the number of mail ballot drop off locations, implementation of voting sites for longer duration than polling locations, associated equipment and technology to support these locations, and public education and outreach of these changes.
- ◆ Capital Assets Equipment—increase of \$0.3 million due to the purchase of several envelope extractors.

Revenues

Net increase of \$12.1 million

- ◆ Intergovernmental Revenues—increase of \$7.8 million in State and federal Help America Vote Act (HAVA) funding for the purchase of minor equipment and several envelope extractors and other reimbursable costs tied to the November 2020 Presidential General election.

- ◆ Fund Balance Component Decreases—increase of \$0.1 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. A total of \$0.3 million is budgeted. Appropriations in this category are based on the use of restricted General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$4.0 million for a total budget of \$4.1 million in unassigned General Fund fund balance.
 - ◆ \$3.9 million to support the November 2020 Presidential General election which includes printing of a two-card ballot and implementation of the Governor’s Executive Order (EO-N-64-20 and EO-N-67-20) and legislative actions to support increases in the number of mail ballot drop off locations, implementation of voting sites, associated equipment and technology to support these locations, and public education and outreach of these changes.
 - ◆ \$0.2 million for one-time negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million due to negotiated labor agreements and increase in retirement contributions.

Budget Changes and Operational Impact: 2020–21 to 2021–22

Net decrease of \$11.5 million is due to a decrease in one-time costs in Fiscal Year 2020-21 related to expenditures from the November 2020 Presidential General Election, offset by increases from negotiated labor agreements.



Staffing by Program						
		Fiscal Year 2019-20 Adopted Budget			Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Registrar of Voters		69.00			69.00	69.00
Total		69.00			69.00	69.00

Budget by Program						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Registrar of Voters	\$ 27,616,472	\$ 26,655,234	\$ 41,815,352	\$ 39,936,032	\$ 38,749,652	\$ 27,257,253
Total	\$ 27,616,472	\$ 26,655,234	\$ 41,815,352	\$ 39,936,032	\$ 38,749,652	\$ 27,257,253

Budget by Categories of Expenditures						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Salaries & Benefits	\$ 13,231,837	\$ 13,851,811	\$ 13,920,541	\$ 13,307,833	\$ 13,995,333	\$ 14,417,536
Services & Supplies	13,444,507	12,803,423	25,674,969	24,851,432	24,476,019	12,839,717
Capital Assets Software	–	–	265,000	260,293	–	–
Capital Assets Equipment	–	–	1,954,842	1,516,474	278,300	–
Expenditure Transfer & Reimbursements	(59,872)	–	–	–	–	–
Fund Balance Component Increases	1,000,000	–	–	–	–	–
Total	\$ 27,616,472	\$ 26,655,234	\$ 41,815,352	\$ 39,936,032	\$ 38,749,652	\$ 27,257,253

Budget by Categories of Revenues						
	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Intergovernmental Revenues	\$ 1,031,356	\$ 377,160	\$ 14,636,808	\$ 13,914,300	\$ 8,188,300	\$ 377,160
Charges For Current Services	6,695,034	5,958,007	5,958,007	5,052,361	5,983,007	5,958,007
Miscellaneous Revenues	607,437	65,000	65,000	26,187	65,000	65,000
Fund Balance Component Decreases	1,562,928	176,628	176,628	176,628	253,685	255,808
Use of Fund Balance	2,910,880	75,522	975,992	763,638	4,071,044	151,044
General Purpose Revenue Allocation	14,808,837	20,002,917	20,002,917	20,002,917	20,188,616	20,450,234
Total	\$ 27,616,472	\$ 26,655,234	\$ 41,815,352	\$ 39,936,032	\$ 38,749,652	\$ 27,257,253

