



# COUNTY OF SAN DIEGO

Adopted Operational Plan  
Fiscal Years 2015–16 & 2016–17



Helen N. Robbins-Meyer  
Chief Administrative Officer

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

Board of Supervisors

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

COUNTY OF SAN DIEGO - STATE OF CALIFORNIA



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**San Diego County  
California**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its annual budget for the fiscal year beginning **July 1, 2014**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. The County believes that the current budget continues to conform to program requirements, and will submit it to GFOA to determine its eligibility for another award.

**Published May 2015**  
Office of Financial Planning  
Ebony Shelton, Director



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# Board of Supervisors



Greg Cox  
Supervisor  
District One



Dianne Jacob  
Supervisor  
District Two



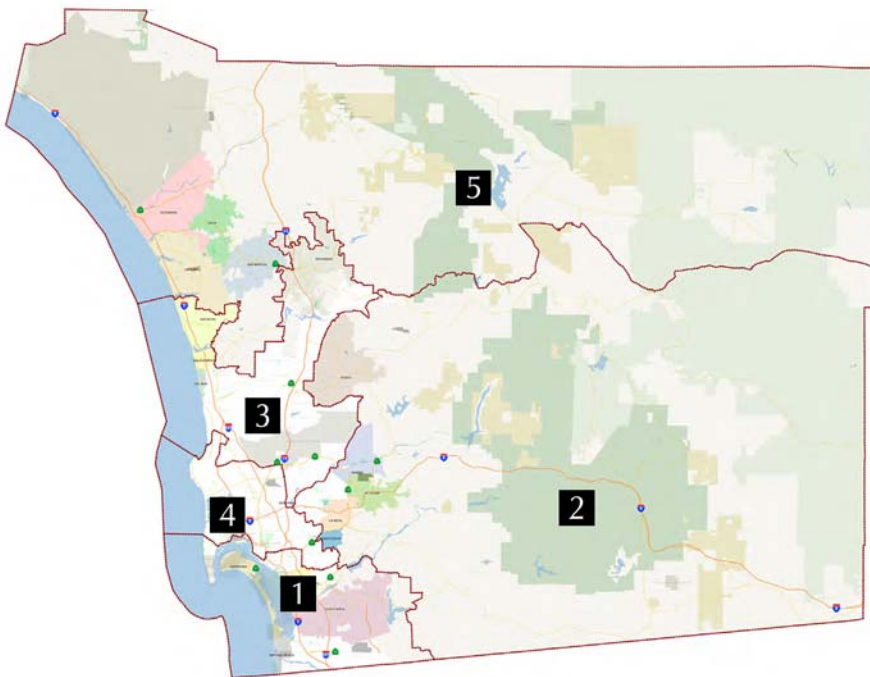
Dave Roberts  
Supervisor  
District Three



Ron Roberts  
Supervisor  
District Four



Bill Horn  
Supervisor  
District Five



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



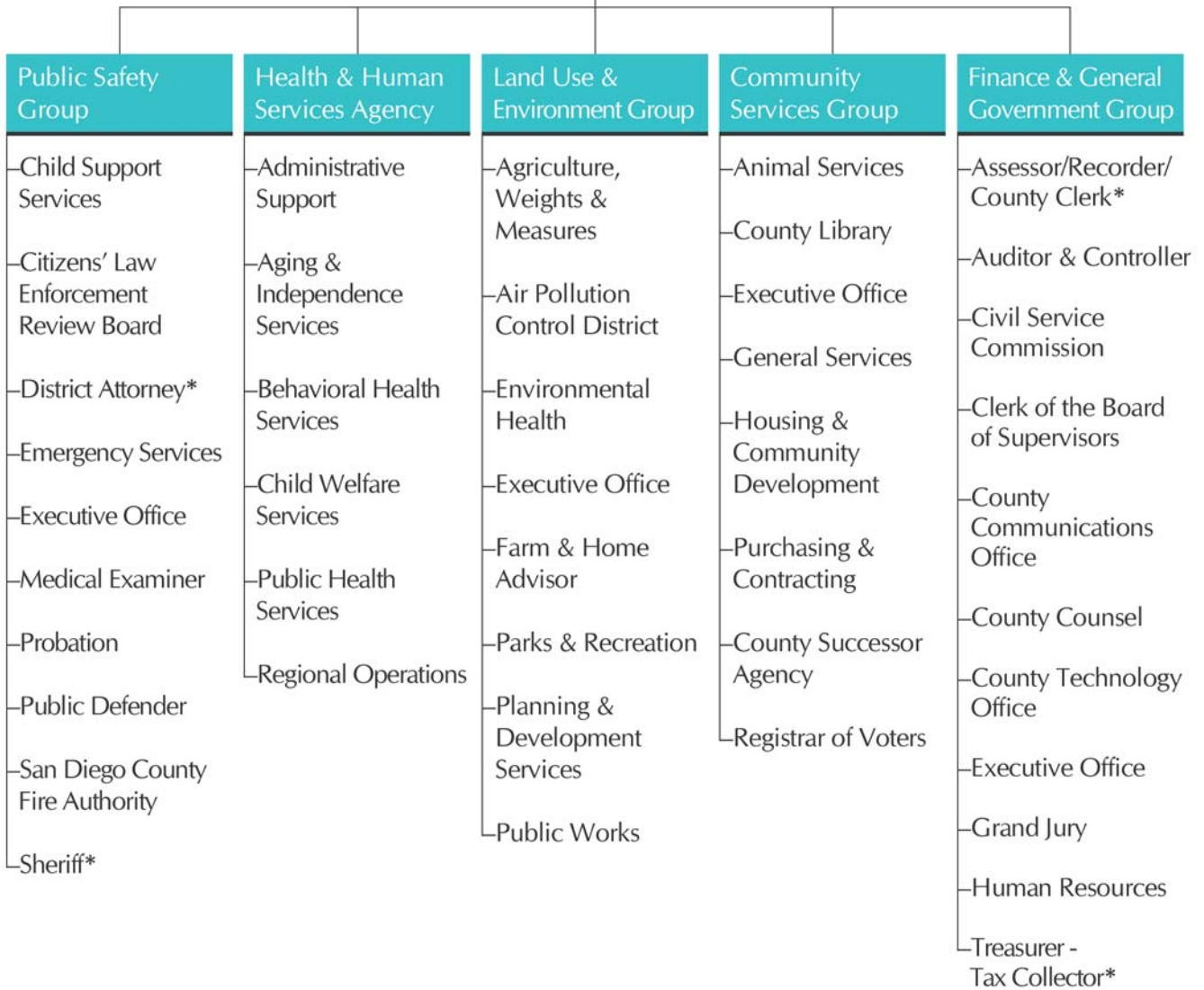


# Organizational Chart

Citizens of San Diego County

Board of Supervisors\*

Chief Administrative Officer



\*Elected Official(s)

Rev. 2/2013





## Message from the Chief Administrative Officer

### A County in Motion

The best organizations in the nation evolve. They don't stand still. A world class organization knows what it does better than anyone else and keeps advancing its strategy and challenging its operations to reflect the ever-changing environment. The County of San Diego is maturing into a world class organization precisely because it is a County in Motion. The County continues to focus on character, fiscal stability, a positive customer experience, operational excellence and a commitment to service improvement.

A County in Motion sets audacious goals for the greater good. Our vision—a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*—embodies our culture. Over the last year, the County increased momentum and built stronger partnerships across the region to help realize our vision and stay grounded in the communities we serve.



Highly respected governments do not shy away from difficult topics like Alzheimer's, mental health treatment shortages, substance abuse, domestic violence, veterans' homelessness, human trafficking and affordable health care. The County's Board of Supervisors formed collaborative partnerships throughout the region to tackle all of these issues to ensure we are building better health as a community.

As the face of public safety changed following the implementation of Assembly Bill 109, *Public Safety Realignment (2011)*; the passage of Proposition 47, *Criminal Sentences. Misdemeanor Penalties. Initiative Statute. (2014)*, kicked off new challenges. Our outstanding public safety team jumped on those challenges to keep our communities safe. Legal changes downgrading certain crimes from felonies to misdemeanors required a smooth transition for those in custody as well as our citizenry. Additionally, County juvenile populations experienced radical changes. Benchmarks and best practices led us to a team approach with community partners assisting us in wraparound treatment and family strengthening to keep young people out of juvenile hall and on to a more productive path to adulthood. The County's commitment to living safely continues to be a number one priority.

A region that is healthy and safe is crucial. But so is the environment and focusing on the quality of life for our residents. Energy efficiency, open space, trails, libraries, parks, solar power usage, air and water quality, and smart growth are just a few of the areas where we continue to push innovation and resource focus. We recognize that we must remain vigilant in our efforts to provide community enhancements that ensure our region is thriving.

Fiscal discipline is the foundation upon which the best governments in the nation are built. Financial excellence is at the center of everything we do. From our healthy reserves, to our AAA credit rating, to our low debt/pay-as-you-go capital philosophy, to our disciplined approach to addressing our maintenance needs, and early risk identification and management, we maintain an unwavering commitment to being good stewards of the public's money. The Fiscal Year 2015–16 Adopted Operational Plan totals \$5.41 billion, an increase of 6.5% over the prior fiscal year, and includes 17,033.50 staff years. The County remains focused on improving services to meet community needs, remaining strident in addressing our ongoing obligation to the San Diego County Employees Retirement Association while sustaining our fiscal strength.



 **MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER**

The coming fiscal year will keep us in motion. A few of our enhancements include expanding language services during disasters, increasing support for veterans and their families, implementing Laura’s Law, adding advanced life support personnel and EMS services in the back country, rolling out another helicopter to our firefighting capability, upgrading the Regional Communications System, completing the design of a new crime lab to deliver cutting edge forensic services to the region, and tackling road infrastructure repairs in the unincorporated area.

I invite you to read this Operational Plan for a better understanding of each department’s contribution to the Enterprise-Wide Goals that support the County of San Diego's four Strategic Initiatives of Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence.

The best organizations in the nation evolve. This evolution takes place through bold vision, sharing objectives, making tough choices and an unwavering commitment to being a County in Motion today and every day into the future.



Helen N. Robbins-Meyer  
Chief Administrative Officer

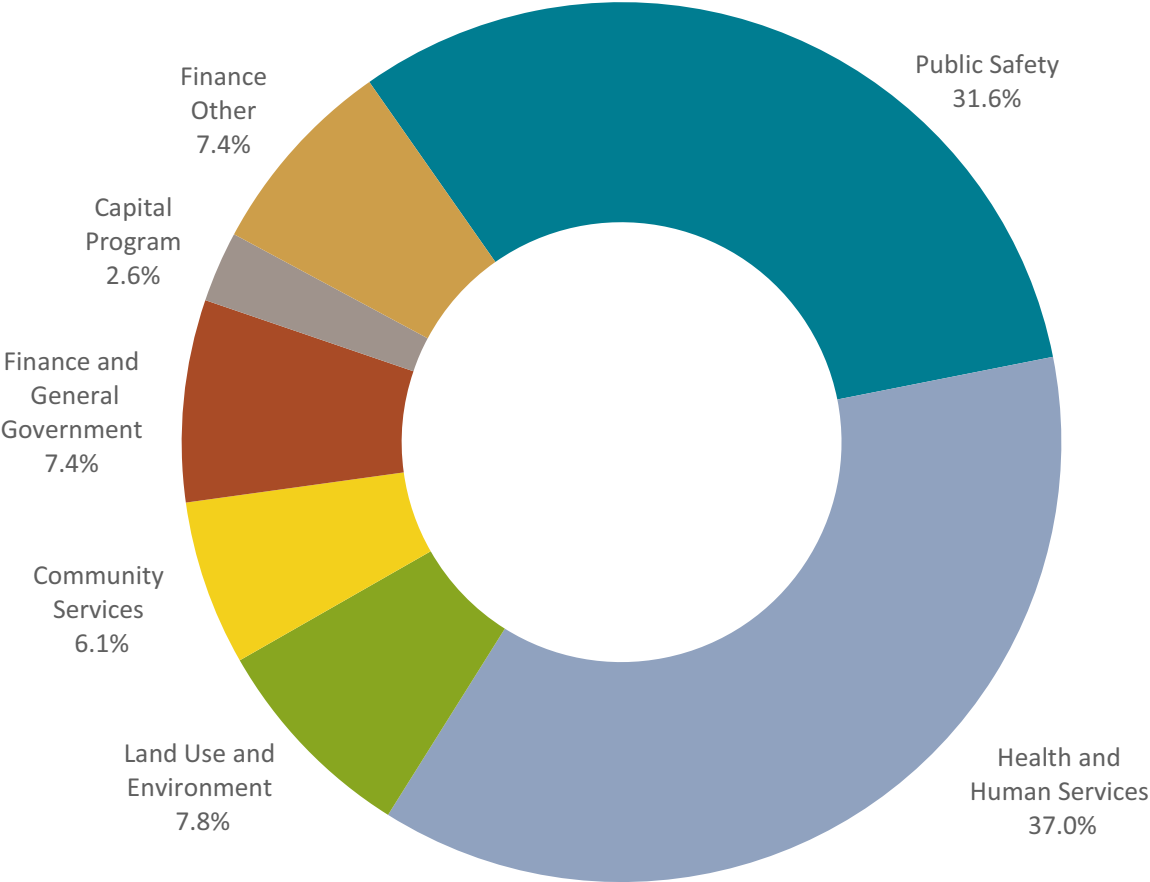




# 2015–16 Adopted Budget at a Glance

## Adopted Budget by Functional Area: All Funds

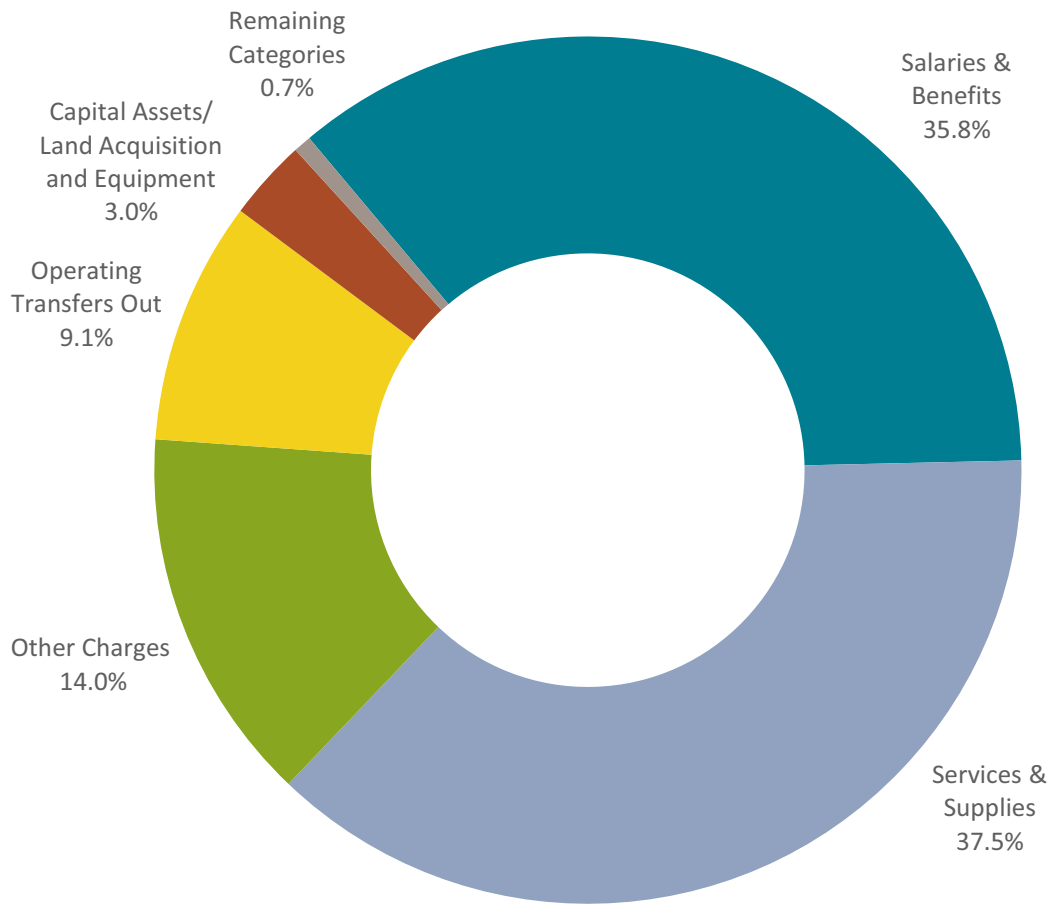
**Total Adopted Budget: \$5.41 billion**



Adopted Budget by Functional Area: All Funds		
	Budget in Millions	Percent of Total Budget
Public Safety	\$ 1,711.6	31.6
Health and Human Services	2,004.2	37.0
Land Use and Environment	423.9	7.8
Community Services	328.4	6.1
Finance and General Government	402.2	7.4
Capital Program	141.0	2.6
Finance Other	402.9	7.4
<b>Total</b>	<b>\$ 5,414.2</b>	<b>100.0</b>

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

Adopted Budget by Categories of Expenditure: All Funds



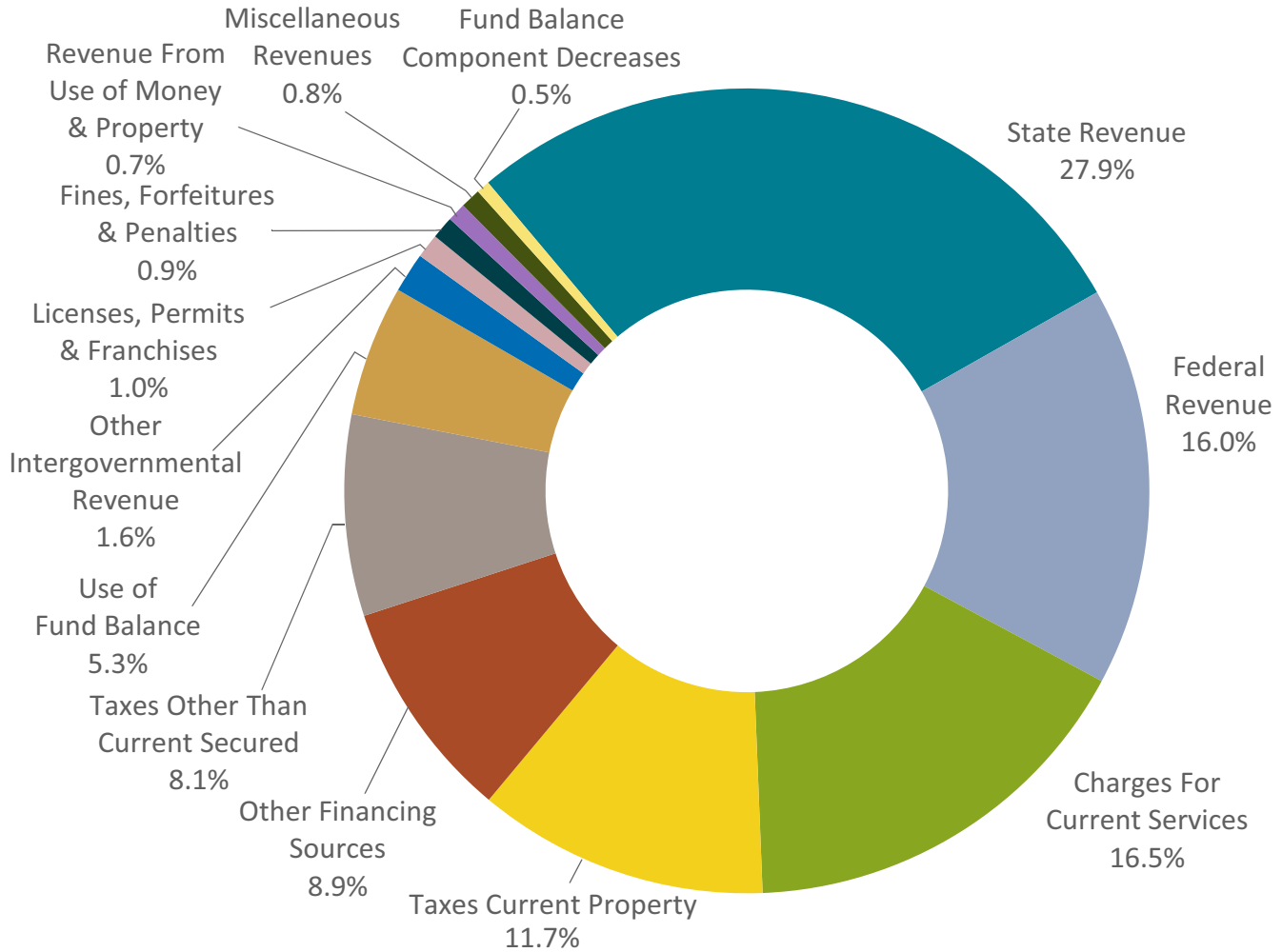
Adopted Budget by Categories of Expenditures: All Funds		
	Budget in Millions	Percent of Total Budget
Salaries & Benefits	\$ 1,935.7	35.8
Services & Supplies	2,029.3	37.5
Other Charges	758.9	14.0
Operating Transfers Out	491.0	9.1
Capital Assets/Land Acquisition and Equipment	136.1	2.5
Capital Assets Equipment	27.1	0.5
Remaining Categories:		
<i>Fund Balance Component Increases</i>	1.4	0.0
<i>Management Reserves</i>	39.5	0.7
<i>Contingency Reserves</i>	26.7	0.5
<i>Expenditure Transfer and Reimbursements</i>	(31.4)	(0.6)
<b>Total</b>	<b>\$ 5,414.2</b>	<b>100.0</b>

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





Adopted Budget by Categories of Revenue: All Funds



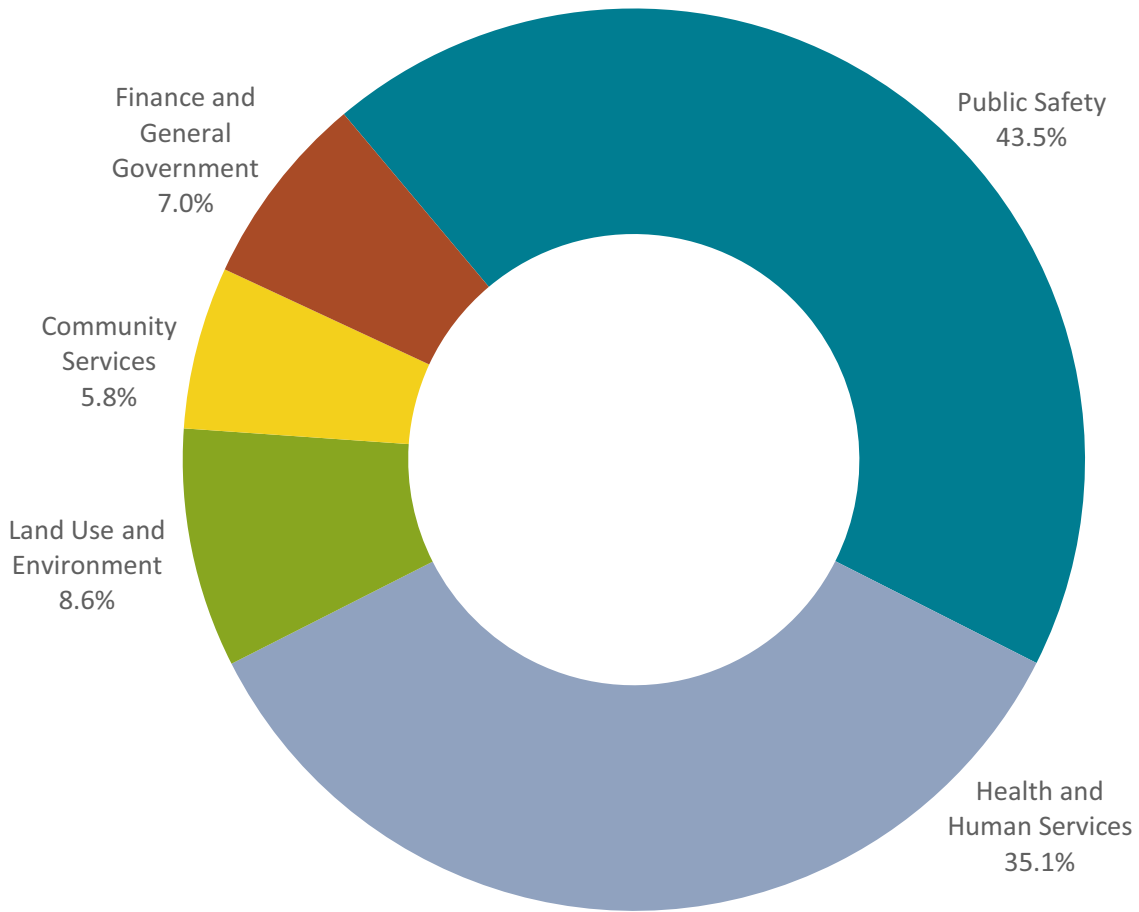
Adopted Budget by Categories of Revenues: All Funds		
	Budget in Millions	Percent of Total Budget
State Revenue	\$ 1,510.3	27.9
Federal Revenue	868.9	16.0
Charges For Current Services	895.6	16.5
Taxes Current Property	632.9	11.7
Other Financing Sources	482.4	8.9
Taxes Other Than Current Secured	437.7	8.1
Use of Fund Balance	285.3	5.3
Other Intergovernmental Revenue	86.6	1.6
Licenses, Permits and Franchises	52.6	1.0
Fines, Forfeitures and Penalties	49.2	0.9
Revenue From Use of Money & Property	40.4	0.7
Miscellaneous Revenues	44.0	0.8
Fund Balance Component Decreases	28.4	0.5
<b>Total</b>	<b>\$ 5,414.2</b>	<b>100.0</b>

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



Adopted Staffing by Group/Agency: All Funds

**Total Adopted Staffing: 17,033.50**



Adopted Staffing by Group/Agency: All Funds		
	Staff Years <sup>1</sup>	Percent of Total Staffing
Public Safety	7,418.00	43.5
Health and Human Services	5,976.50	35.1
Land Use and Environment	1,461.00	8.6
Community Services	991.50	5.8
Finance and General Government	1,186.50	7.0
<b>Total</b>	<b>17,033.50</b>	<b>100.0</b>

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

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



# San Diego County Facts and Figures

<b>FOUNDED</b>	February 18, 1850
Size:	4,261 square miles
Coastline:	70 miles
Elevation:	Lowest = Sea Level Highest = 6,535 ft Hot Springs Mountain

<b>POPULATION<sup>1</sup>:</b>			
Year:	<b>2012</b>	<b>2013</b>	<b>2014</b>
Total:	3,128,734	3,154,574	3,194,362

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

Source: California Department of Finance, 2012, 2013 and 2014 estimates. Sacramento, California, May 2013 and April 2014.

<b>INCORPORATED CITIES:</b>	<b>18</b>
-----------------------------	-----------

<b>CIVILIAN LABOR FORCE:</b>		
Year:	<b>2013</b>	<b>2014</b>
Total:	1,546,200	1,546,400

Source: California Employment Development Department, Historical Data for Labor Force, annual average (for the months of January to December) for 2013 and 2014.

<b>UNEMPLOYMENT RATE:</b>		
Year:	<b>2013</b>	<b>2014</b>
Percentage:	7.8%	6.4%

Source: California Employment Development Department, Historical Data for Unemployment Rate, annual average (for the months of January to December) for 2013 and 2014 (data not seasonally adjusted).

<b>EMPLOYMENT MIX: (Industry)<sup>1</sup></b>		
	<b>2014 Employees</b>	<b>2015 Employees</b>
Government <sup>2</sup>	235,700	238,900
Professional and Business Services	229,200	238,600
Trade, Transportation and Utilities	213,200	217,500
Educational and Health Services	185,600	193,400
Leisure and Hospitality	180,700	185,900
Manufacturing	96,300	99,000
Financial Activities	70,400	72,200
Construction	63,600	67,200
Other Services	52,100	51,900
Information Technology	24,500	25,200
Farming	10,200	10,900
Mining and Logging	400	400
<b>Total</b>	<b>1,361,900</b>	<b>1,401,100</b>

<sup>1</sup>Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, and household domestic workers.

<sup>2</sup>Excludes the U.S. Department of Defense.

Source: California Employment Development Department, Labor Market Information Division - July 17, 2015 News release.

<b>TEN LARGEST EMPLOYERS:</b>		
	<b>2013 Employees</b>	<b>2014 Employees</b>
State of California	40,900	40,100
University of California San Diego	27,832	28,341
County of San Diego <sup>1</sup>	16,627	17,044
Sharp Healthcare	15,960	16,477
Scripps Health	13,771	13,717
Qualcomm Inc.	13,400	13,700
City of San Diego	10,306	10,584
UC San Diego Health System	6,132	7,726
Kaiser Permanente	7,800	7,549
General Atomics (and affiliated companies)	6,295	6,714

<sup>1</sup>County of San Diego Fiscal Year 2014-15 Adopted Operational Plan. Source: San Diego Business Journal Book of Lists (2015).



CONSUMER PRICE INDEX:			
Year:	2013	2014	2015
Amount:	260.32	265.15 (1.9% increase)	267.35 (0.8% increase)

Source: U.S. Department of Labor, Bureau of Labor Statistics, August 2015 (Not seasonally adjusted—annual through 2014, for 2015 only 1st half).

MEDIAN HOUSEHOLD INCOME <sup>1</sup> :			
Year:	2011	2012 <sup>1</sup>	2013 <sup>2</sup>
Amount:	\$ 60,699	\$ 60,330	\$ 62,962

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

<sup>2</sup>US Census Bureau, American Community Survey.

Source: San Diego County QuickFacts 2009-2013 Estimate, Last revised August 14, 2015. Adjusted for inflation to 2012 dollars.

MEDIAN HOME PRICE <sup>1</sup> :			
Year:	June 2013	June 2014	June 2015
Amount:	\$ 416,500	\$ 450,000	\$ 476,000

<sup>1</sup>Median price of all existing homes sold in June of each year.

Source: California Association of Realtors/Core Logic Information System.

FISCAL YEAR 2014-15 TOP TEN PROPERTY TAXPAYERS (as of July 2014):	
	Amount of Tax
San Diego Gas & Electric Company	\$ 97,225,032
Southern California Edison Co.	\$ 23,082,794
Qualcomm Inc.	\$ 23,191,769
Irvine Co.	\$ 20,276,138
Kilroy Realty, LP	\$ 14,118,274
Pacific Bell Telephone Company	\$ 10,616,074
Host Hotels and Resorts	\$ 9,211,521
OC/SD Holdings, LLC	\$ 7,132,141
Prebys Conrad Trust	\$ 6,246,220
BSK Del Partners, LLC	\$ 6,157,794

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





**FISCAL YEAR 2015-16  
ASSESSED VALUATION:**

\$453.3 billion

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

**2011 ESTIMATED TOTAL HOUSING  
UNITS:**

1,186,100

Source: US Census Bureau, 2011 American Housing Survey (AHD): Last revised October 2, 2014.

<b>LAND USE: (in descending order)<sup>1</sup></b>	
	<b>2014 Acres</b>
Parkland	1,243,945
Vacant or Undeveloped Land	708,048
Residential	361,855
Public/Government	156,050
Agriculture	117,640
Other Transportation	106,019
Commercial/Industrial	33,657
<b>Total</b>	<b>2,727,214</b>

<sup>1</sup>The acres available for land use may vary year to year due to survey updates that include tide level changes.  
Source: San Diego Association of Governments, 2014.

**AGRICULTURAL PRODUCTION:**

	<b>2013 Value</b>	<b>2013 Acres</b>
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$ 1,139,427,462	12,748
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$ 415,645,774	37,910
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$ 170,676,812	5,107
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$ 84,710,748	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	\$ 28,797,952	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	\$ 7,644,047	249,780
Apiary (e.g., honey, pollination, bees & queens, etc.)	\$ 2,517,936	N/A
Timber Products (e.g., firewood and timber)	\$ 886,560	N/A
<b>Grand Totals</b>	<b>\$ 1,850,307,291</b>	<b>305,573*</b>

\*The sum of Acres does not equal the grand total due to rounding.  
Source: San Diego Agricultural Commissioner / Sealer of Weights & Measures 2013 San Diego County Crop Statistics & Annual Report.



**MAJOR MILITARY BASES AND INSTALLATIONS:**

	City
United States Coast Guard Sector San Diego	San Diego
Marine Corps Air Station Miramar (3rd Marine Aircraft Wing)	San Diego
Marine Corps Base Camp Pendleton (largest West Coast expeditionary training facility)	North County
Marine Corps Recruit Depot San Diego	San Diego
Naval Base Coronado (including Naval Air Station North Island and Naval Amphibious Base)	Coronado
Naval Base Point Loma (including Space and Naval Warfare Systems Command-SPAWAR)	San Diego
Naval Medical Center San Diego	San Diego
Naval Base San Diego (principal homeport of the Pacific Fleet)	San Diego

Source: U.S. Department of Defense Base Structure Report, 2014.

**TOURIST ATTRACTIONS:**

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

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

**TOTAL VISITORS 2014: 33,771,000**

Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (Calendar Year through 2014).





# San Diego County Profile and Economic Indicators

## History & Geography

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

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,261 square miles, approximately the size of the state of Connecticut, extending 70 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border. It is the southwestern most county in the contiguous 48 states.

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

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

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

## County Population

San Diego County is the southernmost major metropolitan area in the State. According to the State of California Department of Finance, the county's population estimate for January 1,

2013 was 3,154,574 and the county's population estimate for January 1, 2014 was 3,194,362. San Diego County is the second largest county by population in California and the fifth largest county by population in the nation, as measured by the U.S. Census Bureau.

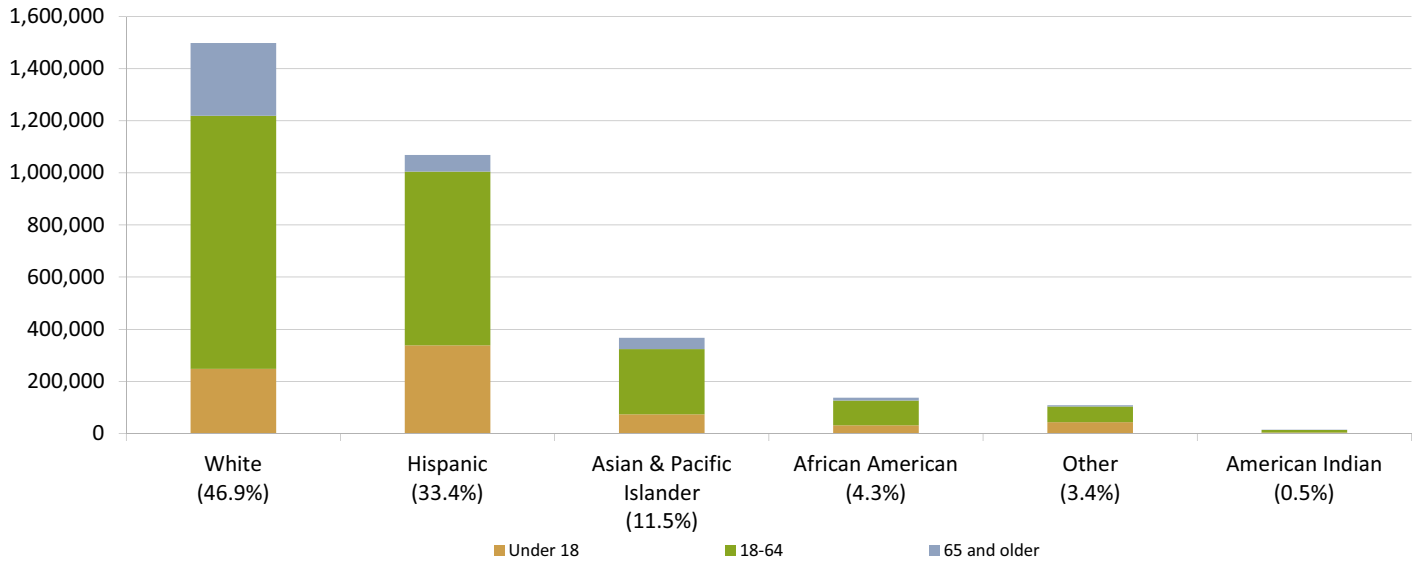
### SAN DIEGO COUNTY POPULATION:

	2000	2013	2014	Year Incorporated
Carlsbad	78,247	108,401	110,169	1952
Chula Vista	173,556	251,973	256,139	1911
Coronado	24,100	23,201	23,419	1890
Del Mar	4,389	4,205	4,234	1959
El Cajon	94,869	100,602	101,256	1912
Encinitas	58,014	60,568	61,204	1986
Escondido	133,559	146,115	147,102	1888
Imperial Beach	26,992	26,533	26,675	1956
La Mesa	54,749	58,328	58,769	1912
Lemon Grove	24,918	25,590	25,928	1977
National City	54,260	58,915	59,381	1887
Oceanside	161,029	169,593	171,183	1888
Poway	48,044	48,628	48,979	1980
San Diego	1,223,400	1,328,073	1,345,895	1850
San Marcos	54,977	87,165	90,179	1963
Santee	52,975	55,110	55,806	1980
Solana Beach	12,979	13,006	13,099	1986
Vista	89,857	95,398	96,122	1963
Unincorporated	442,919	493,170	498,823	
<b>Total</b>	<b>2,813,833</b>	<b>3,154,574</b>	<b>3,194,362</b>	

Source: US Census - 2010 data and California Department of Finance 2013 and 2014 estimates.

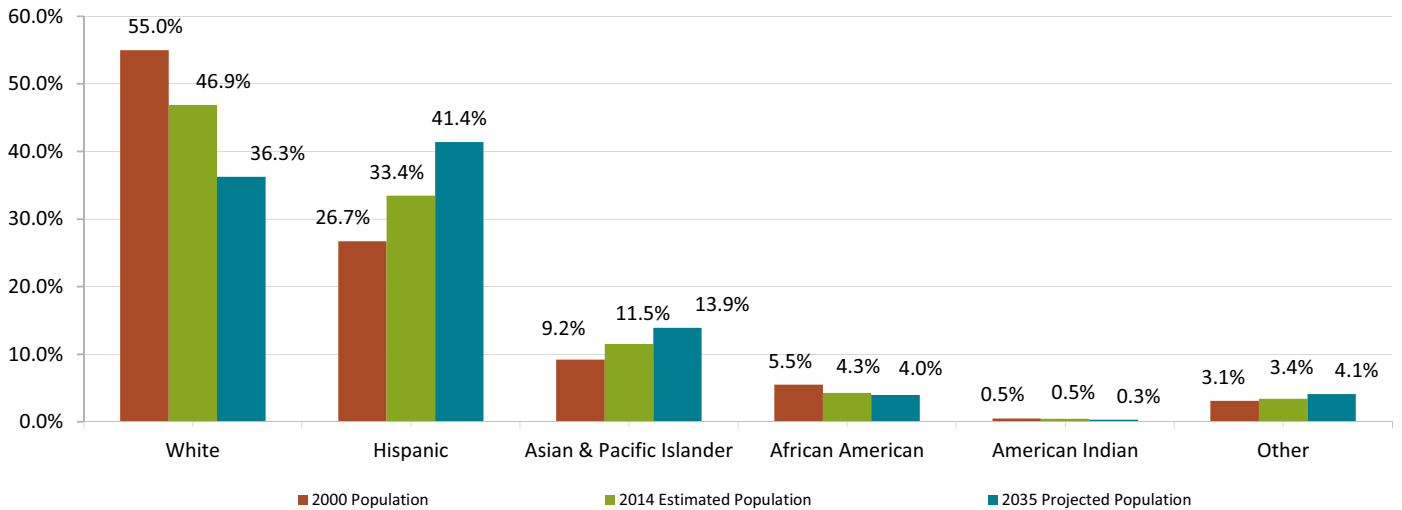
The first chart on the following page shows for 2014 the most recent race, ethnicity and age composition for the regional population. Data for 2035 indicates that the San Diego regional population will be approximately 3.9 million according to the San Diego Association of Governments (SANDAG) based on the Series 13 Regional Growth Forecast as of October 2013, a 37% increase from calendar year 2000.

### San Diego County Population Distribution by Race, Ethnicity and Age 2014 Total Population: 3,194,362



Source: San Diego Association of Governments 2014 Demographic & Socio Economic Estimates.

### San Diego County Population Distribution by Race and Ethnicity 2000, 2014, and 2035 Projection Percentage of Total Population



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

Sources: U.S. Census - 2000; San Diego Association of Governments 2014 Demographic & Socio Economic Estimates; San Diego Association of Governments Series 13 Regional Growth Forecast (Oct 2013) 2035 Projection.

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

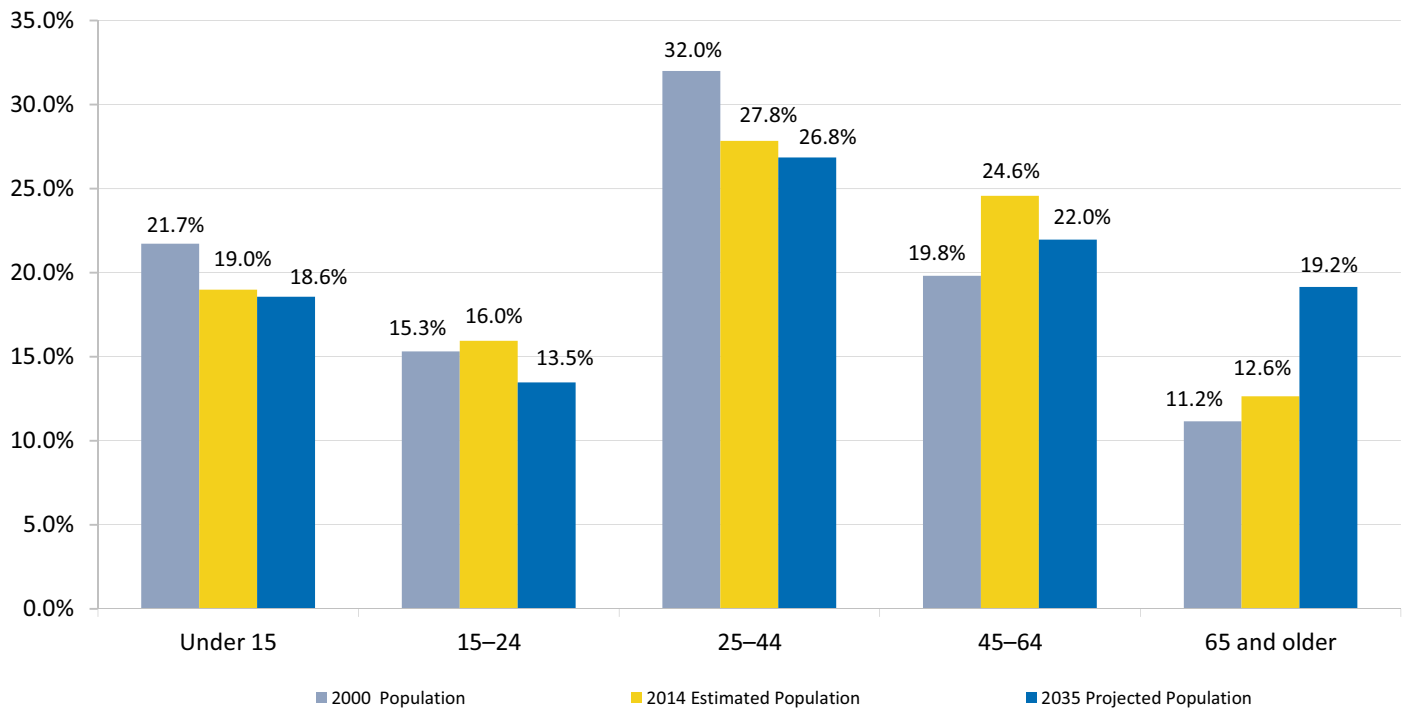




The second chart on the previous page shows that San Diego County's racial and ethnic composition is as diverse as its geography. SANDAG projects that in 2035, San Diego's population breakdown will be: 36.3% White; 41.4% Hispanic; 13.9% Asian and Pacific Islander; 4.0% African American; and 4.1% all other groups. A significant growth in the Hispanic population is seen in this projection.

The chart below indicates the regional population trends are also anticipated to show changes to the population in several age segments with individuals under 65 years of age declining gradually and those individuals 65 and older estimated to increase approximately 135% in 2035 from 2000.

### San Diego County Population Distribution by Age 2000, 2014, and 2035 Projection

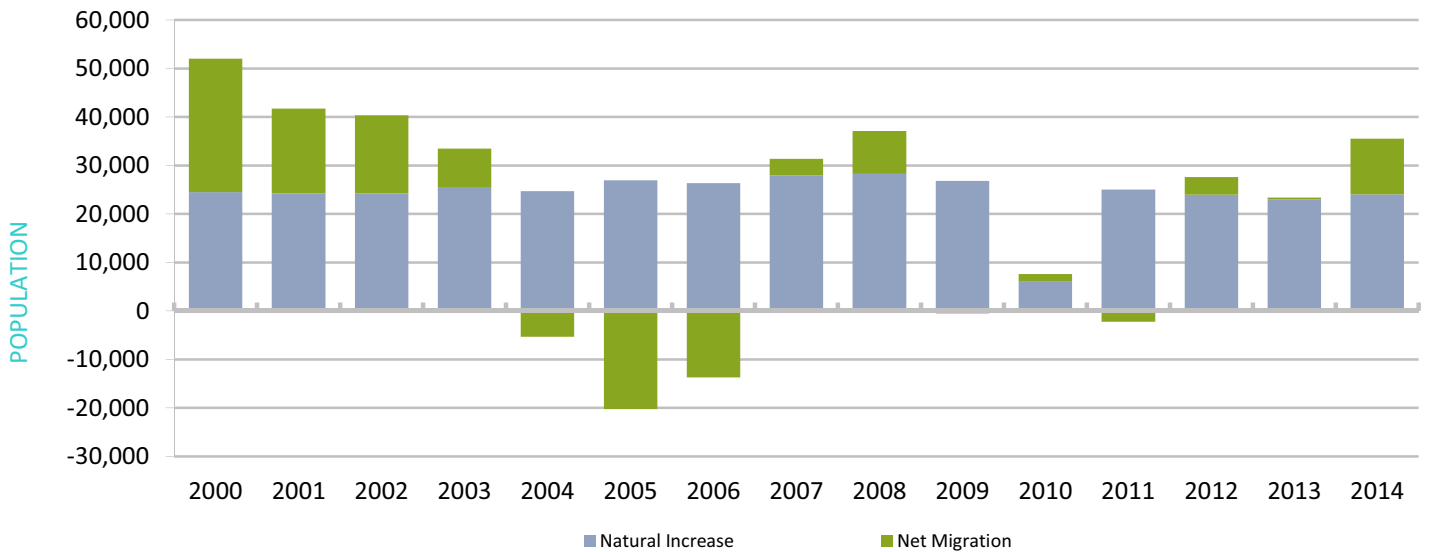


Sources: U.S. Census 2000; San Diego Association of Governments 2014 Demographic & Socio Economic Estimates; SANDAG 2050 Regional Growth Forecast (Oct 2013) 2035 Projection.

Annual population growth has averaged approximately 1.0% over the past 14 years as presented on the chart below. Natural increase is the primary source of population growth.

Another contributor to the change in population is net migration (both foreign and domestic) which has varied dramatically in the past 14 years.

### San Diego County Population Change: 2000 through 2014



Note: Natural Increase consists of Births minus Deaths. Net Migration is a measure of people moving into and away from San Diego County, both foreign and domestic. San Diego County Population Change data is on a fiscal year basis beginning July 1st.  
 Source: CA Department of Finance E-6 Report: Population Estimates and Components of Change by County—July 1, 2010–2014.

## Economic Indicators

### U.S. Economy

The tepid growth path experienced by the national economy for more than five years is finally ramping up and an improved U.S. economy is projected in the coming years. In 2014, real gross domestic product (GDP) increased by 2.4% compared to a 2.2% increase for 2013. See the chart on the following page for a historical comparison. According to U.S. Department of Commerce Bureau of Economic Analysis (BEA), increase in personal consumption expenditures, nonresidential fixed investment, exports, state and local government spending, private inventory investments, and residential fixed investment that were partly offset by a decrease in federal government spending contributed to the acceleration in real GDP growth in 2014. For the fourth quarter of 2014, the U.S. economy increased at an annual rate of 2.2% compared to an increase of 5.0% in the third quarter of 2014. This downturn in the percent change in real GDP primarily reflected an upturn in imports, a downturn in federal government spending, and decelerations in nonresidential fixed invest-

ment and in exports that were partly offset by an acceleration in personal consumption expenditures, an upturn in private inventory investment, and an acceleration in state and local government spending.

According to the minutes of the January 27-28, 2015 Federal Open Market Committee meeting, economic activity expanded at a solid pace over the second half of 2014. The staff continued to forecast that real GDP would expand at a modestly faster pace in 2015 and 2016. Factors contributing to the acceleration includes: increase in consumer and business confidence, and a pickup in foreign economic growth, and accommodative U.S. monetary policy. Labor market conditions improved further and unemployment continued to decrease. Inflation has declined further due to declines in energy prices. However, longer-term inflation expectations have remained stable.



Conditions in the housing sector continued to improve and improvement in the job market and stronger economic growth will spur housing demand in 2015. Both building starts and sales (new and existing) are expected to show additional growth. Existing home sales are expected to increase by 8.0% with an average price increase of 3.5% in 2015. Changes in the Federal Housing Authority (FHA) policies and lending standards are expected to help the housing market. (Source: Kiplinger’s Economic Outlooks, February 2015).

According to the UCLA Anderson Forecast, December 2014, real GDP is forecast to grow 3.1% in 2015 and 3.1% in 2016, bringing a sense of economic recovery and growth. The unemployment rate fell to 5.5%, the lowest since May 2008, in February 2015. The rate of unemployment is expected to trend downward to 5.0% by the end of 2016. Growth will be led by increase in consumer spending, which will be supported by the income growth and lower oil prices, along with corporate investment in equipment and software.

### U.S. Gross Domestic Product Annual Percent Change 2005 through 2014



Notes: The percent change in Gross Domestic Product (GDP) is measured by calendar year based on chained 2009 dollars. The annual GDP percent change is projected for calendar year 2014.

Source: Bureau of Economic Analysis (BEA), U.S. Department of Commerce Gross Domestic Product, Fourth Quarter and Annual 2014 (third estimate) March 27, 2015.

### California Economy

California accounts for over 13% of the nation’s GDP which is by far, the largest of any state. The state’s economy is growing and gaining momentum. In 2014, California’s gross state product grew 3.3%, outperforming the nation’s growth rate of 2.4%. In June 2014, the state recovered all the wage and salary jobs that were lost during the recession. More than seventy percent of California’s new jobs occurred in: health care and social assistance; leisure and hospitality; administrative, support and waste services; professional, scientific and technical services; and construction. The coastal areas of the state have generally recovered from the recession faster than the interior areas. With the continued progress in labor market affecting growth in personal income, taxable sales is also expected to accelerate. In addition to the positive indicators mentioned, the State’s General Fund

closed the Fiscal Year 2013–14 with a cash surplus after years of deficits. (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2015–2016 Economic Forecast and Industry Outlook, February 2015).

The State unemployment rate continued to improve and fell modestly from 8.9% in 2013 to 7.5% in calendar year 2014. The February 2015 unemployment rate showed continued improvement to 6.7% (seasonally adjusted rate). Nonfarm payroll employment in California during the month of February 2015 increased by 29,400 for a total gain of 1,827,900 jobs since the recovery began in February 2010 (Source: California Employment Development Department, News Release, March 20, 2015).



UCLA Anderson Forecast (December 2014) anticipates total employment growth (payroll, farm and self-employed) of 2.1% and 2.2% for 2015 and 2016, respectively. Real personal income growth is forecast to be 4.5% in both 2015 and 2016. In 2015 the unemployment rate is expected to drop to 6.6% on average, and then to approximately 5.6% in 2016.

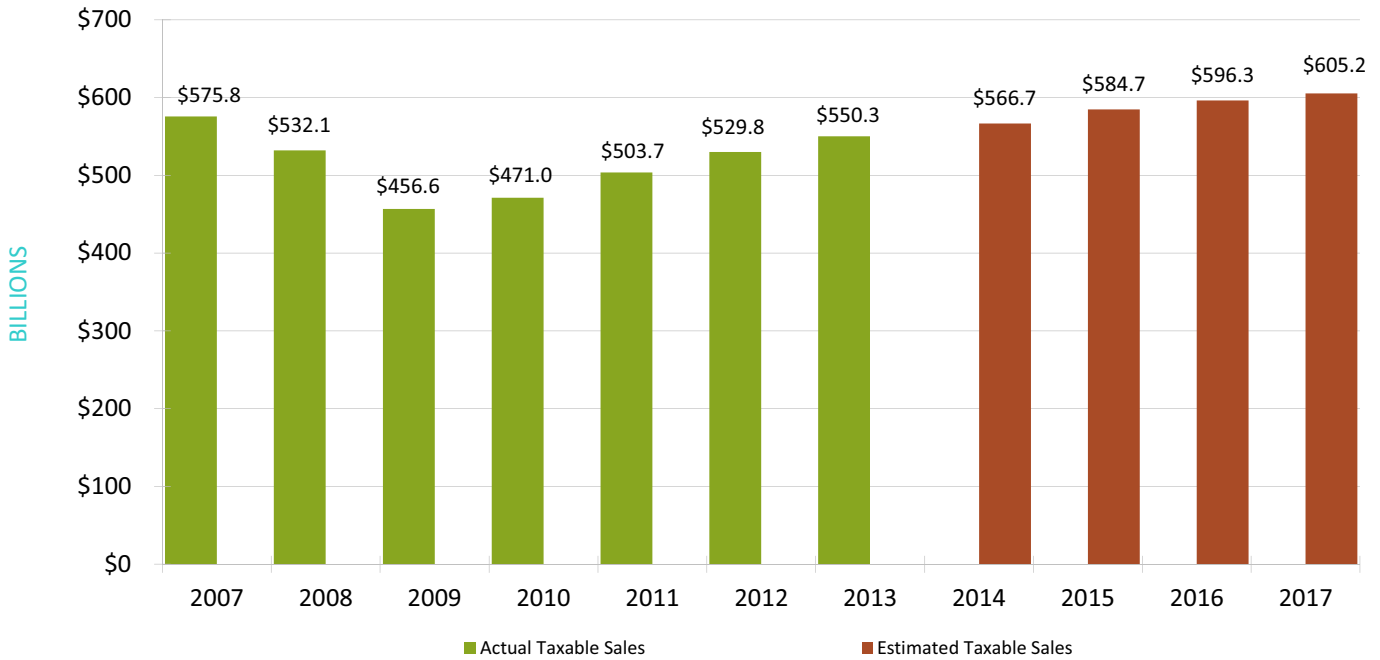
In 2009, real personal income declined 3.7%, but since that time real personal income grew to 7.1% in 2012, and 2.8% in 2013. It is forecast to grow by 5.0% in 2014, 6.6% in 2015 and 6.7% in 2016. Taxable sales declined 14.2% in 2009, and grew steadily since then passing the 2008 levels in 2013. It is estimated to grow by 3.0% in 2014, 2.3% in 2015 and 2.4% in 2016. See the chart below for detail.

In the housing sector, the home prices have risen in 2014 which brought the home prices to the pre-bubble (2004) level. The level of foreclosures dropped to 6% of all home sales with total foreclosure and short sales falling to 11%, evidence that the State is moving to more normal real estate market (Source: UCLA

Anderson Forecast, December 2014). January 2015 saw the 35th consecutive month with the state’s median sale price increasing on a year-over-year basis. Of the existing homes sold statewide, 6.7% were foreclosed properties during the past year. In February 2009, resales on foreclosed properties peaked at 58.8%. Notice of Default, the first step of the formal foreclosure process, is diminishing and its effect is only noticeable in hardest-hit areas of the state. (Source: DataQuick February 18, 2015 and October 17, 2014 News Release).

Virtually all aspects of California’s economy are improving: employment is up, home prices are rising, construction started to pick up, increased spending has been seen in both consumers and businesses and the state remains as one of the top travel destination. These factors partnered with US growth rates from construction, automobiles, business investment and consumer demands fuel the state’s economy which warrants an outlook of continued steady growth through 2016.

### California Annual Taxable Sales Trend 2007 through 2017



Note: Taxable sales are stated in calendar year 2009 dollars.  
Source: UCLA Anderson Forecast, June 2015.



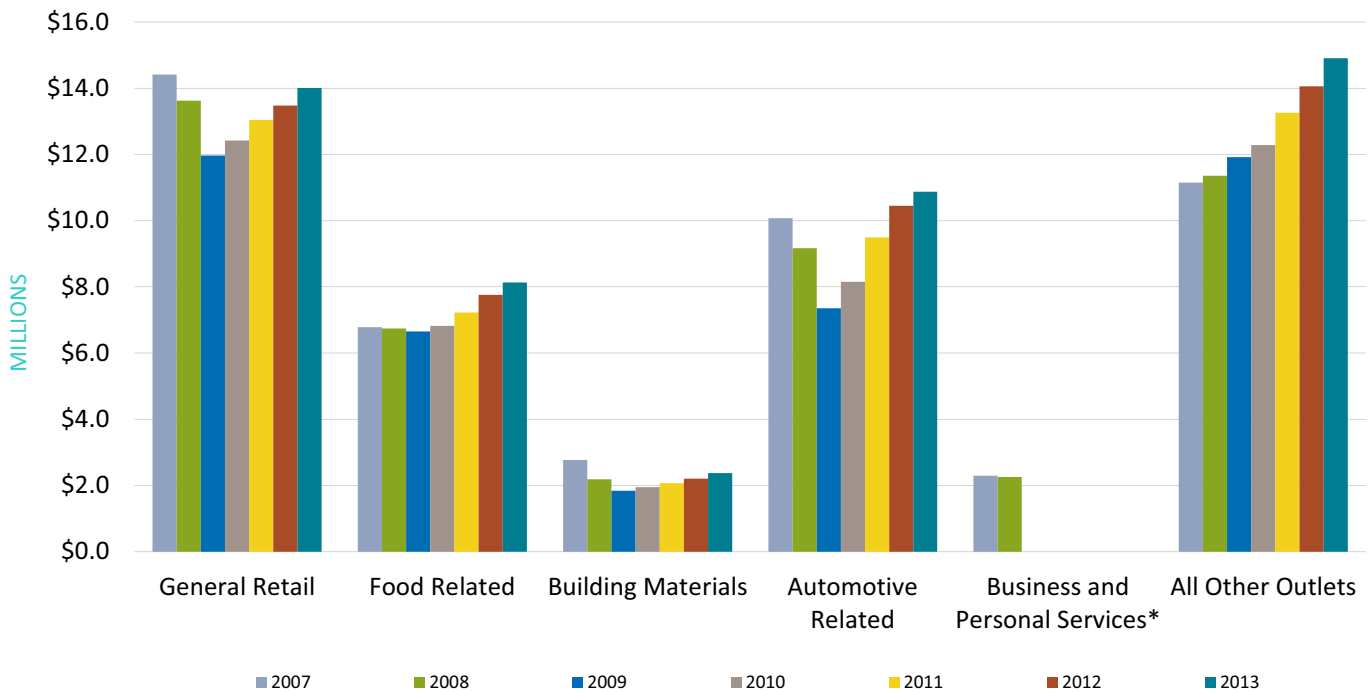
## San Diego Economy

San Diego's economic outlook continues to be moderately positive. The region's economic stability is based on federal spending, innovation clusters, tourism and real estate. Regional GDP increased by 3.1% in 2014, faster than the U.S. (2.4%). Government operations accounted for approximately 20% of the region's GDP of over \$200 billion in 2014. San Diego is home to the largest concentration of military in the world making the military presence an important driver of the region's economy. San Diego is a thriving hub for the technology-oriented industries and an important manufacturing center as well as a popular travel destination. The quality of life attracts a well- educated,

talented workforce and retirees which contribute to a positive outlook in consumer spending.

Another indicator of economic health is county taxable sales. Taxable sales began to decline overall in the county in 2007 that continued through 2009. In 2010, taxable sales showed moderate growth which continued in 2011 and 2012 has shown continued improvement although not as great as 2011. Taxable sales grew 6.2% in 2013 and moderate growth is expected to continue in 2014 and 2015 in the region (Source: National University System Institute for Policy Research Economic Ledger, February 2015).

## San Diego County Taxable Sales by Category 2007 through 2013



Note: In 2009, the State Board of Equalization began summarizing taxable sales using the North American Industry Classification System (NAICS) codes. As a result, industry-level data for 2009 are not comparable to that of prior years.

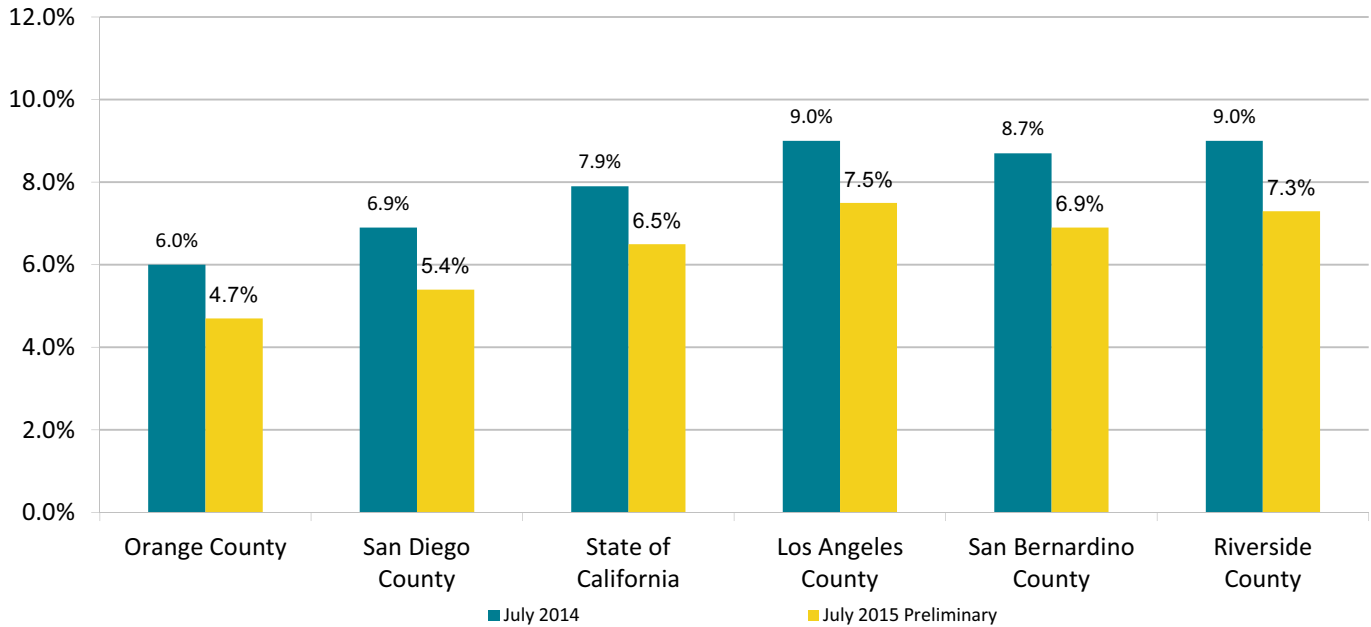
\*Due to the coding changes described above, this category no longer exists. For calendar year 2009 and following years, taxable sales in the Business and Personal Services category have been absorbed and redistributed to the remaining categories.

Source: State Board of Equalization.

Unemployment in the San Diego region continues to improve, as shown in the charts on the following page. In calendar year 2014, it reached its lowest rate since 2008 of 6.2%. By 2014, San Diego County recovered all the jobs it had lost during the Great Recession. Compared to other Southern California counties, San Diego compares favorably with only Orange County experiencing a lower unemployment rate. For the calendar year 2014, the average unemployment rate for San Diego County was 6.2%,

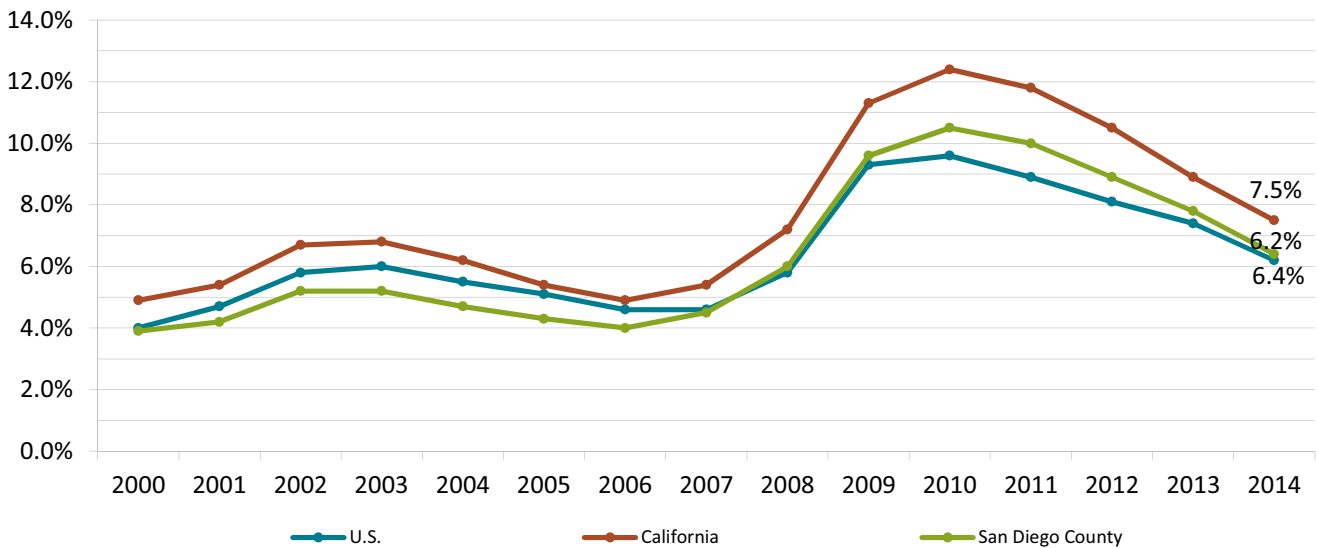
same as the U.S. national average (Source: California Employment Development Department). San Diego County is forecast to post an average annual unemployment rate of 5.4% for 2015 and 5.0% in 2016 (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2015–2016 Economic Forecast and Industry Outlook, February 2015).

## Unemployment Rate Comparison by Select California Regions July 2014 and July 2015



Source: California Employment Development Department, (July 2014; July 2015 Preliminary).

## Annual Average Unemployment Rate Comparison U.S., California and San Diego County 2000 through 2014



Notes: Unemployment rates are measured by calendar year.

Source: California Employment Development Department; Bureau of Labor Statistics, U.S. Department of Labor.

Inflation, as measured by the Bureau of Labor Statistics consumer price index for all urban consumers (CPI-U), showed the cost of living increased 2.0% in 2014 compared to 1.3% in 2013, 1.6% in 2012, and 3.0% in 2011. For 2015, inflation is projected to rise to 2.5% (Source: National University System Institute for

Policy Research Economic Ledger, February 2015). San Diego County's residential real estate market is on the mend. Over the year, the median price for an existing single-family home rose and the number of foreclosures on the market has declined.





The median home price of existing homes sold also fluctuated with the housing related turmoil. During 2009 and 2010, median home sales started to rebound from the low experienced at the

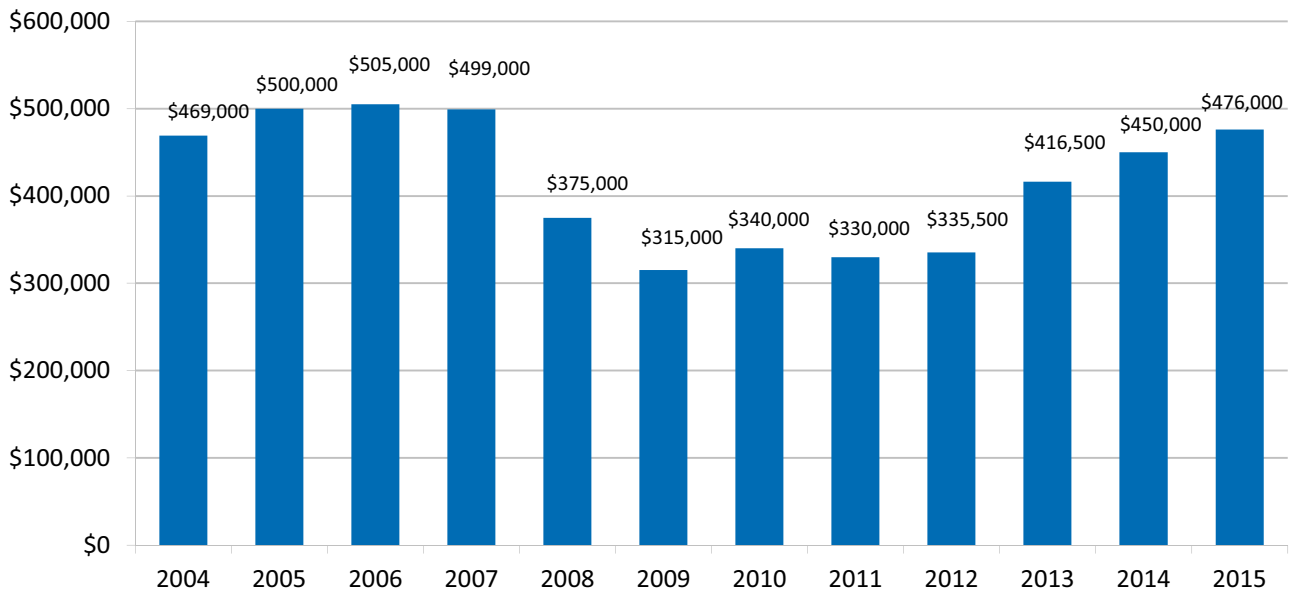
end of 2008 and early 2009. Since then, median home prices have showed improvement. January 2015 showed a 7.4% increase (\$435,000) compared to January 2014 (\$405,000).

### San Diego County Median Household Income 2004 through 2013



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

### San Diego County Median Price of Existing Homes Sold 2004 through 2015



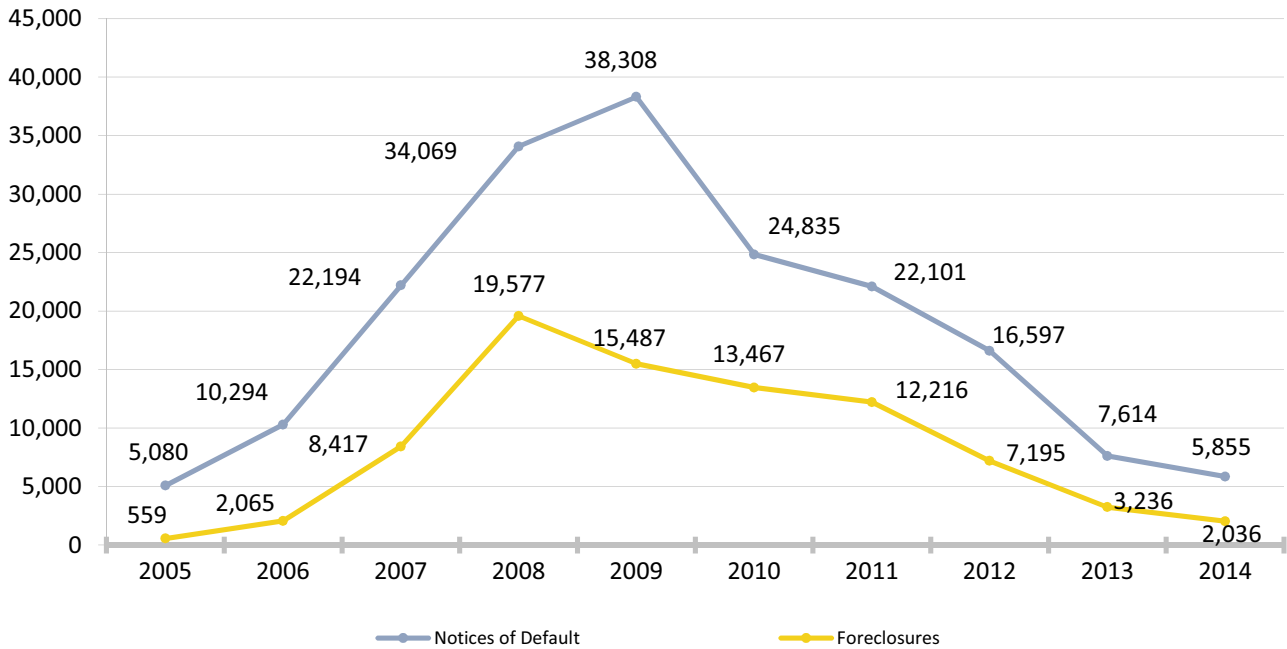
Note: Median home price of all existing homes sold in June of each year.  
Source: California Association of Realtors/DataQuik Information System.



Another measure of the recovery in housing is the rate of foreclosures, as well as the companion indices of notices of loan default and deeds recorded (changes in ownership). Foreclosures compared to total deeds recorded averaged 0.3% over the three-year period of 2003 through 2005, then rose significantly reaching 16.9% in 2008 and declining to 1.8% in 2014. The number of total deeds recorded fell significantly from 2003 levels of 223,087 to a low of 115,540 in 2008. Total deeds recorded through December 2014 were 116,251.

In San Diego County, notices from lenders to property owners that they were in default on their mortgage loans increased markedly from 2003 through 2009, and foreclosures rose dramatically from 2003 through 2008 before declining 21% in 2009. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6% from 2003 through 2005. During the recession, this indicator peaked at 57.5% in 2008 and declined to 34.8% in 2014.

### San Diego County Total Notices of Default and Foreclosures 2005 through 2014



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

Tourism is San Diego's third largest industry. The visitor industry employs about 173,100 San Diegans in fields directly related to the hospitality industry, including lodging, food service, attractions, and transportation (Source: California Employee Development, Labor Market Information Division, January 2015).

Tourism in the San Diego region last peaked in 2006, with the number of visitors reaching approximately 32.2 million. This number declined through 2009 then improved gradually and reached the 2006 levels in 2012. The number of San Diego visitors was 33.8 million in 2014, an increase of 2.1% from 2013. Visitor expenditures increased by 9.4% from 2013 exceeding \$9.2 billion last year. Visitor counts are expected to increase by 2.6% (34.6 million) in 2015 while total expenditures are expected to increase by 3.4% (\$9.5 billion). For 2016, visitor growth is forecast to rise above 2% percent in 2016 before settling down to an average growth rate of 1.7%. Total expenditures are projected to

grow from 4.1% up to 5.2% between 2016 and 2019. San Diego's travel and tourism industry is growing with demand for hotel rooms outpacing new supply. Both occupancy and average daily room rates have accelerated for 2014 and are expected to continue in 2015 and 2016 (Source: San Diego Tourism Authority, Tourism Economics Travel Forecast December 2014).

Based on positive trends above, the region's economic performance is expected to accelerate. The state of the economy impacts the ability of the County to fund and provide many of the services that county residents have come to expect. The revenue and workload effects along with the strategies being employed by the County to manage the public's resources are described in the pages following that summarize the expenditures, revenues, and staffing levels for Fiscal Years 2015-16 and 2016-17 and in the individual Group and department presentations that begin on page 113.



# Governmental Structure

## Governmental Structure

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

The Charter of the County of San Diego provides for:

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

## Board of Supervisors

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

## Chief Administrative Officer

The CAO assists the Board of Supervisors in coordinating the functions and operations of the County; is responsible for carrying out all of the Board's policy decisions that pertain to the functions assigned to that officer; and supervises the expenditures of all departments.

## Governing Authority

The State Legislature has granted each county the power necessary to provide for the health and well-being of its residents. There are 18 incorporated cities in San Diego County and a vast number of unincorporated communities. The County provides a full range of public services to its residents, including law enforcement, detention and correction, emergency response services, health and human services, parks and recreation, libraries and roads. The County also serves as a delivery channel for many State services, such as foster care, public health care and elections.

## Business Groups

These services are provided by five business Groups (Public Safety, Health and Human Services, Land Use and Environment, Community Services and Finance and General Government), each headed by a General Manager who reports to the CAO. Within the Groups, there are four departments that are headed by elected officials: the District Attorney and the Sheriff in the Public Safety Group and the Assessor/Recorder/County Clerk and the Treasurer-Tax Collector in the Finance and General Government Group. An organizational chart for the County can be found on page 4.





# General Management System

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

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

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

These five GMS components form an annual cycle that is renewed each fiscal year with review of the Strategic Plan and development of a new Operational Plan. More information about the GMS and the Strategic Plan is available online at: [www.sdcounty.ca.gov/cao/](http://www.sdcounty.ca.gov/cao/).



## Context for Strategic and Operational Planning

To be effective, the goals that the County sets and the resources that are allocated must be consistent with the purpose of the organization. The context for all strategic and operational planning is provided by the County's vision; a vision that can only be realized through strong regional partnerships with our community stakeholders and employees.

**Vision:**

A region that is Building Better Health, Living Safely and Thriving:  
*Live Well San Diego*

**Mission:**

To efficiently provide public services that build strong and sustainable communities

**Values:**

The County recognizes that "The noblest motive is the public good." As such, there is an ethical obligation to uphold basic standards as we conduct operations. The County is dedicated to:

**Integrity—Character First**

- ◆ We maintain the public's trust through honest and fair behavior
- ◆ We exhibit the courage to do the right thing for the right reason
- ◆ We are dedicated to the highest ethical standards

**Stewardship—Service Before Self**

- ◆ We are accountable to each other and the public for providing service and value
- ◆ We uphold the law and effectively manage the County's public facilities, resources and natural environment
- ◆ We accept personal responsibility for our conduct and obligations
- ◆ We will ensure responsible stewardship of all that is entrusted to us

**Commitment—Excellence in all that we do**

- ◆ We work with professionalism and purpose
- ◆ We make a positive difference in the lives of the residents we serve
- ◆ We support a diverse workforce and inclusive culture by embracing our differences
- ◆ We practice civility by fostering an environment of courteous and appropriate treatment of all employees and the residents we serve
- ◆ We promote innovation and open communication



## Strategic Planning

The County ensures operations are strategically aligned across the organization by developing a five-year Strategic Plan that sets forth the priorities it will accomplish with its resources. The Strategic Plan is developed by the Chief Administrative Officer (CAO), the Assistant CAO/Chief Operating Officer, the five General Managers and the Strategic Planning and Support Team based on the policies and initiatives set by the Board of Supervisors, an enterprise review of the issues, risks and opportunities facing the region and reflects the changing environment, economy and community needs. All County programs support at least one of these four Strategic Initiatives through Audacious Visions, Enterprise-Wide Goals and Cross-Departmental or Department Objectives that make achievement of the initiatives possible. The Strategic Initiatives include:

- ◆ Healthy Families
- ◆ Safe Communities
- ◆ Sustainable Environments
- ◆ Operational Excellence

To ensure that the Strategic Plan incorporates a fiscal perspective, the CAO, Assistant CAO/Chief Operating Officer (ACAO/COO) and General Managers annually assess the long-term fiscal health of the County and review a five-year forecast of revenues and expenditures to which each County department contributes. This process leads to the development of preliminary short and medium-term operational objectives and the resource allocations necessary to achieve them. The complete Strategic Plan is available online at: [www.sdcountry.ca.gov/cao/](http://www.sdcountry.ca.gov/cao/).

For more information on the County's Strategic Initiatives and structure, refer to the Strategic Framework and Alignment section of the Operational Plan.

## Operational Planning

The Operational Plan provides the County's detailed financial recommendations for the next two fiscal years (e.g., July 1, 2015 through June 30, 2017). However, pursuant to Government Code §29000 et seq., State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as the County's budget. The Board approves the second year of the plan in principle for planning purposes. To demonstrate that resources are allocated to support the County's Strategic Plan, all program objectives in the Operational Plan and department performance measures are aligned with the Strategic Initiatives, Audacious Visions and/or Enterprise-Wide Goals.

The five business groups; Public Safety, Health and Human Services, Land Use and Environment, Community Services and Finance and General Government, and their respective departments develop specific objectives as part of the preparation of the Operational Plan. Objectives are clear discussions of anticipated levels of achievement for the next two fiscal years. They communicate core services and organizational priorities. The objectives include measurable targets for accomplishing specific

goals plus a discussion of the resources necessary to meet those goals. The Operational Plan also details each department's major accomplishments during the past fiscal year.

## Performance Measurement

The County demonstrates performance to citizens through reporting meaningful and uncomplicated performance measures. Each department is required to measure performance in terms of outcomes, or how they affect peoples' lives, not just a count of the activities they perform. The most significant measures are reflected in this document as part of the respective narrative section of each department's budget presentation.

## Monitoring and Control

Monitoring and Control is the portion of the GMS that requires the County to track, report, analyze and adjust; as necessary, the operations underway to ensure services are delivered and goals are accomplished as planned. A number of processes have been established over the years for accountability. There are monthly department reviews of programs and finances, quarterly business group reviews with an annual exchange by strategic initiative to the CAO, a quarterly Risk Overview Committee to address significant legal, financial, contractual and operational risks to the County and a quarterly Audit Committee that advises the CAO on internal and external audits, risk assessments, as well as internal controls and governance matters. This level of accountability extends to employee performance reviews where performance expectations and goals for the rating period are outlined and reviewed on an annual basis.

## Functional Threading

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

## Motivation, Rewards and Recognition

This final component of the GMS ensures our employees are engaged and committed to excellence across the organization. A few ways the County recognizes, rewards and motivates employees is by offering wellness programs, opportunities for training and continued education that support and encourage their well-being, professional growth, development and career success. Examples include fitness classes, on-site farmer's markets, leadership academies and seminars, mentor programs and a tuition reimbursement program. This investment in the workforce ensures they are valued and have the skill to provide the exceptional customer service and delivery to our residents, businesses and visitors. Please see the Awards and Recognition section for the honors County programs have received.




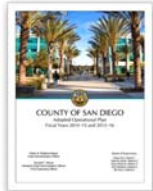





**GMS Deconstructed**

Each of the five components of the GMS asks a crucial question and delivers a specific product. Together these five components form an annual cycle. Certain components take place at specific

times, while others are performed year round. If we deconstruct the five components of the GMS into a visual chart that reflects its use in County operations, it looks like the image below.

**GMS “OWNERS MANUAL”**

STRATEGIC PLANNING	OPERATIONAL PLANNING	MONITORING & CONTROL	FUNCTIONAL THREADING	MOTIVATION, REWARDS & RECOGNITION
<p>“Brand Promise”</p> <p>5 years</p> <p>Where do we want to go?</p> <p>County Strategic Plan</p> 	<p>“Road Map”</p> <p>2 years</p> <p>How do we get there from here?</p> <p>County Operational Plan</p> 	<p>“Check Points”</p> <p>Quarterly</p> <p>How is our performance?</p> <p>County Annual Report</p> 	<p>“Collaboration”</p> <p>365 days</p> <p>Are we working together?</p> <p>CAO Leadership Team meeting</p> 	<p>“Pay It Forward”</p> <p>365 days</p> <p>Are we encouraging excellence?</p> <p>CAO Coin of Excellence</p> 

# Strategic Framework and Alignment

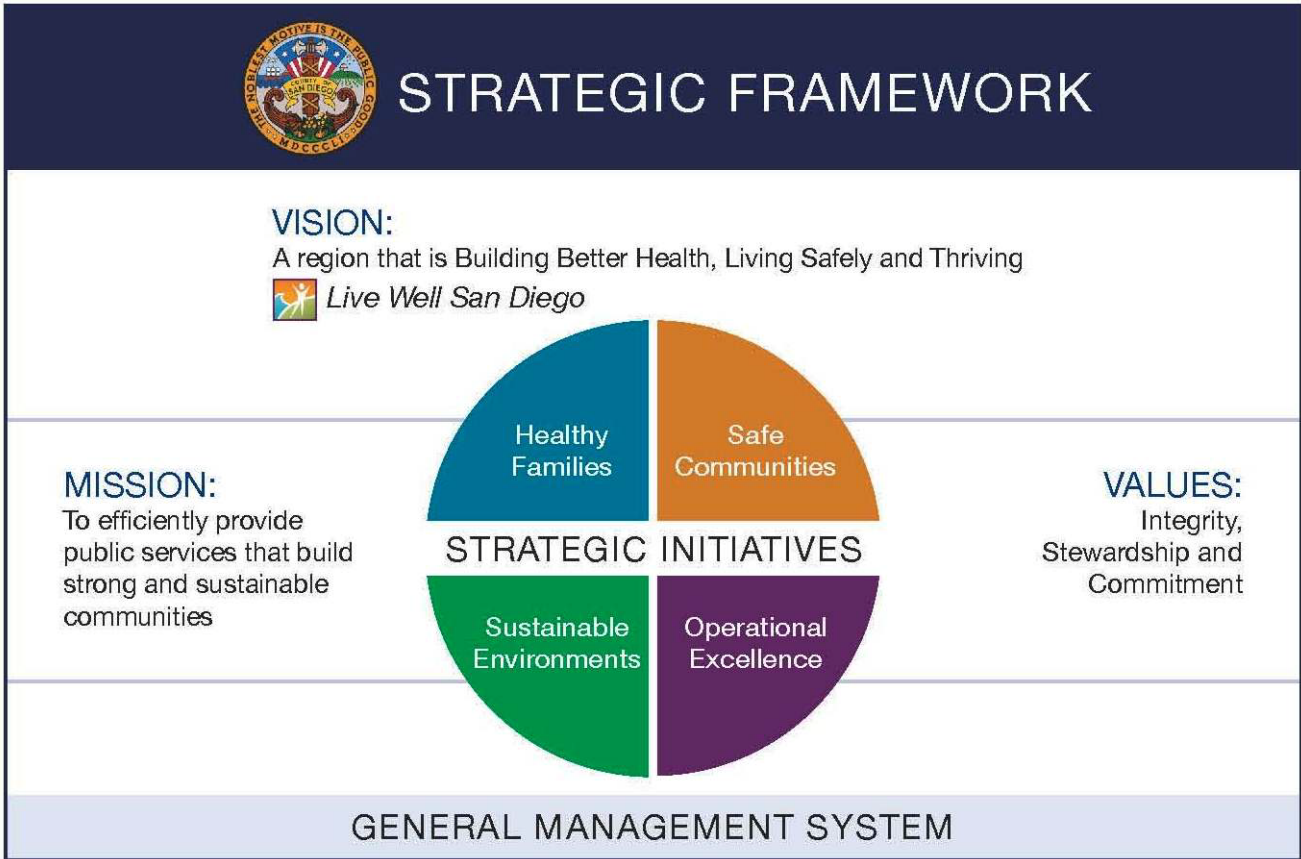
## Strategic Initiatives

Strategic planning communicates the County’s strategic direction for the next five years. The Strategic Plan explains the County’s four Strategic Initiatives, in addition to its vision, mission and values. The four Strategic Initiatives focus on how we achieve the County’s vision of a region that is Building Better Health, Living Safely and Thriving.

The Strategic Initiatives are:

- ◆ **Healthy Families**—ensure every resident has the opportunity to make positive healthy choices, that San Diego County has fully optimized its health and social service delivery system and makes health, safety and thriving a focus of all policies and programs.
- ◆ **Safe Communities**—make San Diego the safest and most resilient community in the nation, where youth are protected and the criminal justice system is balanced between accountability and rehabilitation.
- ◆ **Sustainable Environments**—strengthen the local economy through planning, development and infrastructure, protect San Diego’s natural and agricultural resources and promote opportunities for residents to engage in community life and civic activities.
- ◆ **Operational Excellence**—promote continuous improvement in the organization through problem solving, teamwork and leadership with a focus on customers’ needs and keeping employees positive and empowered.

Below is the Strategic Framework which shows how the County’s vision, with its tagline of *Live Well San Diego*, is supported by the mission, values, four Strategic Initiatives and the foundation of the General Management System.

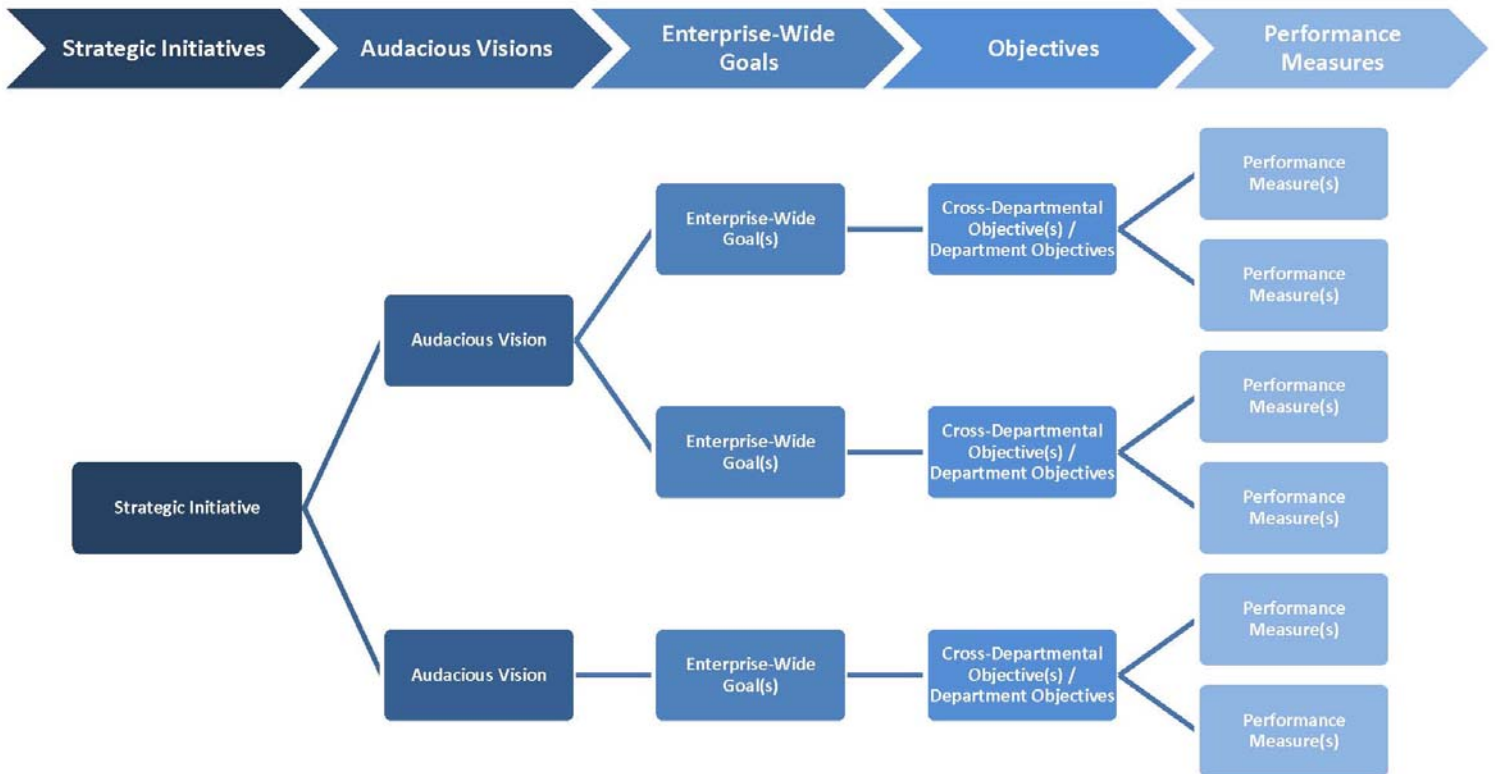


## Strategic Alignment

Within each of the four Strategic Initiatives are branches used as different measurement tools to check the performance of the County. Each individual branch serves an intended purpose and supports the overall Strategic Initiative through strategic alignment.

- ◆ **Strategic Initiatives**—serve as a guide for departments to set internal goals and help translate the County’s Vision into action.
- ◆ **Audacious Visions**—bold statements under each Strategic Initiative detailing the impact the County wants to make in the community.
- ◆ **Enterprise-Wide Goals**—a set of focused goals for departments to collaborate on for the greatest impact to our community. Each Enterprise-Wide Goal supports a specific Audacious Vision.
- ◆ **Cross-Departmental Objectives**—a predetermined set of objectives developed in enterprise-wide focus groups that focus on collaboration between multiple departments to drive the intended outcome. Cross-Departmental Objectives may be shared between two or more departments and/or external partners, to contribute to the larger Enterprise-Wide Goal.
- ◆ **Department Objectives**—are similar to Cross-Departmental Objectives as they are intended to drive an outcome; however, they differ from a Cross-Departmental Objective as the outcome is mandated by State or federal regulations or set by the department rather than from the Enterprise-Wide Goal focus groups.
- ◆ **Performance Measures**—the metrics used to show the progress in accomplishing the Enterprise-Wide Goals. They support the individual department’s contribution towards achieving either a Cross-Departmental or Department Objective.

## Strategic Branches





## Audacious Visions, Enterprise-Wide Goals and Cross-Departmental Objectives

Strategic planning starts with Audacious Visions, which are bold statements detailing the impact the County wants to make in the community. Enterprise-Wide Goals (EWGs) support the Audacious Visions by focusing on collaborative efforts that inspire greater results than any one department could accomplish alone. Audacious Visions and EWGs are developed to support each of the Strategic Initiatives. A Cross-Departmental Objective is a collaboration between multiple departments to drive the outcome of an EWG. The more a team, division or department can align its goals to support the EWGs, the stronger the collective impact will be on the public we serve.

### Strategic Initiative Legend

HF	SC	SE	OE
○	●	◻	■
- Audacious Vision			
- Enterprise-Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
◆ - Objective Sub-Dot Point Level 1			



### Healthy Families: HF

- San Diego County has fully optimized its health and social service delivery system to make it an industry leader in efficiency, integration and innovation
  - Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
    - ◻ Create a trauma-informed County culture (HF1)
- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
    - ◻ Connect residents with local food sources, nutrition education and nutrition assistance (HF2)
    - ◻ Partner with producers, distributors and retailers to increase access to and purchase of healthy local foods in food desert areas (HF3)
- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
    - ◻ Pursue policy changes that support clean air, clean water, active living and healthy eating (HF4)
  - Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
    - ◻ Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to *Live Well San Diego* (HF5)



### Safe Communities: SC

- Make San Diego the most resilient community in America
  - Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
    - ◻ Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness (SC1)
- Make San Diego the safest urban county in the nation
  - Plan, build and maintain safe communities to improve the quality of life for all residents
    - ◻ Create opportunities for safe access to places that provide community connection and engagement (SC2)
    - ◻ Identify and mitigate community threats that impact quality of life (SC3)
  - Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
    - ◻ Utilize a single law enforcement information system (such as NetRMS) throughout the region (SC4)
    - ◻ Develop an information exchange that provides client-level data, so that County agencies (Law Enforcement, HHS, and their sub-contractors) can deliver services more efficiently (SC5)
- All San Diego youth are protected from crime, neglect and abuse
  - Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
    - ◻ Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse (SC6)
    - ◻ Identify and increase multi-agency collaboration to develop, support and enhance enforcement strategies with the biggest impact to protect youth and reduce recidivism (SC7)
- The regional criminal system achieves a balance between accountability and rehabilitation
  - Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
    - ◻ Develop a universal assessment process that drives case planning, sentencing and linkage to appropriate services both in and out of custody (SC8)





Sustainable Environments: SE

- San Diego is a vibrant region with planning, development, infrastructure and services that strengthen the local economy
  - Provide and promote services that increase consumer and business confidence
    - ▣ Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive (SE1)
    - ▣ Anticipate customer expectations and demands (SE2)
- The region is a leader in protecting and promoting our natural and agricultural resources, diverse habitats and sensitive species
  - Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
    - ▣ Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment (SE3)
- Cultivate a natural environment for residents, visitors and future generations to enjoy
  - Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
    - ▣ Improve access to and use of parks, open spaces and outdoor experiences by assessing policies and community needs throughout San Diego County (SE4)
    - ▣ Educate and engage residents of all ages by leveraging internal and external partnerships to promote physical activities and recreational interests (SE5)
    - ▣ Sustain the natural environment by protecting and restoring open spaces, as well as educate the public about how to preserve these resources (SE6)
- All residents engage in community life and civic activities
  - Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
    - ▣ Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change (SE7)



Operational Excellence: OE

- San Diego is the best managed county in the nation
  - Align services to available resources to maintain fiscal stability
    - ▣ Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county (OE1)
    - ▣ Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability (OE2)
- San Diego County is the best in the nation for providing exceptional customer service
  - Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
    - ▣ Develop a plan to utilize new and existing technology and infrastructure to improve customer service (OE3)
    - ▣ Provide information access to all customers ensuring consistency, transparency and customer confidence (OE4)
  - Strengthen our customer service culture to ensure a positive customer experience
    - ▣ Engage employees to take personal ownership of the customer experience (OE5)
- San Diego County is the best place to work in the nation
  - Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
    - ▣ Develop a Countywide management philosophy that fosters employee well-being, inclusion and development (OE6)

Strategic Initiative Legend:

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise-Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		





## Awards and Recognition

The County of San Diego workforce continually plans to cut costs, streamline processes, incorporate the newest technology and expand services to improve the lives of residents and save taxpayer dollars. While our goal is to improve communities, it is gratifying to be recognized for those efforts.

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

### San Diego County Taxpayers Association

The San Diego County Taxpayers Association recognizes organizations that employ cost-efficient, smart governing decisions and innovative initiatives with its Watchdog Awards. One of those winners is selected to receive the Grand Golden Watchdog Award. That honor has gone to San Diego County four years in a row now. This year, the County was also the recipient of two additional awards.

- ◆ In 2015, the San Diego County Sheriff Department's program for incarcerated veterans which offers tailored in-custody rehabilitative and treatment services was selected for the Grand Golden Watchdog Award. The Veteran's Forward program keeps veterans from reoffending and it also saves taxpayers at least \$550,000 in incarceration costs per year.
- ◆ The County Department of Planning & Development Services received a Golden Watchdog Award for overhauling its building permit process to make it faster, easier and less expensive for applicants.
- ◆ The Taxpayers Association additionally presented the County with a Visionary Leadership Award for transforming two parking lots into the Waterfront Park around the County Administration Center. The 12-acre park along the Bayfront downtown uses recirculated water for the fountains, drought resistant native plants and solar lighting.

### National Association of Counties (NACo)

The National Association of Counties recognizes innovative county government programs from across the nation each year. This year, the County of San Diego received 43 NACo awards—the third most awards in the nation. One of those awards won “Best of Category” for the County Department of Planning & Development Services' business model improvement program. Learn more about the awards on County News Center at <http://www.countynewscenter.com/news/county-programs-earn-43-national-achievement-awards-0>.

- ◆ DA's Youth Advisory Board Campaigns: “Respect: Give it, Get it,” “The Fight” & “Redefine Success” (*District Attorney*): The San Diego County District Attorney's Youth Advisory Board created three public service campaigns for their peers and community members to address pressing issues affecting young people in San Diego County and work toward a

positive change, through adult mentorship. Lincoln High students' campaign uses kinetic typography to illustrate the importance of respect for self, others, community and the world at large. Mira Mesa High students created a mobile webpage to address anxiety, bullying, and dealing with peer pressure. Scripps Ranch High produced a campaign which encourages students to redefine success, to pursue what they value most and to recognize happiness with oneself.

- ◆ First 5 San Diego First 5 Steps (*Health and Human Services Agency*): The County provides countywide home visitation services using a trauma-informed, evidence-based model for specific, high-risk expectant families that are teens, military, refugees, immigrants, or low-income.
- ◆ Growing Opportunities Garden (*San Diego County Probation Department*): Girls in custody learn about healthy foods and gardening in this joint effort between Farm Home Advisor and Probation staff.
- ◆ Professional Group Study (*San Diego County Library*): The Professional Group Study was established at the County Library El Cajon Branch in 2010 through a partnership with San Diego County Health and Human Services Agency and its Welfare-to-Work contractor, Professional Consulting Group. This program allows refugees to receive their Welfare-to-Work benefits by getting credit for the number of hours they study to recertify in their chosen profession. The Library recently expanded this program to include an additional branch in Rancho San Diego, broadening the reach for the program and making space at the table for people in need.
- ◆ Integrity in Action Program (*Chief Administrative Office*): The County of San Diego's Office of Ethics and Compliance created the Integrity in Action Program as part of its comprehensive enterprise-wide ethics and compliance function. The program includes several components including an active and responsive Ethics Hotline and several outreach programs and resources.
- ◆ Lean Six Sigma—Phase 1 Building Capacity (*Health and Human Services Agency*): The County's Health & Human Services Agency staff were trained in Lean Six Sigma methodology to streamline processes, eliminate waste, reduce cost, and continually improve products, services and processes to meet customer needs.

## AWARDS AND RECOGNITION

- ◆ Office of Business Intelligence (*Health and Human Services Agency*): The County uses business intelligence tools to analyze data, create reports, develop dashboards, and provide data visualization tools. The data-driven methods are aimed at boosting agency-wide performance by transforming data into actionable information to help Health & Human Services Agency make informed business decisions.
- ◆ Replacement of Airport Lease Management System (*Department of Public Works*): The County implemented a new fully-customized Airport Lease Management System to allow for enhancements that will improve administration of the County Airport property contracts. The Accela-based program helps staff and customers with property contracts.
- ◆ SMART Building Automation System Project Saves Energy, Lowers Utility Costs (*Department of General Services*): The program is a real-time automatic sensing and reporting building support system that allows County staff to control irregularities at government facilities remotely to reduce and eliminate high utility costs.
- ◆ Veterans Moving Forward (*San Diego County Sheriff's Department*): The Sheriff's Department implemented the program at the Vista Detention Facility in partnership with the San Diego Veterans Administration to assist incarcerated veterans by providing tailored in-custody treatment and services, links to community programs and re-entry assistance. The program is helping turn around the lives of veterans, many who have post-traumatic stress, traumatic brain injury, and other service-related issues underlying their crimes.
- ◆ Regional Realignment Response Group (*San Diego County Probation Department*): The interagency Regional Realignment Response Group partners with Sheriff's crime analysts to keep the whole County safe by conducting joint operations targeting realigned offenders and their associates.
- ◆ Mandatory Supervision Court (*County of San Diego Probation Department*): The County established a Mandatory Supervision Court as a collaborative process in which the Probation Department, Court, District Attorney, Public Defender, and Sheriff's Department work together with an offender to design and implement a case plan for success and to hold the offender accountable to it. Prior to release and after release from jail, offenders attend hearings to review their plans and discuss progress. The tailored case management and close monitoring of offenders has helped participants break the cycle of crime.
- ◆ Mobile Devices Inspire Effective and Efficient Law Enforcement (*San Diego County Sheriff's Department*): The Sheriff's Department issued iPads to every field deputy which has enabled them to use important tools including facial recognition software to help identify arrestees who will not give the deputy their correct name.
- ◆ Cyber Disruption Response Planning Annex (*Office of Emergency Services*): The County Office of Emergency Services developed the Cyber Disruption Recovery Plan which provides a framework for a County-level team to provide cyber-related expertise and management to affected cyber assets in an effort to lessen the impact of a disruption event.
- ◆ AFN Shelter Worker Training Video Project (*Office of Emergency Services*): County Emergency Services produced shelter manager and shelter worker training videos which focus on working with people with physical, emotional and cognitive disabilities.
- ◆ Risk Communication Plan: Targeted Outreach to Form a Partner-relay System (*Office of Emergency Services*): The County program engages in targeted outreach to diverse language communities to form a partner-relay communication system for disasters and public health emergencies.
- ◆ Food Handler Program Enhancements (*Department of Environmental Health*): The County Department of Environmental Health worked with stakeholders to identify upgrades to the Food Handler Program. The upgrades included enhancing food safety by requiring food-handler training every three years, reducing the cost of the food handler certificate and offering online food handler training and testing opportunities.
- ◆ Classification Modernization Project (*Department of Human Resources*): The County initiated a six year project plan to modernize the job classification structure to be more progressive, flexible and consistent and better meet the workforce needs.
- ◆ Veteran Outreach Program (*Department of Human Resources*): The program, started in 2014, establishes hiring initiatives for the veteran community and transitioning servicemen and women from the local military bases in San Diego County. The County also launched the Veteran Resource webpage on the Department of Human Resources website.
- ◆ Fraud and Risk Management Compliance Program (*Treasurer-Tax Collector*): The County developed a comprehensive Fraud and Risk Compliance Program to improve controls, processes and procedures to mitigate the risk of fraud within the Treasury department.
- ◆ Standardized Bond Documents Saves Thousands in Taxpayer Dollars (*Treasurer-Tax Collector*): The County streamlined and standardized the school and community college bond documentation process by developing a standardized paying agent and investment management agreement for all the school districts. The new process improved the overall efficiency of the process and saved the school districts tax dollars that would have been used to hire a bond counsel to draft the document.





- ◆ **Standardized Countywide Escheatment Process (*Treasurer-Tax Collector*):** The County improved its annual Countywide Escheatment Process, which returns unclaimed property held by county departments to rightful owners and transfers any remaining unclaimed property to the County General Fund. The new process created standardized documents and training for participants that includes a timeline and checklist as well as email updates and reminders about developments and deadlines.
- ◆ **A Guide to Using Facebook to Prevent Suicide and Reduce Stigma (*Health and Human Services Agency*):** The County developed a comprehensive guide to assess, establish and maintain a Facebook page for suicide prevention and stigma reduction. The guidebook is also listed on the Suicide Prevention Resource Center's Best Practices Registry.
- ◆ **Using the Affordable Care Act to Increase Healthcare Access for Inmates and Probationers (*Health and Human Services Agency/County of San Diego Sheriff's Department/County of San Diego Probation Department*):** A program which embeds County Eligibility Workers at Sheriff detention sites to form an Eligibility Unit for pre-release Inmates and those on Probation to expedite enrollment into the Medi-Cal Program. This allows for greater access to healthcare benefits and reduced local costs. The program has saved the County more than \$4 million of local funds.
- ◆ **Legacy Corps—Support for Veterans and Military Families (*Health and Human Services Agency*):** The County program matches a volunteer member of AmeriCorps with a veteran or military family to provide respite and support for caregivers. The people who benefit include families with an older veteran dealing with dementia and active duty families needing child care.
- ◆ **Adult Protective Services Acutely Vulnerable Adult Protocol (*Health and Human Services Agency*):** The County developed the protocol that includes interventions to mediate the risk and to protect individuals with severe cognitive or communication deficits that prevent them from protecting themselves from maltreatment and are highly dependent on someone who is assessed as being high risk for perpetrating abuse.
- ◆ **The Alzheimer's Project (*Health and Human Services Agency*):** The County launched the project to develop a regional roadmap to address this crippling disease. The project seeks to search for a cure and improve care for those suffering from the disease and their caregivers.
- ◆ **The San Diego Care Transitions Partnership (*Health and Human Services Agency*):** The County partnered with more than a dozen local hospitals to form the San Diego Care Transitions Partnership to help provide comprehensive, patient-centered hospital and community-based care transition services to high risk fee-for-service Medicare patients as they transition across care settings.
- ◆ **The Amazing Race (*Department of Human Resources*):** Part of the County's comprehensive Employee Wellness Program, the race is an event that is modeled after the television show and sends employees on a physically challenging competition of strength and wit.
- ◆ **Implementation of Permanency Roundtables (*Health and Human Services Agency*):** The County adopted a process to improve the outcomes for youth and families served by Child Welfare Services. A permanency roundtable is a professional case consultation that is structured, in-depth, non-blaming, and creates a sense of urgency around permanency in the form of adoption or legal guardianship for a child.
- ◆ **Young Master Chef (*Health and Human Services Agency*):** The County held a Young Master Chef competition in 2014 that supported the Live Well San Diego initiative. Youth from the County's 17 contracted group homes were challenged to create a kid-friendly healthy entree that was low in sodium, fat, and calorie levels, or a dessert with less sugar and reduced calories per serving. All participants received a gift basket and four were the grand prize winners.
- ◆ **Embedding Eligibility Workers in Food Banks (*Health and Human Services Agency*):** The County embedded eligibility staff at California Association of Food Banks to assist people through the Medi-Cal application process. This practice helps to ensure timely and accurate issuance of benefits.
- ◆ **Parenting Time Opportunities for Children (*Department of Child Support Services*):** The Department of Child Support Services recognized the need to provide parents with assistance in obtaining custody and visitation orders as part of the child support process. This process engages parents at the earliest opportunity to encourage them in a positive direction toward meeting the emotional and financial needs of their children.
- ◆ **A Regional Approach to Administration of First-Time Home Buyer Programs (*Housing and Community Development*):** The County Department of Housing and Community Development implemented a new regional model that provides a one-stop-shop for homebuyers, expands eligible jurisdictions to 12 cities, and reduces program delivery costs by 45 percent. In three months alone, this new regional collaboration provided 23 percent more loans than in any of the previous four fiscal years.
- ◆ **Taking Program Integrity to the Next Level (*Housing and Community Development*):** The County held a regional collaboration event about fraud investigation best practices as it pertains to housing assistance and federal funding for the Housing Choice Voucher program. Additionally, Housing and Community Development tries to ensure compliance by methods which include unannounced visits and working with law enforcement.
- ◆ **Land Use and Environment Group Business Case Management Program (*Land Use and Environment Group*):** The County started the Business Case Management Program to re-





## AWARDS AND RECOGNITION

engineer all its permitting IT systems and operations to provide better customer service and create a collaborative working environment. The project has greatly improved the permitting process. Customers can now access up-to-the-minute permit information online.

- ◆ **Electronic Master File Request** (*Department of Human Resources*): The County has created an electronic employee master file checkout system that allows hiring managers to request the file and review the documents more conveniently.
- ◆ **Performance Improvement Team** (*Planning & Development Services*): The County Planning & Development Services developed a team to focus on innovation, continuous improvement, and information technology. The team leverages technology and reengineering to improve business operations. This program won a NACo Best in Category honor.
- ◆ **County of San Diego Waterfront Park: Parking Lots to Scenic Showpiece** (*Department of General Services*): The County transformed a 12-acre parking lot to the most significant waterfront open space park downtown. The park features two large interactive water fountains, sprawling lawns, and dynamic children's playground equipment.
- ◆ **Deferred Compensation Retention Campaign** (*Treasurer-Tax Collector*): The County developed a creative outreach campaign to retain County retirees in its Deferred Compensation Program, which provides the administration of tax-deferred supplemental retirement plans. The campaign is trying to keep retirees from switching to private sector compensation plan management companies. The County program has helped more than 15,000 participants save over \$1 billion.
- ◆ **Electronic Training Evaluations** (*Department of Human Resources*): The County Employee Development staff revamped the training evaluation process to incorporate data points that support the County strategic plan in order to provide meaningful data on participant feedback and knowledge gained from the training.
- ◆ **Learning Management System Upgrade** (*Department of Human Resources*): The County upgraded its online employee training system to deliver required training to employees and to be more learner-centered with on-demand training opportunities.
- ◆ **Purchase of Agricultural Conservation Easements (PACE) Program** (*Planning & Development Services*): The County program established a pilot Purchase of Agricultural Conservation Easement Program to promote the long term preservation of agricultural land in the County. Under the program, willing agricultural property owners are compensated for placing a perpetual easement on their agricultural property that limits future uses and extinguishes future development potential.

## California State Association of Counties (CSAC)

The CSAC annual awards program honor the most innovative programs developed and implemented by California counties each year. This year the County of San Diego led all other counties taking seven awards in all including its California Counties Innovation Award, the highest honor given as well as two Challenge Awards and four Merit Awards.

For the Innovation Award, the County Health and Human Services Agency developed and managed protocols for protecting acutely vulnerable adults. These adults typically have severe cognitive or communication deficits that can prevent them from protecting themselves from maltreatment and are highly dependent upon someone, often a family member, who has been assessed as being high risk for perpetrating abuse. As a result, the County does more frequent monitoring and is more involved in these cases. Since being implemented in October 2014, the safety statuses of clients have largely been stable or better.

The two San Diego County Challenge Award winners were:

- ◆ The Sheriff's Veterans Moving Forward program is a tailored rehabilitation and treatment program for incarcerated veterans that has reduced recidivism by linking participants with community programs and re-entry assistance programs upon their release. In the first year of the program, 77 inmates were successfully returned to the community from the program, and not one returned to custody on a new charge. That's compared to an expected return-to-jail rate of about 20-45 percent, according to local and state averages one year after release from jail or prison.
- ◆ The Utilizing Medi-Cal Expansion to Increase Healthcare Access program was spearheaded by Health and Human Services Agency and Public Safety departments to embed Medi-Cal eligibility workers in jails and probation re-entry facilities to process inmates' applications so that they could receive medical and mental health services upon their release. Over 1,800 individuals are currently active in Medi-Cal through this effort and the County has estimated significant savings.

The other four San Diego County programs to receive Merit Awards include:

- ◆ The Online Appointment System for Immunizations is a Health and Human Services Agency program that established an innovative, online and bilingual appointment system for one of its public health centers in 2013. The new system is easy to use and has increased access to vaccinations. In 2014, the County expanded it to two more public health centers. The system showed a significant reduction in wait time for customers. During periods of high demand where the walk-in customer wait time could be over an hour, the online appointment customers received their vaccinations in less than six minutes.





- ◆ The Planning and Development Services Template Permits program streamlined the process for minor permits and eliminated repetitive data entry by developing template records for the most common permit types. These templates pre-fill much of the permit data, which has resulted in substantial savings in transaction times during the processing of permits.
- ◆ The Protecting Public Health by Getting the Word Out involved the Department of Environmental Health's launch of a mobile web application for [sdbeachinfo.com/](http://sdbeachinfo.com/), where anyone can get the most recent water quality information for San Diego County beaches and bays at any time, on their smartphones, tablets or computers. The app was created specifically to allow people to get information on-the-go, even when they're at beaches or away from home. The app's at-a-glance information is available in different formats, including lists and an interactive mapping feature, that identify potentially unhealthy water quality and areas that are more susceptible to poor water quality because of nearby surface water runoff sources.
- ◆ Real-Time Invasive Pest Mapping is an Agriculture Weights and Measures program that implements real-time pest mapping using a mobile app for County pest collectors. The increased efficiency in map development allows the County to track invasive pests more accurately and quickly disseminate information about the infestation. It also allows the County to quickly communicate the extent of the spread of a pest and therefore make better decisions on limiting or eradicating pests. The system has improved the County's contribution to regional pest management.

### Additional Honors

- ◆ The County has received an "AAA" credit rating from Standard and Poor's since 2008 and with Fitch Ratings since 2010, but this is the first year that **Moody's assigned the "Aaa" rating** to the County. In California, San Diego is now one of three Moody's "Aaa" rated counties and one of two counties with a triple A rating from the three major rating agencies. The Moody's issuer rating upgrade to Aaa primarily reflects the County's maintenance of a very strong fiscal position. The County's overall credit quality also benefits from stable and prudent management, which maintained the County's resilient credit strength even during the recession.
- ◆ The Department of Purchasing and Contracting received an **Achievement of Excellence in Procurement Award** for the 14th year in a row from the National Procurement Institute. The award recognizes organizational excellence in procurement by measuring innovation, professionalism, e-procurement, productivity and leadership attributes.
- ◆ San Diego County was awarded a second place 2015 **Digital Counties Survey Award** for its new web site which features responsive design, a clean updated look and links to innovative apps such as Finding Rover which uses facial recognition to find lost pets and the County's emergency mobile app which sent out 2.5 million push notifications and logged nearly 75,000 new users during the May 2014 wildfires.
- ◆ The County received the **Urban Planning Orchid** for the San Diego County Waterfront Park in the San Diego Architectural Foundation Orchids and Onions Awards. The annual awards note hits and misses in local building, landscaping and urban design. The 12-acre park, which opened in May 2014, was transformed from two parking lots to what the nomination calls the most significant waterfront open space in downtown, featuring two large fountains, sprawling lawns and dynamic playground equipment.
- ◆ The County of San Diego was awarded the **San Diego Business Journal's 2015 award for the Healthiest Company** in the Mega Company category for the Employee Wellness Program. The County was recognized as a forward-thinking organization that has "moved rapidly from traditional basic health care and retirement benefits to a host of inventive programs that address a holistic approach to employee wellness, satisfaction and retention." The County of San Diego beat out ViaSat, Qualcomm and Welk Resorts Group, Inc. for the number one spot in the Mega Company category. The San Diego Business Journal held an event on May 7 at the Paradise Point Resort & Spa where nearly 440 senior managers from companies around San Diego gathered to honor the 31 exceptional winners from the list of nominations in seven categories.
- ◆ San Diego County Library received the **Digital Government & Education Achievement Award** for Increased Services with Self-Service Technologies, Apps and Kiosks in the Government-to-citizen State government category.
- ◆ County News Center won **five first place honors** at the Annual Conference for the California & Nevada Region of the National Association of Telecommunications Officers & Advisors. **The awards were for Best Website, Best Use of Social Media, Magazine Program** (for "County Chronicles"), **Public Safety** (for our Realignment video) **and Documentary-Profile**.
- ◆ Sheriff's Deputy William Dunford recently received the **Charles "Bud" Meeks Valor Award** for Deputy Sheriff of the Year, one of the highest honors a deputy sheriff can receive in the nation from the National Sheriff's Association.
- ◆ The Fire Safe Council of San Diego County, a nonprofit agency promoting fire prevention and management, presented the County Fire Authority with an **Agency Award** for providing exceptional service within the community. The award recognized the Fire Authority for funding work that better prepared more than 200 properties in the East County for the 2014 fire season.
- ◆ Social Worker Madelyn Ochoa-Wingate, a member of the Lemon Grove/Spring Valley Cluster of East Regions' Neighborhoods for Kids (N4K), was honored in July as the 2014 **Juvenile Justice Commission Awardee** for her outstanding work with youth and their families. Another honoree, Detective John Whiteman from the Santee Sheriff's Station was presented with the Juvenile Justice Commission Award for Law Enforcement.



## AWARDS AND RECOGNITION

- ◆ First 5 San Diego received a Bronze award at the 35th Annual **Telly Awards** for its “Healthy Eating” public service announcement. The Telly Awards honor outstanding local, regional and cable TV commercials and programs, as well as web commercials, videos and films. First 5 San Diego’s “Healthy Eating” spot was recognized in the not-for-profit category. More than 12,000 entries came in from all 50 states and other countries. Two Aging and Independence Services (AIS) programs were among only 13 programs nationwide to receive Innovation Awards from the National Association of Area Agencies on Aging national conference in mid-July. The two programs were the Grandparents Raising Grandchildren Initiative and the Legacy Corps support for veterans and military families. AIS also received two Achievement Awards for the Care Transitions Partnership and the Beacon Care Transitions Pilot.
- ◆ The Director of the San Diego County Behavioral Health Services, Alfredo Aguirre, LCSW, received a prestigious honor of “**Outstanding Mental Health Director for 2014**” at the NAMI California (National Alliance on Mental Illness) annual conference. Based on nominations received from communities throughout the state, the NAMI California Board of Directors selects a single winner each year based on excellent achievements in the mental health field.
- ◆ The Department of Parks and Recreation won three **American Inhouse Design Awards** in a competition sponsored by Graphic Design USA, a national trade magazine for the graphic design field. DPR was among 500 winners selected out of 5,000 entries that represented every segment of the public and private sectors that employ in-house graphic design teams. The winning entries were for “Embrace the Outdoors,” a wedding ad that appeared in Exquisite Weddings magazine; “Brilliance in Nature,” a direct-mail postcard promoting our parks as sites for weddings; and an announcement flier for the Rancho Garden Fair at Los Penasquitos.
- ◆ The Department of Human Resources was awarded IPMA-HR’s 2014 **Agency Award for Excellence** for a Large Agency in recognition of its exemplary contributions to the efficiency and effectiveness of public sector human resource management. Some of the programs highlighted in the award include the Employee Wellness Program, Work Safe Stay Healthy Strategic Plan, Recruitment and Selection best practices, Veterans Outreach Program, and Employee Development Initiatives.
- ◆ The County Communications Office was honored in multiple categories by the National Association of Telecommunications Officers and Advisors (NATOA). The Association recognized the best in government programming at its conference Oct. 2, 2014. The Communications Office received three first place honors: **best website for County News Center; best promotion of a City/County for a video about the services the County provides to its residents; and best magazine program for County Chronicles**. In addition, the CCO received second place awards for overall excellence; use of social media; in the category of public safety for a video about realignment, which was a collaboration with PSG and many of its departments; and the category of public health for a video highlighting Live Well San Diego’s accomplishments during its third year, another collaboration with HHS and PSG.
- ◆ The Department of Environmental Health (DEH) was honored for its part in an environmental cleanup by the Industrial Environmental Association at its conference in October 2014. DEH, the City of Encinitas and SCS Engineering—which teamed up to work together on the cleanup at Encinitas Community Park—were collectively given an **award for excellence** at the conference. Encinitas Community Park prior to its construction had pesticide-contaminated soils that were mitigated under the oversight of DEH through their Voluntary Assistance Program. The DEH Site Assessment and Mitigation program staff found innovative solutions to the cleanup that were protective of public health, the environment and were cost effective. The environmental association also presented Mike Vizzier, Chief of the DEH Hazardous Materials Division, with an Environmental Excellence Award for his work on the CUPA Forum Board. (The CUPA Forum Board is a statewide association of CUPAs and Participating Agencies that implement the Unified Hazardous Materials and Waste programs.)
- ◆ The U.S. Department of Housing and Urban Development (HUD) designated the County’s Department of Housing and Community Development (HCD) as a “**High Performer**” for the last 12-month rating period. Serving as the County’s Housing Authority, HCD was recognized for its efficient management of the Section 8 Housing Choice Voucher Program. High Performer is HUD’s highest possible designation, which The County has earned for 13 consecutive years. The ratings are based on 14 key performance indicators, such as the voucher utilization rate and quality control results. This rating demonstrates that HCD is administering the Section 8 Housing Choice Voucher Program at a consistently high level in accordance with HUD’s standards.
- ◆ The American Institute of Architects, San Diego Chapter recognized two County projects at its 2014 **Design Awards** ceremony Oct. 30, 2014. The new Las Colinas Detention and Reentry Facility received a Merit Award in the Interiors category and a Special Recognition in the Institutional Projects category. This project, the first design-build project under AB900, was previously recognized by the national American Institute of Architects with a citation for its design in the 2013 Justice Facilities Review. The Lincoln Acres Library, Park and Community Room project received an award in the Foundation Projects Institutional category. The 4,844 square-foot building housing the new library (2,500 sf) and community room tripled the size of the 53-year-old former library and included expansion of the nearby park. The new building has received LEED Gold certification.





- ◆ Planning & Development Services was honored for its work on Ramona Village Center Form Based Code, winning a **Certificate of Merit for Outstanding Planning Document** from the Association of Environmental Professionals at its awards event Oct. 2, 2014. The Ramona Village Center FBC is an innovative tool for developing, enhancing and preserving Ramona's Village. Establishing FBCs that promote compact and viable County village areas is a key component of the County General Plan. FBCs have been shown to be successful tools to help improve aesthetics and walkability, and increase the economic value of developments by diversifying properties with mixed uses.
- ◆ Planning & Development Services' work on the Campus Park West Project was honored by the Association of Environmental Professionals winning a **Certificate of Merit for Outstanding Environmental Analysis—EIR/EIS**, specifically for the project's Subsequent EIR (SEIR) on Oct. 2, 2014. The Campus Park West SEIR includes a comprehensive project description for this mixed use project.
- ◆ San Diego County Library (SDCL) was named the recipient of the 2014 **Digital Government Achievement Award** in October 2014. This national award is given out by e.Republic's Center for Digital Government and highlights outstanding agency and department projects at the application and infrastructure level. SDCL was honored for its innovative use of self-service technology in providing library services to the public. The library technology includes SDCL's book sorters, mobile app and the 24/7 Library To Go kiosks.
- ◆ The County won three **Beacon Spotlight** awards at the 2014 annual CSAC conference on Nov. 18: Gold Level Award for Agency Greenhouse Gas Reductions of 12.2 percent; Platinum Level Award for Agency Electrical Energy Savings of 23.4 percent and Platinum Level Award for Natural Gas Savings of 21.6 percent. The Beacon Spotlight Awards are part of the Beacon Award program, sponsored by the Institute of Local Government and the Statewide Energy Efficiency Collaborative, an alliance helping cities and counties reduce greenhouse gas emissions and save energy.
- ◆ Medical Examiner's Office Chaplain Joe Davis received the prestigious 2014 **DonorCARE Award** from the Musculoskeletal Transplant Foundation in December 2014. The tissue bank selected Davis for the national award, which is presented every other year and commends those who have demonstrated a commitment to donor families above and beyond what is currently recognized as the industry standard of care. Davis' name was submitted by Lifesharing, another nonprofit and federally-designated tissue and organ recovery organization.
- ◆ San Diego's Human Relations Commission honored Chief Deputy District Attorney Summer Stephan in November 2014 with a **Commission Partner Award** for her efforts in combating human trafficking and for partnering with the Human Relations Commission in its work. The award honors people or organizations that have worked closely with the Human Relations Commission through the year on priority issues, acknowledging that partnerships are key to accomplishing positive change in the community.
- ◆ Planning & Development Services was recognized for its **outstanding best practices** in two publications, for its contributions to California's new Solar Permitting Guidebook and for its permitting process to handle heating, Ventilation and Air Conditioning permit applications. Planning staff participated on a task force to update the California Solar Permitting Guidebook. The guide is the result of a collective effort of stakeholders from local government, the building industry, professional associations, solar companies, utility providers and state regulatory agencies. The guide is intended to help local agencies throughout California navigate the exponentially increasing customer demand for solar and associated permits. In addition, the California Center for Sustainable Energy interviewed County planning as part of its own study of best practices for processing Heating Ventilation Air Conditioning permits. The study highlighted many of the processes that are in place in the County.
- ◆ First 5 San Diego's Healthy Development Services Project (HDS) received the prestigious designation as a **Bright Idea** from Harvard University's Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government. The project received national recognition for its innovative approaches to treating children with mild to moderate developmental and behavioral concerns. The Bright Idea initiative recognizes and promotes innovative and promising government programs and practices.
- ◆ First 5 San Diego's website received the Web Marketing Association's 2014 **Award for Outstanding Achievement** in Web Development. Since 1997, the Web Marketing Association's annual competition has been setting the standard of excellence for website development. The award is the premier award recognition program for web developers and marketers worldwide.
- ◆ The County's Department of General Services is one of 45 winners of the 2014 **Public Facility Award of Excellence** from the California Counties Facilities Services Association. All recipient organizations demonstrated exceptional dedication to facilities excellence through best practices, process innovation, staff development, department automation and energy program improvements. The outstanding leadership of these organizations continues to advance the development of programs and processes that extend the life of California public facilities.
- ◆ The San Diego Regional Climate Collaborative (Climate Collaborative) was recognized by the U.S. Environmental Protection Feb. 24, 2015 at the **annual climate leadership award** ceremony. The Climate Collaborative is a member-based network that supports regional public agencies to share expertise, leverage resources and advance compre-



## AWARDS AND RECOGNITION

hensive solutions to facilitate climate change planning. The eight-member Steering Committee includes a representative from Planning and Development Services. The EPA recognized the collaborative for being an innovative partnership that works collaboratively on leading edge climate initiatives that are above and beyond business-as-usual. The award acknowledges the Climate Collaborative as a replicable model for other regions, highlighting its demonstrated leadership and success.

- ◆ The District Attorney's DNA Hit Integration Program was recognized with a **Bright Idea Award** from the Ash Center for Democratic Governance and Innovation at Harvard University. The DNA Hit Integration Program helps prosecutors link defendants to other crimes they have committed.
- ◆ The Waterfront Park racked up five awards in March 2015. These include a **Project Achievement award** for Public Works projects over \$15 million from the Construction Management Association of America; **Project of the Year** from the American Public Works Association; the **Grand Award and Project of the Year** from the California Counties Architects and Engineers Association; the **Award of Excellence** from California Parks and Recreation Society and the **Best Landscape/Urban Development Project** from Engineering News-Record California.
- ◆ First 5 San Diego earned the **Certificate of Achievement for Excellence in Financial Reporting Program** (CAFR Program) from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report for fiscal year ending June 30, 2014. The CAFR Program recognizes state and local governments that go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure. This is the first award of its class for First 5 San Diego.
- ◆ Department of Public Works Airports were honored in February with an award from the American Association of Airport Executives (AAAE) for the department's efforts in **training excellence** at Palomar Airport. The association recognized 92 airports nationwide with the ANTN Digicast Excellence in Airport Training award. The award signifies that airport employees and others working at the facility have completed a specific amount of federally-mandated airport-specific continuing-education using the Web-based Digicast training system.
- ◆ McClellan-Palomar Airport was presented with a plaque marking the **achievement in the non-hub** category.
- ◆ The Department of Child Support Services received the State Department of Child Support Service's **Innovation Award** at a statewide meeting March 20. The award recognized the

department for their development and implementation of the Legal Paperless System, which is the first paperless application in the State to fully integrate all external agency calendaring systems to the department's queue management system.

- ◆ Emergency dispatchers at the Sheriff's Communications Center in Kearny Mesa save lives everyday by answering 9-1-1 calls and making sure help gets to those in need. The San Diego Association of Public Safety Dispatchers recently recognized these dispatchers' hard work and dedication by honoring the Sheriff's Communications Center with its "**Communications Center of the Year**" award. The nonprofit association develops and presents training courses for public safety dispatchers in the region.
- ◆ The Department of Purchasing and Contracting (DPC) is the recipient of the 2015 National Institute of Governmental Purchasing's (NIGP) **Innovation in Public Procurement Award**. This award recognizes non-standard, forward-thinking approaches for the public procurement profession. It promotes public procurement's unique and critical contributions as an invaluable strategic partner within the public organization. The award recognized DPC's implementation of its Realignment of Purchasing & Contracting for Customer Service Excellence over the last two years which set up procurement teams to provide dedicated support by County Group and Department. NIGP is a national non-profit organization of public sector purchasing professionals.
- ◆ The County of San Diego was selected as one of the **Director's Recycling Award** winners by the City of San Diego, San Diego Environmental Services Department in April. The City recognizes businesses and organizations that have successful and innovative programs resulting in significant waste reduction, recycling and economic benefits. The County was recognized in the 2015 Waste Reduction and Recycling Awards as an environmental leader through our combined efforts in waste reduction and recycling.
- ◆ Agriculture, Weights and Measures team members were recognized by the California Department of Food and Agriculture for **keeping their detection routes in excellent condition** during a recent quality control check. County staff are challenged daily by weather, finding "host sites" that fit State protocol and aggressive dogs. Keeping the staff's challenges in mind, CDFA recognized County team members for setting very good insect trap placements; keeping wicks properly baited; making sure insect traps were clean and clearly identified; and for making very good efforts to keep trap servicing on schedule. All of these recognizable qualities mean staff are more likely to find exotic insect pests easier and earlier.



# Budget Process

## CAO Recommended Operational Plan

The budget process begins annually with submittal of the CAO Recommended Operational Plan. This document is a comprehensive overview of the Chief Administrative Officer's (CAO) recommended plan for the County's operations for the next two fiscal years. It is submitted to the Board of Supervisors in May of each year. It includes:

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

## Public Review and Hearing

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

All requests for revisions to the CAO Recommended Operational Plan, whether from members of the Board of Supervisors, County staff, County advisory boards or members of the public, must be submitted to the Clerk of the Board in writing by the close of the public hearing. These may include:

## Change Letter

Change Letters are recommended changes to the CAO Recommended Operational Plan submitted by the CAO and/or members of the Board of Supervisors. The CAO Change Letter updates the CAO Recommended Operational Plan with information that becomes available after the latter document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Recommended Operational Plan or as a result of recent changes in State or federal funding. The CAO Change Letter typically contains a schedule of revisions by department along with explanatory text.

## Referrals to Budget

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

## Citizen Advisory Board Statements

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

## Budget Deliberations

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

## Referrals from Budget

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

## Budget Adoption

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

## Adopted Operational Plan

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

## Budget Modifications

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

### Board of Supervisors Regular Agenda Process

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

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

### Quarterly Status Reports

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





## Financial Planning Calendar: 2015 Dates

### Calendar Year 2015

- Feb 10** Instructions for Operational Plan issued by the Office of Financial Planning (OFP)  
Budget database opens for Operational Plan development
- Mar 13** Deadline for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections to business groups (Groups) for review  
Budget database closed to departments for review by Groups
- Mar 20** Deadline for departments to submit all sections of narratives to their Group Finance Director
- Mar 27** Budget database closed to groups  
Deadline for groups to submit all department and Group narratives to OFP
- Apr 20** Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer (CAO), Assistant CAO/Chief Operating Officer (COO) and General Managers
- Apr 27** CAO Recommended Operational Plan docketed and released to the Board of Supervisors and public
- May 5** Board of Supervisors accepts CAO Recommended Operational Plan
- May 6** Budget database opens for modifications
- May 13** Budget Change Letter database closed to departments for review by Groups
- May 15** Department Change Letter narratives due to Groups
- May 20** Budget Change Letter database closed to Groups
- May 28** Deadline for Groups to submit all department and group Change Letter narratives to OFP
- Jun 1–10** Public hearings on CAO Recommended Operational Plan (ten calendar days)
- Jun 10** Last day for Citizen Advisory Committees to submit budget statements to the Clerk of the Board  
All other proposals for budget changes from the Board of Supervisors and public due to the Clerk of the Board  
CAO Change Letter filed with the Clerk of the Board
- Jun 23–24** Board of Supervisors budget deliberations  
Board of Supervisors approves Fiscal Year 2015–17 Operational Plan
- Aug 4** Board of Supervisors adopts Fiscal Year 2015–16 budget





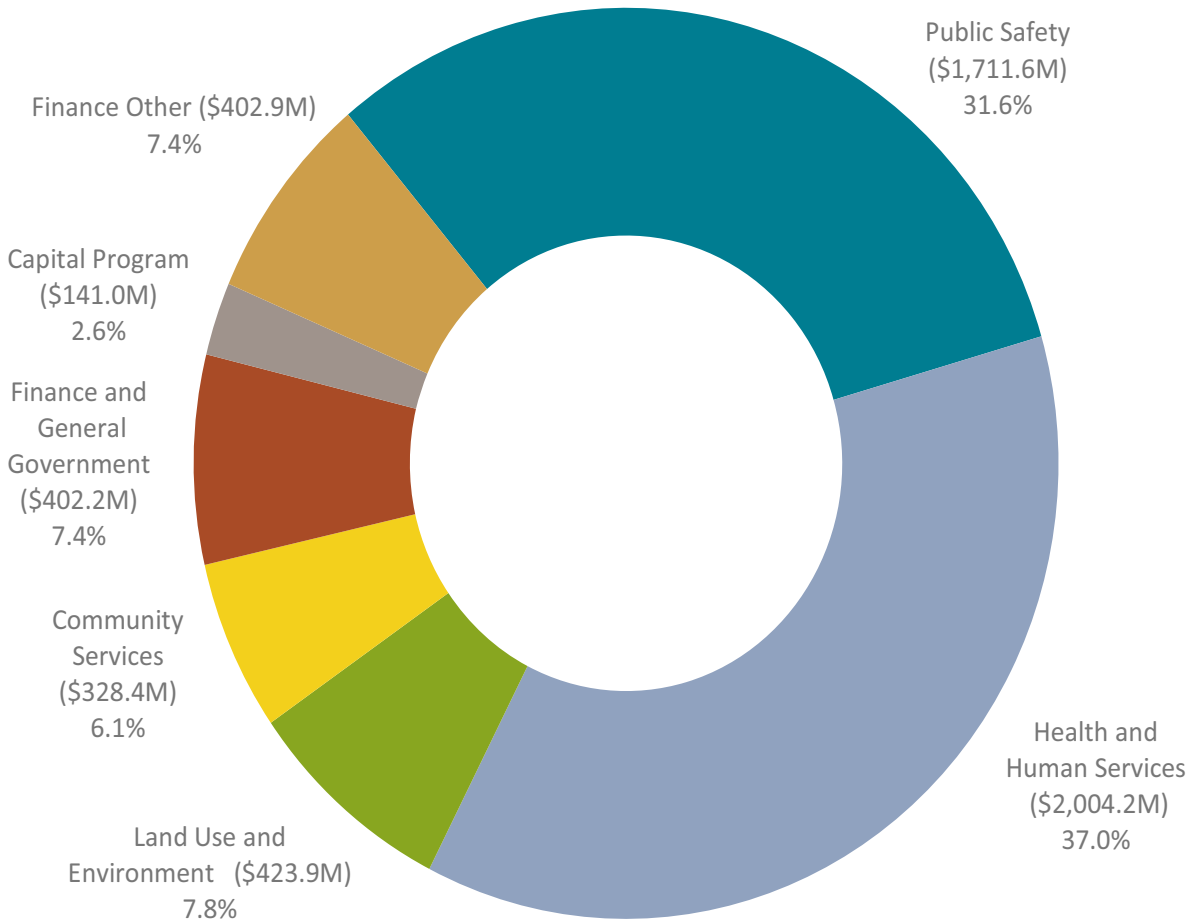


# All Funds: Total Appropriations

## Total Appropriations by Group/Agency

Appropriations total **\$5.41 billion in the Adopted Budget for Fiscal Year 2015–16** and \$5.10 billion for Fiscal Year 2016–17. This is an increase of \$330.5 million or 6.5% for Fiscal Year 2015–16 from the Fiscal Year 2014–15 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases for all Groups.

**Total Appropriations by Group/Agency  
Fiscal Year 2015–16: \$5.41 billion**

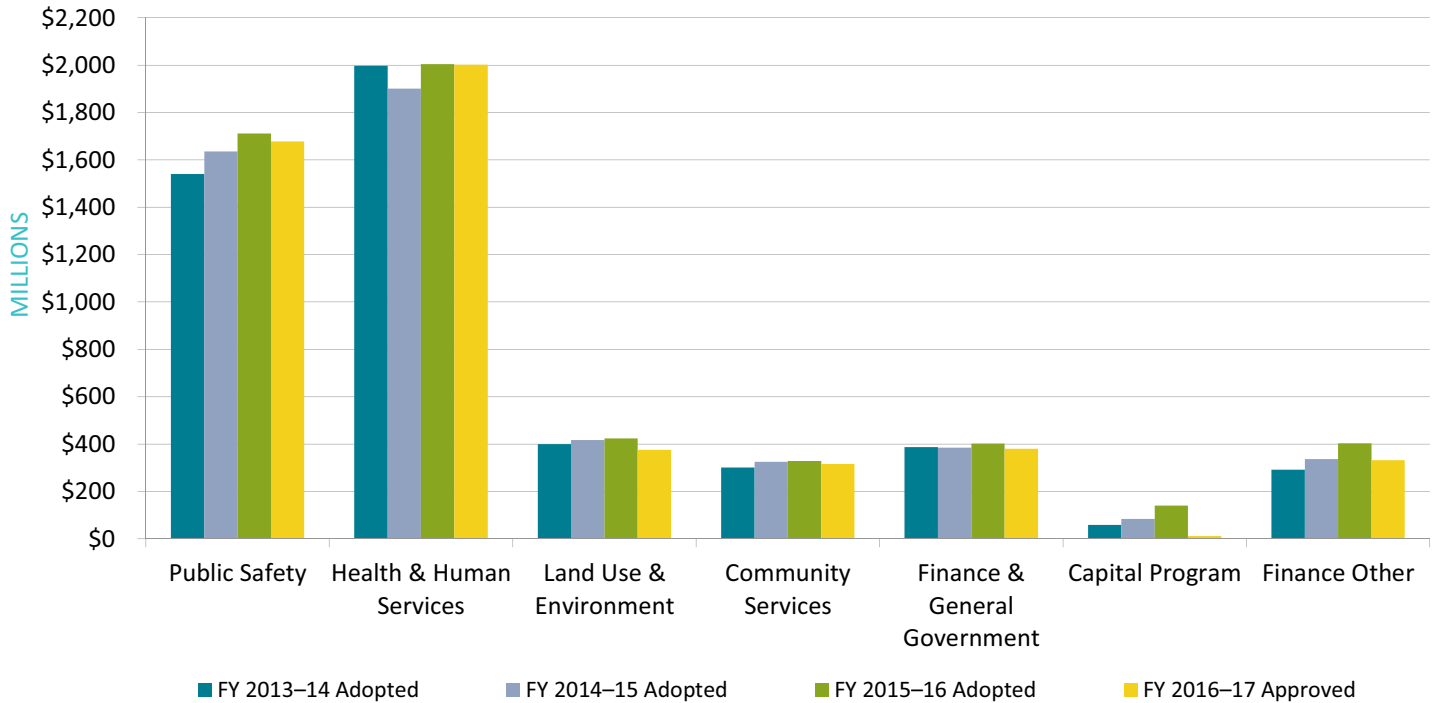


The chart above shows each Group/Agency's share of the Fiscal Year 2015–16 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2015–16 and 2016–17 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2015–16 Adopted Budget and the Fiscal Year 2014–15 Adopted Budget. An overview of the County's Operational Plan for Fiscal

Year 2015–16 is presented on the following page by Group/Agency and highlights changes and key areas of focus. Appendix A: All Funds Budget Summary, provides a summary of expenditures and financing sources by account group for the entire County and for each Group/Agency. More detail by department begins on page 113.



## Total Appropriations by Group/Agency Fiscal Years 2013–14 through 2016–17



Total Appropriations by Group/Agency (in millions)						
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget	
Public Safety	\$ 1,540.8	\$ 1,635.0	\$ 1,711.6	4.7	\$ 1,678.3	
Health and Human Services	1,997.4	1,900.9	2,004.2	5.4	2,001.3	
Land Use and Environment	399.8	417.5	423.9	1.5	376.1	
Community Services	300.9	325.6	328.4	0.9	316.1	
Finance and General Government	386.8	384.8	402.2	4.5	380.7	
Capital Program	58.5	83.7	141.0	68.4	11.7	
Finance Other	291.9	336.3	402.9	19.8h	332.7	
<b>Total</b>	<b>\$ 4,976.1</b>	<b>\$ 5,083.7</b>	<b>\$ 5,414.2</b>	<b>6.5</b>	<b>\$ 5,097.2</b>	

### Public Safety Group (PSG)

A net increase of \$76.6 million or 4.7% from the Fiscal Year 2014–15 Adopted Budget. The increase primarily relates to increased costs as a result of negotiated labor agreements, growth in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993*, funding, a net decrease of 41.00 staff years and the planned use of one-time resources. All mandated services are maintained.

Major changes include:

- ◆ Increases in staff in the District Attorney, Sheriff’s Department, Office of Emergency Services, the Public Defender and the San Diego County Fire Authority.
- ◆ Increases in amounts allocated for one-time expenditures to support major maintenance projects and radio replacements.
- ◆ Increases in costs associated with the Regional Communications System (RCS) upgrade.

## ALL FUNDS: TOTAL APPROPRIATIONS

- ◆ Increases in various Internal Service Funds and Public Liability insurance costs.
- ◆ Increases in information technology projects.
- ◆ Increase in contracted services primarily for juveniles at-risk and those in custody and paramedic services.
- ◆ Increase in costs related to Step III of the County's Fire and Life Safety Reorganization Report.
- ◆ Rebudgets for costs associated with the Justice Regional Information System re-platform project, the Regional Communications System (RCS), the RCS Transport Network, the High Performance Data Operating Channels Regional Realignment Response Group, and equipment.
- ◆ A reduction in staff to align operations with the decline of the juvenile population in the detention facilities and to align operations with current workload in the Probation Department, which will not impact services.

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

Key areas of focus include:

- ◆ Encouraging and promoting residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster.
- ◆ Planning, building and maintaining safe communities to improve the quality of life for all residents.
- ◆ Expanding data-driven crime prevention strategies and utilizing current technologies to reduce crime at the local and regional level.
- ◆ Strengthening our prevention and enforcement strategies to protect our youth from crime, neglect and abuse.
- ◆ Fully implementing a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation.

### Health and Human Services Agency (HHSA)

A net increase of \$103.3 million or 5.4% from the Fiscal Year 2014–15 Adopted Budget. Almost half of the increase is attributed to increases in the In-Home Supportive Services (IHSS) program due to caseload growth and the State's restoration of the 7.0% cut in IHSS Individual Provider services. The majority of remaining growth is the result of negotiated labor agreements, growth in certain public assistance caseloads, an investment in the Knowledge Integration Program (KIP), and an expansion in direct services across several program areas, including services funded under the Mental Health Services Act, Title IV-E California Well-Being Project and Public Health prevention grant funding.

Major changes include:

- ◆ Increase in IHSS Individual Provider costs due to caseload growth and restoration of 7.0% cuts.
- ◆ Increase for the design, development and implementation phase of the KIP.
- ◆ Increase for Family Stabilization and Expanded Subsidized Employment in order to decrease time to self-sufficiency for CalWORKs participants.
- ◆ Increase for crisis stabilization and treatment for persons who are in psychiatric crisis.
- ◆ Increase for Laura's Law implementation.
- ◆ Increase for participation in the Title IV-E California Well-being Project to allow for the flexible use of federal dollars to improve outcomes in Child Welfare Services.
- ◆ Increase for certain public assistance payment to align with projected caseload.

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

Key areas of focus include:

- ◆ Adding staff in the Office of Military and Veteran Affairs division to augment outreach and education services to veterans countywide.
- ◆ Adding new services in support of the Alzheimer's project.
- ◆ Expanding the Cultural Broker Program to support targeted efforts to decrease disproportionality within the child welfare system.
- ◆ Expanding the Psychiatric Emergency Response Teams (PERT) in collaboration with the Public Safety Group, to provide expanded services and coverage to link individuals with appropriate levels of care.
- ◆ Continuing to advance against the 3 behaviors (no physical activity, poor diet, and tobacco use) that result in 4 diseases (cancer, heart disease and stroke, type 2 diabetes, and lung disease) that result in over 50 percent of deaths in San Diego by creating new partnerships through *Live Well San Diego*.
- ◆ Continuing a trauma informed model to recognize the impact trauma has in the overall wellness of clients and staff.
- ◆ Implementing recommendations to update and modernize facilities in response to changes in program and customer needs.
- ◆ Advancing the voluntary national accreditation through the Public Health Accreditation Board (PHAB) supporting investments in information technology for the Health Information Exchange Pre-Hospital Data Collection System and Electronic Health Records System in order to continuously improve upon the service model.





## Land Use and Environment Group (LUEG)

A net increase of \$6.4 million or 1.5% from the Fiscal Year 2014–15 Adopted Budget. The increase primarily relates to negotiated labor agreements, pavement resurfacing projects, and the addition of 9.00 staff years.

Major changes include:

- ◆ Completion of County airport capital projects.
- ◆ Increased County road pavement resurfacing projects in the unincorporated county, and increased San Diego County Sanitation District capital improvement and maintenance projects.
- ◆ Increased ongoing commitment of \$2.0 million of General Purpose Revenue for the County Parks major maintenance program.
- ◆ One-time information technology projects including a new Asset Management System application, development of new online web and mobile applications and paper conversion projects that will increase customer service and efficiency in business operations.
- ◆ Additional staff years: pertaining to the Department of Parks and Recreation for the management of the new County Administration Center Waterfront Park, and the Harmony Grove community open space; in Planning and Development Services additional Planners due to increased permit activity and workload; and in the Department of Public Works for the Watershed Protection Program related to Total Maximum Daily Load requirements and for the new Harmony Grove community.

Key areas of focus include:

- ◆ Protecting San Diego County's \$1.85 billion agricultural industry from damaging pests, noxious non-native weeds and diseases. Agriculture serves as a basis to economic development through its contributions to national and international trade, employment, and the production of healthy and high quality crops for our health.
- ◆ Protecting people and the environment from the harmful effects of air pollution, to make the air as clean as possible since the quality of the air has an impact on our health.
- ◆ Continuing to work with the Farm and Home Advisor/ University of California Cooperative Extension to bring together education and research resources of the University of California, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.
- ◆ Protecting public health and helping to prevent disease through education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.

- ◆ Expanding and protecting park resources, by acquiring additional parkland throughout the county to provide opportunities for high quality parks and recreation experiences and through the commitment of \$2.0 million in General Purpose Revenue for the maintenance of County parks and facilities.
- ◆ Improving the overall land development process, as well as the associated customer experience and streamlining permit processing to enhance the quality of our communities.

## Community Services Group (CSG)

A net increase of \$2.9 million or 0.9% from the Fiscal Year 2014–15 Adopted Budget. The increase is due to increased salaries and benefits for existing employees and for 15.50 new full-time equivalent positions, one-time projects for energy efficiency and major maintenance projects, library books and materials, gas and electricity purchases, and vehicle fuel. Partially offsetting decreases include operating transfers between internal service funds, fund balance component decrease for the Registrar of Voters, Housing Authority program expenditures and planned use of management reserves.

Major changes include:

- ◆ Projected personnel costs, primarily for 15.50 new full-time equivalent positions.
- ◆ One-time projects for energy efficiency in County facilities, including the fourth year of funding for Building Automation Systems technology.
- ◆ Consultant study to assess accessibility in County facilities and identify projects, including a second year of funding for projects to improve accessibility.
- ◆ Major maintenance projects to improve and extend the utility of Housing & Community Development's headquarters facility, and to complete remediation and closure of remaining underground storage tank sites.
- ◆ Additional books and materials for library branches.

Key areas of focus include:

- ◆ Support of the *Live Well San Diego* community wellness and safety engagement efforts through a variety of programs relating to housing, animal safety, library services, and federally funded projects for parks, firefighting equipment, health clinics, and other community resources.
- ◆ Maintaining library hours to provide patron access to library materials and services, and expanding hours to include Sundays at the 4S Ranch library.
- ◆ The fourth 24/7 Library-To-Go kiosk, which provides automated book delivery technology.
- ◆ Construction activities for a new library in Borrego Springs.



## ALL FUNDS: TOTAL APPROPRIATIONS

- ◆ Continued construction of new libraries in Alpine and Imperial Beach. The Alpine Library is planned to be the first Zero Net Energy County facility.
- ◆ Developing a strategic facility replacement and improvement plan to address aging and obsolete County facilities.
- ◆ Providing resources to homeless families and veterans exiting from transitional housing.
- ◆ Transparency in County procurement through online publishing of contracts.
- ◆ Increasing the number of permanent vote-by-mail voters.
- ◆ Conducting the June 2016 Presidential Primary Election

### Finance and General Government Group (FGG)

A **net increase of \$17.4 million or 4.5%** from the Fiscal Year 2014–15 Adopted Budget. The increase is due primarily to negotiated salary and benefit costs, facility maintenance operations costs and one-time information technology projects.

Major changes include:

- ◆ A change in planned IT services for a number of County departments through the County's information technology outsourcing contract, including:
  - ❖ Upgrade of Performance Budgeting, the County's budgeting system and to Performance Budgeting's reporting applications.
  - ❖ Upgrades and licensing of multiple IT systems, including the Enterprise Document Processing Platform (EDPP) and SharePoint environments.
  - ❖ Implementation of Digital or Electronic Signature.
- ◆ Increase in major maintenance projects for the County Administration Center and Waterfront Park.

Key areas of focus include:

- ◆ Maintaining the County's fiscal stability through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, including continued assurance of accountability and transparency in the use of all funds.
- ◆ Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- ◆ Maintaining a strong Treasurer's Investment Pool.
- ◆ Maintaining an investment in modern information technology.
  - ❖ Upgrading of the County's SharePoint Platform environment.
  - ❖ Upgrading the Employee Benefits claims payments processing system for efficiency gains and better data analysis of injury trends to help improve prevention strategies.
  - ❖ Integration of the County Constituent Relationship Management with existing system.

### Capital Program

A **net increase of \$57.3 million or 68.4%** from the Fiscal Year 2014–15 Adopted Budget. The amount budgeted in the Capital Program for Capital Projects can vary significantly from year to year based on the size and scope of capital needs in the coming years. The Fiscal Year 2015–16 Capital Program includes \$131.9 million for the following capital projects:

- ◆ \$54.9 million of additional funding for the Sheriff's Crime Lab, with an estimated total project cost of \$104.8 million;
- ◆ \$50.6 million of funding for the Regional Communications System Upgrade and Site Acquisition;
- ◆ \$10.0 million for the Multiple Species Conservation Program (MSCP);
  - ◆ \$7.1 million for Santa Ysabel Nature Center;
  - ◆ \$2.0 million for Heise Park Electrical and Water;
  - ◆ \$1.5 million for Steele Canyon Artificial Turf;
  - ◆ \$1.5 million for Borrego Springs Park project;
  - ◆ \$1.2 million for the Agua Caliente Photovoltaic System;
  - ◆ \$0.7 million for Cactus Park Water Quality Treatment Project;
  - ◆ \$0.4 million for the North Coastal HHS Facility;
  - ◆ \$0.4 million for Lindo Lake Park Water Quality Treatment Project;
  - ◆ \$0.4 million for Edgemoor Hospital Water Quality Treatment Project;
  - ◆ \$0.3 million for the Lakeside Teen Center Photovoltaic System;
  - ◆ \$0.3 million for Lindo Lake Improvements;
  - ◆ \$0.3 million for Dos Picos Camping Cabins;
  - ◆ \$0.3 million for Jess Martin Junior Ballfield Improvements.

The Capital Program also includes \$9.2 million for the Edgemoor Development Fund to pay debt service on the 2014 Refunding Certificates of Participation related to construction of the Edgemoor Skilled Nursing Facility and other costs to improve the Edgemoor property. Together with the amounts in the other Capital Program Funds, appropriations for Fiscal Year 2015–16 total \$141.0 million.

In Fiscal Year 2016–17, appropriations decrease by \$127.5 million from Fiscal Year 2015–16 and the program includes funding of \$2.5 million for the MSCP and \$9.2 million for the Edgemoor Development Fund.

### Finance Other

A **net increase of \$66.6 million or 19.8%** from the Fiscal Year 2014–15 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some appropriations reported here are one-time and can fluctuate significantly.

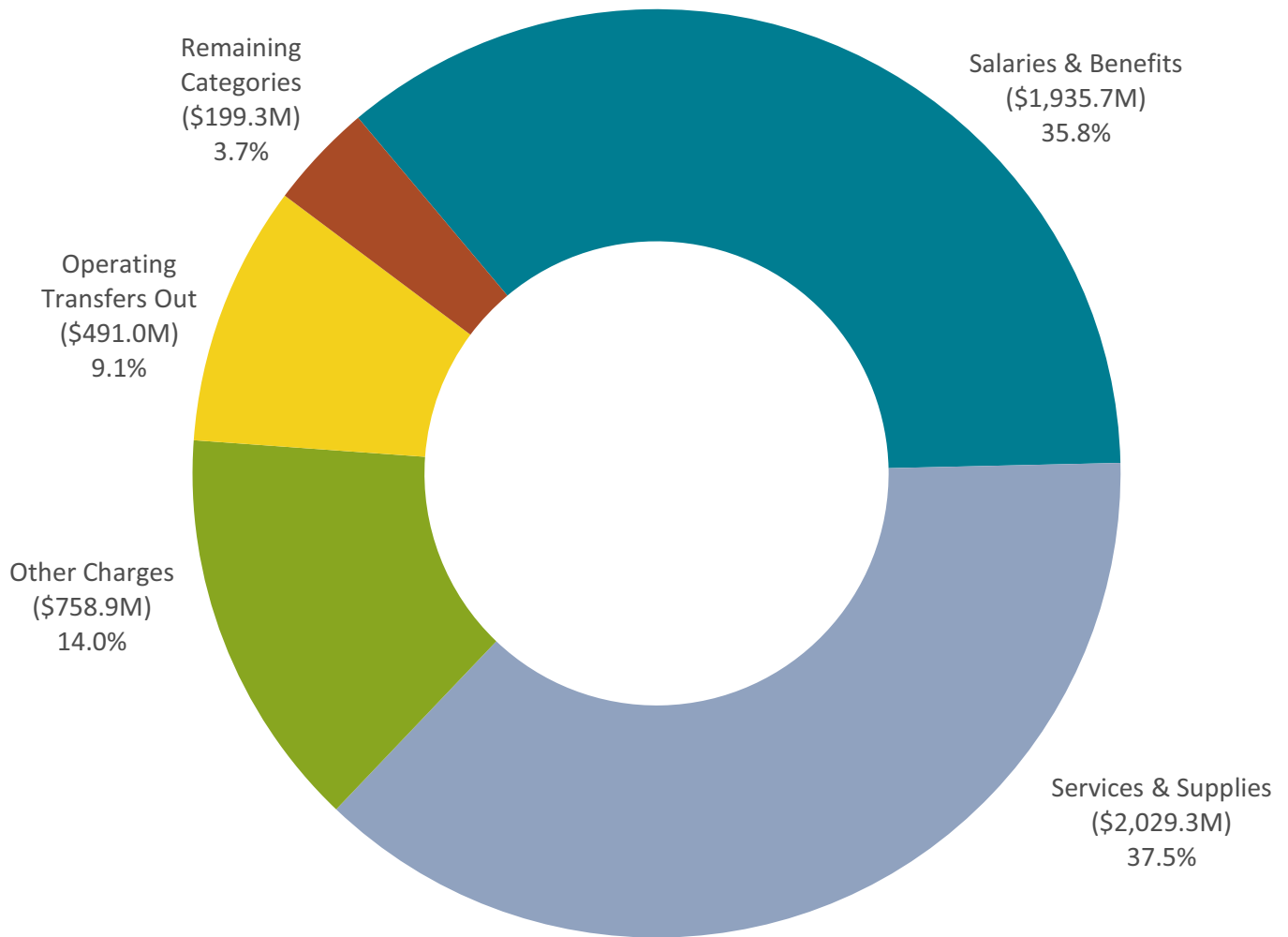
The majority of the increase in the Fiscal Year 2015–16 budget supports capital projects, as described above.



### Total Appropriations by Categories of Expenditures

The chart below shows the Adopted Budget detailed by categories of expenditures. As noted previously, the **Fiscal Year 2015–16** Adopted Budget is **increasing overall by \$330.5 million** from the Fiscal Year 2014–15 Adopted Budget and decreasing by \$317.2 million in Fiscal Year 2016–17.

#### Total Appropriations by Categories of Expenditures Fiscal Year 2015–16: \$5.41 billion



The changes by category are summarized as follows:

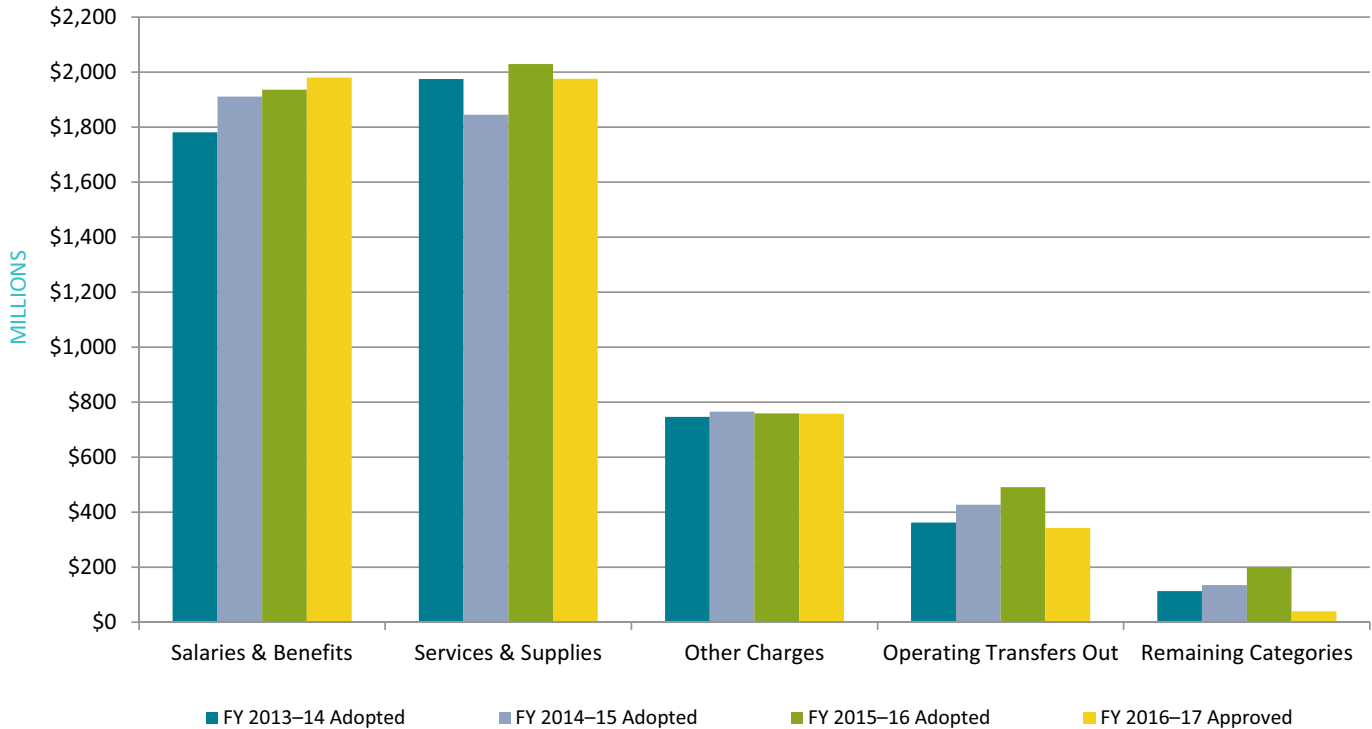
#### Salaries & Benefits

Salaries & Benefits are **increasing overall by a net \$25.5 million or 1.3%** in Fiscal Year 2015–16. This change reflects negotiated salary and benefit costs and a net staffing decrease of 10.50 staff years. Staffing changes include additions in the Department of General Services, Sheriff's Department, District Attorney, and other various departments, and staffing reductions in the Probation Department and Child Support Services. All existing labor agreements include increases in flexible benefit credits.

In Fiscal Year 2016–17, Salaries & Benefits are increasing by a net of \$44.2 million or 2.3%, which reflects negotiated salary and benefit costs and an increase in flexible benefit credits. Staff years are expected to remain constant.

See Total Staffing on page 60 for a summary of staffing changes by business group.

### Total Appropriations by Categories of Expenditures Fiscal Years 2013–14 through 2016–17



Total Appropriations by Categories of Expenditures (in millions)						
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget	
Salaries & Employee Benefits	\$ 1,780.3	\$ 1,910.1	\$ 1,935.7	1.3	\$ 1,979.9	
Services & Supplies	1,973.9	1,845.1	2,029.3	10.0	1,975.8	
Other Charges	746.8	765.5	758.9	(0.9)	758.2	
Operating Transfers Out	362.1	427.3	491.0	14.9	342.8	
Remaining Categories:						
<i>Capital Assets/Land Acquisition</i>	59.1	84.5	136.1	61.0	3.9	
<i>Capital Assets Equipment</i>	23.6	21.9	27.1	23.8	15.4	
<i>Expenditure Transfer &amp; Reimbursements</i>	(30.2)	(30.3)	(31.4)	3.7	(31.6)	
<i>Contingency Reserves</i>	23.1	24.8	26.7	7.9	27.2	
<i>Fund Balance Component Increases</i>	0.6	2.6	1.4	(46.2)	1.4	
<i>Management Reserves</i>	36.8	32.2	39.5	22.3	24.0	
<b>Total</b>	<b>\$ 4,976.1</b>	<b>\$ 5,083.7</b>	<b>\$ 5,414.2</b>	<b>6.5</b>	<b>\$ 5,097.0</b>	





## Services & Supplies

Services and Supplies are **increasing by a net of \$184.2 million or 10.0%**. This category accounts for expenditures for items such as office supplies, contracted services, facility leases, facility maintenance, minor equipment, utility usage, services provided by internal service funds and various other requirements. While individual accounts are increasing or decreasing by varying amounts, the most significant changes include: an increase of \$46.7 million in the In-Home Supportive Services (IHSS) Individual Provider (IP) contracted services costs, an increase in additional one-time information technology contracted costs for the design, development and implementation phase of the KIP project (\$26.4 million) and one-time costs for Information Technology projects recommended in various departments (\$11.5 million), an increase in costs for contracted services in Behavioral Health Services (\$13.2 million) and in the Probation Department for juveniles at risk of being institutionalized (\$3.9 million), an increase in costs for additional security that includes supporting State and federal homeland security initiatives, replacement of outdated security controls at George Bailey Detention Center (\$8.4 million) and replacement of cameras in juvenile institutions (\$3.6 million), an increase due to various rebudgets in the Sheriff Department (\$7.5 million), an increase in costs for maintenance of facilities and equipment at various facilities, and various increases or decreases in one-time projects.

A decrease of \$53.5 million or 2.6% in Fiscal Year 2016–17 is primarily due to the anticipated completion of one-time projects.

## Other Charges

Other Charges are **decreasing by \$6.6 million or 0.9%**. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement and Neighborhood Reinvestment Programs. The decrease is primarily due to a decrease in Finance Other for the Tax and Revenue Anticipation Notes (TRANS) and a decrease in the Air Pollution Control District due to the completion of Mobile Incentives Projects.

No significant change in Fiscal Year 2016–17.

## Operating Transfers Out

Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **increasing by \$63.8 million or 14.9%**. The most significant increases are due to the Regional Communications System Upgrade and increased revenues from Proposition 172, while Operating Transfers decrease in the Health and Human Services Agency and in the Department of General Services.

A decrease of \$148.3 million or 30.2% is projected for Fiscal Year 2016–17, and is primarily due to the nonrecurrence of one-time items from the prior year.

## Capital Assets/Land Acquisition

Capital Assets/Land Acquisition, which includes capital improvement projects and property acquisitions, is **increasing by \$51.5 million or 61.0%** from Fiscal Year 2014–15. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the \$136.1 million budgeted for Fiscal Year 2015–16, \$131.8 million is for projects in the Capital Program. The Fiscal Year 2015–16 Capital Program includes \$54.9 million for the Sheriff's Crime Lab, \$50.6 million for the Regional Communications System Upgrade and Site Acquisition, \$10.0 million for land acquisition for the Multiple Species Conservation Program (MSCP), \$7.1 million for Santa Ysabel Nature Center, \$2.0 million for Heise Park Electrical and Water, \$1.5 million for Steele Canyon Artificial Turf, \$1.2 million for Agua Caliente Photovoltaic System, \$1.5 million for Borrego Springs Park, \$0.4 million for the North Coastal HHSA Facility, \$0.3 million for the Lakeside Teen Center Photovoltaic System, \$0.3 million for Lindo Lake Improvements, \$0.3 million for the Jess Martin Junior Ballfield Improvements project and \$0.3 million for Dos Picos Camping Cabins.

A decrease of \$132.1 million or 97.1% is projected for Fiscal Year 2016–17 due to the removal of appropriations to support the one-time projects above. Amounts included in Fiscal Year 2016–17 are funding for the MSCP and for the Edgemoor Development Fund.

## Capital Assets Equipment

Capital Assets Equipment is **increasing by \$5.2 million or 23.8%** from the prior year. This account primarily includes routine ISF purchases of replacement vehicles and heavy equipment. It may also include appropriations for information technology hardware and communications equipment. Amounts may vary from year to year.

A decrease of \$11.7 million or 43.3% is expected for Fiscal Year 2016–17.

## Expenditure Transfers & Reimbursements

Expenditure Transfers and Reimbursements are **increasing by \$1.1 million or 3.7%**. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenses to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

No significant change for Fiscal Year 2016–17.

The Expenditure Transfers and Reimbursement accounts are negative amounts to avoid the duplication of expenditures. One example is the agreement between the Health and Human Services Agency (HHSA) and the District Attorney for Public Assistance Fraud investigation services. The District Attorney investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in the Expenditure Transfers





and Reimbursements account. HSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State or federal revenue account.

### Contingency Reserves

Contingency Reserves are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2015–16, two funds have a contingency reserve. The General Fund contingency reserve is increasing to \$21.7 million from \$20.7 million. The Employee Benefits ISF contingency reserve is increasing to \$5.0 million from \$4.0 million. The Fleet ISF contingency reserve of \$0.1 million was eliminated in Fiscal Year 2014–15. In Fiscal Year 2016–17, the General Fund contingency reserve increased to \$22.2 million. See the discussion of the General Fund Contingency Reserve in the Finance Other section on page 485.

### Fund Balance Component Increases

Fund Balance Component Increases can vary from year to year depending upon the need to set aside fund balance for specific future uses. In Fiscal Year 2015–16, fund balance has been

committed, for the Sheriff Capital Project for future capital needs (\$1.0 million), anticipated building reconstruction or replacement in the future for the Air Pollution Control District (\$0.3 million), toward the replacement/upgrade of fire apparatus and equipment for regional support for the San Diego County Fire Authority (\$0.1 million). For Fiscal Year 2016-17, fund balance is committed for the 2016 Presidential Primary Election for the Registrar of Voters (\$1.0 million), for anticipated building reconstruction or replacement in the future for the Air Pollution Control District (\$0.3 million) and toward the replacement/upgrade of fire apparatus and equipment for regional support for the San Diego County Fire Authority (\$0.1 million).

### Management Reserves

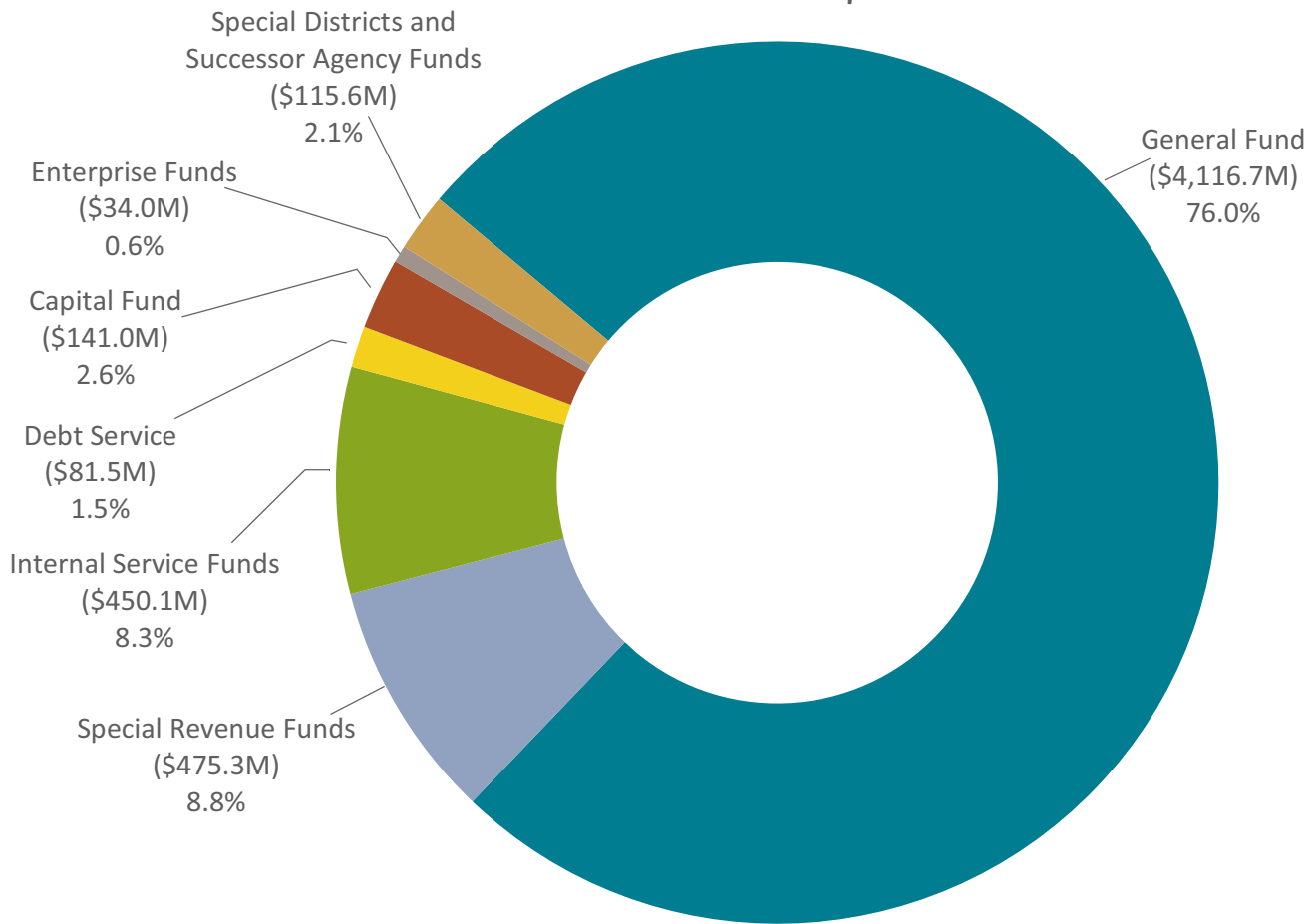
Management Reserves are **increasing by \$7.2 million or 22.3%**. The level of Management Reserves can vary from year to year. They are used to fund one-time projects or to serve as a prudent mitigation for revenue and economic uncertainties at the business group or department level.



## Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the funds/fund types described below provide the basic structure for the Operational Plan. Appendix B: Budget Summary and Changes in Fund Balance provides expenditure amounts for County funds by Type of Fund and by Group/Agency. (See also “Measurement Focus and Basis of Accounting” on page 96.)

### Total Appropriations by Fund Type Fiscal Year 2015–16: \$5.41 billion



## Governmental Fund Types

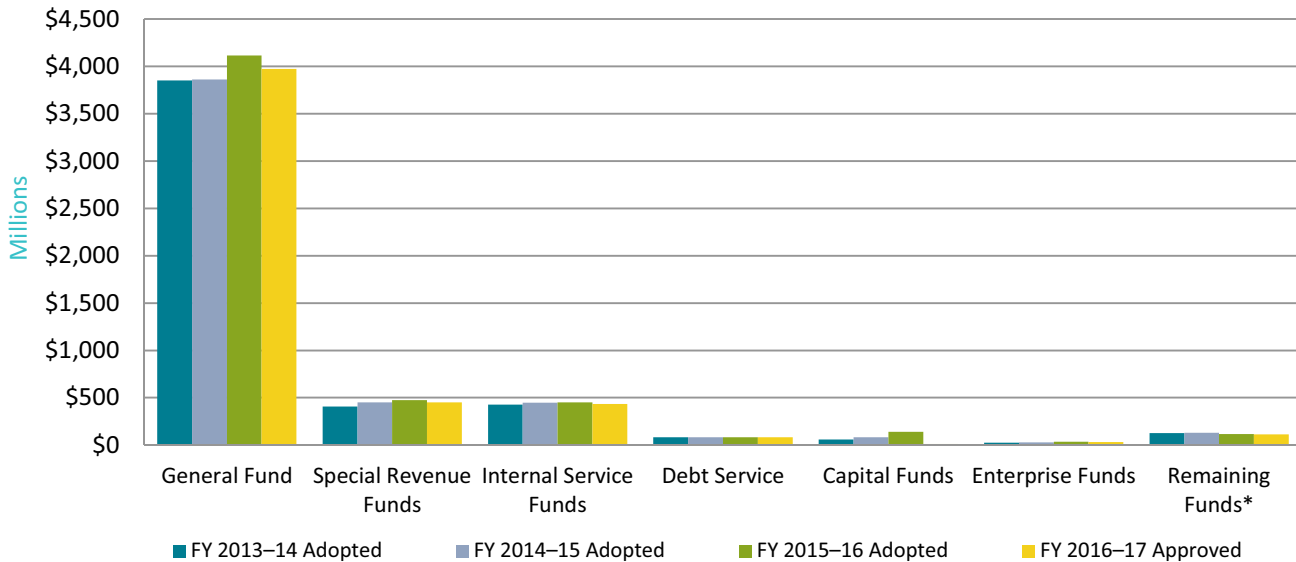
The **General Fund** accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

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

**Debt Service Funds** account for the accumulation of resources for the payment of principal and interest on general long-term debt. The Debt Service Funds include bond principal and interest payments and administrative expenses for Pension Obligation Bonds. A discussion of long and short-term financial obligations can be found on page 105.

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

### Total Appropriations by Fund Type Fiscal Years 2013–14 through 2016–17



\*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)						
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget	
General Fund	\$ 3,853.1	\$ 3,863.6	\$ 4,116.7	6.5	\$ 3,975.4	
Special Revenue Funds	406.9	450.2	475.3	5.6	449.9	
Internal Service Funds	425.7	447.5	450.1	0.6	434.0	
Debt Service Funds	81.5	81.5	81.5	0.0	81.4	
Capital Project Funds	58.5	83.7	141.0	68.4	11.7	
Enterprise Funds	24.8	27.4	34.0	24.1	32.8	
Special Districts & Redevelopment Funds	125.7	129.8	115.6	(10.9)	111.8	
<b>Total</b>	<b>\$ 4,976.1</b>	<b>\$ 5,083.7</b>	<b>\$ 5,414.2</b>	<b>6.5</b>	<b>\$ 5,097.0</b>	

### Proprietary Fund Types

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

**Enterprise Funds** account for any activity for which a fee is charged to external users for goods or services. Enterprise funds

are also used for any activity whose principal external revenue sources meet any of the following criteria:

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

Examples include the Airport and Wastewater Funds.



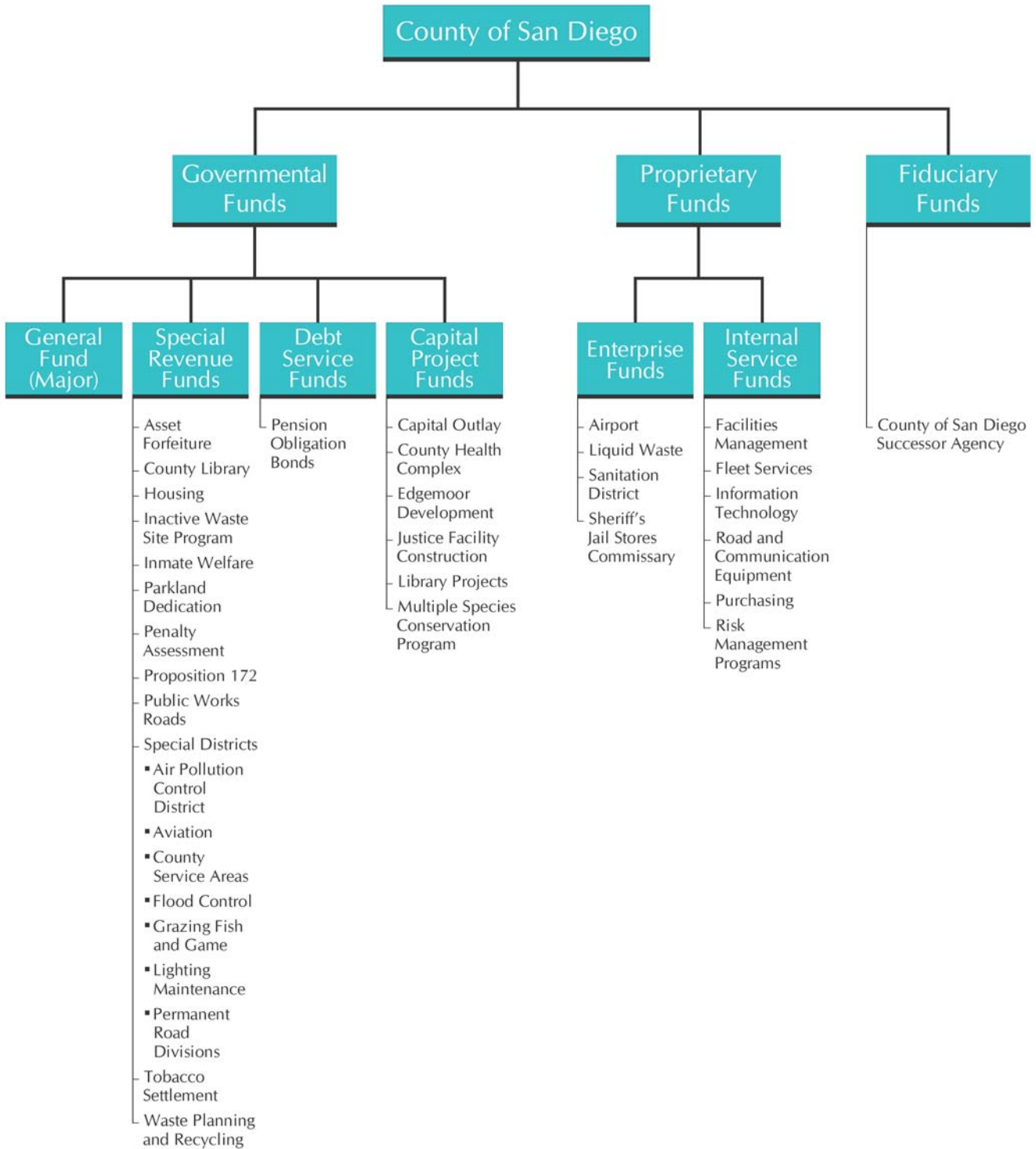
## Fiduciary Funds

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

**Successor Agency Funds** are used to pay the outstanding obligations of the dissolved Redevelopment Agencies and taxing entities where the County is the Successor Agency. Redevelopment Agencies were originally established to account for the proceeds

of redevelopment area incremental taxes, interest revenues and temporary loans which were used to eliminate slums and blighted areas, improve housing, expand employment opportunities and provide an environment for the social, economic and psychological growth and well-being of all citizens of the county. The State of California, through the passage of Assembly Bill x1 26, *Redevelopment Agency Dissolution*, dissolved all redevelopment agencies as of February 1, 2012. As a requirement of the dissolution process, all funds, assets and obligations of the redevelopment agencies were transferred to a successor agency for payment or disbursement.

County Budgetary Fund Structure





## Department Fund Relationship

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

Department Fund Relationship							
	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
	General Fund	Special Revenue Fund	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
<b>Public Safety Group (PSG)</b>							
Child Support Services	✓						
Citizens' Law Enforcement Review Board	✓						
District Attorney	✓	✓					
Medical Examiner	✓						
Office of Emergency Services	✓						
Probation	✓	✓					
Public Defender	✓						
PSG Executive Office	✓	✓					
San Diego County Fire Authority	✓	✓					
Sheriff	✓	✓			✓		
<b>Health and Human Services Agency (HHSA)</b>							
Administrative Support	✓						
Aging & Independence Services	✓						
Behavioral Health Services	✓						
Child Welfare Services	✓						
Public Health Services	✓	✓					
Regional Operations	✓						
<b>Land Use and Environment Group (LUEG)</b>							
Agriculture, Weights & Measures	✓	✓					
Air Pollution Control District		✓					
Environmental Health	✓						
Farm and Home Advisor	✓						
LUEG Executive Office	✓						
Parks and Recreation	✓	✓					
Planning & Development Services	✓						
Public Works	✓	✓			✓	✓	

**ALL FUNDS: TOTAL APPROPRIATIONS**

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





### Appropriations Limits

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

The limit for each year is equal to the prior year's spending with upward adjustments allowed for changes in population and the cost of living. Most appropriations are subject to the limit. However, Proposition 4 and subsequently Proposition 99 (1988), *Tobacco Tax and Health Protection Act*, Proposition 10 (1998), *California Children and Families First Act* and Proposition 111 (1990), *Traffic Congestion Relief and Spending Limitations Act*,

exempt certain appropriations from the limit. These exemptions include capital outlay, debt service, local government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

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

San Diego County Appropriations Limit (in millions)								
	Fiscal Year 2008–09	Fiscal Year 2009–10	Fiscal Year 2010–11	Fiscal Year 2011–12	Fiscal Year 2012–13	Fiscal Year 2013–14	Fiscal Year 2014–15	Fiscal Year 2015–16
Gann Limit	\$ 3,825	\$ 3,897	\$ 3,852	\$ 3,977	\$ 4,164	\$ 4,465	\$ 4,509	\$ 4,737
Appropriations subject to the limit	\$ 1,340	\$ 1,309	\$ 1,264	\$ 1,255	\$ 1,527	\$ 1,683	\$ 1,772	\$ 1,727





# All Funds: Total Staffing

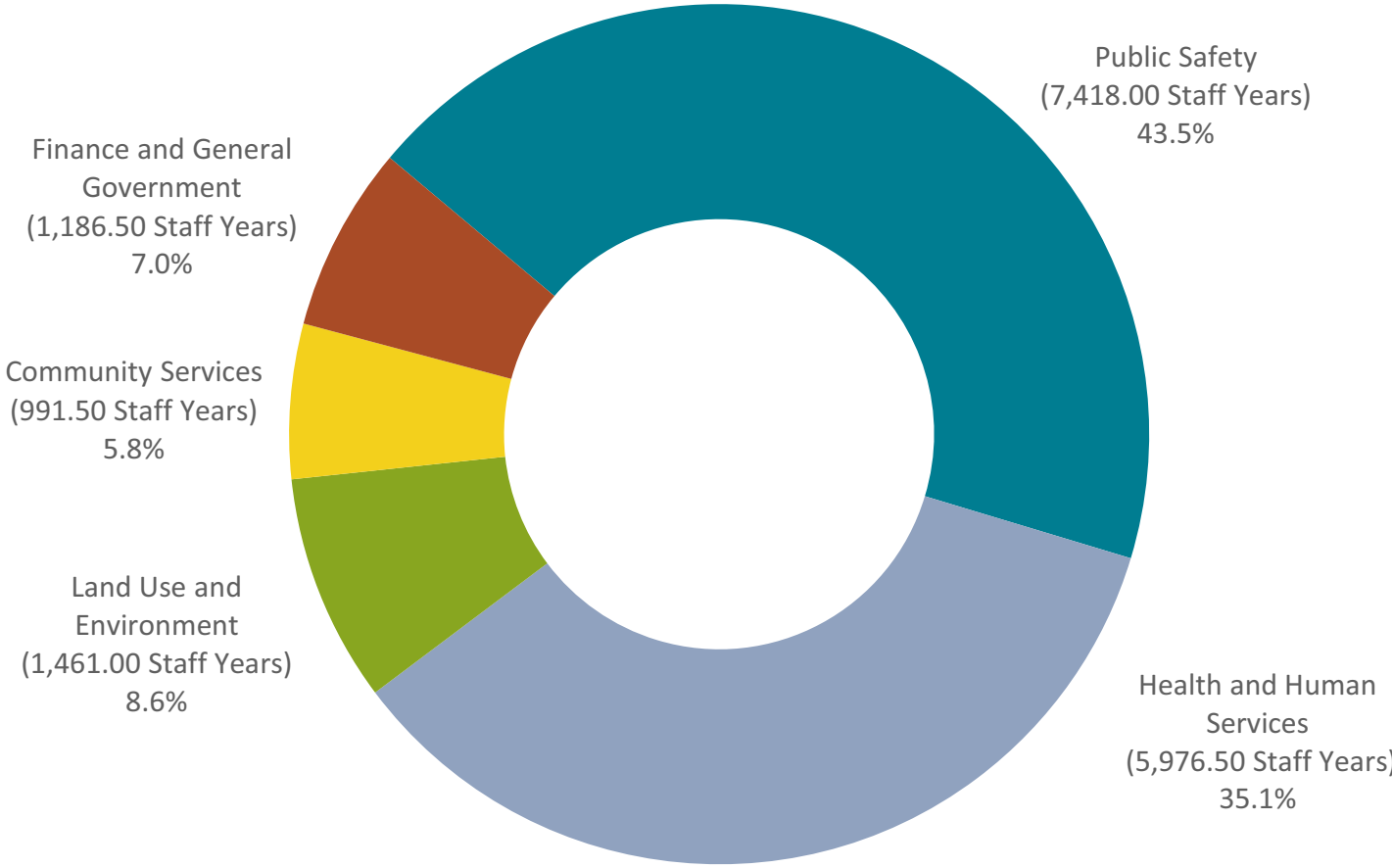
## Total Staffing by Group/Agency

Adopted staff years<sup>1</sup> for **Fiscal Year 2015–16 decreased by 10.50** from the Adopted Budget for Fiscal Year 2014–15, **a decrease of 0.1% to a total of 17,033.50 staff years.**

This net decrease is primarily attributable to decreased staffing in the Public Safety Group. While overall staffing levels are decreasing, there are some departments and programs in which staffing levels are increasing. The staffing changes are summarized by business group in the chart below.

Total staff years in Fiscal Year 2016–17 are expected to remain constant at 17,033.50.

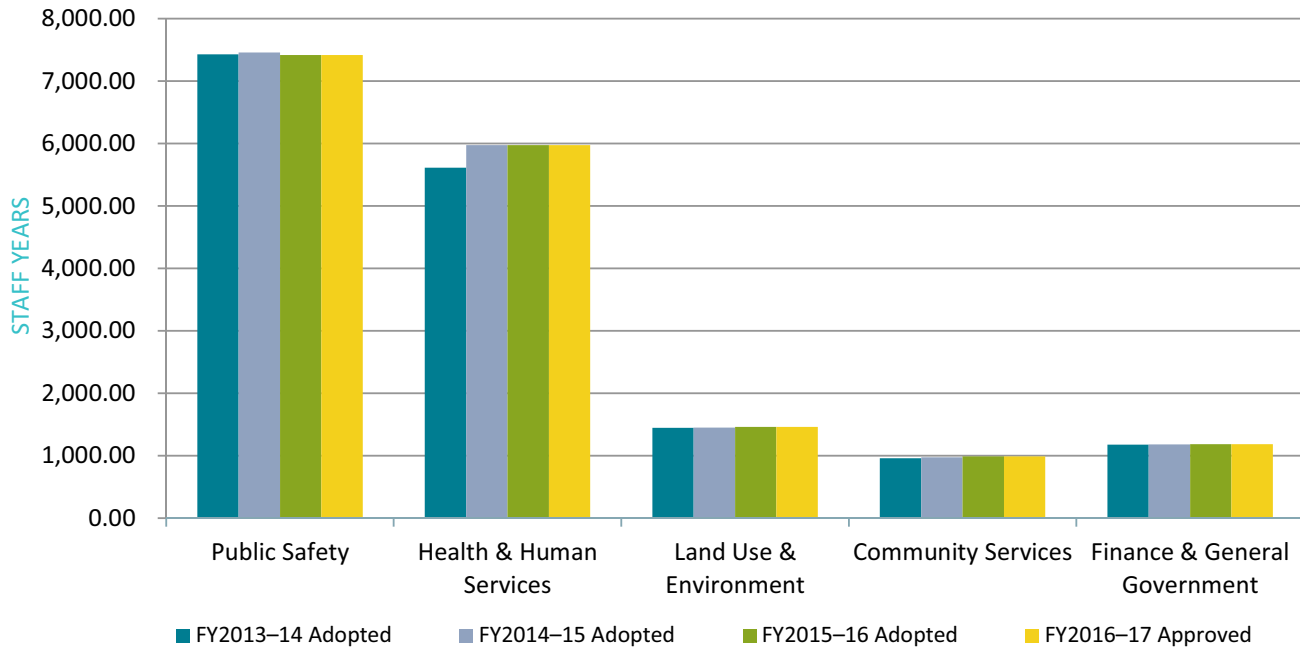
### Total Staffing by Group/Agency Fiscal Year 2015–16: 17,033.50 Staff Years



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



### Total Staffing by Group/Agency Fiscal Years 2013–14 through 2016–17



Total Staffing by Group/Agency (staff years)					
	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Adopted Budget	% Change	Fiscal Year 2016-17 Approved Budget
Public Safety	7,429.00	7,459.00	7,418.00	(0.5)	7,418.00
Health and Human Services	5,613.50	5,973.50	5,976.50	0.1	5,976.50
Land Use and Environment	1,446.00	1,452.00	1,461.00	0.6	1,461.00
Community Services	961.00	976.00	991.50	1.6	991.50
Finance and General Government	1,177.50	1,183.50	1,186.50	0.3	1,186.50
<b>Total</b>	<b>16,627.00</b>	<b>17,044.00</b>	<b>17,033.50</b>	<b>(0.1)</b>	<b>17,033.50</b>

#### Public Safety Group (PSG)

PSG has a **net decrease of 41.00 staff years, or 0.5%**, to align staffing with available revenues and to address key operational requirements.

- ◆ Public Safety Executive Office: decreases by 1.00 staff year due to a position transfer to Human Resources Services to support centralized functions.
- ◆ District Attorney: increases by 7.00 staff years to collect, analyze and disseminate data with a focus on impacts resulting from the implementation of Proposition 47 (2014), *Criminal Sentences. Misdemeanor Penalties. Initiative Statute.*; Assembly Bill 109, *Public Safety Realignment (2011)*, and other programs related to reducing criminal recidivism.

- ◆ Sheriff's Department: increases by a net of 7.00 staff years. This includes a net increase of 8.00 staff years in the Sheriff's Court Services Bureau for law enforcement services to provide coverage for the County Administration Center (CAC) and the CAC Waterfront Park, an increase of 2.00 staff years in the Special Enforcement Detail to address the unit's increased workload, an increase of 1.00 staff year to provide support for Operation Stonegarden Grant Program as approved by the Board of Supervisors on January 27, 2015, a decrease of 3.00 staff years due to a reduction in law enforcement services requested by the Grossmont-Cuyamaca Community College District, and a decrease of 1.00 staff year for the High Intensity Drug Trafficking Areas (HIDTA) program.

## ALL FUNDS: TOTAL STAFFING

- ◆ Child Support Services: decreases by 5.00 staff years to support shifting funds to reclassified positions.
- ◆ Office of Emergency Services: increases by 2.00 staff years to enhance regional emergency capabilities (of these, 1.00 staff year was approved by the Board of Supervisors on December 2, 2014).
- ◆ Probation Department: decreases by a net of 57.00 staff years. This includes a decrease of 51.00 staff years as a result of aligning operations with the decline of the juvenile population in the detention facilities, a decrease of 5.00 staff years in Investigative Services as a result of aligning operations with current workload, and a decrease of 1.00 staff year due to the reduction of the Federal Bureau of Justice Assistance, Second Chance Act for the Smart Probation Project.
- ◆ Public Defender: increases by 5.00 staff years to address increased case responsibilities and activities related to Proposition 47.
- ◆ San Diego County Fire Authority: increases by 1.0 staff year to support fire prevention activities as approved by the Board of Supervisors on September 23, 2014.

In Fiscal Year 2016–17, there is no change in staffing.

### Health and Human Services Agency (HHS)

HHS has a net **increase of 3.00 staff years or 0.1%**. The increase includes the addition of 5.00 staff years in the Office of Military and Veteran Affairs in Aging & Independence Services to augment outreach and education activities by increasing the County's presence at County Library outstations and new strategically located Veteran Resource Centers. This is offset by a decrease of 2.00 staff years in Regional Operations due to a transfer to the Auditor and Controller Department's Office of Revenue and Recovery to support expanded recovery efforts for HHS programs. All other staffing changes were transfers between departments to address operational needs.

- ◆ Regional Operations: decreases by 18.75 staff years including the transfer of 2.00 staff years to the Auditor and Controller Department's Office of Revenue and Recovery and 16.75 staff years due to interdepartmental transfers.
- ◆ Aging & Independence Services: increases by 5.00 staff years in the Office of Military and Veteran Affairs to augment outreach and education activities.
- ◆ Behavioral Health Services: increases by 2.75 staff years due to interdepartmental transfers.
- ◆ Child Welfare Services: increases by 11.00 staff years due to interdepartmental transfers.
- ◆ Public Health Services: increases by 1.00 staff year due to interdepartmental transfers.
- ◆ Administrative Support: increases by 2.00 staff years due to interdepartmental transfers.

In Fiscal Year 2016–17, there is no change in staffing.

### Land Use and Environment Group (LUEG)

LUEG has an **increase of 9.00 staff years or 0.6%**.

- ◆ LUEG Executive Office: increases by 1.00 staff year. Increase is due to the transfer of one Group Program Manager position from Parks and Recreation.
- ◆ Parks and Recreation: increases by a net 1.00 staff year. This includes an increase of 2.00 staff years in the Operations Division for the management of the new County Administration Center Waterfront Park (1.00) and for the management of the Harmony Grove community open space (1.00). This is offset by a decrease of 1.00 staff year in Administration due to the transfer of a Group Program Manager position to the LUEG Executive Office.
- ◆ Planning and Development Services: increases by 4.00 staff years for planners in the Advanced Planning and Project Planning Divisions due to increased workload.
- ◆ Public Works: increases by a net of 3.00 staff years.
  - ◆ Increase of 5.00 staff years department-wide includes 3.00 new staff years, one in the Wastewater Enterprise Fund to provide service for the new Harmony Grove Service District area in the San Diego County Sanitation District, and 2.00 new staff years in the General Fund for Watershed Protection Program to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements and to meet regulatory responsibilities due to the re-issuance of the Municipal Stormwater permit.
  - ◆ Decrease in the Road Fund of 2.00 staff years (1.00 staff year in the Capital Improvement Program (CIP) and 1.00 staff year in Cartography) as a result of decreased workload for capital improvement projects funded by the Highway Users Tax.
  - ◆ Transfer of 5.00 staff years within the Road Fund from Land Development Administrative Support to Department Administration (2.00 staff years) and Financial Services (3.00 staff years) due to organizational changes.
  - ◆ Transfer of 1.00 staff year from the Road Fund to the General Fund for the Watershed Protection Program. This action will align staff assigned to manage the Total Maximum Daily Load (TMDL) program funded by the General Fund.

In Fiscal Year 2016–17, there is no change in staffing.

### Community Services Group (CSG)

CSG has an **increase of 15.50 staff years or 1.6%**.

- ◆ County Library: increases by 3.50 staff years. This includes an increase of 1.00 staff year to support the addition of Sunday hours at the 4S Ranch library, and an increase of 2.50 staff years to support a total of five 24/7 Library-to-Go systems at the County Operations Center, Bonsall, and three other County locations to be determined at a future date.



- ◆ Department of General Services: increases by 12.00 staff years.
  - ◆ 6.00 staff years for maintenance of the Las Colinas Detention and Reentry Facility, Phase II.
  - ◆ 2.00 staff years for the Smart Building automation system team and program support.
  - ◆ 2.00 staff years for the management of capital projects.
  - ◆ 1.00 staff year for the administrative support of the Energy and Sustainability Program.
  - ◆ 1.00 staff year for the administrative and technical support of Fleet Management.

In Fiscal Year 2016–17, there is no change in staffing.

### Finance and General Government Group (FGG)

FGG has an **increase of 3.00 staff years or 0.3%**.

- ◆ Auditor and Controller: increases in the office of Revenue and Recovery by 2.00 staff years due to a transfer from the Health and Human Services Agency's (HHS) Regional Operations to support expanded recovery efforts for HHS programs.
- ◆ Department of Human Resources: increases by 1.00 staff year due to a transfer from the Public Safety Group to support centralized functions.

In Fiscal Year 2016–17, there is no change in staffing.

### Total Staffing by Department within Group/Agency

Changes by department are summarized in the table on the following pages. Additional detail on staff year changes can be found in the Group/Agency section that begins on page 113.

Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget
<b>Public Safety</b>	<b>7,429.00</b>	<b>7,459.00</b>	<b>7,418.00</b>	<b>(0.5)</b>	<b>7,418.00</b>
Public Safety Executive Office	11.00	11.00	10.00	(9.1)	10.00
District Attorney	985.00	996.00	1,003.00	0.7	1,003.00
Sheriff	4,178.00	4,212.00	4,219.00	0.2	4,219.00
Child Support Services	471.00	471.00	466.00	(1.1)	466.00
Citizen’s Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Office of Emergency Services	17.00	17.00	19.00	11.8	19.00
Medical Examiner	54.00	56.00	56.00	0.0	56.00
Probation	1,339.00	1,316.00	1,259.00	(4.3)	1,259.00
Public Defender	357.00	357.00	362.00	1.4	362.00
San Diego County Fire Authority	13.00	19.00	20.00	5.3	20.00
<b>Health and Human Services</b>	<b>5,613.50</b>	<b>5,973.50</b>	<b>5,976.50</b>	<b>0.1</b>	<b>5,976.50</b>
Regional Operations	2,838.00	3,183.75	3,165.00	(0.6)	3,165.00
Aging & Independence Services	379.00	385.00	390.00	1.3	390.00
Behavioral Health Services	791.00	786.25	789.00	0.3	789.00
Child Welfare Services	752.00	757.00	768.00	1.5	768.00
Public Health Services	484.50	484.50	485.50	0.2	485.50
Administrative Support	369.00	377.00	379.00	0.5	379.00

**ALL FUNDS: TOTAL STAFFING**

Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget
<b>Land Use and Environment</b>	<b>1,446.00</b>	<b>1,452.00</b>	<b>1,461.00</b>	<b>0.6</b>	<b>1,461.00</b>
Land Use and Environment Executive Office	10.00	10.00	11.00	10.0	11.00
Agriculture, Weights and Measures	160.00	162.00	162.00	0.0	162.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	280.00	280.00	280.00	0.0	280.00
Parks and Recreation	175.00	178.00	179.00	0.6	179.00
Planning and Development Services	175.00	176.00	180.00	2.3	180.00
Public Works	500.00	500.00	503.00	0.6	503.00
<b>Community Services</b>	<b>961.00</b>	<b>976.00</b>	<b>991.50</b>	<b>1.6</b>	<b>991.50</b>
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	123.00	124.00	124.00	0.0	124.00
County Library	270.00	270.00	273.50	1.3	273.50
General Services	338.00	352.00	364.00	3.4	364.00
Housing and Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	56.00	56.00	56.00	0.0	56.00
Registrar of Voters	64.00	64.00	64.00	0.0	64.00
<b>Finance and General Government</b>	<b>1,177.50</b>	<b>1,183.50</b>	<b>1,186.50</b>	<b>0.3</b>	<b>1,186.50</b>
Finance and General Government Group Executive Office	21.00	21.00	21.00	0.0	21.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor/Recorder/County Clerk	410.50	410.50	410.50	0.0	410.50
Treasurer-Tax Collector	121.00	123.00	123.00	0.0	123.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	232.50	232.50	234.50	0.9	234.50
County Technology Office	17.00	17.00	17.00	0.0	17.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	27.00	27.00	27.00	0.0	27.00
County Counsel	136.00	138.00	138.00	0.0	138.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	115.00	117.00	118.00	0.9	118.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
<b>County Total</b>	<b>16,627.00</b>	<b>17,044.00</b>	<b>17,033.50</b>	<b>(0.1)</b>	<b>17,033.50</b>



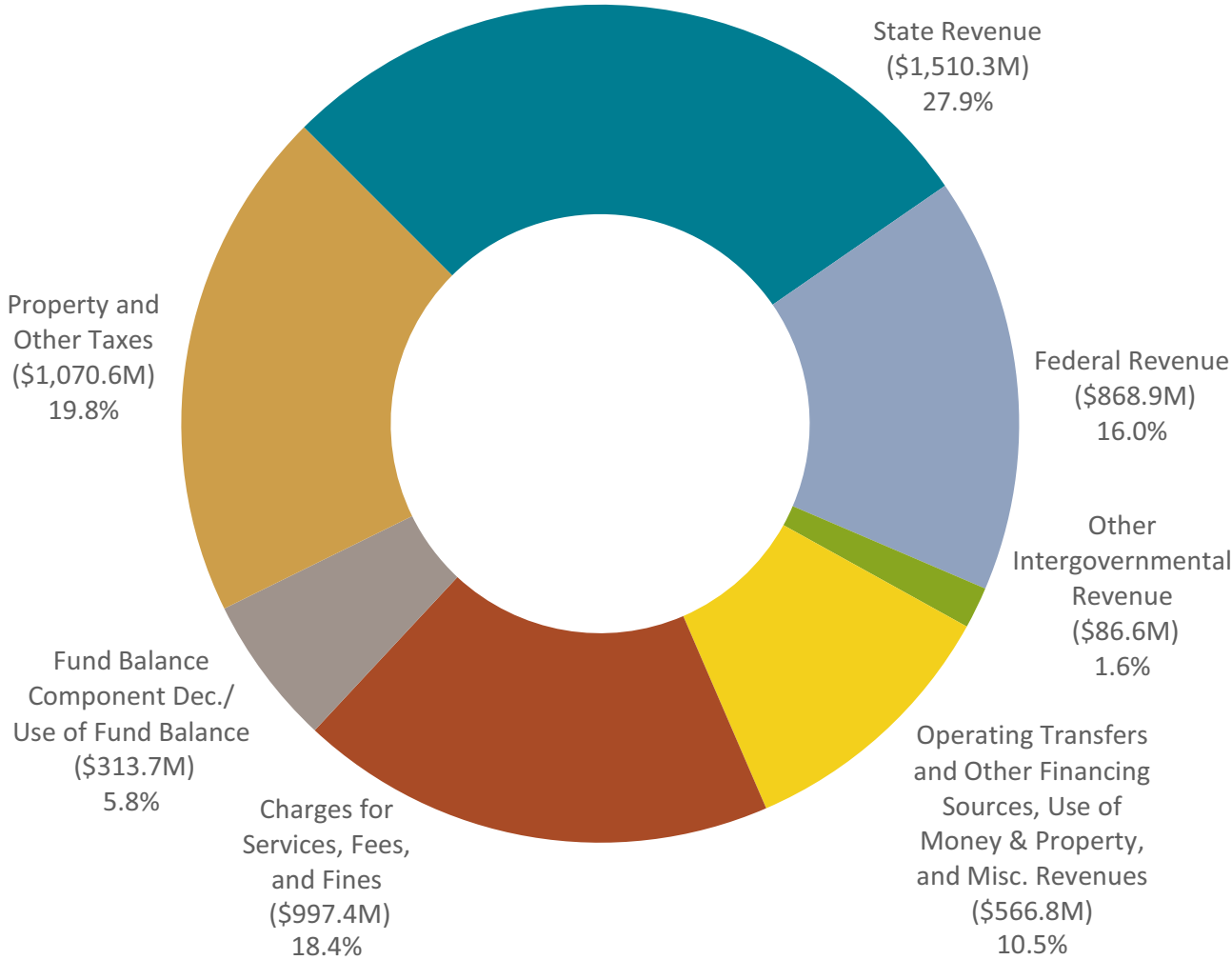


# All Funds: Total Funding Sources

## Total Funding by Source

Total resources available to support County services for **Fiscal Year 2015–16 are \$5.41 billion, an increase of \$330.5 million or 6.5%** from the Fiscal Year 2014–15 Adopted Budget. Total resources decrease by \$317.2 million or 5.9% to \$5.10 billion in Fiscal Year 2016–17. For Fiscal Year 2015–16, the combination of State Revenue (\$1.5 billion), Federal Revenue (\$868.9 million) and Other Intergovernmental Revenue (\$86.6 million) supplies 45.5% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues and Other Financing Sources make up 10.5% of the funding sources (\$566.8 million). Another 18.4% (\$997.4 million) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 5.8% (\$313.7 million) of the funding sources.

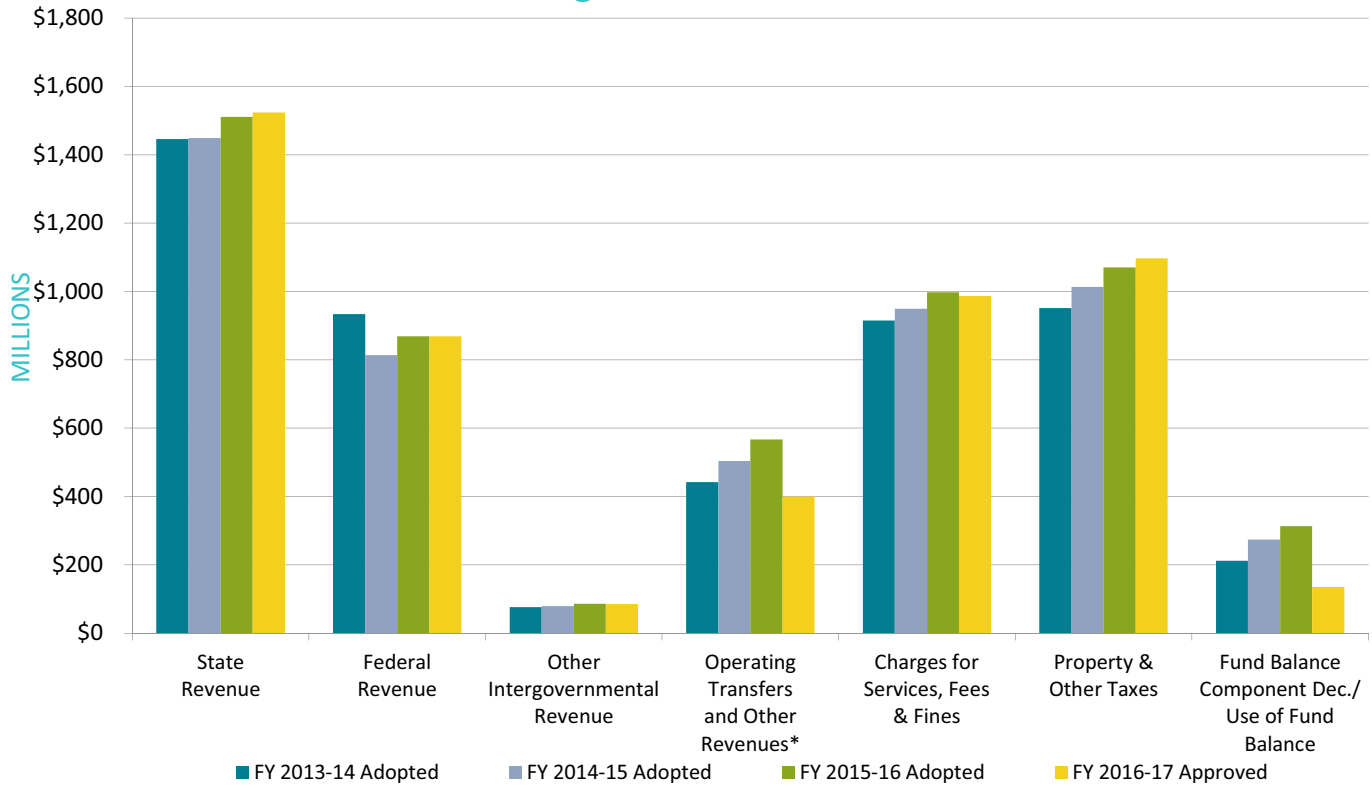
**Total Funding by Source**  
**Fiscal Year 2015–16: \$5.41 billion**



Finally, revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales and Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other revenues account for 19.8% (\$1.1 billion) of

the financing sources for the County's budget. The majority of the revenues in this category (95.1%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.

### Total Funding by Source Fiscal Years 2013–14 through 2016–17



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

Total Funding by Source (in millions)						
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget	
State Revenue	\$ 1,445.6	\$ 1,449.1	\$ 1,510.3	4.2	\$ 1,523.9	
Federal Revenue	934.0	813.5	868.9	6.8	868.5	
Other Intergovernmental Revenue	76.5	79.4	86.6	9.1	85.5	
Operating Transfers and Other Financing Sources, Use of Money & Property and Misc. Revenues	442.0	504.4	566.8	12.4	399.5	
Charges for Services, Fees and Fines	914.9	949.2	997.4	5.1	987.3	
Property and Other Taxes	951.4	1,013.7	1,070.6	5.6	1,096.7	
Fund Balance Component Decrease	3.4	4.8	28.4	487.6	22.7	
Use of Fund Balance	208.4	269.5	285.3	5.9	112.9	
<b>Total</b>	<b>\$ 4,976.1</b>	<b>\$ 5,083.7</b>	<b>\$ 5,414.2</b>	<b>6.5</b>	<b>\$ 5,097.0</b>	



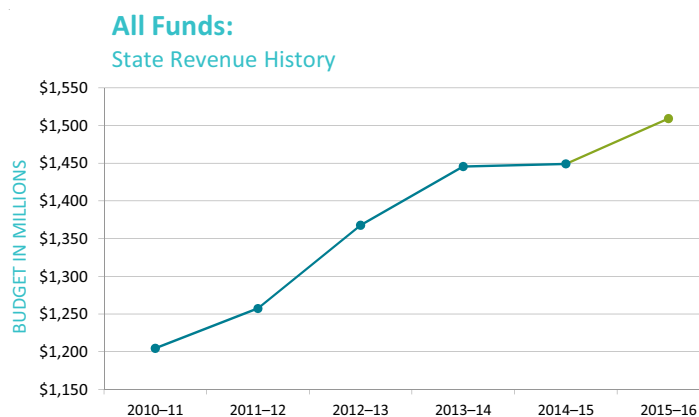
## Overall Change

In the table on the previous page, the \$330.5 million increase in the Fiscal Year 2015–16 Adopted Budget shows increases in all revenue categories. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

## Change by Source

### State Revenue

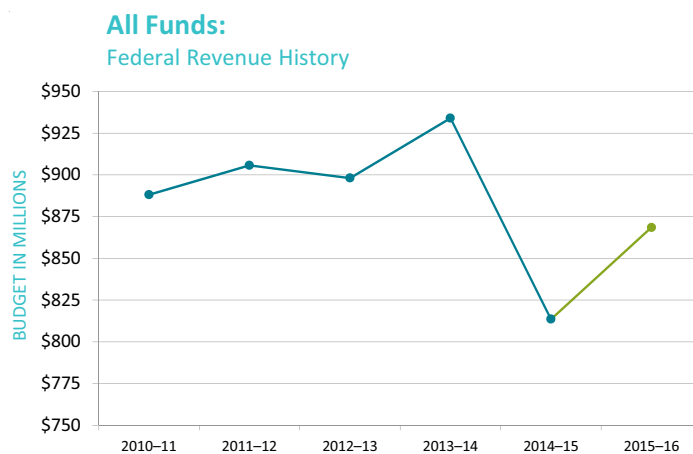
State Revenue **increases by \$61.2 million or 4.2%** overall in Fiscal Year 2015–16.



The increases in State Revenue are in the Health and Human Services Agency (HHS) of \$53.4 million, in the Public Safety Group (PSG) of \$18.6 million and in the Community Services Group (CSG) of \$1.3 million. These are offset by decreases in the Land Use and Environment Group (LUEG) of \$12.0 million and in Finance Other of \$0.1 million. The increase of \$60.9 million in the General Fund is described in the next section. State revenues outside of the General Fund increase by \$0.3 million primarily in PSG due to an increase of \$11.7 million in the Proposition 172 Special Revenue Fund which supports regional law enforcement services and in CSG due to increased funding of \$0.7 million in General Services from the California Energy Commission grant to provide electrical vehicle charging infrastructure and from the Administrative Office of the Courts for additional facilities maintenance services. These are offset by decreases in the Department of Public Works (DPW) of \$11.0 million due to a six-cent reduction of excise tax in the Highway User's Tax Account and in Air Pollution and Control District (APCD) of \$1.1 million primarily for the mobile source incentive program.

## Federal Revenue

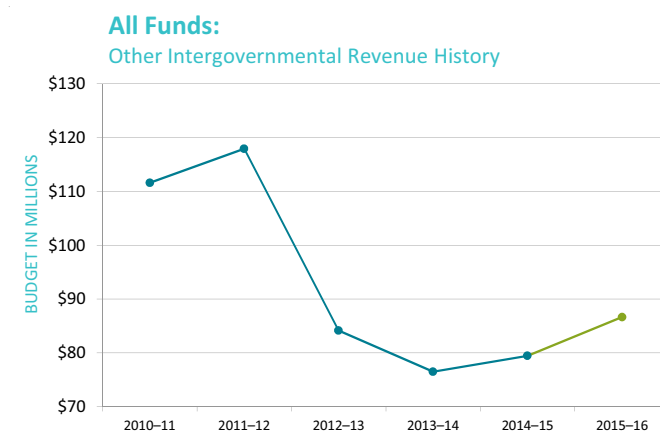
Federal Revenue **increases by \$55.3 million or 6.8%** overall in Fiscal Year 2015–16.



Of the increases in Federal Revenue, \$57.8 million are in the General Fund which is explained in the next section. This is offset by a decrease of \$2.5 million outside of General Fund primarily in LUEG due to a decrease in DPW of \$1.9 million in Federal Emergency Management Assistance Homeland Security grants supporting one-time capital project and \$0.6 million decrease in the Capital Program for one-time expenditures.

## Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$7.2 million or 9.1%** overall in Fiscal Year 2015–16.



The increase in Other Intergovernmental Revenue of \$0.7 million outside the General Fund is primarily in CSG in County Library due to revenue from Redevelopment Agencies to support Library operations.

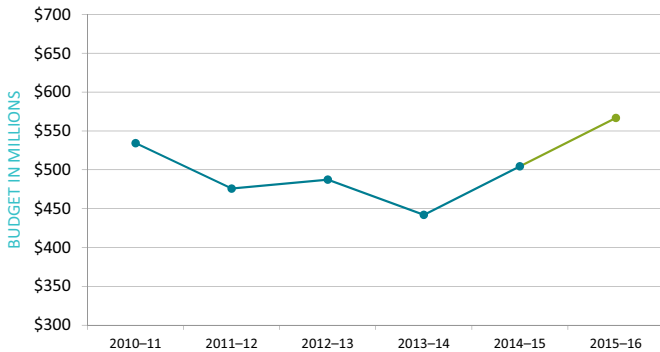


## ALL FUNDS: TOTAL FUNDING SOURCES

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

#### All Funds:

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



- ◆ Other Financing Sources (primarily Operating Transfers between funds) **increase by a net of \$60.0 million or 14.2%** of which \$12.8 million is in the General Fund. The most significant changes outside of the General Fund include increases of \$59.4 million in the Capital Program, \$4.4 million in LUEG and \$0.4 million in FGG offset by decreases of \$15.9 million in CSG and \$1.1 million in PSG. The \$59.4 million increase in the Capital Program is due to increases in various capital projects. In LUEG, the \$4.4 million increase is primarily due to transfer of SDG&E franchise fees for road maintenance work in DPW. In FGG, the \$0.4 million increase is due to an increase in costs for Enterprise Resource Planning system licenses and related expenditures. The decrease of \$15.9 million in CSG is primarily due to a technical adjustment associated with the On-Bill financing, which is used to finance Countywide energy efficiency projects. The decrease of \$1.1 million in PSG is due to a decline in penalty assessment revenues.
- ◆ Revenue from Use of Money & Property **decreases by a net of \$2.9 million or 6.7%** in Fiscal Year 2015-16. The General Fund increases by \$1.0 million. Outside of the General Fund, decreases include:
  - ◆ \$4.1 million in HHSA due to a decrease in interest earnings from Tobacco Settlement funds.
  - ◆ \$0.3 million in the Capital Program primarily in Edgemoor Development due to lower interest revenue.
  - ◆ \$0.1 million in CSG due to lower interest earnings generated from the Fleet Acquisition ISF cash balance.
  - ◆ These decreases are partially offset by an increase of \$0.4 million in LUEG for an increase in equipment rental operating fees for DPW's fleet and \$0.1 million in PSG primarily in Sheriff due to the inmate telephone system contract.
- ◆ Miscellaneous Revenues **increase by \$5.3 million or 13.6%** in Fiscal Year 2015-16. Of this decrease, \$2.1 million is in the General Fund. A net increase of \$0.4 million outside of the

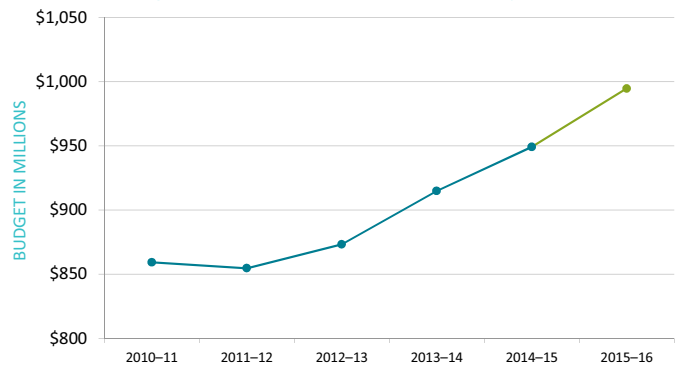
General Fund includes:

- ◆ Increase of \$0.4 million in LUEG due to funding from tribal agreements for capital improvement projects in the Road Fund.
- ◆ Net increase of \$0.1 million in CSG due to an increase of \$0.3 million in proceeds from negotiated rebates in the Department of Purchasing and Contracting and a decrease of \$0.2 million primarily due to a reduction in funding from the SDG&E Partnership grant in the Department of General Services.
- ◆ Decrease of \$0.1 million in PSG due to a decrease in sales of commissary goods to inmates in the Sheriff's Department.

### Charges for Services, Fees and Fines

#### All Funds:

Charges for Services, Fees and Fines History



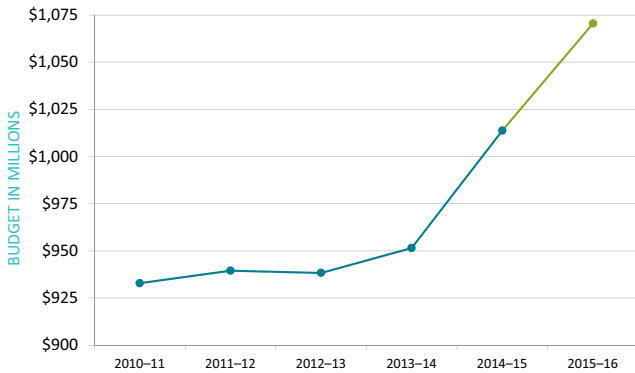
- ◆ Charges for Current Services **increase by \$45.7 million or 5.4%** in Fiscal Year 2015-16. Of this increase, \$9.1 million is in the General Fund. Outside of the General Fund, there is an increase of \$36.6 million. Of this increase, \$26.0 million is in CSG due to an increase of cost of services provided to client departments and for one-time projects; \$7.2 million is in FGG due to an increase in departmental IT operation and maintenance costs; and \$6.2 million is in Finance Other due to increases in Public Liability ISF and Employee Benefits ISF. A \$2.9 million decrease in LUEG is due to fewer projects in Flood Control District and a decrease for work funded by Capital Outlay Funds, Inactive Waste, Flood Control and Sanitation District and Survey Remonumentation Fund.
- ◆ Licenses, Permits & Franchises **decrease by \$0.4 million or 0.8%** in Fiscal Year 2015-16. Of this decrease, \$4.2 million is in the General Fund. This is offset by a \$3.8 million increase in LUEG outside the General Fund primarily due to an increase in franchise fees from SDG&E in DPW for road impact.
- ◆ Fines, Forfeitures & Penalties **increase overall by \$2.9 million or 6.3%**. There is an overall \$4.0 million increase in General Fund primarily in PSG and HHSA which is described in the next section. A \$1.1 million decrease outside of the General Fund is primarily due to a decline of penalty assessment revenues in the PSG Executive Office.



## Property and Other Taxes

Property and Other Taxes **increase by \$56.8 million or 5.6%** in Fiscal Year 2015–16.

**All Funds:**  
Property and Other Taxes History



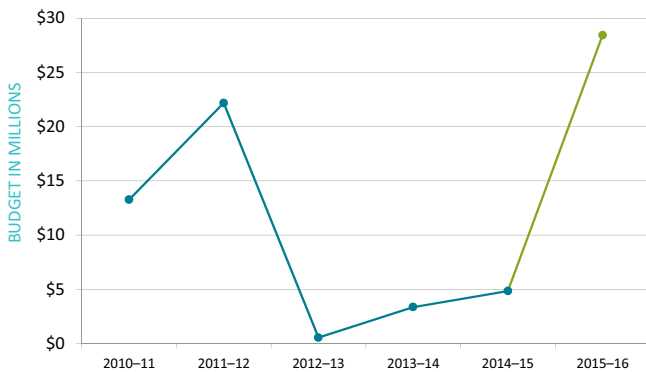
The overall increase of \$52.3 million is primarily in the General Fund. Outside of the General Fund, there is an increase of \$4.5 million. \$4.2 million of this increase in LUEG is primarily for the Department of Public Works' TransNet sales tax revenue (\$3.9 million) and in Flood Control District for projected taxes from property owners (\$0.3 million). \$0.3 million increase in CSG is for County Library and County Successor Agency.

## Fund Balance Component Decreases

The use of Fund Balance Component Decreases **increase by \$23.6 million or 487.6%** in Fiscal Year 2015–16 compared to Fiscal Year 2014–15.

The increases in this category are \$17.2 million in the General Fund and \$6.4 million outside of the General Fund primarily due to an increase in DPW Road Fund for AC Overlays and slurry seal projects (\$6.5 million) and a decrease in the San Diego County Sanitation District for completed capital improvement projects in the Julian and Pine Valley Service Areas (\$0.1 million).

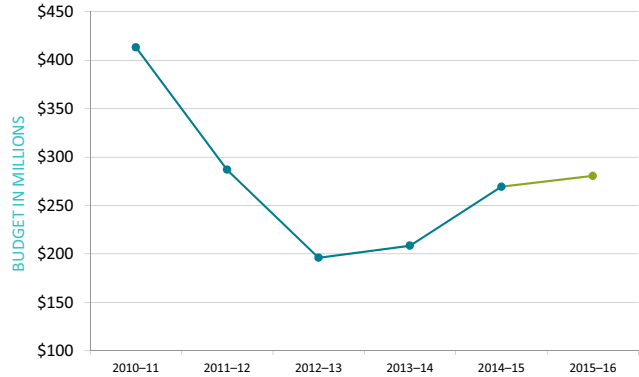
**All Funds:**  
Fund Balance Component Decreases History



## Use of Fund Balance

Finally, the Use of Fund Balance **increases by \$15.8 million or 5.9%** in Fiscal Year 2015–16. Of this amount, \$30.7 million is in the General Fund and described in the next section.

**All Funds:**  
Use of Fund Balance History



Outside of the General Fund, there is an overall decrease of \$14.8 million due to \$13.9 million increase in PSG, offset by the following decreases: \$11.5 million in CSG, \$9.9 million in HHSA, \$4.6 million in Finance Other, \$1.6 million in LUEG and \$1.1 million in Capital Program. The increase in PSG is primarily due to increases in one-time expenditures in the PSG Executive Office to support regional law enforcement services. The decrease in CSG is primarily due to loan repayment of interfund borrowing between the Fleet ISF to fund the Fleet Management ISF Countywide replacement acquisition program. The decrease in HHSA is primarily due to a decrease in projects reimbursed through the securitized Tobacco Settlement funds. The decrease in Finance Other is primarily due to a decrease of one-time use in Public Liability ISF. The decrease in LUEG is primarily due to a decrease in DPW for one-time projects. The decrease in Capital is primarily due to prior year improvement costs and lease payments in the Edgemoor Development fund.

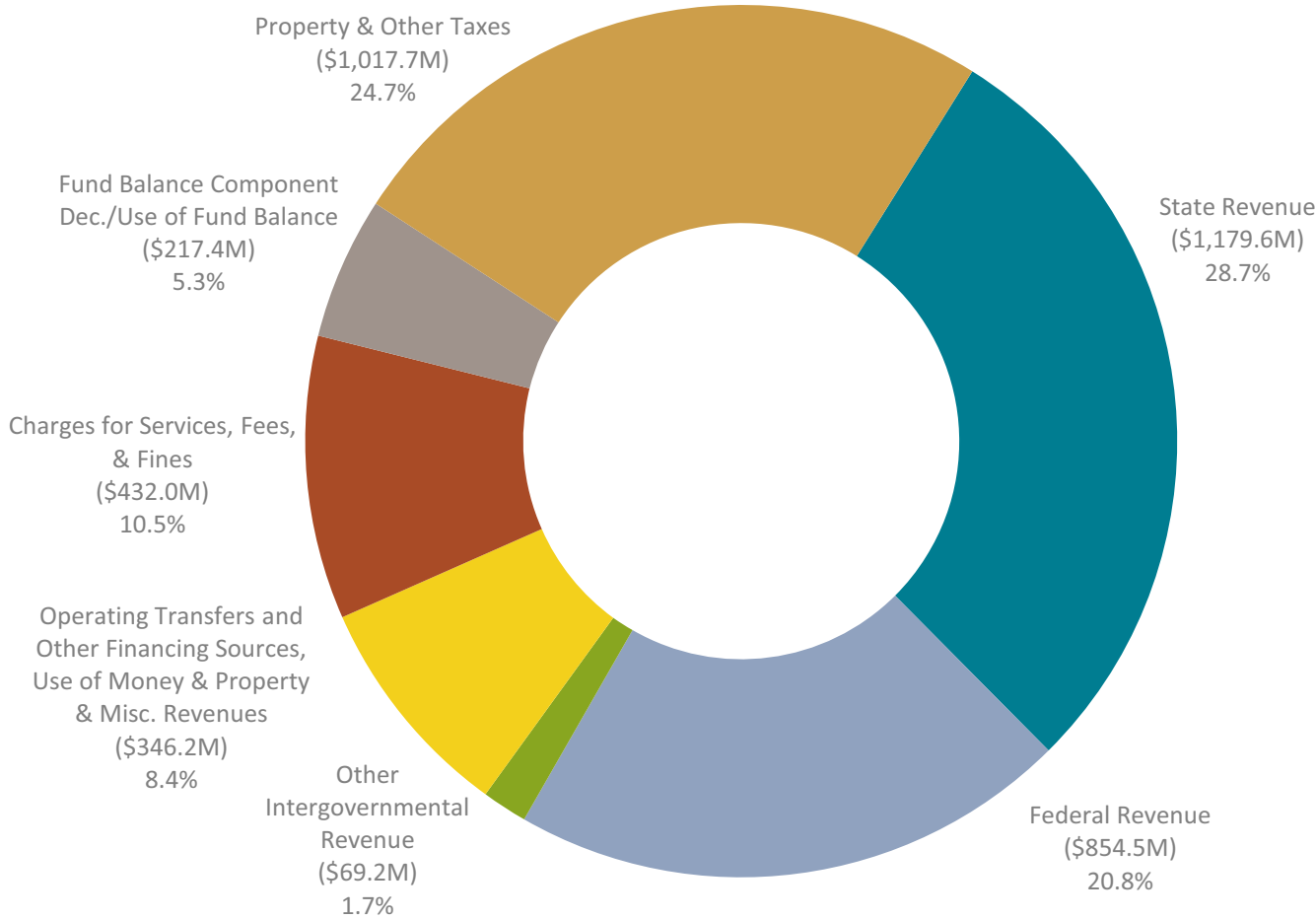


# General Fund

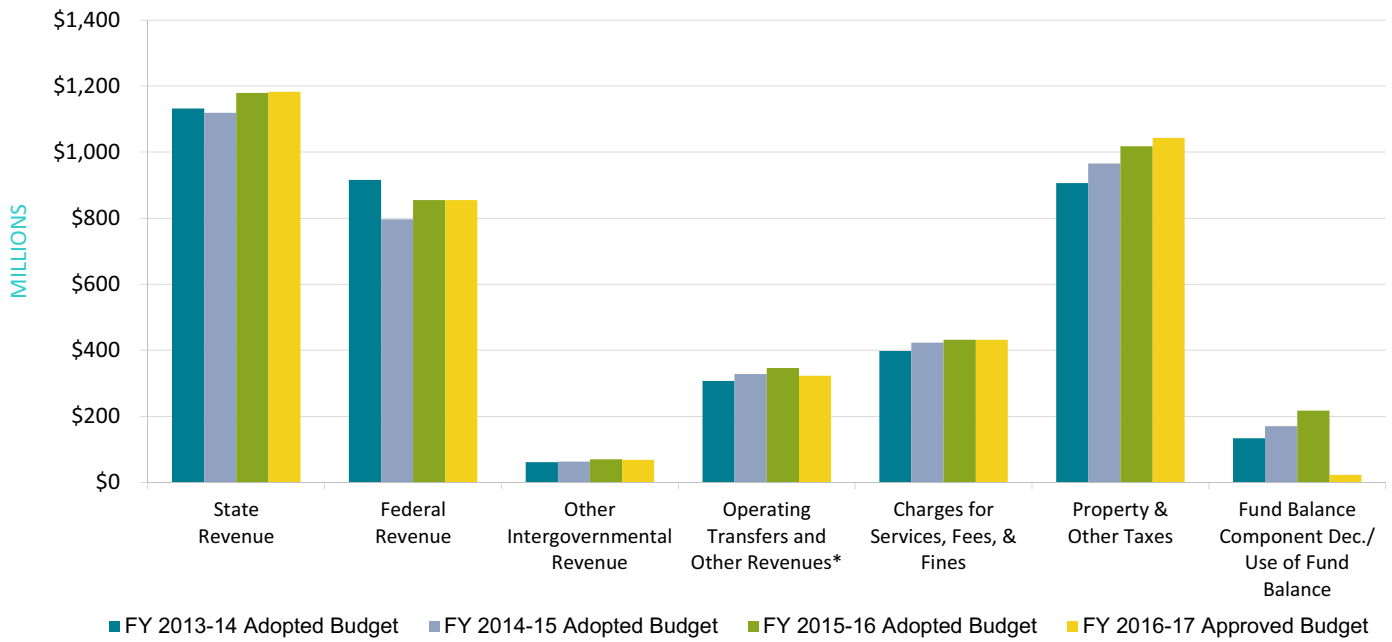
## Overview of General Fund Financing Sources

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this Adopted Operational Plan, General Fund Financing Sources **total \$4.12 billion for Fiscal Year 2015-16, a \$253.1 million or 6.5% increase** from the Fiscal Year 2014-15 Adopted Budget. In comparison, the ten year average annual growth rate through Fiscal Year 2014-15 was 3.1%. General Fund Financing Sources decrease by \$141.2 million or 3.4% in Fiscal Year 2016-17 primarily due to a reduction in the use of one-time resources.

### General Fund Financing Sources Fiscal Year 2015-16: \$4.12 billion



## General Fund Financing Sources Fiscal Years 2013–14 through 2016–17



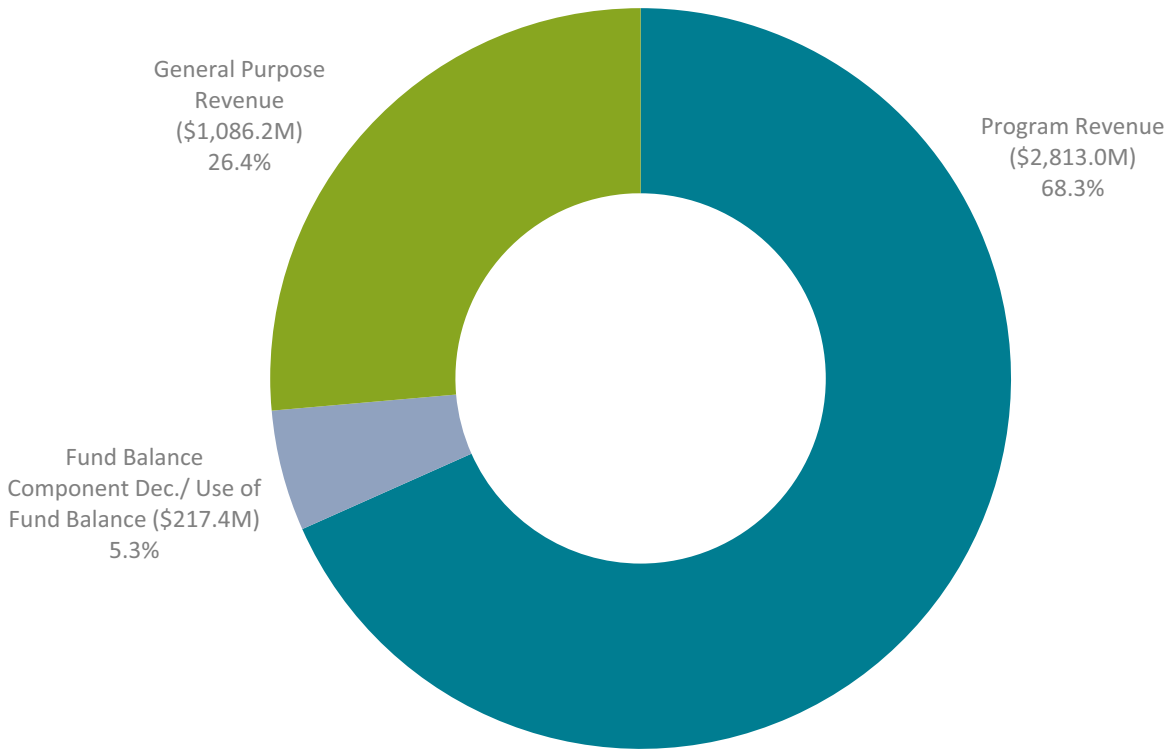
\*Other Revenues include Other Financing Sources, Use of Money & Property and Miscellaneous Revenues.

General Fund Financing Sources (in millions)						
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget	
State Revenue	\$ 1,132.2	\$ 1,118.7	\$ 1,179.6	5.4	\$ 1,182.5	
Federal Revenue	915.9	796.7	854.5	7.3	854.4	
Other Intergovernmental Revenue	60.5	62.7	69.2	10.3	67.9	
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	306.5	327.6	346.2	5.7	322.5	
Charges for Services, Fees, & Fines	398.0	423.1	432.0	2.1	431.6	
Property & Other Taxes	906.6	965.3	1,017.7	5.4	1,043.0	
Fund Balance Component Decreases	0.8	1.4	18.7	1,212.8	22.4	
Use of Fund Balance	132.5	168.1	198.7	18.2	51.3	
<b>Total</b>	<b>\$ 3,853.1</b>	<b>\$ 3,863.6</b>	<b>\$ 4,116.7</b>	<b>6.5</b>	<b>\$ 3,975.4</b>	

**General Fund Financing Sources by Category**

The preceding section presented General Fund financing sources by account type. This section looks at General Fund financing sources according to how they are generated. From that perspective, these financing sources can be categorized as one of three funding types: Program Revenue, General Purpose Revenue or Use of Fund Balance (including Fund Balance Component Decreases). In Fiscal Year 2015-16, Program Revenue increases by 5.7% (\$152.4 million), the Fund Balance Component Decreases/Use of Fund Balance increases by 28.3% (\$47.9 million) and General Purpose Revenue (GPR) increases by 5.1% (\$52.8 million) from the Fiscal Year 2014-15 Adopted Budget.

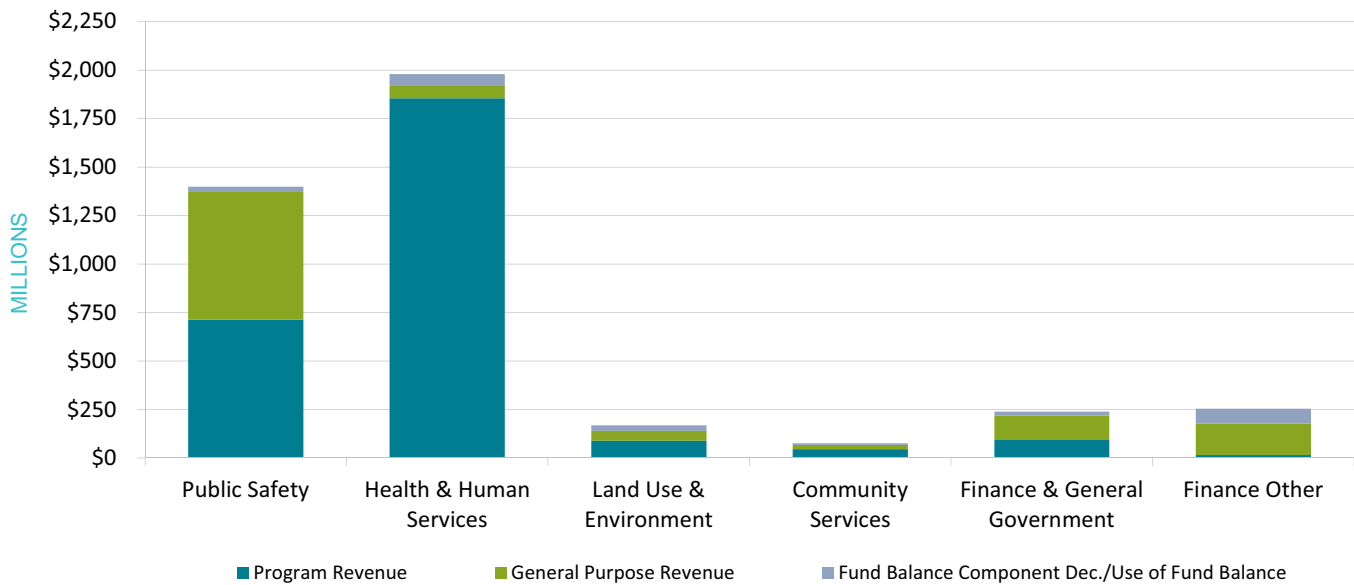
**General Fund Financing Sources by Category**  
**Fiscal Year 2015–16: \$4.12 billion**



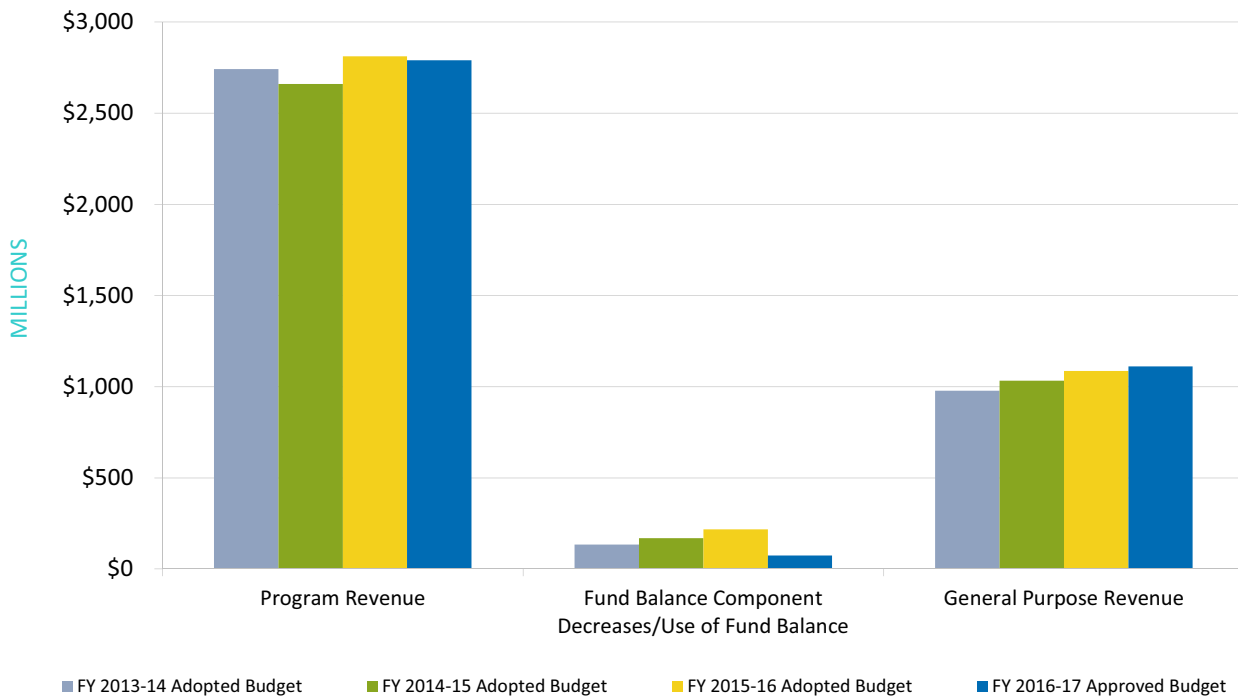
General Fund Financing Sources by Category (in millions)							
	Fiscal Year 2013–14 Adopted Budget		Fiscal Year 2014–15 Adopted Budget		Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget
Program Revenue	\$ 2,741.7	\$ 2,660.7	\$ 2,813.0	5.7	\$ 2,790.0		
Fund Balance Component Decreases/Use of Fund Balance	133.4	169.5	217.4	28.3	73.7		
General Purpose Revenue	978.0	1,033.5	1,086.2	5.1	1,111.8		
<b>Total</b>	<b>\$ 3,853.1</b>	<b>\$ 3,863.6</b>	<b>\$ 4,116.7</b>	<b>6.5</b>	<b>\$ 3,975.4</b>		

In Fiscal Year 2016–17, GPR increases by 2.4% (\$25.6 million), Program Revenue decreases by 0.8% (\$23.1 million) and the planned use of fund balance declines by 66.1% (\$143.7 million). Uses of fund balance in Fiscal Year 2016–17 are tentative and subject to revision during the next Operational Plan development cycle.

## General Fund Financing by Group and Category Fiscal Year 2015–16: \$4.12 billion



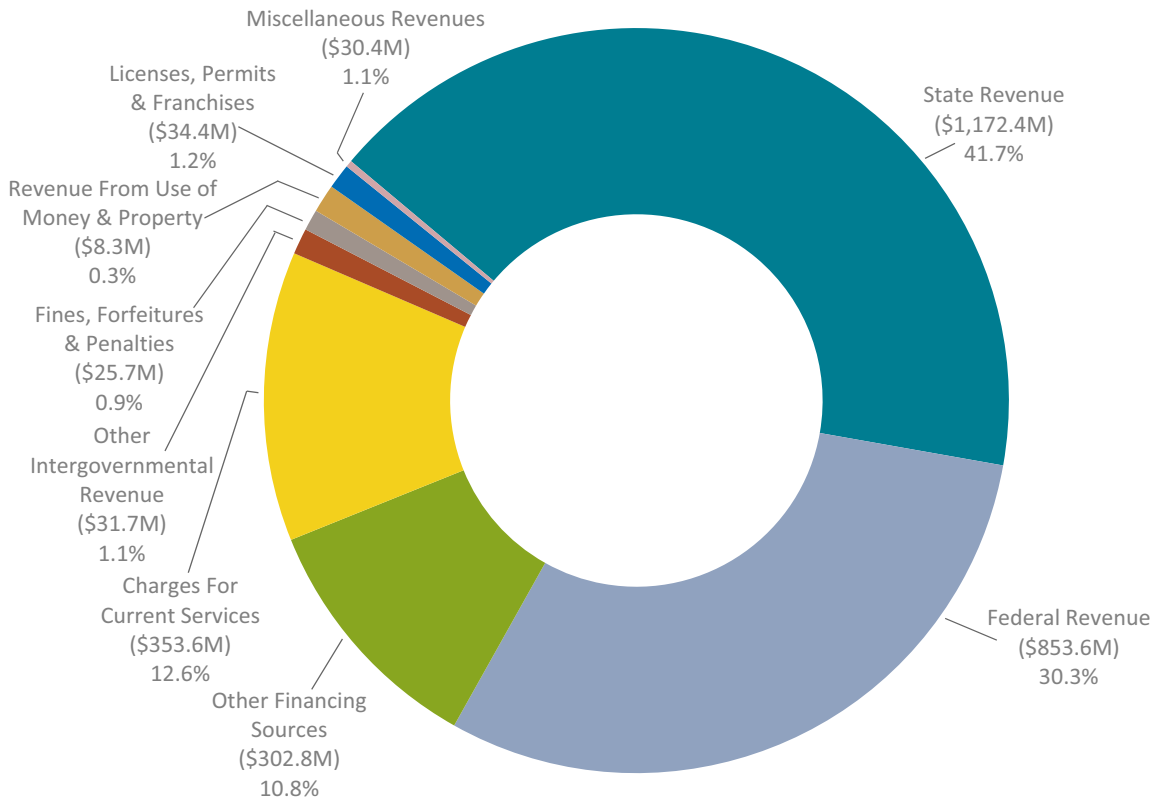
## General Fund Financing Sources by Category Fiscal Years 2013–14 through 2016–17



### General Fund Program Revenue

Program Revenue, as the name implies, is dedicated to and can be used only for the specific programs with which it is associated. This revenue makes up 68.3% of General Fund financing sources in Fiscal Year 2015-16, and is derived primarily from State and federal subventions and grants, and from charges and fees earned by specific programs. Of the County's Program Revenue, the Health and Human Services Agency manages 65.9%, the Public Safety Group manages 25.4% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 5.7% (\$152.4 million) from the Fiscal Year 2014-15 Adopted Budget compared to an average annual growth for the last ten years of 2.5%.

**General Fund Program Revenue by Source**  
**Fiscal Year 2015–16: \$2.81 billion**



General Fund Program Revenue by Source (in millions)

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget
State Revenue	\$ 1,124.9	\$ 1,111.5	\$ 1,172.4	5.5	\$ 1,175.3
Federal Revenue	914.8	795.8	853.6	7.3	853.5
Other Financing Sources	270.3	290.0	302.8	4.4	292.1
Charges For Current Services	305.4	344.5	353.6	2.6	356.3
Other Intergovernmental Revenue	27.8	30.0	31.7	5.9	30.5
Fines, Forfeitures & Penalties	34.4	21.6	25.7	19.0	19.9
Licenses, Permits & Franchises	31.9	33.6	34.4	2.3	36.8
Miscellaneous Revenues	23.2	25.5	30.4	19.2	17.3
Revenue From Use of Money & Property	9.2	8.2	8.3	1.7	8.3
<b>Total</b>	<b>\$ 2,741.7</b>	<b>\$ 2,660.7</b>	<b>\$ 2,813.0</b>	<b>5.7</b>	<b>\$ 2,790.0</b>



## General Fund Change in Program Revenue

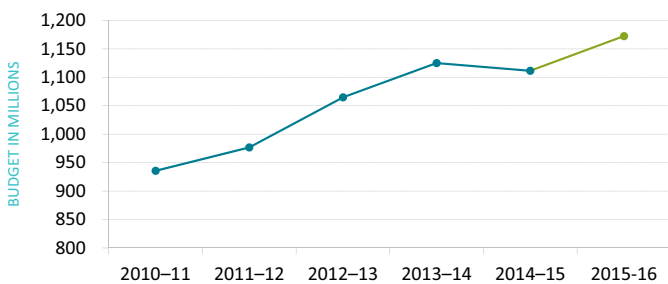
The \$152.4 million increase in Program Revenue in the Fiscal Year 2015-16 Adopted Budget is the result of increases in various funding sources, as indicated in the table on the previous page. These sources are State Revenue, Federal Revenue, Other Financing Sources, Charges for Current Services, Fines, Forfeitures & Penalties, Licenses, Permits & Franchises, Other Intergovernmental Revenue, Revenue from Use of Money & Property, and Miscellaneous Revenues. These changes are detailed below.

## General Fund Change in Program Revenue by Source

### State Revenue

State Revenue **increases by \$60.9 million or 5.5%.**

**General Fund Program Revenue: State Revenue History**



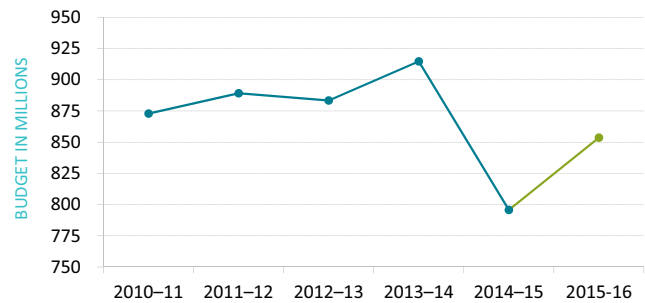
There is an overall increase of \$53.4 million in the Health and Human Services Agency (HHS) primarily for In-Home Supportive Services (IHSS) provider payments and administration, and realignment revenue. An overall net increase of \$6.9 million in the Public Safety Group (PSG) is primarily from the Local Revenue Fund 2011 Community Corrections subaccount as a result of Public Safety Realignment for increased costs to support positions at the East Mesa Reentry Facility and a rebudget for expenses related to the Regional Realignment Response Group in the Sheriff's department, and for Juvenile Mental Health Services and to support Juvenile Probation program activities in the Probation department. An increase of \$0.5 million in the Community Services Group (CSG) includes an increase of \$0.3 million in Housing and Community Development based on remaining prior year grant funding allocation for CalHome First-Time Home Buyer program for eligible low income first-time home buyers, and \$0.2 million increase in Registrar of Voters from Help America Vote Act (HAVA) grant funding for various voting booth and voter system hardware. An overall increase of \$0.1 million in the Land Use and Environment Group (LUEG) is primarily related to grants for Local Primacy Delegation for Small Water Systems in

the Department of Environmental Health, and various plant and pest prevention contracts in the Department of Agriculture, Weights and Measures.

### Federal Revenue

Federal Revenue **increases by a net of \$57.8 million, or 7.3%.**

**General Fund Program Revenue: Federal Revenue History**



Federal Revenue increases in HHS by \$49.5 million, in PSG by \$7.9 million, in CSG by \$0.3 million and in LUEG by \$0.1 million.

The net increase of \$49.5 million in HHS is predominantly related to IHSS provider payments and administration, the expanded Medi-Cal program as part of the *Patient Protection and Affordable Care Act (ACA) of 2010*, Social Services administrative revenue, and Child Welfare Services for Title IV-E Well-Being Project administration.

The net increase in PSG of \$7.9 million includes increases of \$3.8 million in the Sheriff's department primarily due to increases in various grant programs, \$3.5 million in the Probation department mainly due to an increase in Title IV-E revenue for the estimated impact of federal guidelines for placement candidacy activities and foster care wraparound services related to juvenile offenders and the Edward Byrne Memorial Justice Assistance Grant (JAG) Program for county-wide community based Alternatives to Detention providing services to low-risk juveniles, \$0.6 million in the Office of Emergency Services (OES) related to Homeland Security grant funds, \$0.5 million in Child Support Services due to increase in claimable expenditures and \$0.4 million in San Diego County Fire Authority related to a Community Development Block Grant (CDBG). These increases are partially offset by a decrease of \$0.9 million in the District Attorney due to reduction of revenue contract and grant funding.

The \$0.3 million net increase in CSG is in Housing and Community Development (HCD) and is associated with carryover of remaining prior year HOME grant and HOPWA revenue.

The increase of \$0.1 million in LUEG is largely in the Department of Agriculture, Weights and Measures related to increases in contract funding for various plant and pest prevention programs.



## Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of \$12.8 million or 4.4%**. This is a result of an increase of \$18.7 million in PSG, partially offset by decreases of \$5.1 million in HHSA, \$0.7 million in Contributions to Capital Outlay, and \$0.1 million in LUEG.

The \$18.7 million increase in PSG is primarily due to funding from Proposition 172 and fund balance from the Criminal Justice Facility Construction Fund. More information about Proposition 172 funding appears in the following section.

The decrease of \$5.1 million in HHSA is primarily in Regional Operations due to a decrease in Operating Transfer In from Tobacco Securitization revenues related to decreased costs in the County Medical Services program. The decrease of \$0.7 million in Capital Outlay Fund is related to a decrease in revenue for capital projects. The \$0.1 million decrease in LUEG is related to a decrease in staff costs supporting County Service Areas.

## Charges For Current Services

Charges For Current Services **increases by a net of \$9.1 million or 2.6%**. Revenues increase by \$5.3 million in PSG, \$4.3 million in the Finance and General Government Group (FGG), \$0.9 million in HHSA and \$0.1 million in LUEG, offset by a decrease of \$1.5 million in CSG.

- ◆ In PSG, the \$5.3 million increase includes a \$2.4 million increase in revenue for contracted law enforcement services to cities, transit entities, a community college district and tribes in the Sheriff's department; \$2.4 million in Local Revenue Fund 2011 Trial Court Security subaccount to align to actual levels of revenue received in the Sheriff's Department and PSG Executive Office; \$0.2 million increase for rebudgets in the Sheriff's department for security equipment at the North County Regional Center and East County Regional Center; \$0.3 million increase in revenue agreements for the fire prevention program in the San Diego County Fire Authority; \$0.1 million increase in the District Attorney's Office from Real Estate Fraud Prosecution due to increased real estate transactions; and \$0.1 million to realign the reimbursement of services to the proper account in the Medical Examiner; offset by a decrease of \$0.2 million in the Probation department due to overall reduction in collections for the cost of supervision.
- ◆ In FGG, the net increase of \$4.3 million includes an increase of \$4.1 million in the Assessor/Recorder/County Clerk from the Modernization Trust Fund and Certified Copy Vital Statistics revenue for anticipated remodeling projects associated with the integrated recording and vital records system and one-time IT projects, and AB 2890 Recovered Costs to reflect anticipated increase in supplemental assessment revenue; and \$0.8 million in Treasurer-Tax Collector for Assembly Bill

AB 2890 supplemental property tax revenue. These increases are offset by a decrease of \$0.6 million in the Auditor and Controller primarily due to a reduction in services provided to Superior Court.

- ◆ In HHSA, the \$0.9 million net increase is primarily due to increases of \$4.3 million related to Institutional Hospital Services for the Edgemoor Skilled Nursing Facility due to Intergovernmental Transfer that was not previously budgeted and \$0.6 million in increased Public Health Services ambulance transports, partially offset by a \$3.4 million decrease in Child Welfare Services due to a reduction in the Development Screening and Enhancement program funding from the First Five Commission, and \$0.6 million decrease in Regional Operations for third party reimbursement due to the Affordable Care Act.
- ◆ In LUEG, the net increase of \$0.1 million is primarily in the Department of Planning and Development Services (PDS) related to increased work on various land development projects.
- ◆ In CSG, the \$1.5 million net decrease is largely in the Registrar of Voters as a result of a lower number of billable jurisdictions that will participate in the June 2016 Primary Election as compared to the November 2014 Gubernatorial General Election.

## Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$1.8 million or 5.9%**. An increase of \$1.8 million in FGG is related to a tax sharing agreement with the City of San Diego for maintenance of the Waterfront Park. An increase of \$0.8 million in PSG is the net of an increase of \$1.0 million in the Sheriff's department, primarily related to the Center City Development Corporation revenue agreement for security at the Waterfront Park, partially offset by a decrease of \$0.2 million due to expiration of Indian Gaming Local Benefit Grant projects in the San Diego County Fire Authority. There is also an increase in CSG of \$0.7 million in HCD due to increased funding allocation in Aid from the Housing Authority for program administration.

The decrease of \$1.2 million in LUEG is the result of a \$1.8 million decrease in the Department of Public Works from co-permittees for the Total Maximum Daily Load (TMDL) and stormwater permit requirements due to decentralization in the development of water quality improvement plans and bacterial monitoring activities, partially offset by an increase of \$0.5 million in the Department of Parks and Recreation primarily for the Center City Development Corporation revenue agreement for the Waterfront Park, and an increase of \$0.1 million in Agriculture, Weights and Measures for various plant health and pest prevention contracts.

The decrease of \$0.3 million in HHSA is associated with the end of grant funding.



## Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **increases by a net of \$4.1 million or 19.0%**. An increase of \$3.5 million in PSG is due to a net increase of \$3.2 million in the Sheriff's department associated with increases from the Sheriff's Warrant Automation Trust Fund for the JURIS re-platform project rebudget (\$2.7 million), and in Cal-ID revenue based on planned expenditures for the Cal-ID program (\$0.6 million), partially offset by a decrease from the Sheriff's Warrant Automation Trust Fund due to the completion of a one-time project in Fiscal Year 2014–15 (\$0.1 million); and \$0.3 million in the PSG Executive Office in Contribution for Trial Courts to align to actual levels of revenue received. In HHSA, an increase of \$0.8 million is due primarily to projected penalty assessments in Emergency Medical Services. A decrease of \$0.2 million in LUEG is related to staff transfers in the Planning and Development Services department.

## Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by \$0.8 million or 2.3%**, primarily in LUEG, for increased building permits in PDS and for Food and Housing Division permit revenues in DEH.

## Miscellaneous Revenues

Miscellaneous Revenues **increase by a net of \$4.9 million or 19.2%**. A net increase of \$5.8 million in PSG is related to increases in the Sheriff's department for revenue from the Regional Communications System (RCS) Trust Fund for RCS related expenditures (\$3.4 million), an increase in revenue from the Fire Safety Trust Fund for replacement of the conventional radio system (\$0.2 million), and an increase in Cal-ID Equipment Replacement/System Enhancement Trust Fund for prior year expenditures that will be completed in Fiscal Year 2015-16 (\$0.2 million); increases in the San Diego County Fire Authority as a result of a transfer from the Firestorm 2003 Trust Fund to fund the CalPERS termination payout and one-time debt payment to pay off balances of the San Diego Rural Fire Protection District's outstanding loans related to Step III of the County's Fire and Life Safety Reorganization Report (\$3.2 million); an increase in Public Defender due to the reimbursement of capital case expenditures from the Private Conflicts Counsel Trust Fund (\$1.0 million), partially offset by a decrease in the District Attorney to realign revenue to the proper account (\$0.6 million). A net decrease of \$1.9 million in LUEG is primarily related to a decrease in one-time projects in DEH and a decrease in third-party recoveries related to close-out of debris removal project in DPW. A decrease of \$0.5 million in FGG is primarily due to transfer to Special Assessments in ARCC. These decreases are partially offset by an increase of \$1.4 million in HHSA in Regional Operations for the Medi-Cal

Outreach and Enrollment Grant, and \$0.2 million in CSG Housing and Community Development for program income due to increased prior year loan reconveyances.

## Revenue from Use of Money & Property

Revenue from Use of Money & Property **increases by \$0.1 million or 1.7%**. The primary source of the increase is in LUEG in the Parks and Recreation department associated with additional revenue from park leases.

## Select General Fund Program Revenues

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

### 1991 and 2011 Health and Human Services Realignment Revenues

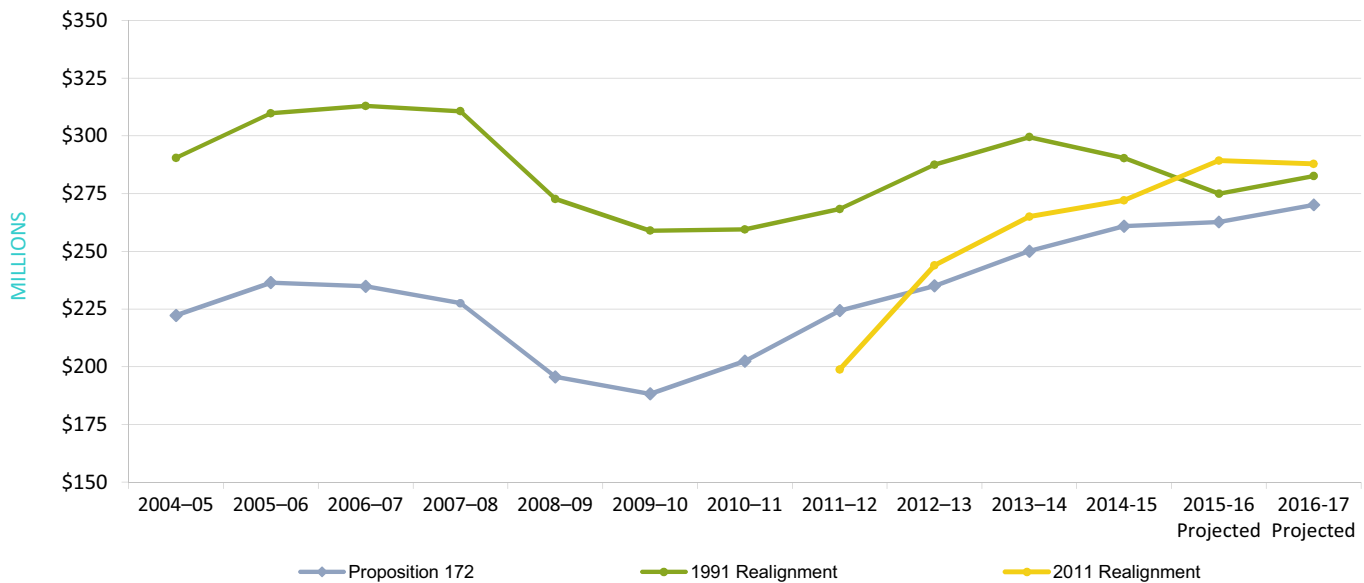
1991 and 2011 Health and Human Services Realignment Revenues (**\$554.4 million in Fiscal Year 2015-16 and \$560.7 million in Fiscal Year 2016-17**) are projected to be received from the State to support health and social services programs.

The term "1991 Realignment" refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health and social services programs, along with the provision of dedicated sales tax and vehicle license fee revenues to pay for these services. In Fiscal Year 2011–12 the State further realigned an additional amount of social services and behavioral health services over a two-year period (some additional mental health programs were realigned in Fiscal Year 2012–13) and as in 1991, the State dedicated additional sales tax revenues to support them.

For Fiscal Year 2015-16, it is projected that 28.0% of the HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010–11, the last year prior to the implementation of 2011 Realignment. These revenues are projected to increase by 6.9% (\$35.7 million) compared to Fiscal Year 2014-15. Of the \$35.7 million in growth, \$14.2 million is tied to a swap that occurs at the State level to offset State General Fund dollars that the County otherwise would have received in the CalWORKS program. A modest growth of 1.1% is anticipated for Fiscal Year 2016–17.

The following chart shows the realized revenues for 1991 and 2011 Health and Social Services Realignment for Fiscal Years 2004–05 through 2014–15 and projected levels for Fiscal Years 2015–16 through 2016–17.

### Proposition 172, 1991 and 2011 Realignment Sales Tax Revenue Fiscal Year 2004–05 to Fiscal Year 2016–17



Note: Fiscal Year 2004–05 to 2014–15 figures represent actual revenues. Fiscal Year 2015–16 through Fiscal Year 2016–17 figures represent projected revenue as included in the Fiscal Years 2015–17 Adopted Operational Plan. Starting in 2011, the 1991 Realignment was adjusted to exclude funding for Mental Health support that was transferred to the 2011 Realignment. Also beginning in 2011, CalWORKs funding was incorporated into the 1991 Realignment.

### 2011 Public Safety Realignment Revenues

2011 Public Safety Realignment Revenues (**\$142.5 million in Fiscal Year 2015-16 and \$142.3 million in Fiscal Year 2016-17**) are projected to be received from the State to support criminal justice programs. The revenue source is a dedicated portion of State sales tax and State and local Vehicle License Fees (VLF). The revenues provided for realignment are deposited into the Local Revenue Fund 2011 and allocated to specific accounts and subaccounts by statute. Funds allocated to the Community Corrections Subaccount will support services required to address the transfer of responsibility for certain offenders from the State to the counties pursuant to Assembly Bill (AB) 109, Public Safety Realignment (2011), including supervision of offenders, costs associated with the custody of offenders including food and medical costs and equipment, and resources for services including mental health treatment, substance abuse treatment, and vocational and behavioral services. These revenues are projected to increase by 6.0% (\$8.0 million) compared to Fiscal Year 2014-15. A decrease of 0.1% (\$0.2 million) is anticipated for Fiscal Year 2016-17.

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

### Proposition 172, Public Safety Sales Tax Revenues

Proposition 172, Public Safety Sales Tax Revenues (**\$262.7 million in Fiscal Year 2015-16 and \$270.1 million in Fiscal Year 2016-17**) support regional public safety services provided by three Public Safety Group departments: the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent of the Statewide sales tax that was approved by voters in 1993 and is distributed to counties based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. In turn, counties distribute a portion of the Proposition 172 receipts to local cities according to ratios established pursuant to the Government Code.

Between Fiscal Years 2005–06 and 2009–10, revenues fell by 20.4% (\$48.2 million). For Fiscal Year 2015-16, these revenues are 4.7% (\$11.7 million) above the Fiscal Year 2014-15 budgeted amount, exceeding the level received in Fiscal Year 2005–06. It is anticipated that these revenues will grow modestly in Fiscal Year 2016-17. The chart above shows the realized revenues for Proposition 172 for Fiscal Years 2004–05 through 2014–15 and projected levels for Fiscal Years 2015–16 through 2016–17.



## Tobacco Settlement Revenues

Tobacco Settlement Revenues (**\$14.7 million in Fiscal Year 2015-16 and \$6.7 million in Fiscal Year 2016-17**) by Board of Supervisors Policy E-14, Expenditure of Tobacco Settlement Revenue in San Diego County, are dedicated to healthcare-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than \$206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

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

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

The \$14.7 million budgeted in Fiscal Year 2015-16 reflects \$8.0 million in one-time, non-securitized Tobacco Settlement funds and \$6.7 million in Securitized Tobacco funds. This is a reduction in Securitized Tobacco Funds support to the General Fund of \$6.8 million from Fiscal Year 2014-15 as a result of savings due to decreased costs in the County Medical Services program. Another \$6.8 million is budgeted and retained in the Tobacco Securitization Special Revenue Fund which includes \$6.6 million set aside as an unallocated reserve (a decrease of \$7.2 million from Fiscal Year 2014-15) and \$0.2 million is budgeted for processing costs in Fiscal Year 2015-16. A request will be submitted to the Board of Supervisors if additional resources are needed.

## General Fund General Purpose Revenue

General Purpose Revenue (GPR) makes up 26.4% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section.

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

Use of Fund Balance, including Fund Balance Component Decreases, (**\$217.4 million in Fiscal Year 2015-16 and \$73.7 million in Fiscal Year 2016-17**), represents 5.3% of General Fund Financing Sources in Fiscal Year 2015-16. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a mitigation for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations.

The following list details the various General Fund Use of Fund Balance/Fund Balance Component Decreases budgeted for Fiscal Year 2015-16:

- ◆ Management reserves.
- ◆ Labor costs due to negotiated one-time salary and benefit payments.
- ◆ One-time major maintenance.
- ◆ One-time funding for County Administration Center Waterfront Park security.
- ◆ One-time funding for Pre-Arrestment Release program, Sheriff's Transfer, Assessment and Release Unit implementation.
- ◆ Regional Communications System Radio Replacement.
- ◆ Sheriff Capital Project Commitment for future capital needs.
- ◆ Conduct a Sheriff's Health Academy.
- ◆ One-time funding for San Diego County Fire Authority Volunteer Firefighter Program training.
- ◆ Aerial Fire Suppression "Call When Needed" support.
- ◆ Comprehensive strategy for juvenile justice.
- ◆ One-time funding for short term staff increase to address increased case activities related to the petition process for Proposition 47.
- ◆ One-time funding for Juvenile Diversion program support in the Probation Department.
- ◆ Public Defender cost to terminate the Vista Lease.
- ◆ One-time contract services for San Diego County Fire Authority.
- ◆ Next Generation Regional Communications System.
- ◆ One-time funding for expansion of the Psychiatric Emergency Response Team (PERT) in collaboration with HHSA.
- ◆ Improvement projects in the San Diego County Psychiatric Hospital.
- ◆ One-time funding for Cultural Broker contract to enhance child safety and family stability outcomes for children.
- ◆ One-time funding for Alzheimer's Projects—Supportive services for caregivers, financial & life planning, outreach and education, and home modification program.

- ◆ Legacy Project—intergenerational approach designed to bring about social engagement.
- ◆ Aging and Independence Services Veterans Summit.
- ◆ Design, development & implementation phase of the Knowledge Integration Program (KIP) to modernize service delivery.
- ◆ Planning and Development Services Community Plan Updates and Clean-up.
- ◆ Climate Action Plan Update.
- ◆ Green Building Program and Homeowner Relief Act fee waivers.
- ◆ Planning and Development Services General Plan Amendment (Residential Density Rounding).
- ◆ Alpine Forest Conservation Initiative (FCI) General Plan (GP) Amendment - Special Study.
- ◆ Local Coastal Program.
- ◆ Purchase of Agriculture Conservation Easements (PACE) program recording or Easement.
- ◆ Consultant for Long-Term Funding Options for DPW Recycling/ DEH Household Hazardous Waste Program.
- ◆ Pedestrian Gap Analysis.
- ◆ School Safety Enhancement—Phase II.
- ◆ Watershed Protection Program to fund Total Maximum Daily Load for:
  - ◆ Source tracking and epidemiology studies.
  - ◆ To fund the development of the Water Quality Improvement projects necessary to comply with Stormwater Permit requirements.
  - ◆ Education and outreach.
  - ◆ Site Specific Objective (SSO) project to protect the Santa Margarita Watershed.
- ◆ Workforce Academy for Youth (WAY) program.
- ◆ Grants provided to community organizations.
- ◆ Temporary help for contract monitoring and other functions in various departments.
- ◆ Various information technology (IT) projects, including:
  - ◆ Digitizing records and one-time IT projects in the District Attorney's Office.
  - ◆ San Diego Fire Authority information technology initiative and process improvement projects.
  - ◆ SD Emergency—Spanish user interface.
  - ◆ Public Defender eDiscovery software early refresh.
  - ◆ HHS Kronos Scheduler system.
  - ◆ Electronic Health Record System for TB Control.
  - ◆ Pre-hospital Data Collection System upgrade for compliance with federal requirements.
  - ◆ StarLIMS essential software required to meet HIPPA standards.
  - ◆ Polymerase Chain Reaction System for rapid detection of serious contagious diseases.
  - ◆ Phase 1 Medical Therapy Unit Online enhancements to improve security requirements, stability, and compatibility with State required billing code changes.
- ◆ Case Management System (ALEX) Enhancements in Adult Protective Services to address CRM platform instability issues.
- ◆ Pesticide Regulation Program (PCP) Accela Development.
- ◆ Agricultural Standards Accela Development.
- ◆ Plant Health and Pest Prevention (PHPP) Accela Development for inspection and enforcement process.
- ◆ Liquefied Petroleum Gas Calibration Skid System for vehicle to test dispensers for accuracy.
- ◆ Accela Script Conversion.
- ◆ Conversion from Oracle to MS SQL for Accela platform.
- ◆ StreetSaver Pavement Management System.
- ◆ Geographic Information Systems enhancements—user portal for Capital Improvement Program (CIP) projects and roadway structure inventory.
- ◆ Building Automation System (BAS) Implementation.
- ◆ Election Call Center Technology.
- ◆ Records Management Document Storage IT Enhancement.
- ◆ Digital Signature implementation.
- ◆ Office of Revenue and Recovery Onestep system upgrade.
- ◆ Enterprise Document Processing Platform (EDPP) which includes: Parallel environment pending migration of department applications, EMC Documentum 6.7 Extended Support, EMC Records Manager 6.7 Extended Support, EMC Captiva 6.5 Extended Support, License, Documentum Upgrade to 7.1, Captiva Upgrade, Adobe LiveCycle Upgrade.
- ◆ Computer Services Registration Form (CSRF) Electronic Forms.
- ◆ Adobe website upgrades for Districts 2 and 4.
- ◆ IT Outsourcing Recompete/Transition.
- ◆ SharePoint: Platform Upgrade, Parallel environment pending migration of department applications.
- ◆ Implement the Oracle Identity Management system.
- ◆ ePayment channels implementation.
- ◆ Electronic billing functionality.
- ◆ Claims management software replacement, Loss Prevention Documentum Cabinet, and Work Safe Stay Healthy Program.
- ◆ Health Reimbursement Arrangement (HRA) implementation.
- ◆ Peoplesoft Identity and Access Management (IDAM) Implementation.
- ◆ Enterprise Resource Planning Data Center Services.
- ◆ Performance Budgeting Upgrade - Business Objects.
- ◆ SQL 2008 Upgrade to 2012.
- ◆ One-time enterprise IT contracts.
- ◆ Agenda Management Creation System.
- ◆ Various one-time facility maintenance and upgrades which include:
  - ◆ Road Maintenance work.
  - ◆ Pavement Resurfacing Projects.
  - ◆ Facility Replacement Strategic Plan, Phase 1.
  - ◆ Electric Vehicle (EV) Charging Stations for County Fleet.
  - ◆ Photovoltaic (PV) Systems in Five Facilities.
  - ◆ American with Disabilities Act (ADA) Assessment and Implementation.
  - ◆ Energy projects.





- ◆ Various equipment purchase/replacement including:
  - ❖ San Diego County Fire Authority rescue and safety equipment.
  - ❖ San Diego County Fire Authority fire apparatus and apparatus replacement commitment.
  - ❖ Department of Child Support Services Modular furniture for South Bay and Central.
  - ❖ Del Mar Trailer replacement of a storage container for shelter supplies.
  - ❖ Camera replacement project at Kearny Mesa and East Mesa.
  - ❖ Conference and courtroom equipment refresh.
  - ❖ Base Hospital radio console replacement of 6 units.
  - ❖ Small Paint Striper for Colored Bike Lanes and Legends.
  - ❖ Asphalt Zipper Grinder AZ 500B-203 with Trailer.
  - ❖ Combination Sewer Cleaning Vehicle - for Sanitation.
  - ❖ Emergency Generators - for Sanitation.
  - ❖ Library 24/7 machines.
- ◆ Rebudgets:
  - ❖ Vehicle Purchase for Integrated Pest Control (IPC) and Huonglongbing (HLB) staff.
  - ❖ Vehicle purchases to meet Agricultural Water Quality inspection requirements.
  - ❖ Documentum Record Manager Integration.
  - ❖ Tribal liaison consultant and support.
  - ❖ Fire victim permit fee waiver.
  - ❖ Land Use Data imaging project.
  - ❖ Development of an onsite wastewater treatment program in compliance with AB 885, Onsite Sewage Treatment Systems (2000).
  - ❖ Environmental Health support for beach water quality monitoring.
  - ❖ Asset Management application.
  - ❖ Business Process Reengineering for LUEG departments.
  - ❖ Business Case Management System rebudget – Accela upgrade mobile office implementation, electronic review relocated to CIP 1-Time UUD: Maine, Sweetwater, Plaza Bonita.
  - ❖ Mobile applications and web portal design.
  - ❖ Electronic document review/submittal automation.
  - ❖ PACE program support and zoning ordinance update.
  - ❖ Planning and Development Services continuous improvement program on customer service and cultural awareness training.
- ◆ Firestorm 2007 rebuilding permit fee waiver.
- ◆ Comprehensive Renewable Energy Plan.
- ◆ Planning and Development Services General Plan amendments for property-specific requests.
- ◆ Code enforcement abatements.
- ◆ Planning and Development Services Transportation Impact Fee (TIF) update.
- ◆ Agricultural Promotion Program.
- ◆ New civic engagement webpage.
- ◆ Open Data Platform project to deploy a facing Dashboard for LUEG.
- ◆ Mobile application in LUEG departments using the Accela Automation platform.
- ◆ Business Case Management System infrastructure upgrades.
- ◆ Air Pollution Control District paperless project.
- ◆ Agriculture, Weights and Measures Trapping iPad application.
- ◆ San Diego Association of Governments Quality of Life to fund water quality projects and programs.
- ◆ Proctor Valley Road closure.
- ◆ Zoning ordinance revisions to encourage composting and Anaerobic Digestion.
- ◆ Webcams at Low Water Crossings.
- ◆ Bacteria Total Maximum Daily Load source tracking and studies.
- ◆ Building Information Modeling (BIM) Upgrade.
- ◆ Warehouse Asset Tracking system.
- ◆ Poll worker internet site.
- ◆ Affordable Care Act compliance module.
- ◆ Equipment for the High Performance Data (HPD) Frequency reconfiguration.
- ◆ Audio visual system equipment for the Rancho San Diego Station.
- ◆ Services for the Fallbrook Senior Volunteers from the Tarquinio Trust.
- ◆ Temporary help and overtime for the Sheriff's Youth Advisory Group.
- ◆ Furniture, fixtures and equipment for the Las Colinas Detention & Reentry Facility.

- ◆ Various one-time facility maintenance and upgrades which include:
  - ❖ Road Maintenance work.
  - ❖ Pavement Resurfacing Projects.
  - ❖ Facility Replacement Strategic Plan, Phase 1.
  - ❖ Electric Vehicle (EV) Charging Stations for County Fleet.
  - ❖ Photovoltaic (PV) Systems in Five Facilities.
  - ❖ American with Disabilities Act (ADA) Assessment and Implementation.
  - ❖ Energy projects.
- ◆ Various equipment purchase/replacement including:
  - ❖ San Diego County Fire Authority rescue and safety equipment.
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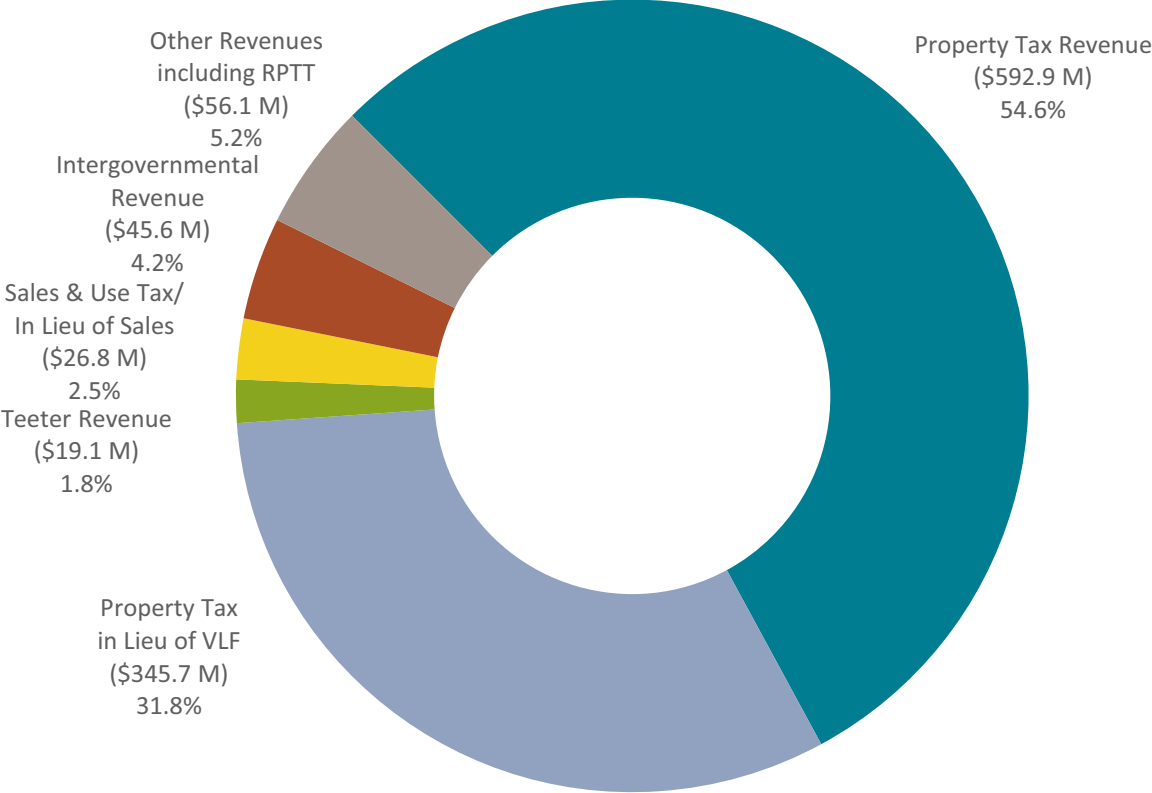


# General Purpose Revenue

## General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 26.4% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Successor Agencies, and other miscellaneous sources. It may be used for any purpose that is a legal expenditure of County funds. Therefore the Board of Supervisors has the greatest flexibility in allocating this revenue. The following section presents details of the major components of General Purpose Revenue.

### General Purpose Revenue by Source Fiscal Year 2015–16: \$1,086.2 million

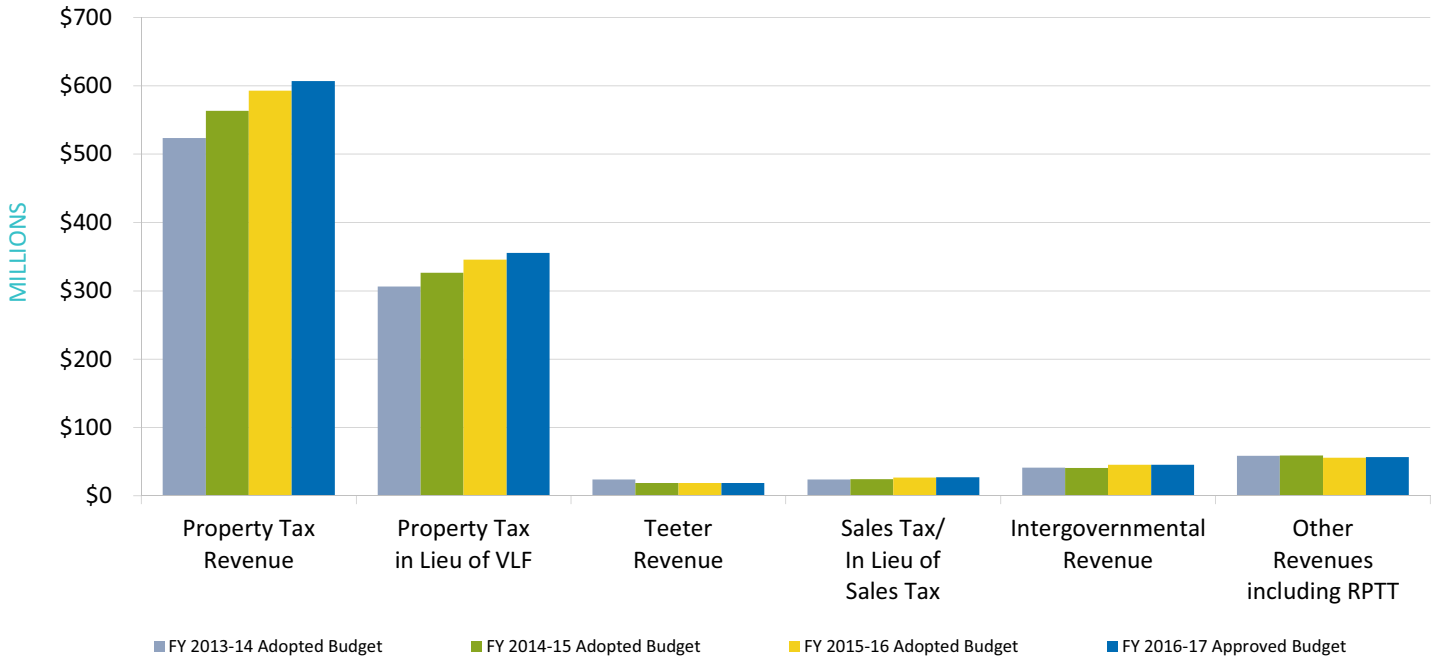


The national economy had a rough start in the beginning of 2014, but the year was marked by fast growth rates and economic gains reflecting recovery from the Great Recession. Unemployment was at its lowest in six years while major industries added jobs at a pace not seen in more than a decade. For Fiscal Year 2015–16, the \$1,086.2 million budgeted for GPR is an

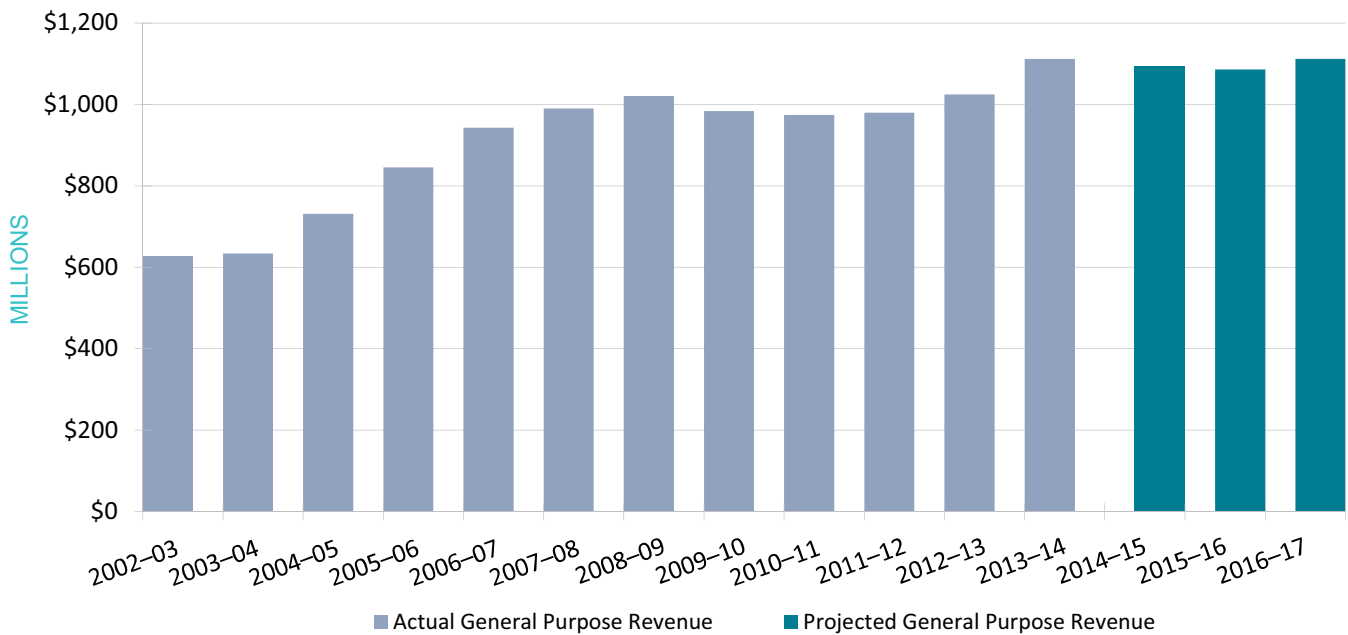
increase of \$52.8 million or 5.1% from the Fiscal Year 2014–15 budgeted amount of \$1,033.5 million. These resources are projected to increase to \$1,111.8 million in Fiscal Year 2016–17. The charts on the following page present GPR by source and a historical view of GPR. The accompanying table includes a summary by account of historical and projected GPR.



### General Purpose Revenue by Source Fiscal Years 2013–14 through 2016–17



### General Purpose Revenue History Fiscal Year 2002–03 to Fiscal Year 2016–17



Notes: General Purpose Revenue (GPR) for Fiscal Years 2002–03 through 2013–14 represents actual revenue. Fiscal Year 2014–15 represents the 2nd Quarter estimate produced in December 2014. For Fiscal Years 2015–16 and 2016–17, the projections are included the Fiscal Years 2015-17 Adopted Operational Plan.





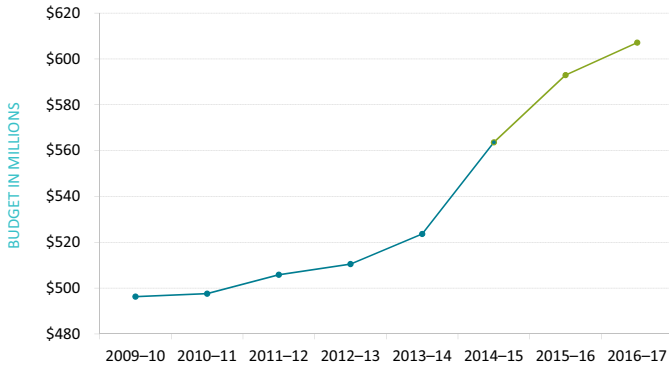
General Purpose Revenue					
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget
Property Taxes Current Secured	\$ 503,560,241	\$ 543,889,435	\$ 572,474,367	5.3	\$ 586,668,702
Property Taxes Current Supplemental	3,490,901	2,552,267	2,595,796	1.7	2,639,701
Property Taxes Current Unsecured	16,512,624	17,128,637	17,819,370	4.0	17,751,063
Property Taxes Current Unsecured Supplemental	50,750	51,511	52,284	1.5	530,68
<b>Total Property Tax Revenue</b>	<b>\$ 523,614,516</b>	<b>\$ 563,621,850</b>	<b>\$ 592,941,817</b>	<b>5.2</b>	<b>\$ 607,112,534</b>
<b>Total Property Tax In Lieu of VLF</b>	<b>\$ 306,580,585</b>	<b>\$ 326,332,670</b>	<b>\$ 345,657,552</b>	<b>5.9</b>	<b>\$ 355,698,082</b>
Teeter Tax Reserve Excess	\$ 15,100,000	\$ 13,100,000	\$ 13,100,000	0.0	\$ 13,100,000
Teeter Property Tax All Prior Years	8,783,594	6,003,200	6,003,200	0.0	6,003,200
<b>Total Teeter Revenue</b>	<b>\$ 23,883,594</b>	<b>\$ 19,103,200</b>	<b>\$ 19,103,200</b>	<b>0.0</b>	<b>\$ 19,103,200</b>
Sales & Use Taxes	\$ 18,106,197	\$ 18,443,383	\$ 23,520,925	27.5	\$ 27,595,389
In Lieu Local Sales & Use Tax	5,800,000	5,974,000	3,300,462	(44.8)	–
<b>Total Sales &amp; Use Tax/In Lieu of Sales Tax</b>	<b>\$ 23,906,197</b>	<b>\$ 24,417,383</b>	<b>\$ 26,821,387</b>	<b>9.8</b>	<b>\$ 27,595,389</b>
State Aid Homeowner’s Property Tax Relief (HOPTR)	\$ 4,890,644	\$ 4,795,214	\$ 4,714,725	(1.7)	\$ 4,714,725
Federal In-Lieu Taxes	1,127,720	922,549	922,549	0.0	922,549
Local Detention Facility Revenue/State Aid Booking Fees	2,450,380	2,450,380	2,460,342	0.4	2,460,342
Aid From City of San Diego	2,772,173	2,772,173	2,762,211	(0.4)	2,762,211
Aid from Redevelopment Agencies/Aid from Redevelopment Successor Agencies	29,971,545	29,971,545	34,690,335	15.7	34,690,335
<b>Total Intergovernmental Revenue</b>	<b>\$ 41,212,462</b>	<b>\$ 40,911,861</b>	<b>\$ 45,550,162</b>	<b>11.3</b>	<b>\$ 45,550,162</b>
Property Taxes Prior Secured	\$ 400,000	\$ 400,000	\$ 400,000	0.0	\$ 400,000
Property Taxes Prior Secured Supplemental	5,211,938	5,685,976	5,742,562	1.0	5,800,142
Property Taxes Prior Unsecured	450,000	450,000	150,000	(66.7)	150,000
Property Taxes Prior Unsecured Supplemental	400,000	400,000	400,000	0.0	400,000
Other Tax Aircraft Unsecured	2,648,403	2,635,824	2,675,362	1.5	2,715,492
Transient Occupancy Tax	2,600,000	3,100,000	3,300,000	6.5	3,300,000
Real Property Transfer Taxes (RPTT)	16,875,633	19,175,936	20,477,745	6.8	20,682,523
Franchises, Licenses, Permits	10,438,344	10,441,416	5,469,355	(47.6)	5,469,355
Fees, Fines & Forfeitures	2,198,207	1,939,135	1,625,161	(16.2)	1,543,902
Penalties & Cost Delinquency Taxes	13,637,044	10,936,000	11,179,440	2.2	11,544,117
Interest On Deposits & Investments	2,867,302	2,867,302	3,721,995	29.8	3,721,995
Interfund Charges/Miscellaneous Revenues	1,027,775	1,036,334	1,003,850	(3.1)	1,003,850
<b>Total Other Revenues including RPTT</b>	<b>\$ 58,754,646</b>	<b>\$ 59,067,923</b>	<b>\$ 56,145,470</b>	<b>(4.9)</b>	<b>\$ 56,731,376</b>
<b>Total General Purpose Revenue</b>	<b>\$ 977,952,000</b>	<b>\$ 1,033,454,887</b>	<b>\$ 1,086,219,588</b>	<b>5.1</b>	<b>\$ 1,111,790,743</b>



**Property Tax Revenue**

Property Tax Revenue, (**\$592.9 million in Fiscal Year 2015–16 and \$607.1 million in Fiscal Year 2016–17**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 54.6% of the total General Purpose Revenue in both Fiscal Year 2015–16 and in Fiscal Year 2016–17.

**General Purpose Revenue: Property Tax Revenue History**

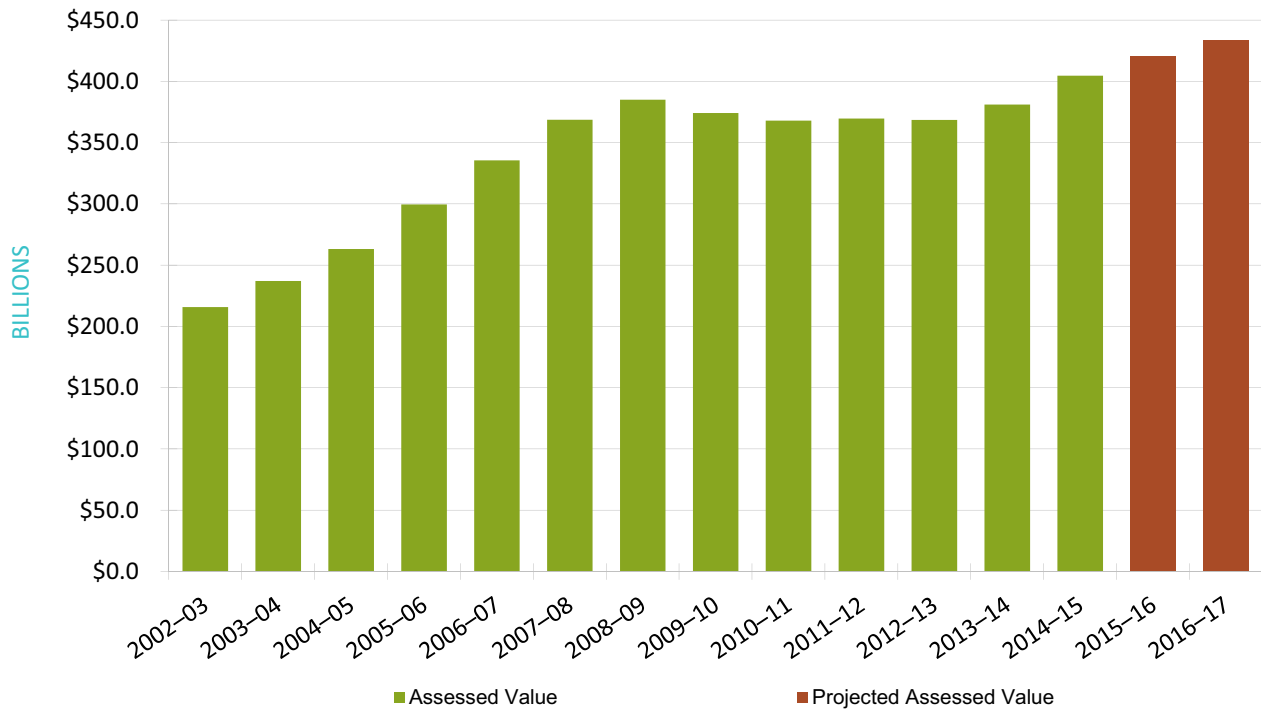


The term “current” refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2015–16, property tax revenue is budgeted to be \$29.3 million or

5.2% higher than the budget for Fiscal Year 2014–15. Property tax revenue is projected to increase 2.4% or \$14.2 million for Fiscal Year 2016–17. Property Tax Revenue in the State of California is a funding source for local governments and school districts and is based on ad valorem property taxation, whereby the amount due is calculated by applying a 1% tax rate to the assessed value of real property (land and improvements) and certain business personal property owned by tenants. The assessed value of property is tracked on the secured, unsecured and supplemental tax rolls. Counties generate the property tax bills and collect the tax payments on behalf of the taxing entities within their respective boundaries. In some cases, there are additional ad valorem taxes and special assessments approved by the voters, which are included on the tax bills as well. Property tax payment amounts received by counties are then distributed to the various taxing entities.

In 2013, improvement in the residential market and positive change in both ownership and new construction activity resulted in an increase of 3.4% in the assessed value of real property. For 2014, the final growth rate was 6.2%, an improvement from the assumed rate of 4.0% used in the projection. For Fiscal Year 2015–16, an assumed rate of 4.0% is projected in overall assessed value of real property.

**Locally Assessed Secured Property Values**  
Fiscal Year 2002–03 to Fiscal Year 2016–17



Note: The projected locally assessed secured values assume a 4.0% growth rate for Fiscal Year 2015–16 and 3.0% rate for Fiscal Year 2016–17. Source: San Diego County Auditor and Controller

### Current Secured Property Tax Revenue

Current Secured property tax revenue (**\$572.5 million in Fiscal Year 2015–16 and \$586.7 million in Fiscal Year 2016–17**) is expected to increase by \$28.6 million in Fiscal Year 2015–16 from the adopted level for Fiscal Year 2014–15.

This revenue is generated from the secured tax roll, that part of the roll containing real property, including residential and commercial property as well as State-assessed public utilities. The Fiscal Year 2015–16 revenue amount assumes an increase of 4.0% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2014–15 of 6.2%. It also makes certain assumptions regarding the County’s share of countywide property tax revenues, the delinquency rate, exemptions and the amount of tax roll corrections and refunds on prior year assessments.

In Fiscal Year 2015–16, refunds and corrections combined are projected at \$7.8 million compared to the Fiscal Year 2010–11 high level of \$19.4 million.

The Fiscal Year 2014–15 current secured revenue assumed a 4.0% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2013–14; however, the actual current local secured assessed value increased by 6.2% (gross less regular exemptions). Further, as noted above, for Fiscal Year 2015–16, local secured assessed value is budgeted to increase by 4.0%. For Fiscal Year 2016–17, local secured assessed value is assumed to grow by 3.0%.

### Current Supplemental Property Tax Revenue

Current Supplemental property tax revenue (**\$2.6 million in Fiscal Year 2015–16 and \$2.6 million in Fiscal Year 2016–17**) is budgeted to be relatively flat. This revenue is derived from net increases to the secured tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are therefore more difficult to predict. During the recent recession, the slowdown in new construction and the decline in real estate prices have acutely impacted supplemental property tax revenues. In many change of ownership transactions, a refund was due to the owner since the value of the property is lower than it was on the lien date instead of a bill for an additional amount of property tax because the property value is higher than the value as of the lien date. During the period of recession, refunds on current supplemental property tax reached a high \$38.3 million in Fiscal Year 2008–09, compared to a low of \$4.0 million in Fiscal Year 2005–06 prior to the housing

market surge. Refunds are anticipated to continue to decline gradually over time as activities in residential and commercial properties and assessed values improve.

### Current Unsecured Property Tax Revenue

Current Unsecured property tax revenue (**\$17.8 million in Fiscal Year 2015–16 and \$17.8 million in Fiscal Year 2016–17**) is not based on a lien on real property. The unsecured tax roll is that part of the assessment roll consisting largely of business personal property owned by tenants. Based on trends and most up-to-date information, a slight increase in projection is used for the next two fiscal years.

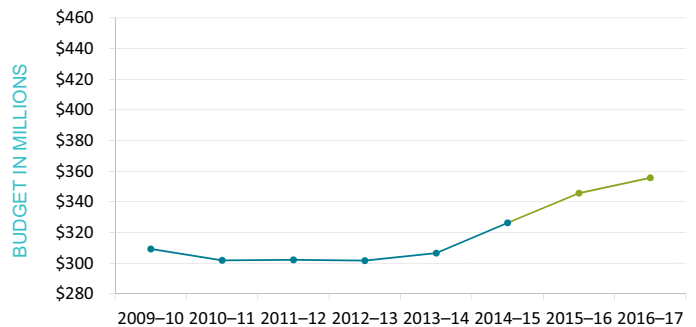
### Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**\$0.1 million in Fiscal Year 2015–16 and \$0.1 million in Fiscal Year 2016–17**) is derived from supplemental bills that are transferred to the unsecured tax roll when a change in ownership occurs and a tax payment is due from the prior owner, or a subsequent change in ownership following the initial change in ownership occurs prior to the mailing of the initial supplemental tax bill. When this occurs, the bill is prorated and a portion of the original supplemental tax bill that is attributable to the initial change in ownership or completion of new construction becomes an unsecured supplemental tax bill.

### Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 31.8% (**\$345.7 million**) of the General Purpose Revenue amount in **Fiscal Year 2015–16** and 32.0% of the projected amount (**\$355.7 million**) in **Fiscal Year 2016–17**.

General Purpose Revenue: Property Tax in Lieu of VLF History



## GENERAL PURPOSE REVENUE

Beginning in Fiscal Year 2004–05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value. With a projected and budgeted 4.0% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2015–16, revenues are anticipated to be \$19.3 million higher than budgeted for Fiscal Year 2014–15. The increase is partially associated with the change in actual assessed value in Fiscal Year 2014–15 which increased by 6.2% compared to a budgeted increase of 4.0%. The Fiscal Year 2016–17 revenue is estimated using a 3.0% assessed value growth.

### Teeter Revenue

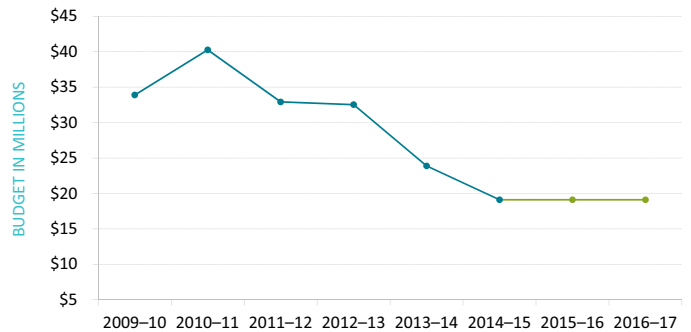
Teeter Revenue (**\$19.1 million in Fiscal Year 2015–16 and \$19.1 million in Fiscal Year 2016–17**) represents approximately 1.8% of General Purpose Revenue in Fiscal Year 2015–16 and 1.7% of the projected amount in Fiscal Year 2016–17. For Fiscal Years 2015–16 and 2016–17, Teeter Revenue is expected to remain at the same level as in Fiscal Year 2014–15.

In Fiscal Year 1993–94, the County adopted the alternative method of secured property tax apportionment available under Chapter 3, Part 8, Division 1, of the Revenue and Taxation Code of the State of California (also known as the “Teeter Plan,” named after its author). This alternative method provides funding for each taxing entity included in the Teeter Plan with its total secured property taxes and special assessments during the year for which the taxes are levied, regardless of whether all taxes due were paid by the property owner in that year. Under this plan, the County advances funds to these taxing entities to cover the unpaid (delinquent) taxes (the “Teetered taxes”). The County’s General Fund benefits from this plan by being entitled to future collections of penalties and interest that are due once the delinquent taxes are paid.

Teeter Revenue is projected based on the anticipated collection of the County’s portion of the Teetered taxes from all prior years as well as the interest and penalty payments, which appear in the Teeter Tax Loss Reserve Excess account. See the table on page 85 for the amount of revenue pertaining to these components. A legal requirement of the Teeter Plan requires the County to maintain a tax loss reserve fund to cover losses that may occur if delinquent taxes are not paid and the property goes into default

and is sold for less than the amount of outstanding taxes and assessments. Throughout the year, all interest and penalties collected on Teetered secured and supplemental property taxes are first deposited into the Teeter Tax Loss Reserve Fund. Any excess amounts above 25% of the total delinquent secured taxes and assessments may be transferred to the general fund.

General Purpose Revenue:  
Teeter Revenue History



### Sales and Use Tax Revenue

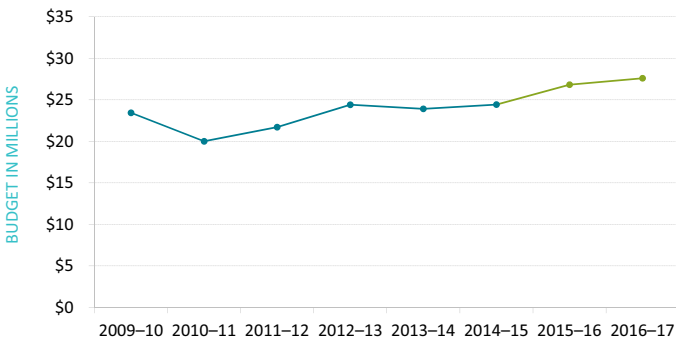
Sales and Use Tax Revenue (**\$26.8 million in Fiscal Year 2015–16 and \$27.6 million in Fiscal Year 2016–17**) represents approximately 2.5% of General Purpose Revenue in Fiscal Year 2015–16 as well as in Fiscal Year 2016–17. This revenue is derived from taxable sales by retailers who sell or rent tangible personal property in unincorporated areas of the county, or from use taxes from consumers who purchase tangible personal property from out of State. Use taxes are also imposed on the storage, use, lease or other consumption of tangible personal property at any time a sales tax has not been paid by the retailer. The amounts shown in the table on page 85 reflect the combined Sales and Use Tax revenues and the In Lieu Local Sales and Use Tax replacement funding that transfers to the County from the Educational Revenue Augmentation Fund (ERAF).

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



The In Lieu Local Sales and Use Tax is referred to as the “triple flip” and was effective July 1, 2004. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act*, one of the 2003–04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to \$15.0 billion in bonds authorized by Proposition 57 (2004), *Economic Recovery Bond Act*, to help the State refinance its past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF. The projected Sales and Use Tax revenue reflects the mid-year end of the Triple Flip in Fiscal Year 2015–16 and the complete end in Fiscal Year 2016–17.

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



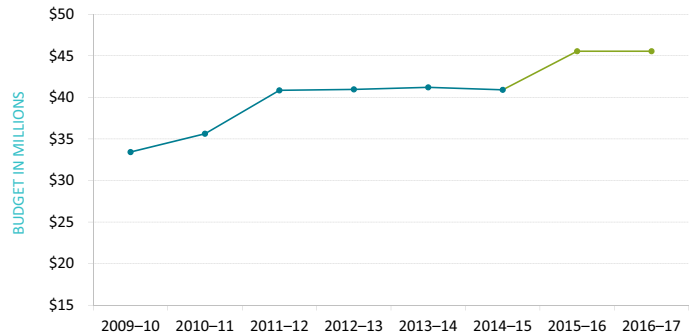
The effect of the recession on the housing market and unemployment negatively impacted taxable sales at the Statewide, Southern California and San Diego regional levels. Improvements in taxable sales began in calendar year 2010. Fiscal Year 2014–15 Sales and Use Tax revenue is projected to increase by \$1.9 million or 7.6% compared to budget. The budgeted amount includes the winding down of the Triple Flip with a final payment in Fiscal Year 2015–16. Based on current trends and sales activities, Sales and Use Tax Revenue in Fiscal Year 2015–16 is estimated to be \$2.4 million or 9.8% higher than the Fiscal Year 2014-15 Adopted Operational Plan and is estimated to be \$0.8 million or 2.9% higher in Fiscal Year 2016–17.

**Intergovernmental Revenue**

Intergovernmental Revenue (**\$45.6 million in Fiscal Year 2015–16 and \$45.6 million in Fiscal Year 2016–17**) comprises 4.2% of the General Purpose Revenue amount in Fiscal Year 2015–16 and 4.1% of the projected amount in Fiscal Year 2016–17. For Fiscal Year 2015–16, the amount budgeted is

\$4.6 million or 11.3% higher than the Fiscal Year 2014–15 Adopted Operational Plan.

**General Purpose Revenue:  
Intergovernmental Revenue History**



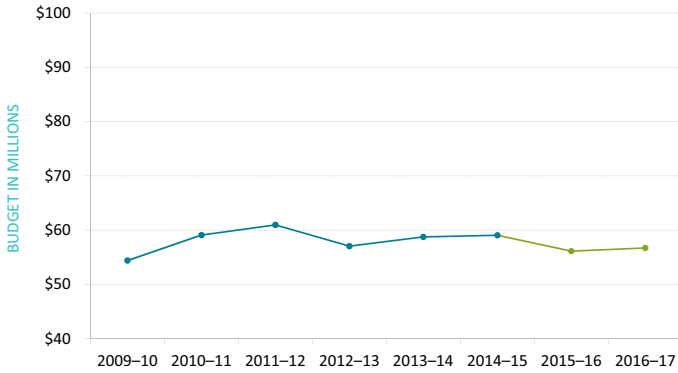
Funding for this revenue source comes from various intergovernmental sources including Redevelopment Successor Agencies, the City of San Diego (pursuant to a Memorandum of Understanding [MOU] related to the County's Central Jail), the federal government (Payments in Lieu of Taxes [PILT] for tax-exempt federal lands administered by the Bureau of Land Management, the National Park Service, and the U.S. Fish and Wildlife Service), and the State of California (reimbursement to the County for the Homeowner's Property Tax Relief [HOPTR] program). Under the HOPTR program, homeowners are exempted from paying property taxes on the first \$7,000 of the assessed value of their personal residence and the State reimburses local taxing entities for the related loss of revenue.

The largest portion of this funding is from aid from Redevelopment Successor Agencies. Redevelopment agencies were dissolved by the California Legislature in ABx1 26 on June 28, 2011. The California Supreme Court upheld the constitutionality of the dissolution on December 29, 2011 and extended the date of dissolution to February 1, 2012. Based on Section 34183 of the Health and Safety Code, the county auditor-controller shall remit from the Redevelopment Property Tax Trust Fund to each affected taxing agency property tax revenues in an amount equal to that which would have been received under Section 33401, 33492.14, 33607, 33607.6, 33607.7 or 33676. Residual funds not allocated for specific purposes will be distributed to affected taxing agencies under Section 34183 of the Health and Safety Code. The County General Fund and Library Fund, as affected taxing entities, receive a share of this tax distribution, but this has not been included in the Fiscal Year 2015–17 Adopted Operational Plan.

**Other Revenues**

Other Revenues for Fiscal Year 2015–16 total \$56.1 million and increase to \$56.7 million in Fiscal Year 2016–17, and are approximately 5.2% of the total General Purpose Revenue amount in Fiscal Year 2015–16 and 5.1% in Fiscal Year 2016–17. The Fiscal Year 2015–16 amount represents a 5.0% or \$2.9 million decrease from the Fiscal Year 2014–15 Adopted Operational Plan.

**General Purpose Revenue:  
Other Revenues History**



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

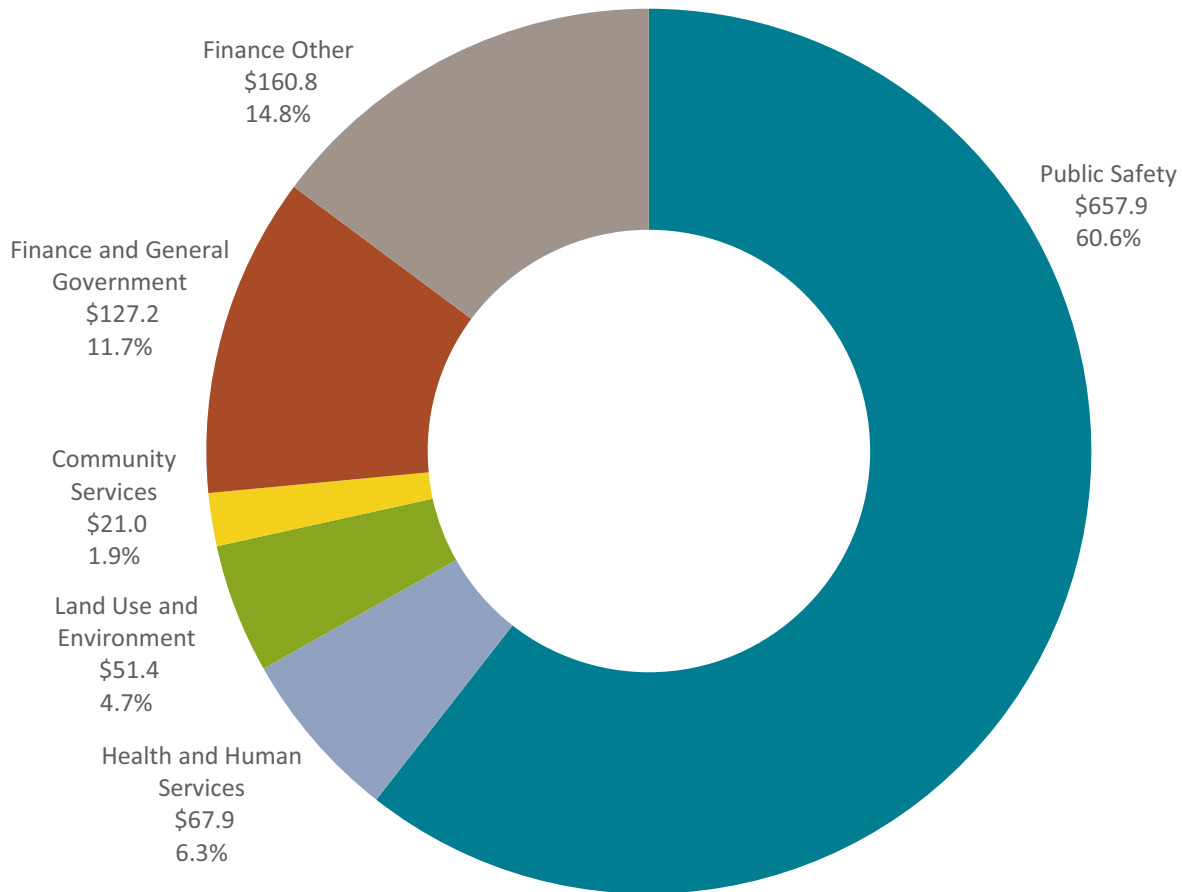
and other miscellaneous revenues. One large component of this revenue category for Fiscal Year 2015–16 is RPTT, a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2015–16 is budgeted at \$20.5 million, a 6.8% (\$1.3 million) increase from the Fiscal Year 2014–15 Adopted Operational Plan, reflecting a continued improvement in receipts in Fiscal Year 2014–15 compared to substantial slowing and overall volatility that began in fall 2008. Revenues are projected to slightly increase by \$0.2 million or 1.0% in Fiscal Year 2016–17. RPTT is paid when any lands, tenements or other realty exceeding \$100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate set by the State is \$0.55 per \$500 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% from transactions in the incorporated areas. Another large component, \$11.2 million, is Penalties and Cost on Delinquency Taxes. These revenues are received from penalties assessed on late payment of current year taxes (those taxes paid late, but before the end of the fiscal year). These revenues are projected to slightly increase in Fiscal Years 2015–16 (\$0.2 million or 2.2%) and 2016–17 (\$0.4 million or 3.3%).

The budgeted amount for Other Revenues also reflects the reduction of \$5.0 million in Franchise Fees received from SDG&E. These revenues will now be reflected in Land Use and Environmental Group—Department of Public Works as program revenue and will no longer be classified as General Purpose Revenue.

### Allocation of General Purpose Revenue by Group/Agency

General Purpose Revenue (GPR) is allocated annually to fund County services based on an analysis of available program revenues, federal or State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the Fiscal Year 2015–16 budget for the Public Safety Group represents 31.6% of total County expenditures, the allocation of GPR for services in that Group equals 60.6% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 37.0% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 6.3% of total GPR.

**General Purpose Revenue Allocations  
by Group/Agency**  
Fiscal Year 2015–16: \$ 1,086.2 million



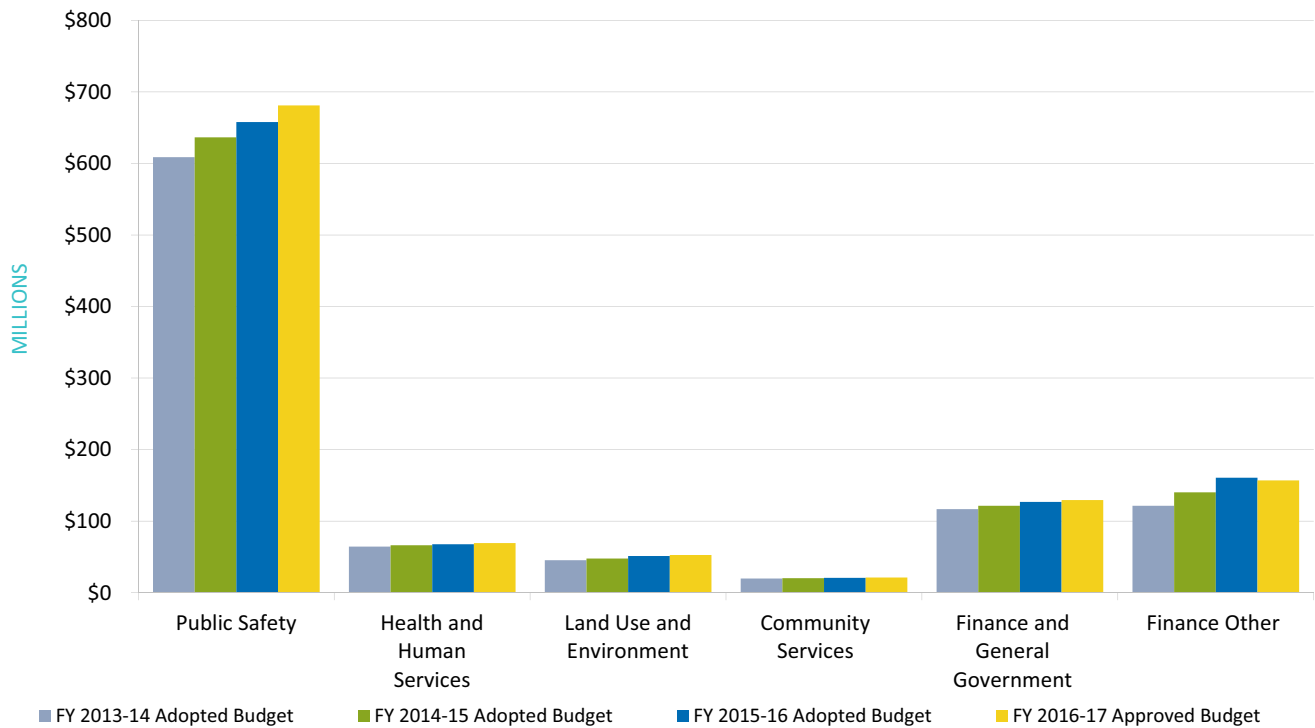
The allocation of GPR for Fiscal Years 2015–16 and 2016–17 reflects a multi-year strategy to manage County resources within the recovering economic environment. The primary goals of this strategy are to preserve core services to the public, maintain the commitment to the County's capital program, and address increases in contributions to the retirement fund.

**GPR is budgeted at \$1,086.2 million in Fiscal Year 2015–16**, an increase from Fiscal Year 2014–15 budget of \$1,033.5 million. The most significant cost driver resulting from the economic recession has been employer retirement contributions. While in

Fiscal Year 2015–16 employer contributions to the retirement fund are budgeted to increase by a modest 3.3%, the annual rate of increase beyond Fiscal Year 2015–16 is not certain. Future contribution rates will be driven by actual market performance of the retirement fund and actuarial assumptions. If the fund does not meet its assumed rate of return for the current fiscal year, and/or if there are changes to future earnings assumptions based on the consideration of new asset allocation models, contributions could increase beyond current projections as early as Fiscal Year 2016–17.



**General Purpose Revenue Allocations by Group/Agency  
Fiscal Years 2013–14 through 2016-17**



General Purpose Revenue Allocations by Group/Agency (in millions)						
	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	% Change	Fiscal Year 2016–17 Approved Budget	
Public Safety	\$ 608.9	\$ 636.5	\$ 657.9	3.4	\$ 681.0	
Health and Human Services	64.7	66.4	67.9	2.2	69.7	
Land Use and Environment	45.5	47.9	51.4	7.2	52.9	
Community Services	20.1	20.5	21.0	2.6	21.5	
Finance and General Government	117.0	121.7	127.2	4.5	129.6	
Finance Other	121.7	140.4	160.8	14.5	157.1	
<b>Total</b>	<b>\$ 978.0</b>	<b>\$ 1,033.5</b>	<b>\$ 1,086.2</b>	<b>5.1</b>	<b>\$ 1,111.8</b>	

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

- ◆ Fiscal Year 2015–16 Adopted Operational Plan allocates \$32.4 million of GPR growth to the County's five business groups to fund the increase in negotiated salary and benefit costs (\$27.1 million) as well as allocation for programs (\$5.3 million). The remaining GPR growth will be appropriated to a countywide stabilization fund to mitigate anticipated future volatility in employer contributions for retirement costs.

- ◆ Fiscal Year 2016–17 Adopted Operational Plan allocates \$29.3 million of GPR to the County's five business groups to fund increases in negotiated salary and benefit increases costs.

Further detail on GPR allocations is provided in the Group and Department sections that begin on page 113. The previous charts and table show the amount of GPR allocated to support each Group/Agency for Fiscal Years 2015–16 and 2016–17 compared to the two prior fiscal years.





# Summary of Financial Policies

## Background

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

## Financial Planning and Budget

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

- ◆ With the GMS as a guide for fiscal management practices, the County will:
  - ◆ Maintain fiscal stability to ensure the ability to provide services that customers rely on, in good times and in bad. All departments share in the responsibility of ensuring fiscal stability for the County.
  - ◆ Ensure that the financial management activities of the County support structural balance between ongoing revenues and expenditures.
  - ◆ Use the Strategic Plan as a guide to develop an annual five-year financial forecast to review primary cost drivers, service needs and available funding sources, which will lay the foundation for the upcoming Operational Plan.
  - ◆ Annually develop a structurally balanced two-year Operational Plan, the first year of which is formally adopted by the Board of Supervisors as the County's budget and the second year is accepted as a tentative plan.
    - ◆ California Government Code §29009 requires a balanced budget, defined as “the funding sources shall equal the financing uses,” in the recommended, adopted and final budgets.
    - ◆ A structurally balanced budget means that ongoing, not one-time, resources are used to fund ongoing costs.
  - ◆ Conduct quarterly financial reporting processes to allow County managers to appropriately address changes in the external economic or internal financial conditions of the

organization. At no time shall total expenditures exceed total appropriations; a budget amendment must be submitted and approved by the Board of Supervisors.

- ◆ Develop and use performance measures to monitor progress and ensure that the County is on track to achieve its goals.

## Revenues

- ◆ As a political subdivision of the State of California, the County has all the powers specifically stated and necessarily implied in general law and the County Charter, including the power to assess, levy and collect taxes.
- ◆ The County shall review and evaluate revenues from all sources in order to maximize these revenues within existing legal provisions. Per the County of San Diego Administrative Manual 0030–22, *Revenue Management: Auditor and Controller Responsibilities, the Auditor and Controller will*:
  - ◆ Devise and monitor the goals and objectives of a revenue management program within policy guidelines prescribed by the Board of Supervisors. This includes a periodic review of the County's financial condition in order to ensure that the County's financial sources (revenues) are sufficient to meet anticipated obligations.
  - ◆ Develop annual revenue estimates for the development of the Operational Plan relating to revenues under control of the Chief Administrative Officer.
  - ◆ Ensure that full cost is recovered from fees, grants and revenue contracts to the extent legally possible. If not, the reasons for recovery of less than full cost will be documented and disclosed.
- ◆ All revenues received by the County identified as “one-time” revenues will only be appropriated for “one-time” expenditures per the County of San Diego Administrative Manual 0030–14, *Use of One-Time Revenues*.
- ◆ County departments will seek to recover the full cost of all services provided to agencies or individuals outside the County of San Diego organization on a contractual or fee basis or when obtaining grant funding. Exceptions to this policy require specific Board of Supervisors approval for the non-reimbursed costs as set forth in Board of Supervisors Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.
  - ◆ Full cost is defined as the sum of direct costs plus departmental overhead costs plus external indirect costs as calculated pursuant to the federal Office of Management and Budget Circular A-87 cost plan for the County.



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

care-based programs, and to supplement, but not replace, existing health care revenue pursuant to Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*.

- ◆ All County funds shall be established according to the procedures set forth in County of San Diego Administrative Manual 0030–18, *Establishing Funds and Transfer of Excess Cash Balances to the General Fund*. Interest earned on all funds is deposited to the General Fund, unless specific legislation, codes or Board of Supervisors action directs otherwise.

## Expenditures

- ◆ Pursuant to the Charter of the County of San Diego, Article VII, §703.4, the Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary.
- ◆ Changes during the year to the adopted budget are permitted by State law with approval by the Board of Supervisors or, in certain instances, by the Auditor and Controller.
- ◆ Appropriation transfers of any amount between objects within a budget unit may be processed by the Auditor and Controller except when the transfer would have actual or potential programmatic impacts or is to or from Capital Projects, Road Projects or Operating Transfers between departmental budget units. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval from the Board of Supervisors pursuant to County of San Diego Administrative Manual 0030–10, *Transfers of Appropriations between Objects within a Budget Unit*.
- ◆ As a general practice, the County does not backfill programmatic funding eliminated by the State of California.
- ◆ Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to the Charter of the County of San Diego §703.10 and §916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods set forth in Board of Supervisors Policy A-81, *Procurement of Contract Services*.
- ◆ The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated pro-





curement. Definitions and guidelines for exemptions and exceptions are outlined in Board of Supervisors Policy A-87, *Competitive Procurement*.

- ◆ The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines included in Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*.
- ◆ All appropriations available for the Neighborhood Reinvestment Program will be included annually in the County's Operational Plan. Resources available may vary and may range up to \$10.0 million, distributed evenly among the five Board of Supervisors districts, subject to the budget priorities of the Board of Supervisors as detailed in Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*.

## Reserves

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

## Debt Management

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

## Investments

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



## Capital Improvements

- ◆ The County Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of California Government Code §23004.
- ◆ The need for capital improvements is assessed annually. Board of Supervisors Policy B-37, *Use of the Capital Program Funds*, establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.
- ◆ The physical assets of the County are extensive; thus it is essential that the County follows an effective strategy to manage and plan for current and long-term capital and space needs. The Department of General Services shall be the responsible agency to manage the capital facilities planning and space needs of the County. The department is responsible for establishing the general objectives and standards for the location, design and occupancy of County-owned or leased facilities, as well as serving as the steward of a County-wide master plan and individual campus plans per Board of Supervisors Policy G-16, *Capital Facilities and Space Planning*.
- ◆ The Capital Program Funds were established by the Board of Supervisors to provide centralized budgeting for the accumulation and expenditure of funds. The CAO Administrative Manual Policy 0030-23; *Use of the Capital Program Funds, Capital Project Development and Budget Procedure*, establishes procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets and closure of capital projects within the Capital Program Funds.
- ◆ Additional details on the County's Capital Program can be found in the Capital Program section.

## Measurement Focus and Basis of Accounting

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

Governmental Funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Sales taxes, investment income, State and federal grants and charges for services are accrued at the end of the fiscal year if their receipt is anticipated within 180 days. Property taxes are accrued if they are collectible within 60 days after the end of the accounting period. Expenditures are

generally recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments, are recorded only when payment is due. General capital asset acquisitions and general principal payments are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

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

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

## Financial Statement Presentation

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

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





of revenues, expenses and changes in fund net assets present increases (i.e., operating revenues and non-operating revenue), decreases (i.e., operating expenses and non-operating expenses), income/loss before capital contributions and transfers, and the change in net assets.

## Differences Between Budgetary and Financial Reports

### Governmental Funds

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

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

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

### Proprietary Funds

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

### All Funds/GASB 54

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

The five components of fund balance are:

- ◆ Nonspendable fund balance: inherently nonspendable.
- ◆ Restricted fund balance: externally enforceable limitations on use.
- ◆ Committed fund balance: self-imposed limitations set in place prior to the end of the period.
- ◆ Assigned fund balance: limitation resulting from intended use.
- ◆ Unassigned fund balance: residual net resources.

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



# Capital Projects

## Capital Projects

Each year, the County assesses the need for capital improvements in accordance with Board of Supervisors Policies G-16, *Capital Facilities and Space Planning* and B-37, *Use of the Capital Program Funds*. These policies provide guidelines for the County's multi-year approach to planning for capital projects. The projects identified in this process include the improvement to or acquisition of land and facilities. Certain recurring capital or infrastructure projects, such as roads, bridges and sewer lines, are reviewed separately and budgeted in the applicable operating fund (e.g., Road Fund or sanitation district funds). The Fiscal Year 2015–16 capital projects budget for the County is \$131.8 million and \$2.5 million for Fiscal Year 2016–17. This excludes the \$9.2 million appropriated in Fiscal Year 2015–16 and 2016–17 in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction.

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

Capital Project Appropriations		
Appropriation Increases for New and Existing Capital Projects (Fiscal Year 2015–16)	Dollar Amount	Number of Projects
Capital Outlay Fund	\$ 15,964,000	12
County Health Complex Fund	400,000	1
Justice Facility Construction Fund	105,422,925	3
Multiple Species Conservation Program Fund	10,000,000	1
<b>Total Appropriation Increases for New and Existing Capital Projects (Fiscal Year 2015-16)</b>	<b>\$ 131,786,925</b>	<b>17</b>
Capital Project Remaining Appropriations by Group		
Projects Underway	Dollar Amount	Number of Projects
Public Safety Group	\$ 138,938,731	13
Health and Human Services Agency	3,598,089	2
Land Use and Environment Group	57,536,225	46
Community Services Group	28,957,194	8
Finance and General Government Group	17,937,989	3
<b>Total Projects Underway</b>	<b>\$ 246,968,228</b>	<b>72</b>
<b>Grand Total</b>	<b>\$ 378,755,153</b>	<b>85*</b>

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

The Capital Program section of this Operational Plan beginning on page 443 highlights major projects and provides project details on all outstanding capital projects. The Finance Other section on page 485 includes a schedule of lease-purchase payments related to previously debt-financed projects.



# Reserves and Resources

## Reserves and Resources

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

Reserves and Resources (in millions)		
	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Adopted Budget
General Fund Minimum Fund Balance for Economic Uncertainty	\$ 103.3	\$ 108.6
Group/Agency Management Reserves	29.8	38.4
General Fund Contingency Reserve: Operations	20.7	21.7
Committed Fund Balance: Unforeseen Catastrophic Events	55.5	55.5
<b>Total</b>	<b>\$ 209.3</b>	<b>\$ 224.2</b>

## General Fund Fund Balance and Reserves

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

### General Fund Minimum Fund Balance for Economic Uncertainty

Established in Fiscal Year 2009–10, pursuant to Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount that equates to 10% of General Purpose Revenue. The \$108.6 million set aside of General Fund unassigned fund balance for Fiscal Year 2015-16 equates to 10% of General Purpose Revenue and is in compliance with the policy.

### General Fund Contingency Reserve

Appropriated for unanticipated needs or to offset revenue shortfalls during the fiscal year. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount that equates to 2%

of budgeted General Purpose Revenue. The \$21.7 million budgeted for Fiscal Year 2015-16 equates to 2% of General Purpose Revenue and is in compliance with the policy.

### Committed: Unforeseen Catastrophic Events

Established in Fiscal Year 2007–08 by the Board of Supervisors, previously known as General Reserve, to address unforeseen catastrophic situations. By law, the General Reserve may be established, cancelled, increased or decreased at the time of adopting the budget with a three-fifths vote of the Board of Supervisors. It may be increased at any time during the year with a four-fifths vote of the Board. In the case of a legally declared emergency as defined in Government Code §29127, the Board, by a four-fifths vote, may appropriate these funds and make the expenditures necessary for the emergency. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 5% of budgeted General Purpose Revenue. The County's fund balance commitment for Unforeseen Catastrophic Events of \$55.5 million in Fiscal Year 2015-16 equates to 5.1% of Fiscal Year 2015-16 budgeted General Purpose Revenue and is in compliance with the policy.

### Group/Agency Management Reserves

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



Additional Reserves and Resources (in millions)				
	Fiscal Year 2014-15		Fiscal Year 2015-16	
	Adopted Budget		Adopted Budget	
Tobacco Securitization Endowment Fund	\$	325.3	\$	312.2
Workers' Compensation Fund		116.4		127.1
Environmental Trust Fund		54.1		50.5
Public Liability Fund		40.8		38.2
Restricted: Debt Service		25.6		27.1
<b>Total</b>	<b>\$</b>	<b>562.2</b>	<b>\$</b>	<b>555.1</b>

### Additional Reserves and Resources

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

#### Tobacco Securitization Endowment Fund

The County established the Tobacco Securitization Endowment Fund in January 2002. In lieu of receiving the Tobacco Settlement revenue on an annual basis, the County securitized the payment stream and deposited the net proceeds of \$412.0 million into the Tobacco Securitization Endowment Fund. Based on certain interest rate assumptions, these proceeds would have enabled the County to fund approximately \$24.2 million of health care programs annually through approximately year 2020. Due to lower than anticipated interest earnings, in May 2006 the original issuance was refunded through a second securitization and an additional \$123.5 million was deposited into the fund. It was estimated that this would extend the life of the endowment fund through year 2034. In accordance with Board of Supervisor's Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, \$13.5 million is allocated in the Tobacco Securitization Endowment Fund for Fiscal Year 2015-16, based on planned operational needs, which will fluctuate from year to year based on program and one-time projects.

#### Workers' Compensation Fund

The County contracts with an actuary to annually estimate the liability and capture the costs associated with all reported and unreported workers' compensation claims. The liability is estimated to be \$166.9 million, which includes \$27.8 million in expected costs for Fiscal Year 2015-16. The cash balance in the fund was \$127.1 million at July 1, 2015.

#### Environmental Trust Fund

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

#### Public Liability Fund

The County contracts with an actuary to annually assess the long-term liability of the fund and determine an adequate level of reserves for current and future public risk management claims. The liability is estimated to be \$37.9 million, which includes \$15.8 million in expected costs for Fiscal Year 2015-16. The cash balance in the fund was \$38.2 million at July 1, 2015.

#### Restricted: Debt Service

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

### Committed Fund Balance (General Fund only)

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



### Committed: Registrar of Voters

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

### Committed: Sales Proceeds Grand Avenue Clinic

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

### Committed: SDCFA Equipment Replacement

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

### Committed: Environmental Health

Established in Fiscal Year 2003–04 by the Department of Environmental Health (DEH) to set aside any excess revenue over cost that may occur in some fiscal years for use in a subsequent

fiscal year when costs exceed revenue. This ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.

### Committed: Sheriff's Capital Projects

Established in Fiscal Year 1999-00 to set aside funds for future capital expenditures for the Sheriff's Department.

### Committed: Replacement/Upgrade Public Safety Communication System

Established in Fiscal Year 2011-12 for the future design, procurement and installation of the next generation of communication technology to be used by public safety and public service agencies throughout San Diego County. These funds will be used to support the County's share of costs to replace the existing 800MHz Regional Communication System implemented in 1996.

Committed Fund Balance (General Fund only, in millions)		
	Fiscal Year 2014-15 Adopted Budget Increase/(Decrease) From Prior Year	Fiscal Year 2015-16 Adopted Budget Increase/(Decrease) From Prior Year
Committed: Registrar of Voters	\$ 1.0	\$ (1.0)
Committed: Sale Proceeds Grand Avenue Clinic	1.1	0.0
Committed: SDCFA Equipment Replacement	0.1	0.1
Committed: Environmental Health	(1.4)	(1.4)
Committed: Sheriff's Capital Projects	0.0	1.0
Committed - Replacement/Upgrade Public Safety Communication System	0.0	(16.3)
<b>Total</b>	<b>\$ 0.8</b>	<b>\$ (17.6)</b>



# Debt Management Policies and Obligations

## Debt Management

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

## Long-Term Obligation Policy

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

## Long-Term Obligation Limits

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

- ◆ Prior to its recommendation, the Debt Advisory Committee shall assess the credit impact of the financing, which includes analyzing the ability of the County to repay the obligation, identifying the funding source of repayment, evaluating the impact of the ongoing obligation on the current budget and future budgets, and assessing the maintenance and operational requirements of the project to be financed.
- ◆ The term of the long-term obligation will not exceed the useful life or the average life of the project or projects being financed.
- ◆ Total annual principal and interest payments on all long-term obligations of the General Fund will not exceed 5% of General Fund revenue.

## Uses of Long-Term Obligations

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

## Structuring Practices

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





**Management Practices**

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

**Credit Ratings**

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

The most recent full credit review of the County by the rating agencies was performed in July and August 2014 in connection to the County of San Diego's 2014 Refunding Certificates of Participation (Edgemoor and RCS Refunding). At this time, Standard and Poor's and Fitch Ratings affirmed the County's issuer and long-term obligation ratings. Moody's Investors Service upgraded the County's issuer rating from "Aa1" to "Aaa" and the long-term obligation ratings from "Aa3" to "Aa2".

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

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

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

**Authority to Finance and Bond Ratios**

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

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

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

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

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

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

The courts have applied the *obligation imposed by law* exception to indebtedness used to finance an obligation imposed by law. In this case, the obligation is involuntary; therefore, it would not be relevant to obtain voter approval.

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



Bond Ratios						
	Fiscal Year 2010–11	Fiscal Year 2011–12	Fiscal Year 2012–13	Fiscal Year 2013–14	Fiscal Year 2014–15	Fiscal Year 2015–16
Net Bonded Debt (in millions) <sup>1</sup>	\$ 1,265.5	\$ 1,204.4	\$ 1,177.0	\$ 1,144.3	\$ 1,086.1	\$ 1,016.9
Net Bonded Debt per Capita <sup>2</sup>	\$ 406	\$ 385	\$ 374	\$ 358	\$ 337	\$ 312
Ratio of Net Bonded Debt to Assessed Value <sup>3</sup>	0.32%	0.31%	0.30%	0.28%	0.25%	0.23%

<sup>1</sup>Net Bonded Debt is outstanding principal at the beginning of the fiscal year that is secured by the County General Fund, and reflects amounts in reserve funds.

<sup>2</sup>Population is based on population figures provided by the State of California Department of Finance.

<sup>3</sup>Assessed value includes total secured, unsecured, and unitary property.

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code §29909 would be 1.25% of the taxable property of the county. The estimated assessed value, including secured, unsecured and unitary property, as of June 30, 2015 is \$446.4 billion.

### Bond and Debt Service Ratios

The table above presents bond ratios useful to County management, gauging the County’s long-term financial obligations within the context of population and assessed value.

### General Fund Debt Service Ratios

The total debt service reported in the table below is composed of payments on the County’s Pension Obligation Bonds, Certifi-

cates of Participation and Lease Revenue Bonds. They are described in the following section titled Long-Term Obligations. In addition, the detail of the payments required for assets financed through the Certificates of Participation and Lease Revenue Bonds and the payments required for the Pension Obligation Bonds is provided in the Finance Other section beginning on page 485.

Components of General Fund Debt Service Ratio (in millions)						
	Fiscal Year 2012–13 Adopted Budget	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	
General Fund Revenue <sup>1</sup>	\$ 3,603.9	\$ 3,719.7	3,694.1	\$ 3,899.3	\$ 3,901.7	
Total Debt Service <sup>2</sup>	\$ 124.5	\$ 120.0	\$ 118.5	\$ 116.9	\$ 116.8	
Ratio of Total Debt Service to General Fund Revenue	3.46%	3.23%	3.21%	3.00%	2.99%	
General Fund Share of Debt Service Cost <sup>3</sup>	\$ 97.2	\$ 92.5	\$ 90.5	\$ 90.3	\$ 90.4	
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.70%	2.49%	2.45%	2.31%	2.32%	

<sup>1</sup>General Fund Revenue excludes fund balance and fund balance component decreases.

<sup>2</sup>Total Debt Service reflects amounts that are secured by the General Fund.

<sup>3</sup>Although Total Debt Service is fully secured by the General Fund, the General Fund Share of Debt Service Costs excludes amounts chargeable to programs, internal service funds, the Capital Outlay Fund, penalty assessments, rents and concessions, and pass through agreements.

Outstanding Principal Bonded Debt (in millions)		
	As of June 30, 2015	Projected as of June 30, 2016
Certificates of Participation	\$ 227.9	\$ 212.4
Lease Revenue Bonds	123.8	120.2
Pension Obligation Bonds	692.3	649.9
Redevelopment Successor Agency Bonds	12.7	12.2
<b>Total</b>	<b>\$ 1,056.7</b>	<b>\$ 994.7</b>

### Long-Term Obligations

The County's outstanding General Fund secured long-term principal bonded debt as of June 30, 2015, and projected as of June 30, 2016, are presented in the table above.

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

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

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

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

#### Taxable Pension Obligation Bonds (POBs)

POBs are financing instruments typically used to pay some or all of a pension plan's unfunded liability. The bond proceeds are transferred to the issuer's pension system as a prepayment of all

or part of the unfunded pension liabilities of the issuer, and the proceeds are invested as directed by the pension system. POBs have been issued on several occasions by the County to reduce the unfunded actuarial accrued liability (UAAL) of the San Diego County Employees Retirement Association (SDCERA) on a lump sum basis rather than making actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings on the assets of the fund and retiree benefits. POBs totaling \$430,430,000 were first issued by the County in February 1994. Since this initial issue, the County has issued additional series of POBs: in October 2002, the County issued \$737,340,000 of POBs, a portion of which refunded the POBs issued in 1994; in June 2004, the County issued an additional \$454,112,916 of POBs; and in August 2008, \$443,515,000 of POBs were issued to refund the variable rate portion of the POBs issued in 2002.

A total of \$264 million of the principal component of the County's outstanding taxable POBs has been prepaid. As included in the Fiscal Year 2009–10 Adopted Operational Plan, the most recent prepayment occurred on July 1, 2009 and retired the \$100 million of outstanding 2008 Series B1-B2 POBs (variable rate demand obligations). This most recent prepayment resulted in lowering the aggregate annual debt service for the taxable POBs from \$86.0 million to \$81.4 million and a further shortening of the final maturity to Fiscal Year 2026–27. As of June 30, 2015, the County is anticipated to have \$692.3 million of taxable POBs outstanding.

#### Redevelopment Successor Agency Tax Allocation Bonds (TABs)

TABs are limited obligations issued by the former Redevelopment Agency of the County of San Diego (Agency) to help pay for improvements related to projects within its redevelopment areas. The Agency was formed on October 14, 1974, pursuant to Redevelopment Law, and effective February 1, 2012 was dissolved by the State legislature. Any outstanding TABs of the Agency are now limited obligations of the County of San Diego Successor Agency,



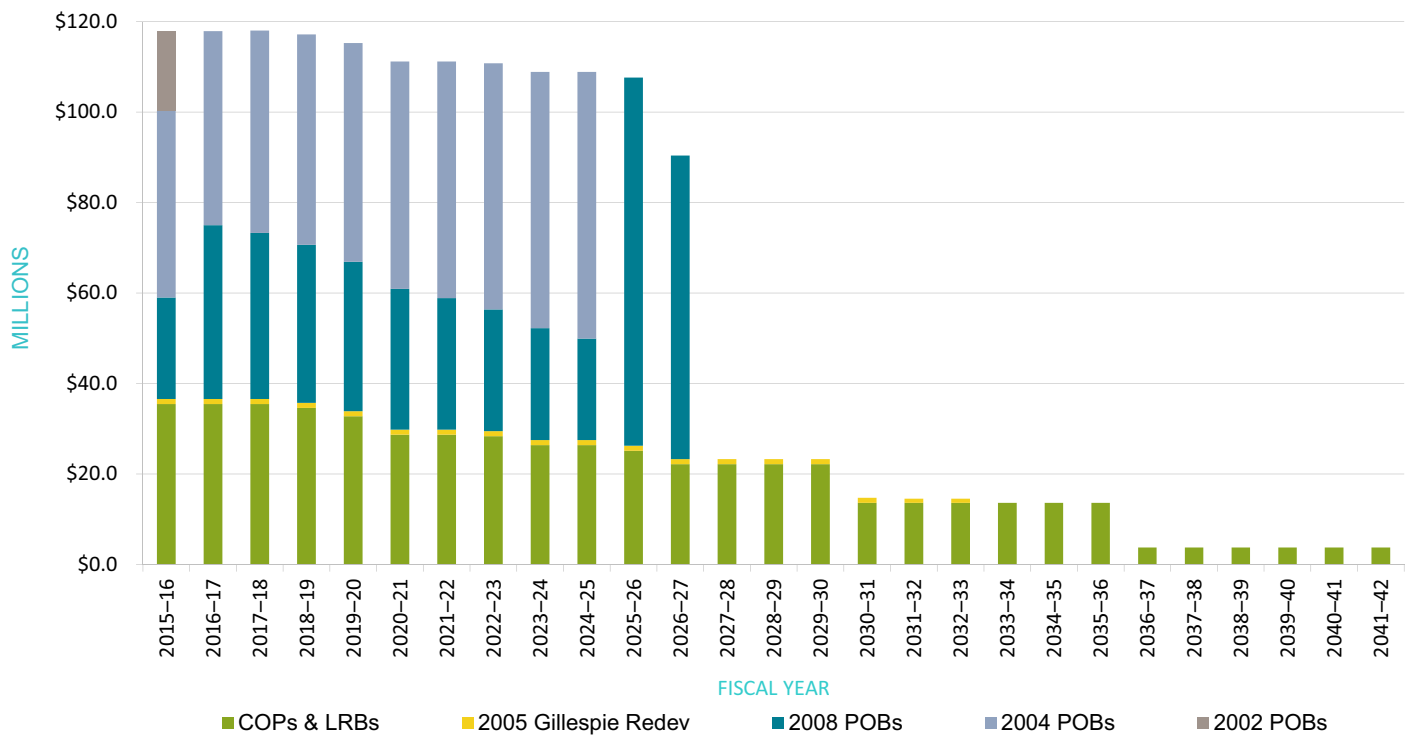
which now manages the assets, repays the debts, and fulfills other obligations that were previously attributable to the Agency. An initial series of TABs was issued on September 12, 1995, as limited obligations of the Agency in the amount of \$5.1 million for the construction of public improvements at the Gillespie Field Airport located on the Gillespie Field Redevelopment Project Area, which was one of the Agency's two redevelopment project areas. On December 22, 2005, the Agency issued \$16 million in TABs to refund all of the Agency's outstanding 1995 bonds and to repay loans owed to the County's Airport Enterprise Fund. These loans from the County Airport Enterprise Fund were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In connection with the 2005 TABs, the County pledged to make limited payments to the Agency from the Airport Enterprise Fund. This pledge remains a limited obligation of the Successor Agency and is not secured by the County's General Fund. This pledge, along with certain Redevelopment Property Tax Trust Fund revenues generated in the Gillespie Field Redevelopment Project Area, support annual principal and interest payments of approximately \$1.2 million through Fiscal Year 2032–33; the final maturity of the 2005 TABs is in December 2032.

### General Obligation Bonds (GO Bonds)

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

The chart below shows the County's scheduled long-term obligation payments through final maturity of Fiscal Year 2041–42 as of June 30, 2015, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs), and does not include any future debt issuances by the County. The table on the following page details the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.

### Long-Term Debt Obligations<sup>1</sup> Fiscal Years 2015–16 through 2041–42



<sup>1</sup>Represent principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2015. Details of these obligations, issued from 2002 through 2012, are provided in the table on the following page.



Outstanding County Financings (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
<b>Certificates of Participation &amp; Lease Revenue Bonds</b>			
2005 North & East County Justice Facility Refunding	2019	\$ 28,210	\$ 12,045
2009 County Operations Center Phase 1A	2036	136,885	123,780
2009 Justice Facilities Refunding	2025	80,940	52,160
2011 MTS Tower Refunding	2019	19,260	10,890
2011 County Administration Center Waterfront Park	2042	32,665	30,890
2012 Cedar and Kettner Development Project	2042	29,335	28,155
2014 Edgemoor and RCS Refunding, issued September 2014	2029	93,750	93,750
<b>Total Certificates of Participation and Lease Revenue Bonds</b>		<b>\$ 421,045</b>	<b>\$ 351,670</b>
<b>Taxable Pension Obligation Bonds</b>			
Series 2002	2015	\$ 132,215	\$ 17,230
Series 2004 <sup>1</sup>	2024	454,113	369,343
Series 2008	2027	343,515	305,765
<b>Total Pension Obligation Bonds</b>		<b>\$ 929,843</b>	<b>\$ 692,338</b>
<b>Redevelopment Successor Agency Tax Allocation Bonds</b>			
2005 Gillespie Field Refunding	2032	\$ 16,000	\$ 12,665
<b>Total Tax Allocation Bonds</b>		<b>\$ 16,000</b>	<b>\$ 12,665</b>

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

### Short-Term Obligations

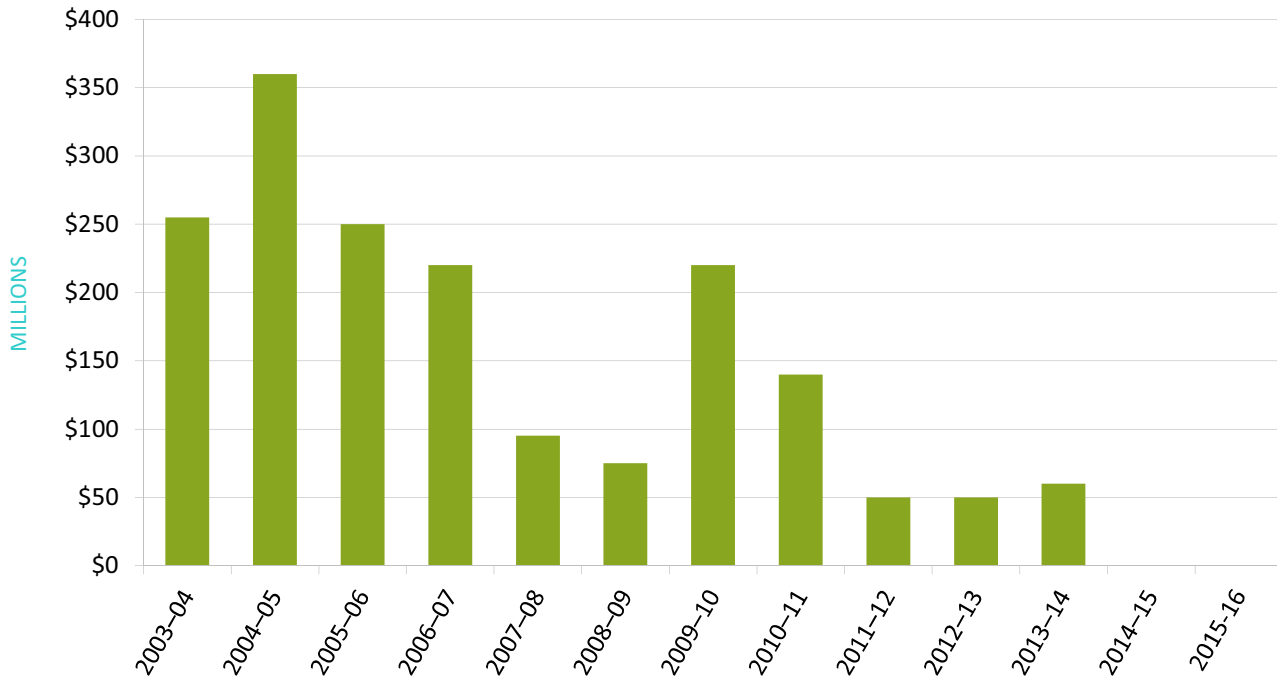
During the ordinary course of business, local governments, such as the County, typically experience temporary mismatches in cash flow due to the timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely focused on months surrounding tax payment dates. To mitigate these cash flow imbalances, the County may borrow cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within 12 to 13 months of the date of issuance and are, therefore, considered short-term obligations. The chart on the following page shows TRANs borrowing since 2003–04. The County did not issue TRANs for Fiscal Year 2014-15.

### Conduit Issuances

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



## Tax and Revenue Anticipation Notes (TRANs) Cash Borrowing 2003–04 through 2015–16



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

All considerations for financing will be directed to the Debt Advisory Committee and, if the Committee decides that the conduit

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

The table on the following page details the County's outstanding conduit issuances as of June 30, 2015.

Outstanding Conduit Issuances (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
<b>Conduits</b>			
2000 San Diego Museum of Art	2030	\$ 6,000	\$ 5,700
2003 Chabad	2023	11,700	6,650
2003 San Diego Jewish Academy	2026	13,325	4,175
2004 Museum of Contemporary Art	2034	13,000	4,550
2006 Burnham Institute for Medical Research	2034	59,405	49,000
2008 The Arc of San Diego	2038	13,250	0
2010 Salk Institute for Biological Studies	2040	37,445	35,760
2012 Burnham Institute for Medical Research	2030	18,885	17,465
<b>Total Conduits</b>		<b>\$ 173,010</b>	<b>\$ 123,300</b>
<b>Housing</b>			
1996 Torrey Pines Apartments	2021	\$ 863	\$ 0
1999 Laurel Village Apartments	2014	1,670	0
2002 Spring Valley	2032	3,250	1,672
<b>Total Housing</b>		<b>\$ 5,783</b>	<b>\$ 1,672</b>



*County of San Diego*

Public Safety Group

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# Public Safety Group Summary & Executive Office

## Mission Statement

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

## Vision Statement

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

## Group Description

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

## Strategic Framework and Alignment

In Fiscal Year 2014–15, the County of San Diego completed a major strategic renovation to simplify the Strategic Framework and enhance Strategic Alignment across the organization. This included changes to the Strategic Initiatives. Transitioning from three initiatives—Healthy Families, Safe Communities, Sustainable Environments and the eight Required Disciplines for Excellence—to streamlining the Required Disciplines for Excellence into a fourth Strategic Initiative named Operational Excellence. New Audacious Visions and Enterprise-Wide Goals (EWG) were developed to assist departments in alignment to and support of the County’s Vision and Strategic Initiatives. In addition, four focus groups comprised of subject matter experts from departments across the County produced a pre-determined set of Cross-Departmental Objectives (CDO). These CDOs demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. The creation of CDO nomenclature assists in the identification of each CDO throughout the Operational Plan and shows how the department is making a strategic contribution to its outcome. For more information on the new strategic alignment, refer to the Strategic Framework and Alignment section on page 29.



## PSG Departments

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

## 2014–15 Accomplishments

The departments of the Public Safety Group collectively supported the County’s Strategic Initiatives and advanced the County’s vision of a region that is Building Better Health, Living Safely and Thriving, which is called *Live Well San Diego*.



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Ensured the success of the child support program by establishing and enforcing court orders to support the long-term well-being of children by collaborating with custodial and non-custodial parents, courts, government agencies and community resources.



### Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster

- Completed a disaster preparedness curriculum, which aligns and complies with the Common Core State Standards, for San Diego County’s 4th grade students.
- Ensured professional, timely emergency response was provided to the residents of County Service Area 135 through the supervision of the San Diego County Fire Authority.
- Continued the implementation process of replacing the Regional Communications System (RCS) with a state of the art, next-generation communications system.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Collaborated with law enforcement agencies and community services organizations to combat human trafficking and enhance the support to victims and education to the community.
  - Enhanced enforcement of required standards of care in long-term care facilities.
  - Improved the quality of life of all San Diego residents by proactively working to make our streets, parks, public spaces and buildings safer from crime and injury.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Continued participation in multi-agency operations and multi-agency task forces.
  - Improved offender reintegration into the community through a continuum of care and case management through reentry that begins at Sheriff facilities and juvenile institutions with an assessment of offender needs, which also occurs at the Community Transition Center for certain offenders. Probation continued to engage with offenders on supervision to provide case management and rehabilitative services.



**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Improved communications with volunteer firefighters through the continued implementation of the Advanced Situational Awareness for Public Safety Network.
  - Continued projects to improve data sharing and operations while achieving optimal results for County residents.

**2015–17 Public Safety Group (PSG) Cross-Departmental Objectives**

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various PSG departments’ efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s 2015–17 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section on page 29.

Strategic Initiative	Cross-Departmental Objective	Contributing PSG Departments and Business Groups
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating
	HF5	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to <i>Live Well San Diego</i>
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness
	SC2	Create opportunities for safe access to places that provide community connection and engagement
	SC3	Identify and mitigate community threats that impact quality of life
	SC5	Develop an information exchange that provides client-level data, so that County agencies can deliver services more efficiently





Strategic Initiative	Cross-Departmental Objective	Contributing PSG Departments and Business Groups
	<p><b>SC6</b> Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse</p>	<p>District Attorney, Sheriff, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>
	<p><b>SC7</b> Identify and increase multi-agency collaboration to develop, support and enhance enforcement strategies with the biggest impact to protect youth and reduce recidivism</p>	<p>Medical Examiner, Community Services Group, Health and Human Services Agency, Land Use and Environment Group</p>
	<p><b>SC8</b> Develop a universal assessment process that drives case planning, sentencing and linkage to appropriate services both in and out of custody</p>	<p>District Attorney, Probation, Public Defender, Health and Human Services Agency</p>
	<p><b>SE1</b> Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive</p>	<p>District Attorney, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>
	<p><b>SE2</b> Anticipate customer expectations and demands</p>	<p>Public Defender, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>
	<p><b>SE7</b> Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change</p>	<p>Citizens' Law Enforcement Review Board, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>
		<p><b>OE1</b> Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county</p>
<p><b>OE2</b> Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability</p>		<p>Office of Emergency Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>
<p><b>OE3</b> Develop a plan to utilize new and existing technology and infrastructure to improve customer service</p>		<p>Sheriff, Child Support Services, Citizens' Law Enforcement Review Board, Medical Examiner, Probation, Public Defender, San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>
<p><b>OE4</b> Provide information access to all customers ensuring consistency, transparency and customer confidence</p>		<p>Child Support Services, Citizens' Law Enforcement Review Board, Medical Examiner, Office of Emergency Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>
<p><b>OE5</b> Engage employees to take personal ownership of the customer experience</p>		<p>Office of Emergency Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>
<p><b>OE6</b> Develop a Countywide management philosophy that fosters employee well-being, inclusion and development</p>		<p>Department of Child Support Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group</p>

**Related Links**

For additional information about the Public Safety Group, refer to the website at:

◆ [www.sandiegocounty.gov/public\\_safety/](http://www.sandiegocounty.gov/public_safety/)



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

The Public Safety Group Executive Office manages two general fund budgets, the Executive Office and Contribution for Trial Courts, and four special revenue funds, including Proposition 172, Penalty Assessment, Criminal Justice Facility Construction and Courthouse Construction.

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

The Proposition 172 Special Revenue Fund, *the Local Public Safety Protection and Improvement Act of 1993*, is a dedicated one-half cent sales tax to support regional public safety services provided by three Public Safety Group departments: the Sheriff, District Attorney and Probation.

The Penalty Assessment, Criminal Justice Facility Construction and Courthouse Construction Special Revenue Funds, established in Government Code (GC) sections 76000, 76101 and 76100 respectively, collect penalties which are assessed upon every fine, penalty and forfeiture imposed and collected by the courts. The revenues collected are used, per GC, for the construction and maintenance of County criminal justice and court facilities and to support Emergency Medical Services (GC 76104(a)).

### Staffing

Decrease of 1.00 staff year due to a position transfer to the Department of Human Resources to support centralized functions.

### Expenditures

Net increase of \$25.6 million.

- ◆ Salaries & Benefits—net decrease of \$0.2 million primarily due to the transfer of 1.00 staff year as described above, partially offset by an increase as a result of negotiated labor agreements.
- ◆ Services & Supplies—increase of \$5.2 million.
  - ◆ Increase of \$3.2 million due to amounts budgeted and retained in the Proposition 172 Special Revenue Fund, which supports regional law enforcement services.

- ◆ Net increase of \$1.8 million due to major maintenance and other one-time expenditures, offset by a decrease in operational costs in the Public Safety Group Executive Office.
- ◆ Increase of \$0.1 million due to increased operational costs in Contribution for Trial Courts.
- ◆ Other Charges—increase of \$1.1 million to align to actual levels of expenditures for statutorily required payments in Contribution for Trial Courts.
- ◆ Operating Transfers Out—net increase of \$19.4 million.
  - ◆ Increase of \$20.0 million due to an increase in transfers to public safety departments based on increased revenues from the Proposition 172 Special Revenue Fund, which supports regional law enforcement services.
  - ◆ Increase of \$0.3 million due to the construction and maintenance of County criminal justice and court facilities.
  - ◆ Increase of \$0.3 million due to annual debt service obligations.
  - ◆ Decrease of \$1.1 million due to a decline in Penalty Assessment revenues which will decrease transfers to public safety departments.

### Revenues

Net increase of \$25.6 million.

- ◆ Licenses, Permits & Franchises—decrease of \$0.2 million in Contribution for Trial Courts as a result of transferring marriage license revenue to the San Diego Superior Court per GC section 26840.
- ◆ Fines, Forfeitures & Penalties—net decrease of \$0.8 million.
  - ◆ Decrease of \$1.2 million due to a decline of penalty assessment revenues.
  - ◆ Net increase of \$0.3 million to align to actual levels of revenue received in Contribution for Trial Courts.
- ◆ Intergovernmental Revenues—increase of \$11.7 million due to an increase in revenues from Proposition 172, which supports regional law enforcement services.
- ◆ Charges for Current Services—increase of \$0.2 million to align to actual levels of revenue received in Contribution for Trial Courts.
- ◆ Other Financing Sources—decrease of \$1.1 million in Operating Transfers In due to the decline of penalty assessment revenues.
- ◆ Use of Fund Balance—net increase of \$9.6 million. A total of \$19.5 million is budgeted.
  - ◆ \$15.3 million in the Proposition 172 Special Revenue Fund, which supports regional law enforcement services.
    - ◆ \$5.2 million to upgrade and replace cameras at the adult and juvenile detention facilities.
    - ◆ \$2.5 million to replace the 9-1-1 telephone system in the communications center.
    - ◆ \$2.3 million for information technology programs and applications.





- ◆ \$1.8 million for contracted vocational, educational and life skills services for high-risk offenders.
- ◆ \$1.7 million for the design, development and implementation of Knowledge Integration Program in collaboration with the Health and Human Services Agency.
- ◆ \$1.8 million to support regional law enforcement and detention services.
- ◆ \$3.2 million for the maintenance of County criminal justice facilities in the Criminal Justice Facility Construction Special Revenue Fund.
- ◆ \$0.3 million for the construction of County court facilities in the Courthouse Construction Special Revenue Fund.
- ◆ \$0.8 million due to the expansion of Psychiatric Emergency Response Teams, in collaboration with the Health and Human Services Agency, in the Public Safety Group Executive Office.
- ◆ General Purpose Revenue Allocation—increase of \$6.1 million.
  - ◆ Increase of \$3.5 million in Contribution for Trial Courts to offset the decline in court revenues supporting statutorily required payments.
  - ◆ Increase of \$2.6 million in the Public Safety Group Executive Office as a result of negotiated labor agreements and planned major maintenance.

## Executive Office Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$5.2 million is primarily due to anticipated completion of one-time projects.

## Juvenile Justice Commission

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



Group Staffing by Department						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Public Safety Executive Office		11.00			10.00	10.00
District Attorney		996.00			1,003.00	1,003.00
Sheriff		4,212.00			4,219.00	4,219.00
Child Support Services		471.00			466.00	466.00
Citizens' Law Enforcement Review Board		4.00			4.00	4.00
Office of Emergency Services		17.00			19.00	19.00
Medical Examiner		56.00			56.00	56.00
Probation		1,316.00			1,259.00	1,259.00
Public Defender		357.00			362.00	362.00
San Diego County Fire Authority		19.00			20.00	20.00
<b>Total</b>		<b>7,459.00</b>			<b>7,418.00</b>	<b>7,418.00</b>

Group Expenditures by Department						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Public Safety Executive Office	\$ 312,385,359	\$ 347,999,496	\$ 382,979,726	\$ 339,555,207	\$ 373,584,453	\$ 367,244,552
District Attorney	155,676,474	170,595,851	174,613,766	163,783,333	175,160,419	171,543,850
Sheriff	668,037,282	729,234,894	810,846,635	738,833,586	758,280,724	744,442,384
Child Support Services	47,421,421	51,460,166	51,556,716	47,371,168	52,897,983	54,897,587
Citizens' Law Enforcement Review Board	608,610	631,239	631,239	627,153	659,682	664,308
Office of Emergency Services	6,721,846	6,635,516	10,379,375	7,284,808	6,520,365	7,101,972
Medical Examiner	9,345,484	9,814,462	9,960,517	9,864,196	9,983,645	10,627,756
Probation	209,622,231	216,837,604	219,189,744	210,186,359	223,261,016	217,742,301
Public Defender	72,385,475	77,288,460	78,932,883	75,529,557	79,481,935	80,878,383
San Diego County Fire Authority	22,266,278	24,470,081	30,751,265	23,416,441	31,753,900	23,174,826
<b>Total</b>	<b>\$ 1,504,470,459</b>	<b>\$ 1,634,967,769</b>	<b>\$ 1,769,841,866</b>	<b>\$1,616,451,806</b>	<b>\$ 1,711,584,122</b>	<b>\$ 1,678,317,919</b>



Executive Office Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Public Safety Executive Office		11.00			10.00	10.00
<b>Total</b>		<b>11.00</b>			<b>10.00</b>	<b>10.00</b>

Executive Office Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Public Safety Executive Office	\$ 6,689,469	\$ 7,635,835	\$ 9,730,629	\$ 6,296,948	\$ 9,335,501	\$ 10,096,726
Juvenile Justice Commission	9,203	—	—	—	—	—
Penalty Assessment	—	7,875,730	8,524,413	7,619,452	6,736,509	6,736,509
Criminal Justice Facility Construction	—	7,491,425	37,077,819	1,728,862	7,760,858	8,049,734
Courthouse Construction	—	970,000	1,258,876	970,000	1,283,876	995,000
Public Safety Proposition 172	237,219,417	254,767,334	257,018,090	253,895,666	278,000,698	270,899,572
Contribution for Trial Courts	68,467,270	69,259,172	69,369,900	69,044,279	70,467,011	70,467,011
<b>Total</b>	<b>\$ 312,385,359</b>	<b>\$ 347,999,496</b>	<b>\$ 382,979,726</b>	<b>\$ 339,555,207</b>	<b>\$ 373,584,453</b>	<b>\$ 367,244,552</b>

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 1,926,868	\$ 2,105,499	\$ 2,105,499	\$ 2,092,245	\$ 1,953,265	\$ 1,975,006
Services & Supplies	4,646,428	7,881,647	37,849,721	4,743,204	13,063,996	17,507,346
Other Charges	68,592,645	72,481,112	72,489,037	72,243,361	73,605,328	73,615,148
Operating Transfers Out	237,219,417	265,531,238	270,535,470	260,476,397	284,961,864	274,147,052
<b>Total</b>	<b>\$ 312,385,359</b>	<b>\$ 347,999,496</b>	<b>\$ 382,979,726</b>	<b>\$ 339,555,207</b>	<b>\$ 373,584,453</b>	<b>\$ 367,244,552</b>



Executive Office Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 145,980	\$ 150,710	\$ 150,710	\$ —	\$ —	\$ —
Fines, Forfeitures & Penalties	9,485,043	19,017,405	19,017,405	20,302,064	18,205,917	18,205,917
Revenue From Use of Money & Property	3,831,140	78,757	78,757	136,302	120,000	120,000
Intergovernmental Revenues	250,021,353	251,015,756	251,624,389	262,718,876	262,703,424	270,129,572
Charges For Current Services	16,576,557	16,771,773	16,771,773	17,595,495	17,011,346	17,011,346
Miscellaneous Revenues	—	—	29,559,145	29,925,950	—	—
Other Financing Sources	—	4,746,780	4,746,780	4,490,502	3,607,559	3,607,559
Use of Fund Balance	(13,891,263)	9,918,280	14,730,733	(41,914,017)	19,544,449	5,017,175
General Purpose Revenue Allocation	46,216,549	46,300,035	46,300,035	46,300,035	52,391,758	53,152,983
<b>Total</b>	<b>\$ 312,385,359</b>	<b>\$ 347,999,496</b>	<b>\$ 382,979,726</b>	<b>\$ 339,555,207</b>	<b>\$ 373,584,453</b>	<b>\$ 367,244,552</b>

# District Attorney

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the District Attorney's Office has 1,003.00 staff years and a budget of \$175.2 million.



- ◆ Delivered trainings to local and federal law enforcement officers on legal, victimology and trauma issues related to human trafficking.
- ◆ Delivered trainings to community members, faith-based organizations and nonprofit agencies on topics related to how to identify and report suspected human trafficking, as well as how to locate help for victims.
- ◆ Developed and televised 1,200 public service announcements to raise community awareness on the crime of human trafficking and to provide information about how to report and find help for victims.
- Established a one-year pilot program to investigate and prosecute crimes committed against residents of long-term care facilities and to raise public awareness about preventing and reporting abuse and neglect of our most vulnerable citizens.
- ◆ Established the Assisted Living Facility Team (ALF) in partnership with the California Attorney General and Department of Social Services to investigate and prosecute elder abuse and neglect cases.
- ◆ Developed and televised 1,120 public service announcements to promote the new elder abuse reporting hotline.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.

## 2014-15 Accomplishments



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Established the San Diego Violent Human Trafficking & Child Exploitation Task Force, in partnership with 15 local and federal law enforcement agencies to prevent, detect, investigate, and prosecute human trafficking crimes, as well as provide assistance to victims.
  - Collaborated with local law enforcement and community services organizations on issues related to human trafficking crimes to enhance support to victims, training to law enforcement and education to the community.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Developed protocols necessary to implement a trusted electronic document management system that meets the required professional guidelines.
  - Expanded the use of document scanning technology, which reduced the number of paper files retained and stored.
- 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 online live stream training courses for paralegals, investigators and attorneys, creating flexible on-demand training resources.

**2015–17 Objectives**



**Safe Communities**

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Open a District Attorney’s Community Storefront office to provide law enforcement services and education, and to solicit community input on law enforcement initiatives. (SC2)
  - Develop uniform human trafficking training standards and provide training to law enforcement officers, judges and support staff. (SC3)
  - Create and provide quick reference cards to law enforcement on the elements of domestic violence and human trafficking crimes. (SC3)
  - Conduct elder abuse mandatory reporter training for law enforcement, social service agencies and emergency room staff on the legal updates, reporting requirements and reporting methods. (SC3)
  - Develop a cyber-threats protocol to assess, identify and preempt active shooter events in San Diego County. (SC3)
  - Establish a partnership with the Chula Vista Police Department (CVPD) to implement CVPD Smart Policing Initiative, a program to use electronic monitors on first-time domestic violence offenders. (SC3)
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Develop and implement protocols to standardize practices of the District Attorney’s four regional High Risk Domestic Violence Teams to support victims of domestic violence. (SC5)

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Work in partnership with the Public Defender’s Office to create a Youth Advisory Board at Serra High School. (SC6)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - In partnership with the San Diego Superior Court, increase referrals to Veterans Courts. (SC8)
  - In partnership with the San Diego Superior Court, develop the framework for a Diversion Court. (SC8)
  - Expand the eligibility criteria of Drug Court to include misdemeanants and other non-violent felony offenders. (SC8)



**Sustainable Environments**

- Provide and promote services that increase consumer and business confidence
  - Expand the Computer and Technology Crime High-Tech (CATCH) Response Team to support the prosecution of cases where there is digital or hardware related evidence. (SE1)

**Related Links**

For additional information about the Office of the District Attorney, refer to the following websites:

- [www.sdcda.org](http://www.sdcda.org)
- <http://www.sdcda.org/office/newsroom/index.php>
- <http://www.sdcda.org/office/newsroom/media-guide.html>
- [www.danewscenter.com](http://www.danewscenter.com)
- [www.facebook.com/SanDiegoCountyDistrictAttorney](https://www.facebook.com/SanDiegoCountyDistrictAttorney)
- [www.youtube.com/user/sandiegoda](https://www.youtube.com/user/sandiegoda)
- [www.linkedin.com/company/san-diego-district-attorney](https://www.linkedin.com/company/san-diego-district-attorney)
- [www.twitter.com/SDDistAtty](https://www.twitter.com/SDDistAtty)
- [www.instagram.com/sddistatty/](https://www.instagram.com/sddistatty/)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Achieve a conviction on felony cases prosecuted <sup>1</sup>	94% of 17,550	94%	94% of 14,944	90%	90%
Achieve a conviction on misdemeanor cases prosecuted <sup>2</sup>	86% of 21,440	90%	86% of 21,686	80%	80%
Resolve adult felony cases prior to the preliminary hearing	75% of 17,550	70%	76% of 14,944	65%	65%

*Table Notes*

<sup>1</sup> “Cases” refers to the number of people prosecuted.

<sup>2</sup> Proposition 47 (2014), *Criminal Sentences. Misdemeanor Penalties. Initiative Statute.*, has reduced many felonies to misdemeanors. This results in an increased number of misdemeanor cases per person that are dismissed as a result of negotiated plea agreements.



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

### Staffing

Increase of 7.00 staff years to collect, analyze and disseminate data with a focus on impacts resulting from the implementation of Proposition 47, Assembly Bill (AB) 109, *Public Safety Realignment (2011)*, and other programs related to reducing criminal recidivism. The remaining changes in staffing are a result of transfers between programs to meet operational needs.

### Expenditures

Increase of \$4.6 million.

- ◆ Salaries & Benefits—increase of \$2.4 million.
  - ◆ Increase of \$3.7 million as a result of negotiated labor agreements.
  - ◆ Increase of \$0.6 million due to the addition of 7.00 staff years.
  - ◆ Increase of \$0.2 million associated with ongoing development of the Long-Term Care Facilities, Special Prosecution Unit Pilot Program.
  - ◆ Decrease of \$2.1 million associated with prior year one-time negotiated salary and benefit payments.
- ◆ Services & Supplies—increase of \$1.1 million.
  - ◆ Increase of \$0.5 million due to one-time contracted services associated with the Board of State and Community Corrections, Community Recidivism Reduction Grant.
  - ◆ Increase of \$0.4 million due to various one-time information technology projects.
  - ◆ Increase of \$0.2 million due to increased Public Liability Insurance costs.
- ◆ Other Charges—decrease of \$0.7 million due to expiration of agreements for the Jurisdictions United for Drug/Gang Enforcement (JUDGE) and the U.S. Department of Justice, Office on Violence Against Women grant.
- ◆ Capital Assets Equipment—increase of \$1.2 million for information technology projects.
- ◆ Expenditure Transfers & Reimbursements—increase of \$0.4 million associated with the reimbursement of one-time expenditures in the Public Assistance Fraud Unit. These costs are reimbursed by the County Health and Human Services Agency. Since this is a reimbursement, it has the effect of \$0.4 million increase in expenditures.
- ◆ Management Reserves—increase of \$1.0 million. A total of \$5.0 million is budgeted for one-time facility maintenance, renovation and ergonomic upgrades (\$4.0 million) and document management and imaging projects (\$1.0 million).

### Revenues

Increase of \$4.6 million.

- ◆ Intergovernmental Revenues—net increase of \$0.1 million.
  - ◆ Increase of \$0.5 million in one-time revenue for contracted services related to Community Recidivism Reduction Grant contracts.
  - ◆ Increase of \$0.5 million to realign revenue to a proper account.
  - ◆ Decrease of \$0.6 million due to the expiration of the JUDGE agreement.
  - ◆ Decrease of \$0.3 million due to the expiration of the U.S. Department of Justice, Office on Violence Against Women grant.
- ◆ Charges for Current Services—increase of \$0.1 million in the Real Estate Fraud Prosecution Fund due to an increase in Real Estate transactions.
- ◆ Miscellaneous Revenues—decrease of \$0.6 million to realign revenue to a proper account.
- ◆ Other Financing Sources—increase of \$3.6 million due to projected receipts from the Proposition 172 Special Revenue Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which support regional law enforcement services, including revenue to offset the addition of 7.00 staff years, the Long-Term Care Facilities, Special Prosecution Unit Pilot Program and to partially offset increases as a result of negotiated labor agreements.
- ◆ Use of Fund Balance—decrease of \$1.9 million. A total of \$8.8 million is budgeted.
  - ◆ \$7.0 million for multiple projects related to one-time facility maintenance, renovation and ergonomic upgrades, information technology upgrades, electronic discovery and activities related to document imaging solutions to reduce off-site storage costs.
  - ◆ \$1.0 million to support costs associated with temporary staff.
  - ◆ \$0.3 million for one-time negotiated salary and benefit payments.
  - ◆ \$0.5 million in Federal Asset Forfeiture Funds to support law enforcement purposes.
- ◆ General Purpose Revenue Allocation—increase of \$3.2 million as a result of negotiated labor agreements.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$3.6 million. A decrease of \$7.7 million in Services & Supplies, Capital Assets Equipment and Management Reserves combined is due to the anticipated completion of one-time projects, offset by an increase of \$4.1 million in Salaries & Benefits as a result of negotiated labor agreements.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
General Criminal Prosecution		571.00			573.00	573.00
Specialized Criminal Prosecution		263.00			271.00	271.00
Juvenile Court		42.00			43.00	43.00
Public Assistance Fraud		69.00			65.00	65.00
District Attorney Administration		51.00			51.00	51.00
<b>Total</b>		<b>996.00</b>			<b>1,003.00</b>	<b>1,003.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
General Criminal Prosecution	\$ 95,392,414	\$ 105,198,845	\$ 106,851,782	\$ 98,069,599	\$ 108,303,883	\$ 103,471,182
Specialized Criminal Prosecution	48,741,713	50,615,732	51,002,263	51,338,247	51,716,942	52,757,467
Juvenile Court	5,993,102	6,323,017	8,245,313	6,337,701	6,393,918	6,494,274
Public Assistance Fraud	(1,521,161)	(598,803)	(598,686)	52,823	(859,011)	(879,976)
District Attorney Administration	6,958,565	8,542,060	8,555,593	7,886,387	9,089,687	9,185,903
District Attorney Asset Forfeiture Program	111,842	515,000	557,500	98,577	515,000	515,000
<b>Total</b>	<b>\$ 155,676,474</b>	<b>\$ 170,595,851</b>	<b>\$ 174,613,766</b>	<b>\$ 163,783,333</b>	<b>\$ 175,160,419</b>	<b>\$ 171,543,850</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 136,076,601	\$ 151,260,367	\$ 148,760,367	\$ 143,896,130	\$ 153,647,325	\$ 157,733,710
Services & Supplies	25,544,975	20,256,656	30,355,778	25,832,254	21,371,364	20,708,410
Other Charges	1,802,588	2,884,891	3,292,310	1,858,518	2,168,594	2,168,594
Capital Assets Equipment	1,478,084	1,382,200	1,393,574	492,923	2,536,116	496,116
Expenditure Transfer & Reimbursements	(9,225,773)	(9,188,263)	(9,188,263)	(8,296,492)	(9,562,980)	(9,562,980)
Management Reserves	—	4,000,000	—	—	5,000,000	—
<b>Total</b>	<b>\$ 155,676,474</b>	<b>\$ 170,595,851</b>	<b>\$ 174,613,766</b>	<b>\$ 163,783,333</b>	<b>\$ 175,160,419</b>	<b>\$ 171,543,850</b>



Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Fines, Forfeitures & Penalties	\$ 184,630	\$ —	\$ 21,511	\$ 606,616	\$ —	\$ —
Revenue From Use of Money & Property	6,633	—	—	8,901	—	—
Intergovernmental Revenues	21,810,970	20,059,293	20,559,293	21,633,809	20,159,741	19,688,869
Charges For Current Services	859,310	1,060,000	1,060,000	935,874	1,160,000	1,160,000
Miscellaneous Revenues	1,071,373	2,616,297	2,616,297	1,065,003	2,041,000	2,041,000
Other Financing Sources	46,752,928	49,291,877	49,291,877	49,317,952	52,877,834	54,363,064
Use of Fund Balance	2,293,504	10,640,472	14,136,876	3,287,266	8,754,450	719,790
General Purpose Revenue Allocation	82,697,126	86,927,912	86,927,912	86,927,912	90,167,394	93,571,127
<b>Total</b>	<b>\$ 155,676,474</b>	<b>\$ 170,595,851</b>	<b>\$ 174,613,766</b>	<b>\$ 163,783,333</b>	<b>\$ 175,160,419</b>	<b>\$ 171,543,850</b>



# Sheriff

## Mission Statement

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

## Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering over 4,200 square miles. The department's approximately 4,200 employees provide general law enforcement, detention, and court security services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 908,000 county residents, including those in nine contract cities. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for about 5,250 inmates per day. The Sheriff's detention facilities conduct approximately 83,000 unduplicated inmate bookings annually. Services provided to the San Diego Superior Court include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants and temporary restraining orders.

To ensure these critical services are provided, the Sheriff's Department has 4,219.00 staff years and a budget of \$758.3 million.



- Increased the number of field interviews conducted by 28%, exceeding the goal of 5%, due to the department's increasing emphasis on information-led policing (ILP).
- Increased closure of cold case homicides from an average of two per year to five per year.
- Increased the number of Crime Free Multi-Housing (CFMH) units in Sheriff's jurisdiction by 3%. The goal of a 10% increase was not met partly due to several CFMH properties missing their Crime Prevention Through Environmental Design recertification deadlines.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Continued to implement ILP throughout the department as the primary philosophy used to address crime trends in order to establish San Diego as the safest urban county in the country.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - After successful programs and funding are identified, the Sheriff's Department will continue to pursue the goal of obtaining beds in the community to be utilized as a Residential Reentry Program for female offenders. The Sheriff's Department is in the process of contracting with the Center for Gender and Justice which specializes in the development and implementation of gender-responsive and trauma-informed services in both the public and private sectors. The center evaluates the gender responsiveness of policies and programs for women and how to use those outcomes to drive enhancements to women's programming.
  - Increased the number of community-based providers that provided evidence-based programs to inmates within the jail facilities by 50% (12 to 18).

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.

## 2014-15 Accomplishments



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Reduced crime in the Sheriff's jurisdictions within San Diego County by 14.6%, exceeding the goal of 5%.



## Operational Excellence

- Align services to available resources to maintain fiscal stability
  - The goal to reduce chargeable traffic accidents by 10% was not met. Chargeable collisions increased by 14% primarily due to collisions caused by unsafe backing.
- Strengthen our customer service culture to ensure a positive customer experience
  - Improved the ability of deputies to work with mentally ill subjects by ensuring that 72% (803 of 1,116) of deputies and 79% (118 of 150) of sergeants completed the eight-hour Psychiatric Emergency Response Team (PERT) training. The goal to have 100% of deputies and sergeants complete the PERT training was not reached due to unanticipated operational vacancies and recent graduations from the Academy.
- San Diego County is the best place to work in the nation
  - Increased hiring to meet department goal of opening East Mesa Reentry Facility and the Las Colinas Detention and Reentry Facility. Hired 196 sworn positions, exceeding the goal of 127, and plan to hire 228 sworn positions by June 30, 2016.
    - ◆ Achieved an average of eight female recruits in each academy.
  - Achieved 85% staffing of the Emergency Services Dispatcher classification. The goal of 99% staffing was not met due to a combination of difficulty in recruiting individuals that can meet requirements as well as retention of those hired into the classification.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continued to improve health and academy readiness of new recruits/cadets and reduce injuries at Regional Academy. The recruiting unit held weekly physical training sessions with applicants to prepare them for the physical, mental and emotional challenges of the Academy.

## 2015–17 Objectives



## Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Reduce crime in the Sheriff's jurisdictions within San Diego County by 5%. (SC3)

- Maintain safety and security of inmates in detention facilities by providing increased suicide prevention training to staff.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Continue to implement ILP throughout the department as the primary philosophy used to address crime trends.
  - Target prolific offenders by conducting coordinated enforcement efforts utilizing ILP strategies and information from the Law Enforcement Coordination Center (LECC) and funding from the Regional Realignment Response Group (RG3) and Bureau of State and Community Corrections (BSCC) Police Grants.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Create a Youth Advisory Group which will help develop common dialogue for exchange of information between the youth in the areas the Sheriff's Department serves and members of the Department. (SC6)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Increase the number of community-based providers that provide evidence-based programs to inmates within the detention facilities by 10%.



## Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Reduce chargeable traffic accidents by 5%.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior delivery to our customers
  - Establish a Body Worn Camera pilot program within the department to conduct product testing and evaluate equipment. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue to improve the ability of deputies to work with mentally ill subjects by providing eight hours of PERT training to deputies and sergeants that did not receive training in Fiscal Year 2014-15.

## Related Links

For additional information about the Sheriff's Department, refer to the website at:

- ◆ [www.sdsheriff.net](http://www.sdsheriff.net)



Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Public Calls for Service <sup>1</sup>	268,989	190,000	289,631	290,000	300,000
Field Interviews <sup>2</sup>	10,062	10,367	16,999	13,000	15,000
Daily Average – Number of Inmates	5,706	6,100	5,226	5,250	5,500
— Number of Inmates serving one year or more <sup>3</sup>	1,532	1,900	2,988	2,950	3,200
Number of Jail A Bookings <sup>4</sup>	89,936	90,000	82,702	83,000	85,000
Warrants Cleared <sup>5</sup>	2,407	3,000	2,448	960	960

**Table Notes**

<sup>1</sup> Calls for service were higher than anticipated in Fiscal Year 2014–15 due to a higher demand for law enforcement services by the public. Goals for Fiscal Years 2015–16 and 2016–17 reflect the anticipated continued growth of the public’s demand for law enforcement services. These Calls for Service reported for 2014-15 includes Courts, Detentions, Non-Contract, and Community Colleges.

<sup>2</sup> With the increasing emphasis on ILP in our law enforcement efforts, field interviews are both an easy and readily available method for collecting information. Goals for Fiscal Years 2015–16 and 2016–17 reflect the anticipated increase of field interviews completed once mobile field interview entry is introduced in Fiscal Year 2015–16 and fully implemented by Fiscal Year 2016–17. These Field Interviews reported for 2014-15 includes Courts, Detentions, Non-Contract, and Community Colleges.

<sup>3</sup> The actual number of inmates serving one year or more in Fiscal Year 2014–15 was higher than projected due to the limited experience with the effect of Public Safety Realignment on inmate population. The 1170(h) population would have been sentenced to state prison prior to realignment, and now serve their time at the local level with no limit on the length of sentence.

<sup>4</sup> “A” booking is known as “Arrest #1”, or the first charge on which an arrestee is booked into jail. Each arrestee receives an “Arrest #1” and it can be used to calculate an unduplicated count of individuals booked into jail in a given time period.

<sup>5</sup> The number of Warrants Cleared in Fiscal Year 2014–15 was lower than projected due to an increase in the number of civil processes served by the unit, and a pending unit warrant service restructuring using ILP principles. The shift to an ILP philosophy has resulted in an increased focus on serving warrants for offenders with the highest risk rating for recidivism. To reflect the ILP’s proactive approach concentrating on prolific offenders, this goal will change in Fiscal Year 2015–16 and 2016–17 to reflect the anticipated decrease in warrants cleared, focusing on the ones with the highest risk for re-offense.

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

### Staffing

Net increase of 7.00 staff years.

- ◆ Net decrease of 1.00 staff year in the Law Enforcement Services Bureau.
  - ◆ Decrease of 3.00 staff years due to a reduction in the law enforcement services requested by the Grossmont-Cuyamaca Community College District.
  - ◆ Decrease of 1.00 staff year for the High Intensity Drug Trafficking Areas (HIDTA) program. The staff year and funding were reallocated to another participating agency

of the program.

- ◆ Increase of 2.00 staff years for the Special Enforcement Detail to address the unit's increased workload.
- ◆ Increase of 1.00 grant funded staff year for the Operation Stonegarden Grant Program to provide support in administration of the grant as approved by the Board of Supervisors on January 27, 2015.
- ◆ Net increase of 8.00 staff years in the Sheriff’s Court Services Bureau. County Administration Center (CAC) Security reflects an increase of 11.00 Deputy Sheriff positions for law enforcement services to provide coverage for the CAC and the CAC Waterfront Park offset by the deletion of 3.00 Community Service Officer positions.

## Expenditures

Net increase of \$29.0 million.

- ◆ Salaries & Benefits—net increase of \$7.0 million.
  - ◆ Increase of \$12.5 million as a result of negotiated labor agreements.
  - ◆ Net increase of \$1.5 million due to the addition of 7.00 staff years.
  - ◆ Net increase of \$2.5 million to fund additional hours to support law enforcement operations primarily related to negotiated base salary increases for the Deputy Sheriff's Association, partially offset by a decrease in hours due to the expiration of grant programs.
  - ◆ Decrease of \$5.3 million due to one-time negotiated salary and benefit payments made in Fiscal Year 2014–15.
  - ◆ Decrease of \$4.2 million in salary adjustments due to a reduction in the number of planned training academies, the CAC Waterfront Park staffing transitioning to permanent positions, and the Pre-Arrestment Release program, Sheriff's Transfer, Assessment and Release (STAR) unit being funded for a partial year in Fiscal Year 2015-16, offset by an increase to reflect a lower rate of staff turnover and unfilled positions in Fiscal Year 2015-16 as compared to Fiscal Year 2014-15.
- ◆ Services & Supplies—net increase of \$18.0 million.
  - ◆ Increase of \$6.9 million due to increased costs in vehicles, facilities and Public Liability Insurance.
  - ◆ Increase of \$4.2 million to replace outdated security controls and cameras at George Bailey Detention Facility.
  - ◆ Increase of \$3.5 million to support costs related to State and federal homeland security program initiatives.
  - ◆ Increase of \$3.0 million to support costs for the Justice Regional Information System (JURIS) re-platform project.
  - ◆ Increase of \$1.0 million to move High Performance Data (HPD) Operating Channels.
  - ◆ Increase of \$0.9 million to fund costs for information technology (IT) projects due to infrastructure expansion, to replace obsolete radios and to conduct a Sheriff's Health Academy.
  - ◆ Increase of \$0.6 million in minor equipment and contracted services associated with the Cal-ID program.
  - ◆ Decrease of \$2.2 million due to the completion of one-time projects and purchases based on revenue from the Regional Communications System (RCS) Trust Fund.
- ◆ Other Charges – increase of \$0.3 million due to a realignment from Services & Supplies for inmate medical costs.
- ◆ Capital Assets Equipment—net increase of \$2.9 million.
  - ◆ Increase of \$2.5 million to replace the 9-1-1 telephone system in the Communications Center.
  - ◆ Increase of \$0.7 million for IT projects including the JURIS re-platform project and hosting the HPD frequency reconfiguration.

- ◆ Increase of \$0.6 million for equipment purchases in the Sheriff's Asset Forfeiture Program and at the Central Food Production Center.
- ◆ Decrease of \$0.5 million due to a realignment of Capital Asset appropriations to Services & Supplies in Fleet Services for Mobile Data Computers for patrol vehicles and the completion of one-time projects and purchases in Fiscal Year 2014-15.
- ◆ Decrease of \$0.4 million in grant funds that support State and federal homeland security program initiatives.
- ◆ Expenditure Transfers & Reimbursements—decrease of \$0.1 million in cost applied expenditure transfers (reimbursement) for food services provided to the Probation Department. Since this is a reimbursement, it has the effect of \$0.1 million decrease in expenditures.
- ◆ Fund Balance Component Increases—increase of \$1.0 million to the Sheriff Capital Project Commitment for future capital needs.
- ◆ Operating Transfers Out—net decrease of \$0.2 million due to transfers between the Inmate Welfare, County Service Areas (CSA) and the General Fund.

## Revenues

Net increase of \$29.0 million.

- ◆ Fines, Forfeitures & Penalties—increase of \$3.3 million due to an increase in Sheriff's Warrant Automation Trust Fund revenue for the JURIS re-platform project (\$2.7 million) and an increase in planned expenditures for the Cal-ID program (\$0.6 million).
- ◆ Revenue from Use of Money & Property—increase of \$0.1 million based on the inmate telephone system contract.
- ◆ Intergovernmental Revenues—net increase of \$8.3 million.
  - ◆ Net increase of \$2.6 million in State and federal grant revenues in the Urban Areas Security Initiative Grant (UASI), State Homeland Security Grant Program (SHSGP) and the Operation Stonegarden Grant Program.
  - ◆ Net increase of \$3.0 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount, as a result of Public Safety Realignment (AB 109 revenue) due to increased costs for filled positions at East Mesa Reentry Facility and negotiated labor agreements, offset by a reduction in reimbursements to allied agencies associated with the Regional Realignment Response Group and furniture, fixtures and equipment purchases made in Fiscal Year 2014-15.
  - ◆ Increase of \$1.5 million in revenue from the Center City Development Corporation Trust Fund allocated for law enforcement security costs for the CAC Waterfront Park.
  - ◆ Increase of \$0.7 million in Fiscal Year 2010 Community Oriented Policing Services (COPS) Technology Grant revenue associated with the JURIS re-platform project.



- ❖ Increase of \$0.4 million in revenue from the Fiscal Year 2014-15 Selective Traffic Enforcement Program (STEP) Grant for overtime costs.
- ❖ Increase of \$0.3 million in revenue from the Bureau of State and Community Corrections (BSCC) Police grant for overtime costs.
- ❖ Decrease of \$0.2 million for the federal State Criminal Alien Assistance Program, which provides reimbursement to states and localities that incur correctional salary costs for incarcerating undocumented criminal aliens.
- ❖ Charges for Current Services—net increase of \$4.8 million.
  - ❖ Net increase of \$2.3 million to recover costs of negotiated labor agreements and service adjustments for contracted law enforcement services provided to nine contract cities, transit entities, a community college district and tribes.
  - ❖ Increase of \$2.2 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, based on prior year growth amounts.
  - ❖ Increase of \$0.3 million due to the realignment of revenue from Intergovernmental Revenue to the proper revenue account.
- ❖ Miscellaneous Revenues—net decrease of \$2.0 million.
  - ❖ Net decrease of \$2.1 million due to a decrease in planned expenditures to be reimbursed from the RCS Trust Fund.
  - ❖ Decrease of \$0.1 million due to decreased sales of commissary goods to inmates.
  - ❖ Increase of \$0.2 million due to an increase in planned expenditures to be reimbursed from the Cal-ID Equipment Replacement/System Enhancement Trust Fund.
- ❖ Other Financing Sources—net increase of \$10.1 million.
  - ❖ Increase of \$9.4 million due to projected receipts and use of fund balance available in the Proposition 172 Special Revenue Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement and detention services.
  - ❖ Increase of \$0.9 million due to an increase in use of fund balance available in the Criminal Justice Facility Construction Special Revenue Fund.
  - ❖ Increase of \$0.1 million due to an increase in the funds transferred from the Inmate Welfare Fund to the General Fund.
  - ❖ Decrease of \$0.3 million due to a decrease in the funds transferred from CSA 135 RCS to the General Fund.
- ❖ Use of Fund Balance—decrease of \$6.4 million. A total of \$5.6 million is budgeted.
  - ❖ \$1.5 million in the Inmate Welfare Fund to offset Services & Supplies increases and in Operating Transfers Out due to a transfer from the Inmate Welfare Fund to the General Fund to support positions for the East Mesa Reentry Facility and Inmate Services Counseling.
  - ❖ \$1.0 million to offset the Pre-Arrestment Release program, STAR unit for six months.
  - ❖ \$1.0 million to the Sheriff Capital Project Commitment for future capital needs.
  - ❖ \$0.8 million to offset costs related to radio replacements.
  - ❖ \$0.5 million to offset planned expenditures in the Asset Forfeiture Program.
  - ❖ \$0.2 million to offset costs related to equipment needed for the HPD Frequency reconfiguration.
  - ❖ \$0.1 million to conduct a Sheriff's Health Academy.
  - ❖ \$0.1 million to offset audio visual system equipment for the Rancho San Diego station.
  - ❖ \$0.1 million to offset construction costs for a greenhouse at the George Bailey Detention Facility.
  - ❖ \$0.1 million to offset temporary help and overtime for the Sheriff's Youth Advisory Group.
  - ❖ \$0.1 million to offset Services & Supplies and overtime associated with security coverage for the CAC Waterfront Park.
- ❖ General Purpose Revenue—increase of \$10.9 million as a result of negotiated labor agreements.

### Budget Changes and Operational Impact: 2015–16 to 2016–17

A net decrease of \$13.8 million is primarily due to reductions in Services & Supplies, Capital Assets Equipment and Fund Balance Component Increases due to the anticipated completion of one-time projects offset by increases in Salaries & Benefits for negotiated labor agreements, Expenditure Transfers & Reimbursements for food services provided to the Probation Department and Operating Transfers Out due to transfers among Inmate Welfare, Jail Stores and the General Fund for negotiated labor agreements.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Detention Services		2,039.00			2,039.00	2,039.00
Law Enforcement Services		1,372.00			1,371.00	1,371.00
Sheriff's Court Services		378.00			386.00	386.00
Human Resource Services		130.00			130.00	130.00
Management Services		251.00			251.00	251.00
Sheriff's ISF / IT		16.00			16.00	16.00
Office of the Sheriff		26.00			26.00	26.00
<b>Total</b>		<b>4,212.00</b>			<b>4,219.00</b>	<b>4,219.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Detention Services	\$ 252,515,380	\$ 279,108,547	\$ 282,285,701	\$ 277,810,055	\$ 283,431,556	\$ 293,367,743
Law Enforcement Services	219,831,050	225,231,198	263,043,728	242,380,810	236,571,233	225,709,217
Sheriff's Court Services	48,832,833	54,779,930	54,997,428	53,183,540	55,757,276	56,716,132
Human Resource Services	26,965,413	26,680,094	27,273,361	25,776,507	24,123,379	24,215,890
Management Services	31,173,356	40,954,168	46,224,423	31,057,981	41,005,867	35,074,659
Sheriff's ISF / IT	69,885,697	80,851,089	92,980,425	74,587,969	94,946,495	86,970,043
Office of the Sheriff	4,483,104	5,467,531	5,979,185	5,731,719	5,769,435	5,841,126
Sheriff's Asset Forfeiture Program	1,083,234	1,100,000	3,059,907	1,722,616	1,600,000	1,600,000
Sheriff's Jail Stores ISF	7,355,634	7,787,452	14,449,688	13,205,833	—	—
Jail Commissary Enterprise Fund	—	—	7,459,837	6,038,627	7,673,768	7,690,840
Sheriff's Inmate Welfare Fund	5,714,681	6,760,355	12,567,941	6,885,053	7,139,313	7,005,832
Countywide 800 MHZ CSA's	196,901	514,530	525,011	452,876	262,402	250,902
<b>Total</b>	<b>\$ 668,037,282</b>	<b>\$ 729,234,894</b>	<b>\$ 810,846,635</b>	<b>\$ 738,833,586</b>	<b>\$ 758,280,724</b>	<b>\$ 744,442,384</b>



**Budget by Categories of Expenditures**

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 498,992,799	\$ 551,087,807	\$ 549,349,059	\$ 539,079,464	\$ 558,100,447	\$ 573,458,488
Services & Supplies	137,437,852	150,406,101	194,105,167	147,570,497	168,358,994	145,796,303
Other Charges	29,658,815	25,792,682	32,000,383	31,361,291	26,054,834	26,054,834
Capital Assets Equipment	3,952,191	3,450,487	23,422,884	9,409,495	6,305,846	650,000
Expenditure Transfer & Reimbursements	(7,524,615)	(8,051,198)	(8,051,198)	(7,193,347)	(7,909,657)	(8,006,092)
Fund Balance Component Increases	—	—	398,577	398,577	1,000,000	—
Operating Transfers Out	5,520,239	6,549,015	19,621,763	18,207,609	6,370,260	6,488,851
<b>Total</b>	<b>\$ 668,037,282</b>	<b>\$ 729,234,894</b>	<b>\$ 810,846,635</b>	<b>\$ 738,833,586</b>	<b>\$ 758,280,724</b>	<b>\$ 744,442,384</b>

**Budget by Categories of Revenues**

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 537,310	\$ 463,000	\$ 463,000	\$ 484,831	\$ 463,000	\$ 463,000
Fines, Forfeitures & Penalties	5,350,382	5,542,127	8,809,820	5,922,338	8,808,111	3,080,002
Revenue From Use of Money & Property	8,309,340	8,328,601	8,328,601	8,407,123	8,419,573	8,419,573
Intergovernmental Revenues	52,830,319	56,428,001	84,929,014	75,838,920	64,685,982	54,165,488
Charges For Current Services	130,602,980	130,049,689	131,001,773	130,073,755	134,873,971	137,492,694
Miscellaneous Revenues	12,849,852	15,712,386	21,874,992	14,160,096	13,681,512	8,707,489
Other Financing Sources	172,688,949	194,363,110	208,511,166	201,427,150	204,487,710	197,676,195
Fund Balance Component Decreases	2,000,000	—	—	—	—	—
Use of Fund Balance	(1,424,607)	11,961,933	40,542,223	(3,866,675)	5,573,889	2,948,492
General Purpose Revenue Allocation	284,292,757	306,386,047	306,386,047	306,386,047	317,286,976	331,489,451
<b>Total</b>	<b>\$ 668,037,282</b>	<b>\$ 729,234,894</b>	<b>\$ 810,846,635</b>	<b>\$ 738,833,586</b>	<b>\$ 758,280,724</b>	<b>\$ 744,442,384</b>



# Child Support Services

## Mission Statement

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

## Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the federal and State Title IV-D child support program. Federal and State law governs the department with oversight by the California Department of Child Support Services. DCSS collaborates with custodial and non-custodial parents, courts, governmental agencies and community resources to support the long-term well-being of our customers' children. The organization is committed to establishing and enforcing court orders for financial and medical support for these children, while taking into account the changing needs of both parents. DCSS encourages self-sufficiency and provides resources and options through the life of the case.

To ensure these critical services are provided, Child Support Services has 466.00 staff years and a budget of \$52.9 million.



- Increased the percentage of open cases with an enforceable order to 89% (63,614 of 71,136), consistent with the statewide goal.
- Increased the percentage of current support collected to current support owed to 71% (\$84 million of \$119 million), exceeding the goal of 70%.
- Increased the percentage of arrears cases with a collection to 68% (36,881 of 54,132), meeting the goal of 68%.
- Collected \$176 million in child support, below the goal of \$178 million. Collections from federal intercepts and unemployment benefits were less than estimated.
- Established 258 parenting time orders along with a child support order to build healthy relationships and consistent payment, falling short of the goal of 275 due to lower than anticipated participation from parents, even with targeted outreach and advertising.
- Continued to promote family self-sufficiency for parents by partnering with Dads Corp, St. Vincent de Paul, the San Diego Housing Commission, the Sheriff's Department, the Probation Department and the Health and Human Services Agency to ensure supportive services were accessible to aid the family in self-sufficiency.

### Strategic Initiative Legend

HF	SC	SE	OE
○	●	□	■
- Audacious Vision	- Enterprise Wide Goal	- Cross-Departmental Objective	- Department Objective
			◆
			- Objective Sub-Dot Point Level 1

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.

## 2014–15 Accomplishments



### Healthy Families

- San Diego County has fully optimized its health and social service delivery system to make it an industry leader in efficiency, integration and innovation
  - Ensured establishment of parentage in 98% (51,454 of 52,538) of cases, falling short of the goal of 100%. An increase in new cases requiring a parentage determination and the processing time delayed the establishment of parentage.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collected \$3.67 for every \$1.00 spent on operations, which was short of the goal of \$3.75 due to a reduction in total collections.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Developed a legal paperless system and made it available to other local child support agencies to use.
- Strengthen our customer service culture to ensure a positive customer experience

- Developed and distributed one informational video to educate employers on how their contributions positively affected the child support families of our region and elsewhere. The video provides a more powerful message to employers about their impact on families and was used in lieu of the e-newsletters.

**2015–17 Objectives**



**Healthy Families**

- San Diego County has fully optimized its health and social service delivery system to make it an industry leader in efficiency, integration and innovation
  - Partner with at least one other organization to develop a college savings account program for dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood. (HF4)
- Ensure the percentage of cases with parentage established is at 95%, consistent with the statewide goal.
- Maintain the percentage of open cases with an enforceable order at or above 89% (59,775 of 68,018), consistent with the statewide goal.
- Maintain the percentage of current support collected to current support owed at or above 70% (\$111 million of \$156 million).
- Increase the percentage of arrears cases with a collection at or above 70% (35,555 of 50,556).
- Establish at least 300 parenting time orders along with a child support order to build healthy relationships and encourage consistent payment of child support.
- Promote family self-sufficiency by partnering with additional organizations to ensure supportive services are available to families.



**Operational Excellence**

- Align services to available resources to maintain fiscal stability
  - Collect at least \$3.50 for every \$1.00 spent on operations.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Develop innovative electronic payment options to make paying child support easier and provide more convenient locations throughout the community for customers. (OE3)
  - Establish offices at various locations in the community to better serve customers who reside in those areas. (OE3)
  - Develop and distribute information electronically or through other mediums to educate employers on how their contributions positively affect families in our region. (OE4)
  - Explore a partnership with an educational institution or community-based organization to provide customers with high school equivalency certificates.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted.
  - Participate in the development and implementation of a Diversity and Inclusion Strategic Plan to create an inclusive, diverse and world-class organization for employees and the community. (OE6)

**Related Links**

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

- ◆ [www.sandiegocounty.gov/dcsc/](http://www.sandiegocounty.gov/dcsc/)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Current support collected (federal performance measure #3) (in millions) <sup>1</sup>	68% of \$164	70%	71% of \$119	70%	70%
Cases with an enforceable order (federal performance measure #2) <sup>1</sup>	87% of 74,171	89%	89% of 71,136	89%	89%
Arrears cases with a collection (federal performance measure #4) <sup>1</sup>	67% of 56,169	68%	68% of 54,132	70%	70%
Total Collections (in millions)	\$176	\$178	\$176	\$175	\$175

*Table Notes*

<sup>1</sup> There are five federal performance measures that are nationally defined measures subject to incentives for the State if certain goals are met at the statewide level. These include:

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



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

### Staffing

Net decrease of 5.00 staff years to support shifting funds to reclassified positions within the program.

- ◆ Production Operations net decrease of 1.00 staff year.
  - ❖ Decrease of 3.00 staff years to support shifting funds to reclassified positions within the program.
  - ❖ Increase of 2.00 staff years due to the transfer of staff from Administrative Services.
- ◆ Quality Assurance increase of 1.00 staff year due to the transfer from Administrative Services.
- ◆ Administrative Services net decrease of 5.00 staff years.
  - ❖ Decrease of 2.00 staff years to support shifting funds to a reclassified position within the program.
  - ❖ Decrease of 2.00 staff years due to the transfer of staff to Production Operations.
  - ❖ Decrease of 1.00 staff year due to the transfer to Quality Assurance.

### Expenditures

Net increase of \$1.4 million.

- ◆ Salaries & Benefits—net decrease of \$0.4 million due to a one-time negotiated salary adjustment from Fiscal Year 2014–15, partially offset by an increase as a result of negotiated labor agreements.

- ◆ Services & Supplies—increase of \$1.8 million for costs associated with the required relocation from the Central Courthouse to leased space.

### Revenues

Net increase of \$1.4 million.

- ◆ Intergovernmental Revenues—increase of \$0.5 million due to an increase in claimable expenditures.
- ◆ Charges for Current Services—decrease of \$0.1 million due to a decrease in child support collected for public assistance cases and a corresponding decline in the reimbursement received by counties for the county share of costs of public assistance.
- ◆ Use of Fund Balance—increase of \$1.0 million. A total of \$1.0 million is budgeted to support costs associated with the required relocation from the Central Courthouse to leased space.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net increase of \$2.0 million resulting from an increase associated with the required relocation costs from the Central Courthouse to leased space of \$3.0 million, partially offset by a \$1.0 million decrease in Salaries & Benefits to reflect staff turnover, unfilled positions and the elimination of temporary staff.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Production Operations		363.00			362.00	362.00
Quality Assurance		11.00			12.00	12.00
Administrative Services		45.00			40.00	40.00
Recurring Maintenance and Operations		5.00			5.00	5.00
Legal Services		47.00			47.00	47.00
<b>Total</b>		<b>471.00</b>			<b>466.00</b>	<b>466.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Production Operations	\$ 35,379,070	\$ 38,869,304	\$ 38,965,854	\$ 35,373,229	\$ 40,370,158	\$ 42,220,749
Staff Development Division	42,833	—	—	24,246	—	—
Quality Assurance	864,309	1,103,592	1,103,592	1,069,704	1,256,197	1,299,625
Administrative Services	4,286,947	4,339,416	4,339,416	3,924,761	4,124,166	4,194,215
Recurring Maintenance and Operations	835,062	792,113	792,113	870,081	775,852	782,668
Special Projects	4,881	—	—	2,175	—	—
Legal Services	6,008,320	6,355,741	6,355,741	6,106,972	6,371,610	6,400,330
<b>Total</b>	<b>\$ 47,421,421</b>	<b>\$ 51,460,166</b>	<b>\$ 51,556,716</b>	<b>\$ 47,371,168</b>	<b>\$ 52,897,983</b>	<b>\$ 54,897,587</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 40,560,872	\$ 43,584,276	\$ 43,584,276	\$ 40,778,431	\$ 43,163,386	\$ 42,117,244
Services & Supplies	6,854,349	7,875,890	7,962,313	6,582,609	9,734,597	12,780,343
Capital Assets Equipment	6,201	—	10,127	10,127	—	—
<b>Total</b>	<b>\$ 47,421,421</b>	<b>\$ 51,460,166</b>	<b>\$ 51,556,716</b>	<b>\$ 47,371,168</b>	<b>\$ 52,897,983</b>	<b>\$ 54,897,587</b>





## Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 48,436,079	\$ 49,722,162	\$ 49,722,162	\$ 47,942,834	\$ 50,202,063	\$ 50,102,063
Charges For Current Services	1,699,471	1,738,004	1,738,004	1,767,197	1,646,118	1,646,118
Miscellaneous Revenues	47	—	—	—	—	—
Other Financing Sources	53	—	—	—	—	—
Use of Fund Balance	(2,714,229)	—	96,550	(2,338,864)	1,049,802	3,149,406
General Purpose Revenue Allocation	—	—	—	—	—	—
<b>Total</b>	<b>\$ 47,421,421</b>	<b>\$ 51,460,166</b>	<b>\$ 51,556,716</b>	<b>\$ 47,371,168</b>	<b>\$ 52,897,983</b>	<b>\$ 54,897,587</b>







# 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. CLERB issues an annual report, monthly workload reports and summaries of decisions in completed investigations.

To ensure these critical services are provided, the Citizens' Law Enforcement Review Board has 4.0 staff years and a budget of \$0.7 million.



## Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Maintained public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation and review of citizens' complaints of misconduct.
  - Issued and publicly distributed monthly workload reports to the CLERB, Sheriff's Department and Probation Department. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change.
  - Completed 98% (104 of 106) of complaint investigations within one year of receipt, unless delayed due to lengthy investigations that may be required for complex cases, exceeding the goal of 95%.
  - 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, to enable corrective action when necessary.
  - 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 included relevant information for the public, while respecting peace officer confidentiality rights.
  - Processed new complaints in a timely manner; maintained a complaint turnaround of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.

### Strategic Initiative Legend

HF	SC	SE	OE
			
○	●	□	■
- Audacious Vision			
- Enterprise Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
◆ - Objective Sub-Dot Point Level 1			

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.

## 2014–15 Accomplishments

### Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Increased community awareness of the CLERB through quarterly stakeholder outreach.

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

## 2015–17 Objectives



### Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Increase community awareness of the CLERB through quarterly stakeholder outreach. (SE7)



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continue to implement Business Process Reengineering measures, which define a standard, measurable process and reduce the amount of effort and lead time required to complete high-quality investigations. (OE3)
  - Maintain public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation and review of citizens' complaints of misconduct. (OE4)
  - Issue and publicly distribute monthly workload reports to the CLERB, Sheriff's Department and Probation Department. Complete a comprehensive annual report

with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change. (OE4)

- Complete 95% of complaint investigations within one year of receipt, unless delayed due to lengthy investigations that may be required for complex cases. (OE4)
- 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, to enable corrective action when necessary. (OE4)
- 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. (OE4)
- Provide redacted case synopses that include relevant information for the public, while respecting peace officer confidentiality rights. (OE4)
- Process new complaints in a timely manner; maintain a complaint turnaround of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature. (OE4)

## Related Links

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

- ◆ [www.sandiegocounty.gov/clerb/](http://www.sandiegocounty.gov/clerb/)





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Mail out complaint documents for complainant signature within two working days of initial contact <sup>1,2</sup>	100% of 105	100%	100% of 129	100%	100%
Complete complaint investigations within one year <sup>1</sup>	98% of 145	95%	98% of 106	95%	95%
Provide 12 early warning reports annually to the Sheriff's Department and Probation Department	100% of 12	100% of 12	100% of 12	100% of 12	100% of 12
Hold or attend at least four community-based meetings annually (one meeting per quarter)	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
Present training on law enforcement issues once per quarter	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4

Table Notes

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

<sup>2</sup> CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 125 based on a five-year average.

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

**Staffing**

No change in staffing.

**Expenditures**

Increase of \$28,000.

- ◆ Salaries & Benefits—net increase of \$1,000 as a result of negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$27,000 due to rents and leases, out-of-county travel and information technology costs.

**Revenues**

Increase of \$28,000.

- ◆ Use of Fund Balance—decrease of \$9,000 due to the elimination of a one-time negotiated salary and benefit payment.
- ◆ General Purpose Revenue Allocation—increase of \$37,000 to offset an increase in expenditures described above.

**Budget Changes and Operational Impact: 2015–16 to 2016–17**

No significant changes.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Law Enforcement Review Board		4.00			4.00	4.00
<b>Total</b>		<b>4.00</b>			<b>4.00</b>	<b>4.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Law Enforcement Review Board	\$ 608,610	\$ 631,239	\$ 631,239	\$ 627,153	\$ 659,682	\$ 664,308
<b>Total</b>	<b>\$ 608,610</b>	<b>\$ 631,239</b>	<b>\$ 631,239</b>	<b>\$ 627,153</b>	<b>\$ 659,682</b>	<b>\$ 664,308</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 502,564	\$ 526,597	\$ 524,597	\$ 523,661	\$ 527,585	\$ 532,199
Services & Supplies	106,046	104,642	106,642	103,492	132,097	132,109
<b>Total</b>	<b>\$ 608,610</b>	<b>\$ 631,239</b>	<b>\$ 631,239</b>	<b>\$ 627,153</b>	<b>\$ 659,682</b>	<b>\$ 664,308</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 300,327	\$ —	\$ —
Use of Fund Balance	2,528	8,780	8,780	(295,634)	—	—
General Purpose Revenue Allocation	606,082	622,459	622,459	622,459	659,682	664,308
<b>Total</b>	<b>\$ 608,610</b>	<b>\$ 631,239</b>	<b>\$ 631,239</b>	<b>\$ 627,153</b>	<b>\$ 659,682</b>	<b>\$ 664,308</b>



# Office of Emergency Services

## Mission Statement

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

## Department Description

The Office of Emergency Services (OES) coordinates the overall county response to disasters. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating all agencies that respond; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center (EOC), a central facility providing regional coordinated emergency response, and acts as staff to the Unified Disaster Council (UDC). The UDC is a joint powers agreement among all 18 incorporated cities and the County of San Diego that provides for the coordination of plans and programs countywide to ensure protection of life and property.

To ensure these critical services are provided, the Office of Emergency Services has 19.00 staff years and a budget of \$6.5 million.



- Increased public awareness of the importance of personal preparedness by providing presentations to an estimated 17,000 residents at 47 safety events for children and adults.
- Researched multiple translation technologies and available translation services to expand the capability of Accessible AlertSanDiego to provide Spanish translations of emergency alerts and notifications.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensured readiness in the region by improving the response capability of the Operational Area Emergency Operations Center (EOC).
    - ◆ Developed plans, procedures and responsibilities to add an emergency response position focused on Access and Functional Needs in the EOC during a level III activation.
    - ◆ Updated and enhanced the San Diego County Multi-Jurisdictional Hazard Mitigation plan with a focus on the effect climate change has on regional natural and man-made disasters. This plan enhances public awareness of hazards, creates a decision tool for emergency managers and assists in the development of local policies for hazard mitigation. This plan has been submitted to the State of California for review and approval.
    - ◆ Facilitated the development of a drought concept of operations plan which contains emergency procedures and resource information to increase the regional ability to respond to and recover from regional drought conditions.
  - Updated and enhanced the Operational Area Emergency Operations Plan with a focus on community planning. The plan assigns responsibilities, establishes lines of authority, identifies resources and describes how people and property will be protected in an emergency. The new version incorporated input from regional partners and individuals with disabilities.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.

## 2014–15 Accomplishments

### Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Fostered a culture of independence, self-sufficiency and disaster readiness by completing a disaster preparedness curriculum for San Diego County's 37,000+ fourth grade students. The curriculum aligns and complies with the Common Core State Standards.

- Aligned multiple County disaster response exercises with external agencies' exercises to improve overall coordination, collaboration and response capability. Exercises included the San Onofre Reception and Decontamination, Ebola Response and Cyber Security. Exercises involved multiple agencies and jurisdictions throughout the region.



### Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Reached out to five large San Diego Business Alliance member companies and encouraged them to foster a mentee/mentor relationship with other member companies that wish to improve their emergency management capability and business continuity planning. Four Business Alliance members became mentors to smaller businesses and assisted these companies with business continuity planning and emergency management capability.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Enhanced the EOC facility by intelligently modifying existing space to ensure it accommodates a larger and more flexible response during activations.
  - Promoted Accessible AlertSanDiego, the County's mass notification system, which targets individuals who are blind, deaf, or hard of hearing, throughout the county by conducting one targeted, incentivized outreach campaign that increased the number of registrations by 666 (11,999 to 12,665).

and Personal Survival Guide to the Arabic, Chinese, Filipino, Karen, Korean, Latino, Vietnamese and Somali language communities. Additionally encourage Spanish language participants to share information about the newly translated Spanish ReadySanDiego Website and Spanish SD Emergency Mobile App to their contacts. (SC1)

- Facilitate one functional or tabletop exercise to prepare for a 2017 regional full-scale exercise. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure the consistent and timely dissemination of emergency alerts by creating 20 pre-scripted disaster alerts for notifying the public of emergency conditions via AlertSanDiego, Wireless Emergency Alerts, [sdcountyemergency.com](http://sdcountyemergency.com) or other emergency alert systems.



### Operational Excellence

- Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county
  - Facilitate the development of a regional financial donations management plan that details the organizational and operational framework required to properly receive and disperse monetary donations to help those most affected by disaster. (OE1)
  - Promote financial literacy of the department on grants, budget, audits and purchasing and contracting principles through regular presentations to staff. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increase the number of Accessible AlertSanDiego Spanish language registrations by 10% (330 to 363). (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Increase the number of San Diego County disaster service workers registered with San Diego County's Advanced Recovery Initiative (ARI) by 3% (557 to 574). ARI promotes the training of County disaster service workers to staff local assistance centers, shelters, and emergency operation centers or act as 2-1-1 operators during and after large disasters. (OE5)

## 2015–17 Objectives



### Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Encourage 36 San Diego school districts to adopt the San Diego County "Be Aware, Be Prepared" Disaster Preparedness curriculum for fourth graders by the beginning of the 2017 school year. (SC1)
  - Engage the 300 organizations participating in the Risk Communication Plan - Partner Relay to promote and encourage translation and/or dissemination of preparedness information found in the Family Disaster Plan

### Related Links

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

- ◆ [www.sandiegocounty.gov/oes/](http://www.sandiegocounty.gov/oes/)
- ◆ [www.sdcountyemergency.com](http://www.sdcountyemergency.com)





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Number of exercises (tabletop or functional) conducted to continue the San Diego County region's emergency management readiness <sup>1</sup>	11	9	9	N/A	N/A
Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted <sup>2</sup>	1	1	1	N/A	N/A
Number of quarterly drills conducted to test Emergency Operations Center Activation procedures <sup>1</sup>	4	4	4	N/A	N/A
Number of exercises (tabletop or full-scale) conducted to test the County's Tactical Interoperable Communications Plan (TICP) <sup>1</sup>	1	1	1	N/A	N/A
Percentage increase of AlertSanDiego registration and/or SD Emergency mobile application downloads <sup>3</sup>	N/A	N/A	N/A	10%	10%
Percentage increase of the number of disaster service workers trained for the Advanced Recovery Initiative <sup>3</sup>	N/A	N/A	N/A	3%	3%
Number of countywide exercises (full-scale, functional or tabletop) conducted to continue San Diego County region's disaster readiness <sup>4</sup>	N/A	N/A	N/A	4	4

Table Notes

- <sup>1</sup> This measure is being discontinued in Fiscal Year 2015–16. Performance measures referencing exercises and drills have been combined into a single Countywide full-scale exercise performance measure.
- <sup>2</sup> This measure is being discontinued in Fiscal Year 2015–16 due to the shutdown of the San Onofre Nuclear Generating Station.
- <sup>3</sup> Performance Measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely, and Thriving: *Live Well San Diego*.
- <sup>4</sup> This is a new measure effective Fiscal Year 2015–16 which combines the performance measures referencing exercises and drills. OES will conduct a multi-agency full-scale exercise once every two years to test the region's ability to respond in the event of an emergency.

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

### Staffing

Increase of 2.00 staff years to enhance regional emergency capabilities (of these, 1.00 staff year was approved by the Board of Supervisors on December 2, 2014).

### Expenditures

Net decrease of \$0.1 million.

- ◆ Salaries & Benefits—increase of \$0.2 million due to the addition of 2.00 staff years and an increase as a result of negotiated labor agreements.
- ◆ Services & Supplies—net decrease of \$0.8 million.





- ◆ Decrease of \$0.9 million due to the use of an exclusive helicopter to support the “Call When Needed” program and the completion of other one-time projects in Fiscal Year 2014–15.
- ◆ Increase of \$0.1 million in contracted services related to the State Homeland Security Program Grant.
- ◆ Other Charges—increase of \$0.4 million due to an increase in the State Homeland Security Program Grant which provides pass-through funds to other agencies.

## Revenues

Net decrease of \$0.1 million.

- ◆ Intergovernmental Revenues—increase of \$0.6 million primarily due to increases in the State Homeland Security Program Grant.
- ◆ Use of Fund Balance—decrease of \$0.9 million. A total of \$0.6 million is budgeted.
  - ◆ \$0.1 million is budgeted in General Fund fund balance for radio replacements.

- ◆ \$0.5 million is budgeted in Public Safety Group fund balance.
  - ◆ \$0.3 million to support the “Call When Needed” program to access fire suppression aircraft.
  - ◆ \$0.2 million to develop the San Diego Emergency Application Spanish user interface.
  - ◆ \$0.1 million to support costs associated with temporary staff.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million to support negotiated labor agreements and the addition of 1.0 staff year.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net increase of \$0.6 million primarily due to anticipated one-time projects, partially offset by a reduction in program expenditures funded by the State Homeland Security Program Grant.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Office of Emergency Services		17.00			19.00	19.00
<b>Total</b>		<b>17.00</b>			<b>19.00</b>	<b>19.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Office of Emergency Services	\$ 6,721,846	\$ 6,635,516	\$ 10,379,375	\$ 7,284,808	\$ 6,520,365	\$ 7,101,972
<b>Total</b>	<b>\$ 6,721,846</b>	<b>\$ 6,635,516</b>	<b>\$ 10,379,375</b>	<b>\$ 7,284,808</b>	<b>\$ 6,520,365</b>	<b>\$ 7,101,972</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 1,830,899	\$ 2,323,569	\$ 2,468,569	\$ 1,923,515	\$ 2,519,524	\$ 2,581,281
Services & Supplies	2,434,101	3,028,329	5,146,097	4,171,920	2,262,841	2,735,691
Other Charges	2,438,648	1,283,618	2,764,509	1,189,373	1,733,000	1,785,000
Capital Assets Equipment	18,199	—	200	—	5,000	—
<b>Total</b>	<b>\$ 6,721,846</b>	<b>\$ 6,635,516</b>	<b>\$ 10,379,375</b>	<b>\$ 7,284,808</b>	<b>\$ 6,520,365</b>	<b>\$ 7,101,972</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 5,616,798	\$ 4,057,067	\$ 6,738,372	\$ 4,518,778	\$ 4,686,476	\$ 4,485,510
Charges For Current Services	1,647	—	—	—	—	—
Miscellaneous Revenues	11,600	—	25,000	25,879	—	—
Use of Fund Balance	30,064	1,484,222	2,521,776	1,645,924	616,000	1,375,000
General Purpose Revenue Allocation	1,061,737	1,094,227	1,094,227	1,094,227	1,217,889	1,241,462
<b>Total</b>	<b>\$ 6,721,846</b>	<b>\$ 6,635,516</b>	<b>\$ 10,379,375</b>	<b>\$ 7,284,808</b>	<b>\$ 6,520,365</b>	<b>\$ 7,101,972</b>





# Medical Examiner

## Mission Statement

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

## Department Description

The Department of the Medical Examiner provides medicolegal forensic death investigation services for the citizens of San Diego County, as mandated by State law. The department has initial jurisdiction over about 44% of deaths in the county and ultimately transports approximately 14% of decedents to the department facility to determine the cause and manner of death. The department performs scene investigations, autopsies and external examinations, toxicology, histology and administrative support. In addition, the department hosts educational tours of the Medical Examiner & Forensic Center facility on a regular basis.

To ensure these critical services are provided, the Department of the Medical Examiner has 56.00 staff years and a budget of \$10.0 million.



- Continued to train medical residents, students and first responders on forensic investigations by fulfilling 100% (75 of 75) of requests within 4 months of the request. A total of 869 medical residents, students and first responders were trained or observed a forensic investigation.
- Continued to contribute to research efforts in Alzheimer’s, Epilepsy, Autism and Schizophrenic studies by providing 55 tissues to academic research organizations, with family consent.
- Completed 87% (85 of 98) of homicide examination reports in 60 days or less. The relative complexity of some of the cases and dependency on outside investigative reports to close these reports contributed to not meeting the goal of 90%.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Continued to contribute to research efforts in childhood death by providing statistics and case examples and lending expertise through active participation in groups including the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, Prescription Drug Abuse Task Force (PDATF), Medical Examiners and Coroners Alert Project (MECAP), National Institute of Child Health and Human Development (NICHD) and the California Sudden Infant Death Syndrome (SIDS) Advisory Council.

### Strategic Initiative Legend

HF	SC	SE	OE
○	●	□	■
- Audacious Vision			
- Enterprise Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
◆ - Objective Sub-Dot Point Level 1			

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.

## 2014–15 Accomplishments

### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Gathered epidemiology information to address public health issues and partnered with agencies to alert the community on patterns and trends. These trends were communicated through six press releases and the annual report, published online.

### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Used advanced forensic imaging to assist in the determination of the cause and manner of death.
    - ◆ Gathered imaging case information to locate objects, identify John or Jane Does and document fractures, deformities and post-surgical procedures in 570 of 2,972 cases (20%).

- ◆ Used bar coding technology to ensure transfer and maintenance of specimens (2,003 cases), evidence (475 cases) and bodies is accomplished quickly, efficiently and accurately.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continued to assist in the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
    - ◆ Notified 91% (4,401 of 4,857) of next-of-kin for identified Medical Examiner cases in 12 hours or less, exceeding the goal of 90%.
  - Enabled timely funeral service for families by making 99.6% (2,403 of 2,412) of bodies ready for release in 7 days or less, exceeding the goal of 97%.
    - ◆ Enabled timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
    - ◆ Completed 93% (2,760 of 2,972) of investigative reports in 60 days or less, exceeding the goal of 85%.
    - ◆ Completed 99% (1,981 of 2,001) of toxicology reports in 60 days or less, exceeding the goal of 95%.
    - ◆ Completed 93% (2,672 of 2,869) of examination reports in 60 days or less, exceeding the goal of 80%.
    - ◆ Provided 96% (4,699 or 4,871) of report requests within 7 days or less, exceeding the goal of 95%.

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Contribute to research efforts in childhood death by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, PDATF, MECAP, NICHD, National Missing and Unidentified Persons System and the California SIDS Advisory Council. (SC7)



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Use advanced forensic imaging to assist in the determination of the cause and manner of death. (OE3)
    - ◆ Gather imaging case information to locate objects, identify John or Jane Does and document fractures, deformities and post-surgical procedures.
    - ◆ Use bar coding technology to ensure transfer and maintenance of specimens, evidence and bodies is accomplished quickly, efficiently and accurately.
  - Complete 90% of homicide examination reports in 60 days or less. (OE4)
  - Assist in the healing process of those who have lost a loved one by providing timely and compassionate service and enable timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death. (OE4)
  - Notify 90% of next-of-kin for identified Medical Examiner cases in 12 hours or less. (OE4)
  - Enable timely funeral service for families by making 97% of bodies ready for release in 7 days or less. (OE4)
    - ◆ Complete 85% of investigative reports in 60 days or less.
    - ◆ Complete 95% of toxicology reports in 60 days or less.
    - ◆ Complete 85% of examination reports in 60 days or less.
    - ◆ Provide 95% of report requests within 7 days or less.

## 2015–17 Objectives



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Gather epidemiology information to address public health issues and partner with agencies to alert the community on patterns and trends. These trends will be communicated through press releases and an annual report published online. (SC3)
  - Contribute to research efforts in Alzheimer’s, Epilepsy, Autism and Schizophrenic studies by providing tissue to academic research organizations, with family consent. (SC3)
  - Continue to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests, at least 75, within 4 months of the request.

### Related Links

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

- ◆ [www.sandiegocounty.gov/me/](http://www.sandiegocounty.gov/me/)
- ◆ [http://sdcounty.ca.gov/content/dam/sdc/me/docs/SDME\\_Annual\\_Report\\_2014.pdf](http://sdcounty.ca.gov/content/dam/sdc/me/docs/SDME_Annual_Report_2014.pdf)



Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Bodies ready for release in seven days or less	99% of 2,568	97%	99.6% of 2,412	97%	97%
Investigative reports completed in 60 days or less	89% of 2,972	85%	93% of 2,972	85%	85%
Toxicology reports completed in 60 days or less	99% of 2,078	95%	99% of 2,001	95%	95%
Examination reports completed in 60 days or less <sup>1</sup>	87% of 2,869	80%	93% of 2,869	85%	85%
Homicide examination reports completed in 60 days or less	89% of 98	90%	87% of 98	90%	90%
Next-of-kin notification completed in 12 hours or less	91% of 4,466	90%	91% of 4,857	90%	90%
Case reports completed in seven days or less	95% of 4,646	95%	96% of 4,871	95%	95%

Table Notes

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

<sup>1</sup> The Fiscal Years 2015-16 and 2016-17 goal has increased due to the successful rate of completion in recent years.

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

### Staffing

No change in staffing.

### Expenditures

Net increase of \$0.2 million.

- ◆ Salaries & Benefits—increase of \$0.2 million due to costs associated with temporary staff and as a result of negotiated labor agreements.
- ◆ Capital Assets Equipment—decrease of \$0.2 million due to a one-time equipment replacement completed in Fiscal Year 2014-15.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million to realign the reimbursement of services to a proper account.

### Revenues

Net increase of \$0.2 million.

- ◆ Charges for Current Services—increase of \$0.1 million to realign the reimbursement of services to a proper account.
- ◆ Use of Fund Balance—decrease of \$0.2 million. A total of \$0.1 million is budgeted to support costs associated with temporary staff.
- ◆ General Purpose Revenue Allocation—increase of \$0.3 million as a result of negotiated labor agreements.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net increase of \$0.6 million primarily due to an anticipated one-time purchase of equipment and an increase as a result of negotiated labor agreements.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Decedent Investigations		56.00			56.00	56.00
<b>Total</b>		<b>56.00</b>			<b>56.00</b>	<b>56.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Decedent Investigations	\$ 9,345,484	\$ 9,814,462	\$ 9,960,517	\$ 9,864,196	\$ 9,983,645	\$ 10,627,756
<b>Total</b>	<b>\$ 9,345,484</b>	<b>\$ 9,814,462</b>	<b>\$ 9,960,517</b>	<b>\$ 9,864,196</b>	<b>\$ 9,983,645</b>	<b>\$ 10,627,756</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 6,726,080	\$ 7,362,800	\$ 7,237,800	\$ 7,226,059	\$ 7,582,119	\$ 7,776,230
Services & Supplies	2,437,522	2,381,662	2,609,517	2,524,948	2,401,526	2,401,526
Capital Assets Equipment	181,882	170,000	113,200	113,188	—	450,000
Expenditure Transfer & Reimbursements	—	(100,000)	—	—	—	—
<b>Total</b>	<b>\$ 9,345,484</b>	<b>\$ 9,814,462</b>	<b>\$ 9,960,517</b>	<b>\$ 9,864,196</b>	<b>\$ 9,983,645</b>	<b>\$ 10,627,756</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 86,712	\$ —	\$ —	\$ —	\$ —	\$ —
Charges For Current Services	978,063	954,162	1,054,162	1,081,225	1,054,162	1,054,162
Miscellaneous Revenues	111,823	86,460	86,460	123,813	86,460	86,460
Other Financing Sources	485	—	—	—	—	—
Use of Fund Balance	(114,148)	291,855	337,910	177,173	95,722	545,722
General Purpose Revenue Allocation	8,282,549	8,481,985	8,481,985	8,481,985	8,747,301	8,941,412
<b>Total</b>	<b>\$ 9,345,484</b>	<b>\$ 9,814,462</b>	<b>\$ 9,960,517</b>	<b>\$ 9,864,196</b>	<b>\$ 9,983,645</b>	<b>\$ 10,627,756</b>



# Probation

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the Probation Department has 1,259.00 staff years and a budget of \$223.3 million.



## 2014–15 Accomplishments

### Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - San Diego County is now participating in the California Well-Being Demonstration Project (Title IV-E Waiver) which will provide additional opportunities for juvenile delinquency prevention efforts and family strengthening.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Provided rehabilitative services to youth in custody to prepare them for success in the community.
    - ◆ Provided employment readiness services to 99% (313 of 315) of youth in custody assessed as having an employment readiness need.
    - ◆ Provided services to reduce delinquency for 100% (397 of 397) of the youth in custody who are at high risk to recidivate.
    - ◆ Provided substance abuse services to 100% (351 of 351) of the youth assessed to have substance abuse needs, exceeding the goal of 99%.
  - Provided rehabilitative opportunities to reduce future criminal offenses by connecting adult and juvenile offenders with appropriate community resources.
    - ◆ Linked 48% (1,329 of 2,744) of high-risk juvenile probationers to community-based services associated with the juvenile’s assessed needs, exceeding the goal of 47%.
    - ◆ Linked 62% (3,607 of 5,862) of high-risk adult offenders and Post Release Community Supervision Offenders to appropriate intervention services to address factors that lead to criminal behavior, which fell short of the goal of 75%. One contributing factor in not achieving the goal of 75% is higher caseload levels per officer than anticipated.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.



- ◆ Engaged 3.8% (230 of 6,028) of adult offenders on high-risk supervision in work readiness and employment services. This was a new objective and the results for Fiscal Year 2014-15 established the baseline for performance.
- Enhanced public safety and reduced crime by providing supervision and services so that 69% (1,026 of 1,477) of juvenile probationers completed their probation without a new sustained law violation, which was just short of the goal of 70%. Continuing efforts to train officers to customize case planning and to match intervention services to needs will improve this performance measure.
- Increased public safety and reduced crime by providing supervision and services using evidence-based and best practices to adults under supervision by achieving a 63% (3,429 of 5,477) success rate with adult probationers who completed their probation without being convicted of a new crime, which fell short of the goal of 65%. A contributing factor in not achieving the goal includes a 3% decline in this population.
- Increased public safety and reduced crime by providing supervision and services using evidence-based and best practices to adults under supervision by achieving a 70% (1,474 of 2,120) success rate with Post Release Community Supervision Offenders and Mandatory Supervision Offenders who completed their supervision without being convicted of a new crime.
- Increased public safety and reduced crime by providing supervision and services using evidence-based and best practices to adults and juveniles under supervision by conducting 8,256 searches to ensure that probationers are in compliance with their terms of supervision. Although this represents an overall increase from Fiscal Year 2013-14, the goal of 8,503 was not met due to a decrease in this population.
- Provided for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
  - ◆ Partnered in 418 multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints, not meeting the goal of 536. A significant factor contributing to not meeting this goal includes the loss of funding for special operations through Operation Stonegarden, thereby resulting in fewer multi-agency operation opportunities.
  - ◆ Increased the restitution collected from adult probationers from \$2.3 million to \$2.5 million for the benefit of crime victims.
  - ◆ Collected \$0.29 million of restitution in relation to juvenile cases.



## Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Developed applications for mobile devices to improve the efficiency of case management and supervision.
  - Enhanced the case management system to provide efficiencies for officers.
  - Implemented work projects enrollment providing quality customer service through an enrollment website.

## 2015–17 Objectives



## Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Continue supporting the *Live Well San Diego* campaign through the efforts of Probation champions, who share their contributions toward a healthy, safe and thriving community in the work they perform. (HF5)



## Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Employ operational practices to assist victims.
    - ◆ Collect at least \$2.5 million of restitution from adult probationers for the benefit of crime victims.
    - ◆ Collect at least \$0.29 million of restitution from juvenile related cases for the benefit of crime victims.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Employ practices to provide rehabilitative services to offenders. (SC8)
    - ◆ Increase the percentage of high-risk juvenile probationers linked to community-based services associated with the juvenile's assessed needs by 5% (48% to 50%).
    - ◆ Increase the percentage of high-risk adult offenders and Post Release Community Supervision Offenders linked to appropriate intervention services by 10% (62% to 68%) to address factors that lead to criminal behavior.
    - ◆ Increase the percentage of adult offenders on high-risk supervision engaged in work readiness and employment services by 10% (3.8% to 4.2%).
    - ◆ Continue to provide substance abuse services for at least 99% of the youth assessed to have substance abuse needs.



- ◆ Work to rehabilitate offenders by continuing to provide employment readiness services to at least 99% of youth in custody assessed as having an employment readiness need.
- ◆ Expand juvenile mental health services to youth in custody and in the community.
- ◆ Standardize the delivery of Cognitive Behavioral Therapy to youth in custody.
- Employ operational practices to protect community safety and reduce crime.
  - ◆ Ensure 70% of juvenile probationers complete their probation without a new sustained law violation.
  - ◆ Ensure 65% of adult probationers complete their probation without being convicted of a new crime.
  - ◆ Ensure that 70% of Post Release Community Supervision and Mandatory Supervision Offenders complete their supervision without being convicted of a new crime.
  - ◆ Participate in at least 418 multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.

- Employ practices to hold offenders accountable.
  - ◆ Ensure the department standard of at least two contacts per month is met for high-risk offenders.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implement the use of mobile applications to improve the efficiency of case management and supervision. (OE3)
  - Continue to enhance the case management system to provide efficiencies for the officers. (OE3)

### Related Links

For additional information about the Probation Department, refer to the website at:

- ◆ [www.sandiegocounty.gov/probation/](http://www.sandiegocounty.gov/probation/)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Adult offenders who complete their probation without being convicted of a new crime	66% of 5,647	65%	63% of 5,477	65%	65%
Juvenile offenders who complete their probation without a new law violation	69% of 1,781	70%	69% of 1,477	70%	70%
Searches on probationers to ensure that they are in compliance with their terms of supervision and not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia <sup>1</sup>	8,098	8,503	8,256	N/A	N/A
Participation in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints <sup>2</sup>	510	536	418	418	418
Available victims contacted to inform them of their rights to restitution and a victim impact statement <sup>3</sup>	99% of 14,219	N/A	N/A	N/A	N/A
Provide services to reduce delinquency of youth in custody who are at high risk of delinquency <sup>4</sup>	100% of 569	100%	100% of 397	N/A	N/A

**Table Notes**

<sup>1</sup> While this count increased from Fiscal Year 2013–14, the goal of 8,503 for Fiscal Year 2014–15 was not met due to a decline in the baseline counts for this population resulting from Proposition 47 impacts. This measure is being discontinued in Fiscal Year 2015–16. The department completes searches as a normal business practice and this measure will continue to be tracked internally.

<sup>2</sup> A significant factor contributing to not meeting this goal includes the loss of funding for special operations through Stonegarden, thereby resulting in fewer multi-agency operation opportunities.

<sup>3</sup> This measure was discontinued in Fiscal Year 2014–15. The department continues to consistently achieve this goal as required by the Victims' Bill of Rights Act of 2008: Marsy's Law.

<sup>4</sup> This measure is being discontinued in Fiscal Year 2015–16. The department continues to consistently achieve this goal.

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

### Staffing

Net decrease of 57.00 staff years to align operations with the decline in juvenile detention populations and current workload. There will be no impact to service delivery.

- ◆ Adult Field Services increase of 13.00 staff years.
  - ❖ Increase of 12.00 staff years due to the transfer of staff from Juvenile Field Services to align operations to workload levels in adult supervision.
  - ❖ Increase of 10.00 staff years due to the transfer of staff from Institutional Services.
  - ❖ Decrease of 4.00 staff years due to the transfer of staff to Department Administration.
  - ❖ Decrease of 5.00 staff years in Investigative Services as a result of aligning operations with current workload.
- ◆ Institutional Services net decrease of 62.00 staff years.
  - ❖ Decrease of 51.00 staff years as a result of aligning operations with the decline of the juvenile population in the detention facilities.
  - ❖ Decrease of 10.00 staff years due to the transfer of staff to Adult Field Services.
  - ❖ Decrease of 1.00 staff year due to the transfer of staff to Department Administration.
- ◆ Juvenile Field Services net decrease of 15.00 staff years.
  - ❖ Decrease of 12.00 staff years due to the transfer of staff to Adult Field Services.
  - ❖ Decrease of 3.00 staff years due to the transfer of staff to Department Administration.
- ◆ Department Administration net increase of 7.00 staff years.
  - ❖ Increase of 5.00 staff years due to the transfer of staff from Adult Field Services to the Business Intelligence Unit and Research, Policy and Science Unit.
  - ❖ Net increase of 4.00 staff years due to the transfer of staff from Juvenile Field Services and Institutional Services to realign operations in administrative support and Evidenced-Based Practices Operational Support Team.
  - ❖ Decrease of 1.00 staff year due to the transfer of staff to Adult Field Services.

- ❖ Decrease of 1.00 staff year due to the expiration of the Federal Bureau of Justice Assistance, Second Chance Act for the Smart Probation Project. This decrease impacts administrative support that designed evidence-based supervision strategies to improve outcomes of probationers.

### Expenditures

Net increase of \$6.4 million.

- ◆ Salaries & Benefits—net decrease of \$1.9 million.
  - ❖ Decrease of \$5.1 million due to the reduction of 57.00 staff years to align operations with the decline in juvenile detention populations and current workload. There will be no impact to service delivery.
  - ❖ Increase of \$3.2 million as a result of negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$7.6 million.
  - ❖ Increase of \$3.9 million in contracted services for juveniles at risk and those in custody. This includes \$2.0 million for mental health services in custody and the community, \$1.0 million in community-based Alternatives to Detention providing services to low-risk juveniles, and \$0.9 million to enhance diversion and intervention services, in support of the Comprehensive Strategy for Youth, Family and the Community.
  - ❖ Increase of \$3.6 million for acquisition and replacement of cameras at Kearny Mesa and East Mesa juvenile institutions.
  - ❖ Increase of \$1.4 million for information technology projects including \$0.4 million for mobile applications, \$0.4 million for a scheduling tool for the department's 24 hour facilities, \$0.5 million for modifications to the case management system to incorporate changes due to business processes and legislative changes, and \$0.1 million for other increased information technology costs.
  - ❖ Increase of \$0.8 million due to increased costs in facilities, information technology and Public Liability Insurance.
  - ❖ Decrease of \$0.7 million in costs applied from other departments for food services as a result of aligning operations with a decline in the juvenile population in the detention facilities.
  - ❖ Net decrease of \$1.0 million in various expenditure accounts to align services to anticipated actuals.



- ❖ Decrease of \$0.4 million due to completed one-time projects.
- ❖ Other Charges—increase of \$0.7 million to provide juvenile offenders with individualized Wraparound services and support for children and their families.

## Revenues

Net increase of \$6.4 million.

- ❖ Intergovernmental Revenues—net increase of \$6.4 million.
  - ❖ Increase of \$3.0 million in the Juvenile Probation Camp Funding revenue for Juvenile Mental Health Services and to support Juvenile Probation program activities.
  - ❖ Increase of \$2.0 million in federal revenue due to San Diego County’s participation in the Title IV-E Waiver related to juvenile offender placement candidacy activities.
  - ❖ Increase of \$1.0 million in Edward Byrne Memorial Justice Assistance Grant Program for countywide community-based Alternatives to Detention providing services to low-risk juveniles.
  - ❖ Increase of \$0.7 million in Federal Foster Care Assistance revenue to support Wraparound services as part of the Title IV-E Waiver as described above.
  - ❖ Decrease of \$0.3 million due to the end of term of the Federal Bureau of Justice Assistance, Second Chance Act for the Smart Probation Project.
- ❖ Charges for Current Services—decrease of \$0.2 million due to the overall reduction in collections for the cost of supervision.
- ❖ Other Financing Sources—net increase of \$5.0 million.
  - ❖ Increase of \$5.3 million due to projected receipts and use of fund balance available in the Proposition 172 Special Revenue Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services.

- ❖ Decrease of \$0.3 million in Operating Transfer In due to a decrease in Penalty Assessment revenue.
- ❖ Use of Fund Balance—decrease \$1.3 million. A total of \$7.5 million is budgeted.
  - ❖ \$2.4 million is budgeted in General Fund fund balance.
    - ❖ \$1.2 million to support juvenile diversion contracts.
    - ❖ \$0.8 million for one-time negotiated salary and benefit payments.
    - ❖ \$0.4 million for radio replacements.
  - ❖ \$4.8 million is budgeted in Public Safety Group fund balance.
    - ❖ \$1.0 million for one-time major maintenance projects.
    - ❖ \$0.3 million for one-time negotiated salary and benefit payments.
    - ❖ \$0.9 million to support the Comprehensive Strategy for Youth, Family and the Community.
    - ❖ \$2.6 million for the acquisition and replacement of camera systems for safety and security in the juvenile institutions.
  - ❖ \$0.2 million is budgeted in the Probation Asset Forfeiture Fund for the purchase of equipment.
- ❖ General Purpose Revenue Allocation—decrease of \$3.5 million to align operations with the decline of the juvenile population in the detention facilities and to align operations with current workload, which will not impact services.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Decrease of \$5.5 million primarily due to the anticipated completion of one-time projects.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Adult Field Services		450.00			463.00	463.00
Institutional Services		477.00			415.00	415.00
Juvenile Field Services		310.00			295.00	295.00
Department Administration		79.00			86.00	86.00
<b>Total</b>		<b>1,316.00</b>			<b>1,259.00</b>	<b>1,259.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Adult Field Services	\$ 70,506,085	\$ 76,873,560	\$ 77,575,640	\$ 72,645,765	\$ 78,974,590	\$ 79,681,774
Institutional Services	67,827,575	67,561,554	68,293,427	65,833,713	62,906,508	61,698,369
Juvenile Field Services	55,562,610	55,401,537	55,731,202	55,318,855	58,263,873	58,485,384
Department Administration	15,619,062	16,805,953	16,893,331	16,249,701	22,798,045	17,681,774
Probation Asset Forfeiture Program	48,936	100,000	100,741	77,195	223,000	100,000
Probation Inmate Welfare Fund	57,962	95,000	595,403	61,129	95,000	95,000
<b>Total</b>	<b>\$ 209,622,231</b>	<b>\$ 216,837,604</b>	<b>\$ 219,189,744</b>	<b>\$ 210,186,359</b>	<b>\$ 223,261,016</b>	<b>\$ 217,742,301</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 135,828,348	\$ 137,922,842	\$ 137,922,842	\$ 133,686,515	\$ 136,003,209	\$ 138,319,539
Services & Supplies	63,944,964	71,987,607	73,283,747	67,969,364	79,630,652	71,545,607
Other Charges	11,802,748	8,954,631	10,010,631	10,007,814	9,654,631	9,904,631
Expenditure Transfer & Reimbursements	(1,953,829)	(2,027,476)	(2,027,476)	(1,477,335)	(2,027,476)	(2,027,476)
<b>Total</b>	<b>\$ 209,622,231</b>	<b>\$ 216,837,604</b>	<b>\$ 219,189,744</b>	<b>\$ 210,186,359</b>	<b>\$ 223,261,016</b>	<b>\$ 217,742,301</b>



Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Fines, Forfeitures & Penalties	\$ 860,823	\$ 68,500	\$ 68,500	\$ 166,383	\$ 68,500	\$ 68,500
Revenue From Use of Money & Property	163,368	95,000	95,000	172,752	95,000	95,000
Intergovernmental Revenues	74,241,589	77,907,307	78,607,307	79,746,580	84,287,518	84,537,518
Charges For Current Services	7,236,130	8,494,922	8,494,922	7,241,877	8,294,922	8,294,922
Miscellaneous Revenues	42,744	232,132	232,132	194,396	232,132	232,132
Other Financing Sources	19,779,612	21,478,486	21,478,486	21,279,182	26,459,021	22,789,085
Use of Fund Balance	6,571,890	8,764,547	10,416,687	1,588,480	7,506,621	2,593,787
General Purpose Revenue Allocation	100,726,075	99,796,710	99,796,710	99,796,710	96,317,302	99,131,357
<b>Total</b>	<b>\$ 209,622,231</b>	<b>\$ 216,837,604</b>	<b>\$ 219,189,744</b>	<b>\$ 210,186,359</b>	<b>\$ 223,261,016</b>	<b>\$ 217,742,301</b>



# Public Defender

## Mission Statement

To protect the rights, liberties and dignity of all persons in San Diego County and maintain the integrity and fairness of the American justice system by providing the finest legal representation in the cases entrusted to us.

## Department Description

The Department of the Public Defender consists of four separate divisions, all ethically walled to avoid conflicts, including the Primary Public Defender, the Alternate Public Defender, the Multiple Conflicts Office and the Office of Assigned Counsel. The Public Defender is responsible for providing legal representation to indigent persons accused of crimes including adults and juveniles charged with felonies such as murder, robbery, rape, assaults, drug offenses, or harm to property. The department also represents indigent adults and juveniles who are charged with misdemeanor offenses and provides legal advice to all persons at arraignment unless retained counsel represents them. The Public Defender provides representation in some civil cases such as mental health matters and sexually violent predator cases.

To ensure these critical services are provided, the Public Defender has 362.00 staff years and a budget of \$79.5 million.



- ◆ Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for 99% of requests, exceeding the goal of 90%.
- ◆ Maintained the number of elapsed days between admission and sentencing in juvenile cases at 28 days or less to accelerate rehabilitation.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Encouraged clients to take advantage of programs that allowed them to thrive by successfully completing probation and reducing the likelihood of reoffending.
    - ◆ Filed 773 misdemeanor expungement requests to help clients obtain meaningful employment, exceeding the goal of 475.
    - ◆ Filed 611 felony expungement requests to help clients obtain meaningful employment, exceeding the goal of 475.
  - Promoted collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs.
    - ◆ Participated in Offender Reentry Court, Adult and Juvenile Drug Court and Homeless Court to help ensure clients obtain the services they need to become self-sufficient and maintain a crime-free lifestyle.
    - ◆ Maintained 90% of caseload capacity in the Behavioral Health Court Calendar.
    - ◆ Maintained 90% of caseload capacity in the Veterans Treatment Review Calendar.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.

## 2014–15 Accomplishments



### Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Improved opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Improved the efficiency and cost-effectiveness of services by storing case-related information electronically.



- ◆ Received discovery electronically via eDiscovery on 89% of incoming adult felony cases, exceeding the goal of 80%.
- Promoted collaborative justice by establishing a professional rapport and bond of trust with clients, and worked with criminal justice partners to ensure a reasonable and efficient criminal justice system and obtain the best possible outcome for the client.
- Resolved 98% of misdemeanor cases prior to trial when doing so benefitted the client more than litigation, exceeding the goal of 90%.
- Resolved 72% of felony cases within 60 days of arraignment when doing so benefitted the client more than litigation, exceeding the goal of 65%.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Ensured a qualified, well-trained and diverse workforce to effectively represent all cases appointed to the department.
    - ◆ Achieved 15 hours of annual continuing legal education for all attorneys.
    - ◆ Achieved eight hours of annual investigation-related training for all investigators.
  - Developed and maintained partnerships with educational and community organizations to leverage resources and address common needs.
    - ◆ Achieved 87,421 hours provided by volunteers. The goal of 100,000 hours was not met due to the Public Defender offering nine graduate law clerks paid internships during the spring, rather than requiring them to volunteer their time.
    - ◆ Participated in nine community outreach events through the Public Defender’s Community Outreach Program, exceeding the goal of four.
    - ◆ Trained 1,057 non-staff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system, exceeding the goal of 800.
    - ◆ Provided 50 streaming video trainings to the department’s branch offices and other indigent defense agencies.

- ◆ Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for 90% of requests.
- ◆ Maintain the number of elapsed days between admission and sentencing in juvenile cases at 28 days or less to accelerate rehabilitation.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Encourage clients to take advantage of services that will allow them to thrive by successfully completing probation and reduce the likelihood of reoffending. (SC8)
    - ◆ File approximately 50,000 petitions or applications pursuant to Proposition 47 (2014), *Criminal Sentences. Misdemeanor Penalties. Initiative Statute.*, for reduction of felony convictions to misdemeanors, allowing clients better access to employment, education and housing.
    - ◆ Attend eight community events to assist community members with Proposition 47 petitions and expungements.
  - Promote collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs. (SC8)
    - ◆ Participate in Offender Reentry Court, Adult and Juvenile Drug Court and Homeless Court to help ensure clients obtain the services they need to become self-sufficient and maintain a crime-free lifestyle.
    - ◆ Maintain 90% of caseload capacity in the Behavioral Health Court Calendar.
    - ◆ Maintain 90% caseload capacity in the Veterans Treatment Review Calendar.

## 2015–17 Objectives



### Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Improve opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - File 475 misdemeanor expungement requests to help clients obtain meaningful employment. (SE2)
  - File 475 felony expungement requests to help clients obtain meaningful employment. (SE2)



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Improve the efficiency and cost-effectiveness of services by storing case-related information electronically. (OE3)
    - ◆ Receive discovery electronically via eDiscovery on 100% of incoming adult felony cases.



- ◆ Begin testing eDiscovery with the San Diego City Attorney, with the goal of developing an eDiscovery protocol no later than June 30, 2017.
- Promote collaborative justice by establishing a professional rapport and bond of trust with clients, and work with criminal justice partners to ensure a reasonable and efficient criminal justice system and obtain the best possible outcome for the client.
  - ◆ Resolve 90% of misdemeanor cases prior to trial when doing so benefits the client more than litigation.
  - ◆ Resolve 65% of felony cases within 60 days of arraignment when doing so benefits the client more than litigation.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Ensure a qualified, well-trained and diverse workforce to effectively represent all cases appointed to the department.
    - ◆ Achieve 15 hours of annual continuing legal education for all attorneys.
    - ◆ Achieve eight hours of annual investigation-related training for all investigators.
  - Develop and maintain partnerships with educational and community organizations to leverage resources and address common needs.
    - ◆ Maintain 100,000 hours provided by volunteers.
    - ◆ Host two, one-week long trial academies for post-bar clerks, ensuring their competence in trial work.
    - ◆ Participate in four community outreach events through the Public Defender’s Community Outreach Program.
    - ◆ Train approximately 800 non-staff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system.
    - ◆ Provide 50 streaming video trainings to the department’s branch offices and other indigent defense agencies.

### Related Links

For additional information about the Department of the Public Defender, refer to the website at:

- ◆ [www.sandiegocounty.gov/public\\_defender/](http://www.sandiegocounty.gov/public_defender/)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Number of juvenile record requests sealed	99% of 339	90% of 450	99% of 727	90% of 450	90% of 350
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28	28	28	28	28
Misdemeanor cases resolved prior to trial	99% of 55,859	90% of 50,000	98% of 41,360	90% of 50,000	90% of 50,000
Felony cases resolved at pre-preliminary hearing	73% of 28,482	65% of 27,000	72% of 27,004	65% of 27,000	65% of 27,000
Number of misdemeanor expungement requests filed <sup>1</sup>	733	475	773	475	475
Number of felony expungement requests filed <sup>1</sup>	653	475	611	475	475
Caseload capacity in Behavioral Health Court Calendar <sup>2</sup>	90% of 30	90% of 30	90% of 30	90% of 30	90% of 30
Caseload capacity in Veterans' Treatment Review Calendar	90% of 40	90% of 40	90% of 40	90% of 40	90% of 40
Number of hours of continuing legal education per attorney	15	15	15	15	15
Number of hours of training per investigator	8	8	8	8	8
Total volunteer hours	92,195	100,000	87,421	100,000	100,000
Number of outreach events attended <sup>3</sup>	5	4	9	4	4
Number of non-staff attorneys trained <sup>4</sup>	1,154	800	1,057	800	800
Number of streaming video trainings provided	95	50	50	50	50
Number of adult felony cases receiving discovery electronically <sup>5</sup>	78% of 13,596	80% of 13,000	89% of 19,084	100% of 13,000	N/A
Number of Proposition 47 petitions filed <sup>6</sup>	N/A	N/A	N/A	50,000	50,000
Number of Proposition 47 and/or expungement community events hosted <sup>7</sup>	N/A	N/A	N/A	8	8
Number of trial academies hosted <sup>8</sup>	N/A	N/A	N/A	2	2



Table Notes

- <sup>1</sup> The Fiscal Year 2014-15 Actuals exceeded the goals since voters passed Proposition 47 in November 2014, which reduces the penalty for most non-violent felonies to misdemeanors. Proposition 47 also permits resentencing for anyone currently serving a prison sentence for any of the offenses newly reclassified as misdemeanors. The law took effect immediately and clients began contacting the Department requesting assistance with their Proposition 47 petitions in large numbers, more than 5,000 petitions were filed in the first month. Additionally, the Department began outreach activities to serve potential clients. A significant number of clients that were ineligible for relief under Proposition 47 were eligible for expungements, and the Department filed petitions on their behalf.
- <sup>2</sup> Previously reported figures for Fiscal Year 2013–14 Actuals and Fiscal Year 2014–15 Adopted have been revised to reflect the caseload capacity as prescribed in the contract between the County and private mental health care providers.
- <sup>3</sup> The outreach committee accepted invitations to attend new, additional events in Fiscal Year 2014–15 year that were not in the original schedule of events.
- <sup>4</sup> The training capacity continues to grow as more agencies utilize technology to access the department's webcast trainings.
- <sup>5</sup> This measure is being discontinued in Fiscal Year 2016–17. The department's transition to paperless case files is expected to be completed in Fiscal Year 2015–16.
- <sup>6</sup> This is a new measure effective Fiscal Year 2015–16. The measure represents the number of petitions filed pursuant to Proposition 47, which was approved by the voters in November 2014. Proposition 47 allows for the reduction of certain felony convictions to misdemeanors, allowing clients better access to employment, education and housing.
- <sup>7</sup> This is a new measure effective Fiscal Year 2015–16. This measure represents the number of Proposition 47 related community events that the department will attend.
- <sup>8</sup> This is a new measure effective Fiscal Year 2015–16 that represents the department's goal for hosting trial academies for post-bar clerks. Post-bar clerks are graduate law students who have taken the most recent state bar exam, but have not yet received their results. Trial academies are for one week, and provides these graduates with valuable simulation training that gives them an opportunity to begin developing their competencies in trial work.

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

### Staffing

Net increase of 5.00 staff years primarily due to increased case activities related to the petition process for Proposition 47.

- ◆ Primary Public Defender net increase of 4.00 staff years.
  - ◆ Increase of 5.00 staff years to temporarily address the short-term increased case responsibilities and activities for the petition process related to Proposition 47.
  - ◆ Decrease of 1.00 staff year due to the transfer to Administration.
- ◆ Administration increase of 1.00 staff year due to the transfer from Primary Public Defender.

### Expenditures

Net increase of \$2.2 million.

- ◆ Salaries & Benefits—net increase of \$1.9 million due to the addition of 5.00 staff years and as a result of negotiated labor agreements.

- ◆ Services & Supplies—net increase of \$0.3 million to support increased operational costs related to an increase in staff.

### Revenues

Net increase of \$2.2 million.

- ◆ Intergovernmental Revenues—decrease of \$0.3 million in State mandate reimbursement revenue as a result of decreased eligible costs associated with the mandated Sexually Violent Predator program.
- ◆ Miscellaneous Revenue—increase of \$1.0 million due to the reimbursement of capital case expenditures from the Indigent Defense Fund.
- ◆ Use of Fund Balance—net decrease of \$0.3 million. A total of \$3.2 million is budgeted.
  - ◆ \$1.5 million to support costs associated with temporary staff.
  - ◆ \$1.0 million to support staff costs associated with Proposition 47.
  - ◆ \$0.3 million for one-time negotiated salary and benefit payments.
  - ◆ \$0.2 million to support costs associated with refreshing courtroom equipment.

- ◆ \$0.2 million to support eDiscovery costs.
- ◆ General Purpose Revenue Allocation—increase of \$1.8 million to support negotiated labor agreements and the decrease in revenue from the Sexually Violent Predator program.

### Budget Changes and Operational Impact: 2015–16 to 2016–17

Increase of \$1.4 million as a result of negotiated labor agreements and an increase in rents and leases.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Primary Public Defender		284.00			288.00	288.00
Office of Assigned Counsel		6.00			6.00	6.00
Alternate Public Defender		45.00			45.00	45.00
Multiple Conflicts Office		9.00			9.00	9.00
Administration		13.00			14.00	14.00
<b>Total</b>		<b>357.00</b>			<b>362.00</b>	<b>362.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Indigent Defense	\$ 347	\$ —	\$ —	\$ —	\$ —	\$ —
Primary Public Defender	48,453,996	47,735,898	47,803,628	50,534,467	48,871,304	49,425,708
Office of Assigned Counsel	5,339,300	6,865,822	6,865,822	5,637,500	6,078,541	6,089,629
Alternate Public Defender	8,730,130	8,212,039	8,215,263	8,937,191	8,291,522	8,403,059
Multiple Conflicts Office	1,958,292	1,789,920	1,789,920	2,114,500	1,888,364	1,902,802
Dependency	1,072	—	—	—	—	—
Administration	7,902,337	12,684,781	14,258,250	8,305,898	14,352,204	15,057,185
<b>Total</b>	<b>\$ 72,385,475</b>	<b>\$ 77,288,460</b>	<b>\$ 78,932,883</b>	<b>\$ 75,529,557</b>	<b>\$ 79,481,935</b>	<b>\$ 80,878,383</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 56,847,174	\$ 60,361,014	\$ 59,861,014	\$ 59,394,007	\$ 62,213,642	\$ 63,509,344
Services & Supplies	15,538,301	16,927,446	19,071,869	16,135,550	17,268,293	17,369,039
<b>Total</b>	<b>\$ 72,385,475</b>	<b>\$ 77,288,460</b>	<b>\$ 78,932,883</b>	<b>\$ 75,529,557</b>	<b>\$ 79,481,935</b>	<b>\$ 80,878,383</b>

**Budget by Categories of Revenues**

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 3,348,030	\$ 2,729,839	\$ 2,729,839	\$ 1,659,489	\$ 2,451,839	\$ 2,451,839
Charges For Current Services	965,300	1,050,000	1,050,000	1,033,947	1,050,000	1,050,000
Miscellaneous Revenues	58,609	—	—	47,634	1,000,000	1,000,000
Use of Fund Balance	(289,404)	3,455,452	5,099,875	2,735,318	3,165,358	2,880,000
General Purpose Revenue Allocation	68,302,939	70,053,169	70,053,169	70,053,169	71,814,738	73,496,544
<b>Total</b>	<b>\$ 72,385,475</b>	<b>\$ 77,288,460</b>	<b>\$ 78,932,883</b>	<b>\$ 75,529,557</b>	<b>\$ 79,481,935</b>	<b>\$ 80,878,383</b>

# San Diego County Fire Authority

## Mission Statement

Coordinate, regionalize and improve fire protection and emergency response services provided by State, local career and local volunteer fire agencies in the unincorporated areas of the County.

## Department Description

The San Diego County Fire Authority (SDCFA) provides comprehensive fire and emergency medical services in the region through effective and efficient agency collaboration and leadership. The SDCFA provides support to unify the administration, communications and training of rural fire agencies and to extend “around the clock” protection to 1.5 million acres of the unincorporated county that previously had either limited, or part-time “on-call” protection.

To ensure these critical services are provided, the San Diego County Fire Authority has 20.00 staff years and a budget of \$31.8 million.



## Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Expanded the Defensible Space Program in the unincorporated area to include the Julian-Cuyamaca and Pine Valley Fire Protection Districts.
  - Participated with the Greater San Diego Fire Safe Council and provided regional leadership on the development of Community Wildfire Protection Plans for Fire Safe Councils in various unincorporated communities.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Coordinated with Planning & Development Services and San Diego Gas & Electric to develop and implement a streamlined building permit process for residents applying for the Structural Hardening grant program.
  - Developed the 2014 Consolidated Fire Code, which provides consistent and enforceable fire codes for all individual fire protection districts. The Consolidated Fire Code was presented to the Board of Supervisors for adoption on September 23, 2014.
  - Provided outreach, education and enforcement of the Defensible Space Program to property owners within County Service Area (CSA) 135, including the mailing of over 13,000 courtesy notifications and educational materials.
  - Continued to build a regional fire prevention program, including collaboration with other agencies.
  - Continued implementation of Step III of the County’s Fire and Life Safety Reorganization Report, which will reorganize the Pine Valley and San Diego Rural Fire Protection Districts into CSA 135.

### Strategic Initiative Legend

HF	SC	SE	OE
○	●	□	■
			◆

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Public Safety Group Summary.

## 2014–15 Accomplishments



### Healthy Families

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - Participated in the 4th Annual “Love Your Heart” campaign to help residents take charge of their own health by providing free blood pressure screenings at fire stations to both County employees and residents in the unincorporated areas of the County. Heart disease is the second leading cause of death in San Diego County.



 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Established and implemented the Type VI Patrol Training Program to enhance Volunteer Reserve Firefighter emergency training and readiness.
  - Continued implementation of the Advanced Situational Awareness for Public Safety Network (ASAP NET) and evaluation of the volunteer fire stations’ communication network.
  - Developed and implemented a regional closest resource concept to improve emergency response, including the installation and maintenance of automated vehicle locators for SDCFA first responder vehicles.
  - Pursued grant funding opportunities to support the partnering fire services agencies, including collaboration with non-profit and other governmental agencies.
  - Conducted 26 site visits to SDCFA volunteer fire stations to ensure program compliance.
  - Completed construction of the new Boulevard Volunteer Fire Station in April 2015.

2015–17 Objectives

 Healthy Families

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - Continue to participate in the Love Your Heart blood pressure campaign by partnering with fire stations to provide free blood pressure checks to County employees and residents in the unincorporated areas of the County.

 Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Provide outreach, education and enforcement of the Defensible Space Program to property owners within CSA 135, including the mailing of over 13,000 courtesy notifications and educational materials. (SC3)
  - Coordinate with our regional partner, the California Department of Forestry and Fire Protection (CAL FIRE), to enhance the Volunteer Reserve Firefighter program.
    - ◆ Participate in twelve events to recruit Volunteer Reserve Firefighters with a focus on military veterans.

- ◆ Create and implement standardized training for the Volunteer Reserve Firefighter program.
- Continue coordination with the Sheriff’s Department and CAL FIRE on regional air response to fire incidents and ensure the third fire-capable County helicopter is fully integrated into response plans.
- Participate in the annual countywide wildland fire training exercise.
- Continue implementation of Step III of the County’s Fire and Life Safety Reorganization Report, which will reorganize the Pine Valley and San Diego Rural Fire Protection Districts into CSA 135.
- Plan and implement paramedic services to several fire stations in CSA 135. These fire stations will provide seven Advanced Life Support (ALS) paramedic engines to upgrade services to the communities.
- Establish service level goals for CSA 135 through the development and implementation of a Standards of Cover (SOC). The SOC is the process of Emergency Resources Deployment Planning to improve services provided in CSA 135.
  - ◆ Purchase and deploy fire apparatus to neighborhood fire stations in accordance with the SOC.
- Streamline call processing and dispatch desk procedures to reduce the average response time to 10 minutes in CSA 135.

 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continue implementation of the ASAP NET and evaluation of the volunteer fire stations’ communication network. (OE3)
  - Research, implement, and support information technology tools to reduce firefighting risks and improve firefighting outcomes. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Promote community health through a strong interaction with neighborhood fire stations.

Related Links

For additional information about the San Diego County Fire Authority, refer to the website at:

- ◆ [www.sandiegocounty.gov/sdcfa/](http://www.sandiegocounty.gov/sdcfa/)





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Perform program compliance site visits <sup>1</sup>	11	11	26	N/A	N/A
Public outreach – provide information by mail to residents regarding Defensible Space <sup>2</sup>	11,754	10,000	13,000	13,000	13,000
Number of advanced training class opportunities <sup>3</sup>	30	30	30	N/A	N/A
Voluntary compliance rate with Defensible Space standards on all parcels inspected	N/A	90%	90%	90%	90%
Number of Volunteer Reserve Firefighters recruitment public outreach events <sup>4</sup>	N/A	N/A	12	12	12
Average response time in minutes in CSA 135 <sup>5</sup>	10.5	N/A	10.5	10	10
Number of ALS paramedic engines in CSA 135 <sup>6</sup>	N/A	N/A	N/A	7	7

Table Notes

- <sup>1</sup> This measure will be discontinued in Fiscal Year 2015–16 as a result of the partnership with CAL FIRE to provide oversight at the fire stations.
- <sup>2</sup> The actual number of Defensible Space notifications varies each year as a result of ongoing assessments of properties in high-risk areas. The goal is increased beginning in Fiscal Year 2015–16 as a result of additional agencies participating in the Defensible Space Program.
- <sup>3</sup> This measure will be discontinued in Fiscal Year 2015–16. SDCFA will focus on offering all types of training (advanced, refresher, beginning) for Volunteer Reserve Firefighters.
- <sup>4</sup> This is a new measure effective Fiscal Year 2015–16. SDCFA and CAL FIRE will participate in 12 public outreach events to recruit new Volunteer Reserve Firefighters.
- <sup>5</sup> This is a new measure effective Fiscal Year 2015–16 that will measure the average response time in minutes from time of dispatch to first engine arrival. SDCFA and CAL FIRE will streamline response time procedures to reduce the average response time to 10 minutes in CSA 135.
- <sup>6</sup> This is a new measure effective Fiscal Year 2015–16. This measure represents the number of ALS paramedic engines at stations in CSA 135.

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

### Staffing

Increase of 1.00 staff year to support fire prevention activities as approved by the Board of Supervisors on September 23, 2014.

### Expenditures

Net increase of \$7.3 million.

- ◆ Salaries & Benefits—increase of \$0.4 million as a result of negotiated labor agreements, the addition of 1.0 staff year and costs associated with temporary staff.
- ◆ Services & Supplies—net increase of \$0.3 million.
  - ◆ Increase of \$2.0 million in contracted services related to the CAL FIRE contract.



- ❖ Increase of \$0.2 million in support of the information technology initiative project.
- ❖ Decrease of \$0.5 million related to the volunteer reserve firefighter program.
- ❖ Decrease of \$0.4 million for a one-time station improvement project within CSA 135.
- ❖ Decrease of \$0.6 million for one-time information technology and communication projects completed in Fiscal Year 2014–15.
- ❖ Decrease of \$0.3 million for minor equipment.
- ◆ Capital Assets Equipment—decrease of \$0.6 million due to one-time purchases of fire apparatus completed in Fiscal Year 2014–15.
- ◆ Management Reserves—increase of \$7.2 million related to Step III of the County’s Fire and Life Safety Reorganization Report.
  - ❖ \$4.0 million for the CalPERS termination payout.
  - ❖ \$3.2 million for the one-time debt payment to pay off the balances of San Diego Rural Fire Protection District’s outstanding loans.
- ◆ Charges for Current Services—increase of \$0.3 million due to revenue agreements for the fire prevention program.
- ◆ Miscellaneous Revenues—increase of \$7.2 million as a result of a transfer from the Firestorm 2003 Trust Fund to fund the CalPERS termination payout and the one-time debt payment described above related to Step III of the County’s Fire and Life Safety Reorganization Report.
- ◆ Use of Fund Balance—net decrease of \$2.9 million. A total of \$2.0 million is budgeted.
  - ❖ \$1.1 million for increased contract costs to provide paramedic services.
  - ❖ \$0.1 million for the replacement/upgrades of fire apparatus and equipment for regional support.
  - ❖ \$0.3 million for temporary staff to sustain administrative and logistical support needs.
  - ❖ \$0.2 million for the information technology initiative and process improvement projects.
  - ❖ \$0.2 million for Volunteer Reserve Firefighting training.
  - ❖ \$0.2 million for the purchase of rescue and safety equipment.
- ◆ General Purpose Revenue Allocation—increase of \$2.5 million as a result of negotiated labor agreements and funding for regional services.

## Revenues

Net increase of \$7.3 million.

- ◆ Intergovernmental Revenues—net increase of \$0.1 million.
  - ❖ Increase of \$0.5 million based on a grant awarded from the Community Development Block grant program.
  - ❖ Decrease of \$0.4 million due to the expiration of the Fiscal Year 2014–15 Indian Gaming Local Community Benefit and the Community Development Block grant program.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$8.6 million primarily due to a reduction in one-time expenditures.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
San Diego County Fire Authority		19.00			20.00	20.00
<b>Total</b>		<b>19.00</b>			<b>20.00</b>	<b>20.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
San Diego County Fire Authority	\$ 20,401,463	\$ 22,935,081	\$ 29,037,373	\$ 22,155,012	\$ 30,240,828	\$ 21,661,754
County Service Areas - Fire Protection/EMS	1,864,815	1,535,000	1,713,892	1,261,429	1,513,072	1,513,072
<b>Total</b>	<b>\$ 22,266,278</b>	<b>\$ 24,470,081</b>	<b>\$ 30,751,265</b>	<b>\$ 23,416,441</b>	<b>\$ 31,753,900</b>	<b>\$ 23,174,826</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 1,910,744	\$ 2,443,774	\$ 2,590,162	\$ 2,273,552	\$ 2,822,807	\$ 2,877,275
Services & Supplies	17,755,723	20,310,923	24,525,951	17,725,376	20,611,129	19,627,587
Other Charges	—	—	—	28,361	—	—
Capital Assets Equipment	1,231,114	1,079,500	2,999,268	2,864,186	450,000	—
Expenditure Transfer & Reimbursements	(9,290)	(5,000)	(5,000)	(15,918)	(5,000)	(5,000)
Fund Balance Component Increases	250,000	100,000	100,000	—	100,000	100,000
Operating Transfers Out	1,127,986	540,884	540,884	540,884	574,964	574,964
Management Reserves	—	—	—	—	7,200,000	—
<b>Total</b>	<b>\$ 22,266,278</b>	<b>\$ 24,470,081</b>	<b>\$ 30,751,265</b>	<b>\$ 23,416,441</b>	<b>\$ 31,753,900</b>	<b>\$ 23,174,826</b>



Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 528,558	\$ 575,000	\$ 575,000	\$ 554,472	\$ 575,000	\$ 575,000
Taxes Other Than Current Secured	6,126	0	0	7,691	0	0
Revenue From Use of Money & Property	66,088	43,000	43,000	66,929	43,005	43,005
Intergovernmental Revenues	3,825,956	404,500	1,687,162	1,293,433	501,522	51,522
Charges For Current Services	925,752	1,227,000	1,357,000	1,099,590	1,553,344	1,553,344
Miscellaneous Revenues	640,999	153,729	1,731,215	1,832,540	7,381,729	181,729
Other Financing Sources	922,898	390,000	390,000	393,070	390,000	390,000
Use of Fund Balance	(1,356,117)	4,852,663	8,143,699	1,344,527	2,009,300	1,029,883
General Purpose Revenue Allocation	16,706,019	16,824,189	16,824,189	16,824,189	19,300,000	19,350,343
<b>Total</b>	<b>\$ 22,266,278</b>	<b>\$ 24,470,081</b>	<b>\$ 30,751,265</b>	<b>\$ 23,416,441</b>	<b>\$ 31,753,900</b>	<b>\$ 23,174,826</b>



*County of San Diego*

**Health and Human Services Agency**

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# Health and Human Services Agency Summary

## Mission Statement

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

## Agency Description

*The Health and Human Services Agency (HHSA) provides critical services to more than 3.2 million residents through its many programs and strategic initiatives that help advance the County’s vision for a region that is building better health, living safely and thriving, which is called Live Well San Diego.*

*Nearly one in three residents (approximately 1,000,000) receive direct services from HHSA such as foster care, adoptions, adult protection, health insurance coverage, assistance with food, drug and alcohol prevention services, mental health care and an array of services by nurses and physicians. These services encourage the people we serve to engage in healthy living and promote safe communities to help the region thrive.*

*HHSA is dedicated to being a trauma informed system. Being trauma informed is a component of cultural competency to engage all people we serve, all staff and those we encounter while conducting business. Embracing the trauma informed system allows HHSA to: ensure that more than 7,500 vulnerable children are protected, answer more than 40,000 child abuse hotline calls, respond to over 12,000 adult abuse and service referrals and over 93,000 mental health crisis calls each year. In addition, these services ensure 840,000 children, adults, and seniors receive the federal and State benefits they need to meet basic needs.*

*HHSA shares the commitment of delivering services to those that need them by building relationships with community partners to strengthen families, addressing challenges faced by seniors who cannot live alone safely, coordinating a comprehensive service delivery for all of our military and veteran families, providing access to health care and nutrition, and providing outpatient treatment to patients with serious mental illness.*

*HHSA provides these services with a budget of \$2.0 billion derived from federal, State, and local funding, 5,976.50 HHSA employees, over 550 contracted providers, and hundreds of volunteers who are committed to providing excellent customer service. HHSA also works with its 17 citizen advisory boards and commissions, and participates in over 160 community advisory groups, to ensure the right services are provided to the right people, at the right time for the best possible outcome.*



## Strategic Framework and Alignment

*In Fiscal Year 2014–15, the County of San Diego completed a major strategic renovation to simplify the Strategic Framework and enhance Strategic Alignment across the organization. This included changes to the Strategic Initiatives. Transitioning from three initiatives—Healthy Families, Safe Communities, Sustainable Environments and the eight Required Disciplines for Excellence—to streamlining the Required Disciplines for Excellence into a fourth Strategic Initiative named Operational Excellence. New Audacious Visions and Enterprise-Wide Goals (EWG) were developed to assist departments in alignment to and support of the County’s Vision and Strategic Initiatives. In addition, four focus groups comprised of subject matter experts from departments across the County produced a pre-determined set of Cross-Departmental Objectives (CDO). These CDOs demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. The creation of CDO nomenclature assists in the identification of each CDO throughout the Operational Plan and shows how the department is making a strategic contribution to its outcome. For more information on the new strategic alignment, refer to the Strategic Framework and Alignment section on page 29.*

## HHSA Departments

- ◆ Regional Operations
- ◆ Aging & Independence Services
- ◆ Behavioral Health Services
- ◆ Child Welfare Services
- ◆ Public Health Services
- ◆ Administrative Support



## 2014–15 Accomplishments

Advanced the County’s vision for a region that is building better health, living safely and thriving, which is called *Live Well San Diego*.



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Expanded In-Home Outreach Team (IHOT) program services countywide (from 3 to 6 regions). Team members linked treatment-resistant individuals and their families with existing behavioral health services and community resources. This outreach and engagement was essential in assisting this population to willingly receive needed services.
  - Enhanced the service delivery system for children and youth in foster care by implementing “Pathways to Wellbeing,” a cross-departmental effort with Child Welfare Services that:
    - ◆ Identified and implemented a joint screening tool that integrates mental health assessments into the foster care intake process.
    - ◆ Implemented a cross-training model to ensure Child Welfare Services and Behavioral Health Services staff have common understanding of how to screen and connect children to needed services.
    - ◆ Implemented a plan for the integration and co-location of Child Welfare Services and Behavioral Health Services staff to ensure appropriate referral for assessment and treatment.
  - Stabilized psychiatric staffing at the San Diego County Psychiatric Hospital by utilizing physician recruitment firms.
  - Worked with HHS departments to create a trauma informed atmosphere in new and modernized facilities. This was accomplished at the following locations by creating a professional setting that includes a welcoming customer greeting area and a family-friendly setting.
    - ◆ Mid-City Child Welfare Services
    - ◆ Fallbrook Community Resource Center
    - ◆ North Inland Live Well Center
    - ◆ Magnolia Child Welfare Services, Aging & Independence Services, and Public Health Center
  - Established a common understanding of expectations for Trauma Informed Systems Integration and developed an action plan to implement in each department and region.
  - Improved recruitment efforts for foster and adoptive families resulting in a 34% increase of persons attending the Foster/Adoptive Family Orientation meetings.
  - Expanded caller options and customer support on the Foster and Adoption KIDSline to serve more than 370 calls over an average of 6 months.
- Improved the Adoption website by adding features such as children available for adoption and links to resources.
- Improved customer service through utilizing a Foster/Adoption Ombudsman to provide additional support to foster and adoptive parents.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Processed 3,355 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
  - Created 73 new partnerships to achieve the *Live Well San Diego* goals of access to healthy foods, smoking cessation and improving workplace wellness. A list of all contributing *Live Well San Diego* recognized partners and their commitments are included at [www.LiveWellSD.org](http://www.LiveWellSD.org).
  - Enrolled 100% (157,969 of 157,969) of Medi-Cal eligible applicants as part of the Affordable Care Act (ACA) and increased the number of residents with health insurance to reduce the costs of health care to families and individuals.
  - Hosted the Grandparents Raising Grandchildren symposiums in the North, East and Central Regions. Completed updating the Grandparents Raising Grandchildren Handbook.
  - Achieved permanency for 84% (38 of 45) of children identified through the Exceptional Families for Exceptional Children campaign.
  - Performed 20,494 blood pressure screenings at over 150 locations, with 84 partners as part of the 2015 Love Your Heart campaign. One out of every two individuals with a reported blood pressure level was identified as having an elevated blood pressure. Screened individuals received educational materials about heart health. This event helped to elevate the importance that blood pressure plays in overall health and is directly linked to 3-4-50 (3 behaviors—no physical activity, poor diet and tobacco use,—that result in 4 diseases—cancer, heart disease and stroke, type 2 diabetes and lung disease—that result in over 50 percent of deaths in San Diego).
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Collaborated with County Human Resources to educate all County job applicants on *Live Well San Diego* so they can understand the role employees play in helping residents to live well. By educating job applicants, new employees were aware of the County’s vision of *Live Well San Diego* and the role they play in advancing its strategies of building better health, living safely and thriving.





## Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Increased AIS Ombudsman positions from 5 to 11, to improve the oversight of Skilled Nursing Facilities (SNF) and Residential Care Facilities for the Elderly (RCFE). This provides an increase in advocating efforts for SNF and RCFE residents through recruitment, training and oversight of additional volunteers.
  - Provided support to the Board sponsored Alzheimer's Project. Hosted the Care and Public Awareness roundtable discussions and participated in the Clinical and Cure roundtables. Completed the Alzheimer's Project Report prepared for the Board Conference and completed the Project's Implementation Plan to drive ongoing action.



## Sustainable Environments

- All residents engage in community life and civic activities
  - Held a *Live Well San Diego Expo* featuring 48 partners and 28 County departments to highlight their services and demonstrate collective impact to the community in support of the County vision.
- Foster an environment where residents engage in recreational interest by enjoying parks, open spaces and outdoor experiences
  - Hosted and promoted the 2015 *Live Well San Diego* 5K Walk/Run and Health Fair to provide a healthy and informative outdoor experience to County residents. The *Live Well San Diego* 5K event encouraged residents to exercise with family and friends at a local park while supporting thousands of children in foster care and receive health information.



## Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Launched an updated *Live Well San Diego* website (LiveWellSD.org) to provide access to timely, relevant news and material. The *Live Well San Diego* website was developed using feedback from focus groups, one-on-one interviews with subject matter experts and survey of 194 community partners. The number of unique visitors to *Live Well San Diego* website was increased 83% (from 8,838 to 16,144).
  - Completed soft launch of the *Live Well San Diego* Top 10 Indicators dashboard beta site, an interactive and dynamic tool to encourage positive change toward the vision of a healthy, safe and thriving San Diego County. It communi-

cates progress, provides access to community-level health/well-being data, research, best practices and helps to drive public engagement.

- Received 21 awards for excellence:
  - ◆ American Healthcare Association National Quality Award Silver Achievement for Quality to Edgemoor Distinct Part Skilled Nursing Facility (DPSNF)
  - ◆ Harvard Bright Idea for *Live Well San Diego*
  - ◆ Harvard Bright Idea for First 5 Commission Healthy Development Services Project
  - ◆ Bronze Telly Award for First 5 Commission on "Healthy Eating" Public Service Announcement
  - ◆ National Association of Area Agencies on Aging Innovation Award for Grandparents Raising Grandchildren Initiative
  - ◆ National Association of Area Agencies on Aging Innovation Award for the Legacy Corps support for veterans and military families
  - ◆ National Association of Area Agencies on Aging Achievement Award for Care Transitions Partnership
  - ◆ National Association of Area Agencies on Aging Achievement Award for the Beacon Care Transitions Pilot
  - ◆ National Alliance on Mental Illness in California for Outstanding Mental Health Director to Alfredo Aguirre
  - ◆ Web Marketing Association Award for Outstanding Achievement in Web Development for First 5 Commission Website
  - ◆ National Association of Counties Achievement Award for Young Master Chef
  - ◆ National Association of Counties Achievement Award for Implementation of Permanency Roundtables
  - ◆ National Association of Counties Achievement Award for HHS Lean Six Sigma Program
  - ◆ National Association of Counties Achievement Award for Office of Business Intelligence
  - ◆ National Association of Counties Achievement Award for First 5 First Steps – Countywide Coordination
  - ◆ National Association of Counties Achievement Award for Embedding Eligibility Workers in Food Banks
  - ◆ National Association of Counties Achievement Award for A Guide to Using Facebook to Prevent Suicide and Reduce Stigma
  - ◆ National Association of Counties Achievement Award for The San Diego Care Transitions Partnership
  - ◆ National Association of Counties Achievement Award for San Diego County Adult Protective Services Acutely Vulnerable Adult Protocol
  - ◆ National Association of Counties Achievement Award for Legacy Corps–Support for Veterans and Military Families
  - ◆ National Association of Counties Achievement Award for The Alzheimer's Project




**2015–17 Health and Human Services Agency (HHS) Cross-Departmental Objectives**

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various HHS departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s 2015–17 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section on page 29.

Strategic Initiative	Cross-Departmental Objective	Contributing HHS Departments and Business Groups		
	HF1	Create a trauma-informed County culture	Administrative Support, Aging & Independence Services, Behavioral Health Services, Child Welfare Services, Public Health Services, Regional Operations, Community Services Group, Land Use and Environment Group	
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	Administrative Support, Aging & Independence Services, Public Health Services, Regional Operations, Community Services Group, Finance and General Government Group, Land Use and Environment Group	
	HF3	Partner with producers, distributors and retailers to increase access to and purchase of healthy local foods in food desert areas	Administrative Support, Land Use and Environment Group	
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Behavioral Health Services, Regional Operations, Community Services Group, Finance and General Government Group, Land Use and Environment Group	
	HF5	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to <i>Live Well San Diego</i>	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group	
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness (preparedness)	Public Health Services, Community Services Group, Finance and General Government Group, Public Safety Group	
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Behavioral Health Services, Public Health Services, Regional Operations, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group	
	SC3	Identify and mitigate community threats that impact quality of life	Regional Operations, Community Services Group, Land Use and Environment Group, Public Safety Group	
	SC6	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	Child Welfare Services, Regional Operations, Finance and General Government Group, Land Use and Environment Group, Public Safety Group	
	SC7	Identify and increase multi-agency collaboration to develop, support and enhance enforcement strategies with the biggest impact to protect youth and reduce recidivism	Regional Operations, Community Services Group, Land Use and Environment Group, Public Safety Group	
	SC8	Develop a universal assessment process that drives case planning, sentencing, and linkage to appropriate services both in and out of custody	Behavioral Health Services, Public Safety Group	
		SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	Public Health Services, Regional Operations, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
		SE2	Anticipate customer expectations and demands	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
SE3		Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group	





Strategic Initiative	Cross-Departmental Objective		Contributing HHSa Departments and Business Groups
	SE4	Improve access to and use of parks, open spaces and outdoor experiences by assessing policies and community needs throughout San Diego County	Administrative Support, Land Use and Environment Group
	SE7	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	Administrative Support, Public Health Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	Administrative Support, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE3	Develop a plan to utilize new and existing technology and infrastructure to improve customer service	Administrative Support, Aging & Independence Services, Behavioral Health Services, Child Welfare Services, Public Health Services, Regional Operations, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Administrative Support, Aging & Independence Services, Regional Operations, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Administrative Support, Aging & Independence Services, Behavioral Health Services, Child Welfare Services, Public Health Services, Regional Operations, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	OE6	Develop a Countywide management philosophy that fosters employee well-being, inclusion and development	Administrative Support, Aging & Independence Services, Behavioral Health Services, Child Welfare Services, Public Health Services, Regional Operations, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the website:

- ◆ [www.sandiegocounty.gov/hhsa](http://www.sandiegocounty.gov/hhsa)

For additional information about *Live Well San Diego*, go to:

- ◆ [www.LiveWellSD.org](http://www.LiveWellSD.org)



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

### Overview

The Health and Human Services Agency's Fiscal Year 2015–16 budget includes appropriations of \$2.0 billion, an increase of \$103.3 million. Almost half of the growth is attributed to increases in the In-Home Supportive Services (IHSS) program due to caseload growth and the State's restoration of the 7% cut in IHSS Individual Provider services. The majority of remaining growth is for negotiated wage and benefit increases, growth in certain public assistance caseloads, and an investment in the Knowledge Integration Program (KIP) to develop an electronic information exchange for improved coordination and delivery of essential services.

The Adopted Operational Plan for Fiscal Year 2015–16 funds several initiatives to expand and enhance services. Programs new to the operational plan include implementation of Laura's Law, new services in support of the Alzheimer's Project, and participation in the Title IV-E California Well-Being Project to allow for the flexible use of federal dollars to improve outcomes in Child Welfare Services.

Additionally, several key programs included in the Fiscal Year 2014–15 Operational Plan will be expanded in the upcoming year:

- ◆ The Cultural Broker program will expand to further support targeted County efforts to decrease disproportionality within the child welfare system.
- ◆ The Office of Military and Veteran Affairs will increase outreach and education services to veterans countywide.
- ◆ An additional ten teams will be added to the Psychiatric Emergency Response Teams (PERT) in collaboration with the Public Safety Group. This will allow for expanded services and coverage to link individuals with appropriate levels of care to avoid unnecessary incarcerations and hospitalizations and assist with making our region safer.
- ◆ The Family Stabilization and Subsidized Employment programs will grow in order to better assist CalWORKs participants in achieving self-sufficiency.
- ◆ In Public Health Services, further investments in information technology will be made as the department moves towards voluntary national accreditation through the Public Health Accreditation Board (PHAB) to ensure quality services are provided as efficiently as possible in protecting the public health of county residents.
- ◆ Facilities will continue to be upgraded and modernized across all program areas to ensure superior customer service by focusing on co-locating services that will be delivered in an integrated, professional and trauma informed atmosphere.

Promoting operational excellence and trauma informed care in all services is a priority and will remain a focus in Fiscal Year 2015–16 with the Knowledge Integration Program. KIP will streamline and enhance information exchange between health, social service, behavioral health, physical health, housing and law enforcement programs to support person-centered and trauma informed practice, resulting in improved coordination and service delivery to clients seeking access to health and human services.

### Tobacco Settlement Funds

Tobacco settlement payments were first securitized in Fiscal Year 2001–02 to allow a stable funding stream for health and human services programs. This Special Revenue Fund reflects \$13.5 million for Fiscal Year 2015–16. A decrease of \$14.0 million from the prior year.

The \$14.0 million decrease includes a \$6.8 million decrease in Operating Transfers and \$7.2 million in Other Charges. The \$6.8 million decrease in Operating Transfers is due to lower than projected expenditures in the County Medical Services program associated with the Affordable Care Act. The \$7.2 million decrease in Other Charges is to align the projected expenditures held for contingencies to the estimated Interest on Deposits and Investments revenue. Over the last several fiscal years this decrease of Interest on Deposits and Investments has been an ongoing trend that is expected to carry on into the next fiscal year.

### Staffing

Net increase of 3.00 staff years

Other changes are explained in more detail in the program narrative sections.

- ◆ Increase of 5.00 staff years in the Office of Military and Veteran Affairs to augment outreach and education activities by increasing the County's presence at County library outstations and new strategically located Veteran Resource Centers.
- ◆ Decrease of 2.00 staff years in Regional Operations due to a transfer to Auditor and Controller and Office of Revenue and Recovery to support expanded recovery efforts for HHSA programs.

### Expenditures

Net increase of \$103.3 million. The significant changes are listed below.

- ◆ Salaries & Benefits—increase of \$12.2 million as a result of negotiated labor agreements, fewer assumed vacancies associated with increased hiring and retention efforts and costs associated with the increase of 3.00 staff years.
- ◆ Services & Supplies—net increase of \$99.0 million
  - ◆ Increase of \$92.0 million in contracted services, primarily due to increases in the In-Home Supportive Services (IHSS) Individual Provider costs, the costs for the design,





development and implementation phase of the KIP project to modernize service delivery, the addition of Psychiatric Emergency Response Teams, the implementation of Laura's Law, the expansion of the Cultural Broker, and new services in support of the Alzheimer's Project.

- ❖ Increase of \$4.5 million in rents and leases, utilities and guard services.
- ❖ Increase of \$1.3 million in Information Technology related services and supplies.
- ❖ Increase of \$1.2 million in costs applied to general fund departments.
- ◆ Other Charges—net increase of \$0.8 million
  - ❖ Increase of \$11.5 million in Regional Operations including increases for General Relief caseload growth, Family Stabilization and Expanded Subsidized Employment, CalFresh client benefits, and implementation of the Approved Relative Caregiver program.
  - ❖ Decrease of \$7.2 million in the Tobacco Settlement fund to align projected expenditures held for contingencies to the estimated interest on deposits.
  - ❖ Decrease of \$3.6 million in Child Welfare Services in the Foster Care program to align with caseload trends.
- ◆ Operating Transfer Out—decrease of \$6.8 million in Tobacco Settlement fund due to lower than projected expenditures in the County Medical Services program.
- ◆ Expenditure Transfer—decrease of \$0.8 million due to a cost applied agreement with the Public Safety Group for the expansion of PERT teams.
- ◆ Fund Balance Component Increases—decrease of \$1.1 million for one-time prior year commitment of principal and interest received from the February 2011 sale of the Grand Avenue clinic.

## Revenues

Net increase of \$103.3 million

- ◆ Fines, Forfeitures & Penalties—increase of \$0.7 million due primarily to projected penalty assessments in Emergency Medical Services.
- ◆ Revenue from Use of Money and Property—decrease of \$4.1 million in interest from Tobacco Settlement Funds.
- ◆ Intergovernmental Revenue—net increase of \$102.7 million
  - ❖ Increase of \$46.7 million in IHSS Individual Provider Payments and Administration revenue.
  - ❖ Increase of \$21.5 million in Realignment to align with revenue projection.
  - ❖ Increase of \$14.1 million in Social Services administrative revenue primarily due to growth of Medi-Cal related to the Affordable Care Act.
  - ❖ Increase of \$5.9 million related to various assistance caseload programs (Adoptions, Work Incentive Nutritional Supplement (WINS) and State Utility Assistance Subsidy (SUAS) programs, Approved Relative Caregiver, and CalWORKs).
- ◆ Increase of \$4.8 million in various Public Health Services revenues and grants based on additional allocated federal and/or state funding that supports programs and initiatives such as HIV prevention, California Childrens Services, Healthy Works, nutrition education, emergency preparedness and sodium reduction.
- ◆ Increase of \$4.8 million primarily in Family Stabilization and Expanded Subsidized Employment program revenues to align revenue to support expenditure growth described in Other Charges.
- ◆ Increase of \$4.3 million associated with the Title IV-E California Well-Being Project to allow for flexible use of federal dollars to improve outcomes in Child Welfare Services.
- ◆ Increase of \$1.0 million in Short Doyle Medi-Cal revenue to align with program trends related to the Affordable Care Act.
- ◆ Increase of \$0.6 million in various Behavioral and Mental Health revenues to align projected revenues to projected expenditures.
- ◆ Decrease of \$1.0 million in various Aging Services revenues to align funding to expected caseload expenditures in the Community-Based Care Transitions Program and to anticipated allocations for Older Americans Act Services.
- ◆ Charges for Current Services—net increase of \$1.0 million
  - ❖ Increase of \$4.3 million primarily in Institutional Hospital Services for the Edgemoor Skilled Nursing Facility due to Intergovernmental Transfer that was not previously budgeted.
  - ❖ Increase of \$0.7 million in Public Health Services primarily related to third party external administrative fees, increased State fees for certified copies and ambulance transports.
  - ❖ Decrease of \$3.4 million in Child Welfare Services due to reduction of Developmental Screening and Enhancement funding from the First Five Commission.
  - ❖ Decrease of \$0.6 million in Regional Operations for third party reimbursement due to the Affordable Care Act.
- ◆ Miscellaneous Revenues—increase of \$1.4 million primarily in Regional Operations for the Medi-Cal Outreach and Enrollment Grant.
- ◆ Other Financing Sources—decrease of \$5.1 million primarily in Regional Operations in Operating Transfer from Tobacco Securitization revenues due to decreased costs in the County Medical Services program.
- ◆ Use of Fund Balance—increase of \$5.2 million. A total of \$69.2 million is budgeted.
  - ❖ \$24.4 million for the design, development & implementation phase of the Knowledge Integration Program (KIP) to modernize service delivery.
  - ❖ \$20.0 million for management reserves.



- ❖ \$11.6 million for Tobacco Settlement projects that are reimbursed through the securitized Tobacco Settlement Revenue account.
- ❖ \$9.0 million for one-time major maintenance projects.
- ❖ \$3.5 million for one-time technology upgrades in Public Health Services, Behavioral Health Services, and Aging & Independence Services.
- ❖ \$0.5 million for the Cultural Broker Program in Child Welfare Services.
- ❖ \$0.2 million for multiple Alzheimer's awareness and support related projects.

- ❖ General Purpose Revenue—increase of \$1.5 million to contribute to salary and benefit costs related to negotiated labor agreements.

### **Budget Changes and Operational Impact: 2015–16 to 2016–17**

Net decrease of \$2.9 million is the result of an increase of \$14.8 million in Salaries & Benefits due to negotiated labor agreements offset by a decrease of \$17.7 million in Services & Supplies due to the elimination of one-time projects from the prior year.





## Group Staffing by Department

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Regional Operations	3,183.75	3,165.00	3,165.00
Aging and Independence Services	385.00	390.00	390.00
Behavioral Health Services	786.25	789.00	789.00
Child Welfare Services	757.00	768.00	768.00
Public Health Services	484.50	485.50	485.50
Administrative Support	377.00	379.00	379.00
<b>Total</b>	<b>5,973.50</b>	<b>5,976.50</b>	<b>5,976.50</b>

## Group Expenditures by Department

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Regional Operations	\$ 700,078,861	\$ 615,226,914	\$ 597,125,126	588,043,799.9	\$ 629,455,120	\$ 637,049,458
Strategic Planning & Operational Support	119,241	—	—	252.0	—	—
Aging and Independence Services	318,650,244	333,551,249	346,667,662	346,109,616.5	383,582,465	402,632,603
Behavioral Health Services	385,747,166	425,433,577	425,957,540	406,931,616.9	441,551,554	440,388,289
Child Welfare Services	240,563,171	270,597,535	271,204,185	246,810,176.9	276,838,541	278,191,989
Public Health Services	99,395,749	106,403,685	109,942,279	100,766,581.2	115,384,860	113,556,228
Public Administrator / Public Guardian	13,184	—	—	(2,343.3)	—	—
Administrative Support	81,902,586	122,228,623	132,085,324	100,301,387.3	143,903,403	116,006,453
Tobacco Settlement Funds	24,328,584	27,500,000	27,500,000	13,625,943.9	13,500,000	13,500,000
<b>Total</b>	<b>\$ 1,850,798,786</b>	<b>\$ 1,900,941,583</b>	<b>\$ 1,910,482,116</b>	<b>1,802,587,031.4</b>	<b>\$ 2,004,215,943</b>	<b>\$ 2,001,325,020</b>







# Regional Operations

## Mission Statement

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

## Department Description

San Diego County is comprised of 3.2 million residents who reside in 18 incorporated cities and 17 unincorporated communities, which are urban, suburban and rural. These communities reflect great diversity in ethnicity, socio-economic status, and age. The county is also home to the largest naval fleet in the world, is the busiest international border crossing in the world, has more Indian reservations than any other county in the United States, and ranks first among refugee admissions to California.

To address this diversity and the unique needs of each community, the Health and Human Services Agency (HHSA) has divided the county into six geographic service regions. Each region provides direct services such as child protection, immunizations, public health nursing, health education, and promotion, and enrollment of more than 762,000 residents into health care, nutrition, and temporary financial assistance programs. These services are provided in all regions through six public health centers, 12 family resource centers, two call centers, and two document processing centers.

In addition to providing direct services, the regions collaborate with community partners to address the uniqueness of their own communities, identify emerging needs, and develop shared goals to advance Live Well San Diego, to improve health, safety and well-being for all residents.

In order to deliver these essential services, Regional Operations has 3,165 staff and a budget of \$629.5 million, which includes assistance aid payments for residents. For more information about the assistance aid payments, see Appendix D.



## 2014-15 Accomplishments



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Processed over 1,000 Medi-Cal applications for persons under Sheriff and Probation supervision by collaborating to implement the Medi-Cal Outreach and Enrollment Grant. This was achieved by integrating HHSA staff in public safety facilities to provide assistance in enrolling eligible individuals into health care and better coordinate their release back to the community.
  - Provided 558 public health nurse contacts for military families in North Coastal Region. Target of 640 was not met due to decreased client demand.
  - Placed 51% (669 of 1,311) of foster youth with a relative or non-related extended family member to maintain their connections to familiar environments and minimize the effects of trauma to children.
  - Integrated HHSA resources with 34 North County Community Partners to strengthen relationships with military service providers that promote safe and healthy lifestyles for military personnel transitioning to civilian life. Developed and implemented a Military and Veterans Mental Health Action Plan for North County.
  - Processed 96% (34,726 of 36,023) of CalWORKs applications timely to help eligible families become more self-sufficient.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Connected with community-based organizations such as South Bay Community Services and the Family Justice Center in San Diego to provide on-site support for families and individuals seeking assistance and information about public assistance programs such as health, nutrition, and

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Health and Human Services Agency Summary.

temporary financial assistance. Answered 31,143 calls from 52 community-based organizations through the ACCESS Customer Service Call Center to facilitate their assistance to individuals and families with public assistance programs.

- Processed 94% (138,815 of 147,545) of CalFresh applications timely to help eligible families and individuals buy food and improve their nutrition.
- Ensured 57% (216 of 373) of mothers in the Maternal Child Health (MCH) and Nurse Family Partnership (NFP) programs continued to breastfeed their infant at 6 months of age to promote healthier outcomes for their infants.
- Hosted quarterly CalFresh Task Force San Diego Hunger Coalition forums that had over 100 community organizations identifying strategic focus areas to address strategies to assist customers with the application process, outreach innovations and best practices.
- Implemented Supplemental Nutrition Assistance Program-Education (SNAP-ED) for seniors project, which was funded with one year grant received by Aging and Independence Services from USDA Food and Nutrition Services engaging more than 75 older Hispanic and Filipino adults into community improvement projects, with a potential of reaching over 200 people. One project established a local mobile food pantry distribution site and the second assisted seniors to obtain CalFresh and Medi-Cal through video interviewing at a local senior facility.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Promoted *Live Well San Diego* in the lives of 50,668 children throughout many North County school districts, including Vista Unified School District, Spencer Valley School District, Del Mar Union School District, Solana Beach School District, Escondido Union High School District and Fallbrook Union Elementary School District bringing them on board as *Live Well San Diego* officially designated partner districts.
  - Enrolled 100% (157,969 of 157,969) of Medi-Cal eligible applicants as part of the Affordable Care Act (ACA) and increased the number of residents with health insurance to reduce the costs of health care to families and individuals.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Immunized 99.9% (16,402 of 16,462) of children 0-18 years of age served at Public Health Centers and clinics to protect them from diseases such as measles and whooping cough.
  - Partnered with 14 community agencies and conducted 14 informational and immunization events resulting in 1,077 persons immunized.

- Collaborated with community partners to host Opening Hearts Creating Community, a free community-wide interfaith conference in Escondido that provided over 100 participants a forum on mental health, training to recognize signs of mental illness, and resources to reduce the stigma often associated with mental illness.
- Addressed homelessness by participating in activities through the Regional Continuum of Care Council, the 25 Communities Effort, the Campaign to End Homelessness in Downtown San Diego, the Emergency Food and Shelter Program, and the Unaccompanied Youth Task Force, resulting in 139 previously homeless individuals being housed.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Coordinated partnerships in North County to host the Building Better Futures annual forum and develop the discussion on gang prevention efforts, intervention and suppression. This forum brought together 166 participants such as local policy/decision makers, law enforcement, probation, school-based leaders, community-based organizations and community members.
  - Encouraged 56% (2,478 of 4,402) of families to participate in quarterly meetings regarding their children to encourage joint planning with social workers and families. Families who participate in joint-case planning are more likely to follow through with plans and meet safety goals, to ultimately achieve positive outcomes for the children.
  - Ensured 83% (1,289 of 1,541) of children in foster care (8 days or more, but less than 12 months) had fewer than three placements to minimize the trauma that children experience and lessen negative impact to their school performance.
  - Partnered with Chula Vista Police Department to obtain the Smart Policing Initiative Grant to develop an evidenced based joint response for approximately 3,600 children involved in domestic violence calls each year.



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence.
  - Worked with community partners to develop effective resources allowing refugees to acculturate, gain independence, and enhance long-term self-sufficiency. This was achieved by providing education on child abuse prevention, and streamlining processes for CalWORKs and Welfare to Work, Refugee Employment Services, which resulted in an 18% increase in the number of work ready refugees who are employed. Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges.





- Conducted a *Live Well San Diego – Living Safely* community forum in North County with 140 participants to discuss and enhance the collective efforts for a healthy, safe and thriving region. Participants included community stakeholders, law enforcement, schools, cities, community-based organizations, health organizations, and residents.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Assisted 835 clients in applying for public assistance via video interviewing in North Inland and North Coastal Region. Target of 1,323 was not met due to redirection of community partner efforts.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Provided 1,463 Human Services Specialists and 483 clerical staff various customer service related training opportunities, including: Civil Rights, Domestic Violence, Human Trafficking, and Trauma Informed Service Delivery to address customer service and cultural competence with the goal of improving the customer experience.

## 2015–17 Objectives



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Process 96% (38,016 of 39,600) of CalWORKs applications timely. This is a key metric required by the State and is a first step in assisting families toward achieving self-sufficiency.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Enroll 95% (285 of 300) of eligible Nurse Family Partnership and Maternal Child Health clients in CalFresh and Women Infants and Children Program. (HF2)
  - Ensure that 52% (156 of 300) of infants whose mothers participate in the NFP and MCH programs continue to be breastfed to 6 months of age. (HF2)
  - Process 92% (121,440 of 132,000) of CalFresh applications timely. CalFresh is a financial nutrition program to help eligible families and individuals buy food to improve their nutrition.
- Pursue policy change for healthy, safe, and thriving environments with a special focus on residents who are in our care or rely on us for support

- Enroll 100% (91,000) of newly eligible Medi-Cal recipients as part of the ACA to increase the number of residents with health insurance and cut the overall costs of health care to families and individuals. (HF4)



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Establish baseline number for chronic homeless, homeless Veterans and Veteran families who are assessed using an assessment tool (VI\_SPDT) and/or referred to improve self-sufficiency. (SC2)
  - Increase the diversity of *Live Well San Diego* partners to include tribal organizations, faith based entities, several business sectors, which may include health, technology, biotechnology, and hospitality. (SC2)
  - Develop an evaluation component for Promise Neighborhoods to outline specific strategic roles for South Region Child Welfare Services, Public Health, Family Resource Center Eligibility staff and other HHS Programs. (SC2)
  - Deliver age-appropriate vaccines to 98% (15,680 of 16,000) of children 0-18 years of age served at regional Public Health Centers and clinics to protect them from diseases such as measles and whooping cough. (SC3)
- Strengthen our prevention and enforcement strategies to protect our youth from crime neglect and abuse. (See Child Welfare Services section for more information on family strengthening)
  - Reunify 47% (152 of 325) of children removed from the home due to safety concerns with parent(s) within 12 months. (SC6)
  - Provide 890 East Region customers and community partners the education and information necessary for prevention, early intervention and family strengthening activities. (SC6)
  - Develop a plan with Chula Vista Police Department and Child Welfare Services to implement the Smart Policing Initiative to reduce the occurrence of domestic violence calls when children are involved. (SC7)
  - Encourage 50% (2,350 of 4,700) of families to participate in quarterly meetings regarding their children for joint planning with social workers. Families who participate in joint-case planning are more likely to follow through with plans and meet safety goals to achieve positive outcomes for the children.
  - Ensure 87% (1,479 of 1,700) of children in foster care (8 days or more, but less than 12 months) have fewer than three placements to minimize the trauma that children experience and lessen negative impact to their school performance.



**Sustainable Environments**

- Provide and promote services that increase consumer and business confidence
  - Work with community partners in Central, East, and South Region to develop effective resources that allow refugees to acculturate, gain independence and enhance long-term self-sufficiency. (SE1)

**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increase by 5% (5,116 to 5,371) the number of CalFresh recipients who are seniors living in rural areas by promoting the use of video interviewing for public assistance programs. (OE3)
  - Increase by 20% the number of status reports and renewals submitted through Benefits CalWIN, by educating customers about resources and pathways to services online without the need to visit or call an office. (OE4)

- Strengthen our customer service culture to ensure a positive customer experience
  - Create an employee culture that is trauma informed and build an environment that is conducive to reducing trauma for residents seeking services. (OE5)
  - Develop a plan to enhance ACCESS Center self-service call features and web page to improve the customer service experience for San Diego County residents.

**Related Links**

For detailed information about the health and characteristics of the people living in each HHS Region, go to:

◆ [www.SDHealthStatistics.com](http://www.SDHealthStatistics.com)

For additional information on the programs offered by the Health and Human Services HHS, go to:

◆ [www.SDCounty.ca.gov/HHS](http://www.SDCounty.ca.gov/HHS)

For information about *Live Well San Diego*, go to:

◆ [www.LiveWellSD.org](http://www.LiveWellSD.org)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Family participation in joint case planning and meetings quarterly <sup>8</sup>	45% of 4,646	50% of 4,700	56% of 4,402	50% of 4,700	50% of 4,700
Children in foster care that are with a relative or non-related family member <sup>7</sup>	55% of 1,502	55% of 1,500	51% of 1,311	N/A	N/A
Children in foster care for less than 12 months have fewer than 3 placements during that period <sup>9, 10</sup>	85% of 1,674	87% of 1,700	83% of 1,541	87% of 1,700	87% of 1,700
Mothers who continue to breastfeed their infant at 6 months of age <sup>4</sup>	51% of 323	50% of 300	57% of 373	52% of 300	52% of 300
Children 0–18 years of age receive age-appropriate vaccines <sup>1</sup>	99% of 12,769	99% of 15,000	99% of 16,462	98% of 16,000	98% of 16,000
Timely processing of CalFresh applications <sup>5</sup>	90% of 153,288	91% of 157,368	94% of 147,545	92% of 132,000	92% of 132,000
Timely processing of CalWORKs applications <sup>2</sup>	97% of 41,516	95% of 43,488	96% of 36,023	96% of 39,600	96% of 39,600
Enrollment of newly eligible Medi-Cal recipients as part of the ACA <sup>3</sup>	N/A	100% of 100,000	100% of 157,969	100% of 91,000	100% of 91,000
Children reunified with parents within 12 months <sup>6</sup>	N/A	N/A	N/A	47% of 325	47% of 325





### Table Notes

- <sup>1</sup> During Fiscal Year 2013–14, an additional public health vaccine provider site, VIP, was included in the denominator to fully reflect the number of vaccines provided by Health and Human Services Agency. The denominators for Fiscal Year 2014–15 and 2015–16 reflect the recent addition.
- <sup>2</sup> Beginning Fiscal Year 2014–15, the CalWORKs timely processing measure will be reported to more accurately reflect the activities in the Family Resource Centers and 2 call centers.
- <sup>3</sup> This is a new measure effective Fiscal Year 2014–15 to reflect program changes associated with implementation of the ACA.
- <sup>4</sup> This measure captures the support provided to at-risk mothers and infants participating in the NFP and MCH public health nursing programs by encouraging breastfeeding and other healthy behaviors.
- <sup>5</sup> When children ages 0–18 who come to the Public Health Center (PHC) do not receive the age-appropriate immunization according to the recommended schedule, it is referred to as a “missed opportunity” because a patient (child) is not immunized during their visit to the PHC and that child may not ever return to the PHC for services. This data is not equivalent to coverage rates which applies to primary care practices, medical homes, is reported by age group or population and driven by multiple factors.
- <sup>6</sup> Effective Fiscal Year 2015–16, the CalFresh and CalWORKs measures were adjusted to reflect annual data.
- <sup>7</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.
- <sup>8</sup> Measure removed Fiscal Year 2015–16 as it is contained in the Child Welfare Department section.
- <sup>9</sup> Target not met as participation by family members is optional.
- <sup>10</sup> Target not met while goal is to not have more than 3 placements for children in a 12 month period, there are circumstances where cases are difficult such as large sibling groups.

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

Regional Operations has an overall increase of \$14.2 million. Major initiatives include growing the Family Stabilization and Expanded Subsidized Employment programs in order to decrease time to achieve self-sufficiency for CalWORKs participants. Focus on eligibility operations remains a high priority with continued caseload growth related to the Affordable Care Act, as well as continued growth in the General Relief program.

### Staffing

Net decrease of 18.75 staff years

- ◆ Decrease of 11.00 staff years due to a transfer to County Child Welfare Services to support operational needs.
- ◆ Decrease of 2.75 staff years due to a transfer to Behavioral Health Services to support operational needs.
- ◆ Decrease of 2.00 staff years due to a transfer to Administrative Support to support operational needs.
- ◆ Decrease of 2.00 staff years due to a transfer to Auditor and Controller Department's Office of Revenue and Recovery to support expanded recovery efforts for HHSA programs.

- ◆ Decrease of 1.00 staff year due to a transfer to the Emergency Medical Services program to support operational needs.
- ◆ Additionally, staff were transferred among related programs within Regional Operations, including Healthcare Policy Administration, Eligibility Operations, and Regional Self-Sufficiency to manage the service needs associated with the impact of the Affordable Care Act.

### Expenditures

Net increase of \$14.2 million

- ◆ Salaries & Benefits—increase of \$4.0 million due to negotiated labor agreements, and fewer assumed vacancies associated with increased hiring and retention efforts offset by the reduction of the costs due to the net decrease of 18.75 staff years.
- ◆ Services & Supplies—net decrease of \$1.2 million.
  - ◆ Decrease of \$4.7 million in contracted services due to a reduction of \$8.6 million in the County Medical Services program associated with the Affordable Care Act (ACA), offset by increases totaling \$3.9 million in other areas including Expanded Subsidized Employment, Family Stabilization and Medi-Cal Outreach and Enrollment.



- ❖ Decrease of \$0.1 million in various other services and supplies.
- ❖ Increase of \$3.0 million in rents & leases and guard services for the Family Resource Centers, Public Health Centers and Child Welfare Services offices as well as the new North County facility.
- ❖ Increase of \$0.6 million in Costs Applied expenses associated with the Public Assistance Fraud Division in the District Attorney’s Office and increased collection efforts in the Office of Revenue and Recovery.
- ❖ Other Charges—increase of \$11.4 million.
  - ❖ Increase of \$4.0 million in General Relief assistance payments to align with projected caseload growth.
  - ❖ Increase of \$3.9 million primarily due to an expansion of Family Stabilization and Expanded Subsidized Employment activities.
  - ❖ Increase of \$2.0 million in CalFresh client benefits due to Work Incentive Nutritional Supplement (WINS) and State Utility Assistance Subsidy (SUAS) programs.
  - ❖ Increase of \$1.5 for the implementation of the Approved Relative Caregiver (ARC) program.

- ❖ Increase of \$1.5 million in State revenue for the Approved Relative Caregiver (ARC) program.
- ❖ Increase of \$0.7 million in Realignment to align with revenue with expenditure increases described above.
- ❖ Increase of \$0.2 million in Medi-Cal Administrative Activities (MAA) revenue to cover growth in Salaries & Benefits.
- ❖ Charges for Current Services—decrease of \$0.6 million in Third Party Reimbursement associated with the Affordable Care Act and Health Care Reform.
- ❖ Miscellaneous Revenues—increase of \$1.2 million.
  - ❖ Increase of \$1.0 million to the Medi-Cal Outreach & Enrollment Grant for contracted outreach and enrollment activities.
  - ❖ Increase of \$0.2 million in General Relief Overpayments.
- ❖ Other Financing Sources—decrease of \$6.8 million in Operating Transfer from Tobacco Securitization revenues due to decreased costs in the County Medical Services program under the ACA.
- ❖ Use of Fund Balance—decrease of \$3.1 million. Zero dollars of Fund Balance is budgeted.
- ❖ General Purpose Revenue Allocations—increase of \$7.7 million.
  - ❖ Increase of \$4.0 million in the General Relief benefit costs due to expenditure growth described in Other Charges.
  - ❖ Increase of \$3.7 million due to cover cost for Regional Administration, Eligibility Operations and Public Health Services.

## Revenues

Net increase of \$14.2 million

- ❖ Fines, Forfeitures & Penalties—increase of \$0.2 million in projected Emergency Medical Services (EMS) Penalty revenues.
- ❖ Intergovernmental Revenues—net increase of \$15.6 million.
  - ❖ Increase of \$6.4 million primarily in Social Services administrative revenue.
  - ❖ Increase of \$4.8 million primarily in Family Stabilization and Expanded Subsidized Employment program revenues to align revenue to support expenditure growth described in Other Charges.
  - ❖ Increase of \$2.0 million in CalFresh program revenue due to Work Incentive Nutritional Supplement (WINS) and State Utility Assistance Subsidy (SUAS) programs.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net increase of \$7.6 million as a result of an increase of \$8.6 million in Salaries & Benefits associated with negotiated labor agreements offset by a decrease of \$1.0 million in Services & Supplies due to the elimination of one-time projects from the prior year.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Regional Self Suffic Elig		2,113.00			2,122.00	2,122.00
Regional Child Welfare Svcs		606.00			596.00	596.00
Central Region		47.00			47.00	47.00
East Region		42.25			39.00	39.00
North Central Region		27.00			26.00	26.00
North Coastal Region		31.00			32.00	32.00
North Inland Region		35.00			31.00	31.00
South Region		30.50			31.00	31.00
Eligibility Operations Administration		217.00			235.00	235.00
Health Care Policy Administration		35.00			6.00	6.00
<b>Total</b>		<b>3,183.75</b>			<b>3,165.00</b>	<b>3,165.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Regional Self Suffic Elig	\$ 338,435,111	\$ 419,485,159	\$ 400,747,788	\$ 392,572,085	\$ 437,932,176	\$ 443,598,270
Regional Child Welfare Svcs	55,644,914	58,547,657	58,547,657	57,161,540	58,425,256	60,279,903
Central Region	19,198,199	10,500,386	10,517,447	10,594,123	10,994,357	11,103,089
East Region	10,261,929	7,500,662	7,533,742	6,994,731	6,944,277	7,021,942
North Central Region	9,404,505	4,167,231	4,180,408	3,691,624	4,024,937	4,080,062
North Coastal Region	6,960,777	5,612,453	5,649,844	5,404,529	5,754,199	5,843,833
North Inland Region	7,132,756	5,598,346	5,665,485	5,215,746	6,148,425	6,231,740
South Region	9,451,293	6,643,934	6,656,851	6,412,417	6,629,265	6,693,083
Eligibility Operations Administration	75,927,577	77,054,775	77,509,593	83,949,759	82,480,934	83,060,486
Health Care Policy Administration	167,661,800	20,116,311	20,116,311	16,047,245	10,121,294	9,137,050
<b>Total</b>	<b>\$ 700,078,861</b>	<b>\$ 615,226,914</b>	<b>\$ 597,125,126</b>	<b>\$ 588,043,800</b>	<b>\$ 629,455,120</b>	<b>\$ 637,049,458</b>





Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 232,627,372	\$ 257,212,209	\$ 257,212,209	\$ 248,422,473	\$ 261,167,954	\$ 269,756,124
Services & Supplies	258,910,804	109,693,558	110,591,770	117,561,236	108,474,250	107,480,418
Other Charges	208,334,526	248,321,147	229,321,147	222,060,091	259,812,916	259,812,916
Capital Assets Equipment	206,159	—	—	—	—	—
<b>Total</b>	<b>\$ 700,078,861</b>	<b>\$ 615,226,914</b>	<b>\$ 597,125,126</b>	<b>\$ 588,043,800</b>	<b>\$ 629,455,120</b>	<b>\$ 637,049,458</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Fines, Forfeitures & Penalties	\$ 3,223,026	\$ 3,200,000	\$ 3,200,000	\$ 3,546,607	\$ 3,400,000	\$ 3,400,000
Revenue From Use of Money & Property	903,087	277,191	277,191	274,034	299,908	299,908
Intergovernmental Revenues	613,511,356	566,192,422	553,192,422	525,002,265	581,806,017	581,806,017
Charges For Current Services	17,838,962	2,003,588	2,003,588	18,492,308	1,403,329	1,403,329
Miscellaneous Revenues	2,499,825	658,451	658,451	2,937,845	1,845,870	845,870
Other Financing Sources	20,600,000	8,500,000	8,500,000	8,500,000	1,700,000	1,700,000
Fund Balance Component Decreases	—	—	—	—	—	6,822,026
Use of Fund Balance	10,251,434	3,144,091	(1,957,697)	(1,960,430)	—	—
General Purpose Revenue Allocation	41,502,605	31,251,171	26,149,383	29,290,741	38,999,996	40,772,308
<b>Total</b>	<b>\$ 700,078,861</b>	<b>\$ 615,226,914</b>	<b>\$ 597,125,126</b>	<b>\$ 588,043,800</b>	<b>\$ 629,455,120</b>	<b>\$ 637,049,458</b>



# Aging & Independence Services

## Mission Statement

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

## Department Description

In the County of San Diego, it is estimated the population aged 60 and over has increased 38.6% since 2000. Aging & Independence Services (AIS) provides a multitude of services for older adults and people with disabilities at no or low cost to its residents. AIS provides services such as adult protection, advocacy, health independence, home-based services, and caregiver services. AIS achieves this by assisting more than 45,000 older adults and people with disabilities and their family members through a variety of programs to help keep them safe in their homes, answering over 5,000 calls for referrals or information and serving over 1 million meals to low-income older adults.

In addition, AIS administers the Public Administrator (PA), Public Guardian (PG), and Public Conservatorship (PC) programs. PA administers the estates of individuals who die without a will or an appropriate person to act on their behalf. PG serves as the legally appointed guardian to manage the assets or finances of persons found by the courts to be unable to take care of their well-being due to failing health or disability. PC provides individuals deemed by court order to be gravely disabled by mental illness, a temporary legally appointed individual to provide food, shelter, and clothing.

The services provided by the County’s Office of Military and Veteran Affairs (OMVA) under HHS are critical as the County has the second largest veteran population (243,000 veterans) in California and the third largest in the nation. This newly established office assists military, veterans, their dependents and survivors to obtain federal and State entitled benefits including VA disability claims, CalVet college fee waivers, VA Health Care applications and Outreach and Transition Support. The OMVA will provide a variety of professional support services such as comprehensive benefits counseling, assistance with claims preparation, advocacy in support of veteran benefits claims, healthcare, education and housing assistance. The OMVA will continue its aggressive outreach approach with the opening of a new Veteran Resource Center in Escondido, utilizing our County Libraries for veteran outreach, and providing innovative ways to reach out to the county’s rural areas. An example of this innovation is the Vet-Connect Video Teleconferencing pilot in the Julian Library that allows veterans to connect with a Veteran Service Representative at the OMVA office for counseling on VA benefits, claim preparation and submission.



In order to deliver these critical and essential services, AIS has 390 staff years, numerous volunteers and a budget of \$383.6 million.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Health and Human Services Agency Summary.

## 2014-15 Accomplishments

### Healthy Families

- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
- Maintained 100% (550) participation in the Multipurpose Senior Service Program (MSSP) case management program by providing resources and/or assistance which helped avoid, delay or remedy inappropriate placement in nursing facilities.
- Ensured 97% (22,869 of 23,675) of annual In-Home Supportive Services (IHSS) reassessments were recertified timely so that clients receive the appropriate level of care to remain safely in their own home.
- Provided a home visit to 87% (1,374 of 1,579) of high-risk, fee-for-service Medicare patients who were discharged from a partner Acute Care Hospital or Skilled Nursing Facility within 3 calendar days as part of the Community Based

Care Transitions Program (CCTP) to provide clarification of physician directions and maintained the health of vulnerable adults.

- Conducted 97% (5,699 of 5,870) of face-to-face contacts within 10 days of receiving an Adult Protective Services (APS) referral to provide timely assistance and resources which helped adults meet their own needs.
- Provided 96% (5,619 of 5,870) of APS cases with accurate and timely services to prevent re-referrals within six months of case closing.
- Completed 100% (120) of follow-up face-to-face visits with PG conservatees living in San Diego County within 30 days of previous date of face-to-face visit.
- Completed 99% (698 of 700) of assessment notes on conservatorship investigations within 10 business days of assignment of referral minimizing risk to client and community.
- Processed 3,355 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
- Submitted 83% (5 of 6) of Inventory and Appraisal reports of all estate cases in the PG Program to the Court within 90 days of receiving letters of conservatorship to minimize risk and loss of assets and resources belonging to conservatees.
- Submitted 100% (16) of Inventory and Appraisal reports of all formal probate cases in the PA Program to the Court within 120 days of receiving Letters of Administration. A formal probate case is an estate valued over \$150,000 and is under court supervision.
- Hosted the Grandparents Raising Grandchildren symposiums in the North, East and Central Regions. Completed updating the Grandparents Raising Grandchildren Handbook.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Provided support to the Board sponsored Alzheimer's Project. Hosted the Care and Public Awareness roundtable discussions and participated in the Clinical and Cure roundtables. Completed the Alzheimer's Project Report prepared for the Board Conference and completed the Project's Implementation Plan to drive ongoing action.
  - Ensured 100% (1,059) of PA investigations were begun within 2 business days of a referral being assigned for investigation.
  - Ensured that 99% (955 of 963) of conservatorship investigations for PG and PC began within 2 business days of assignment to an investigator to ensure the conservatees well-being and protection as mandated by the Omnibus Conservatorship and Guardianship Reform Act.

- Answered 1,191 calls and distributed necessary resources such as information on SDG&E's energy savings programs to eligible individuals during the implementation of the Cool Zones program from June 26, 2014 through October 15, 2014. The Cool Zones program provided convenient locations for seniors and persons with disabilities to remain cool throughout the summer. The goal of this effort was to reduce the occurrence of heat exhaustion, which is more prone to the elderly population or those with physical or mental limitations.
- Enhanced safety by developing and releasing a Scam Toolkit resulting from the Aging Summit for older adults in conjunction with the District Attorney's Office.
- Increased AIS Ombudsman positions from 5 to 11 to improve the oversight of Skilled Nursing Facilities (SNF) and Residential Care Facilities for the Elderly (RCFE). This provides an increase in advocating efforts for SNF and RCFE residents through recruitment, training and oversight of additional volunteers.



### Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Provided 1,432 older adults with the Feeling Fit exercise program, promoting *Live Well San Diego* by increasing opportunities for physical activity.
  - Connected 2,038 older adults with volunteer opportunities to promote *Live Well San Diego* through active living, improving the quality of life, building relationships and encouraging lifelong learning.



### Operational Excellence

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Maintained 100% (17) of mandated California State PA/PG certification for applicable PA/PG staff in order to ensure optimal accurate service delivery to conservatees and families of decedents.
  - Promoted health and well-being with staff by engaging and leading the HHSA team in the Walk to End Alzheimer's.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Received four recognition awards for outstanding service delivery to our customers from the National Association of Area Agencies on Aging. Acutely Vulnerable Adult Protocol, The Alzheimer's Project, Promoting Independence and Choice, and the Residential Care Facility for the Elderly Rating System.





- Received four recognition awards from the National Association of Counties: Acutely Vulnerable Adult Protocol, The Alzheimer's Project, Legacy Corps and the San Diego Care Transitions Partnership.
- Held five Fall Prevention activities in conjunction with the Fall Prevention Task Force for 211 senior participants to prevent falls, provide appropriate necessary resources and fall risk screenings to share with their physicians. Completed an additional 90 fall risk screenings for seniors at the 2015 Aging Summit.
- Engaged more than 500 older adults at the Get Connected Fair at OASIS in Mission Valley. They chose from 20 different Tech Talks, had an opportunity to Ask the Experts, enjoy a game area and visit with technology vendors. The Get Connected Fair was also the site of the San Diego County premiere of the intergenerational film "Cyber Seniors".
- Collaborated with 38 County departments and the Board of Supervisors to explore how County programs can work together to improve service delivery to active military, veterans and their families. Topics discussed covered veteran challenges, military housing, and veterans outreach.
- Facilitated the planning process for the Residential Care Facilities for the Elderly (RCFE) rating system, held stakeholder sessions, including a Town Hall meeting, received Board support for moving forward, completed and released the Request for Proposal for the system and initiated a contract to begin piloting the rating system.
- Maintain 98% (539 of 550) of participation in the MSSP case management program by providing resources and/or assistance which help avoid, delay or remedy inappropriate placement in nursing facilities.
- Ensure 90% (10,350 of 11,500) of initial eligibility determinations for IHSS are completed within the 45 day program mandate.
- Complete 100% (1,050) of assessment notes on conservatorship investigations within 10 business days of assignment of referral to minimize risk and loss to the client and community.
- Ensure 95% (57 of 60) of Acutely Vulnerable Adult (AVA) APS cases are closed with the client at a stable or higher rating as measured by the AVA Safety Focused Outcome Measure.
- Conduct 22,000 interviews to provide veterans and dependents with benefits counseling and information and referral services.
- Process 2,750 compensation and pension claims for veterans and dependents.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Provide the Healthier Living program with nutritional education and ensure 82% (246 of 300) of graduates adopt one or more healthy habits during the 6-week workshop. (HF2)
  - Prevent the readmission of 325 high risk Medicare patients by providing comprehensive, person-centered, care transition services.
  - Decrease the number of older adults participating in senior nutrition program who report experiencing food insecurity by 2%.

## 2015–17 Objectives



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Collaborate with Administrative Support to create a trauma informed atmosphere in all facilities. This will be accomplished by creating a professional setting that includes a welcoming customer greeting area and a family-friendly setting. (HF1)
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Ensure 94% (20,680 of 22,000) of annual IHSS reassessments are recertified timely so clients receive the appropriate level of care to remain safely in their own home.
  - Conduct 97% (6,305 of 6,500) of face-to-face contacts within 10 days of receiving an APS referral to provide timely assistance and resources which help adults meet their own needs.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure 100% PA/PG/PC (2,560) investigations begin within 2 business days of assignment to an investigator to ensure protection and well-being as mandated by the Omnibus Conservatorship and Guardianship Reform Act.



### Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Connect 2,010 older adults with volunteer opportunities, including the Retired & Senior Volunteer Program (RSVP) and intergenerational programs, to support thriving, a *Live Well San Diego* component which includes volunteerism and civic engagement.



**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Assist Administrative Support in the development of an electronic information exchange system that supports a person-centered delivery by enabling collaboration among County programs with shared customers. The Countywide Knowledge Integration Program (KIP) Unit will design and coordinate a new system to link with multiple information exchange systems and improve customer service. (OE3)
  - Complete the Residential Care Facilities for the Elderly (RCFE) pilot and implement the rating system for a minimum of 30 facilities within the first year.
- Strengthen our customer service culture to ensure a positive customer experience
  - Collaborate with consumer advocates, residential care facilities and Better Business Bureau to develop a rating system for residential care facilities to provide consumers and family members guidance on how to select the best facility for their needs. (OE4)
  - Ensure action on the Alzheimer's Project implementation plan and initiate ongoing actions to prevent and address elder abuse and help community members plan for their financial health and end-of-life needs. Create a regional strategy to improve services for those with Alzheimer's disease by coordinating community responses to incidents of wandering, identifying affordable and available care services for those with the disease, providing support to caregivers and efforts to find a cure for the disease. (OE4)
  - Develop a plan with the Veterans Coalition, other County departments and the community to engage and connect veterans to services through use of technology and other efforts. (OE4)

- Participate in a minimum of 6 Customer Service trainings for HHS Departmental Customer Service Ambassadors to assist with developing skills of over 5,000 County employees so that they Agency provides customers an exceptional and effective County experience. (OE5)
- Develop, maintain and attract a skilled adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Work with Administrative Support to develop a plan to create an HHS Job Shadow program to provide 50 qualified employees the opportunity to explore a specific career interest, develop knowledge and collaborate to build relationships which provide opportunities for growth. (OE6)
  - Work with Administrative Support to develop a plan to improve the HHS New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward their contributions in the lives of our customers. (OE6)

**Related Links**

A resource guide for seniors, adults with disabilities, veterans and professionals is available through Network of Care at:

◆ [www.SanDiego.NetworkOfCare.org](http://www.SanDiego.NetworkOfCare.org)

For additional information on the programs offered by Aging & Independence Services, refer to the website at:

◆ [www.sdcounty.ca.gov/content/sdc/hhsa/programs/ais.html](http://www.sdcounty.ca.gov/content/sdc/hhsa/programs/ais.html)

For additional information on the programs offered by the Health and Human Services Agency, refer to the website at:

◆ <http://sdcounty.ca.gov/content/sdc/hhsa/programs.html>

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Average monthly number of filled MSSP case management slots	99% of 550	98% of 550	100% of 550	98% of 550	98% of 550
Annual IHSS assessments recertified timely	92% of 21,846	90% of 16,500	97% of 23,675	94% of 22,000	95% of 22,000
High-risk CCTP Medicare fee-for-service beneficiaries will receive contact from staff within 72 hours of discharge notification from a partner Acute Care Hospital or Skilled Nursing Facility <sup>2, 5</sup>	80% of 1,860	90% of 2,000	87% of 1,579	N/A	N/A
Face-to-face APS investigations conducted within 10 days of referral	95% of 5,937	96% of 7,500	97% of 5,870	97% of 6,500	97% of 6,500





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
APS cases not re-referred within 6 months of closing <sup>5</sup>	96% of 5,937	91% of 7,500	96% of 5,870	N/A	N/A
Face to face visits with conservatees completed within 30 days of previous visit <sup>5</sup>	99% of 114	98% of 125	100% of 120	N/A	N/A
PC investigator completes assessment note on conservatorship investigations within 10 business days of assignment	93% of 1,137	98% of 1,050	99% of 700	100% of 1,050	100% of 1,050
Number of compensation and pension claims processed by the Veterans Services Office <sup>2</sup>	N/A	Ü2,600	3,355	2,750	2,750
PG Estate cases submit I & A reports to Probate Court within 90 days of receipt of Letters of Conservatorship <sup>5,6</sup>	100% of 7	100% of 10	83% of 6	N/A	N/A
PA formal probate cases submit I & A reports to Probate Court within 120 days of receiving Letters of Administration <sup>5</sup>	100% of 12	100% of 20	100% of 16	N/A	N/A
PA, PG and PC investigations begin within 2 business days of referral assignment <sup>1,6</sup>	98% of 2,429	100% of 2,280	99% of 2,022	100% of 2,560	100% of 2,560
Number of older adults participating in Feeling Fit exercise program <sup>5</sup>	N/A	1,300	1,432	N/A	N/A
Number of older adults linked with RSVP and Intergenerational volunteer opportunities <sup>3</sup>	Ü2,295	Ü1,900	2,038	2,010	2,010
Deputy PA/PGs certified by California State PA/PG Association <sup>5</sup>	100% of 17	100% of 19	100% of 17	N/A	N/A
Initial IHSS assessments certified timely <sup>4</sup>	N/A	N/A	N/A	90% of 11,500	91% of 11,500
AVA cases closed at stable or higher rating <sup>4</sup>	N/A	N/A	N/A	95% of 60	95% of 60
Benefits counseling interviews with veterans <sup>4</sup>	N/A	N/A	N/A	22,000	22,000
Healthier Living graduates adopting healthy habits <sup>4</sup>	N/A	N/A	N/A	82% of 300	83% of 300
Prevent the readmission of high-risk patient to hospital <sup>4</sup>	N/A	N/A	N/A	325	325
All bank inquiries begin within 2 business days <sup>7</sup>	100% of 637	N/A	N/A	N/A	N/A
Notification response rate within 14 days for customers applying for the college fee waiver <sup>7</sup>	99% of 7,032	N/A	N/A	N/A	N/A



Table Notes

- <sup>1</sup> PA/PG/PC measures were combined in Fiscal Year 2015–16 to reflect strategic priorities.
- <sup>2</sup> During the start up phase of the CCTP in Fiscal Year 2013–14, unexpected challenges impacted the estimated actual performance rate for this measure; including patient requests for a delayed home visit, hospital discharge dates not being communicated to AIS staff, and staff not being able to get in contact with the patient post-discharge.
- <sup>3</sup> During Fiscal Year 2013–14 the focus areas for the RSVP grant were modified, consequently fewer sites qualified as RSVP host sites, thus decreasing the number of volunteers. Staff will add sites to increase the number of volunteer opportunities, as appropriate.
- <sup>4</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County’s vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.
- <sup>5</sup> Performance measures deleted in Fiscal Year 2015–16 as targets are consistently met, therefore new measures new measures were added.
- <sup>6</sup> Target not met due to one report filed within 120 days to include additional contributions by other County departments and ensure accuracy.
- <sup>7</sup> Effective Fiscal Year 2014–15 this measure will no longer be reported in the Operational Plan, but will continue to be monitored internally by program.

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

Aging and Independence Services has an overall increase of \$50.0 million. This includes major initiatives to expand military and veterans services, as well as services in support of the Alzheimer’s Project. The majority of the budget increase addresses growth with Individual Provider (IP) costs associated with caseload growth in the In-Home Supportive Services (IHSS) program. The County contribution for the IHSS IP cost increase is limited to the annual inflationary MOE.

### Staffing

Increase of 5.00 staff years in the Office of Military and Veteran Affairs to augment outreach and education activities by increasing the County’s presence at county library outstations and new strategically located Veteran Resource Centers. Additionally, 1.00 staff years was moved from Public Administrator/Public Guardian/Public Conservatorship to protective services and support operational needs.

### Expenditures

Net increase of \$50.0 million

- ◆ Salaries & Benefits—increase of \$1.4 million as a result of negotiated labor agreements and the addition of 5.00 staff years.
- ◆ Services & Supplies—net increase of \$48.5 million.
  - ◆ Increase of \$47.7 million in Contracted Services.
    - ◆ Increase of \$46.7 million in the IHSS IP contracted services costs, due to caseload growth and the restoration of the 7% across the board cut by the State in IHSS IP.

- ◆ Increase of \$1.1 million for one-time costs to enhance the Office of Military and Veteran Affairs, improve awareness about and support of Alzheimer’s, and improve the Adult Protective Services (APS) software system.
- ◆ Increase of \$0.8 million to various other contracts, primarily to the Nutrition (\$0.6 million) and Ombudsman (\$0.2 million) contracts.
- ◆ Decrease of \$0.9 million to the Community-Based Care Transitions Program (CCTP) contracted services to align the budget with projected patients served.
- ◆ Increase of \$0.8 million in rents and leases and guard services, for the new North County facility for the Adult Protective Services (APS), IHSS, and Office of Military and Veteran Affairs programs.
- ◆ Other Charges—increase of \$0.1 million for Patient Care Enhancement expenses in CCTP to align with expected need.

### Revenues

Net increase of \$50.0 million

- ◆ Intergovernmental Revenues—net increase of \$49.8 million.
  - ◆ Increase of \$46.1 million in IHSS IP related Payments and Administration revenue to align revenue with expenditure increases described above.
  - ◆ Increase of \$4.6 million in Realignment revenue based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
  - ◆ Increase of \$0.7 million in Older Americans Act Services revenue to align to projected allocation.
  - ◆ Decrease of \$1.6 million in Community-Based Care Transitions Program revenue to align to projected caseload.





- ◆ Miscellaneous Revenues—increase of \$0.1 million in grant revenues for the Office of Military and Veteran Affairs associated with a projected increase in the number of claims processed.
- ◆ Use of Fund Balance—net increase of \$0.4 million. A total of \$0.7 million is budgeted.
  - ◆ \$0.5 million for the enhancement of ALEX, the Adult Protective Services software.
  - ◆ \$0.2 million for multiple (5) Alzheimer’s awareness and support related projects.
- ◆ General Purpose Revenue Allocations—decrease of \$0.3 million primarily due to increased Intergovernmental Revenues associated with the IHSS program.

### Budget Changes and Operational Impact: 2015–16 to 2016–17

Net increase of \$19.0 million is the result of an increase of \$0.9 million in Salaries & Benefits due to negotiated labor agreements, and an increase of \$18.1 million in Services & Supplies due to an increase of \$19.0 million in IHSS IP contracted services, offset by a decrease of \$0.9 million associated with the elimination of one-time projects from the prior year.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
In-Home Supportive Services		160.00			160.00	160.00
Veterans Services		8.00			13.00	13.00
Senior Health and Social Services		60.00			60.00	60.00
Protective Services		78.00			79.00	79.00
Administrative and Other Services		24.00			24.00	24.00
Public Administrator/Guardian/ Conservator		55.00			54.00	54.00
<b>Total</b>		<b>385.00</b>			<b>390.00</b>	<b>390.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
In-Home Supportive Services	\$ 279,014,885	\$ 288,232,957	\$ 301,347,588	\$ 302,650,945	\$ 335,868,841	\$ 355,240,478
Veterans Services	1,055,600	1,094,562	1,094,562	1,172,332	2,039,688	2,032,117
Senior Health and Social Services	18,966,927	22,253,880	22,255,644	21,632,276	21,966,203	22,107,972
Protective Services	8,681,543	9,663,205	9,663,205	9,418,207	11,129,860	10,534,956
Administrative and Other Services	4,514,540	5,050,748	5,050,765	4,748,008	5,372,145	5,393,469
Public Administrator/Guardian/ Conservator	6,416,749	7,255,897	7,255,897	6,487,847	7,205,728	7,323,611
<b>Total</b>	<b>\$ 318,650,244</b>	<b>\$ 333,551,249</b>	<b>\$ 346,667,662</b>	<b>\$ 346,109,617</b>	<b>\$ 383,582,465</b>	<b>\$ 402,632,603</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 35,990,972	\$ 38,593,477	\$ 38,593,477	\$ 38,284,303	\$ 39,969,537	\$ 40,911,729
Services & Supplies	269,957,856	281,266,051	294,381,312	294,331,084	329,843,307	347,951,253
Other Charges	312,619	255,000	256,151	374,638	332,900	332,900
Operating Transfers Out	12,388,797	13,436,721	13,436,721	13,119,592	13,436,721	13,436,721
<b>Total</b>	<b>\$ 318,650,244</b>	<b>\$ 333,551,249</b>	<b>\$ 346,667,662</b>	<b>\$ 346,109,617</b>	<b>\$ 383,582,465</b>	<b>\$ 402,632,603</b>





Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Other Than Current Secured	\$ 6,932	\$ —	\$ —	\$ 10,929	\$ —	\$ —
Licenses Permits & Franchises	51,290	46,000	46,000	53,642	46,000	46,000
Fines, Forfeitures & Penalties	309,065	366,509	366,509	277,118	366,509	366,509
Revenue From Use of Money & Property	43,000	40,000	40,000	40,000	40,000	40,000
Intergovernmental Revenues	304,102,295	318,671,389	331,671,389	332,883,924	368,445,587	387,278,397
Charges For Current Services	974,660	893,838	893,838	905,355	916,629	893,838
Miscellaneous Revenues	168,531	102,950	102,950	530,373	220,660	220,660
Other Financing Sources	99,975	100,000	100,000	100,000	100,000	100,000
Fund Balance Component Decreases	—	—	—	—	—	961,119
Use of Fund Balance	573,689	312,169	428,582	(1,710,119)	721,000	—
General Purpose Revenue Allocation	12,894,496	13,018,394	13,134,807	11,308,275	12,726,080	12,726,080
<b>Total</b>	<b>\$ 318,650,244</b>	<b>\$ 333,551,249</b>	<b>\$ 346,667,662</b>	<b>\$ 346,109,617</b>	<b>\$ 383,582,465</b>	<b>\$ 402,632,603</b>





# Behavioral Health Services

## Mission Statement

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

## Department Description

Behavioral Health Services (BHS) is a nationally recognized leader in mental health stigma reduction and substance abuse prevention, achieved by providing a continuum of mental health, alcohol and other drug services to approximately 73,000 San Diego County residents of all ages. Services are coordinated by systems of care such as Adult/Older Adult and Children, Youth and Families and are provided directly through County operated facilities and over 300 contracts with community providers and individual fee-for-services providers. BHS collaborates closely with community leaders to develop and refine its major initiatives, including service integration with primary care, development of a trauma informed system and stigma elimination programs. Clients experiencing co-occurring mental illness and addiction issues benefit from integrated prevention, intervention and treatment services that focus on the whole individual while emphasizing wellness and recovery.

BHS provides an extensive array of culturally competent and community-based services to meet the equally diverse needs of its clients. Full Service Partnerships (FSP) treat individuals diagnosed with a severe mental illness and embrace a “whatever it takes” approach to assist clients. Children with serious or complex behavioral health service needs may be engaged in Wraparound programs to offer an intensive and individualized care management process. In the coming year, BHS will also be expanding its Psychiatric Emergency Response Team (PERT), breaking ground on a new Crisis Stabilization Unit (CSU) in North County and laying down the groundwork for Laura’s Law implementation.

In addition to its core service programs, BHS also operates the San Diego County Psychiatric Hospital (SDCPH) and the award-winning Edgemoor Distinct Part Skilled Nursing Facility (Edgemoor). SDCPH houses the County’s Emergency Psychiatric Unit and Recovery Unit and provides psychiatric evaluation and crisis intervention-oriented acute treatment for over 5,400 individuals annually. Edgemoor is a 24-hour long-term skilled nursing facility to 190 individuals with complex medical needs that require specialized interventions from highly trained staff.

In order to deliver these critical services, BHS has 789 staff, including medical professionals, and a budget of \$441.6 million that includes payments made to providers for care.



### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Health and Human Services Agency Summary.

## 2014–15 Accomplishments

### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Led efforts to increase trauma informed awareness among 620 County and provider staff. This was achieved by training staff to recognize and understand the effects of trauma on the overall wellness of individuals, families, groups and communities.
  - Provided 224 KidStart foster care children ages 0-5 an integrated service in collaboration with First 5 Commission to assist with developmental delays and behavioral health needs.

- Expanded SmartCare behavioral health services to primary care clinics by 12% (from 586 to 655 providers). The SmartCare clinical team of board certified psychiatrists, certified nurse practitioners and licensed behavioral health clinicians were available by phone to serve rural areas where there are few resources for behavioral health care. In addition, SmartCare worked to increase awareness and reduce stigma of behavioral health needs by conducting a variety of wellness events and activities in these rural communities.
- Provided 1,204 psychiatric consultations to pediatric providers who serve children with Medi-Cal to ensure that behavioral health and physical health needs are met
  - ◆ Developed 15 agreements to include 655 adult and pediatric providers.
  - ◆ Published 11 wellness blogs in the online newspapers that serve the rural community to educate the community regarding behavioral health resources.
  - ◆ Achieved 98% (236 of 241) client satisfaction among clients in rural communities who were served through an innovative care model which integrated primary care and behavioral health services.
- Supported healthy and safe living by achieving an alcohol and drug treatment services completion rate of 44% (5,575 of 12,767), while only 37% of participants completed alcohol and drug treatment services statewide.
- Expanded In-Home Outreach Team (IHOT) program services countywide (from 3 to 6 regions). Team members linked treatment-resistant individuals and their families with existing behavioral health services and community resources. This outreach and engagement was essential in assisting this population to willingly receive needed services.
- Enhanced the service delivery system for children and youth in foster care by implementing “Pathways to Wellbeing,” a cross-departmental effort with Child Welfare Services that:
  - ◆ Identified and implemented a joint screening tool that integrates mental health assessments into the foster care intake process.
  - ◆ Implemented a cross-training model to ensure Child Welfare Services and Behavioral Health Services staff have a common understanding of how to screen and connect children to needed services.
  - ◆ Implemented a plan for the integration and co-location of Child Welfare Services and Behavioral Health Services staff to ensure appropriate referral for assessment and treatment.
- Provided trauma informed training to 3,868 community members to help them recognize warning signs of suicide and assist those who may be considering suicide to seek help.
- Stabilized psychiatric staffing at the San Diego County Psychiatric Hospital by utilizing physician recruitment firms.



### Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provided 96% (669 of 695) of adolescents who entered alcohol and drug treatment an educational assessment resulting in high school completion or equivalent, or were enrolled into an educational setting.



### Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Admitted 99.7% (877 of 879) of adolescents to nonresidential alcohol and drug treatment programs within 14 days ensuring timely access to care.
  - Served an additional 9.6% (from 8,102 to 8,881) of underserved older adults by improving access to prevention, early intervention, and treatment services.
  - Reduced the readmission rate at the San Diego County Psychiatric Hospital to 10.6%, demonstrating accountability and commitment to outstanding patient care exceeding original target of 26%.
  - Ensured access to outpatient mental health assessment for at-risk children and youth by maintaining an average wait time of 7.3 days.
  - Awarded the 2014 Silver Achievement in Quality Award by the American Health Care Association and the National Center for Assisted Living based on Edgemoor’s demonstrated systematic advancements in quality, plans for continual improvement and cost-effective service.

## 2015–17 Objectives



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Collaborate with Aging & Independence Services to provide services to an additional 5% of older adults by improving access to prevention, early intervention, and treatment services. (HF1)
  - Expand the County’s crisis residential treatment bed capacity by 16.7% (from 84 to 98) by building a crisis residential center in the North Inland HHS Service Region. This is a multi-year goal and is funded by a California Health Facilities Financing Authority and the Mental Health Services Act. (HF1)
  - Provide training to 5,000 employees countywide to enhance community recognition of suicide warning signs so they can refer those at risk to available resources.





- Ensure 42% of alcohol and drug treatment participants complete services to surpass the statewide average of 37% and demonstrate the effectiveness of programs within the County of San Diego.
- Collect baseline data to ensure that 100% of calls to the Access and Crisis Line are answered in an average of 60 seconds to ensure prompt service.
- Pursue policy change for healthy, safe, and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Provide 260 KidStart foster care children ages 0-5 with developmental delays and behavioral health needs, integrated services in collaboration with Child Welfare Services and First 5 Commission. (HF4)
  - Implement a plan to provide services for people with severe mental illness who are reluctant to engage in treatment, in accordance with Assembly Bill 1421, also known as “Laura’s Law,” in collaboration with County Counsel, Sheriff’s Department, Courts, Public Defender, Aging & Independence Services, Public Administrator/Public Guardian/Public Conservator, and local law enforcement. (HF4)
  - Improve the service delivery system through the ongoing integration of physical and behavioral health services with SmartCare, a modified service delivery system program that promotes care coordination between physical and behavioral health services; and has enormous potential for enhancing the quality of care provided for clients as well as increasing efficiencies in the delivery of health care services overall. (HF4)
- Increase by 5% (from 1,100 to 1,155) the psychiatric consultation services to pediatric providers who serve children with Medi-Cal to ensure that behavioral health and physical health needs are met.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Expand the Psychiatric Emergency Response Team (PERT), by 5 (from 23 teams to 28) to provide education, training and clinical support to the Sheriff’s Department, local law enforcement personnel and the community for calls involving persons having a mental health crisis. The Public Safety Group will also be adding 5 PERT teams. (SC2)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Support educational growth and overall well-being of adolescents who complete alcohol and drug treatment by requiring educational assessments in all client plans resulting in a minimum of 95% either completing high school or the equivalent, or being enrolled in an educational setting. (SC8)



### Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Achieve a 90% or higher client satisfaction among clients in rural communities who are served through an innovative care model which integrates primary care and behavioral health services.
  - Admit 90% (1,296 of 1,440) of adolescents entering non-residential alcohol and drug treatment programs within 14 days to ensure timely access to care.
  - Maintain 17% or lower readmission rate at the San Diego County Psychiatric Hospital demonstrating accountability and commitment to outstanding patient care.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Assist Administrative Support in the development of an electronic information exchange system that supports a person-centered delivery by enabling collaboration among County programs with shared customers. The Countywide Knowledge Integration Program (KIP) Unit will design and coordinate a new system to link with multiple information exchange systems and improve customer service. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Participate in a minimum of 6 Customer Service trainings for HHSA Departmental Customer Service Ambassadors to assist with developing skills of over 5,000 County employees so that the Agency provides customers an exceptional and effective County experience. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Lead efforts to increase understanding among HHSA staff of how trauma affects individuals, families, groups, and communities by implementing a trauma informed model that recognizes how trauma impacts the overall wellness of clients and staff. (OE6)

### Related Links

For information about mental illness, how to recognize symptoms, use local resources and access assistance, go to:

◆ [www.Up2SD.org](http://www.Up2SD.org)

For information about the Network of Care for Behavioral Health, go to:

◆ [www.SanDiego.NetworkOfCare.org](http://www.SanDiego.NetworkOfCare.org)

For additional information on the programs offered by the Health and Human Services Agency, refer to the website:

◆ [www.sandiegocounty.gov/hhsa](http://www.sandiegocounty.gov/hhsa)



Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Children 0–5 years served in KidSTART program	259	250	224	260	270
Adolescents discharged from alcohol and drug treatment who complete high school (or the equivalent), or are enrolled in an educational setting	93% of 614	95% of 925	96% of 695	95% of 925	95% of 925
Participants in alcohol and drug treatment who complete treatment	42% of 13,891	42% of 13,000	44% of 12,767	42% of 13,000	42% of 13,000
Access time for children's mental health outpatient treatment <sup>3</sup>	3.5 days	3 days	7.3 Days	N/A	N/A
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment	99% of 1,003	90% of 1,440	99.7% of 879	90% of 1,440	90% of 1,440
Increase in number of older adults receiving mental health services, including senior-focused prevention, early intervention, and treatment services <sup>1</sup>	82% (from 4,447 to 8,102)	5% increase (from 8,102 to 8,507)	9.9% increase (from 8,102 to 8,881)	5% increase (from 8,507 to 8,932)	5% increase (from 8,932 to 9,379)
Readmission rate at SDCPH <sup>2</sup>	8.72%	Less than 26.56%	10.7%	Less than 17%	Less than 17%
PERT calls not resulting in psychiatric hospitalization <sup>5</sup>	N/A	N/A	N/A	90%	90%
Community members receiving Suicide Prevention Training <sup>4</sup>	N/A	N/A	N/A	5,000	5,000

**Table Notes**

- <sup>1</sup> During the Fiscal Year 2013–14, the measure was expanded to include all senior focused prevention, early intervention, and treatment services. This accounts for the dramatic increase in the number served; for subsequent fiscal years, the 5% increase target remains a realistic goal.
- <sup>2</sup> The San Diego County Medi-Cal readmission rate of 26.56% is for Fiscal Year 2012–13. This information is collected by Optum to track Medi-Cal patients in San Diego County and is distributed monthly at hospital partner meetings.
- <sup>3</sup> Measure removed Fiscal Year 2015–16, not a State or federal mandate. Access times vary by program due to specialty mental health services.
- <sup>4</sup> New measure added Fiscal Year 2014–15 to reflect mental health training progress of community members.
- <sup>5</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

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

Behavioral Health Services (BHS) has an overall increase of \$16.1 million. Major initiatives include Laura’s Law implementation, Psychiatric Emergency Response Teams (PERT), crisis stabilization, and efforts to expand trauma informed systems.

**Staffing**

Increase of 2.75 staff years due to a transfer from Regional Operations to Behavioral Health Services Mental Health Services and Inpatient Health Services.



## Expenditures

Net increase of \$16.1 million

- ◆ Salaries & Benefits—decrease of \$1.9 million as a result of a reduction of costs associated with vacant positions in the San Diego County Psychiatric Hospital and BHS Emergency Screening Units, offset by an increase in negotiated labor agreements.
- ◆ Services & Supplies—increase of \$18.9 million.
  - ❖ Increase of \$13.3 million in contracted services.
    - ◆ Increase of \$3.5 million for crisis stabilization to provide stabilization and treatment to persons who are in psychiatric crisis who would otherwise require hospitalization.
    - ◆ Increase of \$3.0 million for Mental Health Services Act (MHSA) Technological Needs (TN).
    - ◆ Increase of \$2.3 million for Laura’s Law implementation.
    - ◆ Increase of \$1.6 million in BHS for the cost of additional Psychiatric Emergency Response Teams (PERT). These costs will be shared by the Public Safety Group.
    - ◆ Increase of \$1.2 million in Alcohol & Drug Services (ADS) for Expanded Intensive Outpatient Treatment Services.
    - ◆ Increase of \$1.0 million in ADS for Drug Medi-Cal contracted services.
    - ◆ Increase of \$0.7 million for expansion of In-Home Outreach Team (IHOT) including evaluations and hospital outreach.
  - ❖ Increase of \$3.5 million for temporary contract help primarily for Locum Tenens services in SDCPH, the clinics and the Emergency Screening Unit.
  - ❖ Increase of \$2.0 million in Institutional Services for out of network facilities.
  - ❖ Increase of \$1.2 million for a one-time software upgrade in the Pharmacy.
  - ❖ Increase of \$0.7 million in special departmental expense for a one-time contribution to the California Mental Health Services Authority (CalMHSA), a joint powers authority of counties focused on the efficient delivery of California mental health projects and programs.
  - ❖ Increase of \$0.6 million in one-time costs for the North Inland Crisis Residential facility.
  - ❖ Increase of \$0.4 million for a one-time purchase of signature pad devices to support electronic health records.
  - ❖ Decrease of \$2.8 million in various services and supplies primarily in Medicines, Drugs, & Pharmaceuticals due to savings related to the implementation of the Affordable Care Act (ACA) and to adjust to anticipated needs.
- ◆ Capital Assets Equipment—decrease of \$0.1 million due to elimination of prior year one-time project costs in Edgemoor.

- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.8 million due to a transfer of a share of the Psychiatric Emergency Response Team (PERT) costs to the Public Safety Group (PSG).

## Revenues

Net increase of \$16.1 million

- ◆ Intergovernmental Revenues—net increase of \$12.5 million.
  - ❖ Increase of \$10.6 million in Realignment to align with revenue projections.
  - ❖ Increase of \$1.7 million in ADS Drug Medi-Cal to align with program trends.
  - ❖ Increase of \$1.2 million in State funding for ADS for Expanded Intensive Outpatient Treatment Services.
  - ❖ Increase of \$1.0 million in Short Doyle Medi-Cal revenue to align with program trends.
  - ❖ Increase of \$0.7 million in Mental Health Services Act (MHSA) revenue to align with available funding and program trends.
  - ❖ Decrease of \$2.7 million in ADS Substance Abuse Prevention and Treatment (SAPT) Block Grant funds to align with the anticipated allocations.
- ◆ Charges for Current Services—increase of \$4.3 million.
  - ❖ Increase of \$7.3 million associated with an Intergovernmental Transfer agreement newly entered into with the California Department of Health Care Services to allow the County to access additional federal funds used to cover Medicaid services such as Edgemoor.
  - ❖ Decrease of \$2.6 million associated with State Plan Amendment revenue due to a change in funding structure in Edgemoor related to the Coordinated Care Initiative (CCI).
  - ❖ Decrease of \$0.2 million in pharmacy dispensing fees and third party reimbursements to align with current trends.
  - ❖ Decrease of \$0.2 million in ADS to align with the fee and fine collections.
- ◆ Miscellaneous Revenues—increase of \$0.3 million for client Medi-Cal share of cost in Edgemoor.
- ◆ Use of Fund Balance—decrease of \$1.0 million. A total of \$0.5 million is budgeted for the Workforce Scheduler and facilities maintenance in San Diego County Psychiatric Hospital.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$1.2 million as a result of an increase of \$1.7 million in Salaries & Benefits due to negotiated labor agreements offset by a decrease of \$2.9 million in Services & Supplies due to the elimination of one-time projects from the prior year.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Alcohol and Other Drug Services		18.00			18.00	18.00
Mental Health Services		215.50			216.00	216.00
Inpatient Health Services		476.75			478.00	478.00
Behavioral Health Svcs Administration		76.00			77.00	77.00
<b>Total</b>		<b>786.25</b>			<b>789.00</b>	<b>789.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Alcohol and Other Drug Services	\$ 52,191,611	\$ 58,330,000	\$ 58,584,790	\$ 51,602,618	\$ 59,654,762	\$ 59,698,951
Mental Health Services	260,447,678	285,857,310	285,976,739	276,977,586	299,588,967	297,741,086
Inpatient Health Services	62,796,858	70,095,913	70,241,307	67,715,195	71,215,930	71,668,101
Behavioral Health Svcs Administration	10,311,019	11,150,354	11,154,704	10,636,217	11,091,895	11,280,151
<b>Total</b>	<b>\$ 385,747,166</b>	<b>\$ 425,433,577</b>	<b>\$ 425,957,540</b>	<b>\$ 406,931,617</b>	<b>\$ 441,551,554</b>	<b>\$ 440,388,289</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 76,905,562	\$ 83,590,794	\$ 83,590,794	\$ 79,877,237	\$ 81,726,341	\$ 83,455,923
Services & Supplies	314,959,104	346,476,207	347,000,170	330,749,892	365,358,637	362,465,790
Other Charges	4,929,147	4,195,000	4,195,000	5,781,488	4,195,000	4,195,000
Capital Assets Equipment	—	215,000	215,000	—	115,000	115,000
Expenditure Transfer & Reimbursements	(11,046,648)	(9,043,424)	(9,043,424)	(9,477,000)	(9,843,424)	(9,843,424)
<b>Total</b>	<b>\$ 385,747,166</b>	<b>\$ 425,433,577</b>	<b>\$ 425,957,540</b>	<b>\$ 406,931,617</b>	<b>\$ 441,551,554</b>	<b>\$ 440,388,289</b>





Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ —	\$ 15,552	\$ —	\$ —
Intergovernmental Revenues	327,330,332	374,335,713	374,335,713	358,965,073	386,822,761	384,429,748
Charges For Current Services	34,975,935	36,824,768	36,824,768	36,243,466	41,130,817	41,130,817
Miscellaneous Revenues	1,861,900	891,000	891,000	1,686,099	1,200,000	1,200,000
Other Financing Sources	3,000,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
Fund Balance Component Decreases	—	—	—	—	—	1,729,582
Use of Fund Balance	11,080,858	1,483,954	2,007,917	(1,876,714)	499,834	—
General Purpose Revenue Allocation	18,579,000	7,498,142	8,022,105	5,621,428	7,498,142	7,498,142
<b>Total</b>	<b>\$ 385,747,166</b>	<b>\$ 425,433,577</b>	<b>\$ 425,957,540</b>	<b>\$ 406,931,617</b>	<b>\$ 441,551,554</b>	<b>\$ 440,388,289</b>



# Child Welfare Services

## Mission Statement

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

## Department Description

Child Welfare Services (CWS) protects over 7,500 vulnerable children from abuse and neglect across the county. This is achieved by managing, providing policy and direction to the CWS Child Abuse Hotline 24 hours a day, 7 days a week, Adoptions, Residential Care, and Foster Care Home Licensing staff. Services include responding to approximately 40,000 calls a year, identifying opportunities and best practices for Child Welfare Services, and continuously developing staff to ensure practices are culturally competent, family-centered, child-focused and trauma informed. The County is participating in the California Well-Being Demonstration Project (Title IV-E Waiver) which will provide additional opportunities for prevention efforts and family strengthening. CWS also administers the Polinsky Children’s Center (PCC), a 24-hour temporary emergency shelter for children, San Pasqual Academy, a first-in-the-nation residential education campus for adolescent foster youth and the extended foster care youth program for youth 18 to 21 years of age to promote a successful transition into adulthood. The County continues to address the challenges of disproportionality through its support of the Child Abuse Prevention Coordinating Council Fairness and Equity committee and utilization of the Cultural Broker program.

To ensure these critical services are provided, CWS has 768 staff and a budget of \$276.8 million that includes assistance payments. CWS Regional Operations includes an additional 596 child welfare staff and a budget of \$58.4 million. For more information about assistance payments, see Appendix D.



## 2014-15 Accomplishments



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Placed 82% (252 of 282) of youth enrolled in intensive home-based services (i.e. Wraparound) with resources to help the youth remain or be placed in a home-like setting, further improve their connection to home and community and reduce the use of costly group home placements.
  - Increased the number of completed home studies by 26% (300 to 379). Home Studies are a major milestone in the adoptions process for prospective adoptive families.
  - Promoted housing stability by maintaining safe and secure placements for 97% (469 of 485) of young adults that are in Extended Foster Care each month in order to promote self-sufficiency and prevent homelessness. The remaining 4% are in Guardianship placements or are pending change of placement approval with their supervised independent living plan.
  - Trained 100% (33) Child Abuse Hotline Screeners on the “Safety-Organized Practice” framework to increase best practice in child welfare safety, well-being, and permanency for families served.
  - Continued to build a trauma informed child welfare system through the implementation of the “Pathways to Well-Being” model where children and youth entering the child welfare system were screened and assessed to determine the impact of trauma on development and well-being.
  - Improved child well-being through the implementation of a framework that includes continuous quality improvement (CQI), trauma informed practice, and improved staff development training.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Health and Human Services Agency Summary.

- Supported stability by placing 51% (669 of 1,311) of foster care children with a relative or close non-family member, minimizing trauma to children by maintaining their connections to familiar environments.
- Supported stability by increasing the number of children to 84% (1,289 of 1,541) who have been in foster care for less than 12 months who had fewer than three placements. Fewer placements minimize the trauma that children experience and may help lessen negative impact to their school performance.
- Expanded caller options and customer support on the Foster and Adoption KIDSline to serve more than 370 calls over an average of 6 months.
- Improved the Adoption website by adding features such as children available for adoption and links to resources.
- Improved customer service through utilizing a Foster/Adoption Ombudsman to provide additional support to foster and adoptive parents.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Achieved permanency for 84% (38 of 45) of children identified through the Exceptional Families for Exceptional Children campaign. Improved recruitment efforts for foster and adoptive families resulting in a 34% increase of persons attending the Foster/Adoptive Family Orientation meetings.

**Safe Communities**

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Increased to 87% (289 of 330) the number of youth, ages 13 to 18, at PCC who participated in a diversion program to educate youth to identify and manage behavior that decreases the risk of crossing over to the juvenile justice system.
  - Identified and increased multi-agency collaborations to improve service integration and delivery for children by developing community partnerships, enhancing resources and identifying new opportunities to co-locate CWS staff in environments such as behavioral health offices, community-based organizations, probation offices, Sheriff and police departments.

**Sustainable Environments**

- Provide and promote services that increase consumer and business confidence
  - Offered 100% (110) of youth enrolled in the San Pasqual Academy Work Readiness program internships and part-time employment to obtain work skills and experience to help transition to adulthood.

**Operational Excellence**

- Strengthen our customer service culture to ensure a positive customer experience
  - Conducted Quality Parenting Initiative Trainings for 83% (692 of 834) of Child Welfare Services staff. Quality parenting seeks to strengthen the partnership between social workers, foster parents and community partners to help minimize the impact of trauma on children, help children develop strong attachments, and facilitate information sharing that supports quality caregivers.

**2015–17 Objectives**

**Healthy Families**

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Ensure 80% (484 of 605) of children, ages 0-17, with a new CWS case are screened for mental health needs. These efforts will ensure that all children have access to trauma informed mental health services. (HF1)
  - Increase 10% (from 550 to 605), the recruitment and licensure of foster families willing to parent older children or teens particularly those children stepping down from group home care.
  - Provide 78% (209 of 268) of youth enrolled in intensive home-based services (i.e. Wraparound) with resources to help the youth remain or be placed in a home-like setting, by providing resources to help further improve their connection to home and community and reduce the use of costly group home placements.
  - Increase family engagement to 30% (150 of 500) of referrals and cases. Family engagement efforts are shown to increase accurate assessment and decision making by 70% which can ultimately prevent the removal of children and/or facilitate more timely reunification.
  - Support stability by placing 55% (743 of 1,350) of foster care children with a relative or close non-family member, minimizing trauma to children by maintaining their connections to familiar environments.
  - Support stability by maintaining the number of children, 87% (1,479 of 1,700), who have been in foster care for less than 12 months and have fewer than three placements. Fewer placements minimize the trauma that children experience and may help lessen negative impact to their school performance.
  - Enhance the Cultural Broker Program to provide a bridge for the African American community and families in child welfare to develop concrete supports and social connections to strengthen families.





- Pursue policy changes for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Increase by 5% (from 325 to 341), the number of adoption finalizations to achieve permanence for children.



### Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Develop in collaboration with Probation, Behavioral Health, Public Health, and Juvenile Court an interagency protocol to serve commercially sexually exploited children. In addition, develop a training curriculum that will educate foster youth on how to recognize and avoid commercial sexual exploitation. (SC6)
  - Determine baseline data for eligible 17-year-old foster youth placed in San Diego County who participate in an Independence Mapping (IM). This process engages youth and their support networks in identifying strengths, needs or barriers in relation to education, employment, healthy relationships, and stable housing while identifying next steps to assist the youth in their transition to adulthood.



### Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Address disproportionality and disparate outcomes for families by engaging Child Abuse Coordinating Council stakeholders to review current research, promising practices and to develop an action plan.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Assist Administrative Support with the development of an electronic information exchange system that supports a person-centered delivery by enabling collaboration among County programs with shared customers. The Countywide

Knowledge Integration Program (KIP) Unit will design and coordinate a new system to link with multiple information exchange systems and improve customer service. (OE3)

- Strengthen our customer service culture to ensure a positive customer experience
  - Participate in a minimum of 6 Customer Service trainings for HHSA Departmental Customer Service Ambassadors to assist with developing skills of over 5,000 County employees so that they Agency provides customers an exceptional and effective County experience. (OE5)
  - Develop and implement a customer satisfaction survey for foster parents to gather baseline information to further strengthen the partnership between foster parents and CWS staff.
- Develop, maintain and attract a skilled adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Work with Administrative Support to develop a plan to create an HHSA Job Shadow program to provide 50 qualified employees the opportunity to explore a specific career interest, develop knowledge and collaborate to build relationships which provide opportunities for growth. (OE6)
  - Work with Administrative Support to develop a plan to improve the HHSA New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward their contributions in the lives of our customers. (OE6)

### Related Links

For information about San Diego County Adoptions, go to:

- ◆ [www.IAdoptU.org](http://www.IAdoptU.org)

For San Pasqual Academy, go to:

- ◆ [www.SanPasqualAcademy.org](http://www.SanPasqualAcademy.org)

For additional information on the programs offered by the Health and Human Services Agency (HHSA), refer to the website:

- ◆ [www.SdCounty.ca.gov/HHSA](http://www.SdCounty.ca.gov/HHSA)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Youth in intensive, wraparound program in a family-like setting	73% of 234	78% of 232	82% of 282	78% of 268	78% of 268
Children removed from home with mental health assessment <sup>2</sup>	N/A	N/A	N/A	80% of 605	82% of 605
Foster families willing to parent older children or teens <sup>2</sup>	N/A	N/A	N/A	605	665
Family engagement to facilitate timely reunification of children removed from homes <sup>2</sup>	N/A	N/A	N/A	30% of 500	32% of 500
Adoptions finalized to increase permanency for children <sup>2</sup>	N/A	N/A	N/A	341	358
Foster care child placed with relative or close family member <sup>2,6</sup>	N/A	55% of 1,500	51% of 1,311	55% of 1,350	55% of 1,350
Foster care child placed in fewer than 3 placements within 12 months <sup>2</sup>	N/A	87% of 1,700	84% of 1,541	87% of 1,700	87% of 1,700
Stable housing for youth in Extended Foster Care <sup>3</sup>	97% of 371	96% of 363	97% of 485	N/A	N/A
Youth participation in juvenile diversion program <sup>1,4</sup>	N/A	50% of 460	87% of 330	N/A	N/A
Youth enrolled in work readiness program <sup>1,5</sup>	N/A	83% of 110	100% of 110	N/A	N/A

**Table Notes**

- <sup>1</sup> This is a new measure effective Fiscal Year 2014–15 that is reported in the Operational Plan to reflect the activities that support foster youth transition into adulthood.
- <sup>2</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County’s vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.
- <sup>3</sup> Performance measure deleted Fiscal Year 2015–16 as target has been regularly met and it remains as a primary responsibility of extended foster care social workers to assist young adults in locating and maintaining safe and stable housing.
- <sup>4</sup> Performance measure deleted Fiscal Year 2015–16 due to diversion programming expanding and changed to an at-risk curriculum for youth between ages 11 and 14 and not just for youth engaging in delinquent activities. This ensures youth at risk of delinquency or are actively engaging in delinquent activities are educated about consequences and are taught skills to make better choices.
- <sup>5</sup> Performance measure deleted Fiscal Year 2015–16 as the projected performance has been consistently surpassed and system is in place to continuously meet 100%.
- <sup>6</sup> Fiscal Year 2014-15 goal not met due to optional participation and extensive approval process.





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

Child Welfare Services has an overall increase of \$6.2 million. Major initiatives funded include participation in the Title IV-E California Well-Being Project, which allows for the flexible use of federal dollars to improve outcomes in Child Welfare Services. Efforts to expand trauma informed care remain a focus under the Title IV-E project. An expansion to the Cultural Broker Program will further support targeted County efforts to decrease disproportionality within the child welfare system.

### Staffing

Net increase of 11.00 staff years

- ◆ Increase of 10.00 staff years due to a transfer from Regional Child Welfare Services to support operational needs.
- ◆ Increase of 1.00 staff year due to a transfer from Eligibility Operations Administration to support operational needs.
- ◆ Additionally, staff were transferred within Child Welfare Services including Foster Care and Adoptions to manage service needs.

### Expenditures

Net increase of \$6.2 million

- ◆ Salaries & Benefits—increase of \$5.7 million as a result of negotiated labor agreements, increased costs associated with the addition of 11.00 staff years and fewer assumed vacancies associated with increased hiring and retention efforts.
- ◆ Services & Supplies—increase of \$4.0 million.
  - ◆ Increase of \$2.8 million in contracted services primarily associated with the Title IV-E California Well-Being Project.
  - ◆ Increase of \$0.6 million in various services and supplies primarily due to increases in rents and leases, internal service fund charges and information technology costs.
  - ◆ Increase of \$0.3 million in contracted services associated with the Cultural Broker contract to enhance child safety and family stability outcomes for children and improve upon disproportionality efforts.
  - ◆ Increase of \$0.3 million in costs for additional vehicles.

- ◆ Other Charges—decrease of \$3.6 million in foster care payments to align with caseload trends.
- ◆ Capital Assets Equipment—increase of \$0.1 million in Capital Assets Equipment associated with the purchase of Morpho Live Scan machines for fingerprint clearances requirement.

### Revenues

Net increase of \$6.2 million

- ◆ Intergovernmental Revenues—increase of \$17.7 million.
  - ◆ Increase of \$11.2 million in Realignment revenue based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for health and human service programs. Growth supports expenditure increases in Salaries & Benefits and services and supplies, and includes a redistribution within the Agency with no impact to services.
  - ◆ Increase of \$4.3 million associated with the Title IV-E California Well-Being Project to allow for the flexible use of federal dollars to improve outcomes in Child Welfare Services.
  - ◆ Increase of \$2.2 million associated with the Adoption caseload conversion to federal cases.
- ◆ Charges For Current Services—decrease of \$3.4 million due to the reduction of Developmental Screening and Enhancement Program funding from the First 5 Commission.
- ◆ Use of Fund Balance—net decrease of \$0.8 million. A total of \$0.5 million is budgeted for the Cultural Broker contract to enhance child safety and family stability outcomes for children.
- ◆ General Purpose Revenue Allocation—decrease of \$7.3 million due to increased federal revenue and realignment funds to cover child welfare, foster care and adoption services.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net increase of \$1.4 million is the result of an increase of \$1.8 million in Salaries & Benefits due to negotiated labor agreements offset by a decrease of \$0.4 million associated with the elimination of one-time projects from the prior year.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Child Welfare Services		516.00			483.00	483.00
Foster Care		99.00			131.00	131.00
Adoptions		142.00			154.00	154.00
<b>Total</b>		<b>757.00</b>			<b>768.00</b>	<b>768.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Child Welfare Services	\$ 84,137,466	\$ 90,101,951	\$ 90,654,781	\$ 87,945,312	\$ 96,146,380	\$ 96,774,200
Foster Care	142,473,084	165,043,082	165,096,699	142,737,283	163,693,630	163,979,578
Adoptions	13,952,621	15,452,502	15,452,706	16,127,583	16,998,531	17,438,211
<b>Total</b>	<b>\$ 240,563,171</b>	<b>\$ 270,597,535</b>	<b>\$ 271,204,185</b>	<b>\$ 246,810,177</b>	<b>\$ 276,838,541</b>	<b>\$ 278,191,989</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 63,343,185	\$ 69,701,255	\$ 69,701,255	\$ 70,166,041	\$ 75,411,957	\$ 77,198,040
Services & Supplies	41,311,089	43,698,409	44,256,090	42,894,587	47,711,951	47,279,316
Other Charges	135,908,897	157,197,871	157,222,841	133,749,549	153,614,633	153,614,633
Capital Assets Equipment	—	—	24,000	—	100,000	100,000
<b>Total</b>	<b>\$ 240,563,171</b>	<b>\$ 270,597,535</b>	<b>\$ 271,204,185</b>	<b>\$ 246,810,177</b>	<b>\$ 276,838,541</b>	<b>\$ 278,191,989</b>





## Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 663,026	\$ 654,000	\$ 654,000	\$ 656,000	\$ 654,000	\$ 654,000
Revenue From Use of Money & Property	540,639	681,211	681,211	502,888	681,211	681,211
Intergovernmental Revenues	246,469,329	253,482,907	253,482,907	231,426,534	271,205,931	271,205,931
Charges For Current Services	3,896,912	4,917,233	4,917,233	3,900,995	1,517,233	1,517,233
Miscellaneous Revenues	187,876	91,450	91,450	261,235	91,450	91,450
Fund Balance Component Decreases	—	—	—	—	—	1,853,448
Use of Fund Balance	(20,691,033)	1,274,312	1,880,962	566,103	500,000	—
General Purpose Revenue Allocation	(11,194,611)	9,496,422	10,103,072	10,062,525	2,188,716	2,188,716
<b>Total</b>	<b>\$ 240,563,171</b>	<b>\$ 270,597,535</b>	<b>\$ 271,204,185</b>	<b>\$ 246,810,177</b>	<b>\$ 276,838,541</b>	<b>\$ 278,191,989</b>





# Public Health Services

## Mission Statement

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

## Department Description

Public Health Services (PHS) seeks to identify and address the root causes of priority health issues to achieve health equity among all San Diego County residents. The services PHS provides include: protection against public health threats such as foodborne outbreaks, infectious disease epidemics, environmental hazards, and disasters; prevention of injuries, disease, and disabilities; and promoting wellness, healthy behaviors and access to quality care. PHS ensures quality emergency medical services include planning medical response activities for bioterrorism, natural, and man-made disasters. Providing public health protection for residents and visitors is a multidisciplinary and collaborative effort involving other County business groups, private health care provider networks, schools, businesses, military, veterans, community and faith-based partners and residents. In addition, since 2010, the PHS chronic disease prevention program has leveraged multiple grants averaging over \$50 million in federal funding, advancing innovative approaches to healthy communities through policy and environmental change consistent with the Live Well San Diego vision and strategy of building better health, living safely and thriving.

County preparations and responses for Ebola, measles, pertussis, norovirus outbreaks and a moderately severe influenza season, made Fiscal Year 2014-15 particularly eventful. In a typical year, PHS conducts approximately 8,000 disease investigations, processes 45,000 disease reports, and tests about 70,000 specimens for diseases. PHS detects, prevents, and controls the spread of tuberculosis through treatment, case management and contact investigations. PHS provides over 16,000 residents with sexually transmitted disease prevention and clinical services, and provides more than 2,500 refugees basic health assessments, screenings and referrals. In addition, the California Children's Services program provides medical evaluations, treatment and case management services to 13,300 chronically ill, severely and physically disabled children.

To ensure these critical services are provided, PHS has 486 staff and a budget of \$115.4 million.



### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Health and Human Services Agency Summary.

## 2014-15 Accomplishments

### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Ensured that preventive health examinations were performed to identify and correct health issues for 91% (2,302 of 2,516) of children in out-of-home placement.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Provided Supplemental Nutrition Assistance Program Education (SNAP-Ed) and obesity prevention services for low-income families such as:
    - ◆ Provided nutrition education in five high schools;
    - ◆ Implemented a Community Agriculture Planning Program with six local jurisdictions;
    - ◆ Enhanced the Healthy Works website with additional resources, success stories on nutrition education and obesity prevention;

- ◆ Funded YMCA to improve nutrition and physical activity in early child care programs; and,
- ◆ Provided ongoing facilitation and support to local agencies, including the County Nutrition Action Partnership (CNAP), as part of a collective effort to promote healthy eating.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Completed the framework for a 5 Year Binational Border Health Improvement Strategic Plan, which will identify regional health priorities and define joint health improvement initiatives to improve the health of communities along the border.
  - Created an inventory of binational border health activities, reviewed documents generated by border health agencies, and conducted interviews with local border health leaders.



### Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Ensured preparedness for disaster or public health threat by activating the public health emergency response system five times annually. These exercises included:
    - ◆ FEMA San Onofre Nuclear Generating Station Full Scale Exercise, July 2014;
    - ◆ Public Health Center Mass Vaccination Points of Dispensing Drill, November 2014;
    - ◆ Statewide Medical Health Full Scale Exercise, November 2014;
    - ◆ National Disaster Medical System Full Scale Exercise, November 2014;
    - ◆ Extended power outage coupled with mass casualty incident and decontamination drill, May 2015.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Provided Health and Human Services Agency (HHSA) service regions technical assistance in implementing their *Live Well San Diego* Community Health Improvement Plans, such as generating community health statistics, providing resources to support health promotion efforts and introducing a new performance management system to capture the collective impact of the regional leadership teams and community partners, including residents.
  - Investigated 98% (220 of 223) of reported selected communicable disease cases within 24 hours to reduce the spread of disease.

- Ensured 96% (210 of 217) of tuberculosis (TB) cases were reported within one working day from start of treatment to prevent further transmissions.
- Linked 100% (976) of individuals with a confirmed HIV diagnosis to primary care by verifying a medical visit within 90 days of results disclosure to increase access to health care and control the spread of HIV.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Expedited and improved the accuracy of 66% (27,868 of 42,224) of referrals for California Children’s Services by processing them through eQuest, a web referral system for children with certain physical limitations, chronic health conditions and diseases.
  - Conducted 6 quality improvement projects to help address a number of priority operational needs. The projects included:
    - ◆ Exchanged health information for foster children, making it easier for foster care public health nurses, foster parents, and community medical providers to keep up-to-date health information for foster youth;
    - ◆ Improved the electronic annual renewals for California Children’s Services program, cutting the overall processing time in half (from 155 minutes to 88 minutes) and preventing gaps or breaks in services to patients;
    - ◆ Designed and piloted a tracking system to determine how many TB patients are high-risk for progression to active TB, monitor treatment regimens and project outcomes;
    - ◆ Centralized document management system to improve staff access to operational policies and procedures to strengthen compliance with standards, mitigate risk and improve productivity;
    - ◆ Reduced by 50% the average time to complete Emergency Medical Technician (EMT) investigations by using a seasoned law enforcement professional to expedite applications of both new and currently certified EMTs;
    - ◆ Improved procedures for reporting availability and usage, of approximately 60,000 doses of flu vaccine to help community partners and public health centers meet the demand for vaccines and minimize waste.
- Completed a major step toward achieving national voluntary public health accreditation by submitting 100% of required documentation.





## 2015–17 Objectives



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Ensure 90% (2,700 of 3,000) of children in out-of-home placement receive preventive health examinations to identify and correct undetected health issues. (HF1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Adopt a comprehensive County of San Diego Nutrition and Food Systems Standard to improve the nutritional value of foods offered through County congregate meal programs and food services, procurements, meetings and events. This comprehensive standard will build upon existing federal and State requirements and will be adopted by the end of Fiscal Year 2017 after conducting outreach and designing the standard with input from consumers, providers and other stakeholders. (HF2)



### Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Ensure preparedness for disaster or public health threat, in collaboration with the Office of Emergency Services, by activating the public health emergency response system five times annually. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Monitor area medical response times to ensure that 90% of calls are within established response time standards. (SC2)
  - Ensure 100% (1,000) of individuals receiving a newly confirmed HIV diagnosis are linked to primary care with a verified medical visit within 90 days of results disclosure, to increase access to health care and control the spread of HIV.
  - Ensure 100% (210) of tuberculosis (TB) cases are reported within one working day from start of treatment to prevent transmission of TB.



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Increase number of Live Well @ Work locations by 25 to ensure local employers adopt policies and practices that increase opportunities for physical activity, access to healthy foods, and other changes to create a healthier workplace. (SE1)



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Gain recognition as a nationally accredited public health agency through the Public Health Accreditation Board (PHAB), demonstrating achievement of nationally recognized, practice-focused and evidenced-based standards. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Assist Administrative Support with the development of an electronic information exchange system that supports a person-centered delivery by enabling collaboration among County programs with shared customers. The Countywide Knowledge Integration Program (KIP) Unit will design and coordinate a new system to link with multiple information exchange systems and improve customer service. (OE3)
  - Initiate 100% (270) of communicable disease investigations within 24 hours of report to reduce disease transmission. Examples of reportable communicable diseases include hepatitis A, meningococcal disease, and E. coli.
  - Expedite and improve the accuracy of 68% (28,560 of 42,000) of referrals for California Children's Services through eQuest, a web referral system for children with certain physical limitations and chronic health conditions and diseases.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged, and trusted
  - Conduct and implement a minimum of six quality improvement projects to increase efficiency and improve effectiveness of operations. (OE5)
  - Work with Administrative Support to develop a plan to create an HHSA Job Shadow program to provide 50 qualified employees the opportunity to explore a specific career interest, develop knowledge and collaborate to build relationships which provide opportunities for growth. (OE6)
  - Work with Administrative Support to develop a plan to improve the HHSA New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward their contributions in the lives of our customers. (OE6)



## Related Links

For additional information about the programs offered by the Health and Human Services Agency, refer to the website:

- ◆ [www.sandiegocounty.gov/hhsa](http://www.sandiegocounty.gov/hhsa)

For additional information about Public Health Services, the PHS strategic plans, and information about each of its branches, go to:

- ◆ <http://www.sandiegocounty.gov/content/sdc/hhsa/programs/phs.html>

For more information about the *Live Well San Diego* Community Health Improvement Plans (CHIP), go to:

- ◆ <http://www.livewellsd.org/content/livewell/home/make-an-impact/community-action-for-living-well.html>

For more information about Healthy Works, a component of *Live Well San Diego* and includes the Live Well @ Work project, go to:

- ◆ <http://www.healthyworks.org/>

For more information about public health accreditation, go to:

- ◆ [www.phaboard.org](http://www.phaboard.org)

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to the website:

- ◆ [www.sdhealthstatistics.com](http://www.sdhealthstatistics.com)

For additional information about the Top 10 *Live Well San Diego* Indicators, go to:

- ◆ <http://www.livewellsd.org/content/livewell/home/make-an-impact/top-10-live-well-indicators.html>

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Children in out-of-home placements who receive preventive health examinations in accordance with CHDP guidelines	87% of 2,589	90% of 3,000	91% of 2,516	90% of 3,000	90% of 3,000
Activation of public health emergency response system for drills, exercises and actual responses	6	5	5	5	5
New clients enrolled with an HIV primary care provider within 90 days <sup>1</sup>	97% of 814	100% of 700	100% of 976	100% of 1,000	100% of 1,000
TB cases reported to PHS within one working day from start of treatment <sup>1,3</sup>	97% of 203	100% of 260	96% of 217	100% of 210	100% of 210
Number of additional worksites made healthier for employees through Live Well @ Work Project <sup>2</sup>	N/A	N/A	N/A	25	25
Selected communicable diseases cases contacted/investigations initiated within 24 hours <sup>1,4</sup>	100% of 58	100% of 130	98% of 223	100% of 270	100% of 270
Number of electronic referrals received by CCS	63% of 42,584	65% of 45,000	66% of 42,224	68% of 42,000	68% of 42,000
Quality Improvement Projects <sup>2</sup>	N/A	N/A	N/A	6	6
Medical response times are within established response time standards <sup>2</sup>	N/A	N/A	N/A	90%	90%

**Table Notes**

- <sup>1</sup> Target exceeds State standards and performance benchmarks for TB (CA target is 93%) and HIV (CA benchmark is 45%). There is no national or State target for communicable disease investigations.
- <sup>2</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.
- <sup>3</sup> Target was not met because in rare instances providers failed to report TB within one day. Those providers who failed to report within one day typically reported within a few days.



<sup>4</sup>Target not met due to cases being received over the weekend or holiday weekend where there were fewer staff to initiate an immediate investigation. Also, cases may have been received during another disease outbreak where priorities were focused elsewhere.

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

Public Health Services has an overall increase of \$9.0 million. As PHS moves towards voluntary national accreditation through the Public Health Accreditation Board (PHAB), the budget supports further investments in information technology for the Health Information Exchange, the Prehospital Data Collections system, and the Electronic Health Records system in order to continually improve upon the service model. Additional services supported by expanded funding from the Healthy Works: Prevention Initiative (CDC), and HIV grants are also budgeted.

### Staffing

Increase of 1.00 staff year due to a transfer from Health Care Policy Administration to support operational needs.

### Expenditures

Net increase of \$9.0 million

- ◆ Salaries & Benefits—increase of \$1.8 million as a result of negotiated labor agreements and the increase of 1.00 staff year.
- ◆ Services & Supplies—net increase of \$7.2 million.
  - ◆ Increase of \$2.8 million in contracted services associated with expanded funding from the Healthy Works: Prevention initiative (CDC), and HIV grants.
  - ◆ Increase of \$2.5 million for one-time information technology upgrades such as Prehospital Data Collections system, Base Hospital radio consoles, Electronic Health Record system development, Medical Therapy Unit Online enhancements, LIMS essential software, and Polymerase Chain Reaction System development.
  - ◆ Increase of \$0.9 million for ongoing information technology updates such as Health Information Exchange, Electronic Health Record system service agreement, Immunization Registry workload, Polymerase Chain Reaction System service agreement and Oral Health Initiative contract.
  - ◆ Increase of \$0.7 million in various other services and supplies including lab supplies related to Ebola prevention.
  - ◆ Increase of \$0.3 million in ambulance services for the CSA's to align with projected need of ambulance services in unincorporated areas.
- ◆ Intergovernmental Revenues—net increase of \$6.6 million.
  - ◆ Increase of \$2.7 million in new grant funding for costs associated with the Healthy Works: Prevention Initiative.
  - ◆ Increase of \$2.7 million in Realignment to align revenue with expenditure increases described above.
  - ◆ Increase of \$1.2 million for costs associated with the HIV Prevention Demonstration Project.
  - ◆ Increase of \$0.7 million in Public Health Emergency Preparedness revenue and Ambulance Transport grant revenue to align to projected allocations.
  - ◆ Increase of \$0.5 million in new grant funding for costs associated with the Nutrition Education Obesity Prevention and Sodium Reduction programs.
  - ◆ Increase of \$0.3 million in California Children Services funding due to a projected increase in Medi-Cal caseload.
  - ◆ Decrease of \$0.8 million in Community Transformation Grant associated with the end of the funding.
  - ◆ Decrease of \$0.5 million in Black Infant Health Program funding to align to projected allocation.
  - ◆ Decrease of \$0.2 million in National Public Improvement Initiative funding to align to projected allocation.
- ◆ Charges for Current Services—increase of \$0.7 million primarily related to third party external administrative fees, increased State fees for certified copies and ambulance transports.
- ◆ Miscellaneous Revenues—decrease of \$0.2 million primarily related to prior year revenues and revenue share to HHS from Assessor, Recorder, County Clerk for Duplicating & Filing Documentation fees.
- ◆ Use of Fund Balance—increase of \$1.5 million. A total of \$2.5 million is budgeted for one-time information technology upgrades.
- ◆ General Purpose Revenue Allocation—decrease of \$0.1 million due to increased program revenue.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$1.8 million is the result of an increase of \$1.0 million in Salaries & Benefits due to negotiated labor agreements offset by a decrease of \$2.8 million in Services & Supplies due to the elimination of one-time projects from the prior year.

### Revenues

Net increase of \$9.0 million

- ◆ Fines, Forfeitures & Penalties—increase of \$0.5 million in projected penalty assessments in Emergency Medical Services.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Administration and Other Services		28.00			28.00	28.00
Bioterrorism / EMS		49.00			50.00	50.00
Infectious Disease Control		107.25			107.25	107.25
Surveillance		84.00			84.00	84.00
Prevention Services		79.50			79.50	79.50
California Childrens Services		136.75			136.75	136.75
<b>Total</b>		<b>484.50</b>			<b>485.50</b>	<b>485.50</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Administration and Other Services	\$ 4,636,083	\$ 5,977,009	\$ 6,294,601	\$ 5,298,113	\$ 6,260,454	\$ 6,325,265
Bioterrorism / EMS	11,299,214	12,717,648	13,495,280	12,538,488	14,527,735	13,502,636
Infectious Disease Control	26,432,532	27,946,148	29,589,612	26,705,815	30,851,160	30,305,440
Surveillance	11,221,567	12,340,374	12,548,782	11,647,297	13,473,347	12,629,842
Prevention Services	17,235,609	16,192,200	16,385,417	16,800,740	18,615,863	18,574,148
California Childrens Services	18,736,583	20,655,645	20,671,170	18,425,814	20,802,861	20,997,784
Ambulance CSA's - Health & Human Services	9,834,161	10,574,661	10,957,418	9,350,314	10,853,440	11,221,113
<b>Total</b>	<b>\$ 99,395,749</b>	<b>\$ 106,403,685</b>	<b>\$ 109,942,279</b>	<b>\$ 100,766,581</b>	<b>\$ 115,384,860</b>	<b>\$ 113,556,228</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 50,364,326	\$ 54,607,487	\$ 54,607,487	\$ 52,635,077	\$ 56,420,029	\$ 57,373,857
Services & Supplies	45,598,237	47,164,198	50,690,390	45,401,140	54,330,696	51,548,236
Other Charges	3,361,525	4,599,000	4,599,000	2,682,554	4,601,135	4,601,135
Capital Assets Equipment	120,486	33,000	45,402	47,811	33,000	33,000
Expenditure Transfer & Reimbursements	(48,825)	—	—	—	—	—
<b>Total</b>	<b>\$ 99,395,749</b>	<b>\$ 106,403,685</b>	<b>\$ 109,942,279</b>	<b>\$ 100,766,581</b>	<b>\$ 115,384,860</b>	<b>\$ 113,556,228</b>





## Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 1,531,749	\$ 1,602,726	\$ 1,602,726	\$ 1,608,250	\$ 1,565,017	\$ 1,686,560
Taxes Other Than Current Secured	17,418	26,784	26,784	21,705	26,784	26,784
Licenses Permits & Franchises	212,411	214,613	214,613	236,601	194,500	194,500
Fines, Forfeitures & Penalties	2,838,056	2,199,943	2,199,943	3,134,317	2,762,170	2,762,170
Revenue From Use of Money & Property	34,582	54,000	54,000	45,660	54,000	54,000
Intergovernmental Revenues	87,289,039	86,728,206	87,445,450	84,691,519	93,364,434	93,588,855
Charges For Current Services	8,451,561	7,971,031	7,971,031	9,082,780	8,669,570	8,328,645
Miscellaneous Revenues	1,390,173	930,558	930,558	1,154,350	668,988	721,711
Other Financing Sources	500,029	500,000	500,000	500,051	500,000	500,000
Fund Balance Component Decreases	—	—	—	—	—	655,606
Use of Fund Balance	(6,955,207)	1,022,771	3,844,121	(4,861,705)	2,542,000	—
General Purpose Revenue Allocation	(2,869,269)	5,153,053	7,974,403	291,348	5,037,397	5,037,397
<b>Total</b>	<b>\$ 99,395,749</b>	<b>\$ 106,403,685</b>	<b>\$ 109,942,279</b>	<b>\$ 100,766,581</b>	<b>\$ 115,384,860</b>	<b>\$ 113,556,228</b>





# Administrative Support

## Mission Statement

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

## Department Description

The Health and Human Services Agency's (HHS) administrative departments support 5,976 HHS staff that provide critical and essential services to San Diego County residents. Administrative Support department includes: Agency Executive Office, Financial Services and Support Division, Human Resources, Management Information Support, Contract Support, and the Office of Strategy and Innovation. Also included under Administrative Support is the First 5 Commission, the Live Well San Diego planning team and Community Action Partnership (CAP), which oversees the Office of Refugee Services and administers the Community Services Block Grant for the San Diego region.

Administrative Support ensures all HHS departments and regions work together by providing services that allows for business continuity and optimal use of resources. Services include planning and forecasting for fiscal stability, developing and maintaining a knowledge-based workforce, supporting programs with information management and technology, providing general policies to ensure accountability with federal, State, local and County requirements, and guiding HHS in its efforts to advance the County's vision for a region that is building better health, living safely and thriving, which is called Live Well San Diego.

To ensure HHS service regions and departments can provide critical, essential services; Administrative Support has 379 staff and a budget of \$143.9 million.



## 2014-15 Accomplishments

### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Worked with HHS departments to create a trauma informed atmosphere in new and modernized facilities. This was accomplished at the following locations by creating a professional setting that includes a welcoming customer greeting area and a family-friendly setting.
    - ◆ Mid-City Child Welfare Services
    - ◆ Fallbrook Community Resource Center
    - ◆ North Inland Live Well Center
    - ◆ Magnolia Child Welfare Services, Aging & Independence Services, and Public Health Center
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Created 73 new partnerships to achieve the *Live Well San Diego* goals of access to healthy foods, smoking cessation and improving workplace wellness. A list of all contributing *Live Well San Diego* recognized partners and their commitments are included at [www.LiveWellSD.org](http://www.LiveWellSD.org).
  - Performed 20,494 blood pressure screenings at over 150 locations, with 84 partners as part of the 2015 Love Your Heart campaign. One out of every two individuals with a reported blood pressure level was identified as having an elevated blood pressure. Screened individuals received educational materials about heart health. This event helped to elevate the importance that blood pressure plays in overall health and is directly linked to 3-4-50 (3 behaviors—no physical activity, poor diet and tobacco use,—that result in 4 diseases—cancer, heart disease and stroke, type 2 diabetes and lung disease—that result in over 50 percent of deaths in San Diego).

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Health and Human Services Agency Summary.

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Collaborated with County Human Resources to educate all County job applicants on *Live Well San Diego* so they can understand the role employees play in helping residents to live well. By educating job applicants, new employees were aware of the County's vision of *Live Well San Diego* and the role they play in advancing its strategies of building better health, living safely and thriving.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Conducted a countywide community needs assessment through the Resident Leadership Academies (RLA) to incorporate the voice of the customer into San Diego County's Community Action Plan, strengthening economically disadvantaged individuals, families, and communities using the Community Service Block Grant. These regional RLAs:
    - ◆ Trained 116 RLA graduates from low-income communities to assess the needs of their community, plan community improvement projects and implement them through the principles of community building;
    - ◆ Held 6 public forums with 292 participants to discuss barriers and possible solutions to health, safety and well-being in their neighborhoods;
    - ◆ Completed 756 surveys providing feedback on residents' priorities for community resources, as well as their current level of satisfaction with availability of resources in their neighborhoods;
    - ◆ Conducted 18 interviews with community educators, employers and community-based organizations to receive their feedback on how to best empower low-income communities to be safe, healthy and thriving.
  - All residents engage in community life and civic activities
    - Held a *Live Well San Diego* Expo featuring 48 partners and 28 County departments to highlight their services and demonstrate collective impact to the community in support of the County vision.
- Foster an environment where residents engage in recreational interest by enjoying parks, open spaces and outdoor experiences
  - Hosted and promoted the 2015 *Live Well San Diego* 5K Walk/Run and Health Fair to provide a healthy and informative outdoor experience to County residents. The *Live Well San Diego* 5K event encouraged residents to exercise with family and friends at a local park while supporting thousands of children in foster care and receiving health information.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Completed a multi-year financial spending plan to reflect declining revenues and the alignment with the First 5 Commission's Strategic Plan 2015-2020 in order to ensure that critical services are maintained.
  - Completed 22 comprehensive financial reviews of contractors to ensure they were in compliance with standards and had financial controls in place. This activity helps to assure that the County is maintaining fiscal stability.
  - Completed 14 Quality Assurance (QA) reviews to ensure that regions and departments adhered to contracting policies and procedures. This activity confirmed that contracting functions were carried out according to established standards.
  - Completed 15 internal reviews of offices with petty cash to ensure appropriate controls are in place and ensure public funds are used in accordance with external funding requirements.
  - Improved financial competency of staff and management by conducting presentations on funding and financial issues that affect operations and service delivery. These trainings provided staff with the knowledge to make better-informed decisions.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Entered into a contract to build an information exchange system with federally accepted standards to pull data from existing systems to improve the health and social service delivery system.
  - Coordinated with County Technology Office to conduct and complete the Websense Endpoint Data Loss Prevention (DLP) Pilot. This new DLP software will help protect the County and its employees from making accidental or inadvertent disclosures of confidential client information.
  - Conducted an enterprise-wide focus group to discuss data security practices, handling data confidentiality, and to minimize accidental or inadvertent disclosures of confidential client information. This information was used to develop an online DLP Awareness Training to educate employees about the importance of employee data security and methods to reduce the number of incidents.
- Strengthen our customer service culture to ensure a positive customer experience
  - Launched an updated *Live Well San Diego* website ([LiveWellSD.org](http://LiveWellSD.org)) to provide access to timely, relevant news and material. The *Live Well San Diego* website was developed using feedback from focus groups, one-on-one interviews with subject matter experts and survey of 194 community partners. The number of unique visitors to *Live Well San Diego* website was increased 83% (from 8,838 to 16,144).





- Completed soft launch of the *Live Well San Diego* Top 10 Indicators dashboard beta site, an interactive and dynamic tool to encourage positive change toward the vision of a healthy, safe and thriving San Diego County. It communicates progress, provides access to community-level health/well-being data, research, best practices and helps to drive public engagement.

## 2015–17 Objectives



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Work with HHSA departments to create a trauma informed atmosphere in all facilities. This will be accomplished by creating a professional setting that includes a welcoming customer greeting area and a family-friendly setting. (HF1)
  - Assist 66% (8,310 of 12,581) of students entering kindergarten to thrive by increasing the number of children identified with a developmental, social emotional or behavioral need and provide the resources necessary to reduce the occurrence of undetected and/or untreated conditions in children entering school. (HF1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Educate 94% (7,215 of 7,676) of parents receiving First 5 Commission services to provide them the knowledge and capacity to advocate for their child's health needs and encourage the healthy development of children ages 0 through 5. (HF2)
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Support creation of 50 new partnerships to increase efforts that positively impact the health and well-being of residents through *Live Well San Diego*. (HF3)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increase County employees' understanding of *Live Well San Diego* through an internal communication campaign. The increase will be measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2013–14. Increasing awareness of *Live Well San Diego* allows employees to cultivate stakeholder relationships and gain public trust as they are all working together towards one vision. (HF5)



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - In partnership with the United Way of San Diego County and the Internal Revenue Service (IRS), support and promote the availability of free income tax services to increase applications for the Earned Income Tax and other credits. (SE2)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Develop a countywide marketing campaign to raise awareness about *Live Well San Diego* among San Diego County residents and encourage positive choices. This campaign will promote healthy, safe and thriving communities, including a sustainable food system that provides fresh and nutritious food for residents. (SE3)
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Host and promote the 2016 *Live Well San Diego* 5K Walk/Run and Health Fair to provide a healthy and informative outdoor experience to reach 3,000 county residents. The *Live Well San Diego* 5K event encourages residents to exercise with family and friends at a local park while supporting thousands of children in foster care and receiving health information. (SE4)
  - Support the County of San Diego, Parks and Recreation, Summer Movies In The Park efforts through Coast2Coast funding and the accompanying display of videos to promote a healthy, safe and thriving region. The Summer Movies In The Park series is free to residents, offers fun activities for children and encourages families to visit local parks, countywide, for an estimated total of 40,000 residents. (SE4)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Train 15 Resident Leadership Academy (RLA) facilitators, increasing the regional capacity to deliver the RLA curriculum which engages local leaders in the creation of healthy, safe and thriving San Diego neighborhoods. (SE7)



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conduct 26 comprehensive financial reviews of contractors to ensure compliance with standards and financial controls are in place. This activity will help assure that the County maintains fiscal stability. (OE1)
  - Conduct 14 Quality Assurance reviews to ensure that contracting policies and procedures are in accordance with funding sources. (OE1)



## ADMINISTRATIVE SUPPORT

- Train 100 HHSA employees on contract administration topics to develop, strengthen, and maintain the procurement knowledge and effectively improve contractor performance. (OE2)
- Coordinate 8 financial trainings comprised of budgetary topics impacting program operations such as funding streams and fiscal impacts to service delivery. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Build an electronic information exchange system that supports a person-centered delivery by enabling collaboration among County programs with shared customers. The Countywide Knowledge Integration Program (KIP) Unit will design and coordinate a new system to link with multiple information exchange systems and improve customer service. (OE3)
  - Increase the number of unique visitors to *the Live Well San Diego* website (LiveWellSD.org) by 50% (from 16,144 to 24,216) by providing access to timely, relevant news and materials. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Coordinate 6 Customer Service trainings for HHSA Departmental Customer Service Ambassadors to assist with developing skills of over 5,000 County employees so that the Agency provides customers an exceptional and effective County experience. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Develop a plan to create an HHSA Job Shadow program to provide 50 qualified employees the opportunity to explore a specific career interest, develop knowledge and collaborate to build relationships which provide opportunities for growth. (OE6)
  - Develop a plan to improve the HHSA New Employee Orientation to ensure a welcoming atmosphere for all new hires to feel valued, become engaged and integrated to the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued leads to increased retention and a productive workforce with an increased appreciation toward their contributions in the lives of our customers. (OE6)

### Related Links

For additional information about the programs offered by HHSA, go to:

- ◆ [www.sandiegocounty.gov/hhsa](http://www.sandiegocounty.gov/hhsa)

For information about *Live Well San Diego*, go to:

- ◆ [www.LiveWellSD.org](http://www.LiveWellSD.org)





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Comprehensive financially focused review for HHSA contractors <sup>1</sup>	22	21	22	26	28
Quality Assurance reviews of contracting policies and procedures completed for HHSA departments <sup>2</sup>	15	14	14	14	14
Unique visitors to the <i>Live Well San Diego</i> website <sup>3</sup>	8,838	50% increase (from 8,838 to 13,262)	83% increase (from 8,838 to 16,144)	50% increase (from 16,144 to 24,216)	50% increase (from 24,216 to 36,324)
Children 0 - 5 years of age identified with a developmental, social emotional or behavioral and received resources <sup>3</sup>	N/A	N/A	N/A	66% of 12,581	67% of 12,581
First 5 parents with the knowledge and capacity to advocate for their child's needs <sup>3</sup>	N/A	N/A	N/A	94% of 7,676	94.5% of 7,676
Certified Resident Leadership Academy facilitators <sup>3</sup>	N/A	N/A	N/A	15	15
Customer Service Training workshops <sup>3</sup>	N/A	N/A	N/A	6	6
Total <i>Live Well San Diego</i> partners <sup>3</sup>	N/A	N/A	N/A	174	224
Staff trained on contract administration <sup>3</sup>	N/A	N/A	N/A	100	100
HHSA financial events <sup>3</sup>	N/A	N/A	N/A	8	8

Table Notes

- <sup>1</sup> A comprehensive financial focused compliance review consists of testing financial material, review of contractor financial systems and controls, and observation of contractor systems, activities and processes. A review can range from one month to nine months to complete.
- <sup>2</sup> In Fiscal Year 2014–15, the number of reviews was decreased from 15 to 14 to reflect integration of two HHSA programs.
- <sup>3</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County’s vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

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

Administrative Support has an overall increase of \$21.7 million. The major initiative funded is the Knowledge Integration Program (KIP), which will streamline and enhance information exchange between programs and agencies, resulting in improved coordination and service delivery to clients seeking essential access to health care, public health, human services, probation, and housing assistance. Facilities will continue to be upgraded and modernized across all program areas to ensure superior customer service by focusing on co-locating services that will be delivered in an integrated, professional and trauma informed atmosphere.

## Staffing

Increase of 2.00 staff years in Administrative Support due to a transfer from Regional Operations to support operational needs.

## Expenditures

Net increase of \$21.7 million

- ♦ Salaries & Benefits—increase of \$1.2 million as a result of negotiated labor agreements, and the addition of 2.00 staff years.
- ♦ Services & Supplies—increase of \$21.6 million.





## ADMINISTRATIVE SUPPORT

- ◆ Increase of \$26.4 million in additional one-time information technology contracted costs for the design, development and implementation phase of the KIP project to modernize service delivery.
- ◆ Increase of \$0.9 million in the public liability insurance premium.
- ◆ Increase of \$0.8 million in information technology ISF costs primarily related to server upgrades.
- ◆ Increase of \$0.3 million for facility lease costs.
- ◆ Decrease of \$6.7 million for prior year information technology and innovation one-time projects.
- ◆ Decrease of \$0.1 million in various services and supplies accounts.
- ◆ Fund Balance Component Increases—decrease of \$1.1 million for one-time prior year commitment of principal and interest received from the February 2011 sale of the Grand Avenue clinic.
- ◆ Other Financing Sources—increase of \$1.7 million in Operating Transfer from Proposition 172 Fund for contribution to the KIP project.
- ◆ Use of Fund Balance—increase of \$18.1 million. A total of \$53.4 million is budgeted.
  - ◆ \$24.4 million for modernization of service delivery through information technology that will advance *Live Well San Diego* and the KIP project in the delivery of integrated services.
  - ◆ \$20.0 million for management reserves.
  - ◆ \$9.0 million for one-time major maintenance projects.
- ◆ General Purpose Revenue Allocation—increase of \$1.4 million to cover administrative support costs in Human Resources, Contract Support, Financial Services, Management Support and the Executive Office.

### Revenues

Net increase of \$21.7 million

- ◆ Intergovernmental Revenues—increase of \$0.5 million in Social Services Administrative revenue to align with projected allocation.

### Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$27.9 million is the result of an increase of \$0.8 million in Salaries & Benefits due to negotiated labor agreements, offset by a decrease of \$28.7 million in Services & Supplies due to the elimination of one-time projects from the prior year, including a reduction in one-time costs associated with the Knowledge Integration Program.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Agency Executive Office		24.00			26.00	26.00
Agency Contract Support		18.00			20.00	20.00
Financial Services Division		161.00			162.00	162.00
Human Resources		83.00			84.00	84.00
Management Support		21.00			21.00	21.00
Proposition 10		23.00			23.00	23.00
Office of Strategy and Innovation		35.00			31.00	31.00
Community Action Partnership		12.00			12.00	12.00
<b>Total</b>		<b>377.00</b>			<b>379.00</b>	<b>379.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Agency Executive Office	\$ 7,570,586	\$ 40,305,558	\$ 24,826,122	\$ 13,721,718	\$ 33,343,155	\$ 25,397,668
Agency Contract Support	3,851,766	2,463,495	2,466,004	2,349,457	2,774,154	2,806,288
Financial Services Division	29,976,366	34,524,593	43,593,639	34,707,072	35,733,706	33,144,107
Human Resources	13,432,512	10,556,868	10,557,254	9,931,984	11,362,732	11,465,954
Management Support	14,319,995	20,778,528	36,990,686	26,974,482	47,078,788	29,370,320
Proposition 10	2,547,594	2,882,295	2,882,295	2,595,996	2,932,961	2,981,613
Office of Strategy and Innovation	4,443,344	5,318,131	5,370,169	4,109,006	5,310,442	5,441,517
Community Action Partnership	5,760,423	5,399,155	5,399,155	5,911,671	5,367,465	5,398,986
<b>Total</b>	<b>\$ 81,902,586</b>	<b>\$ 122,228,623</b>	<b>\$ 132,085,324</b>	<b>\$ 100,301,387</b>	<b>\$ 143,903,403</b>	<b>\$ 116,006,453</b>



Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 34,864,639	\$ 38,908,281	\$ 38,908,281	\$ 36,232,463	\$ 40,113,900	\$ 40,951,807
Services & Supplies	46,650,383	62,177,040	88,033,741	64,063,356	83,789,503	55,054,646
Capital Assets Equipment	309,164	—	—	5,568	—	—
Fund Balance Component Increases	78,400	1,143,302	1,143,302	—	—	—
Management Reserves	—	20,000,000	4,000,000	—	20,000,000	20,000,000
<b>Total</b>	<b>\$ 81,902,586</b>	<b>\$ 122,228,623</b>	<b>\$ 132,085,324</b>	<b>\$ 100,301,387</b>	<b>\$ 143,903,403</b>	<b>\$ 116,006,453</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Fines, Forfeitures & Penalties	\$ 28,020	\$ 50,000	\$ 50,000	\$ 29,463	\$ 50,000	\$ 50,000
Revenue From Use of Money & Property	23,302	—	—	—	—	—
Intergovernmental Revenues	70,157,375	82,399,133	82,399,133	100,764,273	82,887,866	80,887,866
Charges For Current Services	3,546,572	4,386,096	4,386,096	3,838,231	4,364,115	4,412,767
Miscellaneous Revenues	2,509	26,000	26,000	8,124	26,000	26,000
Other Financing Sources	1,120,000	—	—	—	1,700,000	—
Fund Balance Component Decreases	—	—	—	—	—	9,177,406
Use of Fund Balance	7,024,807	35,367,394	45,224,095	(4,338,703)	53,423,008	20,000,000
General Purpose Revenue Allocation	7,024,807	—	9,856,701	(4,338,703)	1,452,414	1,452,414
<b>Total</b>	<b>\$ 81,902,586</b>	<b>\$ 122,228,623</b>	<b>\$ 132,085,324</b>	<b>\$ 100,301,387</b>	<b>\$ 143,903,403</b>	<b>\$ 116,006,453</b>



*County of San Diego*

Land Use and Environment Group

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# Land Use and Environment Group Summary & Executive Office

## Mission Statement

The Land Use and Environment Group protects the health and safety of residents and preserves and enhances the natural environment in which they live by unifying the County's efforts in land use, environmental protection and preservation, agriculture, recreation and infrastructure development and maintenance.

## Group Description

The Land Use and Environment Group (LUEG) protects and promotes a healthy environment for the residents and visitors of San Diego County. LUEG departments work collaboratively with constituents and industry partners to improve air and water quality, encourage sustainable development that fosters viable and livable communities, preserve and enhance natural and agricultural resources, construct and maintain critical infrastructure and ensure compliance with local, State, and federal laws that protect the public's health, safety and quality of life for current and future generations.

## Strategic Framework and Alignment

In Fiscal Year 2014–15, the County of San Diego completed a major strategic renovation to simplify the Strategic Framework and enhance Strategic Alignment across the organization. This included changes to the Strategic Initiatives. Transitioning from three initiatives—Healthy Families, Safe Communities, Sustainable Environments and the eight Required Disciplines for Excellence—to streamlining the Required Disciplines for Excellence into a fourth Strategic Initiative named Operational Excellence. New Audacious Visions and Enterprise-Wide Goals (EWG) were developed to assist departments in alignment to and support of the County's Vision and Strategic Initiatives. In addition, four focus groups comprised of subject matter experts from departments across the County produced a pre-determined set of Cross-Departmental Objectives (CDO). These CDOs demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. The creation of CDO nomenclature assists in the identification of each CDO throughout the Operational Plan and shows how the department is making a strategic contribution to its outcome. For more information on the new strategic alignment, refer to the Strategic Framework and Alignment section on page 29.



## LUEG Departments

- ◆ Agriculture, Weights and Measures
- ◆ Air Pollution Control District
- ◆ Environmental Health
- ◆ Farm and Home Advisor
- ◆ Parks and Recreation
- ◆ Planning & Development Services
- ◆ Public Works

## 2014–15 Accomplishments



### Healthy Families

- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Collaborated with the San Diego Foundation on its Climate Initiative and helped coordinate with government, non-profits, businesses and consumers to advance regional efforts to reduce greenhouse gas emissions.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
  - In conjunction with the Health in All Policies (HiAP) Team, produced consumer-oriented certified farmer's market brochure in English and Spanish with information on availability of healthy, locally produced fruit, vegetables and other agricultural products.
  - Conducted nutrition education for 1,320 low-income families with children to reduce the risk of childhood obesity and chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.



## Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Recruited and trained 414 adults and teens (19 years and over) 4-H volunteers, exceeding the goal of 350, to deliver positive youth development experiences to youth ages 5-19 years in reaching their full potential as competent, confident leaders of character who contribute and are connected to their communities. Four experiential learning activities were held: Large Animal Field Day, Agriculture Judging Day, Bates Nut Farm 2-Day Archery Exhibition and North County Area Beach Clean Up Project, reaching approximately 600 youth and their families.
  - Maintained the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.
  - Repainted and or used thermoplastic to re-mark crosswalks and roadway legends adjacent to 123 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic has been introduced at some school sites to minimize the need for annual repainting.
  - Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
    - ◆ Reviewed 12,887 building plans to ensure structures were properly and safely designed.
    - ◆ Helped 52,407 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
    - ◆ Conducted 32,216 building inspections during construction to ensure structures were built in accordance with approved building plans and applicable building safety codes.
  - Facilitated two trainings for federal agency staff and local aviation community members on foreign flight school students vetting and screening requirements.
  - Flood Control staff assisted communities in preparing and responding to flood events by inspecting 75% of flood control facilities and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.
  - Provided safe and accessible parks and preserves, fostered innovative programs and initiatives that promote government agency partnerships and community involvement and enhanced emergency communication and preparedness.
  - Created safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations and maintenance.

- Worked collaboratively with the San Diego County Fire Authority, Planning & Development Services, Office of Emergency Services, County Department of Parks and Recreation, regional fire authorities, government agencies, university staff and community groups to enhance wildfire related research. Disseminated information through a minimum of four outreach activities such as distributing Wildfire Zone preparedness and safety tip cards in English and Spanish; participated in six meetings with the Fire Safe Council of San Diego; management of the Wildfire Zone website; established a You Tube channel and curated relevant videos for the Extension Wildfire Information Network (eWIN).
- Provided four workshops for the Local Agency Management Program to educate stakeholders on the new standards and regulations for onsite wastewater treatment systems.
- Protected county residents by conducting 439 safety inspections on structural fumigations in San Diego County, exceeding the goal of 320 safety inspections.



## Sustainable Environments

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Developed and enhanced the experiences of park patrons and promoted healthy lifestyles by increasing recreational opportunities and educational programs.
    - ◆ Created additional recreational opportunities by constructing exercise stations along Dos Picos and Potrero Park Trails.
    - ◆ Promoted healthy lifestyles for 2,059 adults and seniors through participation in 61 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
    - ◆ Fostered positive development of 10,145 youth through 186 recreation programs and services that increase physical, intellectual, social and/or emotional abilities, exceeding goal of 6,500.
  - Stopped the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments (community parks, ball fields, and schools), by planning and conducting a comprehensive survey of high risk habitats throughout the entire county for RIFA infestations. Conducted three RIFA training sessions with key personnel from the Departments of Parks and Recreation and Public Works.
  - Protected the environment and preserved community character through efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.





- ◆ Continued implementation of the Purchase of Agriculture Conservation Easement (PACE) program which supports the local agricultural industry and the preservation of community character. To date a total of 1,151 acres of agricultural easements were acquired on 15 properties since the inception of the program in Fiscal Year 2013–14. A total of 413.82 acres were acquired on 8 properties in Fiscal Year 2014–15.
- ◆ Executed contract for the Agricultural Promotion Program to begin identifying ways to streamline regulations, provide more opportunities for agricultural ventures, and promote agricultural tourism in the unincorporated area.
- ◆ Developed a mechanism that allows easement land to be acquired under the PACE program and utilized as off-site mitigation for agricultural impacts resulting from private development. The mechanism was approved by the Board of Supervisors on September 17, 2014 (1).
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Provided two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to the Department of Environmental Health by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.
  - Prevented the spread of the insidious pest Glassy-winged Sharpshooter, a serious threat to California’s \$4 billion grape industry, by ensuring 100% of more than 2,705 plant shipments arrived at destination with no viable life stages of the pest.
  - Maintained an inspection program to protect the public from the harmful effects of air pollution by conducting more than 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
  - Protected the health of the public by reducing exposure to hazardous air pollutants:
    - ◆ Conducted emissions measurement tests on all 41 natural gas fired reciprocating internal combustion engines required to show ongoing compliance with the National Emission Standards for Hazardous Air Pollutants.
  - Identified problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc.) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes through workshops for 213 participants at various locations throughout San Diego County, including County libraries; trainings in eradication techniques and 35 participants from the Department of Agriculture, Weights and Measures; field research project on Pala Reservation and the establishment of a website ([http://ucanr.edu/sites/socaloakpests/Polyphagous - Shot Hole Borer](http://ucanr.edu/sites/socaloakpests/Polyphagous-Shot-Hole-Borer)).
- Maintained, supported and managed the volunteer Master Gardener program which provides research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego County residents and other County departments. The 297 Master Gardeners volunteered 22,579 hours for a savings of over \$499,000.
- Acquired, developed, and maintained facilities that support and promote park stewardship and environmental sustainability and efficiency.
  - ◆ Acquired 423 acres within the MSCP plan areas that will count toward the County’s commitment to the Multiple Species Conservation Program (MSCP) Implementing Agreement. The goal of 500 acres was not met due to multiple properties still in negotiations.
  - ◆ Enhanced recreation opportunities, reduced water consumption and improved sports fields by installing synthetic turf at 4S Ranch Sports Park. New synthetic turf is under construction at Pine Valley Park with completion anticipated in August 2015.
  - ◆ Conserved irrigation water by installing smart irrigation controllers at Heritage, Pine Valley and Felicita Parks.
  - ◆ Used Board Policy I-138, Mitigation on County-Owned Land Managed by the Department of Parks and Recreation to generate \$58,099 of revenue for acquisitions, operations and maintenance of MSCP lands.
  - ◆ Installation of photovoltaic panels to offset energy consumption and provide a clean source of renewable energy at Sweetwater Park completion date has been delayed to fall 2015. Redesign of the project was necessary due to electrical system capacity limits.
  - ◆ Incorporated cultural, historical or environmental interpretive components at Barnett Ranch, Potrero Park and Flume Trail.
- Improved the efficiency of land use programs that guided the physical development of the County’s land through a balance of growth and conservation while collaborating with communities.
  - ◆ Worked on Phase One of Comprehensive Renewable Energy Plan (CREP) with stakeholder meetings held in October 2014, January 2015 and April 2015 with the intent to present phase one CREP to the Board of Supervisors in fall 2015.
  - ◆ Continued to work towards completion of the North County Multiple Species Conservation Program (MSCP) and public review of environmental documentation. A draft plan was sent to the US Fish & Wildlife Service and California Fish & Wildlife Agency in September 2014.
- Conducted outreach to residents with information and resources on stormwater pollution prevention at over 30 community events throughout the unincorporated area of the county.





- Assisted 100 businesses and 65 multifamily complexes in initiating or expanding recycling programs.
- Provided residential composting at nine workshops, one community event and four schools in the unincorporated area of the county. As part of the awareness campaign, installed a new composting demonstration site at the Ramona High School for composting food scraps and landscape materials.
- Increased awareness of the Mobile Source Incentive Program by participating in 11 community outreach events about the Air Pollution Control District’s mobile source emission reduction incentive program and grant funding opportunities, exceeding the goal of eight events.
- Agriculture, Weights and Measures promoted the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works by implementing two collection events for recycling of used pesticide containers from the agricultural community.
- The Board of Supervisors approved Form-Based Zoning Codes for Ramona Town Center and Alpine Village on July 30, 2014 (2). Received San Diego Gas & Electric partnership funding to work on a Form Based Code for Valley Center South Village.
- The Board of Supervisors approved a Zoning Ordinance update on October 29, 2014 (1), to streamline accessory structure regulations. Refinements to the winery ordinance are undergoing stakeholder review with a goal of bringing an updated ordinance to the Board before the end of 2015.
- Protected a sustainable watershed and enhanced water quality in the region by minimizing downstream pollutants and thorough robust programs to reduce or eliminate water pollutants.
- Monitored 100% of 173 major stormwater outfalls to assess the health of watersheds.
- Provide and promote services that increase consumer and business confidence
  - Promptly reviewed all 35 Carl Moyer Program grant applications upon receipt and notified applicants within five business days of any additional information that was required.
  - Completed an internal Business Process Reengineering to streamline the Temporary Event permit process. Improved methods for receiving permit applications and tracking temporary events; improved customer information and updated online resources. Conducted a workshop for annual temporary event organizers and vendors, who learned about food safety and permitting requirements for temporary food vendors.
  - Educated the business community by creating two new compliance assistance videos and posting them on the APCD website.
  - Completed a Business Process Reengineering to identify improvements to streamline the plan check process for new retail food and public swimming pool projects to less

than 50% of the State law requirement of 20 days. Improvements identified are being implemented to help make the plan check process more efficient and reduce review time.



**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Managed the execution of parks-related capital projects identified in the Capital Improvement Needs Assessment as approved by the Board of Supervisors, in a timely and cost effective manner. For more information see the Capital Program section.
  - The Department of Environmental Health provided four California Electronic Reporting System (CERS) kiosks for facility owners and operators throughout the county that need CERS assistance or may not have access to a computer.
  - Increased efficiency, consistency and accuracy by implementing auto-generated Notices of Proposed Action (NOPA) for Agriculture, Weights and Measures’ retail fuel meters and water dispensers, developed associated business practices and conducted staff training.
  - Conducted an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review. Phase One deployed in July 2014 and included expanded appointments and revisions to the pre-review process. Phase Two deployed in November 2014 and included the Initial Study Research Report and the Property Summary Report; both automate portions of work previously done by Planning and Development staff.
  - Implemented a new Airport Lease Management System (ALMS), using LUEG’s enterprise-wide Business Case Management System as the platform, to track County airport leases and other contracts.
  - Ensured responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public records and making them available on Agriculture, Weights and Measures’ webpage for 24/7 customer access.
  - Reengineered and streamlined the incentive grant application process, moving from a largely paper-based system to an online application process using Accela Citizen Access in the Air Pollution Control District.
  - Expanded online services to reduce transaction times and the need for customers to visit a County office in the Department of Planning & Development Services by deploying Instant Permits to seven of the online available permit types and deployed a Property Summary Report used for the pre-review process and the public as a research tool.





- Strengthen our customer service culture to ensure a positive customer experience
  - LUEG is committed to embodying the County’s Strategic Initiatives included in the County’s Strategic Plan. As part of this “Team LUEG” was created to leverage interdepartmental efforts in the following areas: Workforce Development, Communication and Outreach and Customer and Stakeholder Focus. Comprised of all LUEG departments “Team LUEG” is about striving to be a “service before self” organization by working together and meeting the varying needs of customers.
  - Ensured effective and efficient management of discretionary permit applications from submittal to final decision through the application of case and project management knowledge, skills and techniques.
- Planning & Development Services continued to proactively engage our customers and sought feedback to ensure customer needs were met through bimonthly meetings with three user groups and with 31 additional stakeholder groups.
- Align services to available resources to maintain fiscal stability
  - Completed Business Process Re-engineering (BPR) and identified process changes to realize a 25% cost reduction in delivery costs for street repavement projects. DPW can only control the costs of delivery; not the cost of materials. Revised processes have been implemented and actual savings will be reported out next year, the second year for this two year goal.

### 2015–17 Land Use and Environment Group (LUEG) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various LUEG departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s 2015–17 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section on page 29.

Strategic Initiative	Cross-Departmental Objective		Contributing LUEG Departments and Business Groups
	HF1	Create a trauma-informed County culture	Parks and Recreation, Community Services Group, Health and Human Services Agency
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	Farm and Home Advisor, Parks and Recreation, Planning & Development Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency
	HF3	Partner with producers, distributors and retailers to increase access to and purchase of healthy local foods in food desert areas	Agriculture, Weights and Measures; Environmental Health; Health and Human Services Agency
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Air Pollution Control District; Agriculture, Weights and Measures; Parks and Recreation; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	HF5	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to <i>Live Well San Diego</i>	Parks and Recreation, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Public Safety Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Environmental Health, Farm and Home Advisor, Parks and Recreation, Public Works, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Public Safety Group
	SC3	Identify and mitigate community threats that impact quality of life	Air Pollution Control District; Agriculture, Weights and Measures; Environmental Health; Planning & Development Services; Public Works; Community Services Group; Health and Human Services Agency; Public Safety Group
	SC6	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	Parks and Recreation, Finance and General Government Group, Health and Human Services Agency, Public Safety Group

Strategic Initiative	Cross-Departmental Objective	Contributing LUEG Departments and Business Groups
	<p><b>SC7</b> Identify and increase multi-agency collaboration to develop, support and enhance enforcement strategies with the biggest impact to protect youth and reduce recidivism</p>	<p>Parks and Recreation, Community Services Group, Health and Human Services Agency, Public Safety Group</p>
	<p><b>SE1</b> Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive</p>	<p>Agriculture, Weights and Measures; Environmental Health; Farm and Home Advisor; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group</p>
	<p><b>SE2</b> Anticipate customer expectations and demands</p>	<p>Planning &amp; Development Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Public Safety Group</p>
	<p><b>SE3</b> Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment</p>	<p>Air Pollution Control District; Agriculture, Weights and Measures; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency</p>
	<p><b>SE4</b> Improve access to and use of parks, open spaces and outdoor experiences by assessing policies and community needs throughout San Diego County</p>	<p>Parks and Recreation, Health and Human Services Agency</p>
	<p><b>SE5</b> Educate and engage residents of all ages by leveraging internal and external partnerships to promote physical activities and recreational interests</p>	<p>Environmental Health, Farm and Home Advisor, Parks and Recreation, Public Works</p>
	<p><b>SE6</b> Sustain the natural environment by protecting and restoring open spaces, as well as educate the public about how to preserve these resources</p>	<p>Parks and Recreation</p>
	<p><b>OE1</b> Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county</p>	<p>Parks and Recreation, Public Works, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Public Safety Group</p>
	<p><b>OE2</b> Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability</p>	<p>Agriculture, Weights and Measures; Air Pollution Control District; Environmental Health; Parks and Recreation; Planning &amp; Development Services; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group</p>
	<p><b>OE3</b> Develop a plan to utilize new and existing technology and infrastructure to improve customer service</p>	<p>Air Pollution Control District; Agriculture, Weights and Measures; Environmental Health; Parks and Recreation; Planning &amp; Development Services; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group</p>
	<p><b>OE4</b> Provide information access to all customers ensuring consistency, transparency and customer confidence</p>	<p>Air Pollution Control District, Environmental Health, Planning &amp; Development Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Public Safety Group</p>
	<p><b>OE5</b> Engage employees to take personal ownership of the customer experience</p>	<p>Environmental Health, Parks and Recreation, Planning &amp; Development Services, Public Works, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Public Safety Group</p>
	<p><b>OE6</b> Develop a countywide management philosophy that fosters employee well-being, inclusion and development</p>	<p>Air Pollution Control District; Agriculture, Weights and Measures; Parks and Recreation; Planning &amp; Development Services; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group</p>





## Related Links

For additional information about the Land Use and Environment Group, refer to the website at:

- ◆ [www.sdcountry.ca.gov/lueg/index.html](http://www.sdcountry.ca.gov/lueg/index.html)

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

### Staffing

Increase of 1.00 staff year due to the transfer of a Group Program Manager from the Department of Parks and Recreation.

### Expenditures

Increase of \$1.0 million.

- ◆ Salaries & Benefits—increase of \$0.1 million due to negotiated Salary & Benefit increases and the transfer of a Group Program Manager from the Department of Parks and Recreation.
- ◆ Services & Supplies—increase of \$0.9 million due to replacement of radios and equipment related to the Regional Communication System upgrade.

### Revenues

Increase of \$1.0 million.

- ◆ Use of Fund Balance—increase of \$0.8 million. A total of \$4.4 million is budgeted for use in Fiscal Year 2015-16 as follows:
  - ◆ New projects totaling \$1.6 million of General Fund fund balance (\$1.1 million) and LUEG Fund Balance (\$0.5 million) include:
    - ◆ \$1.1 million of General Fund fund balance for the acquisition of radios and equipment for LUEG departments related to the Regional Communication System upgrade.

- ◆ \$0.5 million of LUEG Fund Balance for:
  - ◆ \$0.2 million for Information Technology Business Case Management System (BCMS) database conversion.
  - ◆ \$0.3 million for Information Technology BCMS script conversion.
- ◆ Re-budgeted projects totaling \$2.8 million of LUEG Fund Balance include:
  - ◆ \$0.8 million Asset Management System project.
  - ◆ \$0.5 million LUEG departments' business process reengineering projects.
  - ◆ \$0.5 million Team LUEG business reengineering projects.
  - ◆ \$0.3 million Business Case Management System infrastructure upgrade.
  - ◆ \$0.2 million Business Case Management System improvements.
  - ◆ \$0.2 million Air Pollution Control District paper conversion project.
  - ◆ \$0.1 million Agriculture, Weights and Measure iPad trapping application.
  - ◆ \$0.1 million Open Data Platform project.
  - ◆ \$0.09 million mobile application infrastructure.
  - ◆ \$0.05 million Civic engagement project.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million is due to negotiated labor agreements and the transfer of 1.00 FTE from the Department of Parks and Recreation.

## Executive Office Budget Changes and Operational Impact: 2015–16 to 2016–17

A decrease of \$3.9 million in Services & Supplies is due to the anticipated completion of one-time projects.



Group Staffing by Department						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Land Use and Environment Executive Office		10.00			11.00	11.00
Agriculture, Weights and Measures		162.00			162.00	162.00
Air Pollution Control District		146.00			146.00	146.00
Environmental Health		280.00			280.00	280.00
Parks and Recreation		178.00			179.00	179.00
Planning & Development Services		176.00			180.00	180.00
Public Works		500.00			503.00	503.00
<b>Total</b>		<b>1,452.00</b>			<b>1,461.00</b>	<b>1,461.00</b>

Group Expenditures by Department						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Land Use and Environment Executive Office	\$ 3,244,749	\$ 8,142,384	\$ 8,293,074	\$ 3,884,462.0	\$ 9,187,565	\$ 5,318,619
Agriculture, Weights and Measures	18,769,517	20,095,110	20,547,256	18,820,455.0	20,228,539	20,150,927
Air Pollution Control District	36,840,720	49,487,307	62,996,454	41,180,062.5	47,624,218	46,543,323
Environmental Health	40,267,909	46,661,684	48,720,367	41,917,008.3	46,148,371	45,461,479
Farm and Home Advisor	907,391	853,058	938,600	899,602.1	869,971	869,971
Parks and Recreation	34,430,402	35,059,532	50,280,413	39,269,050.8	37,237,626	36,153,842
Planning & Development Services	26,400,446	34,763,543	38,620,067	29,019,024.5	35,208,739	29,676,557
Public Works	188,626,663	222,420,632	338,774,897	194,631,741.6	227,420,062	191,970,027
<b>Total</b>	<b>\$ 349,487,797</b>	<b>\$ 417,483,250</b>	<b>\$ 569,171,129</b>	<b>369,621,406.7</b>	<b>\$ 423,925,091</b>	<b>\$ 376,144,745</b>





Executive Office Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Land Use and Environment Executive Office		10.00			11.00	11.00
<b>Total</b>		<b>10.00</b>			<b>11.00</b>	<b>11.00</b>

Executive Office Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Land Use and Environment Executive Office	\$ 3,244,749	\$ 8,142,384	\$ 8,293,074	\$ 3,884,462	\$ 9,187,565	\$ 5,318,619
<b>Total</b>	<b>\$ 3,244,749</b>	<b>\$ 8,142,384</b>	<b>\$ 8,293,074</b>	<b>\$ 3,884,462</b>	<b>\$ 9,187,565</b>	<b>\$ 5,318,619</b>

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 1,484,893	\$ 1,914,619	\$ 1,914,619	\$ 1,509,574	\$ 2,050,225	\$ 2,073,603
Services & Supplies	1,759,856	6,227,765	6,378,455	2,374,888	7,137,340	3,245,016
<b>Total</b>	<b>\$ 3,244,749</b>	<b>\$ 8,142,384</b>	<b>\$ 8,293,074</b>	<b>\$ 3,884,462</b>	<b>\$ 9,187,565</b>	<b>\$ 5,318,619</b>

Executive Office Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 1,035	\$ —	\$ —
Charges For Current Services	895,783	650,000	650,000	696,453	700,000	700,000
Use of Fund Balance	(1,428,660)	3,657,680	3,808,370	(647,730)	4,454,558	550,000
General Purpose Revenue Allocation	2,348,966	3,834,704	3,985,394	3,186,974	4,033,007	4,068,619
<b>Total</b>	<b>\$ 3,244,749</b>	<b>\$ 8,142,384</b>	<b>\$ 8,293,074</b>	<b>\$ 3,884,462</b>	<b>\$ 9,187,565</b>	<b>\$ 5,318,619</b>





# Agriculture, Weights and Measures

## Mission Statement

Promoting a thriving agricultural community, healthy residents and a balanced environment. Supporting a fair marketplace and consumer confidence in the accuracy of product weight, measure and price.

## Department Description

The Department of Agriculture, Weights and Measures (AWM) protects human health and the environment, and promotes the County's \$1.85 billion agricultural industry and a fair marketplace by gaining compliance with laws and regulations through collaboration and outreach.

AWM:

- ◆ Ensures the safe and legal use of pesticides and investigates pesticide-related complaints and illnesses.
- ◆ Prevents the introduction, spread and establishment of invasive agricultural pests of statewide importance that can cause agricultural, environmental and economic harm.
- ◆ Certifies agricultural shipments for intrastate, interstate and international exports.
- ◆ Ensures the accuracy of commercial weighing and measuring devices and Point-of-Sale systems.
- ◆ Regulates organic growers, certified producers and certified farmers' markets in support of local direct marketing and the sustainability of local agriculture.
- ◆ Inspects eggs for defects to prevent food-borne illnesses.
- ◆ Promotes the use of effective biocontrol measures against invasive pests.

To ensure these critical services are provided, Agriculture, Weights and Measures has 162.00 staff years and a budget of \$20.2 million.



## 2014–15 Accomplishments

- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
  - Established a County of San Diego Interdepartmental *Live Well San Diego* Food System Working Group to develop Health in All Policies (HiAP) compatible strategies for improved access to fresh, nutritious and affordable foods in identified food deserts.
  - In conjunction with the HiAP Team, produced a consumer-oriented certified farmers' market brochure in English and Spanish with information on availability of healthy, locally produced fruit, vegetables and other agricultural products.
  - Increased consumer protection of organic produce by increasing produce sampling inspections for illegal pesticide residues by 100%, from 15 to 30, at certified farmers' markets and other venues.

## Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensured timeliness in pesticide-related illness investigations by completing 98% of investigations within 120 days, exceeding the goal of 90%.
  - Protected county residents by conducting 439 safety inspections on structural fumigations in San Diego county, exceeding the goal of 320 safety inspections.

## Strategic Initiative Legend

HF	SC	SE	OE
○	●	□	■
- Audacious Vision			
- Enterprise Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
◆ - Objective Sub-Dot Point Level 1			

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.



**Sustainable Environments**

- Provide and promote services that increase consumer and business confidence
  - Ensured consumers’ confidence by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers, computing scales and counter scales.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Promoted the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works, Environmental Health and industry, by implementing two collection events for recycling of used pesticide containers from the agricultural community.
  - Protected agriculture, the food supply, and urban and natural environments by pursuing \$363,337 in additional funding from San Diego Association of Governments, Partners for Fish and Wildlife, United States Forest Service’s State & Private Forestry organization and California Invasive Plant Council to control invasive pests.
  - Prevented the spread of the insidious pest Glassy-winged Sharpshooter, a serious threat to California’s \$4 billion grape industry, by ensuring 100% of more than 2,705 plant export shipments arrived at destination with no viable life stages of the pest.
  - Averted the establishment of invasive pest species and provided excellent customer service in a timely manner by identifying and diagnosing 100% of plant insect and disease samples submitted by industry, the public and AWM inspection staff within two weeks of submission. Early and accurate identification is crucial to ensure invasive pest species do not become established in San Diego County or other parts of California.
  - Brought the remainder (7,695 of 54,825) of insect trapping sites into conformance with the statewide mapping grid system for improved rapid response to invasive pests. This was year two of a two-year goal.
- Fostered an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences.
  - Stopped the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments (community parks, ball fields, and schools), by planning and conducting a comprehensive survey of high risk habitats throughout the entire county for RIFA infestations. Conducted three RIFA training sessions with key personnel from County of San Diego Parks and Recreation and Public Works.

**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Improved timeliness of payments and increased customer satisfaction by implementing Accela Citizen Access online registration/fee payment system for the Point of Sale System and Device Registrations.
  - Increased efficiency, consistency and accuracy by implementing auto-generated Notices of Proposed Action (NOPA) for Weights and Measures’ retail fuel meters and water dispensers, developed associated business practices and conducted staff training.
  - Ensured responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public records and making them available on the AWM web page for 24/7 customer access.
  - Continued development of a mobile application to maximize technology and improve efficiency for the Pierce’s Disease Control Program (PDCP). Completion of project has been postponed to March 2016 due to delays in the procurement process and dependency to the Business Case Management System infrastructure upgrade.

**2015–17 Objectives**

**Healthy Families**

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Through the interdepartmental *Live Well San Diego* Food System Working Group promote food waste reduction and encourage food donations at food facilities, processors, growers, and distributors. Facilitate relationship building between food industry members, growers and food banks to remove barriers to food donation. (HF3)
- Ensure certified organic produce is safe and healthy by increasing produce sampling for illegal pesticide residue by 50%, from 30 to 45, at Certified Farmers’ Markets and other outlets and locations.
- Leverage resources within the Pesticide Regulation and the Agricultural Standards programs to ensure healthy food by coordinating pesticide inspections at Certified Producers’ farms and verifying safe use of pesticides in local food production.
  - ◆ Conduct 20 pesticide inspections at Certified Producers’ farms.





- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Through the interdepartmental *Live Well San Diego* Food System Working Group develop a comprehensive County of San Diego Food and Nutrition Standards that will address custodial populations, County-hosted meetings, events and cafeterias. (HF4)

- ◆ Conduct undercover test purchases of gasoline at 71 of 712 gas stations to ensure consumers are getting what they pay for.
- ◆ Ensure consumer confidence by completing 100% of approximately 30,000 annual inspections for fuel meters, taxi meters, water dispensers, computing scales and counter scales.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Promote the diversion of recyclable materials from landfills through recycling events in conjunction with the Departments of Public Works and Environmental Health and industry by implementing two collection events for recycling of used pesticide containers. (SE3)
  - Establish a pilot program to provide outreach and training to promote the licensing of maintenance gardener pest control businesses.
  - Prevent the introduction of costly invasive pests.
    - ◆ Reduce the possibility of an invasive pest quarantine to avoid stakeholder cost associated with mitigating and complying with regulatory requirements by maintaining the mandated 9,750 insect detection traps.
    - ◆ Increase inspections of root sampling by 10% (339 to 380).
    - ◆ Increase permission rate to open U.S. first class mail packages identified by agricultural product detector dogs to intercept invasive agricultural pests from 15% (60) to 30% (120) packages.
    - ◆ Partner with the California Department of Food and Agriculture, SANDAG, the San Diego County Weed Management Area, Partners for Fish and Wildlife, the San Diego Management and Monitoring Program, the California Invasive Plant Council, and the California Conservation Corps in the preservation, maintenance and management of preserved land by controlling and eradicating invasive weeds.



### Safe Communities

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Collaborate with federal, State, and local law enforcement agencies in efforts to mitigate, prevent, and combat negative economic and personal impacts that copper and metal theft have on our community. (SC3)
    - ◆ AWM will participate in 100% of monthly meetings in Fiscal Year 2015–16 of the San Diego Regional Metal Theft Working group to support the effort and disseminate current information to Weights and Measures inspectors.
    - ◆ To deter metal theft, Weights and Measures program will conduct 100% of the inspections assigned in FY 2015–16 by the California Department of Food and Agriculture Division of Measurement Standards (DMS) of all weighmaster recyclers and junk dealers and report non-compliances back to DMS for follow-up.
  - Promote the safe and legal use of pesticides and ensure timely resolution of non-compliances related to pesticide treatments by completing pesticide-related complaint investigations within an average of 75 days.
  - Protect county residents, pesticide workers, and the environment by monitoring structural fumigations in San Diego County.
    - ◆ Conduct 40 undercover surveillance inspections.
    - ◆ Conduct employee safety and records review audits of each company headquartered in the County.
    - ◆ Conduct 380 unannounced inspections.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - At least 10% of employees participate in a financial literacy training in order to promote understanding and individual contribution to the County’s fiscal stability. (OE2)
  - Increase efficiency and reduce operational costs associated with compliance actions by developing and implementing an automated Business Case Management System Letter of Warning report for pesticide violations.
- Provide modern infrastructure, innovation technology and appropriate resources to ensure superior service delivery to our customers.
  - Ensure 100% of all Weights and Measures auto-generated Notices of Proposed Actions (NOPA) are mailed to customers within 45 days from the time of inspection. (OE3)



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Simplify and clarify the process for establishing a new Certified Farmers’ Market (CFM) by instituting an on-line, interdepartmental CFM Roadmap, a one-stop information guide to navigate the requirements of the six departments/agencies involved with setting up a CFM. (SE1)
  - Support a fair marketplace and consumer confidence in the accuracy of product weight, measure and price.
    - ◆ Increase undercover test sales of recyclable beverage containers from 37% (53) to 50% (72) of all recyclers to ensure consumer confidence and equity in the marketplace.

## AGRICULTURE, WEIGHTS AND MEASURES

- Expand Accela Citizen Access to enable online payment of program fees. (OE3)
- Leverage Business Case Management System technology to automate tracking of revenue sources for the Integrated Pest Control program optimizing service delivery. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
- Increase qualified candidate applications by 50% by holding one job fair and working with local community colleges to promote entry-level positions as a pathway to long and rewarding careers working in Agriculture, Weights and Measures. (OE6)

### Related Links

For additional information about Agriculture, Weights and Measures, refer to:

◆ [www.sdcountry.ca.gov/awm](http://www.sdcountry.ca.gov/awm)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Plant and inspect samples diagnosed within two weeks of submission <sup>1</sup>	100% of 10,760	100% of 8,800	100% of 12,476	N/A	N/A
Plant shipments certified by the Pierce’s Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter <sup>2</sup>	100% of 2,470	100% of 2,350	100% of 2,705	N/A	N/A
Pesticide illness investigations completed within State guidelines of 120 days <sup>3,4</sup>	85% of 47	90% of 77	98% of 75	N/A	N/A
Annual fumigation inspections <sup>5</sup>	N/A	100% of 320	100% of 439	N/A	N/A
Structural Fumigation Undercover Inspections <sup>5</sup>	N/A	N/A	N/A	40	40
Average number of days to complete pesticide-related complaint investigations <sup>6</sup>	N/A	N/A	N/A	75	75
Annual number of initial and new install inspections for these registered retail devices:					
— Fuel meters	100% of 19,872	100% of 19,985	100% of 19,822	100% of 19,985	100% of 19,985
— Taxi Meters	100% of 1,411	100% of 1,426	100% of 1,343	100% of 1,426	100% of 1,426
— Water dispensers	100% of 1,422	100% of 1,456	100% of 1,419	100% of 1,456	100% of 1,456
— Computing scales	100% of 6,189	100% of 6,138	100% of 6,248	100% of 6,138	100% of 6,138
— Counter scales	90% of 686	100% of 635	100% of 642	100% of 635	100% of 635
Undercover recyclable beverage container test sales at CRV recyclers <sup>6</sup>	N/A	N/A	N/A	50% of 144	50% of 144
Undercover gasoline test purchases at retail gas stations (to supplement announced inspections) <sup>6</sup>	N/A	N/A	N/A	10% of 712	10% of 712





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
The Dog Team will increase permission rate to open U.S. first class mail identified by agricultural produce detector dogs from 15% to 30% <sup>6</sup>	N/A	N/A	N/A	30% of detected packages	30% of detected packages

Table Notes

- <sup>1</sup> This goal has been omitted due to meeting 100% of goal for the past 3 years.
- <sup>2</sup> The Glassy-Winged Sharpshooter is an agricultural pest that serves as a vector of Pierce’s Disease, which is fatal to grapevines. This goal has been omitted due to meeting 100% for the past 3 years.
- <sup>3</sup> This measure is being replaced by a measure of average number of days to complete pesticide-related complaint investigations.
- <sup>4</sup> In Fiscal Year 2013–14, seven investigations required more than 120 days to complete due to the learning curves of new inspectors, supervisors and manager in the program. Fiscal Year 2014–15 Adopted reflects the historical average of illness investigations of 77.
- <sup>5</sup> This measure is being removed due to the fluctuation of fumigations per year. The number of inspections conducted is a percentage of the total number of fumigation that takes place in the county each year. The program will continue to inspect structural fumigations as part of the work plan requirements with the California Department of Pesticide Regulation and the programs participation on the Structural Fumigation Enforcement Program.
- <sup>6</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County’s vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.1 million.

- ◆ Salaries & Benefits—increase of \$0.5 million. Increase of \$0.2 million in temporary help related to short term invasive weed control projects and Plant Health and Pest Prevention projects; increase of \$0.3 million is due to reduced negative salary adjustments and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.4 million. Decrease of \$0.3 million is due to reduced information technology expenditures; decrease of \$0.1 million in various expenditure accounts based on historical trends.

Revenues

Net increase of \$0.1 million.

- ◆ Licenses Permits & Franchises—decrease of \$0.2 million in the anticipated number of plant export certificates.
- ◆ Intergovernmental Revenues—increase of \$0.3 million in Unclaimed Gas Tax Revenue and various Plant Health and Pest Prevention contracts.
- ◆ Use of Fund Balance—decrease of \$0.2 million. A total of \$0.5 million is budgeted. \$0.5 million of Land Use and Environment Group fund balance is related to the re-budget of one-time funding to purchase vehicles (six), information technology projects to automate various paper projects in Pesticide Regulation, Plant Health and Pest Prevention and the Agricultural Standards programs and for the Fish and Wildlife Fund.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million due to negotiated labor agreements.

Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$0.1 million. The decrease is primarily due to a reduction of one-time funding for vehicle purchases partially off-set by negotiated labor agreements.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Agriculture, Weights and Measures		162.00			162.00	162.00
<b>Total</b>		<b>162.00</b>			<b>162.00</b>	<b>162.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Agriculture, Weights and Measures	\$ 18,760,069	\$ 20,077,110	\$ 20,529,256	\$ 18,803,965	\$ 20,210,539	\$ 20,132,927
Fish and Wildlife Fund	9,448	18,000	18,000	16,490	18,000	18,000
<b>Total</b>	<b>\$ 18,769,517</b>	<b>\$ 20,095,110</b>	<b>\$ 20,547,256</b>	<b>\$ 18,820,455</b>	<b>\$ 20,228,539</b>	<b>\$ 20,150,927</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 14,938,804	\$ 15,896,766	\$ 15,848,984	\$ 15,150,589	\$ 16,414,817	\$ 16,806,088
Services & Supplies	3,872,407	3,898,344	4,384,581	3,591,529	3,503,722	3,319,839
Other Charges	11,977	25,000	38,691	35,459	25,000	25,000
Capital Assets Equipment	—	275,000	275,000	115,300	285,000	—
Expenditure Transfer & Reimbursements	(53,671)	—	—	(72,421)	—	—
<b>Total</b>	<b>\$ 18,769,517</b>	<b>\$ 20,095,110</b>	<b>\$ 20,547,256</b>	<b>\$ 18,820,455</b>	<b>\$ 20,228,539</b>	<b>\$ 20,150,927</b>





Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 3,593,707	\$ 3,896,500	\$ 3,896,500	\$ 3,609,814	\$ 3,677,500	\$ 3,677,500
Fines, Forfeitures & Penalties	158,676	166,000	166,000	190,996	166,000	166,000
Revenue From Use of Money & Property	28	—	—	33	—	—
Intergovernmental Revenues	9,083,279	8,543,257	8,543,257	8,907,298	8,799,492	8,799,492
Charges For Current Services	558,089	753,617	753,617	612,140	806,488	806,488
Miscellaneous Revenues	16,192	3,000	3,000	17,399	—	—
Other Financing Sources	27	—	—	14,490	—	—
Use of Fund Balance	(238,922)	677,039	1,129,185	(587,411)	477,000	2,000
General Purpose Revenue Allocation	5,359,520	6,055,697	6,507,843	5,468,286	6,302,059	6,699,447
<b>Total</b>	<b>\$ 18,769,517</b>	<b>\$ 20,095,110</b>	<b>\$ 20,547,256</b>	<b>\$ 18,820,455</b>	<b>\$ 20,228,539</b>	<b>\$ 20,150,927</b>



# Air Pollution Control District

## Mission Statement

*To protect the public from the harmful effects of air pollution, achieve and maintain air quality standards, foster community involvement, and develop and implement cost effective programs meeting State and federal mandates, while considering environmental and economic impacts.*

## Department Description

*The Air Pollution Control District (APCD) protects people and the environment from the harmful effects of air pollution. Air quality is continuously monitored throughout the San Diego Air Basin and programs are developed to achieve clean air through reduced air pollutant emissions. The APCD issues permits that limit air pollution, adopts regulations, ensures adherence to air pollution control laws and administers grants and funds used to reduce regional mobile source air pollutant emissions through incentive programs.*

*To ensure these critical services are provided, the Air Pollution Control District has 146.00 staff years and a budget of \$47.6 million.*



- Collaborated with the San Diego Foundation on its Climate Initiative and helped coordinate with government, non-profits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Investigated 100% of the 528 air pollution complaints received from the public.
  - Maintained the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Assisted the business community by creating two new compliance assistance videos and posted them on the APCD website.
  - Promptly reviewed all 35 Carl Moyer Program grant applications upon receipt and notified applicants within five business days of any additional information that was required.
  - Obtained inspection reports for 100% of the equipment funded through the Carl Moyer Program and Goods Movement Emission Reduction Program to ensure that the new or upgraded equipment met program specific requirements to achieve emission reductions.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Supported the Juror Transit Pass program in cooperation with SANDAG, MTS and the courts to reduce transportation-related emissions resulting from jury duty by partially funding the program.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

## 2014–15 Accomplishments



### Healthy Families

- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Participated in LUEG’s Health in All Policies (HiAP) initiative, in support of the County’s *Live Well San Diego* (LWSD) strategy for regional health, safety and well-being. Participated on the LWSD Indicators Steering Committee to develop metrics to measure progress in the achievement of LWSD goals and objectives.



- Supported public awareness and enhanced support of reduction in emissions by recognizing four local leaders in reducing emissions.
- Partnered with San Diego EarthWorks on the VIP (Very Important Planet) reception and the annual San Diego APCD Clean Air Award hosted by the County of San Diego, Third District.
- Partnered with the Industrial Environmental Association (IEA) to provide the annual “IEA-APCD Blue Sky Leadership Award” to three local businesses.
- Increased awareness of the Mobile Source Incentive Program by participating in 15 community outreach events about APCD’s mobile source emission reduction incentive programs and grant funding opportunities, exceeding the goal of eight events.
- Implemented the first “near-road” air quality monitoring station in the county of San Diego on March 27, 2015, to measure the emission impact of on-road motor vehicles. Goal of implementation by September 30, 2014, was not met due to delay in installing electrical power to the site. Goal of implementing a second “near-road” air quality monitoring station by June 30, 2015, was not met due to delay in identifying and receiving EPA’s approval on a second “near-road” location.
- Relocation of the El Cajon ambient air quality monitoring site, which is designated as a National Core monitoring station, to a permanent location within 30 days after the relocation site was ready was not completed due to school construction delays from the planned relocation date.
- Maintained an inspection program to protect the public from the harmful effects of air pollution by conducting 10,020 inspections of equipment at regulated facilities for compliance with air pollution laws.
- Collected valid ozone measurement data on more than 91% of days in the year, surpassing the federal requirement of 75%.
- Reduced mobile source air pollutant emissions by 514 tons by providing incentive grants to projects that removed high polluting vehicles and engines from service.
- Protected the health of the public by reducing exposure to hazardous air pollutants:
  - ◆ Conducted emissions measurement tests on 21 natural gas and diesel fired reciprocating internal combustion engines required to show ongoing compliance with the National Emission Standards for Hazardous Air Pollutants. The original goal of 41 was not met due to the fact that only 21 of the engines require testing each year; the remaining 20 engines are tested every third year and will be tested again in 2017.
- Participated in meetings of the San Diego Regional Clean Cities Coalition and related working groups to promote the use of alternative fuels and alternative fuel vehicles in the region.

- Created greater public awareness of the harmful impacts of air pollution by participating in five public outreach events, surpassing the goal of two public outreach events, and coordinated activities with events such as the Earth Day fair.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Reengineered and streamlined the incentive grant application process, moving from a largely paper-based system to an online application process using Accela Citizen Access.
- Strengthen our customer service culture to ensure a positive customer experience
  - Staff attended a customer service training program on effective communication skills with the regulated community.

## 2015–17 Objectives



### Healthy Families

- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Increase public health protection by implementing new statewide guidelines and related tools for assessing and mitigating the health risks associated with toxic air contaminants, thereby ensuring that permitting decisions are based on new science about the increased childhood sensitivity to air toxics. (HF4)



### Safe Communities

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Investigate 100% of the air pollution complaints received within two business days or less to minimize the impact of air pollutants on County residents and visitors. (SC3)
  - Maintain the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public. (SC3)



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Maintain a robust business assistance program by continuing to provide training sessions, online videos, courtesy inspections, informational materials, and other activities to aid the business community in achieving compliance with air pollution rules and regulations.



- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Conduct a minimum of two informational events in collaboration with other County departments and public agencies to enhance regional awareness and understanding of air quality rules and regulations. (SE3)
  - Conduct a minimum of one informational event in collaboration with other County departments to create awareness of grant funding opportunities for delivery of County services in a manner that reduces air pollutant emissions from motor vehicles and other mobile sources. (SE3)
- Develop a regional air quality plan in Fiscal Year 2016–17 to ensure measures are in place to expeditiously attain the 2008 national standard (limit) for ground-level ozone countywide.
- Collect valid ozone measurement data on at least 90% of days in the year, surpassing the federal requirement of 75% and ensuring that plans to attain clean air are based on an accurate assessment of existing conditions.
- Conduct a minimum of 7,400 inspections of equipment and processes at regulated facilities to verify compliance with air quality rules and regulations and minimize excess emissions of air pollutants.

- Create two new online videos instructing customers of procedures for completing and submitting online applications for air quality permits or project grants and/or procedures to comply with air quality rules and regulations. (OE3)
- Create a web-based automated system for access by staff and external customers that calculates and displays labor costs and revenue account balances for permit applications in real-time. (OE4)
- Expedite permittees’ access to information by increasing the types of permit related documents available in electronic form for secure online viewing and downloading, such as emissions measurement reports, historical permits, and vital permit-related communications. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Enhance the existing Blue Sky Leadership Award program by developing and implementing a process to recognize regulated facilities with a written acclamation upon passing routine inspections.
  - Provide timely services by taking action on 100% of construction permits for new or modified equipment within 180 days of receipt of a completed application.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Enhance workforce development and strengthen leadership skills and succession planning by developing and implementing a pilot program for job shadowing and cross-training. (OE6)



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - At least 10% of employees participate in a financial literacy training in order to promote understanding and individual contribution to the County’s fiscal stability. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

### Related Links

For additional information about the Air Pollution Control District, refer to the website at:

◆ [www.sdapcd.org/index.html](http://www.sdapcd.org/index.html)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Scheduled equipment/facilities inspections completed <sup>1</sup>	100% of 10,777	100% of 7,400	100% of 10,020	100% of 7,400	100% of 7,400
All citizen complaints investigated and contact made within two business days of reported complaint <sup>2</sup>	100% of 599	100% of 540	100% of 528	100% of 540	100% of 540
Valid ozone data collection per year <sup>3</sup>	92% of data	90% of data	91% of data	90% of data	90% of data
Annual tons of air pollutants reduced from mobile source incentive projects <sup>4</sup>	265	350	514	350	N/A

*Table Notes*

- <sup>1</sup> Indicates the completion levels for inspections of equipment/facilities emitting air contaminants. Annual target of 7,400 is based on standards established by the California Air Resources Board and the Environmental Protection Agency (EPA); however, APCD is able to achieve higher inspections than the minimum requirement.
- <sup>2</sup> The majority of complaints from the public are due to dust-related pollution from construction and visible emissions, and 100% of public complaints are investigated. APCD responds to complaints the same day if a complaint is received during the business day and will respond to all complaints received within two business days. APCD cannot control the number of complaints about the environment received from the public and the number of resulting cases to investigate but sets targets for the percentage of complaints that are responded to in a timely manner and thoroughly investigated as a measure of internal department performance standards. The average number of complaints per year over the past three fiscal years is 571.
- <sup>3</sup> The EPA requires 75% data capture to designate valid data.
- <sup>4</sup> Starting in Fiscal Year 2013–14, a new results-focused performance measure of annual tons of air pollutants reduced from mobile source incentive projects is being used to better indicate the benefits achieved by the Mobile Source Incentive Program. Starting in Fiscal Year 2016–17, this measure will be replaced with a replacement measure that more closely defines the outcomes of the Mobile Incentives program.

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

### Staffing

No change in staffing.

### Expenditures

Net decrease of \$1.9 million.

- ◆ Salaries & Benefits—decrease of \$0.4 million due to increases in negative salary adjustments due to anticipated savings from delays in filling positions.
- ◆ Services & Supplies—net increase of \$0.4 million.
  - ◆ Increase of \$0.6 million for Business Case Management System customization to meet District-specific needs.
  - ◆ Increase of \$0.1 million for ergonomic equipment and monitors for staff.
  - ◆ Increase of \$0.1 million for replacement of minor equipment and office equipment.
  - ◆ Increase of \$0.1 million for anticipated energy cost increases.
  - ◆ Decrease of \$0.4 million due to completion of maintenance projects.
  - ◆ Decrease of \$0.1 million for anticipated reductions in software needs.
- ◆ Other Charges—decrease of \$3.0 million due to changes in funding for Mobile Incentives programs.
- ◆ Capital Assets Equipment—increase of \$1.1 million.
  - ◆ Increase of \$0.9 million for anticipated replacement of laboratory equipment.
  - ◆ Increase of \$0.3 million for replacement of vehicles.

## Revenues

Net decrease of \$1.9 million.

- ◆ Licenses Permits & Franchises—decrease of \$1.1 million due to a delay in the cost recovery proposal.
- ◆ Intergovernmental Revenues—decrease of \$0.8 million due to anticipated reductions in Mobile Incentives program funding.
- ◆ Charges for Current Services—increase of \$0.1 million due to increased use of services by customers.
- ◆ Use of Fund Balance—decrease of \$0.1 million. A total of \$2.4 million is budgeted for use in Fiscal Year 2015–16 as follows:
  - ◆ Use of \$1.0 million for Business Case Management System customization to meet District-specific needs.
  - ◆ Use of \$0.8 million for replacement of laboratory equipment.
  - ◆ Use of \$0.4 million for minor building maintenance projects.
  - ◆ Use of \$0.2 million for replacement of vehicles.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$1.1 million is primarily due to a decrease of \$1.0 million in Capital Assets Equipment due to the decreased need for the replacement of laboratory equipment and a decrease of \$0.5 million in Other Charges due to the completion of Mobile Incentives Projects offset by an increase of \$0.4 million in Salaries & Benefits due to negotiated labor increases.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Air Pollution Control District Programs		146.00			146.00	146.00
<b>Total</b>		<b>146.00</b>			<b>146.00</b>	<b>146.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Air Pollution Control District Programs	\$ 36,840,720	\$ 49,487,307	\$ 62,996,454	\$ 41,180,062	\$ 47,624,218	\$ 46,543,323
<b>Total</b>	<b>\$ 36,840,720</b>	<b>\$ 49,487,307</b>	<b>\$ 62,996,454</b>	<b>\$ 41,180,062</b>	<b>\$ 47,624,218</b>	<b>\$ 46,543,323</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 15,763,439	\$ 18,017,625	\$ 18,017,625	\$ 16,213,852	\$ 17,613,636	\$ 18,036,741
Services & Supplies	4,765,890	5,730,153	6,386,149	5,016,990	6,165,541	6,155,541
Other Charges	6,779,910	14,428,991	26,514,342	9,207,820	11,404,503	10,890,503
Capital Assets Equipment	609,002	445,000	852,800	429,670	1,575,000	595,000
Fund Balance Component Increases	300,000	300,000	300,000	—	300,000	300,000
Operating Transfers Out	8,622,478	10,565,538	10,925,538	10,311,730	10,565,538	10,565,538
<b>Total</b>	<b>\$ 36,840,720</b>	<b>\$ 49,487,307</b>	<b>\$ 62,996,454</b>	<b>\$ 41,180,062</b>	<b>\$ 47,624,218</b>	<b>\$ 46,543,323</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 7,857,192	\$ 8,729,927	\$ 8,729,927	\$ 7,333,865	\$ 7,689,927	\$ 7,689,927
Fines, Forfeitures & Penalties	1,465,252	980,000	980,000	674,195	980,000	980,000
Revenue From Use of Money & Property	85,878	30,000	30,000	100,630	30,000	30,000
Intergovernmental Revenues	20,118,616	26,122,876	31,120,008	19,804,373	25,277,876	25,277,876
Charges For Current Services	492,450	593,478	593,478	597,496	676,478	676,478
Miscellaneous Revenues	35,242	—	—	36,851	—	—
Other Financing Sources	8,626,847	10,565,538	10,925,538	10,331,958	10,565,538	9,151,538
Use of Fund Balance	(1,840,758)	2,465,488	10,617,503	2,300,695	2,404,399	2,737,504
General Purpose Revenue Allocation	(1,840,758)	—	8,152,015	2,300,695	—	—
<b>Total</b>	<b>\$ 36,840,720</b>	<b>\$ 49,487,307</b>	<b>\$ 62,996,454</b>	<b>\$ 41,180,062</b>	<b>\$ 47,624,218</b>	<b>\$ 46,543,323</b>



# Environmental Health

## Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws.

## Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality. DEH educates the public to increase environmental awareness and compliance and implements and conducts enforcement of local, state and federal environmental laws when necessary to protect public and environmental health. DEH regulates retail food safety; public housing; public swimming pools; small drinking water systems; mobile home parks; onsite wastewater systems; recreational water; medical and hazardous materials and waste; aboveground and underground storage tanks as well as contaminated site cleanup oversight. In addition, DEH serves as the Solid Waste Local Enforcement Agency, surveys for vector-borne diseases carried by rodents, ticks and mosquitoes and helps to ensure safe workplaces for County employees.

To ensure these critical services are provided, the Department of Environmental Health has 280.00 staff years and a budget of \$46.1 million.



## 2014–15 Accomplishments



### Healthy Families

- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Started preliminary work to develop a DEH general drought management plan for small drinking water systems. The plan will incorporate work completed to date with drought surveys and tools water system owners can utilize to address reduced water supplies and to develop individualized drought management plans.
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - DEH continued to play an active role with the County's efforts to develop the *Live Well San Diego* Thriving initiative by participating in workshops to develop thriving objectives. DEH also conducted activities that support the Thriving initiative's focus areas, such as working with the *Live Well San Diego* Food Systems Task Force to advance a safe, healthy, and robust local food system.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Collaborated with the Southern Chapter of the California Environmental Health Association to conduct a public pool seminar for regulated operators in 2015. The seminar was to enhance knowledge, resulting in better compliance for operators and improved health protection for bathers. DEH also coordinated the local implementation of new State requirements for public pools by updating outreach materials and conducting six public pool operator seminars that helped operators be in compliance and protect public health.

## Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

- In July 2014, DEH participated in a binational drill held in Tecate, Mexico called “Simulacro 2014”. This drill not only tested Mexico’s response to a chemical release, it also exercised the binational communication procedures between Mexico and DEH. The drill comprised of an ammonia release at Cerveceria Tecate, a drum fire at Recicladora Temarry, and a small chemical release at Rockwell Industries. DEH staff were observers and evaluators for this exercise.
- Continued to host bimonthly regional hazardous waste task force meetings and sent one inspector to the Advanced Environmental Crimes Training Program (AECTP) in May 2015 to improve collaboration with federal, State, county and city prosecutors, investigators and other regulatory agencies to prosecute environmental crimes, both locally and Statewide.
- Trapped rodents twice per year at port of entry sites where freight from foreign origin is received by boat, airplane or truck in order to conduct tests for plague and identify flea species.
- Trapped and tested 503 mice, during 70 trapping events, for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus—resulting in seven positive Hantavirus detections.
- Developed a strategy for evaluating and controlling mosquito breeding in storm drains.
- Inspected all 259 identified waste tire sites in the Tire Enforcement Agency inspection Work Plan to ensure compliance and reduce illegal handling and disposal of waste tires.
- Provided four workshops for the Local Agency Management Program to educate our stakeholders on the new standards and regulations for onsite wastewater treatment systems.
- DEH educated over 15,000 children under the age of 18 on awareness and protection from mosquito-borne diseases and other vector-related diseases, over 3,560 school children on household hazardous waste/source reduction, over 3,500 students on environmental health careers, and over 1,000 students on food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year’s focus areas.

### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Completed an internal Business Process Reengineering to streamline the Temporary Event permit process. Improved methods for receiving permit applications and tracking temporary events; improved customer information and updated online resources. Conducted a workshop for annual temporary event organizers and vendors, who learned about food safety and permitting requirements for temporary food vendors.

- Completed a Business Process Reengineering to identify improvements to streamline the plan check process for new retail food and public swimming pool projects to less than 50% of the State law requirement of 20 days. Improvements identified are being implemented to help make the plan check process more efficient and reduce review time.
- Completed, reviewed and approved 70% of plans and permits for installation, repair and removal of Underground Storage Tanks (USTs) within 10 working days of receiving a complete application. Limited resources were available to maintain a 95% goal for Fiscal Year 2014–15 due to delays caused by the implementation of the California Electronic Reporting System (CERS) and Accela; division resources were prioritized to meet state-mandated inspection frequencies.
- The Hazardous Materials Division (HMD) hosted eight outreach workshops to explain the CERS requirements to stakeholders, regulated businesses, consultants and other interested parties.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Provided four stakeholder workshops for the Voluntary Assistance Program (VAP) to increase awareness on the benefits of the program and how it will help expedite resolution of contaminated properties to allow development.
  - Provided two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to DEH by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.
  - Developed a draft graywater procedure manual to address options for water conservation for drought relief and provide guidance to residents of the unincorporated areas of San Diego County.

### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Continued to work on creating internal reporting tools for effective program management. External reports are no longer needed as all Certified Unified Program Agency (CUPA) reporting requirements are accessible in CERS reporting tools for internal and external use. Internal reports will be used for management and field staff.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Adobe eForms has been selected for DEH’s Inspection Capture Software Solution. Phase I, Medical Waste Inspection forms have been developed and actively used in the field since January 2015. Phase II (Food Facilities) was developed and implemented by June 2015. Phase III (CUPA Programs) is on schedule to be developed and implemented by July 2015.





- Developed an electronic Compliance Inspection Report (CIR) with the Medical Waste Inspection forms in DEH's Inspection Software Solution. This new CIR will streamline the inspection paperwork processing time.
- Provided four CERS kiosks for facility owners and operators throughout the county that need CERS assistance or may not have access to a computer.
- Provided eight outreach events for the Beach Water Quality Program to educate the public on the resources available to determine the water quality at local beaches prior to use.
- Strengthen our customer service culture to ensure a positive customer experience
  - Increased department participation in Team LUEG process improvement efforts.
  - Developed and implemented a continuous improvement plan for the department to improve processes and customer service.
  - Provided quality customer service by:
    - ◆ Completing the review of septic system layouts within an average of 12 days, the goal of 10 days was not met due to a 9% increase in number of projects received as compared to last year and two less staff persons;
    - ◆ Reviewing and responding to 97% of Local Oversight Program reports and workplans within 60 days; and
    - ◆ Reviewing and processing 100% of monitoring well permit applications within an average of 8 working days.
- Developed, maintained and attracted a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Completed a test version of a Virtual Unified Program inspector training program. This training allowed for supervised and unsupervised training in a virtual environment to augment instructor-led and one-on-one field inspector training.

State pool safety regulations which are intended to make public pools safer. (SC2)

- Complete food facility plan check and facility inspections to ensure compliance with regulations to promote safe communities and improve the quality of life for all consumers. (SC3)
- Pursue formal enforcement of businesses with Class I violations in order to prevent future hazardous waste spills and exposures. Class I violations are those violations that are willful, intentional, negligent, knowing or should have known, include false documents, violations that pose a significant threat of harm to the environment or human life; chronic violations may also be considered Class I. (SC3)
- Require drought management plans for each of the 162 DEH-regulated small public water systems by June 30, 2017, to ensure all systems are able to provide clean, safe and reliable water supplies. (SC3)
- Provide additional sharps collection kiosks to unincorporated areas of the County so residents can properly dispose of their sharps waste. (SC3)



## Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Streamline the permitting process for local fisherman by providing guidelines and reducing regulations which will boost the local seafood industry and provide safe and fresh seafood to the residents creating a sustainable and thriving environment. (SE1)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Monitor Underground Storage Tanks holding hazardous materials and hazardous wastes through annual inspections to reduce pollution to groundwater and natural resources.
  - Promote wastewater treatment alternatives that will enhance land development opportunities while preserving resources and protecting public health.
  - Participate in the California Environmental Quality Act (CEQA) Environmental Review Process to reduce future mosquito breeding sources.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Provide recreational water quality training classes each year to surfing or other enthusiast or environmental groups including children attending surf camps or other summer camps (e.g., junior lifeguard programs). The trainings will enable these group members to make informed decisions about where and when it is safe to enter the water and how to find current information regarding local beach water quality. (SE5)

## 2015–17 Objectives



### Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Coordinate with the Health and Human Services Agency (HHS) to assist local retailers with their plan check conversions to increase the number of stores offering fresh fruits and vegetables to underserved communities and thereby reducing food deserts. (HF3)



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Evaluate pool operators to ensure compliance with new







### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - At least 10% of employees participate in a financial literacy training in order to promote understanding and individual contribution to the County’s fiscal stability. (OE2)
  - Develop and pursue regional partnerships to enhance home-generated sharps collection infrastructure to ensure superior service to San Diego county residents.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Utilize data to ensure a comprehensive aerial green swimming pool identification program to reduce urban mosquito breeding sources which leads to superior customer service. (OE3)
  - Utilize existing tools and foster the development of new technologies to track violations and ensure businesses return to compliance for hazardous materials and hazardous waste violations in a timely manner. (OE3)

- Provide the public with instant access to site clean-up and monitoring well permit case files online, saving time and reducing costs to both the public and staff providing the information. (OE4)
- Hazardous Materials Division to exceed State mandated Unified Program inspection frequencies by 5%.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue to implement the County’s Customer Service Program initiative in the department and work with all DEH employees to use a positive approach to provide customers with a positive experience. (OE5)

### Related Links

For additional information about the Department of Environmental Health, refer to the website and Facebook page at:

- ◆ [www.sdcounty.ca.gov/deh](http://www.sdcounty.ca.gov/deh)
- ◆ [www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529](https://www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529)





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Respond to service calls about mosquitoes, rats and flies by contacting complainants within three days <sup>1</sup>	97% of 2,698	97%	97% of 3,725	N/A	N/A
Average number of days to complete review of septic system layouts <sup>2</sup>	10.1	10	12	N/A	N/A
Percentage of all plans and permits for installation, repair, and removal of Underground Storage Tank (UST) reviewed and approved within 10 working days of receiving a complete application <sup>3</sup>	72% of 141	95%	70% of 302	N/A	N/A
Review and respond to all Local Oversight Program (LOP) reports and work plans within 60 days <sup>4</sup>	97% of 751	100%	97% of 561	N/A	N/A
All monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days <sup>5</sup>	100% of 715	100%	100% of 417	N/A	N/A
Mosquito service calls closed within 21 days or less after initial contact <sup>6</sup>	97% of 1,264	97%	98% of 2,077	N/A	N/A
Each of the 162 DEH-regulated small public water systems will have a Drought Management Plan in place by June 30, 2017, to ensure all small public water systems are able to provide clean, safe and reliable water supplies (SC3) <sup>7</sup>	N/A	N/A	N/A	50% of the 162 DEH-regulated Small Public Water Systems will have a drought management plan	50% of the 162 DEH-regulated Small Public Water Systems will have a drought management plan
Evaluate 100% of pool operators to ensure compliance with new state pool safety regulations which are intended to make public pools safer (SC2) <sup>7</sup>	N/A	N/A	N/A	100%	N/A
Provide recreational water quality training classes each year to surfing or other enthusiast or environmental groups including children attending surf camps or other summer camps (e.g., junior lifeguard programs). The trainings will enable these group members to make informed decisions about where and when it is safe to enter the water and how to find current information regarding local beach water quality (SE5) <sup>7</sup>	N/A	N/A	N/A	10	10



Table Notes

- <sup>1</sup> This measure is being discontinued as the goal has been met or exceeded for the last three fiscal years.
- <sup>2</sup> This measure was established when the average number of days to complete review was 28 days. Since an improved service level has consistently been achieved, this measure is being discontinued.
- <sup>3</sup> This measure will be replaced with an outcome-based measurement more closely aligned with future objectives. Due to inspection delays caused by the implementation of the California Electronic Reporting system, division resources were prioritized to meet State Mandated inspection frequencies.
- <sup>4</sup> This measure is being discontinued due to the State’s reduction in funding and case referral for this program.
- <sup>5</sup> This measure is being discontinued as the goal has been met or exceeded for the last three fiscal years.
- <sup>6</sup> This measure is being discontinued as the goal has been met or exceeded for the last three fiscal years.
- <sup>7</sup> Performance measure added in Fiscal Year 15–16 to support the strategic alignment to the County’s vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

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

### Staffing

No change in staffing.

### Expenditures

Net decrease of \$0.5 million.

- ◆ Salaries & Benefits—no change. Increase of \$2.0 million reflects step and merit increases, negotiated labor agreements, and an increase in temporary help; offset by a decrease of \$2.0 million in anticipated salary savings from vacancies and modified positions, and a reduction in overtime in the Food and Housing Division related to a one-time project.
- ◆ Services & Supplies—net decrease of \$0.6 million due to a decrease of \$0.9 million in the Vector Control Habitat Remediation Program, and \$0.7 million related to repayment of DEH’s remaining share of the San Marcos Building loan, this is offset by an increase of \$1.0 million in Information Technology IT costs related to the implementation of e-Forms software.

### Revenues

Net decrease of \$0.5 million.

- ◆ Licenses, Permits & Franchises—increase of \$0.9 million in Food and Housing Division permit fee revenue related to industry growth.
- ◆ Intergovernmental Revenues—increase of \$0.1 million due to Homeland Security Grant for emergency response training and supplies and Local Primacy Delegation grant for the Small Water Systems Program.

- ◆ Charges for Current Services—net decrease of \$0.4 million includes a reduction of \$1.4 million in Vector Control Program Benefit Assessment Funds due to limited grant applications received in the Vector Habitat Remediation Program and anticipated salary savings; \$0.4 million reduction in State contract for Local Oversight Program, and \$0.1 million reduction in various accounts; offset by increases of \$0.8 million in one-time projects funded by settlement funds; \$0.2 million in IT projects and \$0.5 million in additional enforcement efforts.
- ◆ Miscellaneous Revenues—decrease of \$1.0 million due to completion of one-time projects.
- ◆ Fund Balance Component Decrease—decrease of \$0.1 million due to completion of one-time projects.
- ◆ Use of Fund Balance—decrease of \$0.1 million. A total of \$0.3 million is budgeted and includes \$0.1 million for IT projects, \$0.1 million for projects related to data imaging and the development of an Onsite Wastewater Treatment Program in the Land Water Quality Division, and \$0.1 million to offset Tribal Liaison costs and fire victim permit fee waivers.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Decrease of \$0.7 million. An increase of \$0.6 million in Salaries & Benefits primarily due to negotiated labor agreements and an increase of \$0.2 million in Capital Assets Equipment is for the purchase of an emergency response vehicle for the Hazardous Incident Response Team. This is offset by a decrease of \$1.5 million in Services & Supplies related to the completion of one-time IT projects.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Environmental Health		280.00			280.00	280.00
<b>Total</b>		<b>280.00</b>			<b>280.00</b>	<b>280.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Environmental Health	\$ 40,267,909	\$ 46,661,684	\$ 48,720,367	\$ 41,917,008	\$ 46,148,371	\$ 45,461,479
<b>Total</b>	<b>\$ 40,267,909</b>	<b>\$ 46,661,684</b>	<b>\$ 48,720,367</b>	<b>\$ 41,917,008</b>	<b>\$ 46,148,371</b>	<b>\$ 45,461,479</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 28,380,994	\$ 31,160,613	\$ 31,160,613	\$ 28,998,616	\$ 31,177,500	\$ 31,784,950
Services & Supplies	11,450,226	15,519,071	16,517,127	12,010,939	14,955,871	13,511,529
Capital Assets Equipment	60,909	132,000	132,000	10,830	170,000	320,000
Expenditure Transfer & Reimbursements	(166,658)	(150,000)	(150,000)	(164,004)	(155,000)	(155,000)
Fund Balance Component Increases	542,438	—	1,060,627	1,060,627	—	—
<b>Total</b>	<b>\$ 40,267,909</b>	<b>\$ 46,661,684</b>	<b>\$ 48,720,367</b>	<b>\$ 41,917,008</b>	<b>\$ 46,148,371</b>	<b>\$ 45,461,479</b>

**Budget by Categories of Revenues**

	<b>Fiscal Year 2013–14 Actuals</b>	<b>Fiscal Year 2014–15 Adopted Budget</b>	<b>Fiscal Year 2014–15 Amended Budget</b>	<b>Fiscal Year 2014–15 Actuals</b>	<b>Fiscal Year 2015–16 Adopted Budget</b>	<b>Fiscal Year 2016–17 Approved Budget</b>
Licenses Permits & Franchises	\$ 22,503,374	\$ 21,140,400	\$ 21,140,400	\$ 21,492,400	\$ 22,057,147	\$ 22,536,602
Fines, Forfeitures & Penalties	263,936	318,094	318,094	257,537	291,915	291,915
Intergovernmental Revenues	3,275,082	3,232,977	3,232,977	3,568,995	3,371,545	3,371,545
Charges For Current Services	14,757,603	19,010,000	19,683,707	14,802,012	18,635,863	17,923,514
Miscellaneous Revenues	255,287	1,130,502	1,130,502	66,236	120,000	120,000
Other Financing Sources	225	—	—	—	—	—
Fund Balance Component Decreases	810,502	1,421,854	1,421,854	—	1,366,743	1,217,903
Use of Fund Balance	(1,598,100)	407,857	1,792,833	1,729,828	305,158	—
General Purpose Revenue Allocation	(1,598,100)	—	1,384,976	1,729,828	—	—
<b>Total</b>	<b>\$ 40,267,909</b>	<b>\$ 46,661,684</b>	<b>\$ 48,720,367</b>	<b>\$ 41,917,008</b>	<b>\$ 46,148,371</b>	<b>\$ 45,461,479</b>



# Farm and Home Advisor

## Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension (UCCE) brings together education and research resources of the University of California, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.

## Department Description

The Farm and Home Advisor (FHA) conducts educational programs and applied research through a partnership with the County of San Diego, the University of California and the U.S. Department of Agriculture. The partnership brings together the resources of these entities to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The FHA advisors are academic professionals with expertise in the areas of Agriculture, Natural Resources, Youth Development, Nutrition and Family and Consumer Science.

To ensure these critical services are provided, the Farm and Home Advisor is staffed by employees from the University of California Cooperative Extension with a budget of \$0.9 million.



chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.

- Assessed individuals and family behavioral changes by collecting data on 677 families, exceeding the goal of 400, related to food resource management practices, nutrition and food safety practices and positive dietary changes. Ninety percent of participants made positive dietary changes including: making healthy food choices, reading nutrition labels, planning meals, and preparing food without adding salt.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Participated in the integration of LUEG’s Health in All Policies (HiAP) initiative through the identification and engagement of Countywide enterprise collaboration opportunities to promote regional health, safety and well-being.

### Strategic Initiative Legend

HF	SC	SE	OE
○	●	□	■
- Audacious Vision			
- Enterprise Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
- Objective Sub-Dot Point Level 1			

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

## 2014–15 Accomplishments

### Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Conducted nutrition education for 729 low-income families with children to reduce the risk of childhood obesity and

### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Recruited and trained 414 adult and teen (19 years and over) 4-H volunteers, exceeding the goal of 350, to deliver positive youth development experiences to youth ages 5-19 years which assists youth in reaching their full potential as competent, confident leaders of character who contribute and are connected to their communities. Four experiential learning outreach activities were held: Large Animal Field Day, Agriculture Judging Day, Bates Nut Farm 2-Day Archery Exhibition and North County Area Beach Clean Up Project reaching a total of approximately 600 youth and their families.



## Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - With assistance and/or input from other County departments such as Agriculture, Weights and Measures, began work on a needs assessment to identify and develop resources for sustainable urban farming to assist with promoting business confidence.
  - Expanded market opportunities for agricultural producers in San Diego County through agricultural tourism, direct marketing, and value added activities to assist with increasing business confidence. Disseminated the information by conducting two outreach activities reaching 123 participants through the Small Farms Conference to agricultural producers in the region.
  - Provided business and risk management education to agricultural producers in areas such as financial management, food safety, and business management by disseminating the information through outreach activities including workshops and training, reaching 115 participants in the regional agricultural community.
  - Maintained the Ag in Uncertain Times website at [www.farmmanagement.org/aginuncertaintimes](http://www.farmmanagement.org/aginuncertaintimes) which is devoted to providing current information to farmers and ranchers about the challenges in today's agricultural economy.
  - Continued to conduct pruning research project on high-density avocado plantings to maintain the viability and profitability of avocado production in San Diego County. Disseminated the information through a seven week series of avocado workshops for 46 new growers and Drought Management presentation to 43 participants.
  - Continued to evaluate new crops such as pitahaya (dragon fruit), blueberries, strawberries, and Gold Nugget mandarins and new methods of production that will improve production and viability of these as commercial crops. Disseminated the information through a two day Pitahaya/Dragon Fruit Seminar, Fruit Festival and Field Day for 183 growers, enthusiasts and the general public; a presentation at the California Small Farm Conference for 82 participants; a workshop at Rainbow Heights Farm & Nursery to 61 participants; and created seven short "how to" videos.
  - Identified problems and potential solutions in nursery and floriculture industries on issues impacting production and economic viability through informational meetings in collaboration with the Department of Agriculture, Weights and Measures; workshop in collaboration with the California Association of Pest Control; presentation in collaboration with the Center for Applied Horticulture Research and the California Avocado Commission by reaching 250 participants.
- Assisted families in achieving and maintaining financial self-sufficiency through household savings and debt reduction through an award-winning online, non-biased and hands-on money management curriculum in English and Spanish aimed at teens 14–18 years of age (<http://money-talks4teens.ucdavis.edu>).
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Identified threats to water supply systems from pollution, invasive species, and climate change and developed management practices that aid growers in meeting the regulatory requirements of federal, State, and local laws and that also consider the local climate, land use issues and other resource constraints through two outreach activities reaching 112 participants.
  - Due to drought and ensuing water constraints, began working with the Departments of Agriculture, Weights and Measures, Environmental Health, Public Works and others in the follow-up evaluations for the water needs of current and future crops for San Diego County and agriculture water runoff and/or Total Maximum Daily Load (TMDL) limits via the Rainbow Creek Watershed Project. An update of the Nutrient Reduction Management Plan as well as outreach and education on reducing nutrient and bacteria pollution will be completed in Fiscal Year 2015–16.
  - Identified threats to aquatic and riparian ecosystems from pollution, invasive species, and climate change. Riparian zones are instrumental in water quality improvement for both surface runoff and water flowing into streams through subsurface or groundwater flow.
  - Identified problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes through workshops for 213 participants at various locations throughout San Diego County, including County libraries; trainings in eradication techniques and 35 participants from the Department of Agriculture, Weights and Measures; field research project on Pala Reservation and the establishment of a website ([http://ucanr.edu/sites/socaloak-pests/Polyphagous\\_Shot\\_Hole\\_Borer](http://ucanr.edu/sites/socaloak-pests/Polyphagous_Shot_Hole_Borer)).
  - Maintained, supported and managed the volunteer Master Gardener (MG) program which provides research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego County residents and other County departments. The 297 Master Gardeners volunteered 22,579 hours for a savings of over \$499,000.





## 2015–17 Objectives



### Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Conduct nutrition education for 500 low-income families with children to reduce the risk of childhood obesity and chronic diseases such as diabetes, heart disease and high blood pressure through lifestyle change related to diet and physical activity residents with local food sources, nutrition education, and nutrition assistance. (HF2)
  - Conduct nutrition education for 2,000 children and youth from low income and limited resource families to promote nutrition and physical activity for a healthy lifestyle that can reduce the risk of childhood obesity and chronic diseases such as diabetes and heart disease. (HF2)
  - Disseminate science-based food safety information to consumers on issues including home food preservation. (HF2)



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Recruit and train 350 adult and teen 4-H volunteers to deliver positive youth development experiences to youth ages 5-19 years which will enable youth to reach their full potential as competent, confident leaders of character who contribute and are connected to their communities. (SC2)



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Continue work on a needs assessment to identify and develop resources for sustainable urban farming to assist with promoting business confidence. (SE1)
  - Provide business and risk management education to agricultural producers in areas such as financial management, food safety, and business management through a minimum of two outreach activities to the agricultural community. (SE1)
  - Conduct research projects on high-density avocado plantings to maintain the viability and profitability of avocado production in San Diego County. (SE1)
  - Assist families in achieving and maintaining financial self-sufficiency through household savings and debt reduction through a minimum of two outreach activities to San Diego County residents, various agencies, and other cooperators. (SE1)

- Expand market opportunities for agricultural producers in San Diego County through agricultural tourism, direct marketing, and value added activities to assist with increasing business confidence by conducting four outreach activities to agricultural producers.
- Support the development and updating of agricultural related policies, legislation and regulations technical research and analysis, providing subject matter expertise and/or participating in briefings and public hearings.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Identify threats to water supply systems from pollution, invasive species, and climate change to develop management practices that aid growers in meeting the regulatory requirements of federal, State, and local laws and that also consider the local climate, land use issues and other resource constraints.
  - Provide residents and the agricultural community concrete ways or methods to reduce water usage and/or Total Maximum Daily Load (TMDL) impacts through a minimum of four outreach activities.
  - Identify threats to aquatic and riparian ecosystems from pollution, invasive species, and climate change and provide a minimum of three outreach activities to residents and other collaborators providing concrete ways to reduce these threats to riparian ecosystems.
  - Identify problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego agriculture, nursery, ornamental horticultural and landscapes through a minimum of four outreach activities to nursery and ornamental horticulture growers, residents and agricultural community members.
  - Maintain, support and manage the volunteer Master Gardener program to provide research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego County residents through a minimum of 400 office consultations, 10 educational exhibits and 4,000 hours of volunteer service.
  - Encourage adoption of local research-derived invasive plant management methods to enhance restoration of natural habitats. Collaborate with Department of Parks and Recreation to encourage management or eradication of invasive plants through outreach activities and utilize large-scale field demonstrations.
  - Educate natural land owners, managers and staff on appropriate invasive plant control methods through a minimum of five outreach activities including presentations.



**Related Links**

For additional information about the Farm and Home Advisor Office, refer to:

♦ [www.sdcounty.ca.gov/fha](http://www.sdcounty.ca.gov/fha)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Staff provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) <sup>1, 2</sup>	48 projects/ \$2,749,217	45 projects/ \$2,500,000	46 projects/ 2,194,626	45 projects/ \$2,500,000	45 projects/ \$2,500,000
Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/volunteer hours) <sup>3</sup>	1,184 vol/ 268,166 hours	1,000 vol/ 205,000 hours	1,285 vol/ 269,075 hours	1,000 vol/ 250,000 hours	1000 vol/ 250,000 hours
Research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability	5 projects	4 projects	4 projects	4 projects	4 projects
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety <sup>4</sup>	733 families	500 families	1,320 families	500 families	500 families

*Table Notes*

- <sup>1</sup> It is estimated that the number of projects and funding available will remain fairly constant as four additional cross-county assignment advisor staff have been hired. Available grant money will vary but is expected to remain fairly constant as well.
- <sup>2</sup> Statewide, the University of California provided academics with several small grants to facilitate new local, regional and Statewide projects such as creation and updating of publications, Statewide collaborative efforts with other academics to address issues such as integrated pest management, small farms issues, citrus and avocado issues, etc. which increased the number of projects but didn't increase the actual dollar amount.
- <sup>3</sup> Contributing to the increase in Fiscal Year 2013–14 volunteer hours were a spring seminar organized by the Master Gardeners and a Middle Management Volunteer program coordinated by 4-H. The Master Gardeners organized and held a large spring seminar for over 500 County workers at the County Operations Center. The event required hundreds of additional volunteer hours for the collaboration, organization, set-up and take-down. Also, many 4-H volunteers donated additional hours to creating a Middle Management Volunteer Program for the 4-H volunteers which was implemented in Fiscal Year 2014–15.
- <sup>4</sup> Adopted participant numbers for performance measures in nutrition education are set by State funding contract requirements; actual participant numbers can vary due to the number of paid nutrition education staff and the number of participants the State requires each educator to reach. These numbers can vary depending on State funding.

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

**Staffing**

No change in staffing.

**Expenditures**

No significant change in expenditures.

**Revenues**

No significant change in revenues.

**Budget Changes and Operational Impact:  
2015–16 to 2016–17**

No change in staffing, expenditures or revenue.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Farm and Home Advisor		0.00			0.00	0.00
<b>Total</b>		<b>0.00</b>			<b>0.00</b>	<b>0.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Farm and Home Advisor	\$ 907,391	\$ 853,058	\$ 938,600	\$ 899,602	\$ 869,971	\$ 869,971
<b>Total</b>	<b>\$ 907,391</b>	<b>\$ 853,058</b>	<b>\$ 938,600</b>	<b>\$ 899,602</b>	<b>\$ 869,971</b>	<b>\$ 869,971</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Services & Supplies	\$ 907,391	\$ 853,058	\$ 938,600	\$ 899,602	\$ 869,971	\$ 869,971
<b>Total</b>	<b>\$ 907,391</b>	<b>\$ 853,058</b>	<b>\$ 938,600</b>	<b>\$ 899,602</b>	<b>\$ 869,971</b>	<b>\$ 869,971</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 29,454	\$ —	\$ —	\$ —	\$ —	\$ —
Use of Fund Balance	24,879	—	85,542	46,544	—	—
General Purpose Revenue Allocation	877,937	853,058	938,600	899,602	869,971	869,971
<b>Total</b>	<b>\$ 907,391</b>	<b>\$ 853,058</b>	<b>\$ 938,600</b>	<b>\$ 899,602</b>	<b>\$ 869,971</b>	<b>\$ 869,971</b>





# Parks and Recreation

## Mission Statement

The Department of Parks and Recreation enhances the quality of life in San Diego County by providing opportunities for high level parks and recreation experiences and preserving regionally significant natural and cultural resources.

## Department Description

The Department of Parks and Recreation (DPR) enhances the quality of life for county residents and visitors of all ages. DPR promotes health and wellness, safe communities, and civic pride through thousands of programs system-wide, including events and activities, recreation centers and state-of-the-art sports complexes. The County's award-winning park system includes 36 local and 19 regional parks, 8 camping parks, more than 350 miles of trails, fishing lakes, ecological preserves, botanic gardens, and open space preserves. DPR operates and manages more than 48,000 acres of parkland and 11 historic park sites that foster an appreciation of nature and history. Park facilities are open year-round and departmental programs enrich the lives of all patrons with a special focus for families, seniors, people with disabilities and at-risk youth.

To ensure these critical services are provided, the Department of Parks and Recreation has 179.00 staff years and a budget of \$37.2 million.



## 2014–15 Accomplishments



### Healthy Families

- Pursue policy change for healthy, safe, and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Continued the participation and implementation of the Health in All Policies (HiAP) strategy by assessing and refining policies that contribute to overall improvement in healthy lifestyles for families at parks and recreational facilities.
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Trained 50% of DPR staff on *Live Well San Diego* strategies.



### Safe Communities

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Provided safe and accessible parks and preserves, fostered innovative programs and initiatives that promote government agency partnerships and community involvement, and enhanced emergency communication and preparedness.
    - ◆ Enhanced the enjoyment and safety for children at play by replacing playground equipment with new features at Collier Park, Don Dussault Park, and Felicita Park.
    - ◆ In partnership with law enforcement, offered an inmate services work program at parks for a total of 12,473 hours annually, exceeding goal of 7,000.
    - ◆ Created safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations, and maintenance.
    - ◆ Provided Certified Playground Safety Inspector training to eight DPR employees, exceeding goal of three.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

**Sustainable Environments**

- Enhance the quality of the environment by focusing on sustainability, pollution prevention, and strategic planning
  - Acquired, developed, and maintained facilities that support and promote park stewardship and environmental sustainability and efficiency.
    - ◆ Acquired 423 acres within the MSCP plan areas that will count toward the County’s commitment to the MSCP Implementing Agreement. The goal of 500 acres was not met due to multiple properties still in negotiations.
    - ◆ Enhanced recreation opportunities, reduced water consumption and improved sports fields by installing synthetic turf at 4S Ranch Sports Park. New synthetic turf is under construction at Pine Valley Park with completion anticipated in August 2015.
    - ◆ Conserved irrigation water by installing smart irrigation controllers at Heritage, Pine Valley and Felicita Parks.
    - ◆ Used Board Policy I-138, *Mitigation on County-Owned Land Managed by the Department of Parks and Recreation* to generate \$58,099 of revenue for acquisitions, operations and maintenance of MSCP lands, exceeding the goal of \$40,000.
    - ◆ Installation of photovoltaic panels to offset energy consumption and provide a clean source of renewable energy at Sweetwater Park completion date has been delayed to fall 2015. Redesign of the project was necessary due to electrical system capacity limits.
    - ◆ Incorporated cultural, historical or environmental interpretive components at Potrero Park, Barnett Ranch and Flume Trail.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces, and outdoor experiences
  - Developed and enhanced the experiences of park patrons and promoted healthy lifestyles by increasing recreational opportunities and educational programs.
    - ◆ Created additional recreational opportunities by constructing exercise stations along Dos Picos and Potrero Park Trails.
    - ◆ Promoted healthy lifestyles for 2,059 adults and seniors through participation in 61 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
    - ◆ Fostered positive development of 10,145 youth through 186 recreation programs and services that increase physical, intellectual, social and/or emotional abilities, exceeding goal of 6,500.

**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Managed the execution of parks-related capital projects identified in the Capital Improvement Needs Assessment as approved by the Board of Supervisors, in a timely and cost effective manner. For more information see the Capital Program section.
    - ◆ Guajome Regional Park Electrical, Water and Sewer: This project consists of upgrading the park’s electrical distribution system and providing 50 amp electrical service to accommodate present-day RVs. Additionally, the project includes new sewer lines, RV connections, conveyance systems, potable water lines, drinking fountains and stabilization of utility pedestals. Project cost of \$1.5 million is budgeted in the Capital Program and is currently in design.
    - ◆ Sweetwater Regional Photovoltaic System Phase II: This project is for the installation of modern, high efficiency solar panels that will connect to the existing 250 kilowatt photovoltaic system. Design is complete with construction anticipated in fall of 2015. Project cost of \$0.6 million is budgeted in the Capital Program.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Contributed to the “Team LUEG” efforts to implement improvements including collaborative communication across LUEG departments, improving customer service, creating business process improvements and efficiencies and effectively training staff.

**2015–17 Objectives**

**Healthy Families**

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Partner with a military organization to create programs that provide a therapeutic component through outdoor recreational or work experiences for those with traumatic exposures. (HF1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Support the availability of healthy food in communities through agricultural leases, community gardens, orchard donations, and education programs. (HF2)





- ◆ Improve healthy eating education by creating and marketing brochures for the “Different Food For Different Activities” Campaign to promote proper food for pre- and post- recreational activities.
- ◆ Partner with HHS to acquire produce from local food sources to serve at afterschool programs and community centers that provide snacks.
- ◆ Provide residents with opportunities to access healthy local foods by establishing one Farmers Market in a County Park.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Align the Parkland Dedication Ordinance (PLDO) with *Live Well San Diego* through update of the Ordinance to ensure that the active recreational needs of residents in new planned communities are met. (HF4)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increase employee education and activity through the support of *Live Well San Diego*. (HF5)
    - ◆ Incentivize employee participation in *Live Well San Diego* by hosting at least four fitness/wellness based recreational events per year through a partnership with the Department of Human Resource’s Wellness Program and County Employee Resource Groups.
    - ◆ Promote County Parks on the County intranet site, InSite, by highlighting park features that appeal to specific age groups and activity levels of employees and their families.

- ◆ Increase safety for staff and visitors by ensuring all major improvement projects incorporate Crime Prevention Through Environmental Design standards for safe access, improved visibility, lighting, and building locations.
- ◆ Increase active uses of existing parks through the completion and implementation of five Active Living Assessments.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Foster positive development of youth through the creation of five additional recreation programs and services that increase physical, intellectual, social and/or emotional abilities. (SC6)
  - Develop a sustainable native plant nursery in partnership with the Sheriff’s Community Involved Vocational Inmate Crew Services program to provide opportunities for inmates to gain marketable landscaping skills to reduce recidivism and to support DPR landscape and native plant restoration projects. (SC7)



### Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water and outdoor experiences.
    - ◆ Ensure early detection and treatment of Gold Spotted Oak Borer infestations to mitigate negative impacts to native oaks by developing and implementing an integrated pest management plan through collaboration with regional and state partners at seven park locations.
    - ◆ Conserve resources and reduce the carbon footprint of park facilities by implementing the next phase of DPRs Water Conservation and Energy Efficiency Plan through construction of porous paving parking lots, synthetic turf conversions, electrical upgrades, and the installation of photovoltaic systems.
  - Continue regional leadership in land management, responsible stewardship, preservation education and biological monitoring of open space preserves while meeting recreational needs of the present without compromising the needs of future generations.
    - ◆ Demonstrate our open space preserves are thriving by continuing the implementation and initiate reporting out results of the Comprehensive Monitoring Plan which monitors changes to habitat and species over time.
    - ◆ Promote responsible stewardship and land management through three presentations to regional partners and stakeholder groups reporting both annual trends and challenges in preservation and restoration efforts.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Improve quality of life for all residents through the planning, constructing, and maintenance of safe, healthy, and inclusionary opportunities throughout the park system. (SC2)
    - ◆ Increase park accessibility and safety for users of all abilities by creating an ADA Transition Action Plan that identifies and prioritizes improvements to existing facilities.
    - ◆ Reduce the number of day’s grass fields are closed for maintenance by converting one athletic field to synthetic turf which will allow 60 additional days of field use leading to an increase in overall health of field users based on research showing that life expectancy is increased by two hours for every one hour of exercise.
    - ◆ Continue to develop a comprehensive network of safe and accessible non-motorized transportation throughout the County by connecting new and existing trails with adjacent trail networks, regional trails, bikeways, and pathways in three areas.

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Identify recreational opportunities and amenity needs for each Local Park Planning Area by creating a Park Master Plan and Needs Assessment Survey. (SE4)
  - Expand and encourage the use of DPR programs in elementary schools to provide youth with a sense of stewardship by aligning DPR environmental education curriculum with California State educational standards. (SE5)
  - Sustain the natural environment by providing high quality parks, open space, trails, programs, and recreational opportunities for all residents as well as educate the public how to preserve these resources. (SE6)
    - ◆ Combine physical activity and environmental education for youth by constructing the first nature based play pockets (play elements reflecting local natural and cultural resources) within the County park system.
    - ◆ Foster nature engagement, environmental education, and physical fitness in youth by expanding the Track Trails Program to two additional park facilities and maintain the national lead for number of participants.
    - ◆ Increase participation in nature engagement programs by 10% through targeted outreach to underserved youth.
    - ◆ Provide access to two open space trail systems that are currently closed to the public.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Engage 200 youth and family volunteers to instill a sense of civic responsibility and pride through participation in 12 park volunteer activities that encourage ongoing use of the park system. (SE7)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Use new technology to improve customer service and gain employee efficiencies. (OE3)
    - ◆ Increase staff efficiency and enhance customer service satisfaction by expanding the use of electronic tablets for park user registration and fee collection at three additional park facilities.
    - ◆ Enhance our customers’ engagement through the development of a custom interactive computer program that provides users with trail maps showing trail elevation gain, length of trails and uses allowed.
  - Demonstrate the highest level of excellence by seeking national recognition in the parks and recreation field.
    - ◆ Provide assurance to our customers that our agency meets national standards for best practices while providing high quality services and experiences by obtaining recertification from the Commission for Accreditation of Park and Recreation Agencies.
  - Protect the value of existing park infrastructure through an annual \$3.0 million maintenance program to ensure high quality park amenities are available to future generations.
- Strengthen our customer service culture to ensure a positive customer service experience
  - Continue our commitment to providing our customers with valuable experiences through the development of new tools and new approaches to customer service. (OE5)
    - ◆ Strengthen and expand customer service assessments and engagement strategies to gain a better understanding of existing customer needs, while increasing customer loyalty by implementing a customer satisfaction survey for all campground visitors.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Build leaders and improve pathways for promotion by creating and implementing an internal departmental PEER (Promoting Employees and Enriching Relationships) mentoring program consisting of succession planning, cross-functional threading, and job-shadowing. (OE6)

 **Operational Excellence**

- Align services to available resources to maintain fiscal stability
  - Diversify funding sources and expand the range of services by continuing to implement the DPR Business Plan. (OE1)
    - ◆ Generate revenue by implementing a merchandizing effort that targets local consumers and visitors using the new DPR branding campaign.
    - ◆ Redesign DPR website to promote activities that generate revenue such as: corporate events, weddings, special events, reservation information and booking, merchandise, and opportunities for Naming Rights.
    - ◆ Increase the services we provide to park visitors by leveraging strategic partnerships with five local organizations and businesses.
  - At least 10% of employees participate in a financial literacy training in order to promote understanding and individual contribution to the County’s fiscal stability. (OE2)

**Related Links**

For additional information about the Department of Parks and Recreation, refer to the website at:

- ◆ [www.sdcountry.ca.gov/parks](http://www.sdcountry.ca.gov/parks)

Follow us on Facebook and Twitter at:

- ◆ [www.facebook.com/CountyofSanDiegoParksandRecreation](https://www.facebook.com/CountyofSanDiegoParksandRecreation)
- ◆ [twitter.com/sandiegoparks](https://twitter.com/sandiegoparks)



Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Number of parkland acres owned and managed	47,907	48,000	48,098	48,755	49,255
Number of volunteers/number of volunteer hours <sup>1,2</sup>	3,440/ 106,500	3,000/ 100,000	3,135/ 102,060	N/A	N/A
Total dollar value of volunteers (millions) <sup>3</sup>	N/A	N/A	N/A	2.4	2.4
Number of unduplicated Youth Diversion participants <sup>4</sup>	6,842	6,500	10,145	7,000	7,000
Number of capital projects improved or developed <sup>5</sup>	9	9	9	N/A	N/A
Number of miles of trails managed in the County Trails Program	336	342	359	362	367
Number of water gallons saved at smart irrigation controller converted facilities (in millions) <sup>6</sup>	37	30	43	N/A	N/A
Number of new acres acquired <sup>3</sup>	N/A	N/A	N/A	500	500
Number MWHs of electricity generated by DPR Photovoltaic Systems <sup>3</sup>	N/A	N/A	N/A	580	600

Table Notes

- <sup>1</sup> The term “volunteers” in this performance measure refers to the total number of volunteers including one-day volunteers, park host volunteers, volunteer patrol members and docents.
- <sup>2</sup> Effective Fiscal Year 2015–16 this measure will be discontinued. A new measure will be established reporting the dollar value.
- <sup>3</sup> This is a new Performance Measure beginning Fiscal Year 2015–16.
- <sup>4</sup> Youth diversion programs consist of DPR recreation facilities, sports programs, teen programs and special events. An unduplicated youth is counted once regardless of registration in multiple programs.
- <sup>5</sup> Effective Fiscal Year 2015–16 this measure will be discontinued. Due to fluctuating funding sources measure does not accurately reflect the vision and mission of DPR.
- <sup>6</sup> Effective Fiscal Year 2015–16 this measure will be discontinued. A baseline has been achieved and maintained at 37 million gallons of water.

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

### Staffing

Net increase of 1.00 staff year. Increase of 2.00 staff years in the Operations Division for positions at the County Administration Center Waterfront Park (1.00) and for the management of the Harmony Grove community open space (1.00). Decrease of 1.00 staff year is due to the reallocation of the Group Program Manager position to LUEG Executive Office.

### Expenditures

Net increase of \$2.2 million.

- ◆ Salaries & Benefits—no net variance.
  - ◆ Increases of \$0.2 million is due to negotiated salary increases and \$0.1 million in temporary help. This is offset by a decrease in \$0.3 million in one-time salary payments.
- ◆ Services & Supplies—net increase of \$2.1 million.
  - ◆ Increase of \$0.2 million due to public liability insurance.
  - ◆ Increase of \$0.2 million due to increase in vehicle maintenance.





- ◆ Increase of \$0.2 million due to contracted services for Waterfront Park landscaping as well as environmental processing for various projects within the county park system.
- ◆ Increase of \$0.1 million due to increase in real property management costs.
- ◆ Increase of \$1.5 million due to increase of major maintenance repairs throughout parks and facilities.
- ◆ Decrease of \$0.1 million due to reduction in fuel cost.
- ◆ Other Charges—increase of \$0.1 million due to additional vehicles.
- ◆ Operating Transfer Out—decrease of \$0.1 million due to decrease in staff cost supporting County Service Areas.

## Revenues

Net increase of \$2.2 million.

- ◆ Revenue from Use of Money & Property—increase of \$0.2 million due to additional revenue from park leases.
- ◆ Intergovernmental Revenues—increase of \$0.5 million due to additional revenue from Center City Development Corporation Trust Fund related to costs for the Waterfront park and other revenue agreements.

- ◆ Charges for Current Services—increase of \$0.4 million due to additional revenue from park and camping, recreational programs and charges to Capital Outlay Fund.
- ◆ Other Financing Sources—decrease of \$0.1 million due to decrease staff cost supporting County Service Areas.
- ◆ Use of Fund Balance—decrease of \$1.0 million. A total of \$1.4 million is budgeted to complete major maintenance project related to water conservation and sustainable park features (\$1 million) and energy efficiency upgrades to park facilities (\$0.4 million).
- ◆ General Purpose Revenue Allocation—increase of \$2.1 million due to negotiated labor agreements (\$0.1 million) and to complete major maintenance projects including renovation and repair at County parks and recreational facilities (\$2.0 million).

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$1.1 million due to completion of one-time major maintenance projects.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Parks and Recreation		178.00			179.00	179.00
<b>Total</b>		<b>178.00</b>			<b>179.00</b>	<b>179.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Parks and Recreation	\$ 30,355,116	\$ 31,326,390	\$ 43,830,657	\$ 34,913,871	\$ 33,428,751	\$ 32,342,483
Park Land Dedication	875,933	78,750	2,613,455	1,086,996	81,700	80,700
Park Special Districts	3,199,353	3,654,392	3,836,302	3,268,184	3,727,175	3,730,659
<b>Total</b>	<b>\$ 34,430,402</b>	<b>\$ 35,059,532</b>	<b>\$ 50,280,413</b>	<b>\$ 39,269,051</b>	<b>\$ 37,237,626</b>	<b>\$ 36,153,842</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 17,305,671	\$ 19,538,334	\$ 18,101,334	\$ 18,092,508	\$ 19,570,470	\$ 19,942,399
Services & Supplies	14,562,721	13,534,865	28,449,876	19,043,878	15,684,007	14,243,990
Other Charges	173,228	100,000	146,573	141,721	163,000	138,000
Capital Assets Equipment	6,669	20,000	54,500	25,333	20,800	—
Expenditure Transfer & Reimbursements	(5,000)	—	—	(10,000)	—	—
Operating Transfers Out	2,387,113	1,866,333	3,528,130	1,975,611	1,799,349	1,829,453
<b>Total</b>	<b>\$ 34,430,402</b>	<b>\$ 35,059,532</b>	<b>\$ 50,280,413</b>	<b>\$ 39,269,051</b>	<b>\$ 37,237,626</b>	<b>\$ 36,153,842</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 1,831,816	\$ 1,827,171	\$ 1,827,171	\$ 1,908,664	\$ 1,870,110	\$ 1,893,410
Taxes Other Than Current Secured	11,643	9,321	9,321	14,410	12,690	12,690
Licenses Permits & Franchises	1,950,005	64,950	64,950	1,920,996	72,500	72,500
Fines, Forfeitures & Penalties	360	—	—	36	—	—
Revenue From Use of Money & Property	1,060,025	975,642	975,642	1,178,208	1,123,105	1,157,163
Intergovernmental Revenues	933,631	759,514	1,167,387	976,172	1,289,151	1,069,151
Charges For Current Services	5,191,940	5,461,055	5,461,055	5,686,138	5,805,167	5,919,669
Miscellaneous Revenues	504,820	213,538	489,770	216,975	258,414	226,914
Other Financing Sources	1,732,953	1,866,333	1,866,333	1,733,343	1,799,349	1,829,453
Use of Fund Balance	183,504	2,487,922	17,024,698	4,240,023	1,527,564	84,822
General Purpose Revenue Allocation	21,213,209	21,394,086	35,930,862	25,634,109	23,479,576	23,888,070
<b>Total</b>	<b>\$ 34,430,402</b>	<b>\$ 35,059,532</b>	<b>\$ 50,280,413</b>	<b>\$ 39,269,051</b>	<b>\$ 37,237,626</b>	<b>\$ 36,153,842</b>



# Planning & Development Services

## Mission Statement

Through operational excellence and attention to customer service, we strive to balance community, economic and environmental interests to ensure the highest quality of life for the public of San Diego County.

## Department Description

Planning & Development Services (PDS) enhances the quality of our communities and ensures the health and safety of residents through a variety of programs. PDS is responsible for long-range planning which determines how communities will grow. The department analyzes privately-initiated development projects to ensure compliance with land use regulations and makes recommendations to the Board of Supervisors and the County Planning Commission. PDS maintains public health and safety through the land development engineering services, building permit review, and building inspection. The PDS Code Compliance program ensures safe, sustainable communities and preservation of our natural resources. PDS is committed to creating a seamless land use process that works efficiently, maintains high quality standards, and helps customers navigate the planning and development process. PDS operates with a strategic focus on customer service and a commitment to organizational excellence at all levels.

To ensure these critical services are provided, Planning & Development Services has 180.00 staff years and a budget of \$35.2 million.



## 2014–15 Accomplishments



### Healthy Families

- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
- PDS enhanced integration of Land Use and Environmental Group’s (LUEG) Health in All Policies (HiAP) initiatives by forming an enterprise-wide functional threading Built Environment workgroup that met bi-weekly. This workgroup provided input on meaningful indicators in the context of the Built Environment, as well as improving the process for discretionary permit application process. The functional threading workgroup included members from other LUEG departments, Health and Human Services Agency, the Sheriff’s Department, Department of General Services and Housing & Community Development.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
- Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
  - ◆ Reviewed 12,887 building plans to ensure structures were properly and safely designed.
  - ◆ Helped 52,407 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
  - ◆ Conducted 32,216 building inspections during construction to ensure structures were built in accordance with approved building plans and applicable building safety codes.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

- Improved community health and safety conditions through elimination or securing dilapidated buildings and improving substandard housing conditions.
  - ◆ Responded to 100% (1,526) of customers within 24 hours of receiving a request for services.
  - ◆ Resolved 100 cases regarding dangerous or dilapidated buildings.



### Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Improved the efficiency of land use programs that guided the physical development of the County’s land through a balance of growth and conservation while collaborating with communities.
    - ◆ Worked on Phase One of Comprehensive Renewable Energy Plan (CREP) with stakeholder meetings held in October 2014, January 2015 and April 2015 with the intent to present Phase One of the CREP to the Board of Supervisors in fall 2015.
    - ◆ Continued to work towards completion of the North County Multiple Species Conservation Program (MSCP) and public review of environmental documentation. A draft plan was sent to the US Fish & Wildlife Service and California Fish & Wildlife Agency in September 2014.
    - ◆ The Board of Supervisors approved Form-Based Zoning Codes for Ramona Town Center and Alpine Village on July 30, 2014 (2). Received San Diego Gas & Electric partnership funding to work on a Form Based Code for Valley Center South Village.
    - ◆ The Board of Supervisors approved a Zoning Ordinance update on October 29, 2014 (1), to streamline accessory structure regulations. Refinements to the winery ordinance are undergoing stakeholder review with a goal of bringing an updated ordinance to the Board before the end of 2015.
    - ◆ Awarded grant in November 2014 from California Coastal Commission to update the County’s Local Coastal Program to allow issuing of coastal zone permits at the local level.
    - ◆ Continued Forest Conservation Initiative General Plan Amendment (GPA) with additional specific updates to the greenhouse gas section of the Environmental Impact Report (EIR) and developed a scope of work for the Alpine Village Special Study.
    - ◆ Initiated biennial General Clean Up effort with various updates to General Plan policies and Community Plans.
- Provide and promote services that increase consumer and business confidence
  - Promoted green building, including sustainable building practices, renewable energy and energy efficiency through streamlined permit processing.

- ◆ Finalized a draft Climate Action Plan (CAP) Progress report. Project placed on hold due to CAP litigation.
- ◆ Initiated creation of an interdepartmental Green Working Group to consider County participation in green building.
- ◆ Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives, including fee waivers and expedited processing for 6,241 renewable energy permits.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Protected the environment and preserved community character through efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.
    - ◆ Continued implementation of the Purchase of Agriculture Conservation Easement (PACE) program which supports the local agricultural industry and the preservation of community character. To date, a total of 1,151 acres of agricultural easements were acquired on 15 properties since the inception of the program in Fiscal Year 2013-14. A total of 413.82 acres were acquired on 8 properties in Fiscal Year 2014–15.
    - ◆ Executed contract for the Agricultural Promotion Program to begin identifying ways to streamline regulations, provide more opportunities for agricultural ventures, and promote agricultural tourism in the unincorporated areas.
    - ◆ Developed a mechanism that allows easement land to be acquired under the PACE program and utilized as off-site mitigation for agricultural impacts resulting from private development. The mechanism was approved by the Board of Supervisors on September 17, 2014 (1).



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Managed workload and staffing levels by balancing housing market fluctuations with fiscal and customer service stability. This was highlighted through the ability to manage a 21% increase in building permit applications as compared to Fiscal Year 2013–14.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - PDS began drafting and refining the scope for a contracted Case & Project Management training as a follow-up to the Project Management Boot camp attended by PDS staff in July 2013. The training will be tailored to the specific processes within PDS and is expected to be implemented in Fiscal Year 2015–16.





- Conducted an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review. Phase One deployed in July 2014 and included expanded appointments and revisions to the pre-review process. Phase Two deployed in November 2014 and included the Initial Study Research Report and the Property Summary Report; both automate portions of work previously done by staff.
- Expanded online services to reduce transaction times and the need for customers to visit a County office.
  - ◆ Deployed an automated solution of Instant Permits to seven of the available online permit types.
  - ◆ Deployed the Property Summary Report, which is a tool used to streamline the pre-review process. This report was also made available to the public to be used as a research tool that can be used by customers prior to plan submittal, thus reducing the time they must spend at the County office while the plans are reviewed.
- Developed business requirements and a test application for the County of San Diego 3-1-1 mobile application. This application will allow the public to file certain complaints for Code Compliance cases. Completion of development is currently on hold pending completion of a contract through Department of Purchasing and Contracting and the Business Case Management System Automation upgrade.
- Developed a departmental continuous improvement program and created seven concise “case studies” that described best practices that led to the success of projects and the lessons learned.
- Updated the annual Advance Planning Work Program. This work program prioritized the deployment of resources for Advance Planning projects that streamline and update County policies and ordinances related to Land Development.
- Developed a performance management program, including establishment of meaningful performance measures for the Permit Center, Project Planning and Land Development. PDS is currently in the process of developing reports to maintain the discipline of monitoring and tracking performance. Published results for the Permit Center are available to customers and stakeholders online, ensuring accountability and transparency.
- Started the implementation and testing of the Business Case Management System 7.3.3.2 upgrade in accordance with the Land Use and Environment Group upgrade project. Due to project delay, full implementation will be in Fiscal Year 2015–16.
- Completed migration of the PDS public facing website. Specific improvements that were completed include enhanced navigation, mobile-compatibility, and a new Self-Service

Reports page to provide one-stop access to reports where customers can retrieve project and property information on demand.

- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured effective and efficient management of discretionary permit applications from submittal to final decision through the application of case and project management knowledge, skills and techniques.
  - Continued to proactively engage our customers and sought feedback to ensure customer needs were met through bimonthly meetings with three user groups and with 31 additional stakeholder groups.
- Develop, maintain, and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Several PDS workforce development programs were developed and deployed during Fiscal Year 2014–15, including the PDS New Employee Orientation and the Introduction to Geographic Information System Training. Additionally, the PDS Director and several staff members participated in the Team LUEG Workforce Development subgroup, which assisted in the implementation of training programs LUEG-wide, including the LUEG Leadership Development Panel.

## 2015–17 Objectives



### Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Streamline regulations and provide more opportunities for agricultural ventures to further support small-scale operations and promote agricultural tourism. (HF2)
    - ◆ Conduct community outreach and draft ordinance amendments for the Agricultural Promotion Program.
    - ◆ Draft Agricultural Promotion Program environmental impact report to be prepared for circulation by spring 2016.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Continue to improve knowledge, processes, and functional threading to plan, design, and maintain livable, sustainable, and healthy communities within the unincorporated areas of San Diego County.
  - Lead efforts to work with stakeholders and neighboring jurisdictions to implement the Board adopted Thriving Plan.





### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure high quality safe communities are achieved through the discretionary permit review process that balances community, economic, and environmental interests.
  - Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
    - ◆ Review 12,000 proposed building plans in Fiscal Year 2015–16 to ensure structures are properly and safely designed.
    - ◆ Help 40,000 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance in Fiscal Year 2015–16.
    - ◆ Conduct 30,000 building inspections during construction to ensure structures are built in accordance with approved building plans in Fiscal Year 2015–16.
    - ◆ Promote safe communities through the plan check and inspection of 600 new homes in Fiscal Year 2015–16.
- Improve public health and safety by resolving 40% of debris and waste complaints within 6 months of initial notice to the property owner. (SC3)



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Ensure ongoing customer and stakeholder engagement through proactive outreach, regular stakeholder and industry group meetings, and continuous communication through a variety of formats in order to anticipate customer expectations and demands. (SE2)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention, and strategic planning
  - Improve the efficiency of land use programs that guide the physical development of the County’s land through a balance of growth and conservation while collaborating with communities.
    - ◆ Present Phase One of CREP to the Board of Supervisors in fall 2015 and obtain Board direction on potential Phase Two implementation options for future programs to increase renewable energy usage, reduce consumer costs and consider community impacts.
    - ◆ Complete draft of the North County MSCP text and environmental document in spring 2016 with a goal of completing the program for Board consideration in 2017.

- Improve consistency and ease of interpretation of County Planning policy documents through periodic updates to the San Diego County General Plan.
  - ◆ Complete biennial General Plan Clean Up by winter of Fiscal Year 2015–16.
  - ◆ Draft and prepare for circulation the environmental impact report for 43 parcels included in the General Plan Property Specific Requests by Fiscal Year 2016–17.
  - ◆ Present recommended land use designations that incorporate the now expired Forest Conservation Initiative lands into the General Plan by winter of Fiscal Year 2015–16.
- Protect the environment and preserve community character through the efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.
  - ◆ Continue implementation of the PACE program, which supports the local agriculture industry and the preservation of community character, with a goal of 230 additional acres.
- Promote green building, including sustainable building practices, renewable energy and energy efficiency through streamlined permit processing.
  - ◆ Promote renewable energy generation in the unincorporated County through the plan check and inspection of solar system capacity of 25,000 kilowatts in Fiscal Year 2015–16.
  - ◆ Launch at least one major community outreach event to promote local energy efficiency and conservation programs.
  - ◆ Initiate updated CAP including stakeholder process for Board consideration in 2017.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - At least 10% of employees participate in a financial literacy training in order to promote understanding and individual contribution to the County’s fiscal stability. (OE2)
  - Provide adequate resources to customers through fiscal discipline and dedication to operational excellence.
    - ◆ Develop work plans for each PDS division.
    - ◆ Manage workload and staffing levels by balancing land development market fluctuations with fiscal and customer service stability.
- Create better tools for tracking regional economic trends to align resources to meet market demands. Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Use new technology to improve customer service and gain efficiencies. (OE3)





- ◆ Expand online services to reduce transaction times and the need for customers to visit a County office.
- ◆ Develop online tools that allow customers to complete applications online, reducing the time they spend at the County office by Fiscal Year 2016–17.
- ◆ Continue development of a 3-1-1 style mobile application for the public to file certain complaints for Code Compliance cases.
- Continue development of the performance management program, and when applicable provide information access to all customers ensuring consistency, transparency, and customer confidence. (OE4)
  - ◆ Create automated reports for monitoring and tracking performance.
  - ◆ Expand the discipline of publishing results on the public facing website by adding results for the Land Development and Project Planning divisions in Fiscal Year 2015–16.
  - ◆ Deploy new fiscal management tools in Accela Automation to effectively and efficiently monitor discretionary project applications from submittal to final decision.
  - ◆ Through the application of proactive case and project management principles and techniques, achieve the PDS target time standards for processing land development projects.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue department-wide focus on improving customer service. (OE5)
    - ◆ Participate in the county-wide Customer Service Ambassador program.
    - ◆ Participate in the Team LUEG customer & stakeholder outreach efforts.
    - ◆ Hold two customer perspective panels.
  - Increase the number of cases closed through voluntary compliance by 10% in Fiscal Year 2015–16, thus increasing customer satisfaction and reducing customer cost.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Implement the PDS Workforce Development Program, including participating in LUEG-wide Workforce Development programs, to cultivate, retain, and attract a workforce that has the skills, talent, and commitment to achieve organizational excellence. (OE6)
    - ◆ Deploy a follow-up Case & Project Management training tailored to the specific processes and functions within PDS in Fiscal Year 2015–16.
    - ◆ Create and deploy three-tiered PDS Professional Development seminar series in Fiscal Year 2015–16.

### Related Links

For additional information about Planning & Development Services, refer to the website at:

- ◆ [www.sdcountry.ca.gov/pds](http://www.sdcountry.ca.gov/pds)





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Building and Zoning Counter wait time (in minutes) <sup>1,7</sup>	31	20	25	NA	NA
Achieve 15 day turnaround for Residential Plan Checks (% goal met) <sup>2,7</sup>	60%	90%	90%	NA	NA
Percentage of Building Inspections completed next day <sup>3,7</sup>	98% of 31,926	100% of 36,000	98% of 32,216	NA	NA
Project Planning number of discretionary projects to reach final decision and resolution <sup>4,5</sup>	468	375	495	375	375
New GIS layers added to the Enterprise Data Maintenance Environment <sup>6</sup>	6	6	23	6	6
Average turnaround time for first review of residential building plans <sup>8</sup>	23 business days	20 business days	18 business days	15 business days	15 business days
Average Permit Center counter wait time (in minutes) <sup>9</sup>	31 mins	25 mins	25 mins	20 mins	20 mins
Average Permit Center counter transaction time for residential permits in minutes <sup>10</sup>	36 mins	30 mins	27 mins	30 mins	30 mins

*Table Notes*

- <sup>1</sup> The Building & Zoning Counter wait time decreased by 19% from Fiscal Year 2013–14 to Fiscal Year 2014–15.
- <sup>2</sup> The average plan check turnaround goal has not been attained due to the 21% increase in building permit activity as the housing market improves. However, the percent of goal met has increased by 30% from Fiscal Year 2013–14 to Fiscal Year 2014–15.
- <sup>3</sup> 98% of building inspections were completed next day. The 2% that were not complete next day were due to day-to-day fluctuations in workload and staffing capacity.
- <sup>4</sup> This metric demonstrates the number of actual project applications to reach final decision by the approving body each year. Applicants of permit applications are primarily interested in their projects reaching final decision, thus this metric reports on this performance.
- <sup>5</sup> The number of discretionary projects to reach final resolution fluctuates based on workload and housing market trends. This year, the number of projects to reach final decision increased due to increased workload.
- <sup>6</sup> New GIS layers provide additional data in the County’s Enterprise Data Environment. Each year, additional layers are included that result in a larger breadth and depth of information, as well as accuracy and availability of the data environment for County and public use.
- <sup>7</sup> This Performance Measure (PM) will no longer be reported in Fiscal Year 2015–16.
- <sup>8</sup> This is a new PM that we will begin reporting in Fiscal Year 2015–16.
- <sup>9</sup> Previously, this PM tracked wait times at only the Building and Zoning counters (see PM #1 which will be removed next Fiscal Year). This new PM has been revamped to include other counters in the Permit Center.
- <sup>10</sup> This is a new PM that we began collecting data for in January of Fiscal Year 2013–14. Fiscal Year 2013–14 represents six months of data.





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

### Staffing

Increase of 4.00 staff years for Land Use Environmental Planners due to increased permit activity and increased workload. Transfers between divisions are as follows:

- ◆ Transfer of 1.00 staff year from Land Development to Administration to meet operational needs.
- ◆ Transfer of 1.00 staff year from Land Development to Advance Planning to meet operational needs.

### Expenditures

Increase of \$0.5 million.

- ◆ Services & Supplies—increase of \$0.5 million primarily due to increased consultant contracts for increased permit activity (\$0.4 million) and increased Public Liability Insurance Premium (\$0.1 million).

### Revenues

Net increase of \$0.5 million.

- ◆ License Permits & Franchises—increase of \$0.2 million related to increased building permit activity.
- ◆ Fines, Forfeitures & Penalties—decrease of \$0.2 million related to a change in business processes in the Code Compliance division.
- ◆ Intergovernmental Revenues—decrease of \$0.1 million related to available funding on the Endangered Species Conservation grant for the North County MSCP Plan.
- ◆ Charges for Current Services—increase of \$0.2 million related to increased workload on various land development projects in the county.

- ◆ Use of Fund Balance—no change. A total of \$8.7 million is budgeted for use in Fiscal Year 2015–16 as follows:
  - ◆ \$3.9 million of General Fund fund balance for the:
    - ◆ Homeowner Relief and Green Building Permit fee waivers (\$1.9 million).
    - ◆ PACE program (\$1.4 million).
    - ◆ Residential Density Rounding (\$0.3 million).
    - ◆ Alpine FCI Special Study (\$0.3 million).
  - ◆ \$4.8 million of Land Use and Environment Group fund balance for:
    - ◆ Ongoing MSCP funding (\$0.2 million).
    - ◆ Community Plan Updates (\$0.3 million).
    - ◆ Climate Action Plan Update (\$0.5 million).
    - ◆ Rebudget for one-time funding related to various IT projects (\$0.6 million).
    - ◆ Rebudget for customer service training (\$0.3 million).
    - ◆ Rebudget for the General Plan Amendment for Property Specific Requests (\$0.8 million).
    - ◆ Rebudget for Comprehensive Renewable Energy Plan (CREP) (\$0.1 million).
    - ◆ Rebudget for PACE (\$0.1 million).
    - ◆ Rebudget for the Zoning Ordinance Update (\$1.1 million).
    - ◆ Rebudget for Agricultural Promotion Program (\$0.1 million).
    - ◆ Rebudget for Transportation Impact Fee Update (\$0.1 million).
    - ◆ Rebudget for building permit fee waivers related to Firestorm 2007 (\$0.4 million).
    - ◆ Rebudget for nuisance abatements (\$0.2 million).
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million due to negotiated labor agreements, increasing and ongoing funding for one staff year.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$5.5 million due primarily to the anticipated completion of one-time projects.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Administration		16.00			17.00	17.00
Advance Planning		12.00			14.00	14.00
Project Planning		49.00			52.00	52.00
Land Development		23.00			21.00	21.00
Building Services		46.00			46.00	46.00
Code Compliance		17.00			17.00	17.00
LUEG GIS		9.00			9.00	9.00
SanGIS COSD		4.00			4.00	4.00
<b>Total</b>		<b>176.00</b>			<b>180.00</b>	<b>180.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Administration	\$ 2,893,022	\$ 4,043,886	\$ 4,308,958	\$ 3,029,146	\$ 4,143,007	\$ 3,284,791
Advance Planning	3,686,727	6,428,400	7,896,041	3,470,068	6,808,482	1,883,565
Project Planning	6,501,956	7,616,939	8,378,099	7,437,119	8,023,062	8,170,981
Land Development	2,849,261	3,955,946	4,096,793	3,122,166	3,648,860	3,619,631
Building Services	6,253,669	7,802,452	8,594,332	7,430,545	7,878,721	8,019,289
Code Compliance	2,001,026	2,615,285	2,625,641	2,249,143	2,456,434	2,344,575
LUEG GIS	1,550,072	1,460,461	1,880,030	1,422,323	1,408,577	1,490,273
SanGIS COSD	664,714	840,174	840,174	858,515	841,596	863,452
<b>Total</b>	<b>\$ 26,400,446</b>	<b>\$ 34,763,543</b>	<b>\$ 38,620,067</b>	<b>\$ 29,019,025</b>	<b>\$ 35,208,739</b>	<b>\$ 29,676,557</b>





Budget by Categories of Expenditures

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 18,135,849	\$ 22,421,706	\$ 22,421,706	\$ 19,135,904	\$ 22,475,765	\$ 22,490,115
Services & Supplies	8,491,563	12,591,837	16,047,218	9,659,086	12,982,974	7,436,442
Capital Assets Equipment	—	—	6,660	6,660	—	—
Expenditure Transfer & Reimbursements	(226,966)	(250,000)	(250,000)	(177,108)	(250,000)	(250,000)
Fund Balance Component Increases	—	—	394,483	394,483	—	—
<b>Total</b>	<b>\$ 26,400,446</b>	<b>\$ 34,763,543</b>	<b>\$ 38,620,067</b>	<b>\$ 29,019,025</b>	<b>\$ 35,208,739</b>	<b>\$ 29,676,557</b>

Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 4,003,533	\$ 3,894,461	\$ 3,894,461	\$ 4,121,789	\$ 4,068,733	\$ 6,068,733
Fines, Forfeitures & Penalties	208,986	416,203	416,203	241,175	214,415	98,241
Revenue From Use of Money & Property	622	500	500	824	500	500
Intergovernmental Revenues	518,728	673,624	1,228,624	628,012	545,046	566,902
Charges For Current Services	11,033,894	12,557,797	12,557,797	11,908,159	12,809,343	13,285,683
Miscellaneous Revenues	150,041	—	—	8,492	—	—
Other Financing Sources	3,170	—	—	—	—	—
Use of Fund Balance	2,925,976	8,692,764	11,994,288	3,582,378	8,656,887	179,887
General Purpose Revenue Allocation	10,481,473	8,528,194	11,829,718	12,110,572	8,913,815	9,476,611
<b>Total</b>	<b>\$ 26,400,446</b>	<b>\$ 34,763,543</b>	<b>\$ 38,620,067</b>	<b>\$ 29,019,025</b>	<b>\$ 35,208,739</b>	<b>\$ 29,676,557</b>





# Public Works

## Mission Statement

Preserve, enhance and promote quality of life and public safety through the responsible development of reliable and sustainable infrastructure and services.

- ◆ Commitment: Promote a culture that provides responsive service through highly motivated, professional and knowledgeable staff in a safe, fair and efficient work environment.
- ◆ Integrity: Provide leadership and promote collaboration to balance stakeholder interests.
- ◆ Stewardship: Manage resources to continually improve services, and balance safety and infrastructure needs with protection of the environment.

## Department Description

The Department of Public Works (DPW) enhances the health and safety of residents through a variety of critical activities. DPW is responsible for such services as: the design, engineering, construction and maintenance of County roads. Additionally, the department manages County airports, wastewater systems, inactive landfills and special districts. Finally, DPW provides environmental review services; private land development construction inspection; land surveying and map processing; cartographic services; solid waste planning and diversion; and ensures watershed quality and flood protection.

To ensure these critical services are provided, the Department of Public Works has 503.00 staff years and a budget of \$227.4 million.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.



## 2014–15 Accomplishments



### Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - Working with the Health and Human Services Agency, the Departments of Parks and Recreation, Planning & Development Services and Public Works (DPW) applied for and received funding for a Countywide Active Transportation Plan (Plan) to assist in developing a walkability study in support of *Live Well San Diego's* Thriving Initiative and LUEG's Health in All Policies (HiAP) strategy to pursue programs that make it easier for people to engage in physical activities in their community. This Plan, which will be completed next year, will integrate and update several existing plans, programs and documents into a comprehensive package for the unincorporated communities. It will serve as a master plan and policy document to guide the development and maintenance of active transportation infrastructure.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Using State and federal Safe Routes to School program funding, provided improvements to increase opportunities for bicycles and pedestrian safe use in seven improvement projects.
  - Designed and initiated construction on 32 road-related infrastructure improvement projects that enhance the long-term sustainability of the transportation network.

- Repainted and or used thermoplastic to re-mark crosswalks and roadway legends adjacent to 123 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic has been introduced at some school sites to minimize the need for annual repainting.
- Worked with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools, or 9% of 135 public and private schools in the unincorporated area of the county.
- Performed 3,756 (100% of the sites required to be inspected) stormwater inspections during the construction phase of private development projects to ensure compliance with State requirements and reduce erosion.
- Assisted communities in preparing and responding to flood events by inspecting 75% of flood control facilities and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.
- Facilitated two trainings for federal agency staff and local aviation community members on foreign flight school students vetting and screening requirements.
- Replaced 2,246 of the County's existing 6,500 High Pressure Sodium street lights and safety lights with energy efficient LED street lights, which is projected to result in a 60% reduction in energy use as well as reduced maintenance costs. The retrofit was predominantly financed through a 1% loan from the California Energy Commission, which will be repaid with savings achieved by the retrofit. These streetlights can be remotely monitored to repair inoperable lights within one day, resulting in improved customer service and safer streets.
- Protected public health and the environment by minimizing the risk of sanitary sewer spills.
  - ◆ Cleaned 390 miles of sanitary sewer collector mains within the sanitary sewer system.
  - ◆ Inspected 36 miles of targeted sewer mains within the sewer system to identify sewer defects and facilitate proactive repairs to the infrastructure.
  - ◆ Completed design of major upgrades to the Rancho San Diego wastewater pump station.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - To reduce water usage in Special Districts, replaced 1,270 inefficient sprinkler heads with new water conserving sprinklers in CSAs 26A and 26B in Rancho San Diego that will save up to 30% of water consumption. Also, removed all high water use ground cover and replaced with mulch and native drought tolerant plants and replaced inefficient sprinklers in CSA 136 Sundance Detention Basin in Lake-side, saving 30% on water use.
  - Assisted 100 businesses and 65 multifamily complexes in initiating or expanding recycling programs.
  - Provided residential composting at nine workshops, one community event and four schools in the unincorporated area of the county. As part of the awareness campaign, installed a new composting demonstration site at the Ramona High School for composting food scraps and landscape materials.
  - Provided education about recycling programs and benefits of recycling to 56 classrooms.
  - Added information on 375 recycling centers/events to the recycling database at [www.wastefreesd.org](http://www.wastefreesd.org).
  - Completed 10 oil collection and outreach events to recycle 84,000 gallons of used oil, and 33,000 used oil filters.
  - Promoted the County's recycling hotline and database and achieved more than 5,000 inquiries from the public.
  - Built a stronger relationship with the Regional Water Quality Control Board (RWQCB) by holding periodic meetings to ensure that work on stormwater regulations such as lowering bacterial levels are prioritized for completion. Also conducted outreach to jurisdictions, industry, trade groups, and other stakeholders to explain the impact and costs of complying with stormwater regulations.
  - Stormwater Best Management Practices are maintained on active construction sites to protect the environment.
    - ◆ Achieved 100% of permit compliance requirements at all DPW Capital Improvement Project construction sites.
  - Protected a sustainable watershed and enhanced water quality in the region by minimizing downstream pollutants and thorough robust programs to reduce or eliminate water pollutants.
    - ◆ Removed 27,010 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to keep the debris from entering county waterways.
    - ◆ Swept over 20,428 lane-miles of roadways to clean debris from road surfaces and prevent it from entering waterways.
    - ◆ Conducted 719 inspections of local commercial areas to educate business operators to comply with stormwater requirements.



## Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Provided Recycling Market Development Zone assistance to 11 businesses and worked collaboratively with applicable jurisdictions to provide assistance in siting and permitting of recycling sites, which will assist in maximizing the amount of waste diverted from landfills and boost the confidence of new businesses to the market.



- ◆ Monitored 100% of 173 major stormwater outfalls to assess the health of watersheds.
- ◆ Provided water quality and watershed education through 166 presentations to high school students at 92% of public high schools in the unincorporated area of the county as part of a long-term strategy for achieving positive behavioral changes.
- ◆ Conducted outreach to residents with information and resources on stormwater pollution prevention at 40 community events throughout the unincorporated area of the county.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Conducted one public workshop and two user group advisory committee meetings to solicit input on the development of a new 20-year Master Plan for McClellan-Palomar Airport to determine plans and priorities for the future of this airport.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - As a regional leader and steward for inactive landfills, worked to reduce costs for providing services by working with regulatory agencies to reduce permit costs on closed landfills. Reviewed water quality monitoring data in light of risk to water quality and benchmarked other RWQCB programs and regions that have negotiated decreased permit findings; presented the information to the RWQCB, which is considering the information.
  - Completed Business Process Re-engineering (BPR) and identified process changes to realize a 25% cost reduction in delivery costs for street repavement projects. DPW can only control the costs of delivery; not the cost of materials. Revised processes have been implemented and actual savings will be reported out next year, the second year for this two year goal.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implemented a new Airport Lease Management System (ALMS), using LUEG's enterprise-wide Business Case Management System as the platform, to track County airport leases and other contracts.
- Strengthen our customer service culture to ensure a positive customer service experience
  - Socialized the County's Customer Service Initiative to inform, involve and educate all DPW staff on excellent customer service skills to meet our customers' expectations. DPW staff completed the first two steps of the Countywide Helpfulness, Experience, Attentiveness, Respect, Timeliness (H.E.A.R.T.) initiative.

## 2015–17 Objectives



### Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - To guide the development and maintenance of active transportation infrastructure and make it easier for people to engage in physical activities, the Departments of Parks and Recreation, Planning & Development Services and DPW applied for and received a grant to develop a County-wide Active Transportation Plan. This Plan will be completed in Fiscal Year 2015-17 and will integrate and update existing plans, programs and documents into one comprehensive package for future implementation of Active Transportation projects. (HF4)
    - ◆ Part of the grant will be used by DPW to conduct a gap analysis for sidewalks and pathways in all 26 Community Planning areas and to develop a health-focused list of projects for future installation.



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Stabilize roadway infrastructure through implementation of a multi-year pavement resurfacing program, which identifies nearly \$18 million to be spent on road maintenance (e.g., resurfacing, repaving, culverts and guard rail repairs, etc.) for the next two years to stop the degradation of our roads and maintain our current Pavement Condition Index. (SC2)
  - Increase opportunities for bicycles and pedestrian safe use by incorporating appropriate bike and pedestrian facilities in 100% of road capacity improvements (projects that widen road or add lanes or features to handle increased traffic volume). (SC2)
  - Provide coordinated response to emergency situations, severe weather events, and natural disasters to ensure public safety, timely recovery, and ability for the public to use the County's transportation network. Use County Operational Plan (COOP), Department Emergency Response Plan, and involvement at the Emergency Operations Center (EOC) to ensure all DPW units provide a coordinated response during an event. (SC3)
    - ◆ Road maintenance crews will work with County Sheriff staff to keep roadways open and safe within 24 hours of a declared emergency 100% of the time, by implementing immediate response to inclement weather, roadway hazards, and natural disasters.
    - ◆ Airport staff will maintain airports infrastructure to maximize availability for emergency first responders (Aerial Support to Regional Enforcement Agency ASTREA;





Air Ambulance; CalFire; etc.) during a broad range of regional emergencies and natural disasters. At the five largest County airport facilities, the objective is to maintain a combined runway availability rate at or above 95% (using FAA Notice to Airmen (NOTAM) data).

- Transportation staff will replace 100% of 250 Watt High Pressure Sodium streetlights with energy-efficient LED streetlights using remote access technology and will proactively troubleshoot and repair inoperable lights within one working day, resulting in improved customer service and safer streets for residents. (SC3)
- Ensure that County bridges are safe for public use. (SC3)
  - ◆ Ensure 100% of County bridges that are structurally unsound (Safety Rating at or below 50) are programmed for replacement.
- To help communities prepare for and respond to flood events, Flood Control staff will inspect 75% of flood control facilities and maintain 100% of County flood control facilities after inspection to make sure they are operating at full capacity. (SC3)
  - ◆ Inspect 75% of flood control facilities of more than 50 miles of drainage pipe; more than four miles of open channels, and more than 2,000 storm drain inlets by June 2016. After inspection staff will maintain the sites to ensure 100% of the facilities are operating at full capacity.



### Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention, and strategic planning
  - Engage businesses, residents and County staff to promote clean water so that by the end of 2017, water quality will be improved by achieving a 10% reduction in urban runoff (pollution) into County storm drains that continually flow during dry weather (meaning they are not caused by rain, but human interaction, e.g., car washing, lawn watering, etc.). (SE3)
- Protect a sustainable watershed by improving the health of local waters and minimizing downstream pollutants.
  - ◆ To keep debris from entering county waterways and prevent flooding, Transportation road crews will remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program by June 30, 2016.
  - ◆ To improve knowledge about ways to prevent water pollution, ensure a 70% average score on post-tests administered to high school students following watershed education presentations.
  - ◆ Provide Qualified Stormwater Pollution Prevention Program (SWPPP) Practitioner (QSP) or Qualified SWPPP Developer (QSD) training to 100% construction inspection staff by June 2016 to equip staff with the

necessary knowledge to assure compliance with stormwater permit requirements on private construction projects.

- ◆ Achieve 100% of permit compliance requirements at all DPW construction in progress (CIP) sites to eliminate violations of stormwater regulations and thereby protect the County's waterways.
- Operate the sanitary sewer system in compliance with regulations with zero reportable Sanitary Sewer Overflows (SSO) over 1,000 gallons or that reach surface waters.
- Provide Recycling Market Development Zone assistance to 10 businesses. Work collaboratively with applicable jurisdictions to provide assistance in siting and permitting of recycling sites.
- Reduce water usage by switching to low flow toilets, urinals, sinks and shower heads in our road stations; remove lawn and replace it with drought tolerant plants at the County's eight airports. As a water supplier in Campo Hills and Rancho Del Campo, we will limit our customers' water usage for irrigation to no more than two times per week. These efforts address water conservation efforts and the drought.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Work with regional regulators to assure appropriate stewardship of inactive landfills, while reducing costs for providing services by reducing permit costs by up to \$650,000. This will require approval from the Regional Water Quality Control Board on reduced site risks. (OE1)
  - At least 10% of employees participate in a financial literacy training in order to promote understanding and individual contribution to the County's fiscal stability. (OE2)
  - Implement identified process changes to realize a 10% cost reduction in delivery costs for street repavement projects to complete the second year of a cost reduction goal begun in Fiscal Year 2014-15. DPW can only control the costs of delivery; not the cost of materials. Revised processes have been implemented and actual savings will be reported out at the end of Fiscal Year 2015-16.
  - Actively resolve Capital Improvement Program (CIP) projects construction contract disputes and claims in a timely manner and at the lowest organizational level.
    - ◆ Ensure there are zero contract disputes on DPW CIP construction contracts needing to be resolved using arbitration, thereby saving time and County resources.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers
  - Use improved technology to better manage road assets and provide enhanced customer service. (OE3)



- Implement Land Use and Environment Group Enterprise Asset Management System (LEAMS), an integrated asset management system with Geographic Information System maps for citizen access, resulting in transparency and 24-hour online access for customers to unincorporated road asset data.
- Strengthen our customer service culture to ensure a positive customer experience
  - Engage employees to take personal ownership of the County’s Customer Service Program to ensure all DPW employees understand it is their role to provide the best customer service possible and that they have the skills to provide that service. (OE5)

- ◆ To provide the best possible customer service, DPW will focus on (1) Modeling behavior from top down; (2) Training staff on excellence in customer service; (3) Developing a template for responding to customers with empathy, even when the answer is no; and (4) Acknowledging excellence.

### Related Links

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

- ◆ [www.sdcountry.ca.gov/dpw](http://www.sdcountry.ca.gov/dpw)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
School zone circulation improvements identified and implemented at existing public and private schools in the unincorporated area of the county for pedestrians, bicyclists, buses and automobiles. <sup>1</sup>	10% of 133	9% of 133	9% of 135	9% of 136	9% of 136
Developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools. <sup>2</sup>	100%	100%	100% of 12	100%	100%
Design and initiate construction on at least 12 road and road-related infrastructure improvement projects that enhance the long-term sustainability of the transportation network. <sup>3</sup>	N/A	12	32	12	12
Number of cubic yards of drainage waste/debris removed to protect water quality. <sup>4 &amp; 6</sup>	60,045	25,000	27,010	N/A	N/A
Stormwater Best Management Practices on active infrastructure construction sites. <sup>5 &amp; 6</sup>	100% of 28	100%	100% of 35	N/A	N/A
Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts. <sup>6</sup>	402	390	390	N/A	N/A
Road maintenance crews will work with County Sheriff staff to keep roadways open and safe within 24 hours of a declared emergency 100% of the time by implementing immediate response to inclement weather, roadway hazards and natural disasters. <sup>7</sup>	N/A	N/A	N/A	100%	100%
Ensure 100% of County bridges that are structurally unsound (Safety Rating at or below 50) are programmed for replacement. <sup>7</sup>	N/A	N/A	N/A	100%	100%

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Engage businesses, residents and County staff to promote clean water so that by the end of 2017, water quality will be improved by achieving a 10% reduction in urban runoff (pollution) into County storm drains that continually flow during dry weather (meaning they are not caused by rain, but human interaction, e.g., car washing, lawn watering, etc). <sup>7</sup>	N/A	N/A	N/A	10% reduction in urban runoff	10% reduction in urban runoff
Operate the sanitary sewer system in compliance with regulations with zero waste reportable Sanitary Sewer Overflows (SSO) over 1,000 gallons or that reach surface waters. <sup>7</sup>	N/A	N/A	N/A	0% reportable SSO over 1,000 gallons or that reach surface waters	0% reportable SSO over 1,000 gallons or that reach surface waters

*Table Notes*

- <sup>1</sup> This Performance Measure includes the total of existing private and public schools in the unincorporated area of the county. Publicly-maintained streets are adjacent to private schools as well as public schools, and safety is important at all of them.
- <sup>2</sup> Includes both open and closed projects occurring during the fiscal year. This measure reflects assurance that 100% of development projects adjacent to schools address safety issues to protect the safety and well-being of children.
- <sup>3</sup> This is a new measure for Fiscal Year 2014–15.
- <sup>4</sup> The amount of debris removed for Fiscal Year 2013–14 was particularly high as a result of the debris removed after the August storms.
- <sup>5</sup> The County has active DPW construction sites and must maintain proper stormwater controls throughout construction to ensure that pollution such as silt and debris does not enter local watersheds. All construction sites must have erosion controls in place. The number of overall sites decreased in Fiscal Year 2012–13 due to the economic slowdown. The number will vary based on the number of sites, but the objective is for 100% compliance. In addition, DPW changed the title of this measure because not all new infrastructure construction sites use erosion control plans (e.g., asphalt overlay and slurry seal projects do not). Accordingly, the performance measure title was changed to “Stormwater Best Management Practices on active infrastructure construction sites” so it would be clear that the measure only applies to construction projects which use erosion control.
- <sup>6</sup> This measure is being discontinued in Fiscal Year 15–16.
- <sup>7</sup> This is a new measure for Fiscal Year 2015–16.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

### Staffing

Net increase of 3.00 staff years.

- ◆ Increase of 5.00 staff years includes 3.00 new staff years in the Wastewater Enterprise Fund and 2.00 staff years in the Watershed Protection Program. Of the 3.00 new staff years in the Wastewater Enterprise Fund, 1.00 staff year will provide service for the new Harmony Grove Service District in the San Diego County Sanitation District and 2.00 staff years will support program expansions to maintain the sewer lines. In the

Watershed Protection Program, 2.00 staff years will ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements to meet regulatory responsibilities due to the re-issuance of the Municipal Stormwater permit.

- ◆ Decrease in the Road Fund of 2.00 staff years (1.00 in the Capital Improvement Program (CIP) and 1.00 in Cartography) as a result of decreased workload for capital improvement projects funded by the *Highway Users Tax*.
- ◆ Transfer of 5.00 staff years within the Road Fund from Land Development Administrative Support to Department Administration (2.00 staff years) and Financial Services (3.00 staff years) due to organizational changes.



- ◆ Transfer of 1.00 staff year from the Road Fund to the General Fund for the Watershed Protection Program. This action will align staff assigned to manage the TMDL program funded by the General Fund.

## Expenditures

Net increase of \$5.0 million.

- ◆ Salaries & Benefits—increase of \$0.3 million reflects the staffing changes noted above, an increase in workers' compensation costs, and previously negotiated salary increases.
- ◆ Services & Supplies—net increase of \$4.3 million.
  - ◆ Increase of \$14.6 million is related to increases in consultant contracts and construction costs for various capital improvement projects; equipment maintenance in the San Diego County Sanitation District; Public Liability insurance; increased contributions to the Equipment Acquisition Internal Service Funds (ISFs) for rental of vehicles; increased maintenance costs in the Equipment Operations ISF; software licenses; construction equipment rental; road materials; and utility charges in the Street Lighting District.
  - ◆ Decrease of \$10.3 million is due to decreases in facility management costs; reduced (ISF) charges primarily in IT costs; reduced vehicle fuel costs in the Equipment Operations ISF; reduced major maintenance projects in the Permanent Road Divisions and County Service Areas; a decrease in contract costs for the Watershed Protection Program related to one-time funding to comply with stormwater permit requirements; a decrease in capital improvement projects and work funded by the Flood Control District; and a decrease in contract costs due to completion of retrofitting of street lights to energy saving Light-Emitting Diode (LED).
- ◆ Other Charges—net increase of \$0.2 million.
  - ◆ Increase of \$0.7 million due to increase in depreciation for newly completed capital projects in the Sanitation Districts and for depreciation of newly acquired vehicles under the Equipment ISF program.
  - ◆ Decrease of \$0.5 million due to a decrease in right-of-way costs based on Detailed Work Program project schedule.
- ◆ Capital Assets/Land Acquisition—net decrease of \$7.0 million for completed capital improvement projects in the Airport Enterprise Fund (\$1.8 million) and San Diego County Sanitation District (\$5.2 million).
- ◆ Capital Assets Equipment—net increase of \$1.3 million.
  - ◆ Increase of \$1.6 million includes \$1.3 million in vehicle purchases in the Road Fund Equipment Acquisition ISF, Liquid Waste Equipment Acquisition ISF and Inactive Waste Equipment Acquisition ISF and \$0.3 million for one-time purchase of emergency generators in the Sanitation Districts.

- ◆ Decrease of \$0.3 million includes \$0.2 million in completed equipment purchases in the Airport Enterprise Fund and \$0.1 million in grant-funded equipment in the Flood Control District.
- ◆ Fund Balance Component Increases—decrease of \$0.1 million from one-time establishment of replacement reserves for equipment and infrastructure in the San Diego County Sanitation District for Pine Valley Service Area.
- ◆ Operating Transfers Out—net increase of \$5.9 million.
  - ◆ Increase of \$6.2 million includes \$5.0 million transfer between General Fund and Road Fund related to San Diego Gas and Electric (SDG&E) franchise fees designated for road maintenance; \$0.5 million transfer between General Fund and Liquid Waste Equipment Acquisition ISF for vehicle purchase; \$0.3 million transfer between General Fund and Sanitation Districts for emergency generators; \$0.2 million transfer between General Fund Equipment Acquisition ISF and Road Fund Equipment Acquisition ISF for vehicle replacement purchase; \$0.1 million transfer between General Fund and DPW Recycling fund for one-time consultant cost for household hazardous waste program; and \$0.1 million transfer from San Diego County Sanitation District to Wastewater Enterprise Fund for increased vehicle rental costs.
  - ◆ Decrease of \$0.3 million from transfer between General Fund and Road fund for one-time maintenance project.

## Revenues

Net increase of \$5.0 million.

- ◆ Taxes Current Property—increase of \$0.3 million primarily due to projected taxes from property owners for Flood Control District.
- ◆ Taxes Other Than Current Secured—increase of \$3.9 million due to increase in Road Fund capital improvement projects under construction, funded by TransNet sales tax.
- ◆ Licenses, Permits and Franchises—net increase of \$4.8 million due to a \$5.0 million increase in franchise fees from SDG&E for road impact fees in the Road Fund; this is offset by a decrease of \$0.2 million in passenger facility charges in the Airport Enterprise Fund.
- ◆ Revenue From Use of Money & Property—increase of \$0.4 million primarily due to increase in equipment rental operating fees for DPW's fleet.
- ◆ Intergovernmental Revenues—net decrease of \$15.1 million.
  - ◆ Decrease of \$16.9 million includes a decrease of \$11.0 million in anticipated gas tax receipts from the Highway User's Tax Account due to a six-cent reduction of excise tax rate; \$0.1 million decrease in State Aid Other for completed upgrade of the County's flood control system to a new efficient radio protocol; \$0.1 million decrease in State Construction Other for capital improvement projects



in the Road Fund; \$1.8 million decrease in Federal Department of Transportation (DOT) Airport for completed capital improvement projects at County airports and completed capital assets equipment purchases; \$1.9 million decrease in Federal Emergency Management Assistance Homeland Security grant due to one-time funding for the Woodside Avenue capital project; \$0.1 million decrease in Federal Forest Reserve revenues; \$0.1 million decrease in Community Development Block Grant funded construction projects; \$1.8 million decrease in Aid From Other Government Agencies revenue from co-permittees for Total Maximum Daily Load and stormwater permit requirements due to decentralization in the development of water quality improvement plans and bacterial monitoring activities.

- ❖ Increase of \$1.8 million includes \$0.1 million increase in State grant funding for recycling programs; \$1.6 million for increased design work under the Federal Highway Planning and Construction for Federal Highway Administration bridge projects in the Road Fund; and other minor increases (\$0.1 million) in Aid from Other Government Agencies for clean water and drainage grants.
- ◆ Charges for Current Services—net decrease of \$3.2 million
  - ❖ Decrease of \$3.6 million includes a \$1.7 million decrease in Flood Control District revenues due to less projects funded by the Special Drainage Areas; a \$1.5 million decrease for work funded by the General Fund, Capital Outlay Funds, Inactive Waste, Flood Control and Sanitation Districts and Survey Rezonementation Fund; a \$0.2 million decrease in revenues related to service to property owners in the Sanitation Districts; and \$0.2 million decrease in Other Charges in the Inactive Waste fund due to reduced operating costs.
  - ❖ Increase of \$0.4 million includes \$0.2 million increase for work funded by Airport Enterprise Fund, Road Fund and Internal Service Funds; a \$0.1 million increase in Transportation Impact Fee funded capital improvement projects due to changes in project eligibility requirements; and a \$0.1 million increase in solid waste tonnage fees due to increased operating costs.
- ◆ Miscellaneous Revenues—net decrease of \$0.5 million.
  - ❖ Decrease of \$0.9 million primarily from third party recoveries related to close-out of debris removal.
  - ❖ Increase of \$0.4 million due to funding from tribal agreements for capital improvement projects in the Road Fund.
- ◆ Other Financing Sources—net increase of \$4.2 million.
  - ❖ Increase of \$6.2 million due to \$5.0 million transfer from the General Fund to the Road Fund for SDG&E franchise fees for road maintenance work; \$0.5 million transfer from the General Fund to Liquid Waste Equipment Acquisition ISF for vehicle purchase, \$0.3 million transfer between

General Fund and Sanitation Districts for emergency generators; \$0.2 million transfer between General Fund Equipment Acquisition ISF and Road Fund Equipment Acquisition ISF for vehicle replacement purchase; \$0.1 million transfer between General Fund and DPW Recycling fund for one-time consultant cost for household hazardous waste program; and \$0.1 million transfer from San Diego County Sanitation District to Wastewater Enterprise Fund for increased vehicle rental costs.

- ❖ Decrease of \$2.0 million is primarily due to the completion of one-time loan commitment of \$1.6 million from California Energy Resources Conservation and Development Commission to retrofit 2,000 street light fixtures to energy saving LED; and a decrease of \$0.3 million from the transfer between General Fund and Road fund for one-time maintenance projects.
- ◆ Fund Balance Component Decreases—net increase of \$6.4 million includes \$6.5 million increase to fund major maintenance projects in the Road Fund, including AC Overlays and slurry seal projects; and an offsetting decrease of \$0.1 million in the San Diego County Sanitation District for completed capital improvement projects in the Julian and Pine Valley Service Areas.
- ◆ Use of Fund Balance—net increase of \$3.2 million. A total of \$47.6 million budgeted includes:
  - ❖ One-time General Fund fund balance of \$3.6 million for the Watershed Protection Program to fund Total Maximum Daily Load for source tracking and epidemiology studies; the development of the Water Quality Improvement projects necessary to comply Stormwater Permit requirements, including education and outreach; and for the Site Specific Objective (SSO) project to protect the Santa Margarita Watershed.
  - ❖ One-time Land Use and Environment Group fund balance of \$1.8 million for one-time projects includes:
    - ❖ \$0.1 million for consultant services to analyze long-term funding options for DPW Recycling/DEH Household Hazardous Waste Program.
    - ❖ \$0.05 million for pedestrian gap analysis to identify areas for future capital infrastructure projects.
    - ❖ \$0.2 million for School Safety Enhancement Phase II for upgrade of striping and markings to durable thermoplastic material at 40 middle and high schools.
    - ❖ \$0.07 million for purchase and consultant services of StreetSaver Pavement Management System.
    - ❖ \$0.02 million for purchase of small paint striper for colored bike lanes, crosswalks and other legends.
    - ❖ \$0.06 million for development of an IT user portal for CIP projects and roadway structure inventory (GIS Enhancements).
    - ❖ \$0.13 million for purchase of Asphalt Zipper Grinder AZ 500B-203 with trailer for road maintenance.



- ◆ \$0.45 million for purchase of combination sewer cleaning vehicle for emergency spill response/mitigation and to meet sewer line preventive maintenance requirements.
- ◆ \$0.3 million for purchase of three emergency generators to protect sewer spillage due to power outages at the Spring Valley Operations Center, Campo Treatment Plant, and the Vista del Lago Pump Station.
- ◆ \$0.44 million for road maintenance work in the Road Fund.
- ❖ Rebudget of \$0.6 million of Land Use and Environment Group fund balance in the DPW General Fund for projects that will continue into Fiscal Year 2015–16 including consultant services to develop an Environmental Impact Report (EIR) for zoning ordinance revisions to encourage composting (\$0.3 million); Proctor Valley Road Vacation and closure (\$0.14 million); SANDAG Quality of Life voter initiative for regional funding strategy to fund water quality projects and programs (\$0.06 million); various underground utility one-time projects (\$0.04 million); installation of webcams at low water crossings at Cole Grade Road on the San Luis Rey river and De Luz Road on De Luz Creek (\$0.03 million); and Bacteria Total Maximum Daily Load (TMDL) source tracking and studies (\$0.02 million).
- ❖ One-time funding of \$36.6 million for various DPW funds including purchasing replacement or new equipment in the DPW Internal Service Equipment Acquisition funds; commitment for replacement in the Lakeside service area in the San Diego County Sanitation District; commitment for major maintenance projects, including AC Overlay and slurry seal in the Road Fund; capital improvement projects in the Road Fund, including construction of Knottwood

Way; maintenance for paving projects and potential emergencies in the Permanent Road Divisions; irrigation and landscaping projects in the County Service Area landscaping districts; and one-time IT costs for the new Wastewater Asset Management System (WWAMS).

- ◆ General Purpose Revenue Allocation—increase of \$0.6 million for previously negotiated salary increases, increased workers' compensation costs, two additional staff years for ongoing stormwater permit activities in the Watershed Protection Program; and additional funding for tribal activity.

### Budget Changes and Operational Impact: 2015–16 to 2016–17

A net decrease of \$35.5 million includes a decrease of \$24.0 million in Services & Supplies primarily due to the projected completion or near completion of Road Fund capital improvement projects and one-time projects; a decrease of \$2.8 million in Capital Assets/Land Acquisition due to completion of capital projects in San Diego County Sanitation District; a decrease of \$2.5 million in Capital Assets Equipment due to completed equipment purchases in the equipment ISF's and one-time purchase of emergency generators in the Sanitation Districts; and a \$7.7 million decrease in Operating Transfers Out due to completion of a transfer between the Road Fund and Road Fund Equipment Acquisition ISF and completion of transfers from the General Fund for one-time projects. An offsetting net increase of \$1.7 million includes an increase of \$1.3 million in Salaries & Benefits is due to an increase in retirement costs, workers' compensation costs, and previously negotiated salary increases; and an increase of \$0.4 million in Other Charges due to increase in infrastructure and equipment depreciation expense.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Transportation Program		202.00			202.00	202.00
Land Development Program		43.00			36.00	36.00
Engineering Services Program		63.00			62.00	62.00
Solid Waste Management Program		19.00			19.00	19.00
Management Services Program		47.00			52.00	52.00
General Fund Activities Program		51.00			54.00	54.00
Airports Program		35.00			35.00	35.00
Wastewater Management Program		40.00			43.00	43.00
<b>Total</b>		<b>500.00</b>			<b>503.00</b>	<b>503.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Transportation Program	\$ 34,954,803	\$ 38,772,534	\$ 43,572,349	\$ 36,274,489	\$ 39,328,216	\$ 39,803,969
Land Development Program	7,343,292	7,851,228	7,880,616	7,298,575	6,874,727	7,014,236
Engineering Services Program	28,304,455	35,336,920	106,113,137	46,292,921	49,027,322	30,910,761
Solid Waste Management Program	8,088,233	7,621,043	8,059,405	6,843,470	7,712,359	7,594,263
Management Services Program	13,625,943	15,413,581	16,568,518	14,020,798	16,391,570	15,542,638
General Fund Activities Program	24,669,015	21,257,431	23,645,109	19,329,417	23,561,551	12,791,967
Airports Program	14,915,844	19,982,158	32,112,636	15,768,071	17,907,793	17,810,470
Wastewater Management Program	6,017,338	7,793,918	7,934,338	6,411,584	8,790,419	7,540,319
Sanitation Districts	27,366,531	33,028,950	39,475,633	22,930,227	28,998,313	25,970,405
Flood Control	12,399,171	10,057,966	24,385,915	7,054,275	6,219,171	6,219,171
County Service Areas	226,284	582,824	623,261	231,758	343,624	338,016
Street Lighting District	1,776,378	3,591,497	3,592,316	3,241,864	2,163,989	2,163,989
Permanent Road Divisions	1,871,988	8,641,205	8,871,140	1,587,326	5,711,817	5,711,817
Equipment ISF Program	7,067,389	12,489,377	15,940,524	7,346,967	14,389,191	12,558,006
<b>Total</b>	<b>\$ 188,626,663</b>	<b>\$ 222,420,632</b>	<b>\$ 338,774,897</b>	<b>\$ 194,631,742</b>	<b>\$ 227,420,062</b>	<b>\$ 191,970,027</b>



Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 56,420,446	\$ 62,120,912	\$ 61,990,362	\$ 57,885,496	\$ 62,436,605	\$ 63,763,166
Services & Supplies	106,688,640	130,561,268	227,744,946	124,305,588	134,883,862	110,861,475
Other Charges	18,416,962	11,024,077	11,480,720	9,095,054	11,182,996	11,548,475
Capital Assets/Land Acquisition	—	11,232,300	25,346,700	—	4,265,000	1,427,500
Capital Assets Equipment	58,286	4,977,000	8,978,851	190,131	6,313,228	3,769,000
Fund Balance Component Increases	5,024,902	61,119	61,119	—	—	—
Operating Transfers Out	2,017,428	2,443,956	3,172,200	3,155,473	8,338,371	600,411
<b>Total</b>	<b>\$ 188,626,663</b>	<b>\$ 222,420,632</b>	<b>\$ 338,774,897</b>	<b>\$ 194,631,742</b>	<b>\$ 227,420,062</b>	<b>\$ 191,970,027</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 5,493,239	\$ 5,402,070	\$ 5,402,070	\$ 5,763,913	\$ 5,704,315	\$ 5,704,315
Taxes Other Than Current Secured	2,459,203	6,603,438	37,098,460	18,099,372	10,455,871	10,182,481
Licenses Permits & Franchises	197,599	200,000	200,000	178,773	5,000,000	5,000,000
Fines, Forfeitures & Penalties	108,020	3,000	3,000	68,189	—	—
Revenue From Use of Money & Property	20,378,566	19,810,262	19,810,262	20,212,829	20,162,791	20,487,376
Intergovernmental Revenues	92,795,327	75,144,961	88,673,475	78,543,478	60,084,737	64,013,835
Charges For Current Services	51,938,553	53,698,226	61,175,547	55,354,656	50,490,273	51,559,568
Miscellaneous Revenues	1,499,021	2,377,273	11,955,384	1,290,620	1,889,269	1,879,269
Other Financing Sources	2,356,897	4,111,265	4,732,200	4,510,789	8,511,869	773,909
Fund Balance Component Decreases	2,551,989	3,420,074	3,420,074	—	9,783,180	256,080
Use of Fund Balance	2,116,782	44,401,515	99,055,878	3,360,575	47,553,463	24,189,886
General Purpose Revenue Allocation	8,848,250	7,248,548	19,973,794	10,609,123	7,784,294	7,923,308
<b>Total</b>	<b>\$ 188,626,663</b>	<b>\$ 222,420,632</b>	<b>\$ 338,774,897</b>	<b>\$ 194,631,742</b>	<b>\$ 227,420,062</b>	<b>\$ 191,970,027</b>







*County of San Diego*

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# Community Services Group Summary & Executive Office

## Mission Statement

To provide cost-effective and responsive services to customers—the public, client cities and County departments. These services are provided with an emphasis on customer satisfaction, quality and value.

## Group Description

The Community Services Group Executive Office ensures fiscal responsibility and provides management direction for six County departments and the County of San Diego Successor Agency. Through these departments, the Community Services Group (CSG) provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries, 2 mobile libraries, and 2 24/7 Library-to-Go kiosks with collections and programs; housing assistance such as rental and first-time homebuyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.

## Strategic Framework and Alignment

In Fiscal Year 2014–15, the County of San Diego completed a major strategic renovation to simplify the Strategic Framework and enhance Strategic Alignment across the organization. This included changes to the Strategic Initiatives. Transitioning from three initiatives—Healthy Families, Safe Communities, Sustainable Environments and the eight Required Disciplines for Excellence—to streamlining the Required Disciplines for Excellence into a fourth Strategic Initiative named Operational Excellence. New Audacious Visions and Enterprise-Wide Goals (EWG) were developed to assist departments in alignment to and support of the County’s Vision and Strategic Initiatives. In addition, four focus groups comprised of subject matter experts from departments across the County produced a pre-determined set of Cross-Departmental Objectives (CDO). These CDOs demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. The creation of CDO nomenclature assists in the identification of each CDO throughout the Operational Plan and shows how the department is making a strategic contribution to its outcome. For more information on the new strategic alignment, refer to the Strategic Framework and Alignment section on page 29.



## CSG Departments

- ◆ Animal Services
- ◆ County Library
- ◆ General Services
- ◆ Housing & Community Development
- ◆ Purchasing and Contracting
- ◆ County Successor Agency
- ◆ Registrar of Voters

## 2014–15 Accomplishments

The departments of the Community Services Group collectively support the County’s Strategic Initiatives, while advancing *Live Well San Diego* community wellness, safety and thriving engagement efforts.

### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Rolled out Trauma-Informed Services training to department leadership.
- 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 of San Diego’s *Live Well San Diego* Building Better Health initiative by presenting an average of 350 healthy lifestyle programs for all ages every month.



## Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Funded 30 public community projects for parks, street/sidewalk improvements, Americans with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
  - In support of the County's *Live Well San Diego* Living Safely initiative, expanded the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the Department of Animal Services (DAS) Facebook page and website.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Exceeded the previous year's levels of services by offering an average of 431 after-school programs each month, and offered students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
  - Funded the continuation of the HOME Tenant-based Rental Assistance programs that served 68 youth aging-out of the foster care system and 58 families with children that were participants of the County's substance abuse recovery and family reunification programs.



## Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public had access to library resources and services and that the San Diego County Library had the capacity to meet these goals.
    - ◆ Maintained the planned schedule of library operations.
    - ◆ Provided virtual library services that were available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - The Community Services Group worked with the Land Use and Environment Group to develop the third component of *Live Well San Diego*, the Thriving initiative, which was approved by the Board of Supervisors in October 2014.

- Convened the *Live Well San Diego* Thriving Volunteer Action Team to begin strengthening the quality, functionality and impact of the region's volunteer system.
- Convened the *Live Well San Diego* Thriving Housing Action Team to support the availability and affordability of housing for all community members.
- Distributed information in support of the County's *Live Well San Diego* strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 4, 2014 gubernatorial General Election.
- Increased the number of permanent vote-by-mail voters.
- Recruited and replaced non-accessible poll sites to comply with federal and State accessibility requirements.



## Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Funded the completion of various accessibility improvements in County facilities and pilots for innovative technology programs.
  - Examined the viability and feasibility of installing of a 24/7 Library-To-Go kiosk at another County location to provide library services; selected site in Encinitas for installation in Fiscal Year 2015–16.
  - Updated the Library's website to maximize customer usability and access to self-published e-materials and publishers' e-book catalogs.
  - Began design-build construction of the new libraries in Alpine and Imperial Beach.
  - Continued due diligence for donated property, planning and design for a new Borrego Springs Library.
  - Continued construction of the Cedar and Kettner Development Parking Structure for completion and occupancy in October 2015.
  - Initiated replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.
  - Completed the master plan for capital improvements to the animal shelter in Bonita.
  - Made contracts available to the public through the internet by posting at least 50% of new and amended contracts within five business days of award.
  - Provided enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, and social media.





2015–17 Community Services Group (CSG) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various CSG departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s 2015–17 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section on page 29.

Strategic Initiative	Cross-Departmental Objective		Contributing CSG Departments and Business Groups
	HF1	Create a trauma-informed County culture	Housing & Community Development, Health and Human Services Agency, Land Use and Environment Group
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	County Library, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Housing & Community Development, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	HF5	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to <i>Live Well San Diego</i>	Animal Services, County Library, General Services, Housing & Community Development, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
		SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness
SC2		Create opportunities for safe access to places that provide community connection and engagement	Housing & Community Development, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
SC3		Identify and mitigate community threats that impact quality of life	Animal Services, General Services, Housing & Community Development, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
SC7		Identify and increase multi-agency collaboration to develop, support and enhance enforcement strategies with the biggest impact to protect youth and reduce recidivism	Housing & Community Development, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	Purchasing and Contracting, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE2	Anticipate customer expectations and demands	Purchasing and Contracting, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE3	Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SE7	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	Housing & Community Development, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

Strategic Initiative	Cross-Departmental Objective		Contributing CSG Departments and Business Groups
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	Animal Services, County Library, General Services, Housing & Community Development, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE3	Develop a plan to utilize new and existing technology and infrastructure to improve customer service	County Library, General Services, Housing & Community Development, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	County Library, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Animal Services, County Library, Housing & Community Development, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE6	Develop a countywide management philosophy that fosters employee well-being, inclusion and development	Housing & Community Development, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

**Related Links**

For additional information about the Community Services Group, refer to the website at:  
 ♦ [www.sdcounty.ca.gov/community](http://www.sdcounty.ca.gov/community)

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

**Staffing**

No changes in staffing.

**Expenditures**

Increase of \$1.5 million.

- ♦ Services & Supplies—increase of \$1.5 million.
  - ♦ Increase of \$0.9 million in one-time major maintenance project costs for photovoltaic (PV) projects in selected facilities.
  - ♦ Increase of \$0.6 million in facility management costs for the first phase of development of a comprehensive facility replacement strategic plan.

**Revenues**

Increase of \$1.5 million.

- ♦ Use of Fund Balance—increase of \$1.4 million for a total of \$6.9 million. Planned uses of fund balance include:

- ♦ \$3.3 million in management reserves for unanticipated Group information technology and facility needs;
- ♦ \$0.9 million for photovoltaic projects in selected facilities;
- ♦ \$0.7 million for facility accessibility evaluation and implementation;
- ♦ \$0.6 million for first phase of facility replacement strategic plan development;
- ♦ \$0.5 million for energy efficiency projects;
- ♦ \$0.4 million for building automation system projects;
- ♦ \$0.3 million for underground storage tank site remediation and closure; and
- ♦ \$0.2 million electric vehicle (EV) charging stations at County Operations Center (COC).
- ♦ General Purpose Revenue Allocation—increase of \$0.1 million for partial funding of building automation system projects and for minor increases in information technology expenses.

**Executive Office Budget Changes and Operational Impact: 2015–16 to 2016–17**

Decrease of \$6.5 million primarily due to the completion of one-time facility and energy projects included in Fiscal Year 2015–16 and decrease in Management Reserves.



Group Staffing by Department						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Animal Services		124.00			124.00	124.00
County Library		270.00			273.50	273.50
General Services		352.00			364.00	364.00
Housing & Community Development		102.00			102.00	102.00
Purchasing and Contracting		56.00			56.00	56.00
Registrar of Voters		64.00			64.00	64.00
<b>Total</b>		<b>976.00</b>			<b>991.50</b>	<b>991.50</b>

Group Expenditures by Department						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Community Services Executive Office	\$ 3,216,269	\$ 8,219,348	\$ 17,770,434	\$ 3,234,288	\$ 9,693,167	\$ 3,167,163
Animal Services	15,420,135	16,941,395	17,381,120	16,028,484	16,305,204	16,566,989
County Library	33,973,163	37,557,923	41,050,330	37,070,467	38,653,437	39,218,328
General Services	149,013,475	197,246,362	226,126,062	172,005,133	197,807,330	191,557,778
Housing & Community Development	17,095,320	26,566,570	34,390,487	17,664,349	27,998,397	27,613,769
Purchasing and Contracting	9,052,824	11,703,610	12,090,185	9,123,052	10,619,262	10,137,431
County Successor Agency	5,747,295	7,926,482	7,926,482	5,711,491	8,067,074	8,067,074
Registrar of Voters	21,215,018	19,392,369	19,422,689	16,447,539	19,288,800	19,744,962
<b>Total</b>	<b>\$ 254,733,500</b>	<b>\$ 325,554,059</b>	<b>\$ 376,157,790</b>	<b>277,284,801</b>	<b>\$ 328,432,671</b>	<b>\$ 316,073,494</b>





Executive Office Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
<b>Total</b>		<b>8.00</b>			<b>8.00</b>	<b>8.00</b>

Executive Office Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Community Services Executive Office	\$ 3,216,269	\$ 8,219,348	\$ 17,770,434	\$ 3,234,288	\$ 9,693,167	\$ 3,167,163
<b>Total</b>	<b>\$ 3,216,269</b>	<b>\$ 8,219,348</b>	<b>\$ 17,770,434</b>	<b>\$ 3,234,288</b>	<b>\$ 9,693,167</b>	<b>\$ 3,167,163</b>

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 1,357,050	\$ 1,449,302	\$ 1,449,302	\$ 1,432,679	\$ 1,424,886	\$ 1,448,882
Services & Supplies	1,386,665	3,520,046	12,606,831	1,754,584	5,018,281	1,718,281
Operating Transfers Out	472,554	—	464,301	47,025	—	—
Management Reserves	—	3,250,000	3,250,000	—	3,250,000	—
<b>Total</b>	<b>\$ 3,216,269</b>	<b>\$ 8,219,348</b>	<b>\$ 17,770,434</b>	<b>\$ 3,234,288</b>	<b>\$ 9,693,167</b>	<b>\$ 3,167,163</b>

Executive Office Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 3,977	\$ —	\$ —	\$ 3,928	\$ —	\$ —
Charges For Current Services	1,001,492	1,051,489	1,051,489	969,850	1,062,049	1,062,049
Use of Fund Balance	312,382	5,473,727	15,024,813	566,377	6,851,059	165,787
General Purpose Revenue Allocation	2,210,800	1,694,132	11,245,218	2,260,509	1,780,059	1,939,327
<b>Total</b>	<b>\$ 3,216,269</b>	<b>\$ 8,219,348</b>	<b>\$ 17,770,434</b>	<b>\$ 3,234,288</b>	<b>\$ 9,693,167</b>	<b>\$ 3,167,163</b>



# Animal Services

## Mission Statement

To protect the health, safety and welfare of people and animals.

## Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. Approximately 25,000 animals enter DAS' three shelters annually. DAS provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.

To ensure these critical services are provided, DAS has 124 staff and a budget of \$16.3 million.



### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

## 2014–15 Accomplishments

### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - DAS placed two animals with the Pets for Patriots organization in an effort to place pets in forever homes with veterans who participate in this program. The goal was to place ten animals through the Pets for Patriots' program, however, only two veterans applied to adopt a pet through this program.

### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family.
  - Promoted community safety and injury prevention by conducting 134 dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations. The goal was 80 presentations, but the department received more requests than expected from schools and other organizations for this presentation.
  - Responded to 97% of patrol calls (28,133) on time according to DAS protocols for responding to various levels of priority calls, exceeding the goal of 94.4%.
  - Met the goal of conducting eight classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.
  - Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in a joint facility tour and education program with the San Diego Humane Society. Co-hosted a total of six classroom and youth group visits to the Campus for Animal Care in San Diego and other County animal shelters. These educational endeavors will help ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
  - Exceeded the goal of conducting 8 presentations this year to community and industry groups by making 13 presentations describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.

- Submitted four articles to trade journals and community publications to highlight DAS services, animal health and welfare issues, and dog bite prevention and/or adoption opportunities.
- Provided 23 dog bite prevention presentations this year to County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties.
- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focused on the following key objectives:
  - ◆ Placed 82.7% (16,086 out of 19,450) of our sheltered dogs and cats by reuniting them with their owner or adopting them into new homes, exceeding the goal of 71.4%.
  - ◆ Ensured that only 12.8% of treatable animals that came into our shelter were euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters exceeding this stretch goal of 12.9% for the first time. The Department endeavors to meet this ambitious target over the course of several years, and has reduced the number of euthanized treatable animals year after year. The keys to reaching this goal include enhancing medical care, addressing shelter conditions and improving adoption rates.
- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Informed and educated county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
    - ◆ Participated in four Community Emergency Response Team (CERT) meetings this year.
    - ◆ Conducted 17 presentations to community groups.
  - In support of the County's *Live Well San Diego* Living Safely initiative, the Department expanded the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.
- Strengthen our prevention and enforcement strategies to protect our youth from crimes, neglect and abuse
  - Assisted young people in developing job skills that will help them become thriving, self-sufficient adults by providing job training for 1 student in the County's Workforce Academy for Youth, 10 students in the Animal Health Technology Program at Mesa College, 19 students in the PIMA Medical Institute, and 2 high school interns.



## Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable; achieved a customer satisfaction rating of 4.67 (on a scale of 1 to 5, with 5 being "excellent").
  - Trained 100% of staff regarding resources available to members of the public for animals with treatable medical and behavioral issues, including those organizations which provide financial assistance to people facing a hardship in caring for their animal(s).
  - Ensured that staff contacted rescue groups on 100% of animals with a treatable medical or behavioral issue prior to euthanasia.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continued to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations in order to fill positions as needed.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Developed one IT business process reengineering improvement to reduce costs or enhance customer service, productivity or revenue by June 30, 2015. DAS developed an IT roadmap of future IT enhancements to improve operational efficiency and provide better customer service through improved web pages, upgraded communications capabilities and mobile apps.
  - DAS is still reengineering the business process for delinquent licenses. The Department's process for processing delinquent licenses is not as efficient as it could be; thus, the process is being updated and improved to allow DAS to license more dogs that were recently vaccinated.
  - Completed a master plan for capital improvements to the animal shelter in Bonita.

## 2015–17 Objectives



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Work with the Pets for Patriots organization to place pets in forever homes with veterans who participate in this program. The goal is to place ten animals through the Pets for Patriots' program.





- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increase County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase will be measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)



## Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Inform and educate county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency. (SC1)
    - ◆ Participate in four Community Emergency Response Team (CERT) meetings per year.
    - ◆ Conduct 10 presentations to community groups per year.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Promote community safety and injury prevention by conducting 50 dog bite prevention presentations per year to area schools and other organizations that encounter dogs during normal operations. (SC3)
  - Provide 10 dog bite prevention presentations per year to County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service). (SC3)
  - Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family.
  - Respond to 94.4% of patrol calls on time according to DAS protocols for responding to various levels of priority calls.
  - Conduct eight classes per year for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.
  - Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and education program with the San Diego Humane Society, and by co-hosting 14 classroom or youth group visits per year to the Campus for Animal Care or other County animal shelters. These educational endeavors will help ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
  - Conduct eight presentations per year to community or industry groups describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.

- Submit four articles per year to trade journals or community publications to highlight DAS services, animal health and welfare issues, and dog bite prevention and/or adoption opportunities.
- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS will focus on the following key objectives:
  - ◆ Ensure that 71.4% of an estimated 25,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
  - ◆ Ensure that no more than 12.9% of treatable animals that come into our shelter are euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters. In collaboration with the San Diego Animal Welfare Coalition (SDAWC), the department has also embarked on an ambitious long-term goal of zero euthanasia of any healthy or treatable homeless pet. This coalition of shelters and other animal welfare agencies will work together to transfer, foster, treat or find solutions other than euthanizing a healthy treatable pet.



## Operational Excellence

- Align services to available resources to maintain fiscal stability.
  - Ensure all finance staff in CSG departments participate in financial literacy training during Fiscal Year 2015–16. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable; achieve a customer satisfaction rating of 4.72 or higher (on a scale of 1 to 5, with 5 being "excellent"). (OE5)
  - Train 100% of staff regarding resources available to members of the public for animals with treatable medical and behavioral issues, including those organizations which provide financial assistance to people facing a hardship in caring for their animal(s).
  - Ensure that staff contact rescue groups on 100% of animals with a treatable medical or behavioral issue prior to euthanasia.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continue to seek qualified diverse applicants by attending four job fairs each year and advertising positions in periodicals targeted to minority populations in order to fill positions as needed.



## Related Links

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

◆ [www.sddac.com](http://www.sddac.com)

Follow DAS on Facebook at:

◆ [www.facebook.com/sddac](https://www.facebook.com/sddac)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Sheltered dogs and cats either adopted or reunited with owners	80.2% of 19,938	71.4%	82.7% of 19,450	71.4%	71.4%
On-time patrol response <sup>1</sup>	93.0% of 28,356 calls	94.4%	97% of 28,133 calls	94.4%	94.4%
Adoptable shelter animals euthanized <sup>2</sup>	0.0%	0.0%	0.0%	0.0%	0.0%
Euthanized animals that were treatable <sup>3</sup>	20.0%	12.9%	12.8%	12.9%	0.0%
Customer Satisfaction Rating <sup>4</sup>	4.66	4.72	4.67	4.72	4.72

### Table Notes

<sup>1</sup> Patrol time response standards, varying by urgency of call, are established by contract with client cities. In Fiscal Year 2014-15, DAS exceeded the target of at least a 94.4% patrol call response rate.

<sup>2</sup> Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

<sup>3</sup> This stretch goal was met for the first time ever since DAS started tracking this performance measure. The Department in collaboration with the San Diego Animal Welfare Coalition (SDAWC) has also embarked on an ambitious goal of zero euthanasia of any healthy or treatable homeless pet. This coalition of shelters and other animal welfare agencies will work together to transfer, foster, treat or find solutions other than euthanizing a healthy treatable pet.

<sup>4</sup> Scale of 1 to 5, with 5 being “excellent”.

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

### Staffing

No change in staffing.

### Expenditures

Decrease of \$0.6 million.

- ◆ Salaries & Benefits—no net change. Reflects negotiated salary and benefit increases.
- ◆ Services & Supplies—net decrease of \$0.6 million due to completed major maintenance projects at the shelters in San Diego and Carlsbad.

### Revenues

Net decrease of \$0.6 million.

- ◆ Licenses Permits & Franchises—decrease of \$0.1 million in anticipated dog license renewals.

- ◆ Charges for Current Services—increase of \$0.3 million for the contract cities’ proportional share of cost of the Department’s operating budget.
- ◆ Use of Fund Balance—decrease of \$0.9 million due to the completion of major maintenance and other one-time only projects.
- ◆ General Purpose Revenue—increase of \$0.1 million due to the increase in the County’s unincorporated area’s proportional share of the Department’s total operating costs.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net increase of \$0.3 million primarily due to negotiated salary and benefit cost increases, including retirement and flex credit cost increases.





## Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Animal Services	124.00	124.00	124.00
<b>Total</b>	<b>124.00</b>	<b>124.00</b>	<b>124.00</b>

## Budget by Program

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Animal Services	\$ 15,420,135	\$ 16,941,395	\$ 17,381,120	\$ 16,028,484	\$ 16,305,204	\$ 16,566,989
<b>Total</b>	<b>\$ 15,420,135</b>	<b>\$ 16,941,395</b>	<b>\$ 17,381,120</b>	<b>\$ 16,028,484</b>	<b>\$ 16,305,204</b>	<b>\$ 16,566,989</b>

## Budget by Categories of Expenditures

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 10,584,373	\$ 11,392,004	\$ 11,322,004	\$ 11,303,827	\$ 11,425,271	\$ 11,687,056
Services & Supplies	4,836,575	5,549,391	6,017,201	4,708,048	4,879,933	4,879,933
Capital Assets Equipment	—	—	41,915	18,090	—	—
Expenditure Transfer & Reimbursements	(813)	—	—	(1,481)	—	—
<b>Total</b>	<b>\$ 15,420,135</b>	<b>\$ 16,941,395</b>	<b>\$ 17,381,120</b>	<b>\$ 16,028,484</b>	<b>\$ 16,305,204</b>	<b>\$ 16,566,989</b>

## Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 2,061,751	\$ 1,945,359	\$ 1,945,359	\$ 2,038,543	\$ 1,893,391	\$ 1,893,391
Fines, Forfeitures & Penalties	1,641	3,000	3,000	1,644	3,000	3,000
Revenue From Use of Money & Property	78,938	66,061	66,061	93,623	66,061	66,061
Charges For Current Services	10,502,180	10,819,964	10,819,964	10,815,148	11,089,647	11,308,977
Miscellaneous Revenues	34,662	46,000	46,000	46,612	36,000	36,000
Use of Fund Balance	(188,215)	916,832	1,356,557	(111,265)	—	—
General Purpose Revenue Allocation	2,740,964	3,144,179	3,583,904	3,032,914	3,217,105	3,259,560
<b>Total</b>	<b>\$ 15,420,135</b>	<b>\$ 16,941,395</b>	<b>\$ 17,381,120</b>	<b>\$ 16,028,484</b>	<b>\$ 16,305,204</b>	<b>\$ 16,566,989</b>





# County Library

## Mission Statement

To inform, educate, inspire and entertain.

## Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries, 2 mobile libraries, and 2 Library-to-Go kiosks. Library services include providing information in print, non-print and online formats for lifelong learning; promoting reading and literacy skills; instruction and access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

To ensure these critical services are provided, the County Library has 273.50 staff years and a budget of \$38.7 million.



education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative. SDCL exceeded past levels of service by 131 after-school programs per month.

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - The mentorship program for at-risk teen boys at two library branches did not sustain a participation rate of 20% out of 24 participants. SDCL sustained an average of 3–4 participants out of 24 participants per month which is a rate of 13–17%.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

## 2014–15 Accomplishments



### Healthy Families

- 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 of San Diego's *Live Well San Diego* Building Better Health initiative by presenting an average of 350 healthy lifestyle programs for all ages every month, exceeding past levels of service by 50 programs per month.



### Safe Communities


- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Exceeded the previous year's levels of services by offering an average of 431 after-school programs each month, and offered students and families a safe place for the pursuit of



### Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public had access to library resources and services and that the SDCL had the capacity to meet these goals.
    - ◆ Met the planned schedule of library operations.
    - ◆ Provided virtual library services that were available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Ensured that collections, materials and programs were current and relevant to meeting the needs and interests of a dynamic community.
    - ◆ Met the planned annual average circulation per item.
    - ◆ Exceeded the goal of participation in adult programs that promoted lifelong learning and civic engagement by serving 194,880 participants.





## Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. Achieved an average customer satisfaction rating of 4.50 (on a scale of 1 to 5, with 5 being "Excellent").
  - Ensured customers were provided with quality programs that were current, relevant and engaging. Achieved an average customer satisfaction rating of 4.87 (on a scale of 1 to 5, with 5 being "Excellent") for SDCL programs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Examined the viability and feasibility installation of a 24/7 Library-to-Go kiosk at another County location to provide library services; installing a 24/7 Library-to-Go kiosk in Encinitas in Fiscal Year 2015–16.
  - Positioned the Library's website to maximize customer usability and access to self-published e-materials and publisher's e-book catalogs. In September 2014, SDCL launched a new website that was designed according to customer feedback and usability testing. The website facilitates access to SDCL's eBook collections, as well as SELF-e, an online portal where self-published authors can submit their eBooks for possible inclusion in an online repository.
  - Implemented phase one (current server refresh) of a software upgrade in preparation for a new hosted Integrated Library System (Library's database) with Innovative Interfaces Inc. which will provide faster and more reliable library services to customers.

## 2015–17 Objectives



### Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Maintain partnership with Health and Human Services agency to promote a healthy lifestyle for children in at-risk neighborhoods. (HF2)
    - ◆ Continue to offer the Rockin' Recess program in conjunction with the Summer Lunch Program by hosting 50 sessions during the summer months.
  - Support the County of San Diego's *Live Well San Diego* Building Better Health Initiative by offering more than 300 healthy lifestyle programs for all ages every month.
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*

- Increase County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase will be measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Provide students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative by offering an average of 300 after-school programs each month.



### Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Ensure that collections and library materials are current and relevant to meeting the needs and interests of a dynamic community by obtaining the planned annual average circulation of 7.0 per item.
  - Provide relevant adult programs that promote lifelong learning and civic engagement by serving more than 100,000 participants.



### Operational Excellence

- Align services to available resources to maintain fiscal stability.
  - Ensure all finance staff in CSG departments participate in financial literacy training during Fiscal Year 2015–16.
- Provide and promote services that increase consumer and business confidence
  - Meet the informational, recreational and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
    - ◆ Maintain the planned schedule of library operations.
    - ◆ Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implement a software upgrade in preparation for a new Integrated Library System (Library's database) which will provide faster and more reliable library services to customers. (OE3)



- Update the Library’s website to maximize customer usability and access to the library collection and visiting authors. (OE4)
- Install a 24/7 Library-to-Go kiosk at another County location to be determined to provide library services to remote areas currently without library services; examine the viability and feasibility of rolling out these devices to other potential locations.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customers are provided with quality programs that are current, relevant, and engaging by achieving an average customer satisfaction rating of 4.75 or higher (on a scale of 1 to 5, with 5 being “excellent”) for SDCL programs. (OE5)
  - Ensure customers are provided with superior services by being responsive to customers’ needs, professional, courteous, attentive and knowledgeable by achieving an average customer satisfaction rating of 4.60 or higher (on a scale of 1 to 5, with 5 being “excellent”).

**Related Links**

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

◆ [www.sdcl.org](http://www.sdcl.org)

Follow SDCL on Facebook at:

◆ <https://www.facebook.com/sdcountylibrary>

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Library hours open <sup>1</sup>	94,645	107,000	107,284	107,200	107,400
Annual average circulation per item <sup>2</sup>	6.84	7.00	7.47	7.00	7.30
Annual SDCL Virtual Branch Visitors <sup>3</sup>	14,702,404	14,000,000	18,269,533	14,000,000	14,000,000
SDCL virtual library resource sharing and services per capita <sup>4</sup>	1.22	1.60	1.08	1.60	1.10
Average customer satisfaction rating <sup>5</sup>	4.70	4.60	4.50	4.60	4.60
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County <sup>6</sup>	4.85	4.75	4.87	4.75	4.75
Annual count of foot traffic at the library <sup>7</sup>	5,721,298	5,700,000	5,614,871	5,700,000	5,700,000

*Table Notes*

<sup>1</sup> Library hours open represents the overall level of accessibility that the community has to the library branches/kiosks. The Fiscal Year 2014–15 Actual number of hours open is higher than the Fiscal Year 2014–15 Adopted level due to no occurrences of unanticipated circumstances to decrease branch operating hours.

<sup>2</sup> Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection. The Fiscal Year 2014–15 Actual circulation is higher than the Fiscal Year 2014–15 Adopted level due to an increase in library materials budget from past fiscal years.

<sup>3</sup> “Virtual Branch Visitors” reflects the number of page views recorded for the following areas of the SDCL website: Kids Corner, Teen Lounge, Encore Catalog, Book Letters reading suggestion sites, SDCL website, Classic Catalog, or Hot.Right.Now. The Fiscal Year 2014–15 Actual virtual branch visitors is higher than the Fiscal Year 2014–15 Adopted level due to an unusual amount of web page views in the first quarter due to the launch of the new website.

<sup>4</sup> Measures the use of premium databases, e-books, audiobook and magazine downloads, interlibrary (resource) sharing and online services by library customers, and represents the penetration of virtual library services and resource sharing in the community. Usage of virtual library and resource sharing services may be considered comparable to, but will be less than, annual average circulation per item, as customers must use and be comfortable with technology to access virtual library and resource sharing services. The Fiscal Year 2014–15 Actuals level is lower than the Fiscal Year 2014–15 Adopted level due to a decline in encyclopedia article searches.



<sup>5</sup> On a scale of 1 to 5, with 5 being the highest level of customer satisfaction. Customer satisfaction indicates how individuals perceive SDCL's ability to provide services of value to them.

<sup>6</sup> On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perceptions of how well SDCL is meeting the needs of a diverse population.

<sup>7</sup> The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from "people counters" that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services.

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

### Staffing

Net increase of 3.50 staff years

- ◆ Increase of 1.00 staff year to support the addition of Sunday hours at the 4S Ranch library.
- ◆ Increase of 2.50 staff years to support a total of five 24/7 Library-to-Go systems at the County Operation Center, Bonsall, Encinitas and two other County locations to be determined at a future date.

### Expenditures

Net increase of \$1.1 million

- ◆ Salaries & Benefits—increase of \$0.4 million due to the increase in staffing detailed above, negotiated salary and benefit costs and worker's compensation costs.
- ◆ Services & Supplies—increase of \$0.7 million primarily due to an increase in books and library materials (\$1.0 million), offset by a decrease in allocated central support costs (\$0.1 million) and facilities management (\$0.2 million).

### Revenues

Net increase of \$1.1 million

- ◆ Taxes Current Property—increase of \$0.2 million in revenue from Property Taxes Current Secured.
- ◆ Intergovernmental Revenues—increase of \$0.7 million in revenue from Redevelopment Agencies.
- ◆ Use of Fund Balance—increase of \$0.2 million for a total budget of \$2.8 million.
  - ◆ \$1.0 million in management reserves.
  - ◆ \$1.5 million in books and library materials.
  - ◆ \$0.3 million to provide a match for public donations for library materials.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

No significant changes.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Library Operations and Administration		18.75			18.75	18.75
Library Professional & Technical Support Service		38.25			37.75	37.75
Library Branch Operations		213.00			217.00	217.00
<b>Total</b>		<b>270.00</b>			<b>273.50</b>	<b>273.50</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Library Operations and Administration	\$ 3,643,849	\$ 5,946,869	\$ 4,954,913	\$ 3,967,800	\$ 5,437,242	\$ 5,469,164
Library Professional & Technical Support Service	7,990,723	9,133,137	10,559,253	9,507,020	10,554,244	10,613,384
Library Branch Operations	22,338,591	22,477,917	25,536,164	23,595,647	22,661,951	23,135,780
<b>Total</b>	<b>\$ 33,973,163</b>	<b>\$ 37,557,923</b>	<b>\$ 41,050,330</b>	<b>\$ 37,070,467</b>	<b>\$ 38,653,437</b>	<b>\$ 39,218,328</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 20,986,998	\$ 22,558,038	\$ 22,348,038	\$ 22,010,279	\$ 22,958,964	\$ 23,521,029
Services & Supplies	12,399,137	13,699,885	18,231,087	15,041,994	14,394,473	14,397,299
Capital Assets Equipment	552,543	300,000	471,205	18,193	300,000	300,000
Operating Transfers Out	34,485	—	—	—	—	—
Management Reserves	—	1,000,000	—	—	1,000,000	1,000,000
<b>Total</b>	<b>\$ 33,973,163</b>	<b>\$ 37,557,923</b>	<b>\$ 41,050,330</b>	<b>\$ 37,070,467</b>	<b>\$ 38,653,437</b>	<b>\$ 39,218,328</b>



**Budget by Categories of Revenues**

	<b>Fiscal Year 2013–14 Actuals</b>	<b>Fiscal Year 2014–15 Adopted Budget</b>	<b>Fiscal Year 2014–15 Amended Budget</b>	<b>Fiscal Year 2014–15 Actuals</b>	<b>Fiscal Year 2015–16 Adopted Budget</b>	<b>Fiscal Year 2016–17 Approved Budget</b>
Taxes Current Property	\$ 28,775,830	\$ 30,061,616	\$ 30,061,616	\$ 30,241,711	\$ 30,260,627	\$ 31,174,250
Taxes Other Than Current Secured	373,695	421,461	421,461	445,816	421,461	434,105
Revenue From Use of Money & Property	38,550	105,000	105,000	54,080	105,000	105,000
Intergovernmental Revenues	5,779,430	2,387,959	2,491,749	4,253,200	3,048,521	3,048,521
Charges For Current Services	846,570	1,138,112	1,138,112	870,526	1,138,112	1,138,112
Miscellaneous Revenues	501,465	553,821	1,886,064	1,079,608	553,821	553,821
Other Financing Sources	1,643,750	300,000	625,700	325,700	300,000	300,000
Use of Fund Balance	(3,986,128)	2,589,954	4,320,628	(200,174)	2,825,895	2,464,519
General Purpose Revenue Allocation	—	—	—	—	—	—
<b>Total</b>	<b>\$ 33,973,163</b>	<b>\$ 37,557,923</b>	<b>\$ 41,050,330</b>	<b>\$ 37,070,467</b>	<b>\$ 38,653,437</b>	<b>\$ 39,218,328</b>



# General Services

## Mission Statement

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

## 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 facilities, workspaces, services and vehicles to accomplish their business objectives. These services include management of over 420 real estate leases; management of major maintenance and capital improvement projects averaging over \$145 million annually since 2009; facility maintenance, security and mail management services totaling \$53 million; and acquisition, maintenance and refueling of over 4,000 fleet vehicles. DGS is also a committed leader in energy and sustainability and has been recognized for its efforts in conserving energy resources while promoting expansion of renewable sources of energy in the County.










To ensure these critical services are provided, DGS has 364 staff and a budget of \$197.8 million.



## Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Improved County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
    - ◆ Reduced annual building energy use intensity by 12%, comparing Fiscal Year 2014–15 to a Fiscal Year 2011–12 baseline.
    - ◆ Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2014 and achieved an 11.5% reduction in total greenhouse gas emissions compared to the 2013 calendar year.
    - ◆ In Fiscal Year 2014-15, the fire apparatus diesel inventory increased by 70% due to the expansion of fire services program. Due to this increase, the goal to achieve a 1% vehicle emission reduction in calendar year 2014 was not met for on- and off-road diesel vehicles and stationary diesel equipment. GHG emissions related to the diesel vehicle inventory have increased by 2.3% since calendar year 2013.
    - ◆ Incorporated the strategies of the Green Fleet Action plan into the annual vehicle replacement planning process to reduce the County's vehicle related greenhouse gas emissions.
    - ◆ Shifted 37% of mid-sized sedan procurement to compact or hybrid vehicles in Calendar Year 2014, exceeding the goal of 30%.
    - ◆ Due to an increase in workload, the initiative to increase the use of departmental and fleet motor pools to help reduce the number of underutilized vehicles was not accomplished by June 30, 2014.
    - ◆ Continued installation of drought tolerant landscaping, high-efficiency irrigation systems and high-efficiency plumbing fixtures in County facilities.

### Strategic Initiative Legend

			
HF	SC	SE	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Cross-Departmental Objective		
	- Department Objective		
	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

## 2014–15 Accomplishments

### Safe Communities

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Supported client departments in their public safety efforts.
    - ◆ Maintained availability of County-supported fire apparatus at 94% (72 of 77).
    - ◆ Ensured maximum availability of law enforcement patrol vehicles at 95% (527 of 555).

- ◆ Developed criteria for new capital projects to attain Zero Net Energy certification, to be first implemented at the new Alpine Branch Library. A Zero Net Energy building generates as much or more renewable energy in a year as it consumes.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Completed 96% (7,604 of 7,920) of vehicle and mobile equipment preventive maintenance actions to maximize the operational effectiveness of County vehicles.
  - Maximized postage discounts by bar coding a minimum of 95% (475,000 of 500,000) of all standard business letters.
  - Monitored leases on County-owned property ensuring rents were paid within 30 days of due date for 99% (232 of 235) of the leases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% (1,010) of all emergency requests within 4 hours of notification.
  - Completed 98% (27,067 of 27,600) of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.
  - Received the 2014 California Counties Facilities Services Association (CCFSA) Public Facilities Award of Excellence (8th consecutive award) for exceptional dedication to best practices, process innovation, staff development, department automation, energy programs, and environmental improvements.
  - Received the 2015 NACo Achievement Award for the development and implementation of an innovative Smart Building Automation technology to optimize facility systems operations and minimize associated utility consumption.
  - Completed construction of improvements for the new Lakeside Sheriff Substation in April 2015.
  - Completed construction of the new Boulevard Fire Station in April 2015.
  - In October 2014, presented the conceptual plan for review by the Facilities Planning Board for the interim and permanent relocation of the justice system support departments that are not included in the new State Courthouse and will be displaced by demolition of the old courthouse or are in leased space. The plan will assist in strategically placing these departments around the new State Courthouse once construction is completed.

- Began design-build construction of the new Alpine Library as the first Zero Net Energy County building. A Zero Net Energy building generates at least as much renewable energy in a year as it consumes.
- Awarded the design-build contract and began construction of the new Imperial Beach Library, targeted for completion in summer 2016, which was delayed by parking agreement negotiations.
- Continued due diligence for donated property, planning and design for a new Borrego Springs Library; initiated site specific engineering and CEQA review for recommended site for submittal to the Board of Supervisors for land acquisition and advertisement and award of a design-build contract in Fiscal Year 2015–16.
- Occupied Phase 1 of the Las Colinas Detention and Reentry Facility in August 2014, allowing for demolition of the existing Las Colinas Detention and Reentry Facility in fall 2014 and beginning of Phase 2 construction of the new Las Colinas Detention and Reentry Facility for completion in January 2016.
- Continued construction of the Cedar and Kettner Development Parking Structure for completion and occupancy in October 2015, delayed by historic preservation issues.
- Began construction of the COC Fleet Services Facility and Parking Structure in March 2015 in preparation for demolition of the existing Fleet Facility for construction of the new COC Crime Lab/Evidence Warehouse in summer 2016.
- Initiated replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.
- Recognized as the #5 Fleet in the nation—Government Fleet Magazine “Leading Fleets Award” and “100 Best Fleets” award programs, demonstrating achievement in each programs standards of excellence requirements.

### 2015–17 Objectives



### Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increase County employees’ understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase will be measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)





## Safe Communities

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% (1,000) of all emergency requests within 4 hours of notification. (SC3)
  - Support client departments in their public safety efforts.
    - ◆ Maintain availability of County-supported fire apparatus at 84% (65 of 77).
    - ◆ Ensure maximum availability of law enforcement patrol vehicles at 95% (527 of 555).
    - ◆ Develop project criteria and delivery strategy for the migration to new technology for the Countywide Regional Communications System.



## Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Improve County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
    - ◆ Reduce annual building energy use intensity by 1.5%, comparing Fiscal Year 2015-16 to Fiscal Year 2014-15.
    - ◆ Prepare greenhouse gas (GHG) inventories of County operations for calendar years 2015 and 2016. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
    - ◆ Incorporate the strategies of the Green Fleet Action plan into the annual vehicle replacement planning process to reduce the County's vehicle-related greenhouse gas emissions.



## Operational Excellence

- Align services to available resources to maintain fiscal stability.
  - Ensure all finance staff in CSG departments participate in financial literacy training during Fiscal Year 2015–16. (OE2)
  - Complete 96% (7,603 of 7,920) of vehicle and mobile equipment preventive maintenance actions to maximize the operational effectiveness of County vehicles.
  - Maximize postage discounts by bar coding a minimum of 95% (475,000 of 500,000) of all standard business letters.
  - Monitor leases on County-owned property ensuring rents are paid within 30 days of due date for 97% (231 of 238) of the leases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

- Complete 96% (26,496 of 27,600) of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems. (OE3)
- Advertise and award construction contract for the new Pine Valley Fire Station by spring 2016 for completion by summer 2017.
- By fall 2015, prepare leased space for relocation of initial departments to allow remodel of the Hall of Justice and to accommodate bridge connection to the new Courthouse. Prepare plans for the relocation of other displaced departments in the current downtown Courthouse by Winter 2016.
- Complete design-build construction of the new Alpine Library as the first Zero Net Energy County building in spring 2016.
- Complete the design-build construction of the new Imperial Beach Library in fall 2016.
- Advertise and award the design-build contract for construction of the new Borrego Springs Library for completion in fall 2017.
- Complete Phase 2 construction of the new Las Colinas Detention and Reentry Facility in January 2016.
- Complete construction of the Cedar and Kettner Development Parking Structure in October 2015.
- Award the design-build contract for construction of the new HHS Crisis Residential Facility in Escondido for completion in early 2017.
- Complete construction-manager-at-risk construction of improvements in the East County Regional Center for the District Attorney in fall 2016.
- Begin construction of the new COC Crime Lab and Evidence Warehouse in summer 2016 for completion in summer 2018.
- Prepare programming and procurement to replace the Oceanside Family Resource Center, Public Health Center and associated operations into a consolidated facility on the current Mission and Barnes property for completion in spring 2018.
- Continue assessment of aging Health and Human Services buildings.
  - ◆ Determine options for replacement/renewal and consolidation of Family Resource Centers.
  - ◆ Develop Major Maintenance Improvement Plan and Capital Improvement Needs Assessment recommendations for specific projects.
- Continue strategic facility planning efforts with departments in aging buildings in a strategic view of their programs and facilities. Using the internally developed Facility Effectiveness Assessment Tool—an analysis extending facility condition assessments to incorporate location, costs and department program delivery—work with departments to integrate program needs into the analysis and prioritization of facility requirements.





## Related Links

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

♦ [www.sdcountry.ca.gov/general\\_services](http://www.sdcountry.ca.gov/general_services)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Major Maintenance Improvement Plan and capital projects completed within estimated budget <sup>7</sup>	93% of 150	93% of 150	98% of 64	93% of 150	93% of 150
Energy Use Intensity (EUI) decrease <sup>1</sup>	N/A	6% of 83.14 kBTU/SF	12% of 83.14 kBTU/SF	1.5% of 72.92 kBTU/SF	1.5% of 71.83 kBTU/SF
County operations greenhouse gas emissions reduction <sup>8</sup>	2% of 147,364 Metric Tons CO2e	1% of 144,417 Metric Tons CO2e	11.5% of 144,417 Metric Tons CO2e	1% of 127,832 Metric Tons CO2e	1% of 126,554 Metric Tons CO2e
Law enforcement patrol vehicles available	98% of 525	95% of 525	95% of 550	95% of 555	95% of 555
Fire services program apparatus available <sup>2</sup>	92% of 53	91% of 54	94% of 77	85% of 77	90% of 77
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification <sup>3</sup>	100% of 929	100% of 1,175	100% of 1,010	100% of 1,000	100% of 1,000
Annual facilities' preventive maintenance actions completed <sup>4</sup>	97% of 27,600	96% of 27,600	98% of 27,600	96% of 27,600	96% of 27,600
Applicable monthly mail bar coded/total pieces of mail <sup>5</sup>	96% of 483,737	95% of 500,000	95% of 500,000	95% of 500,000	95% of 500,000
Leases managed less than 30 days delinquent <sup>6</sup>	98% of 239	97% of 241	99% of 235	97% of 238	97% of 238

### Table Notes

<sup>1</sup> Energy Use Intensity (EUI) is calculated by taking the total energy consumed (Natural Gas and Electricity) in one year (measured in kBTU) and dividing it by total gross square feet of all County properties with energy accounts. The 2011–12 baseline used in this calculation is 83.14 kBTU/SF. The goal was adopted as part of the 2013–15 Strategic Energy Plan July 16, 2013 (5). The goal measures the cumulative EUI reduction for Fiscal Year 2014–15 compared to Fiscal Year 2011–12 baseline. This goal is complete, however, the department will continue to measure this goal as a 1.5% reduction year over year.

<sup>2</sup> The FY 14-15 Actuals and Adopted Fiscal Year 2015–16 base count for total fire services program apparatus available is based on the expansion of fire services to improve fire protection and emergency medical services in the region. The maintenance goal for Fiscal Year 2016–17 was reduced to 85% to account for the increase of older transferred equipment (baseline increased from 54 to 77) the rural fire districts to the County).

<sup>3</sup> The baseline reflects the actual emergency requests in historical/current fiscal years and estimated requests in future fiscal years.

<sup>4</sup> The baseline reflects estimated Preventive Maintenance actions performed each fiscal year. This measure was previously presented as a monthly amount (2,300), but is now stated as an annual amount to be consistent with other similar performance measures.

<sup>5</sup> The baseline reflects the actual letter volume in historical/current fiscal years and estimated letter volume in future fiscal years.

<sup>6</sup> The baseline reflects the actual # of leases in historical/current fiscal years and estimated # of leases in future fiscal years.



<sup>7</sup> In Fiscal Year 2014–15 there were 159 Major Maintenance Improvement Projects and capital projects. Of these, 63 of 64 projects were completed within budget, the remaining 95 projects rolled over to the following fiscal year as planned.

<sup>8</sup> The reduction of 11.5% is mainly due to a decrease in GHG emissions in the Stationary Combustion category (natural gas consumption and emergency generator usage/testing).

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

### Staffing

Increase of 12.00 staff years to support expanding facilities and operational needs.

- ◆ 6.00 staff years for the Las Colinas Detention and Reentry Facility, Phase II.
- ◆ 2.00 staff years for the Smart building automation system team and program support.
- ◆ 2.00 staff years for the management of Capital Projects.
- ◆ 1.00 staff year for the administrative support of the Energy and Sustainability Program.
- ◆ 1.00 staff year for the administrative and technical support of Fleet Management.

### Expenditures

Net increase of \$0.6 million.

- ◆ Salaries & Benefits—increase of \$2.1 million due to the increase of 12.00 staff years as described above and changes to negotiated salary and other benefit costs.
- ◆ Services & Supplies—increase of \$11.8 million.
  - ◆ Increase of \$14.7 million for major maintenance projects based on the Fiscal Year 2015–16 Major Maintenance Improvement Plan.
  - ◆ Increase of \$4.4 million for one-time major maintenance projects to support Americans with Disabilities Act (ADA) Accessibility Program, Energy and Sustainability projects and the California Energy Commission (CEC) Electric Vehicle Supply Equipment grant.
  - ◆ Increase of \$2.8 million due to rebudgets of one-time major maintenance projects planned for Fiscal Year 2014–15 that will be completed in Fiscal Year 2015–16.
  - ◆ Increase of \$1.9 million in utility costs to align with projected expenses for new and expanding facilities including the Las Colinas Detention and Reentry Facility, Phase II and East Mesa Reentry Facility.

- ◆ Increase of \$1.3 million related to automotive fuel and other vehicle equipment and parts costs.
- ◆ Increase \$0.7 million for contracted services and maintenance of County-owned facilities.
- ◆ Increase of \$0.4 million due to Public Liability insurance costs.
- ◆ Decrease of \$11.2 million due to the Fiscal Year 2014–15 one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the internal service funds (ISFs).
- ◆ Decrease of \$2.9 million for completion of one-time major maintenance and energy projects.
- ◆ Decrease of \$0.3 million for costs associated with A-87 costs and other department overhead.
- ◆ Other Charges—decrease of \$0.3 million related to the repayment of loans which are used to fund energy efficiency projects.
- ◆ Contingency Reserves—decrease of \$0.1 million in the Fleet Management ISF.
- ◆ Operating Transfers Out—decrease of \$12.9 million.
  - ◆ Decrease of \$11.2 million due to the Fiscal Year 2014–15 one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the ISFs.
  - ◆ Decrease of \$2.0 million to reflect the reduction in transfers to the Major Maintenance Internal Service Fund due to fewer anticipated energy efficiency projects funded by On-Bill financing.
  - ◆ Increase of \$0.2 million to reflect the increase in transfers to the Major Maintenance Internal Service Fund required to account for staff costs due related to the increase in anticipated projects.
  - ◆ Increase of \$0.2 million to rebudget funds to transfer project Building Information Model (BIM) data on spaces, areas, equipment and other key data elements for maintenance, operations and warranty into Tririga, the facilities management information technology application.

## Revenue

Net increase of \$0.6 million.

- ◆ Revenue from Use of Money & Property—decrease of \$0.1 million primarily due to lower interest earning on the Fleet Acquisition ISF cash balance.
- ◆ Intergovernmental Revenues—increase of \$0.7 million from the CEC grant to provide electric vehicle charging infrastructure as described above (\$0.5 million) and additional facilities maintenance services provided to the Administrative Office of the Courts (\$0.2 million).
- ◆ Charges for Current Services—increase of \$25.7 million due to an increase of cost of services provided to client departments (\$21.8 million) and for one-time projects (\$3.9 million) as described in Services & Supplies.
- ◆ Miscellaneous Revenues—decrease of \$0.2 million primarily due to a reduction in funding from the San Diego Gas & Electric Partnership grant.
- ◆ Other Financing Sources—net decrease of \$16.1 million.
  - ◆ Decrease of \$11.2 million is due to the Fiscal Year 2014–15 one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the ISFs.
  - ◆ Decrease of \$3.0 million in Loans Issued to record the liability associated with the On-Bill financing, which is used to finance County-wide energy efficiency projects. Facilities ISF fund balance will be used instead to fund the liability.
- ◆ Decrease of \$2.0 million in the operating transfer to the Major Maintenance Internal Service Fund to align with projected funding required to support energy efficiency project funded by On-Bill financing.
- ◆ Decrease of \$0.1 million in the operating transfer to the Fleet Management Internal Service Fund due to the completion of one-time projects.
- ◆ Increase of \$0.2 million in the operating transfer to the Major Maintenance Internal Service Fund to reimburse the Facilities Management Internal Service Fund for labor costs needed for the increase in Major Maintenance projects.
- ◆ Use of Fund Balance—decrease of \$9.5 million. A total of \$10.4 million budgeted.
  - ◆ \$8.9 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.
  - ◆ \$0.9 million is due to a technical adjustment to offset the liability recorded for On-Bill Financing projects.
  - ◆ \$0.4 million to offset the increase in Public Liability Insurance costs.
  - ◆ \$0.2 million to transfer Building Information Model (BIM) data on spaces, areas, and equipment into Tririga as described previously.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

A net decrease of \$6.2 million is primarily due to reductions in services and supplies due to the completion of one-time projects and technical adjustments in the prior year.



## Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Facilities Management Internal Service Fund	293.00	304.00	304.00
Fleet Management Internal Service Fund	59.00	60.00	60.00
<b>Total</b>	<b>352.00</b>	<b>364.00</b>	<b>364.00</b>

## Budget by Program

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Facilities Management Internal Service Fund	\$ 107,520,004	\$ 126,911,395	\$ 145,131,119	\$ 121,343,257	\$ 145,171,081	\$ 139,121,529
Fleet Management Internal Service Fund	37,773,419	68,539,967	77,940,771	47,769,710	50,641,249	50,641,249
General Fund Contribution to GS ISF's	3,720,052	1,795,000	3,054,171	2,892,166	1,995,000	1,795,000
<b>Total</b>	<b>\$ 149,013,475</b>	<b>\$ 197,246,362</b>	<b>\$ 226,126,062</b>	<b>\$ 172,005,133</b>	<b>\$ 197,807,330</b>	<b>\$ 191,557,778</b>

## Budget by Categories of Expenditures

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 34,163,984	\$ 38,181,299	\$ 38,236,299	\$ 36,664,873	\$ 40,256,900	\$ 40,784,402
Services & Supplies	96,731,492	120,503,349	138,393,552	106,287,582	132,266,117	126,809,063
Other Charges	10,754,301	11,411,576	11,951,576	11,872,371	11,116,416	11,116,416
Capital Assets/Land Acquisition	(27,334)	—	—	—	—	—
Capital Assets Equipment	330,792	8,437,037	17,572,362	(292,661)	8,417,037	8,217,037
Contingency Reserves	—	103,000	103,000	—	—	—
Operating Transfers Out	7,060,239	18,610,101	19,869,272	17,472,967	5,750,860	4,630,860
<b>Total</b>	<b>\$ 149,013,475</b>	<b>\$ 197,246,362</b>	<b>\$ 226,126,062</b>	<b>\$ 172,005,133</b>	<b>\$ 197,807,330</b>	<b>\$ 191,557,778</b>



Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Revenue From Use of Money & Property	\$ 1,215,959	\$ 1,483,008	\$ 1,483,008	\$ 1,110,213	\$ 1,421,759	\$ 1,421,759
Intergovernmental Revenues	3,234,673	3,352,460	3,352,460	5,280,072	4,073,591	3,573,591
Charges For Current Services	131,877,466	147,610,748	171,429,108	144,566,602	173,296,410	170,202,344
Miscellaneous Revenues	1,879,700	1,160,664	1,160,664	1,476,532	1,006,187	1,006,187
Other Financing Sources	7,556,788	21,935,101	21,574,272	17,879,296	5,850,860	4,730,860
Residual Equity Transfers In	593,532	—	—	1,603,912	—	—
Use of Fund Balance	870,357	19,909,381	25,331,549	(1,706,494)	10,363,523	8,828,037
General Purpose Revenue Allocation	1,785,000	1,795,000	1,795,000	1,795,000	1,795,000	1,795,000
<b>Total</b>	<b>\$ 149,013,475</b>	<b>\$ 197,246,362</b>	<b>\$ 226,126,062</b>	<b>\$ 172,005,133</b>	<b>\$ 197,807,330</b>	<b>\$ 191,557,778</b>



# Housing & Community Development

## Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

## Department Description

The Department of Housing and Community Development (HCD) provides housing assistance and community improvements that benefit low- and moderate-income persons. HCD provides services to county residents through rental assistance, minor home improvement loans, first-time homebuyer assistance and public improvement programs. These programs reduce blight, improve neighborhoods and alleviate substandard housing. They also increase the supply of affordable housing by preserving housing stock and stimulating private sector production of lower-income housing units.

To ensure these critical services are provided, the Housing and Community Development has 102.00 staff years and a budget of \$28 million.



- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - Provided 22 competitive academic scholarships to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

## Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Provided First-Time Homebuyer assistance or Home Repair assistance to 79 households.
  - Educated the community by conducting four community outreach meetings throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS. Additionally, HCD conducted one web-based meeting to reach community members unable to attend an outreach meeting.
  - As a result of a new U.S. Department of Housing and Urban Development (HUD) regulation allowing agencies to perform inspections biennially, HCD inspected 83.6% (9,318) of 11,147 units that were leased through the Rental Assistance Division and ensured that these units are decent, safe and sanitary by meeting Housing Quality Standards required by HUD.
  - Provided safe and decent housing opportunities to 20 low-income families participating in the Redevelopment Local Rental Subsidy Program and ensured that these assisted units met Housing Quality Standards through annual recertification inspections.

## 2014–15 Accomplishments

### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Provided \$68,000 for HHS's Hotel/Motel Voucher Program to help close the ongoing gap in funding for emergency housing for homeless families in the county. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.

- Provided permanent housing for 113 eligible homeless families who graduated from transitional housing programs that were provided by homeless service agencies through the County’s Continuum of Care program.
- Provided rental assistance to permanently house 386 homeless veterans through the Veterans Affairs Supportive Housing (VASH) program.
- Increased the number of participants receiving VASH security and utility deposit assistance funded through the Emergency Solutions Grant (ESG) funds to 17 total participants, to allow recipients and their families access to permanent housing.
- Addressed issues impacting community living standards by conducting ten community revitalization meetings with policymakers and stakeholders.
- Funded 30 public community projects for parks, street/sidewalk improvements, American with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
- Promoted crime-free communities by collaborating with local police departments and renewing annual Crime-Free Multifamily Housing Program certificates at the five Housing Authority-owned residential properties.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse.
  - Funded the continuation of the HOME Tenant-based Rental Assistance programs that served 68 youth aging-out of the foster care system and 58 families with children that were participants of the County’s substance abuse recovery and family reunification programs.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Ensured environmental reviews were performed on 100% (60 projects) of federally funded programs included in the Fiscal Year 2014–15 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews were conducted by the Department of Public Works. In compliance with HUD regulations, HCD ensures environmental reviews are completed on all program projects in order to analyze the effect that a proposed project will have on the people and the natural environment within a designated project area and the effect the material and social environment may have on a project.
- Enhance the quality of the environment by focusing on sustainability, pollution and strategic planning

- Implemented two energy efficiency measures at the five Housing Authority owned residential properties (e.g., replace incandescent bulbs with compact fluorescent lamps, and install low flow kitchen faucet aerators) based on recently completed Energy Roadmap.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Promoted fair housing by completing 40 random site tests on multifamily rental properties to ensure compliance with fair housing laws.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Provided regional leadership and forged cooperative partnerships by leveraging resources through the design, implementation, and administration of a regional HOME Consortium First-Time Homebuyer Assistance program serving residents of the unincorporated areas of the county or in the cities of Carlsbad, Coronado, Del Mar, Encinitas, Imperial Beach, La Mesa, Lemon Grove, Poway, San Marcos, Santee, Solana Beach or Vista.
  - Implemented process improvements to overpayment and collection forms to help increase the department’s ability to recover monies from former and active program participants.
  - Assisted families to secure safe, decent and affordable housing through rental assistance subsidies by using 99% of the annual funding allocation of \$104.3 million and issuing an average of 10,814 vouchers to provide a nurturing and healthy environment while improving opportunities for children and adults.
  - Scheduled biennial ethics training for two Tenant Commissioners who serve on the Housing Authority of the County of San Diego (HACSD) Board of Commissioners, which will be completed by fall 2015.
  - Participated in four State and/or local housing industry organizations and provided six presentations to relevant groups/events.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provided enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, and social media. In partnership with the County Communications Office, developed an informational video about program integrity.
- Strengthen our customer service culture to ensure a positive customer experience
  - Held four Section 8 owner/landlord seminars to continue to educate owners on the requirements of the program, as well as promoting the benefits of participating in the program.





- Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable by achieving a customer service satisfaction rating of 3.7 (on a scale of 1 to 5, with 5 being "excellent"). Due to a change in survey implementation method, which resulted in a lower than anticipated number of respondents, the number of responses was too low to determine the significance of the rating. In the following year, HCD will explore ways to improve the customer feedback process.
- Participated in a public education campaign and created a video to heighten awareness about ethical standards and program integrity in the Housing Choice Voucher (Section 8) Program. Those efforts resulted in an increase in reports of potential fraud by 55% over the prior year to 779 received.

less families, the elderly, persons with disabilities and pregnant women at risk of homelessness who may not be appropriate for placement in a traditional emergency shelter setting.

- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Update policies to allow consideration for future needs to create more accessible housing for seniors and people with disabilities to live independently. (HF4)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increase County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase will be measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

## 2015–17 Objectives



### Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - Provide first-time homebuyer loans to 30 households through the regional HOME Consortium Homebuyer Downpayment and Closing Cost Assistance (DCCA) Program, which offers low-interest deferred payment loans for qualified low-income, first-time homebuyers.
  - Design and implement, in cooperation with community stakeholders, a Coordinated Assessment and Housing Placement (CAHP) system capable of matching the homeless with appropriate permanent housing in the San Diego Region.
  - Provide 18 competitive academic scholarships annually to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing.
- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Provide trauma-informed training to 100% of HCD staff and develop a department trauma-informed fact sheet for HCD staff. (HF1)
  - In collaboration with HHS, the Department of Parks and Recreation, and County Libraries, develop a training program to provide frontline staff at park and library facilities with tools and techniques to improve engagement and interactions with homeless populations to connect them with community resources. (HF1)
  - Increase funding by up to 47% (from \$68,000 to \$100,000) for the County's Hotel/Motel Voucher Program, administered by HHS, which provides hotel vouchers for home-



### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Conduct four community outreach meetings throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS. (SC2)
  - Fund up to 30 public community projects for parks, street/sidewalk improvements, American with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities. (SC2)
  - Promote crime-free communities by collaborating with local police departments and renewing annual Crime-Free Multifamily Housing Program certificates at the five Housing Authority-owned residential properties. (SC3)
  - Provide Home Repair Assistance to 30 low-income homeowners and mobile home owners residing in the Urban County for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation. The Urban County includes unincorporated communities of the county and the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach.
  - Conduct 100% of required inspections (approximately 7,000) of units assisted through the Rental Assistance Division and ensure that these units are decent, safe and sanitary by meeting Housing Quality Standards required by HUD.





- Provide safe and decent housing opportunities to special needs populations to improve the quality of life and promote self-sufficiency.
  - ◆ Actively participate in the 25 Cities North County initiative targeting chronic homeless and Veterans by providing staff support and resources to the Leadership and Design Teams and the Housing Sub-committee.
  - ◆ Provide safe and decent housing opportunities for up to 20 low-income families participating in the Redevelopment Local Rental Subsidy Program and ensure that assisted units meet Housing Quality Standards through annual recertification inspections. Funding for this program is expected to be expended by June 30, 2017.
  - ◆ Promote self-sufficiency by providing permanent housing for up to 200 eligible homeless applicants referred by the Continuum of Care who either meet the definition of chronically homeless or are exiting federally-assisted housing programs with no other permanent housing placement options.
  - ◆ Provide rental assistance to permanently house up to 449 homeless veterans through the VASH program. Utilization of these vouchers is dependent upon HCD receiving referrals from the U.S. Department of Veterans Affairs.
  - ◆ Increase the number of participants receiving VASH security and utility deposit assistance funded through the Emergency Solutions Grant (ESG) funds to 15 total participants, to allow recipients and their families' access to permanent housing.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provide HOME Tenant-based Rental Assistance programs for up to 65 youth aging-out of the foster care system and 44 families with children that are participants of the County's substance abuse recovery and family reunification programs. (SC7)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Proactively support fair housing and fight discriminatory housing practices.
    - ◆ Complete 40 random site tests on multifamily rental properties in the unincorporated county to ensure compliance with fair housing laws.
    - ◆ Publish quarterly educational articles on the topic of fair housing on the HCD website and through social media.



Healthy Families

- Align services to available resources to maintain fiscal stability
  - Assist families to secure safe, decent and affordable housing through rental assistance subsidies by using 100% of the anticipated annual funding allocation of \$102.7 million or issuing 100% of the maximum authorized vouchers anticipated to total 11,439 to provide a nurturing and healthy environment while improving opportunities for children and adults. (OE1)
  - Participate in three State and/or local housing industry organizations and/or provide three presentations to relevant groups/events. (OE1)
  - Conduct one program integrity conference in collaboration with County departments and regional partners to identify program compliance best practices. (OE1)
  - Ensure all finance staff in CSG departments participate in financial literacy training during Fiscal Year 2015–16. (OE2)
  - Implement one new program design change in support of the department's Audacious Goal to build a more efficient HCD that is nimble and sustainable.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provide enhanced customer service by completing a customer-friendly redesign of the HCD website. (OE3)
  - Renovate the HCD Administrative Office by incorporating energy efficient fixtures and customer-focused design elements to be completed by June 30, 2017.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customers are provided with superior services and a positive experience through staff who employ helpfulness, expertise, attentiveness, respect and timeliness. A key indicator of how well service is provided will be achievement of a customer service satisfaction rating or 4.7 or better (on a scale of 1 to 5, with 5 being "excellent"). (OE5)
  - Promote the benefits of landlords participating in the Housing Choice Voucher Program.
    - ◆ Create a Landlord Liaison position to work closely with participating landlords.
    - ◆ Collaborate with regional partners to outreach to landlords.
    - ◆ Create an informational brochure for prospective landlords to detail the benefits and responsibilities of participation in the Housing Choice Voucher Program.
    - ◆ Provide at least one rental assistance presentation to stakeholder groups.
    - ◆ Hold four Housing Choice Voucher landlord seminars to continue to educate landlords on program requirements.





- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Support, encourage, and provide opportunities to foster employee well-being, inclusion, and development by: hosting lunch and learn presentations, exercise classes, and/or wellness events; encouraging staff to participate in Employee Resource Groups (ERG) and inviting ERGs to present at department meetings; performing outreach to diverse populations in recruitment and education efforts; engaging staff in the renovation design of the HCD

Administrative Office; and scheduling mandatory and optional professional and safety training as well as soft skills enhancements. (OE6)

**Related Links**

For additional information about the Department of Housing and Community Development, refer to the website at:

◆ [www.sdcountry.ca.gov/sdhcd](http://www.sdcountry.ca.gov/sdhcd)

Follow HCD on Facebook at:

◆ [www.facebook.com/sdhcd](http://www.facebook.com/sdhcd)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is higher <sup>1</sup>	100% of 11,195 (\$102.9 million)	100% of 10,756 (\$103.5 million)	99% of 10,930 (\$104.3 million)	100%	100%
Households assisted through the Home Repair Program or the First-Time Homebuyer Program <sup>2</sup>	42	35	79	N/A	N/A
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Continuum of Care <sup>3</sup>	244	247	277	247	247
Number of Community Development projects supported to enhance low-income neighborhoods and communities	37	30	30	30	30
Number of random site tests to ensure compliance with Fair Housing laws or regulations <sup>4</sup>	40	40	40	40	40
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet Housing Quality Standards <sup>5</sup>	100% of 11,359	100% of 11,147	83.6% of 11,147	N/A	N/A
Level of customer satisfaction <sup>6</sup>	4.7	4.7	3.7	4.7	4.7
Veterans Affairs Supportive Housing (VASH) Rental Assistance Program <sup>7</sup>	N/A	345	386	449	526
Households assisted through the Home Repair Program <sup>8</sup>	N/A	N/A	N/A	30	30
Loans issued through the First-Time Homebuyer Program <sup>9</sup>	N/A	N/A	N/A	30	30
Percentage of required inspections conducted annually on units assisted through the Rental Assistance Division to ensure Housing Quality Standards are met. <sup>10</sup>	N/A	N/A	N/A	100% of 7,000	100% of 7,000



Table Notes

- <sup>1</sup> Projected rental assistance funding for Fiscal Year 2015–16 is \$102.7 million. Although the maximum authorized rental assistance voucher total is 11,439, the projected federal funding allocation is insufficient to support the maximum authorized. Total federal funding and number of rental assistance voucher authorization is based on HUD fluctuations throughout the fiscal year. Actual vouchers leased and funding utilization will be reported out at the end of each fiscal year.
- <sup>2</sup> The goal was exceeded in Fiscal Year 2014–15 due to redesign of Down payment and Closing Cost Assistance program, which resulted in an increase in the rate of loans issued per month. Effective Fiscal Year 2015–16, this measure will be discontinued as the Home Repair Program and the First-Time Homebuyer Program measures have been split into separate performance measures (see Table Notes 9 and 10).
- <sup>3</sup> Program definitions: SARMS (Substance Abuse and Recovery Management System): housing assistance for family reunification; Foster: housing assistance for former foster youth ages 18–24 years; HOPWA: Housing Opportunities for Persons with AIDS; Continuum of Care (formerly known as “Shelter Plus Care”): housing and services for homeless and disabled individuals and families; and VASH (Veterans Affairs Supportive Housing): tenant-based housing assistance for homeless veterans. The number of families assisted each year varies depending on the availability of federal funding allocations to these programs and the housing assistance cost per family. In Fiscal Year 2013–14, the VASH program was included with the Housing Choice Voucher (HCV) program and reported as part of rental assistance vouchers. Effective Fiscal Year 2014–15, VASH program is reported separately (see note 8).
- <sup>4</sup> Fair Housing laws are federal laws that prohibit housing discrimination on the basis of race or color, national origin, religion, sex, familial status or disability. The target population for testing in Fiscal Year 2014–15 was the LGBT community. The target population for Fiscal Year 2015–16 will be determined by the San Diego Regional Alliance for Fair Housing prior to the start of Fiscal Year 2015–16.
- <sup>5</sup> Housing Quality Standards are HUD’s minimum physical standards required for each assisted rental unit. As a result of a new HUD regulation allowing agencies to perform inspections biennially, HCD inspected 83.6% of units that were leased in Fiscal Year 2014–15. Beginning in Fiscal Year 2015–16, this measure will be replaced with a new performance measure due to a change in annual inspection requirements (see note 10).
- <sup>6</sup> Overall customer satisfaction rating on a scale of 1 (“unsatisfactory”) to 5 (“excellent”), where 4 is “very satisfactory”. The goal was not met in Fiscal Year 2014–15 due to a change in survey implementation method, which resulted in a low number of responses where the significance of the rating could not be determined.
- <sup>7</sup> New measure effective in Fiscal Year 2014–15 to reflect HCD’s priorities. The goal has increased in Fiscal Year 2015–16 and 2016–17 due to an increase in the number of vouchers issued by HUD. Veterans Affairs Supportive Housing (VASH): tenant-based housing assistance for homeless veterans. The number of families assisted each year varies depending on the availability of federal funding allocations to these programs and the housing assistance cost per family.
- <sup>8</sup> The Home Repair Program provides loans or grants to low-income homeowners, including mobile home owners in the unincorporated areas of San Diego County, or in the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach, for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation.
- <sup>9</sup> The First-Time Homebuyer Down payment and Closing Cost Assistance Program provides financial assistance to low-income, first-time homebuyers to purchase a home. Below-rate, deferred-interest loans of up to \$70,000 are available to assist the low-income homebuyers to purchase a home in the unincorporated County and in the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach.
- <sup>10</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County’s vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*. This new measure reflects the change to perform biennial inspections on qualified units. Inspections are performed on all new leases and all non-qualified units. Housing Quality Standards are HUD’s minimum physical standards required for each assisted rental unit.





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

### Staffing

No change in staffing.

### Expenditures

Net increase of \$1.4 million.

- ◆ Salaries & Benefits—net decrease of \$0.1 million due to savings associated with the contracting out of inspection services, offset by increases in salaries as a result of negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$2.2 million.
  - ◆ Increase of \$1.6 million in project cost mainly as a result of allocation to First Time Homebuyer Down Payment and Closing Costs Assistance (DCCA) program of Home Investment and Partnership Grant (HOME) based on the 2015–16 County of San Diego Consortium Consolidated Annual Plan.
  - ◆ Increase of \$0.5 million in various services and supplies accounts primarily related to one-time costs to provide enhancements and upgrades to existing case management and information technology systems.
  - ◆ Increase of \$0.4 million in contracted services due to the contracting out of inspection services.
  - ◆ Increase of \$0.3 million in project cost for Housing Opportunities for Persons with Aids (HOPWA) based on available remaining prior program funding.
  - ◆ Increase of \$0.2 million in contracted services for emergency housing services based on available remaining prior year Emergency Shelter Grant (ESG) allocation.
  - ◆ Increase of \$0.1 million in contracted services for community-based homeless assistance projects based on anticipated increase in Continuum of Care (CoC) program annual funding.
  - ◆ Decrease of \$0.9 million in project cost for community improvement projects, residential rehabilitation and affordable housing projects due to elimination of one-time carryover of Fiscal Year 2013–14 Community Development Block Grant (CDBG) funding allocation.

- ◆ Other Charges—net decrease of \$0.7 million.
  - ◆ Decrease of \$1.3 million in project cost for housing assistance for families with special needs due to elimination of one-time carryover of Fiscal Year 2013–14 HOME funding allocation.
  - ◆ Decrease of \$0.2 million in project cost for rental assistance to rapidly provide housing assistance to eligible low-income veterans due to elimination of one-time carryover of Fiscal Year 2013–14 ESG allocation.
  - ◆ Increase of \$0.6 million in project cost for community improvement projects, residential rehabilitation and affordable housing projects based on available one-time remaining prior year CDBG funding allocation.
  - ◆ Increase of \$0.2 million in project cost for first-time homebuyer loan assistance program based on CalHome grant from the California Department of Housing and Community Development. The CalHome State funding is used to augment the First-Time Homebuyer Program HOME grant funding.

### Revenues

Net increase of \$1.4 million

- ◆ Intergovernmental Revenue—net increase of \$1.4 million.
  - ◆ Increase of \$0.3 million in HOPWA revenue based on available one-time remaining prior year grant funding allocation.
  - ◆ Increase of \$0.3 million in HOME grant revenue based on available one-time remaining prior year funding allocation.
  - ◆ Increase of \$0.3 million in CalHome grant revenue based on available one-time remaining prior year grant funding allocation. The CalHome State funding is used to leverage the First-Time Homebuyer Program funding that provides loans to eligible low-income first time homebuyers.
  - ◆ Increase of \$0.1 million in CoC grant revenue based on anticipated increase in annual grant awarded to the County. The CoC grant provides funding for efforts by nonprofit providers, State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness.
  - ◆ Increase of \$0.1 million in ESG based on available one-time remaining prior year grant funding allocation.
  - ◆ Increase of \$0.7 million in Aid from the Housing Authority revenue for program administration primarily based on the use of administrative reserves for one-time projects as described above.
  - ◆ Decrease of \$0.3 million in CDBG revenue due to elimination of one-time rebudget of remaining funds from Fiscal Year 2014–15.



- ◆ Miscellaneous Revenue—increase of \$0.2 million in revenue from program income due to increased prior year loan reconveyances.
- ◆ Use of Fund Balance—decrease of \$0.1 million. A total of \$0.2 million includes the rebudget of \$0.1 million for tenant-based housing assistance based on funds remaining from a 2003 agreement between the County Housing Authority and the former County Redevelopment Agency and \$0.1 million to provide temporary help to support enhanced contract monitoring.

### **Budget Changes and Operational Impact: 2015–16 to 2016–17**

Net decrease of \$0.4 million in contracted services and other project cost due to elimination of \$0.5 million in one-time project costs and \$0.1 million as a result of the elimination of the County Successor Agency funds which will be exhausted in Fiscal Year 2015–16, offset by a \$0.2 million increase in salaries and benefits resulting from negotiated labor agreements.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Housing & Community Development		102.00			102.00	102.00
<b>Total</b>		<b>102.00</b>			<b>102.00</b>	<b>102.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Housing & Community Development	\$ 10,137,922	\$ 11,674,531	\$ 11,815,089	\$ 10,726,179	\$ 12,343,877	\$ 12,071,185
County Successor Agency - Housing	38,465	191,000	191,000	77,108	155,310	43,374
HCD - Multi-Year Projects	6,918,933	14,701,039	22,384,399	6,861,063	15,499,210	15,499,210
<b>Total</b>	<b>\$ 17,095,320</b>	<b>\$ 26,566,570</b>	<b>\$ 34,390,487</b>	<b>\$ 17,664,349</b>	<b>\$ 27,998,397</b>	<b>\$ 27,613,769</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 8,683,726	\$ 9,527,587	\$ 9,527,587	\$ 9,134,290	\$ 9,468,590	\$ 9,625,898
Services & Supplies	4,570,931	11,628,414	11,821,719	5,095,780	13,786,690	13,356,690
Other Charges	3,959,726	5,494,169	13,124,782	3,518,435	4,826,717	4,714,781
Expenditure Transfer & Reimbursements	(119,063)	(83,600)	(83,600)	(84,157)	(83,600)	(83,600)
<b>Total</b>	<b>\$ 17,095,320</b>	<b>\$ 26,566,570</b>	<b>\$ 34,390,487</b>	<b>\$ 17,664,349</b>	<b>\$ 27,998,397</b>	<b>\$ 27,613,769</b>



Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 17,404,410	\$ 26,153,949	\$ 33,977,866	\$ 20,279,838	\$ 27,519,466	\$ 27,296,774
Charges For Current Services	—	—	—	1,627	—	—
Miscellaneous Revenues	286,528	483,100	483,100	496,737	645,100	645,100
Other Financing Sources	—	—	—	—	43,374	43,374
Use of Fund Balance	(224,139)	301,000	301,000	(2,742,373)	161,936	—
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)
<b>Total</b>	<b>\$ 17,095,320</b>	<b>\$ 26,566,570</b>	<b>\$ 34,390,487</b>	<b>\$ 17,664,349</b>	<b>\$ 27,998,397</b>	<b>\$ 27,613,769</b>



# Purchasing and Contracting

## Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

## 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. DPC ensures the competitive process is used for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. The department is also responsible for the reuse and disposal of surplus property and administration of the Countywide records management program.

DPC operates on a business-like model as an internal service fund (ISF), by directly billing customer departments for the cost of procurement services.

To ensure these critical services are provided, DPC has 56.00 staff years and a budget of \$10.6 million.



- Align services to available resources to maintain fiscal stability
  - Hosted the first Regional Procurement Conference on October 30, 2014. The event brought together procurement leaders from the County of San Diego; the cities of San Diego, Chula Vista, National City, Poway, Santee and La Mesa; SANDAG; San Diego Unified School District among a number of school districts; community colleges; water districts; San Diego County Regional Airport Authority; and more. The conference initiated dialogue between public agencies to explore opportunities to collaborate on procurements and share best practices.
  - Provided training for 52 County staff in accessing and interpreting purchasing-related fiscal data in Oracle in order to more effectively manage contracts and budgets.
  - Provided 18 procurement workshops to customer departments and Groups throughout the fiscal year, including providing dedicated classes to departments within each Group. Published two web-based courses. Engaged with departments and Groups to tailor training based on customer needs, interests, and issues. Standardized training for new scheduled classes and web-based courses is being developed from the training provided and feedback from the sessions, which will be used in the DPC Procurement Academy beginning in FY 2015-16.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Researched availability of a Contracts Award & Management System (CAMS).
    - ◆ Initiated and completed the needs assessment and requirements review of a potential CAMS.
    - ◆ Performed market research and availability of a commercial off-the-shelf CAMS.
  - Ensured departments' records retention schedules due for revision in Fiscal Year 2014–15 were processed and finalized in compliance with County policy.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

## 2014–15 Accomplishments



### Operational Excellence

- San Diego is the best managed county in the nation
  - Initiated process to compete for a new top-tier national industry excellence award for DPC's leadership and implementation of world class procurement approaches:
    - ◆ Initiated and completed review of award criteria and departmental gap assessment.
    - ◆ Performed industry and market research for options to fill gaps.
    - ◆ Planned, scheduled and prioritized improvements.



- Conducted “house calls” to all County departments that have a records retention schedule to ensure departments’ understanding of the County’s records retention policies and procedures and their responsibilities; and ensure they have the necessary staff skills and tools to comply with the County’s Records Management Program.
- Made contracts available through the internet to the public by posting 50% of new and amended contracts within five business days of award. New publishing system rolled out in July. Reporting tool and contract documentation process was developed during fiscal year and implemented in March. Procurement staff was trained in the new process. Contract publishing met goal of 90% for the last month of the fiscal year.
- Provided annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.

### 2015–17 Objectives



#### Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increase County employees’ understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase will be measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)



#### Sustainable Environments

- Provide and promote services that increase consumer and business confidence

- Present at least four vendor/supplier outreach sessions in cooperation with local business associations and/or other public agencies. (SE1)
- Develop a strategy for earliest implementation of online bidding (Request For Bids - RFB). (SE2)



#### Operational Excellence

- San Diego is the best managed county in the nation
  - Initiate enhancements to increase competitiveness for a new top tier national industry excellence award for DPC’s leadership and implementation of world-class procurement. (OE1)
- Align services to available resources to maintain fiscal stability
  - Ensure all finance staff in CSG departments participate in financial literacy training during Fiscal Year 2015–16. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continue researching feasibility of a Contracts Award & Management System (CAMS). (OE3)
    - ◆ Solicit input and feedback from customer departments and other stakeholders.
    - ◆ Continue market research of potential commercial off-the-shelf solutions.
  - Ensure all departments have staff trained and the tools necessary to stay up-to-date and current on all Countywide Records Management policies and best practices. (OE4)
    - ◆ Provide an individualized on-site annual training for each supported County department.
    - ◆ Ensure all County departments’ records retention schedules are current.

### Related Links

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

- ◆ [www.sdcounty.ca.gov/purchasing](http://www.sdcounty.ca.gov/purchasing)





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Contracts posted and made available within 5 business days of award date <sup>1</sup>	N/A	90%	50%	90%	90%
Records retention “house calls” to all County departments that have a record retention schedule <sup>2</sup>	N/A	100%	100%	N/A	N/A
Ensure all County departments’ and global records retention schedules are current. <sup>3</sup>	N/A	N/A	N/A	100%	100%

*Table Notes*

<sup>1</sup> This measure will report the timeliness of awarded contract postings online. The goal is to provide transparency to County residents by conducting public procurement business as openly as possible. The goal of 90% was not met because the new publishing system was just rolled out in July. Reporting tool and contract documentation process was developed during fiscal year and implemented in March. Procurement staff was trained in the new process. Contract publishing met goal of 90% for the last month of the fiscal year.

<sup>2</sup> “House calls” ensure that departments understand the County’s records retention policies and procedures and the department’s responsibilities; and that they have the necessary staff skills and tools to comply with the County’s Records Management Program. All departments follow the Global Retention Schedule. Most departments and the Community Services Group also maintain a separate Department Retention Schedule in addition to the global policy. HSA has multiple schedules, but they centrally govern records management, thereby receiving only one house call per year. Therefore, the County’s Records Management Program goal is to conduct 30 “house calls” per year.

<sup>3</sup> Records Services manages a total of 53 records retention schedules.

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

### Staffing

No change in staffing.

### Expenditures

Net decrease of \$1.1 million.

- ◆ Salaries & Benefits—net decrease of \$0.2 million as a result of reclassification of positions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.4 million as a result of one-time IT projects.
- ◆ Other Charges—increase of \$0.1 million as a result of depreciation of capitalized IT projects.
- ◆ Operating Transfers Out—increase of \$0.1 million as a result of one-time IT projects.
- ◆ Management Reserves—decrease of \$1.5 million.

### Revenues

Net decrease of \$1.1 million.

- ◆ Charges for Current Services—increase of \$0.3 million due to reduction in use of fund balance previously budgeted to support rates.

- ◆ Miscellaneous Revenues—increase of \$0.3 million in proceeds from negotiated rebates.
- ◆ Other Financing Sources—increase of \$0.1 million is the result of one-time IT project in Records Services.
- ◆ Use of Fund Balance—net decrease of \$1.8 million for a total budget of \$0.8 million.
  - ◆ \$0.6 million in one-time funds for the following IT developments:
    - ◆ Enhance security on user log-in and account creation as part the initial phase for the development of online bidding;
    - ◆ Upgrade internal IT systems (database and operating system) as part of best practices for lifecycle product support;
    - ◆ Develop data warehouse reporting to support Record Management’s retention tracking;
    - ◆ Enhance existing document repository to include additional procurement authorities (e.g. Sole Source, Confirming Orders).
  - ◆ \$0.1 million to support and stabilize rates.
  - ◆ \$0.1 million for depreciation costs.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

No significant changes.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Content/Records Services		5.00			5.00	5.00
Purchasing ISF		51.00			51.00	51.00
<b>Total</b>		<b>56.00</b>			<b>56.00</b>	<b>56.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Purchasing ISF Buyouts	\$ 80,814	\$ —	\$ —	\$ —	\$ —	\$ —
Content/Records Services	719,590	795,583	795,583	701,618	903,122	815,666
Purchasing ISF	7,342,420	10,186,027	10,572,602	7,699,434	8,883,581	8,578,647
General Fund Contribution	910,000	722,000	722,000	722,000	832,559	743,118
<b>Total</b>	<b>\$ 9,052,824</b>	<b>\$ 11,703,610</b>	<b>\$ 12,090,185</b>	<b>\$ 9,123,052</b>	<b>\$ 10,619,262</b>	<b>\$ 10,137,431</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 6,075,296	\$ 7,000,717	\$ 6,980,717	\$ 6,169,689	\$ 6,842,573	\$ 7,000,183
Services & Supplies	2,119,543	2,428,110	2,814,685	2,391,849	2,811,114	2,261,114
Other Charges	29,558	54,816	74,816	74,102	133,016	133,016
Capital Assets/Land Acquisition	(162,387)	—	—	(234,587)	—	—
Operating Transfers Out	990,814	722,000	722,000	722,000	832,559	743,118
Management Reserves	—	1,497,967	1,497,967	—	—	—
<b>Total</b>	<b>\$ 9,052,824</b>	<b>\$ 11,703,610</b>	<b>\$ 12,090,185</b>	<b>\$ 9,123,052</b>	<b>\$ 10,619,262</b>	<b>\$ 10,137,431</b>





## Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Revenue From Use of Money & Property	\$ 14,812	\$ 7,000	\$ 7,000	\$ 18,199	\$ 7,000	\$ 7,000
Charges For Current Services	7,104,481	7,222,157	7,222,157	6,594,043	7,561,467	7,808,518
Miscellaneous Revenues	908,030	425,000	425,000	1,089,410	725,000	725,000
Other Financing Sources	1,261,064	722,000	722,000	722,000	832,559	743,118
Residual Equity Transfers In	—	—	—	5,202	—	—
Use of Fund Balance	(1,145,564)	2,605,453	2,992,028	(27,802)	760,677	110,677
General Purpose Revenue Allocation	910,000	722,000	722,000	722,000	732,559	743,118
<b>Total</b>	<b>\$ 9,052,824</b>	<b>\$ 11,703,610</b>	<b>\$ 12,090,185</b>	<b>\$ 9,123,052</b>	<b>\$ 10,619,262</b>	<b>\$ 10,137,431</b>





# County Successor Agency

## Mission Statement

*Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.*

## Department Description










*The County of San Diego Redevelopment Agency had two project areas, the Upper San Diego River Improvement Project (USD RIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USD RIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USD RIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.*

*Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) x1 26, Community Redevelopment Dissolution and subsequent court decision. Assembly Bill (AB) 1484 was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to expediently wind-down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were authorized to assume the transfer of housing assets and programs.*

*The County of San Diego was designated as Successor Agency and Housing Successor. All assets, liabilities and obligations of the former Redevelopment Agency were transferred to the County of San Diego as Successor Agency on February 1, 2012. Appropriations for the Housing Successor are included in the Department of Housing and Community Development. All activities of the Successor Agency including budgetary authority are subject to approval by the Oversight Board, a County commission of seven members as follows: two appointed by the Board of Supervisors including one member of the public, and one each appointed by the County Board of Education, the Chancellor of the California Community Colleges, the City of El Cajon, the Lakeside Fire Protection District, and the Chairman of the Board of Supervisors (as employee representative).*



### Strategic Initiative Legend

			
HF	SC	SE	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Cross-Departmental Objective		
	- Department Objective		
	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

## 2014–15 Accomplishments

### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - With the approval of the County Oversight Board, maintained compliance with all laws to expediently wind down the affairs of the former County Redevelopment Agency.

## 2015–17 Objectives

### 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. **.(OE4)**

- Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the County Oversight Board.

### Related Links

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

- ◆ [www.sdcounty.ca.gov/community/county\\_oversight\\_board.html](http://www.sdcounty.ca.gov/community/county_oversight_board.html)

For additional information about Gillespie Field, refer to:

- ◆ [www.sdcounty.ca.gov/dpw/airports/gillespie.html](http://www.sdcounty.ca.gov/dpw/airports/gillespie.html)

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

#### Staffing

No staffing is included in the adopted budget.

### Expenditures

Net increase of \$0.1 million.

- ◆ Services & Supplies—decrease of \$0.1 million to reflect lower projected administrative costs based on actual expenditures in previous fiscal years.
- ◆ Operating Transfers Out—increase of \$0.2 million to reflect State-approved reinstatement of loan agreement between County of San Diego Airport Enterprise Fund and Successor Agency for improvements made in Gillespie Field redevelopment area.

### Revenues

Increase of \$0.1 million.

- ◆ Taxes Other Than Current Secured—increase of \$0.1 million to reflect proceeds from Redevelopment Property Tax Transfer Fund (RPTTF) to cover enforceable obligations and administrative costs described above.

### Budget Changes and Operational Impact: 2015–16 to 2016–17

No significant changes.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
County Successor Agency		0.00			0.00	0.00
<b>Total</b>		<b>0.00</b>			<b>0.00</b>	<b>0.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
County Successor Agency	\$ 5,747,295	\$ 7,926,482	\$ 7,926,482	\$ 5,711,491	\$ 8,067,074	\$ 8,067,074
<b>Total</b>	<b>\$ 5,747,295</b>	<b>\$ 7,926,482</b>	<b>\$ 7,926,482</b>	<b>\$ 5,711,491</b>	<b>\$ 8,067,074</b>	<b>\$ 8,067,074</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Services & Supplies	\$ 32,061	\$ 192,000	\$ 192,000	\$ 53,956	\$ 100,000	\$ 100,000
Other Charges	1,694,929	2,076,946	2,076,946	1,689,384	2,080,090	2,080,090
Operating Transfers Out	4,020,305	5,657,536	5,657,536	3,968,151	5,886,984	5,886,984
<b>Total</b>	<b>\$ 5,747,295</b>	<b>\$ 7,926,482</b>	<b>\$ 7,926,482</b>	<b>\$ 5,711,491</b>	<b>\$ 8,067,074</b>	<b>\$ 8,067,074</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Other Than Current Secured	\$ 3,623,268	\$ 1,881,384	\$ 1,881,384	\$ 1,805,123	\$ 2,009,400	\$ 2,009,400
Revenue From Use of Money & Property	3,791	—	—	5,507	—	—
Miscellaneous Revenues	—	387,562	387,562	—	387,562	387,562
Other Financing Sources	4,020,305	5,657,536	5,657,536	3,968,151	5,670,112	5,670,112
Use of Fund Balance	(1,900,069)	—	—	(67,290)	—	—
General Purpose Revenue Allocation	—	—	—	—	—	—
<b>Total</b>	<b>\$ 5,747,295</b>	<b>\$ 7,926,482</b>	<b>\$ 7,926,482</b>	<b>\$ 5,711,491</b>	<b>\$ 8,067,074</b>	<b>\$ 8,067,074</b>







# 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. 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 64 staff and a budget of \$19.3 million.



and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets for the November 4, 2014 Gubernatorial General Election.

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Distributed information in support of the County’s *Live Well San Diego* strategies using “filler” pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 4, 2014 Gubernatorial General Election.
  - Increased the number of permanent vote-by-mail voters by 1% (or 5,487), for a total of 812,613, for the November 4, 2014 Gubernatorial General Election, based on the number of permanent vote-by-mail voters (807,126) from the June 3, 2014 Gubernatorial Primary Election. The 3% (or 24,214) goal was not met due to an unanticipated loss of vote-by-mail voters through National Change of Address (NCOA) updates and the absence of a formal solicitation of new permanent vote-by-mail voters prior to the 2014 Gubernatorial Election cycle.
  - Increased the number of accessible poll sites that comply with federal and State requirements by 5% (or 37), for a total of 760 accessible poll sites for the November 4, 2014 Gubernatorial General Election based on the number of sites from the June 3, 2014 Gubernatorial Primary Election of 723.
  - Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel by recruiting 126% (7,403 of 5,889) of the number of poll workers needed for the November 4, 2014 Gubernatorial General Election. Due to drops, only 99% of the requirement (or 5,849) of poll workers worked on Election Day.
  - Processed 100% (or 31,688) of valid registrations received on or before the 15-day close of registration by the 7th day before the November 4, 2014 Gubernatorial General Elec-

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

## 2014–15 Accomplishments



### Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Distributed information on how to reduce environmental risks using “filler” pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 4, 2014 Gubernatorial General Election.
  - Conserved resources by printing the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper and referred military

tion which ensured eligible registrants were printed in the official roster of voters and therefore had the opportunity to vote using a regular ballot, rather than a provisional ballot.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Achieved a per-mail-ballot labor cost of 42 cents for vote-by-mail ballots returned in the November 4, 2014 Gubernatorial General Election.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Ensured 100% of poll worker trainers completed online training assessments with scores of 90% or higher no later than 26 days prior to the November 4, 2014 Gubernatorial General Election, providing knowledgeable instructors who are available and prepared to train poll workers.
  - Offered new online campaign financial disclosure filing service.
  - Tallied 60% (854 of 1,432) of precincts for the November 4, 2014 Gubernatorial General Election by 11:30 pm on Election Night.
  - Reported 100% (or 299,875) 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 4, 2014 Gubernatorial General Election.
  - Reported 44% (or 305,388) of all ballots cast in the first Election Night Results Bulletin for the November 4, 2014 Gubernatorial General Election.
  - Tallied 98% (or 443,546) of all mail ballots received by the ROV by Monday after Election Day for the November 4, 2014 Gubernatorial General Election.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured customer satisfaction with core services achieving a 4.7 overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”).
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Ensured all poll worker stipends were paid in a timely manner by mailing them 14 working days from Election Day for the November 4, 2014 Gubernatorial General Election.
  - Recruited more than the number of poll workers required for the November 4, 2014 Gubernatorial General Election; of those positions required to be filled using bilingual poll workers, recruited 124% (2,577 of 2,081) of the number of bilingual poll workers needed. Due to drops, only 97% of the requirement (or 2,018) of bilingual poll workers worked on Election Day.

2015–17 Objectives

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Increase County employees’ understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase will be measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Continue to distribute information on how to reduce environmental risks using “filler” pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the June 2016 Presidential Primary and November 2016 Presidential General elections. (SE3)
  - Conserve resources by printing the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for all elections conducted in Fiscal Year 2015-17, refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets, and promote the sign up of e-Sample Ballot and Voter Information Pamphlets. (SE3)
- 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. (SE7)
    - ◆ Work with volunteers and community-based organizations to identify needs and increase voter registration.
    - ◆ 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.
  - Increase the number of poll workers. (SE7)
    - ◆ Develop an outreach strategy to increase volunteer opportunities at the polls.
    - ◆ Expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers.
    - ◆ 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 the June 2016 Presidential Primary and November 2016 Presidential General elections by meeting the planned recruitment goals for poll workers. (SE7)





- Continue to distribute information in support of the County's *Live Well San Diego* strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the June 2016 Presidential Primary and November 2016 Presidential General elections. (SE7)
- Increase the number of permanent vote-by-mail voters by 3% (or 24,378), for a total of 836,991, for the June 2016 Presidential Primary Election and by an additional 5% (or 41,850), for a total of 878,841, for the November 2016 Presidential General Election, based on number of permanent vote-by-mail voters (812,613) from the November 4, 2014 Gubernatorial General Election. (SE7)
- Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements. (SE7)
  - ◆ Increase the number of accessible poll sites for the June 2016 Presidential Primary Election by 7% (or 53), for a total of 813, based on the number of sites for the November 4, 2014 Gubernatorial General Election of 760.
  - ◆ Increase the number of accessible poll sites for the November 2016 Presidential General Election by 4% (or 33), for a total of 846, based on the anticipated number of sites for the June 2016 Presidential Primary Election of 813.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7<sup>th</sup> day before the June 2016 Presidential Primary and November 2016 Presidential General 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. (SE7)



## Operational Excellence

- Align services to available resources to maintain financial stability
  - Maintain a per-mail-ballot labor cost of 40 cents for vote-by-mail ballots returned in the June 2016 Presidential Primary and November 2016 Presidential General elections. (OE1)
  - Ensure all finance staff in CSG departments participate in financial literacy training during Fiscal Year 2015–16. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Ensure 100% of poll worker trainers complete online training assessments with scores of 90% or higher no later than 26 days prior to the June 2016 Presidential Primary

and November 2016 Presidential General elections, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)

- Offer voters the option to opt out of receiving a paper copy, thus viewing the Sample Ballot and Voter Information Pamphlet electronically. (OE3)
- Offer new online campaign finance statements service. (OE4)
- Tally 54% (786 of 1,436) of precincts for the June 2016 Presidential Primary and 50% (764 of 1,527) of precincts for the November 2016 Presidential General elections by 11:30 pm on Election Night. (OE4)
- Report 95% 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 June 2016 Presidential Primary and 85% for the November 2016 Presidential General elections. (OE4)
- Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the June 2016 Presidential Primary and November 2016 Presidential General elections. (OE4)
- Tally 95% of all mail ballots received by the ROV by Monday after Election Day for the June 2016 Presidential Primary and 90% for the November 2016 Presidential General elections. (OE4)
- 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 2016 Presidential General Election. (OE5)
- 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 volunteers, timely mailing of all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2015–17. (OE6)
  - Assign 100% of bilingual poll workers to fill poll worker positions needed for the June 2016 Presidential Primary and November 2016 Presidential General elections. (OE6)

## Related Links

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

- ◆ [www.sdvote.com](http://www.sdvote.com)



Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Overall Customer Satisfaction Rating <sup>1</sup>	4.56	4.70	4.70	4.70	4.70
Valid voter registrations received at close of registration that are processed by 7 days before the election <sup>2</sup>	100% of 17,641	100% of 75,000	100% of 31,688	100% of 75,000	100% of 75,000
Precincts tallied by 11:30 pm on Election Night <sup>3</sup>	63% of 1,403	49% of 1,452	60% of 1,432	54% of 1,436	50% of 1,527
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited <sup>4</sup>	41 days	40 days	41 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited <sup>4</sup>	39 days	39 days	46 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited <sup>4</sup>	35 days	32 days	43 days	35 days	35 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited <sup>4</sup>	0 days	18 days	0 days	18 days	18 days
Mail ballots received that are tallied by the Monday after Election Day <sup>5</sup>	99% of 308,050	90% of 700,000	98% of 452,540	95% of 700,000	90% of 700,000
Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin <sup>6</sup>	100%	85%	100%	95%	85%
Per ballot cost of processing returned vote-by-mail ballots <sup>7</sup>	43 cents	40 cents	42 cents	40 cents	40 cents

**Table Notes**

<sup>1</sup> Scale of 1-5, with 5 being “excellent”.

<sup>2</sup> This measure tracks the number of valid registrations that are processed at the 15-day close of registration.

<sup>3</sup> This measure is based on using a one-card ballot in the November 4, 2014 Gubernatorial General, June 2016 Presidential Primary and November 2016 Presidential General elections. Results could be affected if an election requires a two-card ballot.

<sup>4</sup> 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. It should be noted that poll worker recruitment is always more difficult in a June primary election. Total number of bilingual poll workers recruited was 2,577. Due to the number of daily drops and difficulty in retaining bilingual poll workers, the number of bilingual poll workers who actually worked was 2,018 which was 97% of the goal.

<sup>5</sup> This 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.

<sup>6</sup> This 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.



<sup>7</sup>The department achieved a 42 cent per vote-by-mail ballot labor cost for the November 4, 2014 Gubernatorial General Election. It was anticipated that we would receive a higher number of returned vote-by-mail ballots, which would have achieved the 40 cent labor cost per ballot. However, due to the lower than anticipated number of returned vote-by-mail ballots, the labor cost per ballot increased to 42 cents. ROV anticipates maintaining a 40 cent per vote-by-mail ballot labor cost for the June 2016 Presidential Primary and November 2016 Presidential General elections.

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

### Staffing

No change in staffing.

### Expenditures

Net decrease of \$0.1 million.

- ◆ Salaries & Benefits—no overall change reflects negotiated salary and benefit increases.
- ◆ Services & Supplies—increase of \$0.8 million due to funding of one-time projects, warehouse asset tracking system, poll worker internet system, call center system, electronic submittal of candidate statements system; purchasing the replacement of two Global Election Management System (GEMS) servers, 200 Optical Scan (OS) cards, TSx batteries and headsets, and Americans with Disabilities Act (ADA) voting booths.
- ◆ Capital Assets Equipment—increase of \$0.1 million due to funding hardware upgrade for the Pitney Bowes Relia-Vote System, updating the operating system including replacement of four computers, printer and camera.
- ◆ Fund Balance Component Increases—decrease of \$1.0 million. This decrease is based on expenditure savings from Fiscal Year 2014–15’s Gubernatorial General Election, which will provide additional funding for the Presidential Primary Election in Fiscal year 2015–16.

### Revenues

Net decrease of \$0.1 million.

- ◆ Intergovernmental Revenue—increase of \$0.2 million in Help America Vote Act (HAVA) 301 grant funding for the replacement of TSx batteries and headsets, two Global Election Man-

agement System (GEMS) servers, 200 Optical Scan (OS) cards, Americans with Disabilities Act (ADA) voting booths, and hardware upgrade of the Pitney Bowes Relia-Vote System.

- ◆ Charges for Current Services—decrease of \$1.8 million due to the lower number of billable jurisdictions that will participate in the June 2016 Presidential Primary Election as compared to the November 2014 Gubernatorial General Election.
- ◆ Fund Balance Component Decreases—increase of \$1.0 million to provide funding for the June 2016 Presidential Primary Election which has a fewer number of participating billable jurisdictions compared to the November 2014 Gubernatorial General Election.
- ◆ Use of Fund Balance—net increase of \$0.1 million for a total budget of \$0.7 million. A total of \$0.3 million is budgeted for the call center system (\$0.2 million) and electronic submittal of candidate statements system (\$0.1 million); total of \$0.4 million is rebudgeted for the warehouse asset tracking system (\$0.2 million), poll worker internet system (\$0.1 million), and negotiated labor agreements (\$0.1 million).
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million to provide funding for negotiated labor agreements, increase in Public Liability contributions and Internal Service Funds.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net increase of \$0.5 million is primarily due to increase in expenditures and Election Services revenue related to the November 2016 Presidential General Election. This election has a greater number of billable jurisdictions that will participate compared to the June 2016 Presidential Primary Election.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Registrar of Voters		64.00			64.00	64.00
<b>Total</b>		<b>64.00</b>			<b>64.00</b>	<b>64.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Registrar of Voters	\$ 21,215,018	\$ 19,392,369	\$ 19,422,689	\$ 16,447,539	\$ 19,288,800	\$ 19,744,962
<b>Total</b>	<b>\$ 21,215,018</b>	<b>\$ 19,392,369</b>	<b>\$ 19,422,689</b>	<b>\$ 16,447,539</b>	<b>\$ 19,288,800</b>	<b>\$ 19,744,962</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 8,969,447	\$ 9,349,728	\$ 9,349,728	\$ 8,601,979	\$ 9,346,559	\$ 9,479,511
Services & Supplies	11,943,365	9,042,641	9,072,961	7,845,559	9,862,904	9,265,451
Other Charges	35,328	—	—	—	—	—
Capital Assets Equipment	272,444	—	—	—	79,337	—
Expenditure Transfer & Reimbursements	(5,566)	—	—	—	—	—
Fund Balance Component Increases	0	1,000,000	1,000,000	—	—	1,000,000
<b>Total</b>	<b>\$ 21,215,018</b>	<b>\$ 19,392,369</b>	<b>\$ 19,422,689</b>	<b>\$ 16,447,539</b>	<b>\$ 19,288,800</b>	<b>\$ 19,744,962</b>





## Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Fines, Forfeitures & Penalties	\$ 500	\$ —	\$ —	\$ —	\$ —	\$ —
Intergovernmental Revenues	649,679	424,000	424,000	236,045	622,409	277,102
Charges For Current Services	8,716,286	4,753,137	4,753,137	4,031,527	2,955,500	5,278,000
Miscellaneous Revenues	42,025	80,000	80,000	55,704	80,000	80,000
Fund Balance Component Decreases	—	—	—	—	1,000,000	—
Use of Fund Balance	(1,115,472)	613,232	643,552	(1,397,738)	749,232	—
General Purpose Revenue Allocation	12,922,000	13,522,000	13,522,000	13,522,000	13,881,659	14,109,860
<b>Total</b>	<b>\$ 21,215,018</b>	<b>\$ 19,392,369</b>	<b>\$ 19,422,689</b>	<b>\$ 16,447,539</b>	<b>\$ 19,288,800</b>	<b>\$ 19,744,962</b>







*County of San Diego*

Finance and General Government Group

Finance & General Government Group	
Summary & Executive Office	367
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Board of Supervisors	375
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Assessor/Recorder/County Clerk	381
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Treasurer-Tax Collector	387
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Chief Administrative Office	393
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Auditor and Controller	401
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County Technology Office	407
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Civil Service Commission	413
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Clerk of the Board of Supervisors	417
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County Counsel	421
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Grand Jury	427
.....	
Human Resources	431
.....	
County Communications Office	437
.....	



# 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 the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Operational Excellence Strategic Initiative:

- 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.*

## Strategic Framework and Alignment

In Fiscal Year 2014–15, the County of San Diego completed a major strategic renovation to simplify the Strategic Framework and enhance Strategic Alignment across the organization. This included changes to the Strategic Initiatives. Transitioning from three initiatives—Healthy Families, Safe Communities, Sustainable Environments and the eight Required Disciplines for Excellence—to streamlining the Required Disciplines for Excellence into a fourth Strategic Initiative named Operational Excellence. New Audacious Visions and Enterprise-Wide Goals (EWG) were developed to assist departments in alignment to and support of the County's Vision and Strategic Initiatives. In addition, four focus groups comprised of subject matter experts from departments across the County produced a pre-determined set of Cross-Departmental Objectives (CDO). These CDOs demonstrate how departments and/or external partners



are collaborating to contribute to the larger EWG. The creation of CDO nomenclature assists in the identification of each CDO throughout the Operational Plan and shows how the department is making a strategic contribution to its outcome. For more information on the new strategic alignment, refer to the Strategic Framework and Alignment section on page 29.

## FGG Departments

- ◆ Assessor/Recorder/County Clerk
- ◆ Treasurer-Tax Collector
- ◆ Chief Administrative Office
- ◆ Auditor and Controller
- ◆ County Technology Office
- ◆ Civil Service Commission
- ◆ Clerk of the Board of Supervisors
- ◆ County Counsel
- ◆ Grand Jury
- ◆ Human Resources
- ◆ County Communications Office

## 2014–15 Accomplishments

### Sustainable Environments



- Provide and promote services that increase consumer and business confidence
  - The multi-year phased restoration and preservation project for historical recorded documents was delayed. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2015–16 with anticipated completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2019–20.

 Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Achieved a collection rate of 99.1% for secured taxes and 98% 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.
  - Resolved 64% (51 of 80) of all lawsuits against the County by a court decision/dismissal, and resolved 36% (29 of 80) by settlement.
  - Negotiated fiscally prudent successor agreements with 11 of 25 bargaining units and 6 of 9 existing employee organizations by June 30, 2015.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Modernized and rebuilt the County’s Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards. Anticipated completion date for initial phase of this project is the end of October 2015 with subsequent phases to be implemented in Fiscal Year 2015–2016.
- Upgraded the County’s Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative has provided the County users with a more supportable timekeeping platform and enhanced functional capabilities.
- The County Technology Office, Assessor/Recorder/County Clerk, Auditor & Controller and the Treasurer-Tax Collector 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.
- Provided open access to County business by making 56 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Strengthen our customer service culture to ensure a positive customer experience
  - Reviewed and updated 219 classification specifications as part of Phase I of the Classification Modernization Project as of June 30, 2015. The goal of reviewing and updating the specifications for Phase II will be completed by June 30, 2016.
- 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 269 content items (article or video) in support of the County’s Strategic Plan during Fiscal Year 2014–15.



2015–17 Finance and General Government Group (FGG) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various FGG departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s 2015–17 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section on page 29.

Strategic Initiative	Cross-Departmental Objective	Contributing FGG Departments and Business Groups	
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	HF5	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to <i>Live Well San Diego</i>	Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	County Communications Office, Community Services Group, Health and Human Services Agency, Public Safety Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Grand Jury, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group





Strategic Initiative	Cross-Departmental Objective		Contributing FGG Departments and Business Groups
	SC6	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	County Counsel, Health and Human Services Agency, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	Assessor/Recorder/County Clerk, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE2	Anticipate customer expectations and demands	Assessor/Recorder/County Clerk, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE3	Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group
	SE7	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Communications Office, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	Auditor and Controller, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE3	Develop a plan to utilize new and existing technology and infrastructure to improve customer service	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Technology Office, Clerk of the Board of Supervisors, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Auditor and Controller, County Technology Office, Civil Service Commission, Clerk of the Board of Supervisors, County Communications Office, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, Civil Service Commission, Clerk of the Board of Supervisors, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE6	Develop a Countywide management philosophy that fosters employee well-being, inclusion and development	Treasurer-Tax Collector, Civil Service Commission, County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

Related Links

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

◆ <http://www.sandiegocounty.gov/fq3/>



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

### Staffing

No changes to staffing.

### Expenditures

Net decrease of \$0.6 million.

- ◆ Salaries & Benefits—decrease of \$0.1 million due to removal of costs for the management internship program initially sponsored by Finance and General Government Group Executive Office (\$0.2 million) offset by increases in negotiated labor agreements (\$0.1 million).
- ◆ Service & Supplies—decrease of \$1.0 million due primarily to reduction in one-time expenditures appropriated for the Kronos timekeeping system (\$3.0 million), increase in data center storage costs (\$1.0 million) and increase in facility operations and maintenance costs in and around the County Administration Center (CAC) (\$1.0 million) including updating of the exterior lighting at the CAC.
- ◆ Management Reserves—increase of \$0.5 million budgeted as a contingency for any unanticipated information technology or emergent Finance and General Government Group needs.

### Revenues

Net decrease of \$0.6 million.

- ◆ Intergovernmental Revenues—increase of \$1.8 million in revenue received under a tax sharing agreement with the City of San Diego to partially offset operation and maintenance costs associated with the CAC Waterfront Park and one-time costs associated with updating the exterior lighting at the CAC.

- ◆ Charges for Current Services—decrease of \$0.1 million in A-87 revenues for reimbursement of administrative services provided to other County departments due to the loss of revenue from Superior Court.
- ◆ Use of Fund Balance—decrease of \$3.5 million for a total of \$5.7 million. Major planned uses of fund balance include:
  - ◆ CAC one-time major maintenance projects for \$1.5 million.
  - ◆ Data servers and storage for enterprise resource planning (ERP) systems for \$1.0 million.
  - ◆ Performance Budgeting upgrade project for \$0.2 million.
  - ◆ Management reserves for Groupwide unanticipated IT, facility, and emergent needs for \$3.0 million.
- ◆ General Purpose Revenue Allocation—net increase of \$1.2 million to address ongoing increases in information technology expenses, negotiated salary and benefit costs, and to offset a decrease in revenue recovered from external agencies for support services.

## Executive Office Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$1.8 million in expenditures primarily driven by removal of one-time expenditures planned for Fiscal Year 2015–16.





Group Staffing by Department						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Finance & General Government Executive Office		21.00			21.00	21.00
Board of Supervisors		56.00			56.00	56.00
Assessor/Recorder/County Clerk		410.50			410.50	410.50
Treasurer-Tax Collector		123.00			123.00	123.00
Chief Administrative Office		14.50			14.50	14.50
Auditor and Controller		232.50			234.50	234.50
County Technology Office		17.00			17.00	17.00
Civil Service Commission		4.00			4.00	4.00
Clerk of the Board of Supervisors		27.00			27.00	27.00
County Counsel		138.00			138.00	138.00
Grand Jury		1.00			1.00	1.00
Human Resources		117.00			118.00	118.00
County Communications Office		22.00			22.00	22.00
<b>Total</b>		<b>1,183.50</b>			<b>1,186.50</b>	<b>1,186.50</b>





Group Expenditures by Department						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Finance & General Government Executive Office	\$ 20,700,331	\$ 21,564,317	\$ 49,668,732	24,279,761.1	\$ 21,004,076	\$ 19,291,617
Board of Supervisors	7,699,492	8,366,841	9,434,957	8,007,654.4	8,556,848	8,556,920
Assessor/Recorder/County Clerk	54,072,999	63,127,842	65,862,959	56,416,038.5	66,317,674	65,409,510
Treasurer-Tax Collector	20,168,956	21,659,445	22,601,149	18,707,056.5	22,640,120	21,529,415
Chief Administrative Office	4,304,355	4,649,068	4,744,078	4,363,893.9	4,744,476	4,785,972
Auditor and Controller	33,489,395	33,891,372	40,086,717	33,936,514.2	35,105,281	34,076,551
County Technology Office	160,043,160	171,291,537	199,742,458	166,641,612.7	182,729,989	168,899,000
Civil Service Commission	519,550	606,114	683,266	528,691.1	493,377	504,696
Clerk of the Board of Supervisors	3,159,027	3,482,832	3,528,874	3,252,616.7	3,876,080	3,589,399
County Counsel	23,506,204	27,604,747	28,750,851	24,716,922.5	25,392,692	25,861,262
Grand Jury	510,582	595,975	595,975	446,277.2	800,784	802,170
Human Resources	21,241,725	24,779,192	26,271,814	21,340,601.2	27,263,270	24,203,059
County Communications Office	2,885,540	3,151,234	3,230,662	2,793,531.9	3,246,121	3,199,164
<b>Total</b>	<b>\$ 352,301,317</b>	<b>\$ 384,770,516</b>	<b>\$ 455,202,492</b>	<b>365,431,171.7</b>	<b>\$ 402,170,788</b>	<b>\$ 380,708,735</b>





Executive Office Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Finance & General Government Executive Office		8.00			8.00	8.00
Office of Financial Planning		13.00			13.00	13.00
<b>Total</b>		<b>21.00</b>			<b>21.00</b>	<b>21.00</b>

Executive Office Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Finance & General Government Executive Office	\$ 17,820,329	\$ 18,846,376	\$ 46,755,791	\$ 21,560,850	\$ 17,851,920	\$ 16,276,300
Office of Financial Planning	2,880,001	2,717,941	2,912,941	2,718,911	3,152,156	3,015,317
<b>Total</b>	<b>\$ 20,700,331</b>	<b>\$ 21,564,317</b>	<b>\$ 49,668,732</b>	<b>\$ 24,279,761</b>	<b>\$ 21,004,076</b>	<b>\$ 19,291,617</b>

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 3,175,935	\$ 3,425,668	\$ 3,425,668	\$ 3,215,202	\$ 3,336,546	\$ 3,423,840
Services & Supplies	17,524,395	15,638,649	45,123,064	21,064,560	14,667,530	12,867,777
Management Reserves	—	2,500,000	1,120,000	—	3,000,000	3,000,000
<b>Total</b>	<b>\$ 20,700,331</b>	<b>\$ 21,564,317</b>	<b>\$ 49,668,732</b>	<b>\$ 24,279,761</b>	<b>\$ 21,004,076</b>	<b>\$ 19,291,617</b>

Executive Office Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Revenue From Use of Money & Property	\$ 15,339	\$ 10,000	\$ 10,000	\$ 4,236	\$ —	\$ —
Intergovernmental Revenues	29,384	429,896	429,896	427,897	2,246,240	1,446,240
Charges For Current Services	787,760	1,034,980	1,034,980	820,364	900,376	900,376
Miscellaneous Revenues	5,332	—	—	797	—	—
Use of Fund Balance	10,366,244	9,187,986	37,292,401	12,125,012	5,700,000	4,500,000
General Purpose Revenue Allocation	9,496,272	10,901,455	10,901,455	10,901,455	12,157,460	12,445,001
<b>Total</b>	<b>\$ 20,700,331</b>	<b>\$ 21,564,317</b>	<b>\$ 49,668,732</b>	<b>\$ 24,279,761</b>	<b>\$ 21,004,076</b>	<b>\$ 19,291,617</b>



## Board of Supervisors

### Department Description

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

### District 1

Supervisor Greg Cox represents the more than 617,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Point Loma 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 also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

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

Since joining the Board of Supervisors, Greg Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administrative costs and increase and improve services to the public.

He is focused on the economic security of families by creating jobs and cultivating economic development, especially in East Otay Mesa. These efforts improve the quality of life for local residents by providing job opportunities nearby, thus reducing traffic in South County and minimizing negative impacts on the environment. One of his major economic initiatives is growing the Blue Economy, the cluster of maritime related businesses that includes more than 1,400 companies and a workforce of almost 46,000 people. District 1 encompasses two of the busiest international border crossings in the world and Supervisor Cox is working to ensure the construction of critical infrastructure to improve the flow of \$33 billion in commerce across the California-Mexico border. Small businesses are crucial to the success of



our economy and Greg Cox cuts red tape so that enterprises like farmers markets and fishermen's markets can prosper and thrive.

He works tirelessly to enhance public safety to better protect neighborhoods and fight child and elder abuse. He initiated reentry programs to help rehabilitate people returning to communities and become productive citizens. Protecting society's most vulnerable individuals has been a priority for Supervisor Cox and he created programs to improve the lives of foster children and streamline the County's adoptions process.

By promoting the *Live Well San Diego* initiative, Supervisor Cox is empowering San Diegans to adopt healthier lifestyles. He created the Grandparents Raising Grandchildren initiative to help older San Diegans who suddenly find themselves taking care of their children's children.

Supervisor Cox understands that protecting the public's health extends to safeguarding San Diego's environment. He has worked to ensure that the County can closely monitor our beaches and bays and protect our water quality. The Board of the Supervisors sits as the Air Pollution Control District; and the Board's efforts have led to our region attaining the cleanest air on record.

Supervisor Cox works to preserve open space and create recreational opportunities through the expansion of the Otay Valley, Sweetwater and Tijuana River Valley Regional parks. He champions active transportation through creation of the Bayshore Bikeway, the Sweetwater River Bike Trail and the creation of a new urban corridor for bikes and pedestrians along Chollas Creek in San Diego. He is leading San Diego's effort to become the first California county to complete the California Coastal Trail.

Supervisor Greg Cox serves on the California Coastal Commission and the San Diego County Regional Airport Authority and has active leadership roles in the California State Association of Counties and the Institute for Local Government.

## District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 630,000 residents, including more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over \$317 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

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

## District 3

Supervisor Dave Roberts represents a district that stretches from the coastline to the inland valleys and includes research centers, a military base, bedroom communities, major employment centers and more than 630,000 residents. By adhering to the County's General Management System, Supervisor Roberts promotes strong fiscal discipline, a clean environment, and above all, safe and livable communities. He supports improvements to the County's mental health, foster care and adoption programs, libraries and parks. He is a leading promoter of the County's wellness initiative, *Live Well San Diego*.

District 3 overlays all, or portions of five incorporated cities, including nearly a dozen distinct communities within the City of San Diego. He works with council members and mayors from throughout his district on issues of mutual concern.

Along the coast, District 3 stretches from Torrey Pines State Beach to Encinitas. At the southwest boundary of the district is Sorrento Valley and Torrey Pines Mesa, hubs of biotech, high-tech and pharmaceutical research, where companies make everything from wireless devices to algae-based motor fuel. Supervisor Roberts works closely with employers and trade groups to support the job-growth and scientific advances they bring to the region.

The coastal portion of District 3 includes the cities of Del Mar, Solana Beach and Encinitas. These cities receive law enforcement, library and other services from the County of San Diego.

Also along the coastline, Supervisor Roberts has championed efforts to restore and enhance many miles of beaches, coastal lagoons and watersheds. He has participated in a multi-agency effort to restore the San Dieguito wetlands and expand the San Dieguito River Park, a coast-to-crest system of preserved land and trails.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc.—the region's largest private-sector employer—is headquartered.

The northeast corner of District 3 includes historic Escondido and San Pasqual Valley, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony and Northrup Grumman employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. The District also overlays the eastern portion of Marine Corps Air Station Miramar.



Supervisor Roberts works with all of these communities by recommending county funding to support public safety, tourism, business and social service groups. He partners with local chambers of commerce and economic development corporations to enhance jobs and visitor spending.

To best serve constituents, Supervisor Roberts has opened a district office in Escondido and keeps regular office hours in Rancho Bernardo, Mira Mesa and Del Mar.

## District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 640,000 people reside in the district, which encompasses about half the population of the city of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues, from improving the plight of foster youth, assisting vulnerable seniors and enhancing public safety through technology, to supporting growing the regional economy and making sure that the County of San Diego remains one of the best-managed counties in America.

Because all of the Fourth Supervisorial District is located within the city of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming, fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, animal control, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez Hill, Crown Point, El Cerrito, East Village, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Gaslamp Quarter, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Liberty Station, Linda Vista, Little Italy, Loma Portal, Marina, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park and Webster.

Points of interest within the district include Old Town State Historic Park, Balboa Park, Ocean Beach Pier, Mission Bay, the Children's Pool in La Jolla and the world-famous San Diego Zoo.

## District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The Fifth Supervisorial District covers the northern most area of San Diego County, and is more commonly known as North County. It stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants, agriculture and a theme park. Supervisor Horn and his staff consider it an honor to serve the approximately 630,000 people who reside in the Fifth District. Supervisor Horn is proud of the County's access to health care, public safety resources, improved methods of protecting the public from sexual predators, emergency preparedness, stellar credit ratings and fiscal management, which allow the County flexibility in so many other areas.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Wohlford, Lilac, Morettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San Pasqual. There are also vast areas of National Forest, State Park lands, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station at Fallbrook that fall within the district boundaries.

As a veteran, Supervisor Horn understands how important it is to serve the over one million county residents who are active duty military, veterans or their families. In Supervisor Horn's State of the County Address of 2015 he declared it to be the Year of the Veteran. This is a coordinated effort to ensure that resources are available and easily accessible by the men and women who serve or have served our country. Supervisor Horn 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.

Supervisor Horn is also an avocado rancher and citrus grower, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District and the San Diego region, bringing in over \$5.1 billion in annual value to the local economy. Summits and valleys are covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valley, and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Anza-Borrego Desert. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

In addition to agriculture, several other industries make North County a hotbed for economic success. It was for this reason that Supervisor Horn spearheaded Prosperity On Purpose (POP), a targeted vision for North County to compete for business through the San Diego North Economic Development Council. POP created a Comprehensive Economic Development Strategy and a map of North County with general plans of all cities, unincorporated areas and tribal lands stitched together. It also reinforced what we already knew: innovation, tourism and specialized manufacturing are not only thriving, but are the

future in the Fifth District. Additionally, the biotechnology industry has firmly established itself in the District, providing high-paying jobs to thousands of workers. North County is also becoming a regional powerhouse for higher education and healthcare, as the California State University San Marcos campus continues to grow and the \$1 billion, 740,000 square foot Palomar Medical Center was opened in 2012. Under the leadership of Supervisor Horn, plans to extend the runway at McClellan-Palomar Airport, a crucial economic driver for North County, are being developed. Almost half of the county's nearly 2,000 miles of roads—critical to moving people, goods and supplies—are located in District 5, and over the next forty years North County is expected to implement another \$11.5 billion in transit and highway infrastructure. Supervisor Horn hopes POP will generate new opportunities and secure economic development funds for North County. He is also deeply committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Read more about Supervisor Bill Horn and his priorities at:

♦ [www.BillHorn.com](http://www.BillHorn.com)

## Related Links

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

♦ <http://www.sandiegocounty.gov/general/bos.html>





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Board of Supervisors District 1		9.00			9.00	9.00
Board of Supervisors District 2		11.00			11.00	11.00
Board of Supervisors District 3		11.00			11.00	11.00
Board of Supervisors District 4		10.00			10.00	10.00
Board of Supervisors District 5		13.00			13.00	13.00
Board of Supervisors General Offices		2.00			2.00	2.00
<b>Total</b>		<b>56.00</b>			<b>56.00</b>	<b>56.00</b>

Budget by Program							
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	
Board of Supervisors District 1	\$ 1,377,299	\$ 1,443,812	\$ 1,711,928	\$ 1,490,052	\$ 1,494,345	\$ 1,494,345	
Board of Supervisors District 2	1,315,570	1,447,455	1,647,455	1,374,887	1,447,455	1,447,455	
Board of Supervisors District 3	1,313,806	1,443,812	1,643,812	1,435,030	1,479,907	1,479,907	
Board of Supervisors District 4	1,240,892	1,427,909	1,627,909	1,308,516	1,485,025	1,485,025	
Board of Supervisors District 5	1,400,014	1,479,886	1,679,886	1,325,673	1,516,883	1,516,883	
Board of Supervisors General Offices	1,051,911	1,123,967	1,123,967	1,073,496	1,133,233	1,133,305	
<b>Total</b>	<b>\$ 7,699,492</b>	<b>\$ 8,366,841</b>	<b>\$ 9,434,957</b>	<b>\$ 8,007,654</b>	<b>\$ 8,556,848</b>	<b>\$ 8,556,920</b>	

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 6,647,001	\$ 7,347,007	\$ 7,347,007	\$ 6,854,550	\$ 7,512,855	\$ 7,512,963
Services & Supplies	1,052,491	1,019,834	2,087,950	1,153,104	1,043,993	1,043,957
<b>Total</b>	<b>\$ 7,699,492</b>	<b>\$ 8,366,841</b>	<b>\$ 9,434,957</b>	<b>\$ 8,007,654</b>	<b>\$ 8,556,848</b>	<b>\$ 8,556,920</b>





Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Miscellaneous Revenues	\$ 59	\$ —	\$ —	\$ —	\$ —	\$ —
Use of Fund Balance	(376,474)	3,362	1,071,478	(355,825)	—	—
General Purpose Revenue Allocation	8,075,907	8,363,479	8,363,479	8,363,479	8,556,848	8,556,920
<b>Total</b>	<b>\$ 7,699,492</b>	<b>\$ 8,366,841</b>	<b>\$ 9,434,957</b>	<b>\$ 8,007,654</b>	<b>\$ 8,556,848</b>	<b>\$ 8,556,920</b>



# Assessor/Recorder/County Clerk

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the Assessor/Recorder/County Clerk has 410.50 staff years and a budget of \$66.3 million.



## 2014–15 Accomplishments

### Sustainable Environments

- 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.
  - Located, identified and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
  - Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
  - The Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records was delayed. Completion is expected in 2015.
  - Completed the redaction of identity information from documents recorded during the period 1998 through 2008. This ensures compliance with Government Code 27301a to truncate social security numbers from documents recorded during the period 1990 through 2008.
  - The multi-year phased restoration and preservation project for historical recorded documents was delayed. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2015–16 with anticipated completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2019–20.

### Strategic Initiative Legend

HF	SC	SE	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Cross-Departmental Objective		
	- Department Objective		
	- Objective Sub-Dot Point Level 1		


For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

 **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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Recording Phase of the new integrated recording and vital records system went live on December 15, 2014. This allows the Assessor/Recorder/County Clerk (ARCC) to leverage necessary new technologies in order to improve recording services to residents.
  - Implemented the electronic recording module that will allow the department to electronically accept documents for recording, in addition to reducing document processing time and enhancing customer service.
  - Provided the public with a variety of online forms for submittal and related services. This provides a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
  - Addition of recording services at the Chula Vista and Kearny Mesa branches was not implemented. Document recording services will be offered to the public in the Chula Vista branch in Fiscal Year 2015–16 following implementation of electronic recording.
  - Added GoodsNitch tablet application for real-time customer feedback. Timely, useable feedback information allows a more granular look at operational and customer service problems.
  - Initiated the use of mobile tablet technology to automate the previously used manual paper process. The use of mobile tablets provides appraisal staff with the increased ability to accurately and efficiently discover, research, and assess vessels and aircraft, from their prospective field location.
  - Initiated development of a Commercial industrial appraisal information database for better roll equalization/standardization and more efficient valuation operations. It went into production in July 2015.
  - Initiated development of an on-line Property Appraisal Record posting to eliminate errors, transportation of paper records, and to speed up processing of new assessments. It went into production in July 2015.
- 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 at least 93%.

- Maintained excellent customer service by ensuring that at least 50% of new departmental staff completed the customer service training program initiated by ARCC before June 30, 2015.

**2015–17 Objectives**

 **Sustainable Environments**

- 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. (SE2)
  - Locate, identify and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations. (SE2)
  - Record births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs. (SE2)
- Begin multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2015–16 with anticipated completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2019–20.

 **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. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with the Auditor & Controller, Treasurer-Tax Collector and the County Technology Office, continue the design and development of the Integrated Property Tax System (IPTs), which will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
  - Provide the public with a variety of online forms for submittal and related services. This will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. (OE3)





- Extend document recording services at the Chula Vista branch office to the public. (OE3)
- In coordination with the Clerk of Appeals Board, create “intent to attend hearing” feedback option for appeal applicants to increase efficiency and reduce labor costs. Project to be completed in Fiscal Year 2016-17. (OE3)
- In coordination with the Clerk of Appeals Board, create “intent to attend hearing” feedback option for appeal applicants to increase efficiency and reduce labor costs. Project to be completed in Fiscal Year 2016–17. (OE3)
- In coordination with Planning & Development Services, vendor and other agencies, develop a consortium of cost sharing users of Pictometry oblique imagery. This will be a multi-year or possibly decade long pursuit of bringing together users who are willing to pool resources to maximize the benefits of high resolution oblique imagery (i.e., Assessor, Public Safety, Public Works, GIS users and others. Increases Assessor efficiency by reducing field trips, increasing accuracy of assessment information and final assessments). (OE3)

- Examine and process documents submitted for eRecording within four (4) hours of receipt to facilitate customers in a more efficient and secure recording and document return process than paper recording. (OE3)
- Explore and pursue e-signature opportunities for fictitious business name applications and renewals to save our customers time and increase our efficiency and service to customers. (OE3)
- Implement e-property tax notifications to save mailing costs, increase efficiency and service to customers. (OE3)
- 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 93%. (OE5)

**Related Links**

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

◆ <https://arcc.sdcounty.ca.gov/>

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Recorded documents indexed within two business days <sup>1</sup>	100% of 691,555	99%	100% of 743,004	N/A	N/A
Mandated assessments completed by close of annual tax roll <sup>2</sup>	100% of 417,451	98%	100% of 332,073	98%	98%
Vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information <sup>3</sup>	100% of 96,763	99%	100% of 97,861	99% of 97,000	99% of 97,000
Satisfactory customer service rating <sup>4</sup>	98%	93%	93%	93%	93%
Examine and process all documents submitted for eRecording within four (4) hours of receipt <sup>5</sup>	N/A	N/A	N/A	90%	95%

*Table Notes*

- <sup>1</sup> Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property. It will no longer be reported on in Operational Plan beginning in Fiscal Year 2015–16.
- <sup>2</sup> 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.
- <sup>3</sup> Measures the timely manner in which the public can access vital records and certificates affording them the most current information.
- <sup>4</sup> 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.
- <sup>5</sup> Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property. New measure for Fiscal Year 2015–16.



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

### Staffing

No net change in staffing.

- ◆ Transfer of 2.00 staff years from Recorder/County Clerk to Management Support.

### Expenditures

Increase of \$3.2 million.

- ◆ Salaries & Benefits—net increase of \$0.5 million to support negotiated salary and benefit increases.
- ◆ Services & Supplies—net increase of \$2.9 million
  - ◆ Increase of \$2.4 million in Modernization Trust Fund due to anticipated remodeling projects associated with the integrated recording and vital records system and one-time information technology projects.
  - ◆ Increase of \$1.1 million due to anticipated remodeling projects associated with the integrated recording and vital records system.
  - ◆ Decrease of \$0.6 million due to delay in the initiative of restoration and preservation of Recorder maps and old books.
  - ◆ Decrease of \$0.4 million due to completion of one-time projects in Fiscal Year 2014–15.
  - ◆ Net Increase of \$0.4 million in miscellaneous Services & Supplies accounts.
- ◆ Capital Assets Equipment
  - ◆ Decrease of \$0.2 million in office equipment due to completion of one-time projects.

### Revenues

Net increase of \$3.2 million

- ◆ Charges for Current Services—net increase of \$4.1 million.

- ◆ Increase of \$2.4 million in Modernization Trust Fund due to anticipated remodeling projects associated with the integrated recording and vital records system and one-time IT projects.
- ◆ Increase of \$1.1 million in Certified Copy Vital Statistics revenue as a result of anticipated remodeling projects associated with the integrated recording and vital records system.
- ◆ Increase of \$0.7 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
- ◆ Increase of \$0.7 million in Special Assessments revenues due to a reclassification of revenues previously budgeted as Miscellaneous Revenues.
- ◆ Increase of \$0.2 million in Duplicating and Filing fees based on projected demand for services.
- ◆ Decrease of \$0.6 million in Micrographics Trust Fund revenue as a result of delay in the restoration and preservation of Recorder maps and old books.
- ◆ Decrease of \$0.4 million in Social Security Number Truncation revenue due to completion of one-time projects in Fiscal Year 2014–15.
- ◆ Decrease of \$0.7 million in Miscellaneous Revenues as described above.
- ◆ Use of Fund Balance—net decrease of \$0.7 million for a total of \$0.3 million due to removal of one-time salary and benefit payments. Fiscal Year 2015–16 use of \$0.3 million due to one-time Information Technology project costs related to upgrade of SQL database environment.
- ◆ General Purpose Revenue Allocation—increase of \$0.5 million due primarily to negotiated labor agreements.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Significant changes include remodel of one-time appropriations included in Fiscal Year 2015–16.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Property Valuation ID		270.75			270.75	270.75
Recorder / County Clerk		114.75			112.75	112.75
Management Support		25.00			27.00	27.00
<b>Total</b>		<b>410.50</b>			<b>410.50</b>	<b>410.50</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Property Valuation ID	\$ 33,860,196	\$ 35,118,903	\$ 36,757,390	\$ 34,810,301	\$ 36,911,652	\$ 37,322,938
Recorder / County Clerk	15,727,948	23,056,730	24,266,409	17,106,519	24,842,032	23,487,104
Management Support	4,484,855	4,952,209	4,839,160	4,499,218	4,563,990	4,599,468
<b>Total</b>	<b>\$ 54,072,999</b>	<b>\$ 63,127,842</b>	<b>\$ 65,862,959</b>	<b>\$ 56,416,039</b>	<b>\$ 66,317,674</b>	<b>\$ 65,409,510</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 38,724,952	\$ 41,889,990	\$ 41,889,990	\$ 40,355,985	\$ 42,357,671	\$ 42,947,745
Services & Supplies	15,298,654	21,037,852	23,772,969	16,047,958	23,910,003	22,411,765
Capital Assets Equipment	49,393	200,000	200,000	12,095	50,000	50,000
<b>Total</b>	<b>\$ 54,072,999</b>	<b>\$ 63,127,842</b>	<b>\$ 65,862,959</b>	<b>\$ 56,416,039</b>	<b>\$ 66,317,674</b>	<b>\$ 65,409,510</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 1,144,552	\$ 1,000,000	\$ 1,000,000	\$ 1,019,683	\$ 1,000,000	\$ 1,000,000
Revenue From Use of Money & Property	59,534	59,000	59,000	47,514	60,500	60,500
Charges For Current Services	32,027,007	37,682,986	39,251,061	34,917,053	41,740,086	40,143,414
Miscellaneous Revenues	(46)	700,000	700,000	28	—	—
Other Financing Sources	359	—	—	—	—	—
Use of Fund Balance	(734,648)	969,435	2,136,477	(2,284,660)	300,000	—
General Purpose Revenue Allocation	21,576,241	22,716,421	22,716,421	22,716,421	23,217,088	24,205,596
<b>Total</b>	<b>\$ 54,072,999</b>	<b>\$ 63,127,842</b>	<b>\$ 65,862,959</b>	<b>\$ 56,416,039</b>	<b>\$ 66,317,674</b>	<b>\$ 65,409,510</b>



# 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 \$7.8 billion in public funds; the billing and collection of approximately \$5.0 billion in secured and \$0.17 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

To ensure these critical services are provided, the Treasurer-Tax Collector has 123.00 staff years and a budget of \$22.6 million.



- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for a yield of 0.48% in Fiscal Year 2014–15. Continued to manage the Investment Pool to standards allowing the Pool to remain AAAf rated by Standard & Poors for 14 years in a row.
- Achieved a collection rate of 99.1% for secured taxes and 98% 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with the Assessor/Recorder/County Clerk, Auditor & Controller, and the County Technology Office, participated in the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Strengthen our customer service culture to ensure a positive customer service experience
  - Achieved a customer satisfaction rating of 4.7 on a 5.0 scale, based on formal 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 by the following measures:
    - ◆ Recorded enrollment in the Deferred Compensation 457 Plan to 47.2% through June 30, 2015.
    - ◆ Maintained the average participant contribution in the Deferred Compensation 457 Plan above \$196 per pay period through June 30, 2015.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

## 2014–15 Accomplishments



### Operational Excellence

- Align service to available resources to maintain fiscal stability
  - To safeguard public funds and maintain public trust, the Treasurer-Tax Collector efficiently managed the provisions of banking services for public entities and County Departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds.



- ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment and Retirement Symposiums each fiscal year.
- ◆ Continued to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2015.

## 2015–17 Objectives



### Operational Excellence

- Align service to available resources to maintain fiscal stability
  - To safeguard public funds and maintain public trust, the Treasurer-Tax Collector will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds. (OE1)
  - To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.45% in Fiscal Year 2015–16 and 0.50% in Fiscal Year 2016–17. (OE1)
  - Provide a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies. (OE1)
  - Maintain a collection rate of 98.5% for secured taxes and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County’s taxpayers. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with Assessor/Recorder/County Clerk, Auditor & Controller, and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- 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 formal Customer Satisfaction Survey results. (OE5)
- 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 by the following measures. (OE6)
    - ◆ Maintain enrollment in the Deferred Compensation 457 Plan to 46.3% through June 30, 2016 and achieve modest improvement to 46.5% by June 30, 2017.
    - ◆ Maintain the average participant contribution in the Deferred Compensation 457 Plan above \$91 per pay period by June 30, 2016 and a modest improvement of \$100 through June 30, 2017.
    - ◆ Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
    - ◆ Continue to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2016.

## Related Links

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

- ◆ <http://www.sdtreastax.com/>





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Secured Taxes Collected (% of total) <sup>1</sup>	99.1%	98%	99.1%	98.5%	98.5%
Unsecured Taxes Collected (% of total) <sup>1</sup>	97.7%	97%	98%	97%	97%
Rate of Return on Investment Pool (%) <sup>2</sup>	0.42%	0.40%	0.48%	0.45%	0.50%
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) <sup>3</sup>	4.64	4.70	4.72	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period	\$151	\$91	\$196	\$91	\$100
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan <sup>4</sup>	46.3%	48.2%	47.2%	48.5%	48.7%
Number of newly Certified Cash Handlers for the County and other government entities	96	40	122	100	100
Number of Unclaimed Property Tax Refunds <sup>5</sup>	3,144	2,355	2,724	N/A	N/A

*Table Notes*

<sup>1</sup> With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The improving collection rate is a result of a recovering real estate market.

<sup>2</sup> Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past five years, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will keep the return range bound between 0.40% to 0.50% until interest rates rise significantly.

<sup>3</sup> The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced; however, their overall experience is slightly less than exceptional because they believe the taxes are too high.

<sup>4</sup> Number of active participants includes open accounts for current employees with suspended contributions. 710 Plan participants retired or terminated from County employment Fiscal Year 2014–15. 1,726 employees enrolled in the Deferred Compensation program in Fiscal Year 2014–15. Combined 401(a)/457 participation rate increased from 58.3% to 60.0% in Fiscal Year 2014–15.

<sup>5</sup> The Treasurer-Tax Collector issues more than 60,000 property tax refunds per year. The refund warrants become stale if they are not cashed after 6 months. The Unclaimed Property Tax Refunds List published on [www.sdtreastax.com](http://www.sdtreastax.com) is updated every month. Continued improvement in efficiencies and research tools are expected to contribute to the reduced number of unclaimed property tax refunds. After analysis and re-engineering of the business process it was determined that the number of Unclaimed Property Tax Refunds is largely impacted by circumstances beyond the control of the tax collector resulting in a Fiscal Year 2014–15 reduction of Unclaimed Property Tax Refunds to 2,724. This performance measure will be removed for Fiscal Year 2015–16.



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

### Staffing

No net changes in staffing.

### Expenditures

Net increase of \$1.0 million.

- ◆ Salaries & Benefits—increase of \$0.1 million due to negotiated wage and benefits increases.
- ◆ Services & Supplies—net increase of \$0.9 million.
  - ◆ Increase of \$1.3 million in application services for upgrade of the department’s payment processing application.
  - ◆ Increase of \$0.3 primarily for implementation costs associated with treasury management software and other miscellaneous accounts.
  - ◆ Decrease of \$0.7 million in contracted services as a result of reduced fees for wholesale banking services.

### Revenues

Net increase of \$1.0 million.

- ◆ Charges for Current Services—increase of \$0.9 million primarily due to supplemental property tax revenue collectable under Assembly Bill (AB) 2890 and an increase of Banking Services Pooled Money to be used for one-time IT projects.
- ◆ Use of Fund Balance—net increase of \$0.1 million for a total budget of \$0.3 million for one-time IT projects related to electronic billing and payment applications.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$1.1 million to reflect the anticipated completion of one-time funded projects for the development of e-Billing functionality and implementation costs associated with e-Payment Channels.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Treasury		21.00			21.00	21.00
Deferred Compensation		3.00			3.00	3.00
Tax Collection		84.00			82.00	82.00
Administration - Treasurer / Tax Collector		15.00			17.00	17.00
<b>Total</b>		<b>123.00</b>			<b>123.00</b>	<b>123.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Treasury	\$ 5,215,322	\$ 6,937,272	\$ 7,113,074	\$ 5,113,103	\$ 6,090,908	\$ 6,026,205
Deferred Compensation	293,371	375,513	375,513	264,589	446,934	453,937
Tax Collection	11,573,424	10,874,918	11,458,711	9,741,148	12,361,715	11,283,589
Administration - Treasurer / Tax Collector	3,086,840	3,471,742	3,653,850	3,588,215	3,740,563	3,765,684
<b>Total</b>	<b>\$ 20,168,956</b>	<b>\$ 21,659,445</b>	<b>\$ 22,601,149</b>	<b>\$ 18,707,057</b>	<b>\$ 22,640,120</b>	<b>\$ 21,529,415</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 10,854,275	\$ 12,044,652	\$ 12,044,652	\$ 10,995,113	\$ 12,160,757	\$ 12,407,376
Services & Supplies	9,307,561	9,614,793	10,556,497	7,711,944	10,479,363	9,122,039
Capital Assets Equipment	7,120	—	—	—	—	—
<b>Total</b>	<b>\$ 20,168,956</b>	<b>\$ 21,659,445</b>	<b>\$ 22,601,149</b>	<b>\$ 18,707,057</b>	<b>\$ 22,640,120</b>	<b>\$ 21,529,415</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Fines, Forfeitures & Penalties	\$ 648,265	\$ 1,035,450	\$ 1,035,450	\$ 667,014	\$ 1,035,450	\$ 1,035,450
Charges For Current Services	12,263,764	13,834,977	13,834,977	12,146,413	14,675,916	13,738,416
Miscellaneous Revenues	309,364	685,429	685,429	264,274	701,748	701,748
Use of Fund Balance	1,201,272	190,348	1,132,052	(283,885)	312,500	—
General Purpose Revenue Allocation	5,913,241	5,913,241	5,913,241	5,913,241	5,914,506	6,053,801
<b>Total</b>	<b>\$ 20,168,956</b>	<b>\$ 21,659,445</b>	<b>\$ 22,601,149</b>	<b>\$ 18,707,057</b>	<b>\$ 22,640,120</b>	<b>\$ 21,529,415</b>



# 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 five business groups—Public Safety, Health and Human Services, Land Use and Environment, Community Services and Finance and General Government.

The Chief Administrative Office is comprised of three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer/Chief Operating Officer and a small support staff), the Office of Ethics and Compliance (OEC) and the Office of Strategy and Intergovernmental Affairs.

To ensure these critical services are provided, the Chief Administrative Office has 14.50 staff years and a budget of \$4.7 million.



## 2014–15 Accomplishments



### Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Ensured the success of the child support program by establishing and enforcing court orders to support the long-term well-being of children by collaborating with custodial and non-custodial parents, courts, government agencies and community resources.
  - Processed 3,355 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
  - Expanded In-Home Outreach Team (IHOT) program services countywide (from 3 to 6 regions). Team members linked treatment-resistant individuals and their families with existing behavioral health services and community resources. This outreach and engagement was essential in assisting this population to willingly receive needed services. The IHOT program served a total of 229 unique (unduplicated) participants from July 1, 2014 through December 31, 2014.
  - Improved recruitment efforts to significantly increase attendance at Foster/Adoption Orientations by 34%. Expanded caller options and customer support on the Foster and Adoption KIDSline to serve more than 370 calls over an average of 6 months. Improved the Adoption website by adding features such as children available for adoption and links to resources. Improved customer service through utilizing a Foster/Adoption Ombudsman to provide additional support to foster and adoptive parents.

### Strategic Initiative Legend

HF	SC	SE	OE
○	○	○	○
●	●	●	●
□	□	□	□
■	■	■	■
◆	◆	◆	◆

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

- Enhanced the service delivery system for children and youth in foster care by implementing “Pathways to Wellbeing,” a cross departmental effort which:
  - ◆ Developed and implemented a joint screening tool that integrates mental health assessments into the foster care intake process.
  - ◆ Implemented a cross-training model to ensure Child Welfare Services and Behavioral Health staff has common understanding of how to screen and connect children to needed services.
  - ◆ Implemented a plan for the integration and co-location of Child Welfare Services and Behavioral Health Services staff to ensure appropriate referral for assessment and treatment.
- Created a trauma informed atmosphere in new and modernized facilities. This was accomplished at the following locations by creating a professional setting that includes a welcoming customer greeting area and a family-friendly area.
  - ◆ Mid-City Child Welfare Services
  - ◆ Fallbrook Community Resource Center
  - ◆ North Inland Live Well Center
  - ◆ Magnolia Child Welfare Services, Aging & Independence Services, and Public Health Center
- Stabilized psychiatric staffing at the San Diego County Psychiatric Hospital by utilizing physician recruitment firms.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it Land Use and Environment Group’s Thriving Team in conjunction with the Health in All Policies (HiAP) Team, produced consumer-oriented certified farmer’s market brochures in English and Spanish with information on availability of healthy, locally produced fruit, vegetables, and other agricultural products.
- Conducted nutrition education for 1,320 low-income families with children to reduce the risk of childhood obesity and chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
  - Enrolled 100% (157,969 of 157,969) of Medi-Cal eligible applicants as part of the Affordable Care Act and increased the number of Americans with health insurance to reduce the costs of health care to families and individuals.
  - Performed 20,494 blood pressure screenings at over 150 locations, with 84 partners as part of the 2015 Love Your Heart campaign. One out of every two individuals with a reported blood pressure level was identified as having an elevated blood pressure. Screened individuals received educational materials about heart health. This event helped to elevate the importance that blood pressure plays in overall health and is directly linked to 3-4-50 (3 behav-

iors—no physical activity, poor diet and tobacco use—that result in 4 diseases—cancer, heart disease and stroke, type 2 diabetes and lung disease—that result in over 50 percent of deaths in San Diego).

- Collaborated with the San Diego Foundation on its Climate Initiative and helped coordinate with government, non-profits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.



### Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Completed a disaster preparedness curriculum, which aligns and complies with the Common Core State Standards, for San Diego County’s 4th grade students.
  - Ensured professional, timely emergency response was provided to the residents of County Service Area 135 through the supervision of the San Diego County Fire Authority.
  - Continued the implementation process of replacing the Regional Communications System (RCS) with a state of the art, next-generation communications system.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Recruited and trained 414 adults and teens (19 years and over) 4-H volunteers, exceeding the goal of 350, to deliver positive youth development experiences to youth ages 5-19 years in reaching their full potential as competent, confident leaders of character who contribute and are connected to their communities. Four experiential learning activities were held: Large Animal Field Day, Agriculture Judging Day, Bates Nut Farm 2-Day Archery Exhibition and North County Area Beach Clean Up Project, reaching a total of approximately 600 youth and their families.
  - Maintained the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real time data delivery to the public.
  - Repainted and or used thermoplastic to re-mark crosswalks and roadway legends adjacent to 123 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic has been introduced at some school sites to minimize the need for annual repainting.
  - Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
    - ◆ Reviewed 12,887 building plans to ensure structures were properly and safely designed.
    - ◆ Helped 52,407 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.





- ◆ Conducted 32,216 building inspections during construction to ensure structures were built in accordance with approved building plans and applicable building safety codes.
- Protected county residents by conducting 439 safety inspections on structural fumigations in San Diego County, exceeding the goal of 320 safety inspections.
- Provided four workshops for the Local Agency Management Program to educate stakeholders on the new standards and regulations for onsite wastewater treatment systems.
- Collaborated with law enforcement agencies and community services organizations to combat human trafficking and enhance the support to victims and education to the community.
- Enhanced enforcement of required standards of care in long-term care facilities.
- Worked collaboratively with County Fire Authority, Planning & Development Services, Office of Emergency Services, County Department of Parks and Recreation, regional fire authorities, government agencies, university staff and community groups to enhance wildfire related research. Disseminated information through a minimum of four outreach activities such as distributing Wildfire Zone preparedness and safety tip cards in English and Spanish; participated in six meetings with the Fire Safe Council of San Diego; management of the Wildfire Zone website; established a You Tube channel and curated relevant videos for the Extension Wildfire Information Network (eWIN).
- Facilitated two trainings for federal agency staff and local aviation community members on foreign flight school students vetting and screening requirements.
- Flood Control staff assisted communities in preparing and responding to flood events by inspecting 75% of flood control facilities and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.
- Increased Aging & Independence Services Ombudsman positions from 5 to 11, to improve the oversight of Skilled Nursing Facilities (SNF) and Residential Care Facilities for the Elderly (RCFE). This provides an increase in advocating efforts for SNF and RCFE residents through recruitment, training and oversight of additional volunteers.
- Improved the quality of life of all San Diego residents by proactively working to make our streets, parks, public spaces and buildings safer from crime and injury.
- Created safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations, and maintenance.
- Expanded data-driven crime prevention and information-led policing strategies, focusing on prolific offenders and utilizing current technologies to reduce crime at the local and regional level.
- In support of the County's *Live Well San Diego* Living Safely initiative, expanded the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.
- Funded 30 public community projects for parks, street/sidewalk improvements, Americans with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Exceeded the previous year's levels of services by offering an average of 431 after-school programs each month, and offered students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Continued participation in multi-agency operations and multi-agency task forces.
  - Improved offender reintegration into the community through a continuum of care and case management through reentry that begins at Sheriff facilities and juvenile institutions with an assessment of offender needs, which also occurs at the Community Transition Center (CTC) for certain offenders. Probation continued to engage with offenders on supervision to provide case management and rehabilitative services.



## Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Educated the business community by creating two new compliance assistance videos and posted them on the Air Pollution Control District (APCD) website.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that were available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
  - The multi-year phased restoration and preservation project for historical recorded documents was delayed. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2015–16 with anticipated completion in Fiscal Year 2017–18. Phase II



will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2019–20.

- Completed a Business Process Reengineering to identify improvements to streamline the plan check process for new retail food and public swimming pool projects to less than 50% of the State law requirement of 20 days. Improvements identified are being implemented to help make the plan check process more efficient and reduce review time.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Acquired 423 acres within the MSCP plan areas that will count toward the County’s commitment to the Multiple Species Conservation Program (MSCP) Implementing Agreement. The goal of 500 acres was not met due to multiple properties still in negotiations.
  - Used Board Policy I-138, *Mitigation on County-Owned Land Managed by the Department of Parks and Recreation (DPR)* to generate \$58,099 of revenue for acquisitions, operations and maintenance of MSCP lands. This objective was not met since DPR was not approached by public or private project proponents for mitigation needs. However, DPR did achieve mitigation requirements on park projects through on-site habitat restoration efforts.
  - The Board of Supervisors approved Form-Based Zoning Codes for Ramona Town Center and Alpine Village on July 30, 2014 (2). Received San Diego Gas & Electric partnership funding to work on a Form Based Code for Valley Center South Village.
  - Identified problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc.) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes through workshops for 195 participants at various locations throughout San Diego County, including County libraries; trainings in eradication techniques and 35 participants from the Department of Agriculture, Weights and Measure; field research project on Pala Reservation and the establishment of a website ([http://ucanr.edu/sites/socaloakpests/Polyphagous\\_Shot\\_Hole\\_Borer](http://ucanr.edu/sites/socaloakpests/Polyphagous_Shot_Hole_Borer)).
  - Prevented the spread of the insidious pest Glassy-winged Sharpshooter, a serious threat to California’s \$4 billion grape industry, by ensuring 100% of more than 2,705 plant shipments arrived at destination with no viable life stages of the pest.
  - Maintained, supported and managed the volunteer Master Gardener program which provides research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest

management to San Diego County residents and other County departments. The 297 Master Gardeners volunteered 22,579 hours for a savings of over \$499,000.

- Agriculture, Weights and Measures promoted the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works by implementing two collection events for recycling of used pesticide containers from the agricultural community.
- Conserved irrigation water by installing smart irrigation controllers at Heritage, Pine Valley and Felicita Parks.
- Installation of photovoltaic panels to offset energy consumption and provide a clean source of renewable energy at Sweetwater Park is currently under design; the completion date has been delayed to fall 2015. Redesign of the project was necessary due to electrical system capacity limits.
- Worked on Phase One of Comprehensive Renewable Energy Plan (CREP) with stakeholder meetings held in October 2014, January 2015 and April 2015 with the intent to present Phase One of CREP to the Board of Supervisors in fall 2015.
- Enhanced recreation opportunities, reduced water consumption and improved sports fields by installing synthetic turf at 4S Ranch Sports Park. New synthetic turf is under construction at Pine Valley Park with completion anticipated in August 2015.
- Monitored 100% of 173 major stormwater outfalls to assess the health of watersheds.
- Maintained an inspection program to protect the public from the harmful effects of air pollution by conducting more than 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
- Conducted emissions measurement tests on all 41 natural gas fired reciprocating internal combustion engines required to show ongoing compliance with the National Emission Standards for Hazardous Air Pollutants.
- Incorporated cultural, historical or environmental interpretive components at Barnett Ranch and Flume Trail.
- Assisted 100 businesses and 60 multifamily complexes in initiating or expanding recycling programs.
- Provided residential composting at nine workshops, one community event and four schools in the unincorporated area of the county. As part of the awareness campaign, installed a new composting demonstration site at the Ramona High School for composting food scraps and landscape materials.
- Provided two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to the Department of Environmental Health by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.





- Increased awareness of the Mobile Source Incentive Program by participating in 11 community outreach events about APCD's mobile source emission reduction incentive programs and grant funding opportunities, exceeding the goal of eight events.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces, and outdoor experiences
  - Promoted healthy lifestyles for 2,059 adults and seniors through participation in 61 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
  - Fostered positive development of 10,145 youth through 186 recreation programs and services that increase physical, intellectual, social and/or emotional abilities, exceeding goal of 6,500.
  - Created additional recreational opportunities by constructing exercise stations along Dos Picos and Potrero Park Trails.
  - Continued implementation of the Purchase of Agriculture Conservation Easement (PACE) program which supports the local agricultural industry and the preservation of community character. To date a total of 1,151 acres of agricultural easements were acquired on 15 properties since the inception of the program in Fiscal Year 2013-14. A total of 413.82 acres were acquired on 8 properties in Fiscal Year 2014-15.
  - Stopped the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments (community parks, ball fields, and schools), by planning and conducting a comprehensive survey of high risk habitats throughout the entire county for RIFA infestations. Conducted three RIFA training sessions with key personnel from the Departments of Parks and Recreation and Public Works.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Recruited and replaced non-accessible poll sites to comply with federal and State accessibility requirements.
  - Increased the number of permanent vote-by-mail voters.
- Completed Business Process Re-engineering (BPR) and identified process changes to realize a 25% cost reduction in delivery costs for street repavement projects. DPW can only control the costs of delivery; not the cost of materials. Revised processes have been implemented and actual savings will be reported out next year, the second year for this two year goal.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Began design-build construction of the new libraries in Alpine and Imperial Beach.
  - Continued due diligence for donated property, planning and design for a new Borrego Springs Library.
  - Continued construction of the Cedar and Kettner Development Parking Structure for completion and occupancy in October 2015.
  - Initiated replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.
  - Completed the master plan for capital improvements to the animal shelter in Bonita.
  - Funded the completion of various accessibility improvements in County facilities and pilots for innovative technology programs.
  - Improved communications with volunteer firefighters through the continued implementation of the Advanced Situational Awareness for Public Safety Network.
  - Provided open access to County business by making 56 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
  - Made contracts available through the internet to the public by posting at least 50% of new and amended contracts within five business days of award.
  - Examined the viability and feasibility of installing of a 24/7 Library-To-Go kiosk at another County location to provide library services; selected site in Encinitas for installation in Fiscal Year 2015–16.
  - Updated the Library's website to maximize customer usability and access to self-published e-materials and publishers' e-book catalogs.
  - Provided enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the Housing and Community Development (HCD) website, emails, videos, and social media.
  - Increased efficiency, consistency and accuracy by implementing auto-generated Notices of Proposed Action (NOPA) for Agriculture, Weights and Measures' retail fuel meters and water dispensers, developed associated business practices and conducted staff training.



## Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Achieved a collection rate of 99.1% for secured taxes and 98% 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.
  - Resolved 64% (51 of 80) of all lawsuits against the County by a court decision/dismissal, and resolved 20% (11 of 55) by settlement.



- Ensured responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public records and making them available on Agriculture, Weights and Measures’ webpage for 24/7 customer access.
- Implemented a new Airport Lease Management System (ALMS), using Land Use and Environment Group’s enterprise-wide Business Case Management System as the platform, to track County airport leases and other contracts.
- Conducted an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review. Phase One deployed in July 2014 and included expanded appointments and revisions to the pre-review process. Phase Two deployed in November 2014 and included the Initial Study Research Report and the Property Summary Report; both automate portions of work previously done by Planning and Development staff.
- Completed an internal Business Process Reengineering to streamline the Temporary Event permit process. Improved methods for receiving permit applications and tracking temporary events; improved customer information and updated online resources. Conducted a workshop for annual temporary event organizers and vendors, who learned about food safety and permitting requirements for temporary food vendors.
- Upgraded the County’s Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative has provided the County users with a more supportable timekeeping platform and enhanced functional capabilities.
- Modernized and rebuilt the County’s Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards. Anticipated completion date for initial phase of project is end of October 2015 with subsequent phases to be implemented in Fiscal Year 2015–2016.
- Strengthen our customer service culture to ensure a positive customer experience
  - Reviewed and updated 219 classification specifications as Phase I of the Classification Modernization Project as of June 30, 2015. The goal of reviewing and updating the specifications for Phase II will be completed by June 30, 2016.
- 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 269 content items (article or video) in support of the County’s Strategic Plan during Fiscal Year 2014–15.
- Supported the Department of Human Resources employee wellness initiatives that promote healthy and safe behaviors in the workplace, including employee volunteers who serve as Wellness Champions on the Wellness Committee to promote activities such as the Stairwell Campaign, and the blood and bone marrow drive.

## 2015–17 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 our 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
  - Model ethical courage by always doing the right thing and acting in the best interests of all.
  - 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 all fiscal reporting and audits.
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
  - Collaborate with the Maxwell School of Citizenship and Public Affairs on a Public Administration and International Affairs graduate research project to determine the benchmarks of fiscal strength in a local government. (OE1)
  - Manage risks with regional acumen, fiscal discipline and in accordance with federal/state regulations and Board of Supervisor policies.
  - Oversee operations to ensure program needs are met.
- 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.
  - Deliver direct communications on, online access to and resourceful apps for program services.





- Strengthen our customer service culture to ensure a positive customer experience
  - Recognize a department and/or employee annually for their creativity and demonstrated outcomes towards ensuring a positive customer experience. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Sustain a high level of government excellence through succession planning, mentoring, training and attracting forward thinking and competent talent to continue the County's journey to becoming world class. (OE6)
  - Champion the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group Executive Council. (OE6)
  - 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](http://www.sandiegocounty.gov/cao)

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

### Staffing

No staffing changes.

### Expenditures

Increase of \$0.1 million.

- ◆ Salaries & Benefits—increase of \$0.05 million as a result of negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.05 million due to public liability costs.

### Revenues

Increase of \$0.1 million.

- ◆ General Purpose Revenue Allocation—increase of \$0.1 million, which is primarily a result of negotiated labor agreements and public liability costs.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

No significant changes.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Executive Office		6.00			6.00	6.00
Office of Intergovernmental Affairs		4.50			4.50	4.50
Office of Ethics & Compliance		4.00			4.00	4.00
<b>Total</b>		<b>14.50</b>			<b>14.50</b>	<b>14.50</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Executive Office	\$ 1,702,504	\$ 1,754,063	\$ 1,754,073	\$ 1,767,612	\$ 1,785,072	\$ 1,805,512
Office of Intergovernmental Affairs	1,398,783	1,488,361	1,518,361	1,374,508	1,515,050	1,527,226
County Memberships and Audit	665,548	767,579	787,579	657,895	769,521	769,245
Internal Affairs	34,252	—	—	172	—	—
Office of Ethics & Compliance	503,269	639,065	684,065	563,707	674,833	683,989
<b>Total</b>	<b>\$ 4,304,355</b>	<b>\$ 4,649,068</b>	<b>\$ 4,744,078</b>	<b>\$ 4,363,894</b>	<b>\$ 4,744,476</b>	<b>\$ 4,785,972</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 2,457,705	\$ 2,674,577	\$ 2,674,577	\$ 2,584,410	\$ 2,729,964	\$ 2,771,736
Services & Supplies	1,846,651	1,974,491	2,069,501	1,779,484	2,014,512	2,014,236
<b>Total</b>	<b>\$ 4,304,355</b>	<b>\$ 4,649,068</b>	<b>\$ 4,744,078</b>	<b>\$ 4,363,894</b>	<b>\$ 4,744,476</b>	<b>\$ 4,785,972</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Charges For Current Services	\$ 112,544	\$ 130,343	\$ 130,343	\$ 130,343	\$ 177,206	\$ 177,206
Use of Fund Balance	(136,990)	44,352	139,362	(240,822)	—	—
General Purpose Revenue Allocation	4,328,801	4,474,373	4,474,373	4,474,373	4,567,270	4,608,766
<b>Total</b>	<b>\$ 4,304,355</b>	<b>\$ 4,649,068</b>	<b>\$ 4,744,078</b>	<b>\$ 4,363,894</b>	<b>\$ 4,744,476</b>	<b>\$ 4,785,972</b>



# 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, and continuous improvement and innovation, the Auditor and Controller has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides reports necessary to manage the County operations. The department furnishes customer focused financial decision making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost effective audit services. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County and 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 Auditor and Controller has 234.50 staff years and a budget of \$35.1 million.



## 2014–15 Accomplishments



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Submitted 100% (1,477) 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.
  - Auditor and Controller staff exhibit regional leadership by serving in key positions for various external organizations, including The Institute of Internal Auditors, Association of Local Government Auditors, and the California Revenue Officers Association.
  - Earned the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2013.
  - Received recognitions through GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2014.
  - Processed 99% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment. Although the goal was not achieved, all available discounts were captured.
  - Achieved a recovery rate percentage of 6.70%, which was below the goal of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery. The recovery percentage continues to be impacted by Telephone Consumer Protec-

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

tion Act changes which significantly reduced the ability of the County to utilize the automated phone dialer for collection activities. Although the goal was not achieved, total collections for FY 2014-15 increased by \$648,000 (+4.18%) as compared to the prior year.

- Accurately identified current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate the allocation of limited resources to San Diego County groups and departments.
- Developed and provided County-wide training on changes implemented by the federal government on new administrative requirements and Cost Principals affecting all new federal awards. This will ensure County departments are informed of new compliance requirements and meet federal statutes and regulations.
- Strengthen our customer service culture to ensure a positive customer experience
  - Conducted a customer satisfaction survey to evaluate the services provided to County customers of the Auditor and Controller (A&C). Ninety-four percent of the survey responses were satisfied of which 39% were strongly satisfied with the services provided by the Auditor and Controller. Results of the survey are basis for future improvements to the A&C customer service activities.
  - Thirty-two Auditor and Controller staff received Customer Service Hero Awards for providing superior customer service.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors as to the tracking of assessment appeals, 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.
  - Upgraded the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative has provided the County users with a more supportable timekeeping platform and enhanced functional capabilities.
  - Published reports in Department's website of completed audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services, 94% (248 of 264) were implemented on or before their due date.
  - In coordination with the Office of Ethics and Compliance, continued the administration of the Ethics Hotline. Monitored the investigation and resolution of cases reported through the Ethics Hotline.

## 2015–17 Objectives



### Safe Communities

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Combined with the Superior Court, under the Comprehensive Collections Program, meet or exceed the collections performance benchmark—Gross Recovery Rate of 34%, established by California Judicial Council. Gross Recovery Rate measures a program's ability to resolve delinquent court-ordered debt, including alternative sentence, community service, suspended services and discharges. This measure is reported annually through a template as provided by the Judicial Council.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2014. (OE1)
  - Continue to apply for recognition through GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR. (OE1)
  - Support financial literacy in the county by developing A&C curriculum and conducting trainings that focus on core competencies of employees in accounting functions. (OE2)
  - Publish in Department's website all reports of completed audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. (OE4)
  - 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. (OE4)
- Meet or exceed an actual recovery rate percentage (total dollars collected/total available accounts receivable) of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery.
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate the allocation of limited resources to San Diego County groups and departments.





- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provide modern infrastructure innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with other County Departments, the Auditor & Controller will implement a digital signature solution throughout the organization in order to reduce the staff time required in the signature approval process, decrease paper consumption and printing costs, and lessen our impact on the environment. (OE3)
  - Implement Kronos Workforce Mobile Timekeeping which is an application that runs on mobile devices and is downloadable from various online application stores. Once Kronos Workforce Mobile is implemented, County employees and managers will have the ability to enter and review work schedules and approve timecards from their mobile devices. (OE3)
  - Design and implement an enhanced disaster recovery solution for the County's core ERP applications (Oracle Financials with Oracle Fusion Middleware and Oracle Business Intelligence, PeopleSoft, and Kronos). Once implemented,

the enhanced disaster recovery solution will serve to reduce the amount of system downtime in the event of a disaster.

- 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 and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Continue the administration of the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitor the investigation and resolution of all cases reported through the Ethics Hotline.
- Strengthen our customer service culture to ensure a positive customer experience
  - Provide ongoing customer service training to all Auditor and Controller staff, to enhance customer service skills and techniques. (OE5)
  - Increase the number of online customer self-service 24/7/365 payments by 3%.

## Related Links

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

- ◆ <http://www.sandiegocounty.gov/auditor/>



Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Processing—County payments processed within five days of receipt of invoice in Accounts Payable	99% of 164,035	100%	99% of 126,000	100%	100%
Reporting—Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,476	100%	100% of 1,477	100%	100%
Auditing—Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date <sup>1</sup>	96% of 307	95%	94% of 264	95%	95%
Collections—Meet or exceed Actual Recovery Rate Percentage (total dollars collected / total available accounts receivable) <sup>2</sup>	6.79%	7.25%	6.70%	7.25%	7.25%

*Table Notes*

<sup>1</sup> Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.

<sup>2</sup> This 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: 2014–15 to 2015–16**

**Staffing**

Increase of 2.00 staff years.

- ◆ Increase of 2.00 staff years due to a transfer from the Health and Human Services Agency’s (HHS) Regional Operations to support expanded collection recovery efforts for HHS programs.

**Expenditures**

Net increase of \$1.2 million.

- ◆ Salaries & Benefits—increase of \$0.2 million as a result of negotiated wage and benefit increases and the staffing changes described above.
- ◆ Services & Supplies—increase of \$1.2 million primarily as a result of one-time costs associated with the design and implementation of a digital signature solution and upgrades to the Revenue and Recovery cashing system.
- ◆ Expenditure Transfers & Reimbursement—increase of \$0.2 million to reflect cost reimbursement from the Health and

Human Services Agency for services rendered. Since this is a reimbursement, it has the effect of a \$0.2 million decrease in expenditures.

**Revenues**

Net increase of \$1.2 million.

- ◆ Charges For Current Services—decrease of \$0.5 million as a result of a reduction of services provided to the Superior Court.
- ◆ Use of Fund Balance—increase of \$0.6 million for a total budget of \$1.6 million to fund one-time IT projects related to Digital Signature and upgrades to the Revenue and Recovery cashing system.
- ◆ General Purpose Revenue Allocation—increase of \$1.2 million, which is primarily a result of negotiated labor agreements and to offset a decrease in revenue from external agencies for support services.

**Budget Changes and Operational Impact: 2015–16 to 2016–17**

Net decrease of \$1.0 million is primarily to the elimination of one-time expenditures planned for Fiscal Year 2015–16.



## Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Audits	15.00	15.00	15.00
Controller Division	96.00	96.00	96.00
Revenue and Recovery	95.50	97.50	97.50
Administration	15.00	15.00	15.00
Information Technology Mgmt Services	11.00	11.00	11.00
<b>Total</b>	<b>232.50</b>	<b>234.50</b>	<b>234.50</b>

## Budget by Program

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Audits	\$ 2,080,293	\$ 2,761,962	\$ 2,805,709	\$ 2,246,395	\$ 2,425,391	\$ 2,468,901
Office of Financial Planning	1,052,206	—	124,572	125,189	—	—
Controller Division	10,753,872	11,234,054	10,984,938	10,819,692	11,190,583	11,447,605
Revenue and Recovery	8,865,485	9,112,718	9,804,888	9,071,435	9,381,978	9,592,008
Administration	2,384,872	3,393,102	2,752,566	2,686,574	2,955,350	2,988,147
Information Technology Mgmt Services	8,352,667	7,389,536	12,908,575	8,581,759	9,151,979	7,579,890
Permanent Road Div ISF	—	—	705,470	405,470	—	—
<b>Total</b>	<b>\$ 33,489,395</b>	<b>\$ 33,891,372</b>	<b>\$ 40,086,717</b>	<b>\$ 33,936,514</b>	<b>\$ 35,105,281</b>	<b>\$ 34,076,551</b>

## Budget by Categories of Expenditures

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 20,626,715	\$ 22,496,929	\$ 21,641,929	\$ 21,299,470	\$ 22,692,294	\$ 23,271,972
Services & Supplies	12,794,673	11,344,443	17,479,318	11,997,611	12,577,745	10,982,729
Other Charges	52,888	50,000	50,000	40,420	50,000	50,000
Capital Assets Equipment	15,120	—	210,000	193,542	—	—
Expenditure Transfer & Reimbursements	—	—	—	—	(214,758)	(228,150)
Operating Transfers Out	—	—	705,470	405,470	—	—
<b>Total</b>	<b>\$ 33,489,395</b>	<b>\$ 33,891,372</b>	<b>\$ 40,086,717</b>	<b>\$ 33,936,514</b>	<b>\$ 35,105,281</b>	<b>\$ 34,076,551</b>



Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 79,571	\$ 118,449	\$ 118,449	\$ 107,220	\$ 99,532	\$ 103,413
Charges For Current Services	7,488,239	6,732,545	6,732,545	6,948,553	6,228,840	6,228,840
Miscellaneous Revenues	495,093	280,000	280,000	359,115	280,000	280,000
Other Financing Sources	47	—	300,000	—	—	—
Fund Balance Component Decreases	—	—	405,470	405,470	—	—
Use of Fund Balance	11,850	1,022,515	6,512,390	378,293	1,600,000	—
General Purpose Revenue Allocation	25,414,595	25,737,863	25,737,863	25,737,863	26,896,909	27,464,298
<b>Total</b>	<b>\$ 33,489,395</b>	<b>\$ 33,891,372</b>	<b>\$ 40,086,717</b>	<b>\$ 33,936,514</b>	<b>\$ 35,105,281</b>	<b>\$ 34,076,551</b>



# 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) provides a full range of information technology (IT) services for County of San Diego employees and residents. The purpose of the CTO is to lead, guide and direct the optimal business management of IT for County business groups and departments.

To ensure these critical services are provided, the CTO has 17.00 staff years and an operating budget of \$20.1 million and an internal service fund of \$162.6 million.



is to eliminate the Microsoft Word document runbooks and replace them with runbooks generated by the Applications Manager system to produce an Application Runbook report. This will synchronize the runbook with the actual application production information. Anticipated completion date is January 2016.

- Modernized and rebuilt the County’s Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards. Anticipated completion date for initial phase of project is October 2015 with subsequent phases to be implemented in Fiscal Year 2015–16.
- Expanded the use of DocVault, a repository of archived documents, to include historical documents to provide a single repository of all critical documents current and past. Scope of objective was changed to exclude historical documents due to migration cost.
- Continued to provide Program Management and overall oversight over the Integrated Property Tax System (IPTS) project. When completed, this system will significantly improve property assessment, tax collection and apportionment activities in the County.
- Provided technical support for the upgrade of the County’s employee timekeeping application, Kronos. The Kronos 7.0 upgrade initiative will provide County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on mobile devices. Kronos 7.0 went into production July 2015.
- Provided technical support for the upgrade of PeopleSoft, the County’s human resources application. The PeopleSoft upgrade initiative will provide County users with a current

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

## 2014–15 Accomplishments



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were reviewed and analyzed for best value to the County to provide a fair and reasonable price.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Completed upgrade of Windows 7 operating system software on all County workstations prior to the end of the one-year Windows XP Custom Extended Support on April 2015.
  - Created the capability to produce Application runbooks (a collection of supporting documentation that describes the use and structure of the application) on-demand. The goal

version of PeopleSoft and also add employee benefits and performance management modules. PeopleSoft version 9.2 went into production February 2015.

- Provided technical support for implementation of the Knowledge Integration Program (KIP) beginning in Fiscal Year 2014–15. KIP is an HHSA initiative that, when completed, will provide HHSA, its community partners and other County departments access to a comprehensive view of a client's history of past and current services received as well as identifying potential needs for other services, creating a coordinated care network between multiple providers. The KIP project contract was signed in February 2015; the CTO assisted with creating the terms and conditions and statement of work.
- Effectively managed performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
- Developed and executed a strategy to improve County's performance on industry award competitions, such as the Center for Digital Government awards. The County took 2nd place in the nation in the 2015 Digital Counties Survey, improving from 3rd place finishes in the previous two years.
- Provided employees and community members with IT learning opportunities via vendor fairs and IT education days. The CTO sponsored "IT Innovation Day" in collaboration with HP and AT&T in March 2015 and hosted "Documentum and Adobe Solutions Day" in June 2015 in collaboration with EMC, Adobe, HP and County departments.
- Implemented Phase II of Data Loss Prevention technologies that will improve mitigation of unauthorized disclosure of Personal Identifiable Information (PII). Anticipated to be completed December 2015.
- Implemented Phase II of the County Constituent Relationship Management (CCRM) system to integrate with the Land Use and Environment Group's Business Case Management System. Anticipated completion date is November 2015.
- Upgraded the existing SharePoint platform (an Intranet tool for content and document management) from SharePoint 2010 to SharePoint 2013. This will allow the County to stay current with the technology and licensing requirements, as well as bring additional functionality that can be leveraged by the County's SharePoint user base. Anticipated completion date is January 2016.
- Strengthen our customer service culture to ensure a positive customer experience
  - Used the results of the 2013 IT Employee Satisfaction Surveys to determine specific opportunities for continuous improvement, including communication and project management processes. The County worked with IT Outsourcer to improve communication, project management, reduce review cycle time for projects and implement Agile Methodology for software development.

## 2015–17 Objectives



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implement Phase II of the Data Loss Prevention initiative for the monitoring of unauthorized disclosure of confidential Personal Identifiable Information. (OE4)
  - Integrate the County CCRM system to support the County's business case management system, Accela, as well as with the County's document repository and archiving solution, Documentum. (OE3)
  - Implement an Open Data portal as part of the County's Open Data initiative, making certain County data sets available for public consumption. (OE4)
  - Upgrade components of the County's Enterprise Document Processing Platform to remain current with the application and enable additional product capabilities. (OE3)
  - Upgrade the County's enterprise SharePoint software to remain current with the application and enable additional product capabilities. (OE3)
  - Continue to expand the Identity Management platform to increase efficiencies and security management through single sign-on and identity management controls. (OE3)
  - Continue to enhance functionality in the County's IT cost management application, ITrack, to support users' need for a robust, user-friendly application. (OE3)
  - Continue to provide quarterly ITrack User Group meetings to support users' ongoing need for information, resources and tools so that they more efficiently and effectively perform their tasks. (OE3)
  - Continue to provide technical support for the KIP project. KIP will provide 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. (OE3)
  - Continue to provide Program Management and overall oversight over the IPTS project. IPTS will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
  - Continue to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)

## Related Links

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

- ◆ <http://www.sandiegocounty.gov/cto/>





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Employee Satisfaction with Outsourcing Contractor Services <sup>1</sup>	80%	85%	82.4%	N/A	N/A
IT initiatives resulting from CTO-driven advanced planning <sup>2</sup>	4	4	4	4	4
Outsourcing Provider IT Minimum Acceptable Service Level performance <sup>3</sup>	98%	99%	98%	99%	99%
Outsourcing Provider IT project performance to budget and schedule <sup>4</sup>	93%	85%	83%	86%	87%
Employee Satisfaction with Outsourcing Contractor Services based on Gartner Inc.'s Best in Class IT Satisfaction Survey results. <sup>5</sup>	N/A	N/A	N/A	90%	90%

Table Notes

<sup>1</sup> The percentage reported reflects the satisfaction with the Outsourcing Provider as measured by the annual All County IT Customer Satisfaction survey, which is based on a 5.0 point rating scale. Based on this scale, the customer satisfaction rating is at 82.4%; however, based on Gartner Inc.'s Best in Class score of 4.2 for IT Customer Satisfaction, the County is at a 98% satisfaction rating. This measure will be replaced Fiscal Year 2015–16. See superscript 5.

<sup>2</sup> CTO-driven advanced planning initiatives such as:

- 1) Expanded the use of DocVault, the County's system repository for all Applications-related documents.
- 2) Upgraded the County to Windows 7 Operating System.
- 3) Upgraded the County's Internet Web Services Platform to Adobe Experience Manager.
- 4) Improved County's performance on industry award competitions. The County took 2nd place in the nation in the 2015 Digital Counties Survey, improving from 3rd place finishes in the previous 2 years.

<sup>3</sup> The percentage reported reflects the Minimum Acceptable Service Levels (MASLs) achieved by the Outsourcing Provider compared to the MASLs missed in a given fiscal year. MASLs are defined in the IT Outsourcing Agreement.

<sup>4</sup> The percentage reported reflects the Minimum Acceptable Service Levels (MASLs) for IT project management achieved by the Outsourcing Provider compared to the MASLs for IT project management missed in a given fiscal year.

<sup>5</sup> This is a new Performance Measure effective Fiscal Year 2015–16. The percentage reflects the satisfaction with the Outsourcing Provider as measured by the annual All County IT Customer Satisfaction survey as it compares to Gartner Inc.'s Best in Class score for IT Customer Satisfaction.

## County Technology Office Budget Changes and Operational Impact: 2014–15 to 2015–16

### Staffing

No change in staffing.

### Expenditures

Net increase of \$3.8 million.

- ◆ Salaries & Benefits—overall no significant changes. Reflects negotiated salary and benefit increases.

- ◆ Services & Supplies—net increase of \$3.8 million including increase in ongoing IT operational and maintenance costs to support enterprise platforms (\$1.4 million), one-time IT costs associated with enterprise platform upgrades such as Enterprise Document Processing Platform, County Constituent Relationship Management, Open Data Portal, SharePoint, Oracle Identity Management (\$8.0 million) and one-time costs related for planning and consulting for a new multi-year IT Outsourcing Agreement (\$0.2 million). These increases are partially offset by a reduction of Public Liability costs (\$0.1 million) and decreases resulting from the completion of one-time IT projects in Fiscal Year 2014–15, including Document-



tum, Identity and Access Management, Disaster Recovery Point-of-Presence, DocVault, Data Loss Prevention, Oracle Business Intelligence, and Oracle Fusion Middleware (\$5.7 Million).

### Revenues

Net increase of \$3.8 million.

- ◆ Use of Fund Balance—increase of \$2.4 million for a total of \$8.2 million, including:
  - ◆ \$3.8 million for one-time upgrades to the Enterprise Document Processing Platform (EDPP) including Documentum upgrade to new environment.
  - ◆ \$2.2 million for one-time IT initiatives including County Constituent Relationship Management integration, implementation of the Open Data Portal, and Security Automated Provisioning with Microsoft Active Directory Services and PeopleSoft.
  - ◆ \$0.8 million for one-time upgrade of County’s SharePoint environment.
  - ◆ \$0.5 million for implementation of Oracle Identity Management.
  - ◆ \$0.4 million for new licensing costs associated with management of enterprise platforms.
  - ◆ \$0.3 million for emergent/unanticipated IT platform needs.
  - ◆ \$0.2 million for costs related for planning and consulting for a new multi-year IT Outsourcing agreement.
- ◆ General Purpose Revenue Allocation—increase of \$1.4 million to primarily support operational and maintenance cost of the enterprise platforms.

### Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$5.9 million in the County Technology Office’s operating budget is due to completion of one-time projects in Fiscal Year 2015–16.

### Information Technology Internal Service Fund Budget Changes and Operational Impact: 2014–15 to 2015–16

#### Expenditures

Net increase of \$7.6 million.

- ◆ Services & Supplies—increase of \$7.6 million in the Information Technology Internal Service Fund (IT ISF) based on information technology expenditures projected by all County departments including one-time projects and ongoing costs.

#### Revenues

Net increase of \$7.6 million.

- ◆ Charges for Current Services—increase of \$7.2 million primarily due to increases in departmental operation and maintenance costs.
- ◆ Other Financing Sources—increase of \$0.4 million primarily due to increase in enterprise-wide license costs.

### Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$7.9 million in the Information Technology Internal Service Fund is based on departmental projections for IT needs throughout the County.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
CTO Office		17.00			17.00	17.00
<b>Total</b>		<b>17.00</b>			<b>17.00</b>	<b>17.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
CTO Office	\$ 13,709,788	\$ 16,272,592	\$ 22,630,771	\$ 16,723,033	\$ 20,091,824	\$ 14,177,766
Information Technology Internal Service Fund	146,333,372	155,018,945	177,111,688	149,918,579	162,638,165	154,721,234
<b>Total</b>	<b>\$ 160,043,160</b>	<b>\$ 171,291,537</b>	<b>\$ 199,742,458</b>	<b>\$ 166,641,613</b>	<b>\$ 182,729,989</b>	<b>\$ 168,899,000</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 3,211,561	\$ 3,308,651	\$ 3,316,572	\$ 3,316,572	\$ 3,297,373	\$ 3,352,785
Services & Supplies	155,106,418	167,982,886	196,425,887	161,951,242	179,432,616	165,546,215
Other Charges	1,725,181	—	—	1,373,799	—	—
<b>Total</b>	<b>\$ 160,043,160</b>	<b>\$ 171,291,537</b>	<b>\$ 199,742,458</b>	<b>\$ 166,641,613</b>	<b>\$ 182,729,989</b>	<b>\$ 168,899,000</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 7,032	\$ 5,003	\$ 5,003	\$ 5,003	\$ 12,472	\$ 5,003
Charges For Current Services	141,547,965	150,904,724	172,655,975	143,248,083	158,046,979	149,854,052
Miscellaneous Revenues	3,122	100,000	100,000	3,014	100,000	100,000
Other Financing Sources	4,298,599	4,833,967	4,833,967	4,734,049	5,270,877	5,586,928
Use of Fund Balance	4,590,241	5,768,927	12,468,598	8,972,548	8,183,863	2,181,951
General Purpose Revenue Allocation	9,596,201	9,678,916	9,678,916	9,678,916	11,115,798	11,171,066
<b>Total</b>	<b>\$ 160,043,160</b>	<b>\$ 171,291,537</b>	<b>\$ 199,742,458</b>	<b>\$ 166,641,613</b>	<b>\$ 182,729,989</b>	<b>\$ 168,899,000</b>







# 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 4.00 staff years and a budget of \$0.5 million.



### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

## 2014–15 Accomplishments



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Resolved 66% (29 of 44) 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
  - Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
  - Distributed 100% (24) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

- Maintained and updated desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness and operational consistency.
- Updated website with additional practical information and visual materials about Civil Service Commission hearings so that participants are better prepared to take part in the hearing process, resulting in improved efficiency and customer experience.
- Strengthen our customer service culture to ensure a positive customer experience
  - Achieved a positive customer satisfaction rating of 98%. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
  - Created a new survey for participants of Commission hearings that will focus on the “hearing experience”. Information gathered from this survey will be used to improve hearing processes and procedures.
  - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
  - Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters. Many inquiries are general in nature, and could be resolved by directing individuals to the appropriate resource.
  - Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- 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 and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
- Provided training to employee representatives on the Commission's role in the County's human resources system in order to increase our customer's knowledge of current Commission processes and procedures.

## 2015–17 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. (OE4)
  - 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. (OE4)
  - Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness and operational consistency.
- 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. (OE5)
  - 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 and pertinent legal updates to increase staff's knowledge in order to provide superior customer service. (OE6)

### Related Links

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

◆ <http://www.sandiegocounty.gov/civilservice/>

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Positive customer satisfaction rating <sup>1</sup>	95%	95%	98%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing <sup>2, 3</sup>	75% of 28	55%	66% of 44	55%	55
Commission decisions distributed within 48 hours of Commission approval <sup>3</sup>	100% of 10	95%	100% of 24	95%	95

*Table Notes*

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

<sup>2</sup> Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees.

<sup>3</sup> Increase in total number of personnel disputes and Commission decisions over prior fiscal year reflects increased number of appeals and complaints filed with the Commission office.



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

### Staffing

No change in staffing levels.

### Expenditures

Net decrease of \$0.1 million.

- ◆ Salaries & Benefits—decrease of \$0.1 million primarily as a result of staffing changes and negotiated salary and benefit costs.

### Revenues

Net decrease of \$0.1 million.

- ◆ General Purpose Revenue Allocation—decrease of \$0.1 million as a result of expenditure changes.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

No significant changes.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Civil Service Commission		4.00			4.00	4.00
<b>Total</b>		<b>4.00</b>			<b>4.00</b>	<b>4.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Civil Service Commission	\$ 519,550	\$ 606,114	\$ 683,266	\$ 528,691	\$ 493,377	\$ 504,696
<b>Total</b>	<b>\$ 519,550</b>	<b>\$ 606,114</b>	<b>\$ 683,266</b>	<b>\$ 528,691</b>	<b>\$ 493,377</b>	<b>\$ 504,696</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 435,193	\$ 519,567	\$ 519,567	\$ 437,443	\$ 406,989	\$ 418,404
Services & Supplies	84,357	86,547	163,699	91,248	86,388	86,292
<b>Total</b>	<b>\$ 519,550</b>	<b>\$ 606,114</b>	<b>\$ 683,266</b>	<b>\$ 528,691</b>	<b>\$ 493,377</b>	<b>\$ 504,696</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 4,271	\$ —	\$ —
Charges For Current Services	51,232	51,341	51,341	51,341	44,675	44,675
Use of Fund Balance	(97,185)	9,294	86,446	(72,400)	—	—
General Purpose Revenue Allocation	565,503	545,479	545,479	545,479	448,702	460,021
<b>Total</b>	<b>\$ 519,550</b>	<b>\$ 606,114</b>	<b>\$ 683,266</b>	<b>\$ 528,691</b>	<b>\$ 493,377</b>	<b>\$ 504,696</b>



# 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 Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board and various other special districts and committees. The department administers the Board of Supervisors General Office and manages of the Board of Supervisors' budgets. Three program areas are included within the department: Executive Office, Public Services and Legislative Services.

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 27.00 staff years and a budget of \$3.9 million.



- Ensured the efficiency and transparency of the property tax assessment appeal process by processing 7,176 property tax assessment appeal applications within seven days of receipt.
- Provided open access to County business by making 56 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Enhanced the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System.
- Completed the vendor selection process to replace current automated agenda management system to increase the reliability and efficiency of the Board of Supervisors agenda creation procedure.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured satisfaction with the services provided by achieving consistently high ratings on surveys of 5,039 customers.
  - Provided opportunities to San Diego residents by processing and mailing 100% of 20,568 completed U.S. Passport applications on the same day they are received.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

## 2014–15 Accomplishments



### Operational Excellence

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

## 2015–17 Objectives



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Ensure efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications within seven days of receipt. (OE4)
  - Provide open access to County business by making audio recordings of all Board of Supervisors available on the Internet within three days of the related meeting. (OE4)

- Enhance the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System. (OE3)
- Expand the services available to customers by ensuring that all forms posted on the Clerk of the Board’s website at [www.sandiegocob.com](http://www.sandiegocob.com) can be completed online and submitted electronically and/or via email, as allowed by law. (OE3)
- Enhance the Public Services work area to support ongoing Business Process Reengineering efforts.
- Strengthen our customer service culture to ensure a positive customer experience
- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of more than 2,000 customers. (OE5)
- Provide opportunities to San Diego residents by processing and mailing 100% of completed U.S. Passport applications on the same day they are received. (OE5)
- Engage in Business Process Reengineering of U.S. Passport acceptance to improve services provided to customers and the efficiency and effectiveness of staff.

**Related Links**

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

◆ <http://www.sandiegocounty.gov/cob/>

<b>Performance Measures</b>	<b>2013–14 Actuals</b>	<b>2014–15 Adopted</b>	<b>2014–15 Actuals</b>	<b>2015–16 Adopted</b>	<b>2016–17 Approved</b>
Average score on internal customer surveys <sup>1</sup>	4.8 of 6,180 surveys	4.9	4.9 of 5,039 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process <sup>2</sup>	99% of 6,997 applications	98%	98% of 7,176 applications	98%	98%
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 47 recordings	100%	100% of 56 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received	100% of 21,337 applications	100%	100% of 20,568 applications	100%	100%

*Table Notes*

<sup>1</sup> Scale of 1-5, with 5 being “excellent”.

<sup>2</sup> During Fiscal Year 2014–15, total applications received were 7,176. Target varies with volume: 1-5,000 received = 98%, 5,001 - 10,000 received = 95%, 10,001 or more received = 85%.





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

### Staffing

No change in staffing.

### Expenditures

Net increase of \$0.4 million.

- ◆ Salaries & Benefits—increase of \$0.1 million as a result of negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.3 million for one-time expense to replace Agenda Management Creation System.

### Revenues

Net increase of \$0.4 million.

- ◆ Use of Fund Balance—increase of \$0.3 million for one-time costs associated with the replacement of Agenda Management Creation System.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million as a result of negotiated labor agreements.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Decrease primarily due to the completion of the Agenda Management Creation System replacement.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Legislative Services		12.00			12.00	12.00
Public Services		12.00			12.00	12.00
Executive Office		3.00			3.00	3.00
<b>Total</b>		<b>27.00</b>			<b>27.00</b>	<b>27.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Legislative Services	\$ 1,242,749	\$ 1,309,353	\$ 1,383,223	\$ 1,378,052	\$ 1,388,627	\$ 1,423,167
Assessment Appeals	143	—	—	201	—	—
Public Services	1,150,192	1,235,435	1,235,435	1,158,091	1,258,633	1,293,127
Executive Office	765,943	938,044	910,216	716,272	1,228,820	873,105
<b>Total</b>	<b>\$ 3,159,027</b>	<b>\$ 3,482,832</b>	<b>\$ 3,528,874</b>	<b>\$ 3,252,617</b>	<b>\$ 3,876,080</b>	<b>\$ 3,589,399</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 2,674,256	\$ 2,806,388	\$ 2,806,388	\$ 2,724,184	\$ 2,862,145	\$ 2,941,168
Services & Supplies	484,771	676,444	648,616	454,563	1,013,935	648,231
Capital Assets Equipment	—	—	73,870	73,869	—	—
<b>Total</b>	<b>\$ 3,159,027</b>	<b>\$ 3,482,832</b>	<b>\$ 3,528,874</b>	<b>\$ 3,252,617</b>	<b>\$ 3,876,080</b>	<b>\$ 3,589,399</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Charges For Current Services	\$ 869,999	\$ 685,600	\$ 685,600	\$ 872,342	\$ 716,171	\$ 700,100
Miscellaneous Revenues	17,980	11,085	11,085	14,363	10,185	10,185
Use of Fund Balance	(480,208)	46,071	92,113	(374,164)	350,000	—
General Purpose Revenue Allocation	2,751,256	2,740,076	2,740,076	2,740,076	2,799,724	2,879,114
<b>Total</b>	<b>\$ 3,159,027</b>	<b>\$ 3,482,832</b>	<b>\$ 3,528,874</b>	<b>\$ 3,252,617</b>	<b>\$ 3,876,080</b>	<b>\$ 3,589,399</b>



# 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 138.00 staff years and a budget of \$25.4 million.



- ◆ Prevailed in 99.6% (1003 of 1007) of Juvenile Dependency petitions contested in Superior Court.
- ◆ Prevailed in 98% (420 of 430) of Juvenile Dependency appeals and writs filed.

### Sustainable Environments

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Supported the County's objective of promoting responsible development, economic vitality and the highest quality of life.
    - ◆ Completed 100% (2 of 2) of all draft Environmental Impact Report reviews within 40 days or less.

### 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% (47 of 47) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - ◆ Completed 98% (1475 of 1511) of all advisory assignments for County departments by the agreed upon due dates.
    - ◆ Continued County Counsel law student internship program (11 interns) to provide quality service to clients.
  - 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.
    - ◆ Resolved 64% (51 of 80) of all lawsuits against the County by a court decision/dismissal, and resolved 36% (29 of 80) by settlement.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

## 2014–15 Accomplishments

### Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provided effective legal services to the Health and Human Service Agency (HHS) in matters relating to children who have been dependents of the Juvenile Court.

- ◆ Prevailed in 90% (46 of 51) of court decisions in all lawsuits filed against the County.
- ◆ Achieved a success rate of 50% (1 of 2) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- ◆ Handled 100% (80 of 80) 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.
- County Counsel attorneys engaged in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.
  - ◆ Maintained significant involvement in the activities of 27 regional organizations and committees.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Optimized information technology systems to improve operational efficiency and service to customers.
    - ◆ The goal to continue developing a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents was not met because our partner Health and Human Services Agency (HHS) is still assessing the viability of the paperless processes.
    - ◆ The goal to transition to a new Web-based office practice management system (Tymatrix’s T360) was not met due to ongoing data migration issues and resource issues on the vendor’s side of the contract. We will carry over to Fiscal Year 2015–16.
    - ◆ Provided attorney staff with laptops and smartphones to expand the use of available mobile technologies thereby increasing the use of mobile computing and efficiencies. We also developed an IT Strategic Plan to efficiently implement new mobile technologies and web-based solutions.
    - ◆ The goal to implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes was not met due to ongoing data migration issues and resource issues on the vendor’s side of the contract. We will carry over to Fiscal Year 2015–16.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Provided education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.
    - ◆ Provided 183 education programs on selected legal subjects for County departments.

- ◆ Provided 51 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.
- ◆ Provided 25 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

## 2015–17 Objectives



### Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Support the County’s initiative to strengthen the local food system and support the availability of healthy foods by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
    - ◆ Complete 95% of all applicable advisory assignments for County departments by the agreed upon due dates.
    - ◆ Achieve a 90% or more success rate in related County Code Enforcement cases.
- Pursue policy change for healthy, safe, and thriving environments with a special focus on residents who are in our care or rely on us for support.
  - Implement a plan to provide services for people with severe mental illness who are reluctant to engage in treatment, in accordance with Assembly Bill 1421, also known as “Laura’s Law,” in collaboration with Health and Human Services Agency, Public Safety Group and other local law enforcement. (HF4)



### Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provide effective legal services to HHS 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. (SC6)
    - ◆ Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
    - ◆ Prevail in 95% of Juvenile Dependency appeals and writs filed.



### Sustainable Environments

- 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. (SE3)
  - ◆ Complete 100% of all draft Environmental Impact Report reviews within 40 days or less.
  - ◆ Conduct at least 10 internal meetings with both advisory and litigation land use staff to evaluate new projects and status of ongoing project review.

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Complete deployment and implementation of Practice Management System (T360), which is a web-based practice management system that manages all case and advisory information, has calendaring capabilities, retains client and contact information, stores supporting legal documents, and tracks time and billing information. The project was delayed until Fiscal Year 2015–16 due to continuing concerns with data validation and resource issues on the vendor’s side of the contract. Data migration issues seem to be on the path to resolution, and we anticipate an operational system in Fiscal Year 2015–16. (OE3)
  - Implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes. This technology will create a bidirectional data feed into the County’s Oracle Financial system, and will provide efficiencies in data entry and reconciliation. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - 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. (OE6)
    - ◆ Send at least one staff member to a Supervisor Academy, or other training program that enhances supervisory skills, in Fiscal Year 2015–16.
    - ◆ Evaluate office structure and organization on a quarterly basis at a minimum.
    - ◆ Establish three in-house trainings for new and current employees.



## 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. (OE1)
    - ◆ Complete 98% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - ◆ Complete 95% of all advisory assignments for County departments by the agreed upon due dates.
    - ◆ Provide 50 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. (OE1)
- Prevail in 90% of court decisions in all lawsuits filed against the County.
- Achieve a 90% success rate in lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- 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.

## Related Links

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

- ◆ <http://www.sandiegocounty.gov/CountyCounsel/>

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Advisory assignments for Board of Supervisors to be completed by the due date	100% (35 of 35 assignments)	98%	100% (26 of 26 assignments)	98%	98%
Advisory assignments for all departments completed by the due date	99% (1,289 of 1,297)	95%	98% (1475 of 1511 assignments)	95%	95%
Resolved cases filed against the County by court decision or dismissal / settlements <sup>1</sup>	69%/31% (67 of 97) (30 of 97)	80%/20%	64%/36% (51 of 80) (29 of 80)	N/A	N/A
Resolved court cases filed against the County in which County will prevail (County success rate)	99% (66 of 67)	90%	90% (46 of 51)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	99% (66 of 67)	95%	100% (80 of 80)	95%	95%
Success rate in County cases against other parties	100% (11-0 record)	90%	50% (1 of 2)	90%	90%
Number of training programs presented by County Counsel <sup>2</sup>	149	50	183	N/A	N/A
Number of risk mitigation education sessions provided by County Counsel	62	50	51	50	50
Draft Environmental Impact Report reviews completed within 40 days or less	100% (3 of 3 reviews)	100%	100% (2 of 2 reviews)	100%	100%
Success rate in Juvenile Dependency petitions contested in Superior Court	99% (980 of 982 petitions)	98%	99.6% (1003 of 1007 petitions)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed	100% (369 of 369 appeals and writs)	95%	98% (420 of 430 appeals and writs)	95%	95%
All advisory assignments related to promoting the County's initiative of strengthening the local food system completed by the due date <sup>3</sup>	N/A	N/A	N/A	95%	95%
Success rate in County Code Enforcement cases <sup>3</sup>	N/A	N/A	N/A	90%	90%
Number of in-house trainings for new and current employees <sup>3</sup>	N/A	N/A	N/A	3	3

**Table Notes**

<sup>1</sup> Once again, fewer cases have been resolved through the court system this fiscal year due to significant court budget reductions and the related delay in processing cases, resulting in the percentage of cases resolved by settlements to be greater. Note that although the percentage of settlements has increased compared to previous fiscal years, the total number of settlements is still consistent with previous fiscal years. Performance measure will no longer be reported in Op Plan beginning Fiscal Year 2015–16.



<sup>2</sup> County Counsel reengineered processes and relied upon volunteer attorneys and legal interns to absorb some of the more routine workload to enable the deputies to provide clients the risk mitigation and training sessions necessary to maintain its efforts towards reducing/eliminating liability risks to the County. The increase in training programs is necessitated by liability exposure related to an increase in Child Welfare cases arising out of child abuse investigations and jail medical issues. Performance measure will no longer be reported in Op Plan beginning Fiscal Year 2015–16.

<sup>3</sup> Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County’s vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.

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

### Staffing

No significant changes.

### Expenditures

Net decrease of \$2.2 million.

- ◆ Salaries & Benefits—no overall net change. Reflects negotiated salary and benefit increases.
- ◆ Services & Supplies—decrease of \$2.2 million primarily due to the delay of a major maintenance remodel of the department office space in the County Administration Center (CAC).

### Revenues

Net decrease of \$2.2 million.

- ◆ Use of Fund Balance—decrease of \$2.4 million for a total of \$0.2 million primarily due to the delay of a remodel of the CAC office space. Fiscal Year 2015–16 use of \$0.2 million is budgeted for one-time costs related to negotiated labor agreements and to fund the one-time costs to support one-time projects related to Fire Authority matters and an environmental impact review of a planned development project.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million based primarily on negotiated labor increases.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

No significant changes.

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
County Counsel		138.00			138.00	138.00
<b>Total</b>		<b>138.00</b>			<b>138.00</b>	<b>138.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
County Counsel	\$ 23,506,204	\$ 27,604,747	\$ 28,750,851	\$ 24,716,922	\$ 25,392,692	\$ 25,861,262
<b>Total</b>	<b>\$ 23,506,204</b>	<b>\$ 27,604,747</b>	<b>\$ 28,750,851</b>	<b>\$ 24,716,922</b>	<b>\$ 25,392,692</b>	<b>\$ 25,861,262</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 22,808,319	\$ 24,452,089	\$ 24,452,089	\$ 23,554,039	\$ 24,487,624	\$ 24,978,713
Services & Supplies	1,584,014	4,006,841	5,152,945	2,034,463	1,740,050	1,719,627
Expenditure Transfer & Reimbursements	(886,129)	(854,183)	(854,183)	(871,580)	(834,982)	(837,078)
<b>Total</b>	<b>\$ 23,506,204</b>	<b>\$ 27,604,747</b>	<b>\$ 28,750,851</b>	<b>\$ 24,716,922</b>	<b>\$ 25,392,692</b>	<b>\$ 25,861,262</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Charges For Current Services	\$ 11,934,120	\$ 12,070,104	\$ 12,070,104	\$ 12,099,032	\$ 12,084,312	\$ 12,616,154
Miscellaneous Revenues	27,387	2,000	2,000	1,571	2,000	2,000
Use of Fund Balance	(731,088)	2,683,259	3,829,363	(233,064)	245,730	—
General Purpose Revenue Allocation	12,275,784	12,849,384	12,849,384	12,849,384	13,060,650	13,243,108
<b>Total</b>	<b>\$ 23,506,204</b>	<b>\$ 27,604,747</b>	<b>\$ 28,750,851</b>	<b>\$ 24,716,922</b>	<b>\$ 25,392,692</b>	<b>\$ 25,861,262</b>



# Grand Jury

## Mission Statement

Representing 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 utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

To ensure these critical services are provided, the Grand Jury has 1.00 staff year and a budget of \$0.8 million.



## 2014–15 Accomplishments

### Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Reviewed and investigated 86 citizen’s complaints, issues and other County matters of civil concern brought before the Grand Jury.
  - Returned 66 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

## 2015–17 Objectives

### Safe Communities

- 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

HF	SC	SE	OE
○	●	□	■
		◆	

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

## Related Links

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

- ◆ <http://www.sandiegocounty.gov/grandjury/>



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

### Staffing

No change in staffing.

### Expenditures

Net increase of \$0.2 million.

- ◆ Salary & Benefits—decrease of \$0.1 million, reflects the costs for the Grand Jury Coordinator being moved to a Services & Supplies account, in accordance with the Memorandum of Understanding between the County and Superior Court.

- ◆ Services & Supplies—increase of \$0.3 million, primarily as a result of lease costs associated with the relocation of the Grand Jury and the reclassification of salary and benefit costs for the Grand Jury Coordinator as noted above.

### Revenues

Net increase of \$0.2 million.

- ◆ General Purpose Revenue Allocation—increase of \$0.2 million to fund lease costs associated with the relocation of the Grand Jury.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

No significant changes.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Grand Jury		1.00			1.00	1.00
<b>Total</b>		<b>1.00</b>			<b>1.00</b>	<b>1.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Grand Jury	\$ 510,582	\$ 595,975	\$ 595,975	\$ 446,277	\$ 800,784	\$ 802,170
<b>Total</b>	<b>\$ 510,582</b>	<b>\$ 595,975</b>	<b>\$ 595,975</b>	<b>\$ 446,277</b>	<b>\$ 800,784</b>	<b>\$ 802,170</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 115,028	\$ 130,479	\$ 130,479	\$ 61,606	\$ —	\$ —
Services & Supplies	395,553	465,496	465,496	384,671	800,784	802,170
<b>Total</b>	<b>\$ 510,582</b>	<b>\$ 595,975</b>	<b>\$ 595,975</b>	<b>\$ 446,277</b>	<b>\$ 800,784</b>	<b>\$ 802,170</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Use of Fund Balance	\$ (81,764)	\$ 1,728	\$ 1,728	\$ (147,970)	\$ —	\$ —
General Purpose Revenue Allocation	592,346	594,247	594,247	594,247	800,784	802,170
<b>Total</b>	<b>\$ 510,582</b>	<b>\$ 595,975</b>	<b>\$ 595,975</b>	<b>\$ 446,277</b>	<b>\$ 800,784</b>	<b>\$ 802,170</b>



# 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 and selection, 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 118.00 staff years and a budget of \$27.3 million.



- Encouraged employee participation in the *Love Your Heart* blood pressure campaign, an annual event offering blood pressure screenings at County facilities as part of *Live Well San Diego* and American Heart Health Month, to help reduce heart disease and support employee wellness. Increased employee participation by 127% (1,099 to 2,494).
- Developed and implemented the fourth year Employee Wellness Program components and achieved a 14% overall employee program participation rate.
- Partnered with Land Use and Environment Group to develop a life-saving techniques class for any County employee to attend in support of *Live Well San Diego* by December 31, 2014.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

## Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Negotiated fiscally prudent successor agreements with 11 of 25 bargaining units and 6 of 9 existing employee organizations by June 30, 2015.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Developed and implemented an upgrade to the County's core Human Resources software application PeopleSoft, to improve operational efficiency in personnel record management in February 2015.
  - Conversion of Medical Standards paper files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with appropriate staff requiring file access and reduce costs associated with the storage and production of paper files was not completed by June 30, 2015. The project has been extended to August 2015, due to the upgrades with Documentum.
  - Completed coordination of the migration of the Learning Management System (LMS) to a new hosting environment to improve operational efficiency by June 30, 2015.

## 2014-15 Accomplishments

### Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Encouraged employee participation in eight Employee Wellness Program activities to increase employees' knowledge about what it means to be healthy and support healthy lifestyles.

- Strengthen our customer service culture to ensure a positive customer experience
  - Provided departments with positions that matched their staffing needs by completing 98% of classification activity requests by established timelines.
  - Reviewed and updated 219 classification specifications as part of Phase I of the Classification Modernization Project as of June 30, 2015. The goal of reviewing and updating the specifications for Phase II will be completed by June 30, 2016.
  - Enhanced the Veterans Outreach Program by updating the webpage and increasing community partnerships by June 30, 2015, resulting in 12% of hires being filled by veterans.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Increased diversity outreach by including advertisements in diverse publications on 100% of recruitments.
  - The Discipline Case Advocacy Institute (DCAI) will not be prepared and implemented by June 30, 2016. DHR will offer training opportunities on an individual basis to allow the Human Resources community opportunities to enhance their skills in this area.
  - Provided Countywide formal, informal and social learning opportunities in support of the Leadership Development Model by June 30, 2015.
  - Maintained a high quality workforce by adhering to 99% of established timelines for recruitment of County employees.
  - Identified five knowledge activities that complemented formal training to encourage continuous learning opportunities as of June 30, 2015. Three knowledge activities will be identified by June 30, 2016.
  - Redesigned Sexual Harassment Prevention for Supervisors online training by June 30, 2015.

- Increase employee participation by 1% in the Love Your Heart blood pressure campaign, an annual event offering blood pressure screenings at County facilities as part of *Live Well San Diego* and American Heart Health Month, to help reduce heart disease and support employee wellness.
- Achieve a 5% (902 to 947) increase in employee participation in the Dare to Stair campaign.
- Achieve a 5% (476 to 500) increase in employee participation in the Amazing Race campaign.
- Achieve a 5% (950 to 998) increase in employee participation in the Maintain Don't Gain campaign.



## Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Successfully implement the redesigned Work Safe/Stay Healthy Countywide safety and injury prevention program aimed to reduce workplace injuries and their resultant costs by June 30, 2016. (OE1)
  - Negotiate fiscally prudent successor Memorandum of Agreements with 12 of 25 bargaining units and 2 of 9 existing employee organizations by June 30, 2017. (OE1)
  - Increase financial literacy for County employees by collaborating with the Finance and General Government Group Executive Office in the development of an online Financial Literacy training course accessible through the Learning Management System. (OE2)
  - To ensure timely and effective services, reduce the hours of lost productivity related to workers' compensation claims by 3%.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Utilize the existing technology of PeopleSoft e-Benefits to support employee benefit elections during the 2016 open enrollment by replacing paper processes with the electronic election of plans by December 31, 2015. (OE3)
  - Integrate the Human Resources Management System PeopleSoft into the enterprise's Oracle Identity Management solution to increase security and eliminate staff intervention of password request and system logins by June 30, 2017. (OE3)
  - Successfully procure and implement an enhanced Workers' Compensation Claims Management system by June 30, 2017. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Complete Phase II of the Classification Modernization Project by reviewing 326 classification specifications by June 30, 2016.
  - Increase veteran outreach and community partnerships by increasing participation in Veteran Outreach Program activities.

## 2015–17 Objectives



### Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Expand the Farmers Market from a single location at the County Operations Center to include multiple locations at County facilities for the purpose of supporting healthy food choices at work and at home. (HF2)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Expand the Wellness Expos at County facilities from 10 to 12 locations to support healthy choices at home and at work. (HF5)



- Provide excellent customer service to County departments by completing 90% of classification activity request within prescribed timelines.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Strengthen awareness of diversity, inclusion, and cultural competence through increased learning opportunities by June 30, 2017.
  - Initially were going to conduct the Discipline Case Advocacy Institute (DCAI) by June 30, 2016 but are now focusing on offering training opportunities to individuals in the Human Resources community to enhance their skills in this area.
  - Develop the remaining three knowledge activities, for a total of eight, that complement formal training to encourage continuous learning opportunities by June 30, 2016.
- Advertise 100% of all recruitments in diverse publications in order to attract a diverse applicant pool.
- Increase number of Learning Management System (LMS) training hours completed by participants by 5% in Fiscal Year 2015–16.
- Increase the number of professional training opportunities available in LMS by adding 20 new trainings in Fiscal Year 2015–16.

### Related Links

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

◆ [www.sandiegocounty.gov/hr/](http://www.sandiegocounty.gov/hr/)

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
Recruitment plan/service agreements/timelines met	98% of 484	98% of 400	99%	98% of 400	99% of 400
Rate of overall employee participation in Employee Wellness Program activities	N/A	12% of 17,037	14% of 17,037	15%	15%
Rate of employee participation in the Love Your Heart blood pressure campaign	N/A	12% of 17,037	15% (2,557 of 17,037)	16% (2,727 of 17,044)	17% (2,897 of 17,044)
Include diversity outreach in all recruitments <sup>1</sup>	N/A	N/A	N/A	100%	100%
Increase the number of LMS training hours completed by participants <sup>2</sup>	N/A	N/A	N/A	5%	5%
Increase the number of professional development training opportunities available in LMS <sup>3</sup>	N/A	N/A	N/A	20	20
Reduce the hours of lost productivity related to workers' compensation claims <sup>4</sup>	N/A	N/A	N/A	3%	3%

**Table Notes**

- <sup>1</sup> This is a new measure effective Fiscal Year 2015–16 to reflect DHR’s commitment to attracting a skilled, adaptable and diverse workforce.
- <sup>2</sup> This is a new measure effective Fiscal Year 2015–16 to reflect DHR’s commitment to developing and enhancing training for employees. Current base: 659,000 hours.
- <sup>3</sup> This is a new measure effective Fiscal Year 2015–16 to reflect DHR’s commitment to developing and enhancing training for employees.
- <sup>4</sup> This is a new measure effective Fiscal Year 2015–16 to reflect DHR’s commitment to a County that maintains a safe, healthy and thriving workforce.



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

### Staffing

Increase of 1.00 staff year.

- ◆ Increase of 1.00 staff year in Human Resources Services, due to a position transfer from the Public Safety Group to support centralized functions.

### Expenditures

Net increase of \$2.5 million.

- ◆ Salaries & Benefits—net increase of \$0.1 million due to additional position from Public Safety Group and negotiated salaries and benefits.
- ◆ Services & Supplies—net increase of \$2.4 million due to increase in one time projects associated with the Workers Compensation claims management system, Documentum Cabinet, Work Safe Stay Healthy, Health Reimbursement Utilization (\$2.0 million); Increase for one-time implementation and ongoing costs for Health Reimbursement Utilization (\$0.2 million); Increase for one-time IT project for PeopleSoft integration (\$0.5 million). These increases are offset by a decrease in one-time projects in Fiscal year 2014–15 associated with the Wellness Portal (\$0.3 million. A rebudget of \$0.3 million for the Affordable Care Act Module project is planned for Fiscal Year 2015-16.

### Revenues

Net increase of \$2.5 million.

- ◆ Miscellaneous Revenue—increase of \$0.2 million due to increase in cost reimbursement from Employee Benefits Division and Workers' Compensation portion of the Employee Benefits Internal Service Fund.
- ◆ Use of Fund Balance—net increase of \$1.9 million for a total budget of \$3.1 million including:
  - ◆ \$1.7 million for replacement of claims management software system.
  - ◆ \$0.5 million for one-time Peoplesoft integrations.
  - ◆ \$0.3 million for Workforce Academy for Youth program.
  - ◆ \$0.3 million for one-time funding due to a rebudget for the Affordable Care Act Module project.
  - ◆ \$0.1 million for one-time IT project for the Loss Prevention Documentum Cabinet.
  - ◆ \$0.1 million for one-time costs related to Work Safe Stay Healthy Program.
  - ◆ \$0.1 million for one-time Health Reimbursement Arrangement account implementation
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million primarily to offset increase in salaries and benefits and the transfer of position from the Public Safety Group.

## Budget Changes and Operational Impact: 2015–16 to 2016–17

Net decrease of \$3.1 million primarily due to the completion of one time projects planned in Fiscal Year 2015–16.





Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Department of Human Resources		117.00			118.00	118.00
<b>Total</b>		<b>117.00</b>			<b>118.00</b>	<b>118.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Department of Human Resources	\$ 21,241,725	\$ 24,779,192	\$ 26,271,814	\$ 21,340,601	\$ 27,263,270	\$ 24,203,059
<b>Total</b>	<b>\$ 21,241,725</b>	<b>\$ 24,779,192</b>	<b>\$ 26,271,814</b>	<b>\$ 21,340,601</b>	<b>\$ 27,263,270</b>	<b>\$ 24,203,059</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 13,119,096	\$ 14,160,576	\$ 14,160,576	\$ 13,618,196	\$ 14,247,598	\$ 14,117,943
Services & Supplies	8,316,923	10,807,483	12,285,880	7,927,404	13,219,539	10,288,983
Capital Assets Equipment	—	15,000	29,225	12,682	—	—
Expenditure Transfer & Reimbursements	(194,294)	(203,867)	(203,867)	(217,680)	(203,867)	(203,867)
<b>Total</b>	<b>\$ 21,241,725</b>	<b>\$ 24,779,192</b>	<b>\$ 26,271,814</b>	<b>\$ 21,340,601</b>	<b>\$ 27,263,270</b>	<b>\$ 24,203,059</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 1,148	\$ 4,792	\$ 4,792	\$ —	\$ 4,730	\$ 4,730
Charges For Current Services	1,773,433	1,676,582	1,676,582	1,678,256	1,666,880	1,666,880
Miscellaneous Revenues	6,816,254	7,537,194	7,537,194	6,665,006	7,711,963	7,711,963
Use of Fund Balance	(1,202,030)	1,172,717	2,665,339	(1,390,568)	3,120,000	—
General Purpose Revenue Allocation	13,852,921	14,387,907	14,387,907	14,387,907	14,759,697	14,819,486
<b>Total</b>	<b>\$ 21,241,725</b>	<b>\$ 24,779,192</b>	<b>\$ 26,271,814</b>	<b>\$ 21,340,601</b>	<b>\$ 27,263,270</b>	<b>\$ 24,203,059</b>







# 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 22.00 staff years and a budget of \$3.2 million.



## 2014–15 Accomplishments



### Safe Communities

- 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 at least two drills this fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region.
  - Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.
  - Organized 1–2 meetings per year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources to better serve all residents of San Diego County before and during a disaster.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior customer service delivery to our customers
  - Created awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 272 video presentations in Fiscal Year 2014–15.
  - Worked proactively to deliver vital information including County news, challenges and successes directly to San Diego County residents and position the County to define itself, rather than relying on traditional media to do so.

### Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.

- Updated County News Center regularly to establish the site as a valid news source. Added at least one new content item (article or video) every business day for a total of 555 during Fiscal Year 2014–15.
- Provided easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 46% during Fiscal Year 2014–15.
- 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 269 content items (article or video) in support of the County’s Strategic Plan during Fiscal Year 2014–15.

- 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 during Fiscal Year 2015–16 and another 365 items during Fiscal Year 2016–17. (SE7)

## 2015–17 Objectives



### Safe Communities

- 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 man-made disasters impacting the San Diego County region. (SC1)
  - Organize 1–2 meetings per year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources. (SC1)
  - 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, new releases, news conferences and video.



### Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges.



### 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. (OE4)
  - 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 and Twitter by 20% during Fiscal Year 2014–15, and an additional 20% during Fiscal Year 2016–17.
- 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 at least 200 content items, such as an article or video, during Fiscal Year 2015–16, and another 200 during Fiscal Year 2016–17.

## Related Links

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

- ◆ [www.countynewscenter.com](http://www.countynewscenter.com)





Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Actuals	2015–16 Adopted	2016–17 Approved
New presentations, programs, segments, Public Service Announcements (PSAs), Web videos and internal videos produced by CCO highlighting one or more Strategic Plan Initiatives or performance stories <sup>3</sup>	306	205	272	N/A	N/A
Participate in two emergency preparedness drills to test readiness	2	2	4	2	2
News items (article or video) posted on County News Center <sup>1</sup>	624	315	555	365	365
Increase in followers of County social media sites <sup>2</sup>	86% (15,187 above 17,723 actual base)	10%	46% (15,047 above 32,910 actual base)	20%	20%
Articles, videos and information posted on department’s intranet site <sup>4</sup>	261	140	269	200	200

Table Notes

- <sup>1</sup> 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. In the coming fiscal years, the goal has been increased to provide at least one new piece of content each calendar day, reflecting the department’s commitment to updating the public regularly and providing additional content as needed.
- <sup>2</sup> Several high profile posts, including one shared on the account of a nationally recognized veterinarian, led to a significant increase.
- <sup>3</sup> Most video items are now incorporated into County News Center and the County’s intranet. Performance measures for those are reflected above.
- <sup>4</sup> The goal in future fiscal years has been adjusted to reflect trends seen in past years.

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

**Staffing**

No change in staffing.

**Expenditures**

Net increase of \$0.1 million.

- ◆ Salary & Benefits—no significant overall change, however this reflects a reduction in one-time prior year negotiated salary and benefit payments which is offset by negotiated salary and benefit growth.
- ◆ Services & Supplies—no significant change, however this reflects a reduction in one-time prior year costs associated with a digital signage project.
- ◆ Capital Assets Equipment—increase of \$0.1 million primarily due to one-time capital expenditures for CNC TV production equipment.

**Revenues**

Net increase of \$0.1 million.

- ◆ Licenses, Permits & Franchises—increase of \$0.1 million in Public Educational Governmental (PEG) Access Fee revenue, as a result of the increases in capital assets equipment expenditures for CNC TV production equipment.
- ◆ Use of Fund Balance—decrease of \$0.1 million for prior year one-time salary and benefit payments and one-time costs associated with a digital signage project.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million as a result of negotiated labor agreements.

**Budget Changes and Operational Impact: 2015–16 to 2016–17**

No significant changes.



Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
County Communications Office		22.00			22.00	22.00
<b>Total</b>		<b>22.00</b>			<b>22.00</b>	<b>22.00</b>

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
County Communications Office	\$ 2,885,540	\$ 3,151,234	\$ 3,230,662	\$ 2,793,532	\$ 3,246,121	\$ 3,199,164
<b>Total</b>	<b>\$ 2,885,540</b>	<b>\$ 3,151,234</b>	<b>\$ 3,230,662</b>	<b>\$ 2,793,532</b>	<b>\$ 3,246,121</b>	<b>\$ 3,199,164</b>

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 2,663,325	\$ 2,739,561	\$ 2,739,561	\$ 2,716,549	\$ 2,763,257	\$ 2,778,852
Services & Supplies	447,304	538,673	597,624	340,778	491,864	491,312
Capital Assets Equipment	143,665	223,000	243,477	105,489	341,000	279,000
Expenditure Transfer & Reimbursements	(368,754)	(350,000)	(350,000)	(369,284)	(350,000)	(350,000)
<b>Total</b>	<b>\$ 2,885,540</b>	<b>\$ 3,151,234</b>	<b>\$ 3,230,662</b>	<b>\$ 2,793,532</b>	<b>\$ 3,246,121</b>	<b>\$ 3,199,164</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 304,352	\$ 242,300	\$ 242,300	\$ 137,382	\$ 356,500	\$ 294,500
Miscellaneous Revenues	1,833	—	—	335	—	—
Other Financing Sources	159	—	—	—	—	—
Use of Fund Balance	(188,275)	90,748	170,176	(162,371)	—	—
General Purpose Revenue Allocation	2,767,471	2,818,186	2,818,186	2,818,186	2,889,621	2,904,664
<b>Total</b>	<b>\$ 2,885,540</b>	<b>\$ 3,151,234</b>	<b>\$ 3,230,662</b>	<b>\$ 2,793,532</b>	<b>\$ 3,246,121</b>	<b>\$ 3,199,164</b>



Capital Program

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# Capital Program

## Capital Program Introduction

To provide a formal groundwork for funding the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds. The Capital Program does not include appropriations for recurring capital expenses appropriated in departmental operating budgets nor recurring appropriations for capital projects, which are managed and accounted for in the enterprise funds or special revenue funds (i.e. roads/airports). See departmental operational plan narratives beginning on page 113 for amounts appropriated for recurring capital expenses.

The Chief Administrative Officer (CAO) established County of San Diego CAO Administrative Manual, Policy 0030-23, *Use of the Capital Program Funds, Capital Project Development and Budget Procedures*, to set forth procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets and the closure of capital projects within the capital program funds.

The Capital Program is composed of the following major funds:

### Capital Outlay Fund

The Capital Outlay Fund provides centralized budgeting and accounting for the County's capital projects and is currently used to account for the funding of land acquisitions and capital projects that do not fall within the scope of any of the other capital program funds (listed below). Capital projects that are funded through the Capital Outlay Fund include the purchase or construction of buildings for the delivery of County services and the acquisition and development of open space and parkland, outside of the Multiple Species Conservation Program (MSCP) (see adjacent description).

### County Health Complex Fund

The County Health Complex Fund contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other County health facilities, excluding the County's Edgemoor property (see adjacent description).

### Justice Facility Construction Fund

The Justice Facility Construction Fund contains budgeted amounts for capital projects related to the County's justice and public safety capital improvements, including detention facilities, Sheriff's stations and other criminal justice facilities.



### Library Projects Fund

The Library Projects Fund contains budgeted amounts for the acquisition and construction of County Library facilities.

### Multiple Species Conservation Program Fund

This fund contains budgeted amounts for the improvement and acquisition of land related to the MSCP. The MSCP seeks to preserve San Diego's natural areas, native plants and animals, and refine the development process, thereby conserving the quality of life for current and future generations.

### Edgemoor Development Fund

Board of Supervisors Policy F-38, *Edgemoor Property Development*, provides guidelines for the use, development and disposition of the County property located within the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to this policy and all of its revenues, mainly produced by the Edgemoor property itself and the lease and sale of land, were used in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of a major capital facility, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor Skilled Nursing Facility was funded by certificates of participation (COPs) executed and delivered in January 2005 and December 2006 then refunded in 2014. The Edgemoor Development Fund provides funding for the repayment of the COPs.



**Capital Program Funds are used for:**

- ◆ The acquisition and construction of new public improvements, including buildings and initial furnishings and equipment.
- ◆ Land and permanent on-site and off-site improvements necessary for the completion of a capital project.
- ◆ The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply, and the following expenses are not to be funded from the Capital Program Funds:

- ◆ Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds, such as the Road Fund, or enterprise funds.
- ◆ Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses, which are budgeted within departments.
- ◆ Feasibility studies, facility master plans, or other analytical or research activities that do not relate directly to the implementation of a capital project.
- ◆ Furnishings or equipment not considered a permanent component of the facility, or other short-lived general fixed assets.

The Board of Supervisors may appropriate funding from any legal source to the Capital Program Funds for present or future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The County's capital improvements planning process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities and Space Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and identifies the Department of General Services (DGS) as steward for the management and planning of the

County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing the Capital Improvements Needs Assessment (CINA), as described in the section beginning on page 448.

Once funding is identified, projects are included in the two-year Operational Plan, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding has been identified. Each organizational group is responsible for identifying funding sources for its projects. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy*.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- ◆ Public or employee health/safety is threatened by existing or imminent conditions.
- ◆ The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- ◆ The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

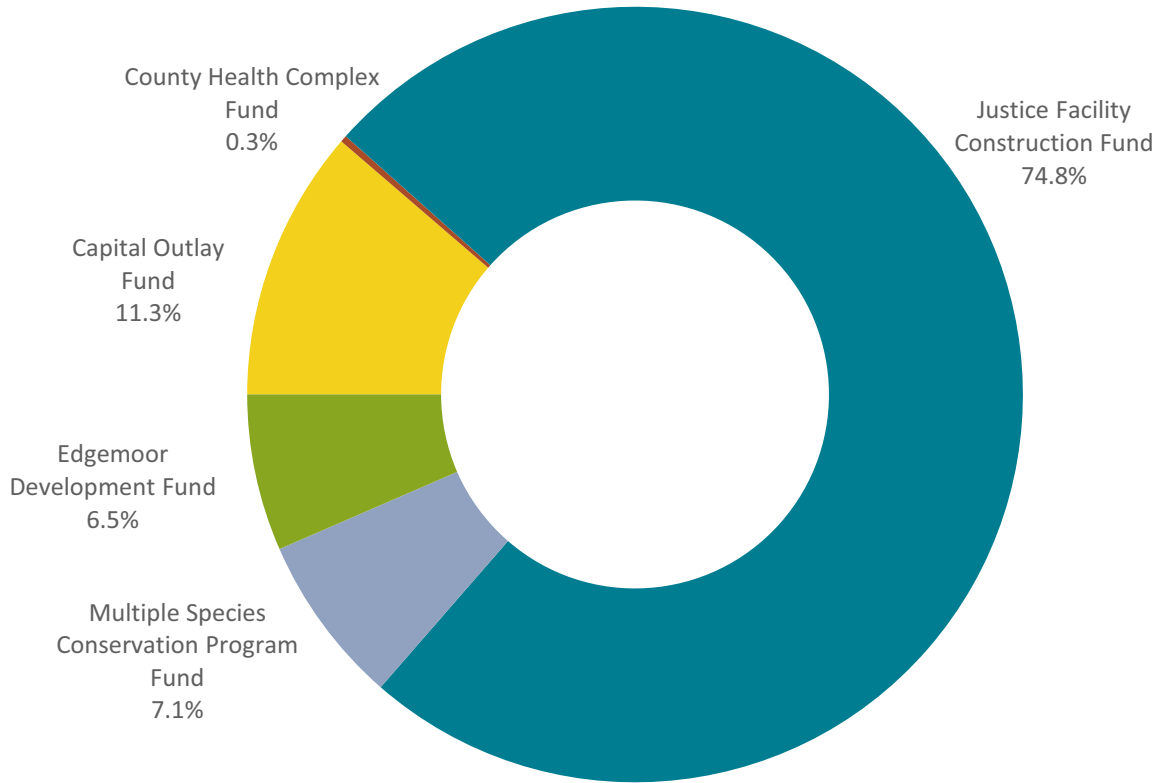
Any appropriations remaining in the capital project at the end of the fiscal year automatically carry forward into the next fiscal year along with any related encumbrances, until the project is completed.

The tables beginning on page 448 provide information for the County's current outstanding capital projects. The Finance Other section of the Operational Plan contains detailed information regarding lease payments that are used to repay long-term financing of capital projects.



# 2015–16 Adopted Budget at a Glance: Capital Program

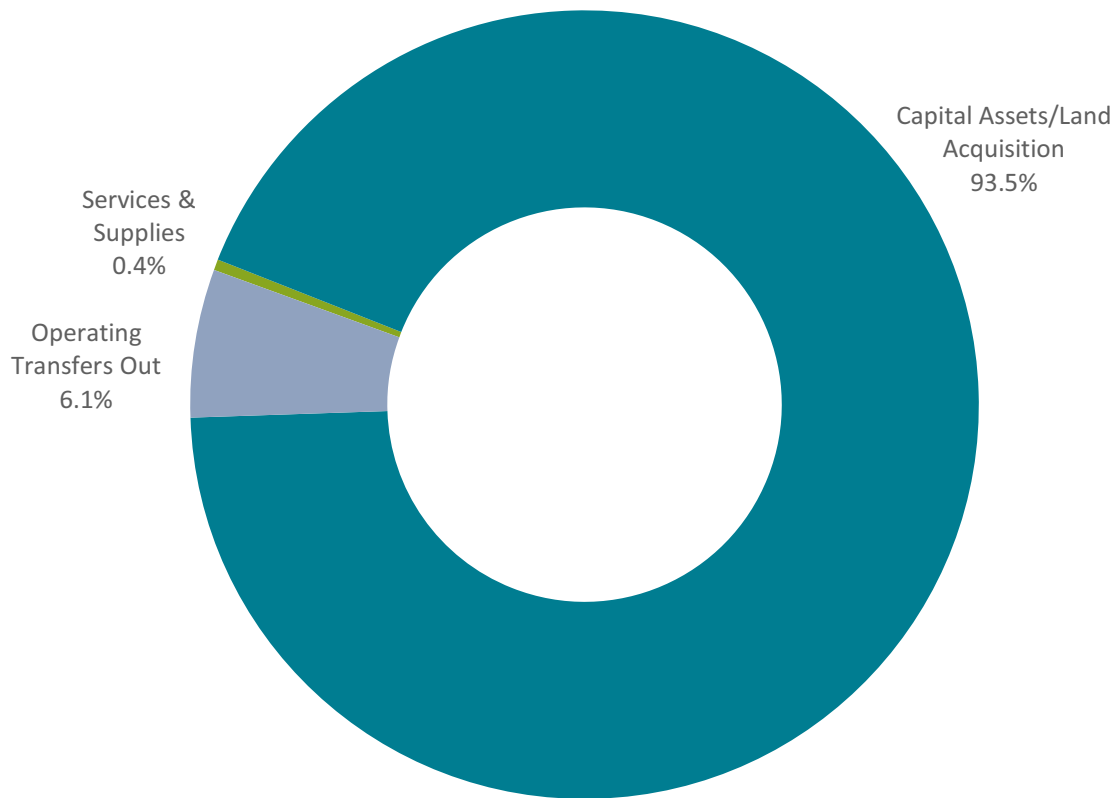
**Capital Program by Fund**  
Fiscal Year 2015–16: \$141.0 million



**Adopted Budget by Fund: Capital Program**

	Budget in Millions	Percent of Total Capital Budget
Capital Outlay Fund	\$ 16.0	11.3
County Health Complex Fund	0.4	0.3
Justice Facility Construction Fund	105.4	74.8
Multiple Species Conservation Program Fund	10.0	7.1
Edgemoor Development Fund	9.2	6.5
<b>Total</b>	<b>\$ 141.0</b>	<b>100.0</b>

### Capital Program by Categories of Expenditures Fiscal Year 2015–16: \$141.0 million



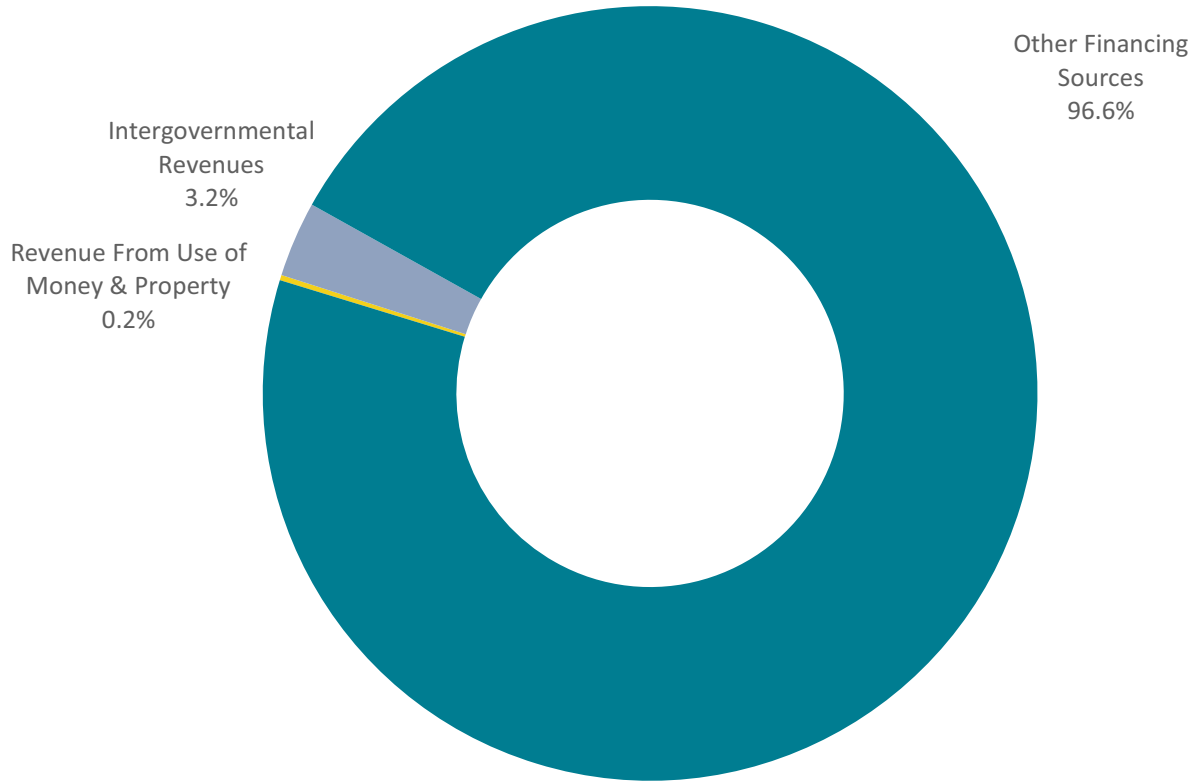
Adopted Budget by Categories of Expenditures:  
Capital Program

	Budget in Millions	Percent of Total Capital Budget
Services & Supplies	\$ 0.6	0.4
Capital Assets/Land Acquisition	131.8	93.5
Operating Transfers Out	8.6	6.1
<b>Total</b>	<b>\$ 141.0</b>	<b>100.0</b>





### Capital Program by Categories of Revenues Fiscal Year 2015–16: \$141.0 million



#### Adopted Budget by Categories of Revenues: Capital Program

	Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	\$ 0.3	0.2
Intergovernmental Revenues	4.5	3.2
Other Financing Sources	136.2	96.6
<b>Total</b>	<b>\$ 141.0</b>	<b>100.0</b>



# Capital Improvement Needs Assessment: Fiscal Years 2015–20

The County's capital improvement planning process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities and Space Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designating a process and providing evaluation criteria for establishing the Capital Improvement Needs Assessment (CINA).

In accordance with Board Policy G-16, the CINA is prepared and presented annually to the Board of Supervisors to guide the development and funding of both immediate and long-term capital projects. The CINA includes a comprehensive list of all current and anticipated capital projects over a five-year period. Funded projects are given first priority, followed by partially funded projects and, finally, unfunded projects. Preparation of the CINA involves the following process:

- ◆ A "Call for Projects" begins in August when departments submit projects, including a description, estimated costs and level of available funding. This is an opportunity for departments to submit high priority capital projects for review and evaluation. Capital requests are defined, per the County of San Diego CAO Administrative Manual, Policy 0050-01-06 *Capital, Space and Maintenance Requests*, as those projects which improve the effectiveness and efficiency, change the use or extend the useful life of an asset. The definition includes projects such as new structures, major improvements to land and buildings, installation of infrastructure such as wells and photo-voltaic systems on County property, and development of parkland.
- ◆ The Facilities Planning Board (FPB), which consists of the Director of the Office of Financial Planning, the five Group Finance Directors and the Director of DGS, reviews and prioritizes the projects, using the Capital Improvement Plan Prioritization Score Sheet (shown on the next page). In order to plan effectively for the County's overall capital needs and to make efficient use of resources, capital projects are prioritized using specific criteria including but not limited to:
  - ◆ Strategic Plan linkage
  - ◆ Critical need: life, safety and emergency
  - ◆ State/federal mandates: legally binding commitments
  - ◆ Operating budget impacts: quantifiable reduced operating costs
  - ◆ Maintenance budget impacts: quantifiable reduced maintenance costs
  - ◆ Customer service benefits
  - ◆ Quality of life

- ◆ The FPB makes a presentation providing recommendations to the Group General Managers who then either concur with or modify the recommendations.
- ◆ The CINA is then presented to the CAO for final review and approval before presentation to the Board of Supervisors (Board), which accepts the CINA and refers to the CAO the responsibility of determining project timing and the funding mechanisms to carry out the CINA.

The County owns extensive land and facility assets throughout the region and employs a strategy to manage and plan for current and long-term capital and space needs. The Board, through its policies and commitment to capital investment and facility management, has shown that San Diego County is a leader in managing its capital assets in replacing outdated and functionally obsolete buildings. The County is also committed to the MSCP land acquisition program, as well as maintaining and expanding its park facilities.

Over the next ten years, the County will continue to take a proactive approach to maintain the physical environment, modernize and replace aging facilities, and maximize the public return on investments. To the greatest practical extent, the County will improve the sustainability of its own operations by reducing, reusing and recycling resources, and using environmentally friendly practices in maintenance and replacement of infrastructure. Although all or partial funding has been identified for some capital projects, others will be financed by non-County sources, such as Statewide bonds, State and federal grants.

## Capital Project Phases

Initiation	Client request submitted
	Establish project objectives and preliminary project scope statement
Planning	Scope development
	Communications plan
	Programming
	Due diligence
	Budget development
	Schedule development
	Acquisition strategy
Execution	Approval/authorization
	Design
Closeout	Construction
	Closeout project
	Punch-list items





The following table shows the Capital Improvement Plan Prioritization Score Sheet and the criteria used by the FPB to assess the capital projects presented in the CINA.

Capital Improvement Plan Prioritization Score Sheet					
Weighted Value	Criteria	Score			
		3	2	1	0
5	Strategic Plan Linkage	Project clearly supports a County Strategic Initiative	There is a CAO approved goal that includes the project	There is a department approved goal or plan that includes the project	There is no plan linkage
5	Critical Need: Life, Safety, Emergency	Project needed to correct an existing deficiency	Project needed to correct a potential deficiency	Project promotes or maintains health/safety	No health or safety impacts
5	Quality of Life	Project provides a measurable benefit to the Quality of Life for all county residents	Project provides a measurable benefit to the Quality of Life for a majority of county residents	Project provides a minimal benefit to the Quality of Life for all county residents or a measurable benefit to a smaller population	No measurable Quality of Life Benefits
4	State/Federal Mandate-Legally Binding Commitment	Projects with enforceable sanctions or with a legally binding commitment to complete work, with State or federal funding	Projects with enforceable sanctions or with a legally binding commitment to complete work, without State or federal funding	Projects that have an agreement by the Board of Supervisors to complete work	No mandate or commitment
3	Operating Budget Impacts	Project results in quantifiable reduced operating costs	Project has minimal or no new operating costs	Project has minor added operating costs	Project requires significant added operating costs
3	Maintenance Budget Impacts	Project results in quantifiable reduced maintenance costs	Project has minimal or no new maintenance costs	Project has minor added maintenance costs	Project requires significant added maintenance costs
3	Customer Service Benefits	Customer service level is significantly increased	Customer service level is moderately increased	Customer service level is maintained	Customer service level is decreased



# CINA Major Capital Projects

The County defines major capital projects as those with an estimated cost at or exceeding \$10.0 million. This list reflects the current status of the County's major capital project priorities. The total estimated cost of these projects is **\$637.1 million**. The total project costs are the latest estimates based on preliminary scoping, and are subject to change. Updated estimates will be required before progressing to the implementation/construction bid phase for each project.

## Priority 1:

### Regional Communications System Upgrade

**Scope:** Design, procure and install next generation regional public safety communications system.

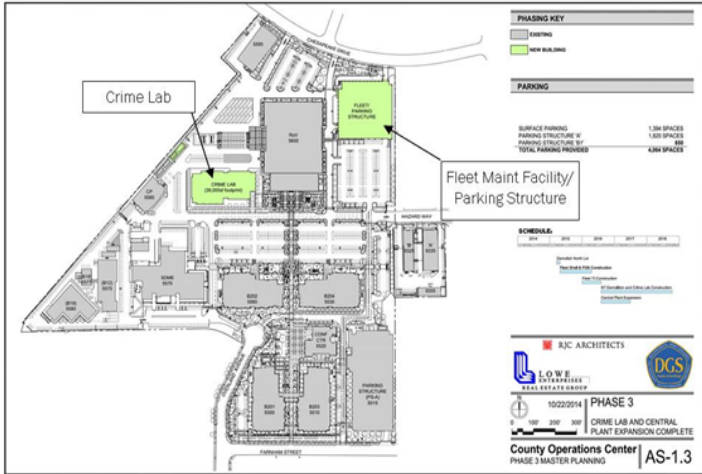
**Schedule and Milestones:** Microwave upgrade estimated completion date of February 2016.

**Basis:** The trunked voice radio system and supporting microwave backhaul network is nearing the end of its useful life and system/equipment support is being phased out.

**Significant Achievements:** Memorandum Of Understanding (MOU) with 50 regional partners executed.

**Estimated Cost:** \$105,000,000

**Funding Source(s):** Federal funding of Homeland Security grants, General Fund and contributions from regional partner agencies for their share.



## Priority 2:

### Sheriff's Crime Lab

**Scope:** A 150,000 square-foot structure to house the County's crime lab, criminal evidence warehouse and central investigations unit offices. Current County Operations Center Master Plan includes the Fleet Maintenance Facility which must be relocated for the crime lab site.

**Schedule and Milestones:** Fleet facility and parking structure construction commenced in March 2015. Crime Lab estimated construction to begin summer 2016.

**Basis:** The Crime Laboratory/Property & Evidence Facility/Central Investigations Offices project will benefit public safety through increased efficiency by co-locating forensic investigators, detectives, criminal evidence and evidence personnel adjacent to the County Medical Examiner.

**Significant Achievements:** County Operations Center Campus parking assignment plan complete.

**Estimated Cost:** \$92,600,000 (Crime Lab Facility); \$12,200,000 (Fleet Relocation)

**Funding Source(s):** General Fund



**Priority 3:**

**North Coastal Health and Human Services Agency (HNSA) Facility**

**Scope:** Redevelopment of existing North Coastal property to replace various old and undersized facilities, consolidate services and develop a new Mental Health Day Center, Family Resource Center, Public Health Center and Veterans Services Center.

**Schedule and Milestones:** To be determined.

**Basis:** Existing facility is over 50 years old, functionally inefficient, ADA non-compliant. Redevelopment allows program expansion of existing services as well as relocation of additional services to consolidate client support.

**Significant Achievements:** Concept Plan completed.

**Estimated Cost:** \$24,000,000

**Funding Source(s):** Mental Health Services Act (MHSA) Grant (\$8.0 million); Securitized Tobacco Revenue (\$7.5 million); Land sale (Grand Avenue) (\$1.0 million); General Fund fund balance (HNSA) (\$7.5 million).



**Priority 4:**

**Multiple Species Conservation Program (MSCP) Land Acquisition**

**Scope:** The MSCP is a Habitat Conservation Plan and Natural Community Conservation Plan formed under federal and State law and subject to an Implementing Agreement approved by the Board of Supervisors on October 22, 1997 between the County, U.S. Fish and Wildlife Service and the California Department of Fish and Wildlife.

**Schedule and Milestones:** On-going acquisitions.

**Basis:** The County has a responsibility to acquire open space lands under the Implementation Agreement with the State of California Department of Fish and Wildlife and the U.S. Fish and Wildlife Service.

**Significant Achievements:** The County has purchased 19,308 acres in the south, north and east county. Acquisition of 15,483 acres is projected over the remaining life of the project.

**Estimated Cost:** \$301,297,954

**Funding Source(s):** General Fund leveraged with federal, State and private funding.





**Priority 5:**

**Emergency Vehicle Operations Course (EVOC)**

**Scope:** Acquisition of an estimated 15 acres of relatively flat land that would be paved for new EVOC facility.

**Schedule and Milestones:** DGS Real Estate Services is evaluating possible sites.

**Basis:** High speed vehicle pursuits is a legislatively mandated learning domain for the California Commission on Peace Officers Standards and Training (P.O.S.T.) Basic Course. Additionally, the Sheriff’s Department conducts refresher and specialized emergency vehicle operation courses on a regular basis.

**Significant Achievements:** N/A

**Estimated Cost:** \$15,000,000

**Funding Source(s):** Proposition 172 and Regional Partners.



**Priority 6:**

**Otay Valley River Regional Park Active Recreation Site 3**

**Scope:** Project will develop the site as an active recreation park, including multi-use fields, speed soccer arena, zip line adventure course, disc golf course, skate park, community park, drainage improvements, lighting and parking.

**Schedule and Milestones:** Concept plans complete. Estimated funding for environmental review and design in Fiscal Year 2017–18. Estimated construction to begin Fiscal Year 2019–20.

**Basis:** As part of the Otay River Valley Park Master Plan, certain parcels in the valley were identified as possible active recreation sites.

**Significant Achievements:** The County has purchased an approximately 46-acre site located east of Interstate 5.

**Estimated Cost:** \$23,790,000

**Funding Source(s):** Funding for completing design and construction has not been identified.

**Priority 7:**

**Tijuana River Valley Active Recreation Site**

**Scope:** County purchased a 64-acre site to be developed as a regional sports complex. Planned elements include baseball and multi-use fields, playgrounds, restrooms and other community park amenities.

**Schedule and Milestones:** Planning

**Basis:** Continued growth and residential expansion in the region supports a new sports complex.

**Significant Achievements:** Final concept plan approved. Hydrology study complete.

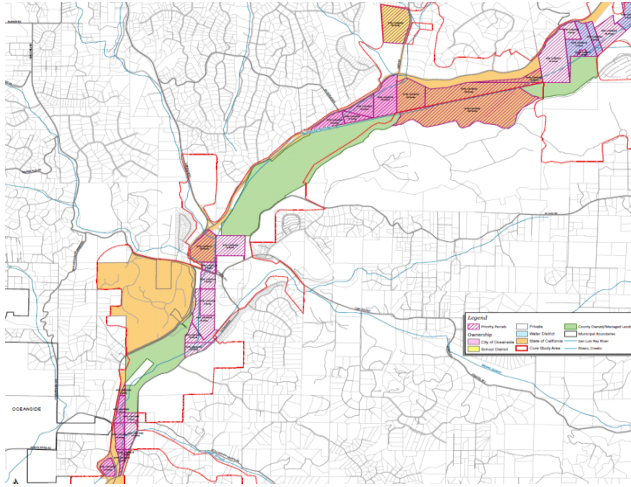
**Estimated Cost:** \$25,000,000

**Funding Source(s):** Phases will be developed pending available General Fund funds and a partnership with a private entity.



64 ACRE ACTIVE RECREATION SITE  
**TIJUANA RIVER VALLEY REGIONAL PARK**  
 SAN DIEGO, CALIFORNIA

Partners and Recreation County of San Diego



**Priority 8:**

**San Luis Rey River Park Land Acquisition and Improvements**

**Scope:** Acquisition of properties within the proposed San Luis Rey River Park includes two active recreation sites (totaling approximately 40–60 acres).

**Schedule and Milestones:** Acquisition

**Basis:** To preserve more than 1,500 acres of land and address a deficit of public active recreation and sports fields in north San Diego County.

**Significant Achievements:** Master Plan approved and Program Environmental Impact Report (PEIR) certified on September 24, 2008; 500 acres acquired.

**Estimated Cost:** \$38,242,239

**Funding Source(s):** General Fund, MSCP, and other appropriate grants.

CINA Major Capital Projects (\$10.0 million and over)					
Strategic Initiative Alignment	Project Name	Phase	Status	Estimated Total Project Cost	Rank
	Regional Communications System Upgrade	Planning	Planning	\$ 105,000,000	1
	Sheriff's Crime Lab	Execution	Fleet facility and parking structure construction started March 2015. Crime Lab estimated construction begins summer 2016.	104,800,000	2
	North Coastal Health and Human Services Agency (HHSA) Facility	Planning	Concept plans completed	24,000,000	3
	Multiple Species Conservation Program (MSCP) Land Acquisition	Planning	County has purchased 19,308 acres in south, north and east county	301,297,954	4
	Emergency Vehicle Operations Course (EVOC)	Planning	Real Estate Services evaluating possible sites	15,000,000	5
	Otay Valley River Regional Park Active Recreation Site 3	Planning	Concept plan completed	23,790,000	6
	Tijuana River Valley Active Recreation Site	Planning	Final concept plan approved	25,000,000	7
	San Luis Rey River Park Land Acquisition and Improvements	Planning	500 acres currently owned	38,242,239	8
<b>Total Major Projects</b>				<b>\$ 637,130,193</b>	



## CINA Minor Capital Projects

Minor capital projects are those projects anticipated to cost less than \$10.0 million. Minor capital needs, including park expansions and improvements, health facilities, and Sheriff's facilities, are listed, but are not ranked by the Facilities Planning Board. The total estimated cost of these projects is **\$80.3 million**. The total project costs are the latest estimates based on preliminary scoping, and are subject to change. Updated estimates will be required before progressing to the implementation/construction bid phase for each project

CINA Minor Capital Projects (under \$10.0 million)			
Project Name	Phase	Estimated Total Project Cost	Project Scope
4S Ranch Library Expansion	Planning	TBD	Proposed expansion and remodel into unused fountain/plaza area.
Agua Caliente Campground Expansion and Water Upgrades Phase II	Execution	\$ 3,725,000	Phase II: Proposed improvements include the construction of additional campsites and water distribution.
Agua Caliente Photovoltaics (PVs)	Planning	1,200,000	This project will provide PVs to power facilities at the Agua Caliente County park, supporting County energy saving measures.
Borrego Springs Park	Planning	2,000,000	Play structures, lawn bowling, picnic area, small observatory, shade structures, and a restroom.
California Riding and Hiking Trail Acquisition and Improvements	Planning	4,000,000	This project is to preserve this historic trail through the transfer of State trail easements to the County and acquisition of new easements. It also includes construction of new trail segments and major improvements to existing segments.
Casa De Oro Library	Planning	TBD	Land acquisition and construction of new 15,000 square-foot library with teen and children spaces, community room to replace undersized lease facility.
Corrections Corporation of America (CCA) Renovation	Planning	9,995,000	The CCA facility is an existing County-owned property under lease to a private operator. Project will provide 400 beds (2 housing units, support/administration facilities) ready for occupancy within 6 months of taking possession on January 1, 2016.
East Mesa Youth Development Center	Planning	6,000,000	Construction of a multipurpose vocational and educational facility to provide additional programming space for youthful offenders housed at the East Mesa Juvenile Detention Facility.
Estrella Park Improvements	Planning	1,800,000	This project involves ADA parking, decomposed granite trails, landscape, irrigation, park benches and picnic tables.
Guajome Campground Expansion	Planning	1,200,000	This project involves the construction of 25 new campsites.
Harmony Grove Fire Station	Planning	TBD	New fire station.





CINA Minor Capital Projects (under \$10.0 million)			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Heise Park Electrical & Water	Planning	\$ 2,000,000	This project will replace underground electrical lines and potable water lines to provide for the increased demands for facility operation.
Inmate Court Appearance Facilities	Planning	TBD	Feasibility study to determine possible: 1) new courtrooms inside the San Diego Central Jail and the Women's Detention and Reentry Facility; and 2) the expansion of video arraignment at both of these booking facilities.
Lakeside Ball Fields Turf Replacement	Planning	2,600,000	The turf at Lakeside Baseball Park is at the end of its useful life. Funding to remove the existing artificial turf at Lakeside Baseball Park and replace it with new artificial turf.
Lakeside Library	Planning	TBD	Possible land acquisition and construction of new 15,000 square-foot library with community room, or expansion of existing 5,000 square-foot facility.
Lindo Lake Restoration/Improvements	Planning	9,900,000	Restore Lindo Lake by dredging the bottom of the lake to remove sediment. Improve drainage filtration systems that lead to the lake.
Nelson Sloan Reclamation	Planning	1,000,000	This project involves the reclamation of the Nelson Sloan property (former quarry) to meet the basic requirements of the reclamation plan under Surface Mining and Reclamation Act of 1975.
Pine Valley Fire Station	Execution	TBD	Develop a new fire station on existing fire district site.
Ramona Intergenerational Community Center (RICC) Land Acquisition	Planning	4,000,000	Potential location for a new community center, senior center and other community oriented facilities adjoining the new library.
Replace existing grass fields at various locations	Planning	4,500,000	This project is to replace existing grass with artificial turf.
San Dieguito Park ADA Playground	Planning	650,000	This project will include the design and construction of a fully-integrated ADA accessible playground in San Dieguito Park.
San Dieguito Park Porous Paving	Planning	1,200,000	This project involves the construction of new porous paving access road from the lower part of San Dieguito Park up to the Miracle Field baseball area and porous paved road to the basketball court to improve accessibility for overflow parking.
Santa Ysabel Nature Center	Execution	7,249,000	This project involves the design and construction of a nature center facility showcasing environmental and cultural education.
Solana Beach Library Remodel	Planning	TBD	Remodel library, expand into new meeting/student facility.

**CINA MINOR CAPITAL PROJECTS**

CINA Minor Capital Projects (under \$10.0 million)			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Steele Canyon Artificial Turf Conversion	Planning	\$ 1,540,000	This project involves the construction of new 107,000 square-foot artificial turf baseball field, multi-purpose soccer/football field and other related park improvements.
Stowe Trail Acquisition	Planning	7,500,000	This project involves the acquisition of 230 acres of land for the historic Stowe Trail that links the County's Goodan Ranch, Sycamore Canyon Preserve and Mission Trails Park.
Sweetwater Loop Trail Acquisition/ Construction and Development Phase II	Planning	5,000,000	This project involves the construction of equestrian and bikeway segments along the periphery of the Sweetwater Reservoir to integrate and connect trails existing at the Sweetwater Regional Park and new trails being constructed as part of the construction of the State Route 125 Freeway.
Sweetwater Summit Campground Expansion Phase II	Planning	3,212,000	This project includes the construction of approximately 27 new recreational vehicle (RV) campsites, including the extension of utilities, roads and other camp amenities.
<b>Total Minor Projects</b>		<b>\$ 80,271,000</b>	



## Operating Impact of Capital Program: Fiscal Years 2015–17

The County of San Diego considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include one-time furniture, fixtures and equipment (FF&E) costs, ongoing operations and maintenance (O&M) costs, necessary additional staffing (staff years), any anticipated ongoing program revenue related to the project and debt service payments related to any long-term financing of the capital project. More detailed information regarding the debt service payments can be found in the Finance Other section of the Operational Plan in the Lease Payments table on page 488. The following major capital projects are currently in progress and are scheduled for completion during Fiscal Years 2015–17.

### 2015–17 Operating Impact of Capital Program

Project Name	Description of Operating Impact	Estimated Total Project Cost	Estimated Completion Date	Estimated FF&E Costs	Estimated Ongoing Annual O&M Costs	Estimated Increase in Staff Years	Estimated Revenue for Ongoing Costs
Alpine Library	The operating impact for the Alpine Library capital project is estimated at \$1.3 million in Fiscal Year 2015–16 including \$1.0 million in one-time costs and \$0.3 million in maintenance costs. The operating impact for Fiscal Year 2016–17 is estimated at \$0.1 million for ongoing maintenance expenses.	\$ 10,194,686	2016	\$1,000,000	Fiscal Year 2015–16 \$ 1,300,000	—	Fiscal Year 2015–16 \$ 2,250
					Fiscal Year 2016–17 \$ 120,000		Fiscal Year 2016–17 \$ 9,000
Cedar and Kettner Development	The operating impact costs associated with the Cedar and Kettner Development project are estimated at \$2.0 million each year, which include \$1.7 million in annual debt service costs and \$0.3 million in O&M costs. (Costs will be fully offset with ongoing revenues received under the Tax Sharing Agreement with the City of San Diego. Additional revenue of \$0.2 million is expected from after hours parking.)	\$ 36,100,000	2015	—	1,925,000	—	1,925,000
Las Colinas Detention and Reentry Facility (LCDRF) Phase II	Phase II of the LCDRF project adds 125,000 SF to Phase I. One-time costs in Fiscal Year 2015–16 include \$2.5 million for FF&E. Ongoing O&M costs total \$4.6 million in Fiscal Year 2015–16 which includes \$2.6 million for utilities and \$1.9 million for maintenance and staffing. In Fiscal Year 2016–17 O&M costs of \$5.1 million including \$2.4 million for maintenance and staffing and \$2.7 million for utilities.	\$ 303,600,000	2016	\$2,500,000	Fiscal Year 2015–16 \$ 4,576,338	6.00	—
					Fiscal Year 2016–17 \$ 5,139,201		
<b>2015–16 Total Operating Impact</b>		—	—	<b>\$ 3,500,000</b>	<b>\$ 7,801,338</b>	<b>6.00</b>	<b>\$ 1,927,250</b>
<b>2016–17 Total Operating Impact</b>		—	—	<b>\$ —</b>	<b>\$ 7,184,201</b>	<b>6.00</b>	<b>\$ 1,934,000</b>



# Capital Appropriations: Fiscal Year 2015–16

The Fiscal Years 2015–17 Adopted Operational Plan includes **\$131.8 million** in new appropriations for various capital projects in the Capital Program for Fiscal Year 2015–16 and another \$2.5 million in the Multiple Species Conservation Program Fund (MSCP) in Fiscal Year 2016–17. This excludes the \$9.2 million appropriated in both Fiscal Year 2015–16 and Fiscal Year 2016–17 in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction. The following section briefly describes the anticipated cost and purpose of each project.

## Agua Caliente Photovoltaic System

**Fiscal Year 2015–16 Appropriations:** \$1,200,000

**Project Number:** 1019563

**Estimated Total Project Cost:** \$1,200,000

**Funding Source(s):** General Fund

**Scope:** Agua Caliente County Park is located in the Anza-Borrego Desert, an unincorporated area of the county, and is well-known for its therapeutic hot spring pools and unique desert environment. The park also offers camping, picnicking, hiking, play areas and accommodations for large group events within a beautiful natural setting. This project will install a grid-tied photovoltaic system designed to offset the park facilities electric consumption and provide clean source of renewable energy. Fiscal Year 2015–16 includes funding of \$1.2 million based on General Fund fund balance (countywide).

**Schedule and Milestones:** Estimated completion in 2016.



## Borrego Springs Park

**Fiscal Year 2015–16 Appropriations:** \$1,500,000

**Project Number:** 1019606

**Estimated Total Project Cost:** \$2,000,000

**Funding Source(s):** General Fund

**Scope:** Planning and design/build of a new park in the community of Borrego Springs. The project will be constructed in conjunction with the Borrego Library and is anticipated to include play structures, lawn bowling, picnic area, small observatory, shade structures, a restroom. Fiscal Year 2015–16 includes funding of \$1.5 million based on General Purpose Revenue.

**Schedule and Milestones:** Construction is anticipated to begin in 2015 with estimated completion in 2017.



### Dos Picos Camping Cabins

**Fiscal Year 2015–16 Appropriations:** \$250,000

**Project Number:** 1019566

**Estimated Total Project Cost:** \$250,000

**Funding Source(s):** General Fund

**Scope:** Dos Picos is a 78-acre park located in Ramona which features a large, well-maintained picnic area, hiking trails, fishing opportunities, camping sites and two camping cabins. Due to high demand the cabins can be difficult to reserve and have an extremely low weekend and holiday vacancy rate. This project will fund the installation of two to four additional camping cabins including fire rings, barbecue's and picnic tables. Fiscal Year 2015–16 includes funding of \$0.3 million based on General Fund fund balance (LUEG).

**Schedule and Milestones:** Estimated completion in 2016.

### Heise Park Electrical and Water

**Fiscal Year 2015–16 Appropriations:** \$2,000,000

**Project Number:** 1019561

**Estimated Total Project Cost:** \$2,000,000

**Funding Source(s):** General Fund

**Scope:** William Heise Park is a 920-acre park located near the town of Julian in east San Diego County. The park offers campsites, hiking trails and 14 camping cabins. The park's electrical and water system was constructed in the mid 1970's. The existing underground electrical service does not meet the increasing park demand. The 40 recreational vehicle campsites need to be upgraded to accommodate modern RV's. This project will upgrade the park's electrical distribution system and provide 50-amp electrical services to accommodate present-day RV's and replace the existing water lines throughout the park. Fiscal Year 2015–16 includes funding of \$2.0 million, based on General Fund fund balance (countywide).

**Schedule and Milestones:** Estimated completion in 2016.



### Jess Martin Junior Ballfield Improvements

**Fiscal Year 2015–16 Appropriations:** \$300,000

**Project Number:** 1019671

**Estimated Total Project Cost:** \$300,000

**Funding Source(s):** Community Development Block Grant (CDBG)

**Scope:** Jess Martin Park is a 9-acre community park that offers the families of Julian a number of recreational opportunities, from multi-use ball field sports, picnics to skateboarding. Due to the age of the facility, the existing irrigation system is not sufficiently pressurized and does not properly function. This project will improve the junior ball field by installing low-water turf and a new "smart irrigation system" to minimize water use while ensuring a safe playing surface. Fiscal Year 2015–16 includes funding of \$300,000 based on CDBG Funding.

**Schedule and Milestones:** Estimated completion in 2016.





### Lakeside Teen Center Photovoltaic System

**Fiscal Year 2015–16 Appropriations:** \$300,000

**Project Number:** 1019564

**Estimated Total Project Cost:** \$300,000

**Funding Source(s):** General Fund

**Scope:** Lakeside Teen Center facility provides after school recreational programs for the Lakeside community. The project will install a grid-tied photovoltaic system designed to offset the Lakeside facilities electric consumption and provide a clean source of renewable energy. Fiscal Year 2015–16 includes funding of \$0.3 million based on General Fund fund balance (countywide).

**Schedule and Milestones:** Estimated completion in 2016.

### Lindo Lake Improvements

**Fiscal Year 2015–16 Appropriations:** \$250,000

**Project Number:** 1015029

**Estimated Total Project Cost:** \$250,000

**Funding Source(s):** General Fund

**Scope:** Lindo Lake Park provides important recreational opportunities for east county residents to interact with the natural environment. It is the only natural freshwater lake in San Diego County and is home to a multitude of water fowl. The park contains the Lakeside Community Center and is the site of many special events and family gatherings. Years of low rainfall, natural infiltration and sediment deposits from the surrounding area have reduced the water depth and surface area of Lindo Lake which has affected water nutrient levels and has deteriorated water quality. Funding will be used to design and prepare construction documents to reconfigure the bottom of the lake contours to sustain a healthy aquatic life. The construction documents will include excavation, slope stabilization, a new liner for the lake, improved ADA access, and a possible new crossing from the community center to the historic boathouse. Fiscal Year 2015–16 includes funding of \$0.3 million based on General Fund fund balance (LUEG).

**Schedule and Milestones:** Estimated completion in 2016.





### Multiple Species Conservation Program (MSCP) Land Acquisition

**Fiscal Year 2015–16 Appropriations:** \$10,000,000

**Project Number:** 1015029

**Estimated Total Project Cost:** \$301,297,954

**Funding Source(s):** General Fund

**Scope:** The County of San Diego MSCP was adopted by the County Board of Supervisors in 1997 and is an integral part of the County's program to conserve the region's natural environment and increase the amount of land available to the public for parks and open space, contributing to the County's strategic initiatives of sustainable environments and healthy families. Fiscal Year 2015–16 funding of \$10.0 million is based on \$2.5 million of General Purpose Revenue and \$7.5 million of General Fund fund balance (countywide).

**Schedule and Milestones:** Since 1997, over \$70.0 million from the General Fund has been spent on MSCP land acquisition, which leveraged over \$87.0 million in federal, State and local grants, and was used to acquire more than 19,000 acres throughout the county.

### North Coastal Health and Human Services Agency (HHS) Facility

**Fiscal Year 2015–16 Appropriations:** \$400,000

**Project Number:** 1019560

**Estimated Total Project Cost:** \$24,000,000

**Funding Source(s):** MHSA Grant, Securitized Tobacco Revenue, Land sale (Grand Avenue), General Fund.

**Scope:** HHS's current north coastal facility is located in Oceanside and consists of a Public Health Center, a Mental Health Clinic, and Regional Administration. The new facility will retain these entities and add a Family Resource Center, a Veterans Resource Center, and a Mental Health Day Center. Fiscal Year 2015–16 funding of \$0.4 million is based on General Fund fund balance (HHS).

**Schedule and Milestones:** Concept plans completed; occupy by date is anticipated in 2018.





**Regional Communications System Upgrade**

**Fiscal Year 2015–16 Appropriations:** \$50,555,000

**Project Number:** 1019587

**Estimated Total Project Cost:** \$105,000,000

**Funding Source(s):** General Fund

**Scope:** Replacement of the existing Regional Communications System (RCS), which provides public safety and public service radio communications service to San Diego and Imperial Counties, 24 incorporated cities, and a multitude of other local, state, federal, and tribal government agencies in the San Diego County/Imperial County Region. The replacement will include next-generation public safety inter-operable communications system which meets national P25 compliant standards. Fiscal Year 2015–16 funding of \$50.6 million is based on General Fund fund balance (\$34.3 million in Public Safety Group; \$16.3 million in RCS fund balance commitment).

**Schedule and Milestones:** In the process of procuring a vendor.

**Santa Ysabel Nature Center**

**Fiscal Year 2015–16 Appropriations:** \$7,124,000

**Project Number:** 1014142

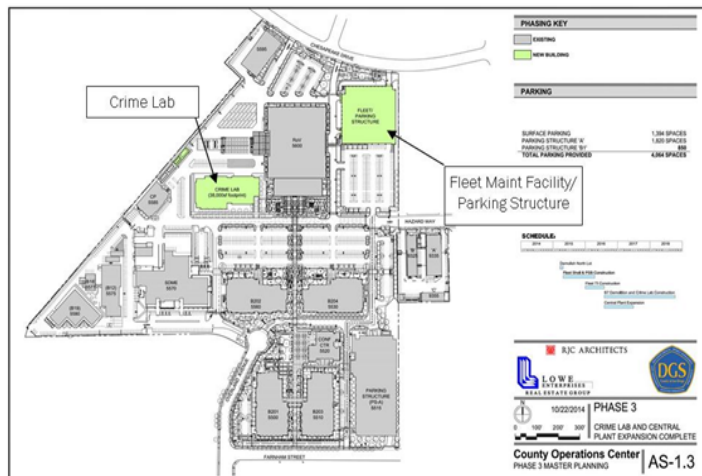
**Estimated Total Project Cost:** \$7,249,000

**Funding Source(s):** General Fund

**Scope:** Design, environmental work and construction of a sustainable nature center including museum exhibits and external site enhancements. Fiscal Year 2015–16 funding of \$7.1 million is based on General Purpose Revenue.

**Schedule and Milestones:** Design and environmental documentation will be completed in Fiscal Year 2016–17, construction is anticipated in Fiscal Year 2017–18, with project completion in Fiscal Year 2018–19.

**Santa Ysabel Nature Center – Conceptual Design**



**Sheriff's Crime Lab**

**Fiscal Year 2015–16 Appropriations:** \$54,860,000

**Project Number:** 1018895

**Estimated Total Project Cost:** \$104,800,000

**Funding Source(s):** General Fund

**Scope:** The Crime Laboratory/Property & Evidence Facility/Central Investigations Offices project will benefit public safety through increased efficiency by co-locating forensic investors, detectives, criminal evidence and evidence personnel adjacent to the County Medical Examiner. This project is for 150,000 square-foot structure to house the crime lab, criminal evidence warehouse and central investigations unit offices. Current County Operations Center master plan includes Fleet Maintenance Facility which must be relocated for crime lab site. Fiscal Year 2015–16 funding of \$54.9 million is based on General Purpose Revenue.

**Schedule and Milestones:** Fleet facility and parking structure construction commenced in March 2015. Crime Lab estimated construction to begin summer 2016.





### Steele Canyon Artificial Turf

**Fiscal Year 2015–16 Appropriations:** \$1,540,000

**Project Number:** 1019562

**Estimated Total Project Cost:** \$1,540,000

**Funding Source(s):** General Fund

**Scope:** Steele Canyon Park is an 8.3-acre neighborhood park located in the Rancho San Diego community. The park offers a picnic area and multiple recreational opportunities such as tennis courts, basketball courts, and a multipurpose sports field. This project consists of the removal of the existing natural turf sports field and replacement with a new 107,000 square-foot artificial turf field and other related park improvements. The project revitalizes the park's active recreation amenities by improving safety and usability as well as continuing water conservation efforts. Fiscal Year 2015–16 funding of \$1.5 million based on General Fund fund balance (countywide).

**Schedule and Milestones:** Estimated completion in 2016.



### Water Quality Treatment Project

**Fiscal Year 2015–16 Appropriations:** \$1,500,000

**Project Number:** 1019694 (Lindo Lake County Park), 1019695 (Cactus County Park), 1019696 (Edgemoor Skilled Nursing Facility)

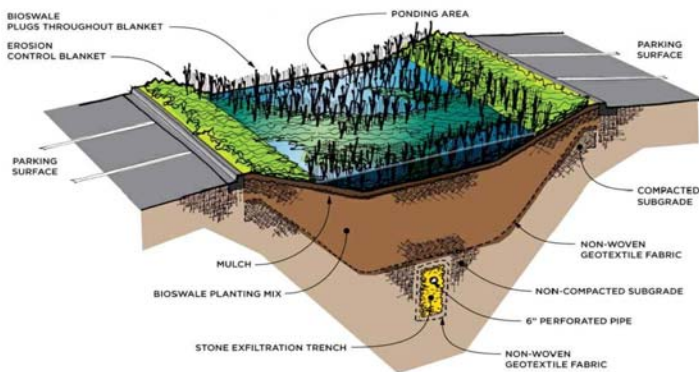
**Estimated Total Project Cost:** \$1,500,000

**Funding Source(s):** General Fund

**Scope:** This project is to install infrastructure to improve stormwater treatment at multiple County locations:

- ◆ Lindo Lake County Park, located in Lakeside, consists of the installation of drainage infrastructure in the existing parking area. Infrastructure components include a 268-foot bioswale to direct and filter water flow, a catchbasin, and other components to ensure the capture of materials and pollutants prior to entry into the existing storm drain system. (\$400,000 based on Community Service Group fund balance)
- ◆ Cactus County Park, located in Lakeside, consists of the replacement of 13,000 square feet of pavement with pervious pavement and a subdrain to reduce stormwater pollution to creeks, rivers, and the ocean. Additional components include an infiltration curb and gutter, and a 9,660 square-foot bioswale to direct and filter water flow. (\$730,000 based on Community Service Group fund balance)
- ◆ Edgemoor Skilled Nursing Facility, located in Santee, consists of the installation of 1,500 linear feet of concrete infiltration curbs and gutters in the existing parking area, and will also provide for the addition of debris catch basket inserts for existing catch basins to reduce stormwater pollution to creeks, rivers, and the ocean. (\$370,000 based on Community Service Group fund balance)

**Schedule and Milestones:** Estimated completion in 2016.





## Capital Program Summary: All Capital Program Funds

### Budget by Fund

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Capital Outlay Fund	\$ 70,602,391	\$ 4,125,000	\$ 94,673,840	\$ 37,320,425	\$ 15,964,000	\$ —
County Health Complex Fund	190,008	—	3,578,425	29,301	400,000	—
Justice Facility Construction Fund	131,022,917	49,940,000	200,048,069	69,169,480	105,422,925	7,925
Library Projects Fund	415,080	9,750,000	27,867,067	2,943,668	—	—
Multiple Species Conservation Program Fund	6,711,311	10,000,000	36,690,309	6,047,966	10,000,000	2,500,000
Edgemoor Development Fund	9,809,383	9,917,783	10,145,669	9,460,136	9,198,150	9,197,525
<b>Total</b>	<b>\$ 218,751,090</b>	<b>\$ 83,732,783</b>	<b>\$ 373,003,380</b>	<b>\$ 124,970,976</b>	<b>\$ 140,985,075</b>	<b>\$ 11,705,450</b>

### Budget by Categories of Expenditures

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Services & Supplies	\$ 6,960,240	\$ 633,000	\$ 9,740,192	\$ 9,054,660	\$ 633,000	\$ 633,000
Capital Assets Equipment	2,347,929	525,000	1,566,873	1,358,305	—	—
Capital Assets/Land Acquisition	200,161,988	73,290,000	352,398,660	105,260,358	131,786,925	2,507,925
Operating Transfers Out	9,280,933	9,284,783	9,297,654	9,297,654	8,565,150	8,564,525
<b>Total</b>	<b>\$ 218,751,090</b>	<b>\$ 83,732,783</b>	<b>\$ 373,003,380</b>	<b>\$ 124,970,976</b>	<b>\$ 140,985,075</b>	<b>\$ 11,705,450</b>

### Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Revenue From Use of Money & Property	\$ 746,647	\$ 639,089	\$ 1,731,746	\$ 322,314	\$ 310,757	\$ 265,063
Intergovernmental Revenues	96,926,343	5,108,008	32,467,839	22,732,635	4,458,231	4,157,927
Charges for Current Services	—	—	200,000	3,968	—	—
Miscellaneous Revenues	1,779,256	—	10,869,132	3,508,752	—	—
Other Financing Sources	114,424,909	76,859,000	326,380,091	99,420,805	136,216,087	2,507,925
Use of Fund Balance	4,873,935	1,126,686	1,354,573	(1,017,497)	—	4,774,535
<b>Total</b>	<b>\$ 218,751,090</b>	<b>\$ 83,732,783</b>	<b>\$ 373,003,380</b>	<b>\$ 124,970,976</b>	<b>\$ 140,985,075</b>	<b>\$ 11,705,450</b>

**CAPITAL PROGRAM SUMMARY: ALL CAPITAL PROGRAM FUNDS**



Revenue Detail						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Interest on Deposits & Investments	\$ 46,723	\$ 392,089	\$ 392,089	\$ 34,652	\$ 34,489	\$ 14,760
Rents and Concessions	699,926	247,000	1,339,657	287,662	276,268	250,303
State Aid Mental Health	190,008	—	—	—	—	—
State Coastal Protection Bonds Proposition 12	—	—	1	—	—	—
State Coastal Protection Bonds Proposition 40	—	—	121,195	—	—	—
State Aid for Corrections	85,555,199	—	14,444,801	14,444,801	—	—
State Aid Other State	1,074,134	—	4,302,286	2,749,546	—	—
Federal Department of Interior 15.916	2,083	—	388,742	321,135	—	—
Federal Aid HUD CDBG 14.218	342,907	600,000	853,446	235,814	—	—
Federal Other	4,512,871	4,508,008	5,467,008	4,981,839	4,458,231	4,157,927
Federal HHS 93.778X1X Medi-Cal Adm	500	—	—	(500)	—	—
Aid from Redevelopment Agencies	5,139,000	—	6,890,359	—	—	—
Aid from Redevelopment Successor Agencies	109,641	—	—	—	—	—
Third Party Recovery	—	—	200,000	3,968	—	—
Miscellaneous Revenue Other	427,921	—	6,919,591	219,741	—	—
Other Miscellaneous	1,252,386	—	3,920,061	3,259,531	—	—
Other Sales	98,950	—	29,479	29,479	—	—
Operating Transfer From General Fund	91,659,521	73,215,000	296,212,365	73,760,409	131,486,925	2,507,925
Operating Transfer From Parkland Dedication	655,684	—	1,650,997	244,249	—	—
Operating Transfer From Library Fund	34,485	—	—	—	—	—
Operating Transfer From Asset Forfeiture Funds	116,633	—	—	—	—	—
Operating Transfer From Prop 172	3,430,137	—	3,075,424	—	—	—
Reimbursement from SANCAL - Bond Proceeds	18,336,394	—	21,714,281	19,806,474	—	—
Reimbursement from SDRBA COC - General Fund	142,353	—	83,023	—	—	—
Sale of Fixed Assets	49,700	3,644,000	3,644,000	5,609,672	4,729,162	—
Use of Fund Balance	4,873,935	1,126,686	1,354,575	(1,017,497)	—	4,774,535
<b>Total</b>	<b>\$ 218,751,090</b>	<b>\$ 83,732,783</b>	<b>\$ 373,003,380</b>	<b>\$ 124,970,976</b>	<b>\$ 140,985,075</b>	<b>\$ 11,705,450</b>



## Summary of Capital Program Funds

### Capital Outlay Fund

#### Budget by Categories of Expenditures

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Services & Supplies	\$ 1,025,019	\$ —	\$ 7,088,739	\$ 7,088,739	\$ —	\$ —
Capital Assets Equipment	12,126	525,000	1,400,625	1,192,057	—	—
Capital Assets/Land Acquisition	69,565,246	3,600,000	86,184,476	29,039,630	15,964,000	—
<b>Total</b>	<b>\$ 70,602,391</b>	<b>\$ 4,125,000</b>	<b>\$ 94,673,840</b>	<b>\$ 37,320,425</b>	<b>\$ 15,964,000</b>	<b>\$ —</b>

#### Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Revenue From Use of Money & Property	\$ 407,343	\$ —	\$ 1,092,657	\$ —	\$ —	\$ —
Intergovernmental Revenues	6,467,765	600,000	13,204,596	3,631,753	300,000	—
Charges for Current Services	—	—	200,000	3,968	—	—
Miscellaneous Revenues	1,178,715	—	7,893,141	3,479,273	—	—
Other Financing Sources	62,548,568	3,525,000	72,283,446	30,205,432	15,664,000	—
<b>Total</b>	<b>\$ 70,602,391</b>	<b>\$ 4,125,000</b>	<b>\$ 94,673,840</b>	<b>\$ 37,320,425</b>	<b>\$ 15,964,000</b>	<b>\$ —</b>

### County Health Complex Fund

#### Budget by Categories of Expenditures

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Capital Assets/Land Acquisition	\$ 190,008	\$ —	\$ 3,578,425	\$ 29,301	\$ 400,000	\$ —
<b>Total</b>	<b>\$ 190,008</b>	<b>\$ —</b>	<b>\$ 3,578,425</b>	<b>\$ 29,301</b>	<b>\$ 400,000</b>	<b>\$ —</b>

#### Budget by Categories of Revenues

	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 190,008	\$ —	\$ —	\$ —	\$ —	\$ —
Miscellaneous Revenues	—	—	2,946,512	—	—	—
Other Financing Sources	—	—	631,913	29,301	400,000	—
<b>Total</b>	<b>\$ 190,008</b>	<b>\$ —</b>	<b>\$ 3,578,425</b>	<b>\$ 29,301</b>	<b>\$ 400,000</b>	<b>\$ —</b>





Justice Facility Construction Fund

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Services & Supplies	\$ 5,406,770	\$ —	\$ 1,803,438	\$ 1,803,438	\$ —	\$ —
Capital Assets Equipment	2,335,803	—	166,248	166,248	—	—
Capital Assets/Land Acquisition	123,280,344	49,940,000	198,078,383	67,199,794	105,422,925	7,925
<b>Total</b>	<b>\$ 131,022,917</b>	<b>\$ 49,940,000</b>	<b>\$ 200,048,069</b>	<b>\$ 69,169,480</b>	<b>\$ 105,422,925</b>	<b>\$ 7,925</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 85,555,199	\$ —	\$ 14,444,801	\$ 14,444,801	\$ —	\$ —
Other Financing Sources	45,467,718	49,940,000	185,603,268	54,724,679	105,422,925	7,925
<b>Total</b>	<b>\$ 131,022,917</b>	<b>\$ 49,940,000</b>	<b>\$ 200,048,069</b>	<b>\$ 69,169,480</b>	<b>\$ 105,422,925</b>	<b>\$ 7,925</b>

Library Projects Fund

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Capital Assets/Land Acquisition	\$ 415,080	\$ 9,750,000	\$ 27,867,067	\$ 2,943,668	\$ —	\$ —
<b>Total</b>	<b>\$ 415,080</b>	<b>\$ 9,750,000</b>	<b>\$ 27,867,067</b>	<b>\$ 2,943,668</b>	<b>\$ —</b>	<b>\$ —</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Other Financing Sources	\$ 415,080	\$ 9,750,000	\$ 27,867,067	\$ 2,943,668	\$ —	\$ —
<b>Total</b>	<b>\$ 415,080</b>	<b>\$ 9,750,000</b>	<b>\$ 27,867,067</b>	<b>\$ 2,943,668</b>	<b>\$ —</b>	<b>\$ —</b>





**Multiple Species Conservation Program Fund**

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Capital Assets/Land Acquisition	\$ 6,711,311	\$ 10,000,000	\$ 36,690,309	\$ 6,047,966	\$ 10,000,000	\$ 2,500,000
<b>Total</b>	<b>\$ 6,711,311</b>	<b>\$ 10,000,000</b>	<b>\$ 36,690,309</b>	<b>\$ 6,047,966</b>	<b>\$ 10,000,000</b>	<b>\$ 2,500,000</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	\$ 200,000	\$ —	\$ 310,434	\$ 110,434	\$ —	\$ —
Miscellaneous Revenues	567,469	—	29,479	29,479	—	—
Other Financing Sources	5,943,842	10,000,000	36,350,397	5,908,053	10,000,000	2,500,000
<b>Total</b>	<b>\$ 6,711,311</b>	<b>\$ 10,000,000</b>	<b>\$ 36,690,309</b>	<b>\$ 6,047,966</b>	<b>\$ 10,000,000</b>	<b>\$ 2,500,000</b>

**Edgemoor Development Fund**

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Services & Supplies	\$ 528,450	\$ 633,000	\$ 848,015	\$ 162,483	\$ 633,000	\$ 633,000
Operating Transfers Out	9,280,933	9,284,783	9,297,654	9,297,654	8,565,150	8,564,525
<b>Total</b>	<b>\$ 9,809,383</b>	<b>\$ 9,917,783</b>	<b>\$ 10,145,669</b>	<b>\$ 9,460,136</b>	<b>\$ 9,198,150</b>	<b>\$ 9,197,525</b>

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Revenue From Use of Money & Property	\$ 339,305	\$ 639,089	\$ 639,089	\$ 322,314	\$ 310,757	\$ 265,063
Intergovernmental Revenues	4,513,371	4,508,008	4,508,008	4,545,648	4,158,231	4,157,927
Miscellaneous Revenues	33,072	—	—	—	—	—
Other Financing Sources	49,700	3,644,000	3,644,000	5,609,672	4,729,162	—
Use of Fund Balance	4,873,935	1,126,686	1,354,572	(1,017,498)	—	4,774,535
<b>Total</b>	<b>\$ 9,809,383</b>	<b>\$ 9,917,783</b>	<b>\$ 10,145,669</b>	<b>\$ 9,460,136</b>	<b>\$ 9,198,150</b>	<b>\$ 9,197,525</b>



# Outstanding Capital Projects by Fund

The tables in this section contain all capital projects currently outstanding in the Capital Program. The projects are displayed by the Fund in which they are budgeted, then listed under the owning Group for the project and sorted by project name in alphabetical order. The tables provide capital project details for every open capital project in the County.

## Capital Outlay Fund

### Capital Outlay Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Boulevard Fire Station	1016991	2011–12	\$ —	\$ 2,776,768	\$ 2,746,066	\$ —	\$ —	\$ 3,695,707	\$ 3,665,005
Project Scope:	The San Diego County Fire Authority (SDCFA) Boulevard Fire Station will replace the existing facility. The new building will be approximately 8,500 square feet and meet the current and projected needs for station sleeping and kitchen facilities and housing of fire apparatus for the community of Boulevard. Construction is complete and the facility was occupied in June 2015.								
Funding Source(s):	Miscellaneous Revenue and General Fund								
East County Regional Center (ECRC) Tenant Improvements and Window Replacement	1019370	2014–15	\$ —	\$ 7,700,000	\$ —	\$ —	\$ —	\$ 7,700,000	\$ —
Project Scope:	The East County Regional Center Tenant Improvements and Window Replacement project is located in East County. The project scope includes consolidating two locations for the District Attorney by remodeling the 7th floor of the ECRC and replacing the windows on the 6th, 7th and 8th floor to enable efficient utilization of the building and provide a better work environment through the use of natural light.								
Funding Source(s):	General Fund and Proposition 172 Special Revenue Fund								
East Mesa Detention Facility Complex Switch Gear Replacement	1017775	2012–13	\$ —	\$ 1,448,694	\$ 1,119,454	\$ —	\$ —	\$ 1,582,343	\$ 1,253,103
Project Scope:	Replace the over 20-year-old deteriorated main switch gear serving the East Mesa Reentry Facility complex.								
Funding Source(s):	General Fund								
Regional Communication System Radio Tower	1018664	2013–14	\$ —	\$ 33,657	\$ 33,457	\$ —	\$ —	\$ 350,000	\$ 349,800
Project Scope:	Construction of a County-owned and operated radio tower on premises leased from Padre Dam Municipal Water District. The project includes a 60-foot-lattice radio tower and relocation of existing Sheriff antennas.								
Funding Source(s):	General Fund								
<b>Total PSG Capital Outlay Fund</b>	<b>4</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 11,959,119</b>	<b>\$ 3,898,977</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 13,328,050</b>	<b>\$ 5,267,908</b>

<sup>1</sup>Total as of June 30, 2015.

## OUTSTANDING CAPITAL PROJECTS BY FUND

### Capital Outlay Fund: Health and Human Services Agency (HHS)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Fallbrook Resource Center Leasehold Improvements	1018894	2013–14	\$ —	\$ 598,400	\$ 549,434	\$ —	\$ —	\$ 598,400	\$ 549,434
Project Scope:	HHS's Fallbrook Community Resource Center is a leased facility in the community of Fallbrook. The improvements include planning and construction to reconfigure existing space into suitable office space. This project is expected to provide a more functional facility allowing additional efficiency to better accommodate the public.								
Funding Source(s):	General Fund								
<b>Total HHS Capital Outlay Fund</b>	<b>1</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 598,400</b>	<b>\$ 549,434</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 598,400</b>	<b>\$ 549,434</b>

### Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
4S Ranch Synthetic Turf South Ball Fields	1018279	2013–14	\$ —	\$ 2,389,092	\$ 2,378,766	\$ —	\$ —	\$ 2,542,741	\$ 2,532,327
Project Scope:	The 4S Ranch Synthetic Turf South Ball Fields project includes the conversion of 239,000 square feet of multi-purpose grass fields into synthetic turf. This project consists of converting the south ballfields into water conserving synthetic turf. The multi-purpose fields are located at the north part of the 4S Ranch Sports park.								
Funding Source(s):	General Fund, Other - Special District								
Agua Caliente Photovoltaic System	1019563	2015–16	\$ —	\$ —	\$ —	\$ 1,200,000	\$ —	\$ —	\$ —
Project Scope:	Agua Caliente County Park is located in the Anza-Borrego Desert, an unincorporated area of the county, and is well-known for its therapeutic hot spring pools and unique desert environment. The park also offers camping, picnicking, hiking, play areas and accommodations for large group events within a beautiful natural setting. This project will install a grid-tied photovoltaic system designed to offset the parks facilities electric consumption and provide clean source of renewable energy.								
Funding Source(s):	General Fund								
Borrego Springs Park	1019606	2015–16	\$ —	\$ 500,000	\$ 3,675	\$ 1,500,000	\$ —	\$ 500,000	\$ 3,675
Project Scope:	Planning and design/build of a new park in the community of Borrego Springs. The project will be constructed in conjunction with the Borrego Library and is anticipated to include play structures, lawn bowling, picnic area, small observatory, shade structures, a restroom.								
Funding Source(s):	General Fund								
Clemmens Lane Shade Structure	1018358	2012–13	\$ —	\$ 75,000	\$ —	\$ —	\$ —	\$ 75,000	\$ —
Project Scope:	This project includes design and construction of shade structures over the existing tot lot and junior playground.								
Funding Source(s):	General Fund								
Collier Park Basketball Court Improvements	1019116	2014–15	\$ —	\$ 70,620	\$ 68,988	\$ —	\$ —	\$ 70,620	\$ 68,988
Project Scope:	Collier Park is in a 8.5-acre County park located in the community of Ramona. This project will convert two existing tennis courts into a basketball court.								
Funding Source(s):	Park Dedication Ordinance Fund								
Dairy Mart Pond Overlook	1019230	2014–15	\$ —	\$ 203,165	\$ 5,357	\$ —	\$ —	\$ 203,165	\$ 5,357
Project Scope:	Dairy Mart Pond is located within the 1,700-acre Tijuana River Valley Regional Park. The project will enhance Dairy Mart Trail Loop by providing a formal wildlife viewing area that will enable visitors to gather, observe and learn about natural resources within the valley. The project will be on the southern shore of the pond and will include construction of an observation deck, benches and interpretive signs.								
Funding Source(s):	General Fund, Land and Water Conservation Fund Grant								

<sup>1</sup>Total as of June 30, 2015.



## OUTSTANDING CAPITAL PROJECTS BY FUND



### Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Don Dussault Park Improvements	1015519	2011–12	\$ —	\$ 248,108	\$ 230,478	\$ —	\$ —	\$ 330,000	\$ 312,368
Project Scope: The Don Dussault County Park is located in the community of Fallbrook. The Don Dussault Park Improvements project includes Americans with Disabilities Act (ADA) parking, junior and tot play structures, picnic areas, exercise equipment and paths, and landscaping and irrigation. Funding Source(s): General Fund, Other - Special District									
Dos Picos Camping Cabins	1019566	2015–16	\$ —	\$ —	\$ —	\$ 250,000	\$ —	\$ —	\$ —
Project Scope: Dos Picos is a 78-acre park located in Ramona which features a large, well maintained picnic area, hiking trails, fishing opportunities, camping sites and two camping cabins. Due to high demand the cabins can be difficult to reserve and have an extremely low weekend and holiday vacancy rate. This project will fund the installation of two to four additional camping cabins including fire rings, barbeque and picnic tables. Funding Source(s): General Fund									
Felicitia Park Americans with Disabilities Act (ADA) Ramp and Sidewalks	1019009	2014–15	\$ 50,000	\$ 50,000	\$ —	\$ —	\$ —	\$ 50,000	\$ —
Project Scope: Replace the current amphitheater stage ramp, handrails and sidewalks with new ADA-compliant facilities. Funding Source(s): Community Development Block Grant									
Felicitia Park Turf and Playground Improvements	1017898	2012–13	\$ —	\$ 1,395,932	\$ 95,361	\$ —	\$ —	\$ 1,403,962	\$ 103,391
Project Scope: Felicitia Park is a 53-acre park located in Escondido. This project will focus on playground upgrades, including ADA-compliant access, new playing surfaces, a drinking fountain, landscaping, and signage. The planned improvements also include creek restoration, picnic facility upgrades, entry booth improvements, electrical upgrades, and museum facility improvement. Funding Source(s): Parkland Dedication Fund									
Flume Trail Construction	1017535	2012–13	\$ —	\$ 110,655	\$ 110,655	\$ —	\$ —	\$ 466,500	\$ 466,500
Project Scope: This project includes the construction of 2.5 miles of the 36-mile “Historic Flume Corridor” adjacent to El Monte Park. In addition, interpretive signage will be installed to provide information to the public about the historical significance of the flume. Funding Source(s): General Fund, State Aid Other State									
Guajome Regional Park Electrical, Water and Sewer	1018874	2014–15	\$ 1,500,000	\$ 1,500,000	\$ 120,087	\$ —	\$ —	\$ 1,500,000	\$ 120,087
Project Scope: Guajome County Park is located in the coastal City of Oceanside. The parks electrical, water and sewer systems were constructed in the 1970's. Funding of \$1.5 million from General Fund fund balance will be used to upgrade the park electrical distribution system, electrical panels, mini-switches and 50 amp electrical service to accommodate present-day RVs. Additionally, the project includes new sewer lines, RV connections, conveyance systems, potable water lines, drinking fountains and stabilization of utility pedestals. The project is estimated to be completed by winter 2015. Funding Source(s): General Fund									
Guajome Regional Park Playground Improvements	1018183	2012–13	\$ —	\$ 736,900	\$ 79,901	\$ —	\$ —	\$ 750,000	\$ 93,001
Project Scope: Poured in place playground surface, shade canopies, horseshoe pits, volleyball court, exercise stations and gazebo. Funding Source(s): Parkland Dedication Fund									
Heise Park Electrical and Water	1019561	2015–16	\$ —	\$ —	\$ —	\$ 2,000,000	\$ —	\$ —	\$ —
Project Scope: William Heise Park is a 920-acre park located near the town of Julian in east San Diego County. The park offers campsites, hiking trails and 14 camping cabins. The park's electrical and water system was constructed in the mid 1970's. The existing underground electrical service does not meet the increasing park demand. The 40 recreational vehicle campsites need to be upgraded to accommodate modern RV's. The main water distribution lines and potable water lines to the campsites need replacement throughout the park. This project will upgrade the park electrical distribution system and provide 50-amp electrical services to accommodate present-day recreational vehicles (RV) and replace the existing water lines throughout the park. Funding Source(s): General Fund									

<sup>1</sup>Total as of June 30, 2015.

**OUTSTANDING CAPITAL PROJECTS BY FUND**

**Capital Outlay Fund: Land Use and Environment Group (LUEG)**

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Hilton Head Artificial Turf	1019690	2014-15	\$ —	\$ 2,450,000	\$ 10,063	\$ —	\$ —	\$ 2,450,000	\$ 10,063
Project Scope:	Hilton Head is an 10-acre neighborhood park located in Rancho San Diego community. The park offers a aquatic playground, picnic area, restrooms, basketball court and exercise stations. This project consists of the removal of the existing natural turf sports field and replacing with a new 175,000 square foot artificial turf field and other related park improvements. The project revitalizes the park's active recreation amenities by improving safety and usability as well as continuing water conservation efforts.								
Funding Source(s):	General Fund								
Jess Martin Ballfield Improvements	1019010	2014-15	\$ 300,000	\$ 483,000	\$ —	\$ —	\$ —	\$ 483,000	\$ —
Project Scope:	Jess Martin Park is a nine-acre multi-use recreational area located in the community of Julian. This project is for the construction, grading, irrigation, import of dirt and sod for the existing large ball field.								
Funding Source(s):	Community Development Block Grant								
Jess Martin Junior Ballfield Improvements	1019671	2015-16	\$ —	\$ —	\$ —	\$ 300,000	\$ —	\$ —	\$ —
Project Scope:	Jess Martin Park is a nine-acre multi-use recreational area located in the community of Julian. This project is for the construction, grading, irrigation, import of dirt and sod for the existing junior ball field.								
Funding Source(s):	Community Development Block Grant								
Lake Morena Electrical Update	1018190	2013-14	\$ —	\$ 1,756,890	\$ 424,075	\$ —	\$ —	\$ 2,000,000	\$ 667,185
Project Scope:	Lake Morena County Park is located in eastern San Diego County, southwest of the Laguna Mountains, and showcases desert, coastal and mountain habitats. The park features camping facilities which include spaces for tents, recreational vehicles, cabins by the lake, and a youth area. This project will remove old electrical system infrastructure, currently providing 15 and 30 amp service, and install an upgraded system that provides 50 amp service.								
Funding Source(s):	General Fund								
Lakeside Soccer Fields Acquisition	1009548	2005-06	\$ —	\$ 337,391	\$ —	\$ —	\$ —	\$ 337,391	\$ 14,611
Project Scope:	Acquisition, design, and construction of a 13.5-acre site as an active recreation soccer park.								
Funding Source(s):	General Fund								
Lakeside Teen Center Photovoltaic System	1019564	2015-16	\$ —	\$ —	\$ —	\$ 300,000	\$ —	\$ —	\$ —
Project Scope:	Lakeside Teen Center facility provides afterschool recreational programs for the Lakeside community. The project will install a grid-tied photovoltaic system designed to offset the Lakeside facilities electric consumption and provide clean source of renewable energy.								
Funding Source(s):	General Fund								
Lamar Fitness Path	1019011	2014-15	\$ 250,000	\$ 250,000	\$ —	\$ —	\$ —	\$ 250,000	\$ —
Project Scope:	Lamar County Park is a nine-acre park located within the community of Spring Valley. This project is for the construction of a walking path, stream crossing, and exercise stations.								
Funding Source(s):	Community Development Block Grant								
Lindo Lake Improvements	1019565	2015-16	\$ —	\$ —	\$ —	\$ 250,000	\$ —	\$ —	\$ —
Project Scope:	Lindo Lake Park provides important recreational opportunities for east county residents to interact with the natural environment. It is the only natural freshwater lake in San Diego County and is home to a multitude of water fowl. The park contains the Lakeside Community Center and is the site of many special events and family gatherings. Years of low rainfall, natural infiltration and sediment deposits from the surrounding area have reduced the water depth and surface area of Lindo Lake which has affected water nutrient levels and has deteriorated water quality. Funding will be used to design and prepare construction documents to reconfigure the bottom of the lake contours to sustain a healthy aquatic life. The construction documents will include excavation, slope stabilization, a new liner for the lake, improved ADA access, and a possible new crossing from the community center to the historic boathouse.								
Funding Source(s):	General Fund								

<sup>1</sup>Total as of June 30, 2015.

## OUTSTANDING CAPITAL PROJECTS BY FUND



### Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Live Oak Park Playground Improvements	1018940	2013-14	\$ —	\$ 158,000	\$ —	\$ —	\$ —	\$ 158,000	\$ —
Project Scope:	Live Oak Park provides the Fallbrook community with a variety of recreational activities. This project includes the replacement of the playground wood fiber surface with a solid rubberized surface and the installation of a shade structure.								
Funding Source(s):	Parkland Dedication Ordinance Fund, Donation								
Otay Valley Regional Park Phase II Acquisition	1000246	1999-00	\$ —	\$ 158,737	\$ —	\$ —	\$ —	\$ 9,590,877	\$ 9,432,140
Project Scope:	As part of the Otay Valley Regional Park Master Plan, certain parcels in the valley were identified as possible active recreation sites.								
Funding Source(s):	General Fund, Miscellaneous Revenue								
Otay Valley Regional Park Staging Area	1010431	2006-07	\$ —	\$ 218,214	\$ —	\$ —	\$ —	\$ 218,214	\$ —
Project Scope:	Design and construction of multi-use trails to include connections to adjacent trail systems, in addition to development/construction of staging areas and environmental mitigation areas.								
Funding Source(s):	General Fund								
Otay Valley Regional Park Trail Improvements	1009268	2005-06	\$ —	\$ 585,707	\$ —	\$ —	\$ —	\$ 9,220,877	\$ 8,635,170
Project Scope:	Design and construction of multi-use trails to include connections to adjacent trail systems, in addition to development/construction of staging areas and environmental mitigation areas.								
Funding Source(s):	General Fund, State Proposition 12, State Proposition 40								
Pine Valley Ball Field Improvements	1006608	2004-05	\$ —	\$ 1,957,235	\$ 1,120,663	\$ —	\$ —	\$ 2,064,447	\$ 1,605,027
Project Scope:	Construction of new multi-purpose artificial turf softball and soccer field, an additional paved parking lot, ADA access and other related park improvements.								
Funding Source(s):	General Fund								
Provence House Parking Lot	1018902	2013-14	\$ —	\$ 498,780	\$ 480,058	\$ —	\$ —	\$ 500,000	\$ 481,278
Project Scope:	Parking lot construction and trail improvements surrounding Provence House. The parking lot construction will add approximately 35 parking spaces to Provence House, bringing the total amount of parking spaces to 41.								
Funding Source(s):	General Fund, Parks and Recreation Trust Fund								
Rainbow Park Artificial Turf	1019693	2014-15	\$ —	\$ 1,344,000	\$ —	\$ —	\$ —	\$ 1,344,000	\$ —
Project Scope:	Rainbow Park is a 5 - acre neighborhood park located in Rainbow, CA. The park elements include a children's play area, tennis court, picnic areas, basketball courts, restroom, parking lot, and a multi-purpose sports field which includes a baseball and soccer field. The project consists of the removal of the grass surfacing and replacement with 95,800 square feet of artificial turf on the multi-purpose sports field. This project will improve the usability of the field with less maintenance and conserving water								
Funding Source(s):	General Fund								
Ramona Grasslands Phase I	1018665	2013-14	\$ —	\$ 385,000	\$ 151,889	\$ —	\$ —	\$ 385,000	\$ 151,889
Project Scope:	This project includes 5.5-mile multi-use trail system that will include maintenance building, visitor kiosk and two volunteer pads.								
Funding Source(s):	General Fund								
Rancho Guajome Adobe Volunteer Vehicle Pad	1015196	2010-11	\$ —	\$ 235,000	\$ 173,095	\$ —	\$ —	\$ 235,000	\$ 173,095
Project Scope:	Rehabilitation of volunteer pad.								
Funding Source(s):	General Fund								

<sup>1</sup>Total as of June 30, 2015.

**OUTSTANDING CAPITAL PROJECTS BY FUND**

**Capital Outlay Fund: Land Use and Environment Group (LUEG)**

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
San Diego Botanic Garden Expansion	1018209	2013–14	\$ —	\$ 2,097,208	\$ 10,852	\$ —	\$ —	\$ 2,100,000	\$ 13,644
Project Scope:	The San Diego Botanic Garden is a 37-acre area located in Encinitas. This project is for planning and development of the future expansion of the garden, which will ultimately house a new visitor center, new parking facilities, and additional gardens.								
Funding Source(s):	General Fund								
San Luis Rey River Park Acquisition	1007108	2005–06	\$ —	\$ 3,133,044	\$ 20,934	\$ —	\$ —	\$ 9,076,070	\$ 5,965,007
Project Scope:	The Master Plan for the proposed San Luis Rey River Park includes an 8.5-mile length of the San Luis Rey River corridor in North San Diego County. The River Park will provide opportunities for recreation, preservation, and restoration. The three major components of the River Park are anticipated to be an open space preserve, active recreational amenities, and a network of multi-use trails that connect the park together internally and with surrounding communities. The heart of the park will be an approximately 1,600-acre open space preserve, providing a habitat for several threatened and endangered species. The funding for this project will provide for the acquisition of additional properties in order to develop the River Park.								
Funding Source(s):	General Fund								
San Luis Rey River Park Planning and Development	1000036	2002–03	\$ —	\$ 2,697,678	\$ 16,634	\$ —	\$ —	\$ 4,206,179	\$ 1,525,580
Project Scope:	The Master Plan for the proposed San Luis Rey River Park includes an 8.5-mile length of the San Luis Rey River corridor in North San Diego County. Acquisition of properties within the proposed San Luis Rey River Park. Additional 250 acres needed which includes 2 active recreation sites (40-60 acres).								
Funding Source(s):	General Fund								
Santa Ysabel Nature Center	1014142	2009–10	\$ —	\$ 34,661	\$ —	\$ 7,124,000	\$ —	\$ 125,000	\$ 90,339
Project Scope:	Design, environmental phase and construction of a sustainable nature center including museum exhibits and external site enhancements.								
Funding Source(s):	General Fund								
Spring Valley Community Park Basketball Court Replacement and Playground Improvements	1019462	2014–15	\$ —	\$ 428,250	\$ —	\$ —	\$ —	\$ 428,250	\$ —
Project Scope:	This project will replace a deteriorated asphalt basketball court with new concrete surface, install new playground equipment and convert the surfacing at the playgrounds from wood chips to Americans with Disabilities Act accessible rubber.								
Funding Source(s):	Housing Related Parks								
Steele Canyon Artificial Turf	1019562	2015–16	\$ —	\$ —	\$ —	\$ 1,540,000	\$ —	\$ —	\$ —
Project Scope:	Steele Canyon Park is an 8.3-acre neighborhood park located in the Rancho San Diego community. The park offers a picnic area and multiple recreational opportunities such as tennis courts, basketball courts, and a multipurpose sports field. This project consists of the removal of the existing natural turf sports field and replacement with a new 107,000 square-foot artificial turf field and other related park improvements. The project revitalizes the park's active recreation amenities by improving safety and usability as well as continuing water conservation efforts.								
Funding Source(s):	General Fund								
Stowe Trail Acquisition	1006952	2004–05	\$ —	\$ 494,802	\$ —	\$ —	\$ —	\$ 565,000	\$ 70,198
Project Scope:	Project will provide the construction of various improvements to several County-owned ranger residences to reduce energy consumption, decrease annual maintenance costs, and modernize the residences.								
Funding Source(s):	General Fund								

<sup>1</sup>Total as of June 30, 2015.

## OUTSTANDING CAPITAL PROJECTS BY FUND



### Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Sweetwater Lane Artificial Turf Improvements	1014253	2009–10	\$ —	\$ 706,672	\$ —	\$ —	\$ —	\$ 3,730,000	\$ 3,023,328
Project Scope:	Sweetwater Lane County Park is an 11-acre park in the community of Spring Valley that provides a variety of recreational facilities to the public. Among other facilities, the Park features four softball/baseball fields, seven soccer fields, a concession building and light towers for night games. This project is to retrofit and replace worn grass fields at the existing parks with artificial turf which will conserve water and allow increased use of the playing fields.								
Funding Source(s):	General Fund, Other - Special District								
Sweetwater Loop Trail Segment 4 Reroute	1018723	2013–14	\$ —	\$ 360,546	\$ 283,110	\$ —	\$ —	\$ 361,000	\$ 283,564
Project Scope:	Construction for the northern segment of Sweetwater Regional Multi-Purpose Loop Trail and Bonita Golf Course Trail.								
Funding Source(s):	Miscellaneous Revenue								
Sweetwater Regional Park Equestrian Center Phase 3	1014849	2010–11	\$ —	\$ 443,461	\$ 362,815	\$ —	\$ —	\$ 535,426	\$ 454,780
Project Scope:	Construction of 1.43-mile trail located in the Sweetwater Valley Regional Park.								
Funding Source(s):	General Fund, State Aid Other State, Federal Department of Interior 15.916								
Sweetwater Regional Park Photovoltaic Phase II	1018875	2014–15	\$ 600,000	\$ 624,556	\$ 28,514	\$ —	\$ —	\$ 624,556	\$ 28,514
Project Scope:	Sweetwater Regional Park is located in the unincorporated community of Bonita. The 540-acre park provides extensive facilities for outdoor recreation, a community building and camping. Funding of \$600,000 from General Fund fund balance will be used to complete Sweetwater Regional Photovoltaic Phase II. The project will install 98 additional solar panels that will connect to the existing 250-kilowatt photovoltaic system. The system will provide a clean source of renewable energy. Completion of Phase II will result in overall energy consumption savings of up to 98% in this park. The project is estimated to be completed in 2016.								
Funding Source(s):	General Fund								
Swiss Park Trail Connection and Improvements	1014352	2010–11	\$ —	\$ 30,656	\$ —	\$ —	\$ —	\$ 400,000	\$ 369,344
Project Scope:	This project includes the design and construction of a multi-use trail and staging area located at Swiss Club in San Diego for access to the Bayshore Bikeway. Additional amenities include ten new parking stalls with one van accessible handicap parking space, four bike racks and an ADA compliant port-a-potty. The Swiss Park improvements include repaving and restriping 58 parking spaces with four ADA parking spaces with two van accessible spaces, and asphalt paving. New fencing and gate improvements will provide separation between the staging area and banquet facilities.								
Funding Source(s):	General Fund								
Tijuana River Valley Equestrian Center	1014147	2010–11	\$ —	\$ 16,641	\$ —	\$ —	\$ —	\$ 117,000	\$ 100,359
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The park features multi-use trails, a community garden, and one of the County's newest sports facilities, which includes five ball fields and a multi-use open turf area. This project is for the design and construction of an Equestrian Staging Area, which is connected to the Pacific Ocean via multi-use trails.								
Funding Source(s):	General Fund								
Tijuana River Valley Sports Complex Concept Plan	1010973	2006–07	\$ —	\$ 271,238	\$ —	\$ —	\$ —	\$ 466,603	\$ 195,365
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construct a series of multi-use ball fields, playgrounds, restrooms and other park amenities.								
Funding Source(s):	General Fund								

<sup>1</sup>Total as of June 30, 2015.



**OUTSTANDING CAPITAL PROJECTS BY FUND**

**Capital Outlay Fund: Land Use and Environment Group (LUEG)**

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Tijuana River Valley Regional Trails Construction	1018196	2013–14	\$ —	\$ 1,473,079	\$ 219,741	\$ —	\$ —	\$ 2,002,428	\$ 749,090
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The Park features multi-use trails, a community garden, and one of the County's newest sports facilities, which includes five ball fields and a multi-use open turf area. The park also includes an Equestrian Staging Area, which is connected to the Pacific Ocean via multi-use trails. The park is home to at least 340 bird species and is a popular location for birdwatching. This project is for the design and construction of 22.5-mile trail system and other related improvements within the Park.								
Funding Source(s):	Miscellaneous Revenue								
TJRV North East Trail Connection	1017611	2012–13	\$ —	\$ 431,731	\$ 355,159	\$ —	\$ —	\$ 505,877	\$ 429,305
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construction of 22.5-mile trail system.								
Funding Source(s):	General Fund, State Aid Other State								
TJRV Mesa Trails Construction	1018373	2013–14	\$ —	\$ 2,173,287	\$ 1,213,170	\$ —	\$ —	\$ 2,296,464	\$ 1,336,347
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construction of 22.5-mile trail system.								
Funding Source(s):	General Fund, State Aid Other State, Miscellaneous Revenue								
Tijuana River Valley Pathways for Play	1019197	2014–15	\$ —	\$ 200,000	\$ 3,968	\$ —	\$ —	\$ 200,000	\$ 3,968
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse natural habitats, includes a 22.5-mile multi-use recreational trail network, as well as a sports complex. This project will construct natural play areas along the existing path that surrounds the sports complex.								
Funding Source(s):	First 5 Commission of San Diego								
Funding Source(s):	General Fund								
TJRV South West Trails Construction	1018372	2013–14	\$ —	\$ 1,965,807	\$ 1,270,577	\$ —	\$ —	\$ 2,086,741	\$ 1,391,510
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construction of 22.5-mile trail system.								
Funding Source(s):	General Fund, State Aid Other State, Miscellaneous Revenue								
TRVRP Interpretive Loop Trail	1018182	2012–13	\$ —	\$ 391,931	\$ 236,960	\$ —	\$ —	\$ 698,741	\$ 543,770
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construction of 22.5-mile trail system.								
Funding Source(s):	General Fund, State Aid Other State								
Valley Park Acquisition	1005335	2003–04	\$ —	\$ 493,773	\$ —	\$ —	\$ —	\$ 500,000	\$ 6,227
Project Scope:	This project is for the land acquisition of Valley Center Park.								
Volcan Mountain West Acquisition	1000040	2002–03	\$ —	\$ 196,233	\$ —	\$ —	\$ —	\$ 2,094,884	\$ 1,898,650
Project Scope:	This project is for land acquisition in Volcan Mountain West.								
Funding Source(s):	General Fund								
<b>Total LUEG Capital Outlay Fund</b>	<b>53</b>	<b>—</b>	<b>\$ 2,700,000</b>	<b>\$ 36,762,681</b>	<b>\$ 9,475,546</b>	<b>\$ 14,464,000</b>	<b>\$ —</b>	<b>\$ 70,249,013</b>	<b>\$ 43,355,131</b>

<sup>1</sup>Total as of June 30, 2015.

## OUTSTANDING CAPITAL PROJECTS BY FUND



### Capital Outlay Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
County Operations Center and Annex Phase 1B  Project Scope: The County Operations Center Phase 1B project is located in District 4 in the Clairemont Mesa area. The project scope includes two additional 150,000 square-foot office buildings, a conference center with cafeteria, and improvements to existing COC buildings to accommodate departmental moves. The project will provide a single, cohesive campus for County employees who are currently located at the COC, the Annex and various leased properties; provide more parking and improved accessibility to County clients and is designed to LEED Gold standards for improved energy efficiency and sustainability.  Funding Source(s): General Fund, Reimbursement from SDRBA - COC - General Fund	1014125	2010–11	\$ —	\$ 722,861	\$ 172,005	\$ —	\$ —	\$ 113,000,000	\$ 112,449,144
HHSa PSG CSG Office Relocation  Project Scope: The HHSa PSG CSG Office Relocation project is located in District 4 in the Clairemont Mesa area. The project scope includes the relocation of departments as a result of the COC and Annex Redevelopment. Additional project elements include acquisition of 9235-9295 Chesapeake Drive in the City of San Diego, and constructing a facility for the Registrar of Voters, upgrading Fleet facilities, and improving tenant area for the County Mail Services, Sheriff Transportation and Probation Work Projects.  Funding Source(s): General Fund, Miscellaneous Revenue, Reimbursement from SDRBA-COC-General Fund, Reimbursement from SDRBA-COC-Bond Proceeds	1015131	2008–09	\$ —	\$ 4,183,305	\$ 877,732	\$ —	\$ —	\$ 73,926,035	\$ 70,620,461
Long-Term Animal Care Facility  Project Scope: The Long-Term Animal Care Facility project is located in District 1 in the community of Bonita. The project scope consist of a 1,000-square-foot long-term animal care facility that will provide larger kennels, an integrated exercise area, and an area where animals can interact with each other. It is anticipated this facility could house 15-30 animals at any given time.  Funding Source(s): General Fund	1015559	2011–12	\$ —	\$ 138,843	\$ —	\$ —	\$ —	\$ 460,000	\$ 321,157
RICC Caltrans Replacement Property Ramona Acquisition  Project Scope: The Ramona Intergenerational Community Campus (RICC) Caltrans Replacement Property Land Acquisition is located in District 2 in the community of Ramona. The project scope includes acquisition of a parcel in Ramona to exchange for one of the Caltrans-owned parcels on Main Street adjacent to the RICC site. The project will provide for the acquisition of the CalTrans-owned property adjoining the new County Library on Main Street.  Funding Source(s): General Fund	1018658	2013–14	\$ —	\$ 37,500	\$ 34,553	\$ —	\$ —	\$ 37,500	\$ 34,553
RICC Caltrans Replacement Property Julian Acquisition  Project Scope: The Ramona Intergenerational Community Campus (RICC) Caltrans Replacement Property Acquisition is located in District 2 in the community of Ramona. A parcel in Julian is being acquired to exchange for one of the Caltrans-owned parcels on Main Street adjacent to the RICC site. The project will provide for the acquisition of the CalTrans-owned property adjoining the new County Library on Main Street.  Funding Source(s): General Fund	1018659	2013–14	\$ —	\$ 37,500	\$ 1,925	\$ —	\$ —	\$ 37,500	\$ 1,925
Water Quality Treatment Project - Cactus County Park  Project Scope: The Water Quality Treatment projects will install infrastructure to improve stormwater treatment and reduce stormwater pollution to creeks, rivers and the ocean at three County locations. Cactus County Park, located in Lakeside, will have installed 13,000 square-feet of pervious pavement, an infiltration curb and gutter and a bioswale. Construction is anticipated to complete in Summer 2016.  Funding Source(s): General Fund	1019695	2015–16	\$ —	\$ —	\$ —	\$ 730,000	\$ —	\$ —	\$ —
Water Quality Treatment Project - Edgemoor Skilled Nursing Facility  Project Scope: The Water Quality Treatment projects will install infrastructure to improve stormwater treatment and reduce stormwater pollution to creeks, rivers and the ocean at three County locations. Edgemoor Skilled Nursing Facility, located in Santee, will receive the installation of 1,500 linear feet of concrete infiltration curbs and gutters and catch basket inserts in the existing parking area. Construction is anticipated to complete in Summer 2016.  Funding Source(s): General Fund	1019696	2015–16	\$ —	\$ —	\$ —	\$ 370,000	\$ —	\$ —	\$ —

<sup>1</sup>Total as of June 30, 2015.

## OUTSTANDING CAPITAL PROJECTS BY FUND

### Capital Outlay Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Water Quality Treatment Project - Lindo Lake County Park	1019694	2015-16	\$ —	\$ —	\$ —	\$ 400,000	\$ —	\$ —	\$ —
Project Scope:	The Water Quality Treatment projects will install infrastructure to improve stormwater treatment and reduce stormwater pollution to creeks, rivers and the ocean at three County locations. Lindo Lake County Park, located in Lakeside, will receive new drainage infrastructure in the existing parking area along with a bioswale and a catchbasin. Construction is anticipated to complete in Summer 2016.								
Funding Source(s):	General Fund								
<b>Total CSG Capital Outlay Fund</b>	<b>8</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 5,120,009</b>	<b>\$ 1,086,214</b>	<b>\$ 1,500,000</b>	<b>\$ —</b>	<b>\$ 187,461,035</b>	<b>\$ 183,427,240</b>

### Capital Outlay Fund: Finance and General Government Group (FGG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Cedar and Kettner Development	1015093	2010-11	\$ —	\$ 29,217,864	\$ 19,806,474	\$ —	\$ —	\$ 36,100,000	\$ 26,688,611
Project Scope:	The development of County-owned property, located at the intersection of Cedar Street and Kettner Boulevard in downtown San Diego (Cedar and Kettner), to provide County employees as well as new residential, office and retail development to support the surrounding community. Cedar and Kettner encompasses approximately 52,500 square feet. The parking structure will provide up to 640 parking spaces to employees and visitors with business at the County Administration Center (CAC).								
Funding Source(s):	General Fund, Aid from Redevelopment Agencies, Rents & Concessions, Reimbursement from SANCAL - Bond Proceeds								
County Administration Center Waterfront Park	1015204	2002-03	\$ 1,425,000	\$ 5,453,616	\$ 4,427,016	\$ —	\$ —	\$ 53,875,000	\$ 52,848,400
Project Scope:	The CAC Waterfront Park project converted the surface parking lots on the north and south sides of the CAC into a public waterfront park, providing facilities for organized activities, such as weddings and community events, and recreational activities, such as walking and picnicking. Other components of the project include large civic greens, children's play area, garden rooms, and an expansive interactive fountain. This project includes the design and construction of new landscape and hardscape over one underground parking structure to partially replace current paved surface parking.								
Funding Source(s):	General Fund, Aid from Redevelopment Agencies, Rents & Concessions, Reimbursement from SANCAL - Bond Proceeds								
ARCC El Cajon Branch Office Building	1018194	2013-14	\$ —	\$ 7,500,000	\$ —	\$ —	\$ —	\$ 7,500,000	\$ —
Project Scope:	This project will replace the existing 8,920 square-foot County facility located on Magnolia Street in the City of El Cajon, housing Assessor/Recorder/County Clerk (ARCC) staff and operations. The replacement facility is anticipated to be approximately 14,500 square feet, and will provide office and parking space to accommodate growth in ARCC staff. The project includes acquisition of additional property adjacent to the current site and the new facility will provide a more functional and efficient facility allowing for improved operations. The replacement ARCC El Cajon Branch Office facilities are anticipated to include 65 parking spaces and accommodate up to 40 staff members.								
Funding Source(s):	General Fund, Miscellaneous Revenue								
<b>Total FGG Capital Outlay Fund</b>	<b>3</b>	<b>—</b>	<b>\$ 1,425,000</b>	<b>\$ 42,171,479</b>	<b>\$ 24,233,490</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 97,475,000</b>	<b>\$ 79,537,011</b>

### Capital Outlay Fund: Countywide

	Outstanding Capital Projects	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total Capital Outlay Fund</b>	<b>69</b>	<b>\$ 4,125,000</b>	<b>\$ 96,611,688</b>	<b>\$ 39,243,662</b>	<b>\$ 15,964,000</b>	<b>\$ —</b>	<b>\$ 369,111,498</b>	<b>\$ 312,136,725</b>

<sup>1</sup>Total as of June 30, 2015.





County Health Complex Fund

County Health Complex Fund: Health and Human Services Agency (HHS)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
North Coastal HHS Facility	1019560	2015-16	\$ —	\$ —	\$ —	\$ 400,000	\$ —	\$ —	\$ —
Project Scope:	HHS's current north coastal facility is located in Oceanside and consists of a Public Health Center, a Mental Health Clinic, and Regional Administration. The new facility will retain these entities and add a Family Resource Center, a Veterans Resource Center, and a Mental Health Day Center.								
Funding Source(s):	MHS Grant, Securitized Tobacco Revenue, Land sale (Grand Avenue), General Fund								
North Inland Crisis Residential Facility	1019395	2014-15	\$ —	\$ 3,578,425	\$ 29,301	\$ —	\$ —	\$ 3,578,425	\$ 29,301
Project Scope:	The project consists of the design and construction of a new crisis residential facility with 14 beds and up to a maximum of 6,500 square-feet of building floor area onto a site of approximately ½ acre. The facility will be staffed by approximately fifteen (15) persons including a psychiatrist for the management of medication. The Project scope will also include building demolition of an existing 3,060 square-foot North Inland Public Health Center, 606 E. Valley Parkway; asbestos abatement, site infrastructure, offsite improvements, and coordination of County-provided furniture, fixtures, and equipment (FF&E).								
Funding Source(s):	California Health Facilities Financing Authority Mental Health grant (CHFFA), MHS Capital Facilities Fund								
<b>Total HHS County Health Complex Fund</b>	<b>2</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 3,578,425</b>	<b>\$ 29,301</b>	<b>\$ 400,000</b>	<b>\$ —</b>	<b>\$ 3,578,425</b>	<b>\$ 29,301</b>

County Health Complex Fund: Countywide

Outstanding Capital Projects	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total County Health Complex Fund</b>	<b>2</b>	<b>\$ —</b>	<b>\$ 3,578,425</b>	<b>\$ 29,301</b>	<b>\$ 400,000</b>	<b>\$ —</b>	<b>\$ 3,578,425</b>

Justice Facility Construction Fund

Justice Facility Construction Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Camp Barrett Staff Housing	1018562	2013-14	\$ —	\$ 409,941	\$ 267,680	\$ —	\$ —	\$ 425,000	\$ 282,739
Project Scope:	Purchase and installation of two manufactured dormitory homes at the Juvenile Ranch Facility for Probation staff.								
Funding Source(s):	General Fund								
East Mesa Reentry Facility	1016416	2011-12	\$ —	\$ 1,904,948	\$ 1,843,409	\$ —	\$ —	\$ 38,496,269	\$ 38,434,730
Project Scope:	The East Mesa Reentry Facility project will add 400 beds and support facilities to the East Mesa Reentry Facility in order to respond to the growing number of inmates assigned to local custody due to AB 109, <i>Public Safety Realignment (2011)</i> , and focuses on the needs of that population for specific services as recommended by the Community Correction Partnership. To accommodate this increased need, the additional beds of the East Mesa Reentry Facility project will increase the inmate capacity from approximately 3,650 to 4,050 at the East Mesa Reentry Complex. The project will also include attendant improvements to the existing central plant, kitchen, and intake and administrative building at the East Mesa Reentry Facility for the increased demands. Project completed and occupied in 4th quarter of Fiscal Year 2013-14.								
Funding Source(s):	General Fund and Local Revenue Fund 2011								
Juvenile Ranch Facility Staff	1018561	2013-14	\$ —	\$ 522,520	\$ —	\$ —	\$ —	\$ 540,000	\$ 17,480
Project Scope:	Purchase and installation of three manufactured dormitory homes at the Juvenile Ranch Facility for Probation staff.								
Funding Source(s):	General Fund								

<sup>1</sup>Total as of June 30, 2015.

**OUTSTANDING CAPITAL PROJECTS BY FUND**

**Justice Facility Construction Fund: Public Safety Group (PSG)**

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Las Colinas Detention and Reentry Facility	1015195	1997–98	\$ —	\$ 144,840,985	\$ 60,248,332	\$ —	\$ —	\$ 303,600,000	\$ 219,007,348
Project Scope:	The Las Colinas Detention and Reentry Facility (LCDRF) will serve as the primary booking and holding facility for women arrested in the county, and will replace the current facility located in Santee in East San Diego County. The LCDRF project is designed in two phases. Phase I includes the construction of 832 beds, a central utility plant, facilities for intake/release and transfer, food and medical services, administration, and programs. The first phase was completed in July 2014 and inmates were transferred from the old jail in August 2014. The second phase commenced in October 2014 and is scheduled to be complete by January 2016.								
Funding Source(s):	General Fund, County Jail Construction Financing Program (AB900)								
Next Generation RCS Site Acquisition	1017536	2012–13	\$ —	\$ 23,251	\$ —	\$ 7,925	\$ 7,925	\$ 147,925	\$ 124,674
Project Scope:	Design, procure and install next generation regional public safety communications system.								
Funding Source(s):	General Fund								
Pine Valley Substation	1015198	1999–00	\$ —	\$ 342,284	\$ 284,003	\$ —	\$ —	\$ 3,710,000	\$ 3,651,719
Project Scope:	Funding for the acquisition of site and to construct and develop new 4,250 square-foot facility in Pine Valley. The station was identified as a future need in the Law Enforcement Master Plan to accommodate population growth in the northeastern unincorporated area of the county. Construction is complete and the facility was occupied in May 2014.								
Funding Source(s):	General Fund								
Rancho San Diego Sheriff Station	1015199	2004–05	\$ —	\$ 400,546	\$ 126,360	\$ —	\$ —	\$ 15,399,211	\$ 15,125,025
Project Scope:	The Sheriff's Department provides law enforcement services to 107 square-miles of unincorporated southeast San Diego County. In an effort to better serve the unincorporated populations of Rancho San Diego, Spring Valley, Jamul and surrounding areas, the Rancho San Diego community has been selected as the location for a new Sheriff station. The Rancho San Diego Sheriff Station is planned to be a 26,000 square-foot facility located on 4.5 acres, and will be able to accommodate 130 personnel. This project is for the design and construction of the freestanding Sheriff Station. Construction is complete and the facility was occupied in February 2014.								
Funding Source(s):	General Fund, Sheriff Asset Forfeiture Fund, Proposition 172 Special Revenue Fund								
Regional Communications System Upgrade	1019587	2015–16	\$ —	\$ —	\$ —	\$ 50,555,000	\$ —	\$ —	\$ —
Project Scope:	Replacement of the existing Regional Communications System (RCS), which provides public safety and public service radio communications service to San Diego and Imperial Counties, 24 incorporated cities, and a multitude of other local, state, federal, and tribal government agencies in the San Diego County/Imperial County Region. The replacement will include next generation public safety interoperable communications system which meets national P25 compliant standards.								
Funding Source(s):	General Fund								
Sheriff's Crime Lab	1018895	2014–15	\$ 49,940,000	\$ 49,940,000	\$ 4,742,170	\$ 54,860,000	\$ —	\$ 49,940,000	\$ 4,742,170
Project Scope:	The Crime Laboratory/Property and Evidence Facility/Central Investigations Offices project will benefit public safety through increased efficiency by co-locating forensic investigators, detectives, criminal evidence and evidence personnel adjacent to the County Medical Examiner. This project is for 150,000 square-foot structure to house the crime lab, criminal evidence warehouse and central investigations unit offices. Current County Operations Center master plan includes Fleet Maintenance Facility which must be relocated for the crime lab site.								
Funding Source(s):	General Fund								

<sup>1</sup>Total as of June 30, 2015.



## OUTSTANDING CAPITAL PROJECTS BY FUND



### Justice Facility Construction Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Sheriffs Lakeside Land Improvement	1018774	2013–14	\$ —	\$ 1,576,880	\$ 1,570,810	\$ —	\$ —	\$ 1,713,000	\$ 1,706,930
Project Scope:	Interior improvements to an existing 5,318 square-foot office building will be completed to accommodate the Sheriff's needs, housing approximately 30 staff members, in addition to parking lot improvements on the adjoining lot. Estimated project completion in May of 2015.								
Funding Source(s):	General Fund, Sheriff Asset Forfeiture Fund								
<b>Total PSG Justice Facility Construction Fund</b>	<b>10</b>	<b>—</b>	<b>\$ 49,940,000</b>	<b>\$ 199,961,353</b>	<b>\$ 69,082,764</b>	<b>\$ 105,422,925</b>	<b>\$ 7,925</b>	<b>\$ 413,971,405</b>	<b>\$ 283,092,815</b>

### Justice Facility Construction Fund: Countywide

	Outstanding Capital Projects	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total Justice Facility Construction Fund</b>	<b>10</b>	<b>\$ 49,940,000</b>	<b>\$ 199,961,353</b>	<b>\$ 69,082,764</b>	<b>\$ 105,422,925</b>	<b>\$ 7,925</b>	<b>\$ 413,971,405</b>	<b>\$ 283,092,815</b>

## Library Projects Fund

### Library Projects Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Alpine Branch Library	1015202	2001–02	\$ —	\$ 9,662,881	\$ 2,450,047	\$ —	\$ —	\$ 10,194,686	\$ 2,981,852
Project Scope:	The Alpine Library is located in District 2 adjacent to the existing Alpine Community Center. The project scope includes the replacement of a 3,000 square-foot facility with a new 13,500 square-foot-freestanding library building. This project will expand access to information resources that enrich quality of life.								
Funding Source(s):	General Fund								
Borrego Springs Community Library	1018705	2013–14	\$ 9,750,000	\$ 9,921,524	\$ 44,432	\$ —	\$ —	\$ 9,950,000	\$ 72,907
Project Scope:	The Borrego Springs Community Library project is located in District 5. The project scope includes a 13,500 square-foot-freestanding library in Borrego Springs, the assessment of proposed land donation of approximately 2.5-acre site with an estimated value of \$55,000. This project will build a new library to meet the needs of the community.								
Funding Source(s):	General Fund								
Imperial Beach Library	1018191	2013–14	\$ —	\$ 8,282,661	\$ 449,189	\$ —	\$ —	\$ 8,500,000	\$ 666,528
Project Scope:	The Imperial Beach Library project is located in District 1. The project scope includes replacing the current 5,000 square-foot Imperial Beach Branch of the County Library with a larger facility of up to 14,000 feet and the redevelopment of the site in general. This project will improve the connectivity between the Library and the Imperial Beach Community Center.								
Funding Source(s):	General Fund								
<b>Total CSG Library Projects Fund</b>	<b>3</b>	<b>—</b>	<b>\$ 9,750,000</b>	<b>\$ 27,867,067</b>	<b>\$ 2,943,668</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 28,644,686</b>	<b>\$ 3,721,287</b>

<sup>1</sup>Total as of June 30, 2015.

## OUTSTANDING CAPITAL PROJECTS BY FUND

### Library Projects Fund: Countywide

	Outstanding Capital Projects	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total Library Projects Fund</b>	<b>3</b>	<b>\$ 9,750,000</b>	<b>\$ 27,867,067</b>	<b>\$ 2,943,668</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 28,644,686</b>	<b>\$ 3,721,287</b>

### Multiple Species Conservation Program Fund

#### Multiple Species Conservation Program Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Multiple Species Conservation Program Acquisitions (MSCP)	Various	1998–99	\$ 10,000,000	\$ 36,690,309	\$ 6,047,966	\$ 10,000,000	\$ 2,500,000	\$ 111,618,891	\$ 80,976,548
Project Scope:	The County of San Diego MSCP was adopted by the County Board in 1997 and is an integral part of the County's program to conserve the region's natural environment and increase the amount of land available to the public for parks and open space, contributing to the County's strategic initiatives of sustainable environments and healthy families. Since 1997, \$70 million from the General Fund has been spent on MSCP land acquisition, which leveraged \$87 million in federal, State and local grants, acquiring more than 19,000 acres throughout the county.								
Funding Source(s):	General Fund, State Aid Other State, Federal Other Federal Grants, Miscellaneous Revenue, Other Sales								
<b>Total LUEG MSCP Fund</b>	<b>1</b>	<b>—</b>	<b>\$ 10,000,000</b>	<b>\$ 36,690,309</b>	<b>\$ 6,047,966</b>	<b>\$ 10,000,000</b>	<b>\$ 2,500,000</b>	<b>\$ 111,618,891</b>	<b>\$ 80,976,548</b>

### Multiple Species Conservation Program Fund: Countywide

	Outstanding Capital Projects	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total MSCP Fund</b>	<b>1</b>	<b>\$ 10,000,000</b>	<b>\$ 36,690,309</b>	<b>\$ 6,047,966</b>	<b>\$ 10,000,000</b>	<b>\$ 2,500,000</b>	<b>\$ 111,618,891</b>	<b>\$ 80,976,548</b>

### Capital Program

#### Total Outstanding Capital Projects: Capital Program

	Outstanding Capital Projects	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total Capital Program</b>	<b>85</b>	<b>\$ 73,815,000</b>	<b>\$364,708,842</b>	<b>\$117,347,361</b>	<b>\$131,786,925</b>	<b>\$ 2,507,925</b>	<b>\$ 926,924,905</b>	<b>\$ 679,956,677</b>

<sup>1</sup>Total as of June 30, 2015.

\*Edgemoor Development Fund is budgeted in the Capital Program; however, it is not a capital project and therefore not displayed in this table.

\*\*Totals in the Outstanding Capital Projects table may differ from the totals in the Capital Program due to capital projects that closed in Fiscal Year 2014–15.



*County of San Diego*

Finance Other

Finance Other	485
.....	.....
Lease Payments	488
.....	.....





## Finance Other

### Description

*Finance Other includes funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.*

*The funding levels for these programs are explained below and shown in the table that follows.*

### Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County could experience temporary shortfalls in available cash due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs) as needed. Typically, TRANs are issued at the beginning of the fiscal year and mature at the end of that fiscal year. See also the section of this document on Debt Management Policies and Obligations.

### Community Enhancement

The Community Enhancement program provides grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils and other similar institutions that promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, Funding of the Community Enhancement Program, the amount of funding available for the Community Enhancement program approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each fiscal year. Applications for grants are submitted to the Board of Supervisors by March 1 for the upcoming fiscal year, with approval of projects given through the budget adoption process. The funding level for Fiscal Year 2015–16 is budgeted at \$4.2 million, \$3.3 million of which reflects anticipated TOT revenues. The additional \$0.9 million is a one-time appropriation based on General Fund fund balance from over-realized TOT revenues in Fiscal Year 2014–15.

### Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program (formerly Community Projects) is governed by Board of Supervisors Policy B-72, Neighborhood Reinvestment Program, and provides grant funds to County departments, public agencies, and nonprofit community



organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the program are subject to budget priorities as established by the Board of Supervisors. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole. The funding source is General Fund fund balance. The funding level for Fiscal Year 2015–16 is budgeted at \$10.0 million.

### Contributions to County Library System

For Fiscal Years 2015–16 and 2016–17, a one-time appropriation of \$0.3 million is budgeted in Contributions to the County Library System for one-time 24/7 kiosks. The funding source is Community Services Group General Fund fund balance.

### Contingency Reserve: General Fund

A Contingency Reserve of \$21.7 million is budgeted for Fiscal Year 2015–16 and \$22.2 million for Fiscal Year 2016–17. These appropriations comply with the target of 2% of General Purpose Revenue (GPR) for the Contingency Reserve as outlined in Board Policy B-71, Fund Balance and Reserves. At \$21.7 million, the Contingency Reserve represents 2.0% of the Fiscal Year 2015–16 budgeted GPR of \$1.09 billion and Fiscal Year 2016–17 estimated GPR of \$1.11 billion. These appropriations are a source of funding for unanticipated needs, events or for various uncertainties that may occur during the fiscal year. It also provides a cushion in the event of revenue shortfalls.

### Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2015–16, \$131.5 million is budgeted in the Contributions to Capital Program. Of this total, \$54.9 million is for the Sheriff's Crime Lab, \$50.6 million is for the Regional Communica-

tions System Upgrade, \$10.0 million is for the acquisition of land under the Multiple Species Conservation Program (MSCP), \$7.1 million for Santa Ysabel Nature Center, \$2.0 million for Heise Park Electrical and Water, \$1.5 million for Steele Canyon Artificial Turf, \$1.5 million for Borrego Springs Park, \$1.5 million for the Water Quality Treatment projects, \$1.2 million for Agua Caliente Photovoltaic System, \$0.4 million for North Coastal HHS Facility, \$0.3 million for Lakeside Teen Center Photovoltaic System, \$0.3 million for Lindo Lake Improvements, and \$0.3 million for Dos Picos Camping Cabins.

For Fiscal Year 2016–17, \$64.6 million is budgeted for projects identified in the 2015–20 Capital Improvement Needs Assessment (CINA) and MSCP land acquisition.

### Lease Payments: Capital Projects

The appropriations for this program are for the annual lease payments due to the San Diego County Capital Asset Leasing Corporation (SANCAL) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. The budget of \$35.4 million in Fiscal Year 2015–16 is a net decrease of \$1.4 million from the Fiscal Year 2014–15 Adopted Operational Plan as a result of decreases in certain scheduled leases.

The Fiscal Year 2016–17 payments are estimated at \$35.5 million, a net increase of \$0.2 million. See the Capital Program section of this document for the detail on the lease purchase payments.

### Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. Budgeted at \$45.8 million, the major components of the Countywide General Expenses program in Fiscal Year 2015–16 are:

- ◆ A Pension Stabilization Fund in anticipation of higher payments to the County's retirement fund in future years.
- ◆ Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- ◆ Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for court employees.
- ◆ Pension payments required by the County Employees Retirement Law that must be paid by the County in accordance with Internal Revenue Code §415(m).
- ◆ Miscellaneous appropriations for unanticipated program needs.

### Countywide Shared Major Maintenance

In Fiscal Year 2015–16, appropriations totaling \$2.0 million are budgeted for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2016–17 is also budgeted to be \$2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

### Employee Benefits Internal Service Fund

In Fiscal Year 1994–95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured workers' compensation program and unemployment insurance program expenses.

Workers' compensation rates (premiums) are charged to individual departments based on that department's ten-year experience (claim history) and the department's risk factor based on its blend of occupational groups as established by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an actuary to estimate the liability and capture the costs associated with all reported and unreported claims. As of June 30, 2014, the estimated liability was \$153.8 million and the cash balance was \$116.4 million. The liability is estimated to increase June 30, 2015 to \$166.9 million and the cash balance as of June 30, 2015 is \$127.1 million. Appropriations in the workers' compensation budget for Fiscal Year 2015–16 are budgeted to increase by \$1.0 million from the Fiscal Year 2014–15 Adopted Operational Plan primarily due to an increase in the Contingency Reserve to \$5.0 million. A \$5.0 million Contingency Reserve is also planned for Fiscal Year 2016–17.

The County is self-insured for unemployment benefit costs and therefore must reimburse the State for any unemployment benefit payments that are attributed to a claimant's previous employment with the County. County departments provide the funding source for these payments. Unemployment insurance rates (premiums) are charged to departments based on 80% of each department's five-year claims experience and 20% on budgeted staffing levels. Budgeted appropriations for Fiscal Year 2015–16 reflect a \$0.2 million decrease from the Fiscal Year 2014–15 Adopted Operational Plan, primarily due to decreased claims payment.





## Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in Government Code §56381. LAFCo is a State chartered regulatory agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000–01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001–02, funding for LAFCo is shared by the County, the 18 cities, 61 independent special districts in San Diego County as well as user fees. Appropriations of \$0.4 million are budgeted for Fiscal Year 2015–16. There is no change projected in Fiscal Year 2016–17.

## Public Liability Internal Service Fund

In Fiscal Year 1994–95, the County established the Public Liability Internal Service Fund (ISF) to report all of its public risk management activities. The County is self-insured through the ISF for premises liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, automobile and general liability. The cost to General Fund departments, other funds

and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience and 10% based on staff hours of exposure. The County contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The estimated liability for June 30, 2014 was \$30.9 million. As of June 30, 2014, the fund had a cash balance of \$40.8 million. The estimated liability for June 30, 2015 increased to \$37.9 million and the cash balance as of June 30, 2015 is \$38.2 million. Appropriations for Fiscal Year 2015–16 are budgeted to increase by \$1.0 million from the Fiscal Year 2014–15 Adopted Operational Plan primarily due to an increase in settlements.

## Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2002, 2004, and the 2008 taxable Pension Obligation Bonds (POBs). With the final prepayment of eligible taxable POBs, the remaining principal and interest payments are structured as level debt service in the amount of \$81.5 million annually. See the Debt Management Policies and Obligations section of this document on page 102 for more information on the POBs, including the history, outstanding principal and scheduled payments.

### Finance Other Appropriations/Expenditures

	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget
Cash Borrowing	\$ 1,350,287	\$ 7,700,000	\$ 7,700,000	\$ —	\$ 2,700,000	\$ 2,700,000
Community Enhancement	2,662,000	3,540,000	3,567,528	3,557,528	4,184,390	3,300,000
Neighborhood Reinvestment Program	4,195,844	10,000,000	9,868,950	9,066,186	10,000,000	10,000,000
Contributions to County Library System	1,643,750	300,000	625,700	325,700	300,000	300,000
Contingency Reserve - General Fund	—	20,669,098	20,669,098	—	21,724,392	22,235,815
Contributions to Capital Program	148,870,459	73,215,000	308,318,639	73,760,409	131,479,000	64,624,000
Lease Payments - Capital Projects	38,050,197	36,797,565	36,797,565	36,551,480	35,350,904	35,520,271
Countywide General Expenses	6,379,918	34,380,729	34,408,472	7,057,365	45,756,284	42,699,767
Countywide Shared Major Maintenance	362,495	2,000,000	4,596,152	3,143,545	2,000,000	2,000,000
Employee Benefits ISF						
<i>Workers Compensation Employee Benefits ISF</i>	53,722,511	43,270,094	43,270,094	45,998,108	44,145,553	44,145,553
<i>Unemployment Insurance Employee Benefits ISF</i>	1,984,227	2,102,153	2,102,153	1,115,095	1,901,360	1,901,360
Local Agency Formation Commission Administration	399,269	413,245	413,245	398,581	425,642	425,642
Public Liability ISF	19,991,618	20,442,025	20,442,025	25,651,317	21,474,673	21,474,673
Pension Obligation Bonds	81,455,378	81,462,679	81,462,679	81,492,231	81,469,636	81,385,036
<b>Total</b>	<b>\$361,067,953</b>	<b>\$336,292,588</b>	<b>\$574,242,300</b>	<b>\$288,117,546</b>	<b>\$402,911,834</b>	<b>\$332,712,117</b>



## Lease Payments

Budget by Categories of Expenditures						
	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget
Lease Payments	\$ 38,050,197	\$ 36,795,565	\$ 36,795,565	\$ 36,551,480	\$ 35,348,904	\$ 35,518,271
Facilities Management (Lease Mgmt)	—	2,000	2,000	—	2,000	2,000
<b>Total</b>	<b>\$ 38,050,197</b>	<b>\$ 36,797,565</b>	<b>\$ 36,797,565</b>	<b>\$ 35,350,904</b>	<b>\$ 35,350,904</b>	<b>\$ 35,520,271</b>

Expenditure Detail						
	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget
<b>Lease Payments Detail</b>						
2005 Regional Communications System*	\$ 2,899,105	\$ 1,443,400	\$ 1,443,400	\$ 1,399,347	\$ —	\$ —
2005 North & East County Justice Facility Refinance	2,705,106	2,729,113	2,729,113	2,714,424	2,732,300	2,731,125
2005 Edgemoor*	6,136,151	6,139,600	6,139,600	6,142,450	—	—
2006 Edgemoor*	3,144,782	3,145,182	3,145,182	3,155,204	—	—
2009 County Operations Center Phase 1A	9,636,460	9,489,195	9,489,195	9,604,509	9,736,254	9,887,144
2009 Justice Facilities Refunding	7,258,629	7,353,450	7,353,450	7,219,470	7,351,372	7,343,237
2011 MTS Tower Refunding	2,647,058	2,728,400	2,728,400	2,720,835	2,660,000	2,688,800
2011 CAC Waterfront Park	1,958,280	2,099,300	2,099,300	1,932,317	2,096,000	2,097,250
2012 Cedar and Kettner Development	1,664,625	1,667,925	1,667,925	1,662,925	1,670,075	1,666,625
2014 Edgemoor and RCS Refunding	—	—	—	—	9,102,903	9,104,090
<b>Total—Lease Payments Detail</b>	<b>\$ 38,050,197</b>	<b>\$ 36,795,565</b>	<b>\$ 36,795,565</b>	<b>\$ 36,551,480</b>	<b>\$ 35,348,904</b>	<b>\$ 35,518,271</b>
<b>Facilities Management (Lease Mgmt) Detail</b>						
2009 Justice Facilities Refunding	\$ —	\$ 2,000	\$ 2,000	\$ —	\$ 2,000	\$ 2,000
<b>Total—Facilities Management (Lease Mgmt) Detail</b>	<b>\$ —</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ —</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>
<b>Total— Expenditure Detail</b>	<b>\$ 38,050,197</b>	<b>\$ 36,797,565</b>	<b>\$ 36,797,565</b>	<b>\$ 36,551,480</b>	<b>\$ 35,350,904</b>	<b>\$ 35,520,271</b>

\* Included in the 2014 Edgemoor and RCS Refunding





Budget by Categories of Revenues						
	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget
AB189	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
Aid from Redev Successor Agency	4422905	4,567,225	4,567,225	4,395,242	4,566,075	4,563,875
Rents and Concessions	1091856	1,098,804	1,098,804	1,099,031	1,098,876	1,115,819
Operating Transfer Capital Outlay	9280933	9,284,782	9,284,782	9,297,654	8,565,150	8,564,525
General Purpose Revenue Allocation	21054078	19,646,754	19,646,754	19,559,553	18,920,803	19,076,052
Miscellaneous Revenues	424	—	—	—	—	—
<b>Total</b>	<b>\$ 38,050,197</b>	<b>\$ 36,797,565</b>	<b>\$ 36,797,565</b>	<b>\$ 36,551,480</b>	<b>\$ 35,350,904</b>	<b>\$ 35,520,271</b>

Revenue Detail						
	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget
<b>General Fund</b>						
2005 Regional Communications System*	\$ 2,899,105	\$ 1,443,400	\$ 1,443,400	\$ 1,399,347	\$ —	\$ —
2005 North & East County Justice Facility Refinance	2,705,106	2,729,113	2,729,113	2,714,424	2,732,300	2,731,125
2009 County Operations Center Phase 1A	9,636,460	9,489,195	9,489,195	9,604,509	9,736,254	9,887,144
2009 Justice Facilities Refunding	3,593,724	3,691,632	3,691,632	3,557,425	3,680,684	3,663,557
2011 MTS Tower Refunding	2,219,683	2,291,414	2,291,414	2,283,849	2,231,812	2,252,661
2014 Edgemoor and RCS Refunding	—	—	—	—	537,753	539,565
Facilities Management (Lease Mgmt)	—	2,000	2,000	—	2,000	2,000
<b>Total—General Fund</b>	<b>\$ 21,054,078</b>	<b>\$ 19,646,754</b>	<b>\$ 19,646,754</b>	<b>\$ 19,559,553</b>	<b>\$ 18,920,803</b>	<b>\$ 19,076,052</b>
<b>Rents and Concessions</b>						
2009 Justice Facilities Refunding	\$ 664,481	\$ 661,818	\$ 661,818	\$ 662,045	\$ 670,688	\$ 679,680
2011 MTS Tower Refunding	427,375	436,986	436,986	436,986	428,188	436,139
<b>Total—Rents and Concessions</b>	<b>\$ 1,091,856</b>	<b>\$ 1,098,804</b>	<b>\$ 1,098,804</b>	<b>\$ 1,099,031</b>	<b>\$ 1,098,876</b>	<b>\$ 1,115,819</b>
<b>AB189</b>						
2009 Justice Facilities Refunding	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
<b>Total—AB189</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>
<b>Aid from Redevelopment</b>						
2009 Justice Facilities Refunding	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
2011 CAC Waterfront Park	1,958,280	2,099,300	2,099,300	1,932,317	2,096,000	2,097,250
2012 Cedar and Kettner Development	1,664,625	1,667,925	1,667,925	1,662,925	1,670,075	1,666,625
<b>Total - Aid from Redevelopment</b>	<b>\$ 4,422,905</b>	<b>\$ 4,567,225</b>	<b>\$ 4,567,225</b>	<b>\$ 4,395,242</b>	<b>\$ 4,566,075</b>	<b>\$ 4,563,875</b>



Revenue Detail						
	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2014-15 Amended Budget	Fiscal Year 2014-15 Actuals	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Approved Budget
<b>Operating Transfer Capital Outlay</b>						
2005 Edgemoor**	\$ 6,136,151	\$ 6,139,600	\$ 6,139,600	\$ 6,142,450	\$ —	\$ —
2006 Edgemoor**	3,144,782	3,145,182	3,145,182	3,155,204	—	—
2014 Edgemoor and RCS Refunding	—	—	—	—	8,565,150	8,564,525
<b>Total - Operating Transfer Capital Outlay</b>	<b>\$ 9,280,933</b>	<b>\$ 9,284,782</b>	<b>\$ 9,284,782</b>	<b>\$ 9,297,654</b>	<b>\$ 8,565,150</b>	<b>\$ 8,564,525</b>
<b>Miscellaneous Revenues</b>						
Recovered Expenditures	\$ 424	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Total - Miscellaneous Revenues</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Total Lease Payments Funding Sources</b>	<b>\$ 38,707,039</b>	<b>\$ 36,797,565</b>	<b>\$ 36,797,565</b>	<b>\$ 36,551,480</b>	<b>\$ 35,350,904</b>	<b>\$ 35,520,271</b>

\*Included in General Fund—2014 Edgemoor and RCS Refunding.

\*\*Included in Operating Transfer Capital Outlay—2014 Edgemoor and RCS Refunding.



*County of San Diego*

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# Appendix A: All Funds Budget Summary

## Countywide Totals

Staffing						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
	<b>Total</b>	<b>17,044.00</b>			<b>17,033.50</b>	<b>17,033.50</b>

Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 1,746,177,685	\$ 1,910,117,432	\$ 1,902,835,661	\$ 1,840,526,558	\$ 1,935,660,861	\$ 1,979,895,316
Services & Supplies	1,793,598,277	1,845,115,276	2,217,332,077	1,775,262,767	2,029,316,242	1,975,783,306
Other Charges	695,356,064	765,533,769	776,409,173	702,849,367	758,933,987	758,160,727
Capital Assets/Land Acquisition	199,972,268	84,522,300	377,745,361	105,025,771	136,051,925	3,935,425
Capital Assets Equipment	11,957,350	21,879,224	58,932,393	15,220,826	27,096,364	15,374,153
Expenditure Transfer & Reimbursements	(31,835,894)	(30,307,011)	(30,207,011)	(28,427,806)	(31,440,744)	(31,552,667)
Contingency Reserves	—	24,772,098	24,772,098	—	26,724,392	27,235,815
Fund Balance Component Increases	63,406,678	2,604,421	4,458,108	4,458,108	1,400,000	1,400,000
Operating Transfers Out	412,978,472	427,257,072	685,955,246	432,153,570	491,032,497	342,755,405
Management Reserves	—	32,247,967	9,867,967	—	39,450,000	24,000,000
<b>Total</b>	<b>\$ 4,891,610,900</b>	<b>\$ 5,083,742,548</b>	<b>\$ 6,028,101,072</b>	<b>\$ 4,847,069,160</b>	<b>\$ 5,414,225,524</b>	<b>\$ 5,096,987,480</b>

Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 591,338,638	\$ 603,090,433	\$ 603,090,433	\$ 621,162,540	\$ 632,916,886	\$ 648,146,069
Taxes Other Than Current Secured	405,504,106	410,643,377	441,138,399	438,080,209	437,654,014	448,510,288
Licenses Permits & Franchises	55,852,501	53,083,636	53,083,636	54,364,681	52,642,553	55,060,008
Fines, Forfeitures & Penalties	41,720,184	46,241,366	49,530,570	51,984,250	49,156,588	43,595,723
Revenue From Use of Money & Property	46,020,402	43,261,987	44,354,644	39,598,628	40,355,368	40,685,260



**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues	2,496,821,904	2,342,074,506	2,431,841,420	2,385,864,751	2,465,780,437	2,477,935,334
Charges For Current Services	822,800,780	849,879,574	906,550,371	849,030,784	895,565,725	888,616,059
Miscellaneous Revenues	40,567,384	38,713,915	98,215,765	102,454,016	43,986,900	30,824,100
Other Financing Sources	478,202,822	422,456,659	687,371,612	446,298,848	482,432,863	328,012,609
Residual Equity Transfers In	593,532	—	—	1,609,114	—	—
Fund Balance Component Decreases	5,362,491	4,841,928	5,247,398	5,247,398	28,449,923	22,673,170
Use of Fund Balance	(93,173,844)	269,455,167	707,676,825	(148,626,059)	285,284,267	112,928,860
<b>Total</b>	<b>\$ 4,891,610,900</b>	<b>\$ 5,083,742,548</b>	<b>\$ 6,028,101,072</b>	<b>\$ 4,847,069,160</b>	<b>\$ 5,414,225,524</b>	<b>\$ 5,096,987,480</b>

**Public Safety Group**

Staffing						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
<b>Total</b>		<b>7,459.00</b>			<b>7,418.00</b>	<b>7,418.00</b>

Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 881,202,947	\$ 958,978,545	\$ 954,404,185	\$ 930,873,580	\$ 968,533,309	\$ 990,880,316
Services & Supplies	276,700,261	301,160,903	395,016,802	293,359,214	334,835,489	310,603,961
Other Charges	114,295,444	111,396,934	120,556,870	116,688,718	113,216,387	113,528,207
Capital Assets Equipment	6,867,670	6,082,187	27,939,252	12,889,919	9,296,962	1,596,116
Expenditure Transfer & Reimbursements	(18,713,507)	(19,371,937)	(19,271,937)	(16,983,091)	(19,505,113)	(19,601,548)
Fund Balance Component Increases	250,000	100,000	498,577	498,577	1,100,000	100,000
Operating Transfers Out	243,867,643	272,621,137	290,698,117	279,224,890	291,907,088	281,210,867
Management Reserves	—	4,000,000	—	—	12,200,000	—
<b>Total</b>	<b>\$ 1,504,470,459</b>	<b>\$ 1,634,967,769</b>	<b>\$ 1,769,841,866</b>	<b>\$ 1,616,551,806</b>	<b>\$ 1,711,584,122</b>	<b>\$ 1,678,317,919</b>





Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 528,558	\$ 575,000	\$ 575,000	\$ 554,472	\$ 575,000	\$ 575,000
Taxes Other Than Current Secured	6,126	—	—	7,691	—	—
Licenses Permits & Franchises	683,290	613,710	613,710	484,831	463,000	463,000
Fines, Forfeitures & Penalties	15,880,878	24,628,032	27,917,236	26,997,401	27,082,528	21,354,419
Revenue From Use of Money & Property	12,376,569	8,545,358	8,545,358	8,792,007	8,677,578	8,677,578
Intergovernmental Revenues	460,217,807	462,323,925	496,597,538	495,653,046	489,678,565	485,612,381
Charges For Current Services	159,845,210	161,345,550	162,527,634	160,828,960	166,643,863	169,262,586
Miscellaneous Revenues	14,787,046	18,801,004	56,125,241	47,375,311	24,422,833	12,248,810
Other Financing Sources	240,144,924	270,270,253	284,418,309	276,907,856	287,822,124	278,825,903
Fund Balance Component Decreases	2,000,000	—	—	—	—	—
Use of Fund Balance	(10,891,781)	51,378,204	96,035,108	(37,536,501)	48,315,591	20,259,255
General Purpose Revenue Allocation	608,891,833	636,486,733	636,486,733	636,486,733	657,903,040	681,038,987
<b>Total</b>	<b>\$ 1,504,470,459</b>	<b>\$ 1,634,967,769</b>	<b>\$ 1,769,841,866</b>	<b>\$ 1,616,551,806</b>	<b>\$ 1,711,584,122</b>	<b>\$ 1,678,317,919</b>

Health and Human Services Agency

Staffing						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
<b>Total</b>		<b>5,973.50</b>			<b>5,976.50</b>	<b>5,976.50</b>

**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 494,210,406	\$ 542,613,503	\$ 542,613,503	\$ 525,615,503	\$ 554,809,718	\$ 569,647,480
Services & Supplies	977,521,807	890,675,463	935,153,474	895,127,241	989,708,344	971,979,659
Other Charges	352,859,063	428,368,018	409,394,139	364,648,319	429,156,584	429,156,584
Capital Assets Equipment	635,808	248,000	284,402	53,379	248,000	248,000
Expenditure Transfer & Reimbursements	(11,095,473)	(9,043,424)	(9,043,424)	(9,477,000)	(9,843,424)	(9,843,424)
Fund Balance Component Increases	78,400	1,143,302	1,143,302	1,143,302	—	—
Operating Transfers Out	36,588,772	26,936,721	26,936,721	26,619,589	20,136,721	20,136,721
Management Reserves	—	20,000,000	4,000,000	—	20,000,000	20,000,000
<b>Total</b>	<b>\$ 1,850,798,784</b>	<b>\$ 1,900,941,583</b>	<b>\$ 1,910,482,116</b>	<b>\$ 1,803,730,333</b>	<b>\$ 2,004,215,943</b>	<b>\$ 2,001,325,020</b>

Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 1,531,749	\$ 1,602,726	\$ 1,602,726	\$ 1,608,250	\$ 1,565,017	\$ 1,686,560
Taxes Other Than Current Secured	24,350	26,784	26,784	32,634	26,784	26,784
Licenses Permits & Franchises	926,727	914,613	914,613	946,243	894,500	894,500
Fines, Forfeitures & Penalties	6,398,167	5,816,452	5,816,452	6,987,505	6,578,679	6,578,679
Revenue From Use of Money & Property	3,836,142	7,052,402	7,052,402	1,326,137	2,975,119	2,975,119
Intergovernmental Revenues	1,648,859,726	1,681,809,770	1,682,527,014	1,633,733,589	1,784,532,596	1,799,196,814
Charges For Current Services	69,684,602	56,996,554	56,996,554	72,463,135	58,001,693	57,686,629
Miscellaneous Revenues	6,110,813	2,700,409	2,700,409	6,578,025	4,052,968	3,105,691
Other Financing Sources	25,320,004	13,500,000	13,500,000	13,500,051	8,400,000	6,700,000
Fund Balance Component Decreases	—	—	—	—	—	21,199,187
Use of Fund Balance	23,454,024	64,104,691	72,927,981	137,583	69,285,842	31,600,000
General Purpose Revenue Allocation	64,652,480	66,417,182	66,417,182	66,417,182	67,902,745	69,675,057
<b>Total</b>	<b>\$ 1,850,798,784</b>	<b>\$ 1,900,941,583</b>	<b>\$ 1,910,482,116</b>	<b>\$ 1,803,730,333</b>	<b>\$ 2,004,215,943</b>	<b>\$ 2,001,325,020</b>





Land Use and Environment Group

Staffing						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
	<b>Total</b>	<b>1,452.00</b>			<b>1,461.00</b>	<b>1,461.00</b>

Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 152,430,096	\$ 171,070,575	\$ 169,455,243	\$ 156,986,539	\$ 171,739,018	\$ 174,897,062
Services & Supplies	152,498,694	188,916,361	306,846,952	176,902,500	196,183,288	159,643,803
Other Charges	25,382,077	25,578,068	38,180,325	18,480,054	22,775,499	22,601,978
Capital Assets/Land Acquisition	—	11,232,300	25,346,700	—	4,265,000	1,427,500
Capital Assets Equipment	734,866	5,849,000	10,299,811	777,924	8,364,028	4,684,000
Expenditure Transfer & Reimbursements	(452,295)	(400,000)	(400,000)	(423,533)	(405,000)	(405,000)
Fund Balance Component Increases	5,867,340	361,119	1,816,229	1,816,229	300,000	300,000
Operating Transfers Out	13,027,019	14,875,827	17,625,868	15,442,813	20,703,258	12,995,402
<b>Total</b>	<b>\$ 349,487,797</b>	<b>\$ 417,483,250</b>	<b>\$ 569,171,129</b>	<b>\$ 369,982,526</b>	<b>\$ 423,925,091</b>	<b>\$ 376,144,745</b>

Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 7,325,054	\$ 7,229,241	\$ 7,229,241	\$ 7,672,577	\$ 7,574,425	\$ 7,597,725
Taxes Other Than Current Secured	2,470,847	6,612,759	37,107,781	18,113,782	10,468,561	10,195,171
Licenses Permits & Franchises	40,105,409	37,926,238	37,926,238	38,657,637	42,565,807	45,045,262
Fines, Forfeitures & Penalties	2,205,230	1,883,297	1,883,297	1,432,128	1,652,330	1,536,156
Revenue From Use of Money & Property	21,525,119	20,816,404	20,816,404	21,492,524	21,316,396	21,675,039
Intergovernmental Revenues	126,754,116	114,477,209	133,965,728	112,429,363	99,367,847	103,098,801
Charges For Current Services	84,868,311	92,724,173	100,875,201	89,657,054	89,923,612	90,871,400
Miscellaneous Revenues	2,460,604	3,724,313	13,578,656	1,636,573	2,267,683	2,226,183



**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Other Financing Sources	12,720,119	16,543,136	17,524,071	16,590,581	20,876,756	11,754,900
Fund Balance Component Decreases	3,362,491	4,841,928	4,841,928	4,841,928	11,149,923	1,473,983
Use of Fund Balance	144,700	62,790,265	145,508,297	9,544,092	65,379,029	27,744,099
General Purpose Revenue Allocation	45,545,796	47,914,287	47,914,287	47,914,287	51,382,722	52,926,026
<b>Total</b>	<b>\$ 349,487,797</b>	<b>\$ 417,483,250</b>	<b>\$ 569,171,129</b>	<b>\$ 369,982,526</b>	<b>\$ 423,925,091</b>	<b>\$ 376,144,745</b>

**Community Services Group**

Staffing						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
<b>Total</b>		<b>976.00</b>			<b>991.50</b>	<b>991.50</b>

Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 90,820,874	\$ 99,458,675	\$ 99,213,675	\$ 95,317,616	\$ 101,723,743	\$ 103,546,961
Services & Supplies	134,019,770	166,563,836	199,150,036	143,179,352	183,119,512	172,787,831
Other Charges	16,473,842	19,037,507	27,228,120	17,154,293	18,156,239	18,044,303
Capital Assets/Land Acquisition	(189,721)	—	—	(234,587)	—	—
Capital Assets Equipment	1,155,779	8,737,037	18,085,482	(256,378)	8,796,374	8,517,037
Expenditure Transfer & Reimbursements	(125,442)	(83,600)	(83,600)	(85,638)	(83,600)	(83,600)
Contingency Reserves	—	103,000	103,000	—	—	—
Fund Balance Component Increases	—	1,000,000	1,000,000	1,000,000	—	1,000,000
Operating Transfers Out	12,578,397	24,989,637	26,713,109	22,210,143	12,470,403	11,260,962
Management Reserves	—	5,747,967	4,747,967	—	4,250,000	1,000,000
<b>Total</b>	<b>\$ 254,733,500</b>	<b>\$ 325,554,059</b>	<b>\$ 376,157,790</b>	<b>\$ 278,284,801</b>	<b>\$ 328,432,671</b>	<b>\$ 316,073,494</b>





Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 28,775,830	\$ 30,061,616	\$ 30,061,616	\$ 30,241,711	\$ 30,260,627	\$ 31,174,250
Taxes Other Than Current Secured	3,996,963	2,302,845	2,302,845	2,250,939	2,430,861	2,443,505
Licenses Permits & Franchises	2,061,751	1,945,359	1,945,359	2,038,543	1,893,391	1,893,391
Fines, Forfeitures & Penalties	2,141	3,000	3,000	1,644	3,000	3,000
Revenue From Use of Money & Property	1,352,050	1,661,069	1,661,069	1,281,622	1,599,820	1,599,820
Intergovernmental Revenues	27,072,169	32,318,368	40,246,075	30,053,082	35,263,987	34,195,988
Charges For Current Services	160,048,475	172,595,607	196,413,967	167,849,323	197,103,185	196,798,000
Miscellaneous Revenues	3,652,411	3,136,147	4,468,390	4,244,603	3,433,670	3,433,670
Other Financing Sources	14,481,908	28,614,637	28,579,508	22,895,147	12,696,905	11,487,464
Residual Equity Transfers In	593,532	—	—	1,609,114	—	—
Fund Balance Component Decreases	—	—	—	—	1,000,000	—
Use of Fund Balance	(7,376,848)	32,409,579	49,970,128	(4,686,759)	21,712,322	11,569,020
General Purpose Revenue Allocation	20,073,118	20,505,832	20,505,832	20,505,832	21,034,903	21,475,386
<b>Total</b>	<b>\$ 254,733,500</b>	<b>\$ 325,554,059</b>	<b>\$ 376,157,790</b>	<b>\$ 278,284,801</b>	<b>\$ 328,432,671</b>	<b>\$ 316,073,494</b>

Finance and General Government Group

Staffing						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
<b>Total</b>		<b>1,183.50</b>			<b>1,186.50</b>	<b>1,186.50</b>





**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits	\$ 127,513,362	\$ 137,996,134	\$ 137,149,055	\$ 131,733,320	\$ 138,855,073	\$ 140,923,497
Services & Supplies	224,243,765	245,194,432	316,829,445	232,939,030	261,478,322	238,025,333
Other Charges	1,778,069	50,000	50,000	1,414,219	50,000	50,000
Capital Assets Equipment	215,298	438,000	756,572	397,677	391,000	329,000
Expenditure Transfer & Reimbursements	(1,449,177)	(1,408,050)	(1,408,050)	(1,458,544)	(1,603,607)	(1,619,095)
Operating Transfers Out	—	—	705,470	405,470	—	—
Management Reserves	—	2,500,000	1,120,000	—	3,000,000	3,000,000
<b>Total</b>	<b>\$ 352,301,317</b>	<b>\$ 384,770,516</b>	<b>\$ 455,202,492</b>	<b>\$ 365,431,172</b>	<b>\$ 402,170,788</b>	<b>\$ 380,708,735</b>

Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Licenses Permits & Franchises	\$ 1,448,904	\$ 1,242,300	\$ 1,242,300	\$ 1,157,065	\$ 1,356,500	\$ 1,294,500
Fines, Forfeitures & Penalties	648,265	1,035,450	1,035,450	667,014	1,035,450	1,035,450
Revenue From Use of Money & Property	74,873	69,000	69,000	51,750	60,500	60,500
Intergovernmental Revenues	117,135	558,140	558,140	544,392	2,362,974	1,559,386
Charges For Current Services	208,856,063	224,804,182	248,123,507	212,911,779	236,281,441	226,070,113
Miscellaneous Revenues	7,676,378	9,315,708	9,315,708	7,308,502	8,805,896	8,805,896
Other Financing Sources	4,299,165	4,833,967	5,133,967	4,734,049	5,270,877	5,586,928
Fund Balance Component Decreases	—	—	405,470	405,470	—	—
Use of Fund Balance	12,140,945	21,190,742	67,597,922	15,930,125	19,812,093	6,681,951
General Purpose Revenue Allocation	117,039,590	121,721,027	121,721,027	121,721,027	127,185,057	129,614,011
<b>Total</b>	<b>\$ 352,301,317</b>	<b>\$ 384,770,516</b>	<b>\$ 455,202,492</b>	<b>\$ 365,431,172</b>	<b>\$ 402,170,788</b>	<b>\$ 380,708,735</b>





Capital Program

Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Services & Supplies	\$ 6,960,240	\$ 633,000	\$ 9,740,192	\$ 9,054,660	\$ 633,000	\$ 633,000
Capital Assets/Land Acquisition	200,161,989	73,290,000	352,398,660	105,260,358	131,786,925	2,507,925
Capital Assets Equipment	2,347,929	525,000	1,566,873	1,358,305	—	—
Operating Transfers Out	9,280,933	9,284,783	9,297,654	9,297,654	8,565,150	8,564,525
<b>Total</b>	<b>\$ 218,751,090</b>	<b>\$ 83,732,783</b>	<b>\$ 373,003,380</b>	<b>\$ 124,970,976</b>	<b>\$ 140,985,075</b>	<b>\$ 11,705,450</b>

Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Revenue From Use of Money & Property	\$ 746,647	\$ 639,089	\$ 1,731,746	\$ 322,314	\$ 310,757	\$ 265,063
Intergovernmental Revenues	96,926,343	5,108,008	32,467,839	22,732,635	4,458,231	4,157,927
Charges For Current Services	—	—	200,000	3,968	—	—
Miscellaneous Revenues	1,779,256	—	10,869,132	3,508,752	—	—
Other Financing Sources	114,424,908	76,859,000	326,380,091	99,420,805	136,216,087	2,507,925
Use of Fund Balance	4,873,935	1,126,686	1,354,572	(1,017,497)	—	4,774,535
<b>Total</b>	<b>\$ 218,751,090</b>	<b>\$ 83,732,783</b>	<b>\$ 373,003,380</b>	<b>\$ 124,970,976</b>	<b>\$ 140,985,075</b>	<b>\$ 11,705,450</b>

Finance Other

Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Services & Supplies	\$ 21,653,740	\$ 51,971,281	\$ 54,595,176	\$ 24,700,771	\$ 63,358,287	\$ 122,109,719
Other Charges	184,567,568	181,103,242	180,999,719	184,463,765	175,579,278	174,779,655
Contingency Reserves	—	24,669,098	24,669,098	—	26,724,392	27,235,815
Fund Balance Component Increases	57,210,938	—	—	—	—	—
Operating Transfers Out	97,635,708	78,548,967	313,978,306	78,953,010	137,249,877	8,586,928
<b>Total</b>	<b>\$ 361,067,954</b>	<b>\$ 336,292,588</b>	<b>\$ 574,242,300</b>	<b>\$ 288,117,546</b>	<b>\$ 402,911,834</b>	<b>\$ 332,712,117</b>



## APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Fines, Forfeitures & Penalties	\$ 2,200,000	\$ —	\$ —	\$ —	\$ —	\$ —
Revenue From Use of Money & Property	1,687,008	1,611,363	1,611,363	1,793,006	1,693,203	1,710,146
Intergovernmental Revenues	10,073,771	4,567,225	4,567,225	4,435,275	4,566,075	4,563,875
Charges For Current Services	139,462,604	141,413,508	141,413,508	145,242,847	147,611,931	147,927,331
Miscellaneous Revenues	1,085,037	—	121,896	1,540,626	—	—
Other Financing Sources	66,811,795	11,835,666	11,835,666	12,250,360	11,150,114	11,149,489
Fund Balance Component Decreases	—	—	—	—	16,300,000	—
Use of Fund Balance	—	36,455,000	36,455,000	36,455,000	60,779,390	10,300,000
Use of Fund Balance	17,998,555	36,455,069	274,282,885	(17,554,326)	60,779,390	10,300,000
<b>Total</b>	<b>\$ 361,067,954</b>	<b>\$ 336,292,588</b>	<b>\$ 574,242,300</b>	<b>288,117,545.9</b>	<b>\$ 402,911,834</b>	<b>\$ 332,712,117</b>

### Total General Purpose Revenue

General Purpose Revenue						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 553,177,447	\$ 563,621,850	\$ 563,621,850	\$ 581,085,530	\$ 592,941,817	\$ 607,112,534
Taxes Other Than Current Secured	399,005,821	401,700,989	401,700,989	417,675,164	424,727,808	435,844,828
Licenses Permits & Franchises	10,626,419	10,441,416	10,441,416	11,080,363	5,469,355	5,469,355
Fines, Forfeitures & Penalties	14,385,504	12,875,135	12,875,135	15,898,558	12,804,601	13,088,019
Revenue From Use of Money & Property	4,421,995	2,867,302	2,867,302	4,539,269	3,721,995	3,721,995
Intergovernmental Revenues	126,800,836	40,911,861	40,911,861	86,283,369	45,550,162	45,550,162
Charges For Current Services	35,514	—	—	73,719	—	—
Miscellaneous Revenues	3,015,839	1,036,334	1,036,334	30,261,623	1,003,850	1,003,850
<b>Total</b>	<b>\$ 1,111,469,375</b>	<b>\$ 1,033,454,887</b>	<b>\$ 1,033,454,887</b>	<b>\$ 1,146,897,594</b>	<b>\$ 1,086,219,588</b>	<b>\$ 1,111,790,743</b>





## Appendix B: Budget Summary and Changes in Fund Balance

### Appropriations by Fund Type

County Funds by Type						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Air Pollution Control District	\$ 36,840,720	\$ 49,487,307	\$ 62,996,454	\$ 41,480,062	\$ 47,624,218	\$ 46,543,323
Capital Project Funds	218,751,090	83,732,783	373,003,380	124,970,976	140,985,075	11,705,450
County Service Areas	15,338,228	16,909,975	17,709,452	14,587,800	16,748,281	17,102,330
Debt Service County Family	81,455,378	81,462,679	81,462,679	81,492,231	81,469,636	81,385,036
General Fund	3,683,478,264	3,863,617,355	4,278,435,162	3,658,935,548	4,116,669,668	3,975,444,991
Miscellaneous Local Agencies	5,785,761	8,117,482	8,117,482	5,788,598	8,222,384	8,110,448
Miscellaneous Special Districts	14,535,058	14,183,813	28,507,581	10,722,928	8,917,510	8,917,510
Permanent Road Divisions	1,871,988	8,641,205	8,871,140	1,587,326	5,711,817	5,711,817
County Proprietary Enterprise Funds	20,545,303	27,391,498	47,122,233	27,833,705	33,991,401	32,810,596
County Proprietary Internal Service Funds	389,890,998	447,543,018	508,461,717	421,155,389	450,147,975	433,957,917
Sanitation Districts	26,990,308	32,446,032	38,892,715	22,541,318	28,415,395	25,387,487
Special Revenue Funds	396,127,805	450,209,401	574,521,077	435,973,278	475,322,164	449,910,575
<b>Total</b>	<b>\$ 4,891,610,900</b>	<b>\$ 5,083,742,548</b>	<b>\$ 6,028,101,072</b>	<b>\$ 4,847,069,160</b>	<b>\$ 5,414,225,524</b>	<b>\$ 5,096,987,480</b>



Appropriations by Group and Fund

Public Safety Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
General Fund	\$ 1,250,817,036	\$ 1,345,455,943	\$ 1,424,932,749	\$ 1,322,534,490	\$ 1,398,780,626	\$ 1,372,866,458
Sheriff's Asset Forfeiture Program	1,083,234	1,100,000	3,059,907	1,722,616	1,600,000	1,600,000
District Attorney Asset Forfeiture Program Fed	111,842	500,000	500,000	41,931	500,000	500,000
District Attorney Asset Forfeiture State	—	15,000	57,500	56,646	15,000	15,000
Probation Asset Forfeiture Program	48,936	100,000	100,741	77,195	223,000	100,000
Sheriff's Inmate Welfare	5,714,681	6,760,355	12,567,941	6,885,053	7,139,313	7,005,832
Probation Inmate Welfare	57,962	95,000	595,403	61,129	95,000	95,000
Public Safety Prop 172 Special Revenue	237,219,417	254,767,334	257,018,090	253,895,666	278,000,698	270,899,572
CSA 107 Elfin Forest Fire District	402,396	—	144,314	—	—	—
CSA 107 Elfin Forest Fire Protection / EMS	—	490,000	490,000	431,966	468,072	468,072
CSA 109 Mt Laguna Fire Medical	8,313	—	—	—	—	—
CSA 109 Mt Laguna Fire Mitigation Fee	398	—	—	—	—	—
CSA 110 Mount Palomar Fire Medical	21,022	—	—	—	—	—
CSA 110 Mt Palomar Fire Mitigation Fee	4,449	—	—	—	—	—
CSA 111 Boulevard Fire District	180,739	—	—	—	—	—
CSA 111 Boulevard Fire Mitigation Fee	3,853	—	—	—	—	—
CSA 112 Campo Fire District	25,702	—	—	—	—	—
CSA 112 Campo Fire Mitigation Fee	20,172	—	—	—	—	—
CSA 113 San Pasqual Fire District	171,944	—	—	—	—	—
CSA 113 San Pasqual Fire Mitigation Fee	28,703	—	—	—	—	—
CSA 115 Pepper Drive Fire Protection / EMS	—	365,000	365,000	349,695	365,000	365,000



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Public Safety Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
CSA 115 Pepper Drive Fire District	361,739	—	2,530	—	—	—
CSA 135 Fire Protection / Emergency Medical Svcs	635,386	—	32,048	19,656	—	—
CSA 135 Fire Authority Fire Protection / EMS	—	680,000	680,000	460,113	680,000	680,000
CSA 135 Regional 800 MHZ Radio System	—	263,628	263,628	263,628	—	—
CSA 135 Del Mar 800 MHZ Zone B	39,497	50,000	53,083	41,154	50,000	50,000
CSA 135 Poway 800 MHZ Zone F	130,721	155,502	159,201	120,647	155,502	155,502
CSA 135 Solana Beach 800 MHZ Zone H	26,682	45,400	49,099	27,448	56,900	45,400
SHF Jail Stores Commissary Enterprise	—	—	7,459,837	6,038,627	7,673,768	7,690,840
Jail Stores Internal Service Fund	7,355,634	7,787,452	14,449,688	13,205,833	—	—
Penalty Assessment	—	7,875,730	8,524,413	7,619,452	6,736,509	6,736,509
Criminal Justice Facility	—	7,491,425	37,077,819	1,728,862	7,760,858	8,049,734
Courthouse Construction	—	970,000	1,258,876	970,000	1,283,876	995,000
<b>Total</b>	<b>\$ 1,504,470,459</b>	<b>\$ 1,634,967,769</b>	<b>\$ 1,769,841,866</b>	<b>\$ 1,616,551,806</b>	<b>\$ 1,711,584,122</b>	<b>\$ 1,678,317,919</b>

Health and Human Services Agency						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
General Fund	\$ 1,816,636,039	\$ 1,862,866,922	\$ 1,872,024,699	\$ 1,780,754,075	\$ 1,979,862,503	\$ 1,976,603,907
Tobacco Securitization Special Revenue	24,328,584	27,500,000	27,500,000	13,625,944	13,500,000	13,500,000
CSA 17 San Dieguito Ambulance	3,932,277	4,312,239	4,384,392	3,876,184	4,341,221	4,587,441
CSA 69 Heartland Paramedic	5,901,884	6,262,422	6,573,025	5,474,130	6,512,219	6,633,672
<b>Total</b>	<b>\$ 1,850,798,784</b>	<b>\$ 1,900,941,583</b>	<b>\$ 1,910,482,116</b>	<b>\$ 1,803,730,333</b>	<b>\$ 2,004,215,943</b>	<b>\$ 2,001,325,020</b>



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Land Use and Environment Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
General Fund	\$ 144,604,696	\$ 163,081,600	\$ 184,577,130	\$ 148,767,349	\$ 168,615,487	\$ 146,594,003
Road Fund	83,966,905	97,124,263	173,884,620	103,774,950	111,445,924	93,095,693
Air Pollution Control District Operations	21,628,659	24,495,522	25,919,318	22,101,162	25,658,921	25,092,026
APCD Air Quality Improvement Trust	8,379,527	12,107,116	19,195,335	13,637,822	10,000,000	10,000,000
Air Quality State Moyer Program	4,895,583	3,601,297	4,182,929	2,556,902	4,115,297	3,601,297
Air Quality Power General Mitigation	873,141	358,372	358,372	211,288	—	—
Air Quality School Bus Program	2	—	—	—	—	—
Air Quality Proposition 1B GMERP	1,063,808	8,925,000	13,340,500	2,972,889	7,850,000	7,850,000
San Diego County Lighting Maintenance District 1	1,776,378	3,591,497	3,592,316	3,241,864	2,163,989	2,163,989
Inactive Waste Site Management	8,088,233	6,560,573	6,850,691	5,874,857	6,416,145	6,651,888
Waste Planning and Recycling	—	1,046,559	1,194,803	957,262	1,282,025	927,902
Duck Pond Landfill Cleanup	—	13,911	13,911	11,351	14,189	14,473
Parkland Ded Area 4 Lincoln Acres	—	1,800	1,800	65	500	—
Parkland Ded Area 15 Sweetwater	6,998	7,100	7,100	5,663	5,500	5,500
Parkland Ded Area 16 Otay	—	50	50	—	—	—
Parkland Ded Area 19 Jamul	928	4,100	609,100	605,749	1,500	1,500
Parkland Ded Area 20 Spring Valley	14,291	4,100	4,100	3,912	7,000	7,000
Parkland Ded Area 25 Lakeside	424,082	17,100	17,100	4,163	17,500	17,500
Parkland Ded Area 26 Crest	785	2,100	2,100	134	1,500	1,500
Parkland Ded Area 27 Alpine	19,870	7,600	7,600	3,280	7,000	7,000
Parkland Ded Area 28 Ramona	106,271	6,100	192,120	181,325	12,500	12,500



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Land Use and Environment Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Parkland Ded Area 29 Escondido	8,097	1,100	731,577	95,574	1,000	1,000
Parkland Ded Area 30 San Marcos	49	1,100	1,100	7	500	500
Parkland Ded Area 31 San Dieguito	36,592	2,500	2,500	2,128	4,000	4,000
Parkland Ded Area 32 Carlsbad	—	140	140	—	—	—
Parkland Ded Area 35 Fallbrook	200,277	3,600	141,600	25,303	2,500	2,500
Parkland Ded Area 36 Bonsall	65	3,100	3,100	134	1,700	1,700
Parkland Ded Area 37 Vista	13,475	1,100	738,000	80,007	500	500
Parkland Ded Area 38 Valley Center	7,590	4,200	136,528	70,624	2,000	2,000
Parkland Ded Area 39 Pauma Valley	347	1,100	1,100	84	1,000	1,000
Parkland Ded Area 40 Palomar Julian	3,756	3,100	9,079	2,991	2,000	2,000
Parkland Ded Area 41 Mountain Empire	—	260	260	121	500	—
Parkland Ded Area 42 Anza Borrego	1,306	2,600	2,600	1,408	5,500	5,500
Parkland Ded Area 43 Central Mountain	22,667	2,600	2,600	2,471	3,000	3,000
Parkland Ded Area 44 Oceanside	—	100	100	—	—	—
Parkland Ded Area 45 Valle de Oro	8,486	2,100	2,100	1,855	4,500	4,500
PRD 6 Pauma Valley	27,573	399,028	399,028	10,365	214,911	214,911
PRD 8 Magee Road Pala	69,312	227,774	227,774	3,839	158,777	158,777
PRD 9 Santa Fe Zone B	4,281	107,433	107,433	4,775	43,553	43,553
PRD 10 Davis Drive	2,974	17,664	17,664	2,858	9,251	9,251
PRD 11 Bernardo Road Zone A	27,442	46,394	46,394	2,747	18,535	18,535
PRD 11 Bernardo Road Zone C	2,756	23,082	23,082	10,957	3,499	3,499
PRD 11 Bernardo Road Zone D	3,134	42,070	42,070	2,861	38,673	38,673





**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Land Use and Environment Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
PRD 12 Lomair	63,995	267,310	313,355	54,148	135,128	135,128
PRD 13 Pala Mesa Zone A	10,074	444,501	446,559	178,166	247,893	247,893
PRD 13 Stewart Canyon Zone B	6,448	64,303	64,303	4,911	56,577	56,577
PRD 16 Wynola	8,673	126,480	126,480	6,880	116,313	116,313
PRD 18 Harrison Park	8,057	308,300	309,200	134,647	163,535	163,535
PRD 20 Daily Road	144,985	636,052	636,052	255,338	254,550	254,550
PRD 21 Pauma Heights	9,117	413,676	413,676	83,654	277,316	277,316
PRD 22 West Dougherty St	3,565	7,945	7,945	2,202	8,215	8,215
PRD 23 Rock Terrace Road	4,121	30,307	30,307	2,285	26,155	26,155
PRD 24 Mt Whitney Road	3,735	44,218	44,218	2,601	38,441	38,441
CSA 26 Rancho San Diego	237,629	252,530	252,530	226,360	273,985	276,040
CSA 26 Cottonwood Village Zone A	105,160	265,390	284,263	119,289	154,529	154,529
CSA 26 Monte Vista Zone B	121,124	305,234	326,798	112,468	183,487	183,487
SD Landscape Maintenance Zone 1	141,453	149,573	149,573	146,272	149,170	151,175
Landscape Maintenance Dist Zone 2 - Julian	115,927	112,239	122,239	94,449	113,889	117,047
PRD 30 Royal Oaks Carroll	3,517	37,639	37,639	2,609	34,488	34,488
PRD 38 Gay Rio Terrace	60,231	33,264	33,264	2,233	21,307	21,307
PRD 45 Rincon Springs Rd	3,852	76,495	76,495	60,072	21,637	21,637
PRD 46 Rocos Road	3,182	40,584	40,584	2,623	37,124	37,124
PRD 49 Sunset Knolls Road	2,852	37,610	37,610	2,360	34,968	34,968
PRD 50 Knoll Park Lane	51,280	83,843	83,843	26,492	46,675	46,675
PRD 53 Knoll Park Lane Extension	107,099	176,772	176,772	42,217	134,460	134,460
PRD 54 Mount Helix	63,440	186,744	221,513	42,854	83,534	83,534
PRD 55 Rainbow Crest Rd	39,065	362,528	369,036	5,432	322,093	322,093
PRD 60 River Drive	72,958	48,482	81,942	37,785	40,437	40,437
PRD 61 Green Meadow Way	7,381	213,143	213,143	41,589	169,091	169,091
PRD 63 Hillview Road	7,851	424,025	425,705	77,907	346,356	346,356
PRD 70 El Camino Corto	4,363	62,633	62,633	54,911	10,320	10,320



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Land Use and Environment Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
PRD 75 Gay Rio Dr Zone A	88,016	151,223	151,223	2,713	139,863	139,863
PRD 75 Gay Rio Dr Zone B	213,427	216,522	216,522	3,246	205,220	205,220
PRD 76 Kingsford Court	2,659	46,804	46,804	2,147	36,616	36,616
PRD 77 Montiel Truck Trail	201,626	82,449	82,449	3,442	76,439	76,439
PRD 78 Gardena Way	15,374	56,746	56,746	2,632	40,568	40,568
PRD 80 Harris Truck Trail	4,795	229,562	229,562	3,201	224,528	224,528
CSA 81 Fallbrook Local Park	547,174	579,189	579,189	547,213	577,682	590,832
CSA 83 San Dieguito Local Park	508,347	687,949	831,009	534,298	669,980	656,980
CSA 83A Zone A4S Ranch Park 95155	620,579	763,438	763,438	649,975	795,764	778,480
PRD 88 East Fifth St	7,201	72,936	123,460	53,575	13,081	13,081
PRD 90 South Cordoba	3,732	40,759	40,759	2,317	36,714	36,714
PRD 94 Roble Grande Road	41,437	366,715	366,715	6,761	355,435	355,435
PRD 95 Valle Del Sol	3,564	315,162	315,162	11,592	135,412	135,412
PRD 99 Via Allondra Via Del Corvo	3,515	34,731	34,731	3,406	30,819	30,819
PRD 100 Viejas Lane View	4,078	30,260	30,260	2,433	25,912	25,912
PRD 101 Johnson Lake Rd	106,742	50,058	50,058	3,097	43,237	43,237
PRD 101 Hi Ridge Rd Zone A	3,618	10,880	10,880	3,241	8,972	8,972
PRD 102 Mountain Meadow	8,574	212,152	212,152	8,949	56,275	56,275
PRD 103 Alto Drive	3,938	278,787	278,787	5,095	171,767	171,767
PRD 104 Artesian Rd	17,336	146,825	146,825	57,764	66,288	66,288
PRD 105 Alta Loma Dr	3,433	26,143	26,143	6,939	22,277	22,277
PRD 105 Alta Loma Dr Zone A	3,456	35,537	35,537	3,366	32,143	32,143
PRD 106 Garrison Way Et Al	12,177	105,463	148,497	46,302	49,433	49,433
PRD 117 Legend Rock	4,971	5,152	5,152	3,870	3,037	3,037
CSA 122 Otay Mesa East	—	12,200	12,200	—	5,608	—
PRD 123 Mizpah Lane	54,115	31,865	31,865	3,125	24,710	24,710



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Land Use and Environment Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
PRD 125 Wrightwood Road	4,394	90,469	90,469	3,533	85,471	85,471
PRD 126 Sandhurst Way	3,036	35,447	35,447	2,410	32,654	32,654
PRD 127 Singing Trails Drive	14,868	28,822	28,822	2,663	23,923	23,923
CSA 128 San Miguel Park Dist	1,028,244	1,109,474	1,138,324	1,069,616	1,146,705	1,160,105
PRD 130 Wilkes Road	5,663	124,555	124,555	3,847	119,662	119,662
PRD 133 Ranch Creek Road	10,367	31,223	31,223	2,977	19,864	19,864
PRD 134 Kenora Lane	4,825	87,072	87,072	54,261	30,503	30,503
CSA 136 Sundance Detention Basin	16,714	48,568	53,568	23,239	48,568	48,568
San Diego County Flood Control District	12,237,773	9,779,074	24,094,014	6,950,355	5,940,279	5,940,279
Blackwolf Stormwater Maint ZN 349781	456	10,634	10,634	3,151	10,634	10,634
Lake Rancho Viejo Stormwater Maint ZN 442493	144,228	197,000	205,009	76,366	197,000	197,000
Ponderosa Estates Maint ZN 351421	—	22,690	22,690	1,164	22,690	22,690
PRD 1002 Sunny Acres	4,668	23,930	23,930	11,423	7,406	7,406
PRD 1003 Alamo Way	2,791	16,873	16,873	2,503	13,775	13,775
PRD 1005 Eden Valley Lane	3,661	74,862	74,862	13,383	59,195	59,195
PRD 1008 Canter	2,873	39,266	39,266	16,516	16,234	16,234
PRD 1010 Alpine High	6,012	172,054	172,054	8,657	167,135	167,135
PRD 1011 La Cuesta	18,415	64,271	64,271	2,301	44,411	44,411
PRD 1012 Millar Road	5,766	55,428	55,428	23,979	28,569	28,569
PRD 1013 Singing Trails	44,084	77,360	77,360	2,799	32,730	32,730
PRD 1014 Lavender Point Lane	25,125	79,528	90,485	14,410	41,955	41,955
PRD 1015 Landavo Drive	66,608	51,949	51,949	17,978	28,223	28,223
PRD 1016 El Sereno Way	13,733	51,066	51,066	2,157	47,549	47,549
Survey Monument Preservation Fund	261,588	250,000	250,000	111,833	175,911	175,911
Special Aviation	50,000	50,000	50,000	50,000	50,000	50,000



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Land Use and Environment Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Special Aviation Debt Service	337,879	334,578	334,578	334,578	330,579	181,033
County Fish and Game Propagation	9,448	18,000	18,000	16,490	18,000	18,000
Airport Enterprise Fund	14,527,965	19,597,580	31,728,058	15,383,493	17,527,214	17,579,437
Liquid Waste Enterprise Fund	6,017,338	7,793,918	7,934,338	6,411,584	8,790,419	7,540,319
CWSMD-Zone B (Campo Hills Water)	159,579	283,140	283,140	200,534	283,140	283,140
Campo WSMD-Zone A (Rancho Del Campo Water)	216,644	299,778	299,778	249,495	299,778	299,778
San Diego County Sanitation District	26,990,308	32,446,032	38,892,715	22,541,318	28,415,395	25,387,487
DPW Equipment Internal Service Fund	4,827,890	5,664,324	5,678,914	5,062,181	5,745,428	6,028,699
DPW ISF Equipment Acquisition Road Fund	1,812,902	5,253,083	8,276,537	1,876,630	6,466,311	5,626,083
DPW ISF Equipment Acquisition Inactive Waste	32,820	258,612	258,630	29,104	401,112	108,612
DPW ISF Equipment Acquisition Airport Enterprise	108,715	213,112	412,311	99,040	248,112	185,612
DPW ISF Equipment Acquisition General Fund	—	—	—	—	153,228	—
DPW ISF Equipment Acquisition Liquid Waste	285,061	1,100,246	1,314,133	280,011	1,375,000	609,000
<b>Total</b>	<b>\$ 349,487,797</b>	<b>\$ 417,483,250</b>	<b>\$ 569,171,129</b>	<b>\$ 369,982,526</b>	<b>\$ 423,925,091</b>	<b>\$ 376,144,745</b>



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Community Services Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
General Fund	\$ 61,538,329	\$ 73,445,682	\$ 92,549,902	\$ 57,911,717	\$ 75,957,817	\$ 69,587,627
Co Successor Housing Agy Gillespie Housing	12,876	97,000	97,000	33,023	83,374	43,374
Co Successor Housing Agy USDRIP Housing	25,589	94,000	94,000	44,084	71,936	—
County Library	33,973,163	37,557,923	41,050,330	37,070,467	38,653,437	39,218,328
Co Successor Agy Redev Obligation Ret Fund	1,757,425	1,881,384	1,881,384	1,743,339	2,009,400	2,009,400
Co Successor Agy Gillespie Red Obligation Ret Fd	—	1,139,384	1,139,384	—	1,142,528	1,142,528
Co Successor Agy USDRIP Red Obligation Ret Fund	—	550,000	550,000	—	550,000	550,000
Co Successor Agy Gillespie Fld Debt Srv	1,144,929	1,139,384	1,139,384	1,139,384	1,142,528	1,142,528
Co Successor Agy Gillespie Fld Interest Acct	729,929	709,384	709,384	709,384	712,528	712,528
Co Successor Agy Gillespie Fld Principal Acct	415,000	430,000	430,000	430,000	430,000	430,000
Co Successor Agy USDRIP	552,542	937,562	937,562	550,000	937,562	937,562
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,144,929	1,139,384	1,139,384	1,139,384	1,142,528	1,142,528
Co Successor Agy Gillespie Fld Admin	2,542	—	—	—	—	—
Purchasing Internal Service Fund	8,062,010	10,981,610	11,368,185	8,401,052	9,786,703	9,394,313
Purchasing Internal Service Fund Buyouts	80,814	—	—	—	—	—
Fleet Services Internal Service Fund	7,029,915	11,831,055	11,880,302	7,659,964	8,472,795	8,472,795
Fleet ISF Equipment Acquisition General	10,762,018	29,061,529	38,253,708	20,473,827	19,403,846	19,403,846
Fleet ISF Materials Supply Inventory	19,110,414	26,505,844	26,522,223	18,352,739	21,596,272	21,596,272
Fleet ISF Accident Repair	432,102	516,737	599,737	598,419	545,640	545,640
Fleet ISF Accidents Sheriff	438,971	624,802	684,802	684,760	622,696	622,696
Facilities Management Internal Service Fund	88,449,431	101,588,547	104,318,079	96,798,944	100,325,035	98,871,384
Major Maintenance Internal Service Fund	19,070,573	25,322,848	40,813,040	24,544,314	44,846,046	40,250,145
<b>Total</b>	<b>\$ 254,733,500</b>	<b>\$ 325,554,059</b>	<b>\$ 376,157,790</b>	<b>\$ 278,284,801</b>	<b>\$ 328,432,671</b>	<b>\$ 316,073,494</b>



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Finance and General Government Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
General Fund	\$ 205,967,945	\$ 229,751,571	\$ 277,385,334	\$ 215,107,122	\$ 239,532,623	\$ 225,987,501
Information Technology Internal Service Fund	146,333,372	155,018,945	177,111,688	149,918,579	162,638,165	154,721,234
CSA Internal Service Fund	—	—	350,470	50,470	—	—
PRD Internal Service Fund	—	—	300,000	300,000	—	—
District Dev Internal Service Fund	—	—	55,000	55,000	—	—
<b>Total</b>	<b>\$ 352,301,317</b>	<b>\$ 384,770,516</b>	<b>\$ 455,202,492</b>	<b>\$ 365,431,172</b>	<b>\$ 402,170,788</b>	<b>\$ 380,708,735</b>

Capital Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Capital Outlay Fund	\$ 70,602,391	\$ 4,125,000	\$ 94,673,840	\$ 37,320,425	\$ 15,964,000	\$ —
Capital MSCP Acquisition Fund	6,711,311	10,000,000	36,690,309	6,047,966	10,000,000	2,500,000
County Health Complex Capital Outlay Fund	190,008	—	3,578,425	29,301	400,000	—
Justice Facility Construction Capital Outlay Fund	131,022,917	49,940,000	200,048,069	69,169,480	105,422,925	7,925
Library Projects Capital Outlay Fund	415,080	9,750,000	27,867,067	2,943,668	—	—
Edgemoor Development Fund	9,809,383	9,917,783	10,145,669	9,460,136	9,198,150	9,197,525
<b>Total</b>	<b>\$ 218,751,090</b>	<b>\$ 83,732,783</b>	<b>\$ 373,003,380</b>	<b>\$ 124,970,976</b>	<b>\$ 140,985,075</b>	<b>\$ 11,705,450</b>

Finance Other						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
General Fund	\$ 203,914,219	\$ 189,015,637	\$ 426,965,349	\$ 133,860,794	\$ 253,920,612	\$ 183,805,495
Pension Obligation Bonds	\$ 81,455,378	\$ 81,462,679	\$ 81,462,679	\$ 81,492,231	\$ 81,469,636	\$ 81,385,036
Employee Benefits Internal Service Fund	\$ 55,706,739	\$ 45,372,247	\$ 45,372,247	\$ 47,113,203	\$ 46,046,913	\$ 46,046,913
Public Liability Internal Service Fund	\$ 19,991,618	\$ 20,442,025	\$ 20,442,025	\$ 25,651,317	\$ 21,474,673	\$ 21,474,673
<b>Total</b>	<b>\$ 361,067,954</b>	<b>\$ 336,292,588</b>	<b>\$ 574,242,300</b>	<b>\$ 288,117,546</b>	<b>\$ 402,911,834</b>	<b>\$ 332,712,117</b>



**Changes in Components of Fund Balance (by Fund Group)**

Beginning in Fiscal Year 2012-13, ending fund balance represents all components of fund balance as defined by Governmental Accounting Standards Board (GASB) 54. This can be nonspendable, restricted, committed, assigned or unassigned fund balance for the Governmental Funds or unrestricted net assets for the Proprietary Funds.

Ending Fund Balances (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Fund	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Fiscal Year 2011-12 Ending Fund Balance <sup>1</sup>	\$ 1,481.7	\$ 669.5	\$ 0.6	\$ 17.8	\$ 19.8	\$ 47.2	\$ 104.9	\$ 5.6
Fiscal Year 2012-13 Ending Fund Balance	1,601.4	642.0	0.2	20.9	20.8	43.3	99.8	—
Fiscal Year 2013-14 Ending Fund Balance	1,731.7	654.4	0.4	16.0	23.8	27.1	99.2	1.8
Fiscal Year 2014-15 Ending Fund Balance <sup>2</sup>	1,888.4	693.6	0.9	17.0	24.3	10.4	96.7	1.8

<sup>1</sup> Amounts may not agree to the category grouping in the CAFR due to different budgetary roll-ups.

<sup>2</sup> Represents unaudited totals.

Fiscal Year 2015-16 (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Fund	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Beginning Fund Balance	\$ 1,888.4	\$ 693.6	\$ 0.9	\$ 17.0	\$ 24.3	\$ 10.4	\$ 96.7	\$ 1.8
<b>Add</b>								
Budgeted Revenue	4,098.0	468.8	81.5	141.0	34.0	450.1	104.1	8.2
Fund Balance Component Decrease	18.7	6.5	—	—	—	—	3.3	—
Total Available Funding	6,005.1	1,168.9	82.4	158.0	58.3	460.5	204.1	10.0
<b>Less</b>								
Budgeted Expenditures	4,115.6	475.3	81.5	141.0	34.0	450.1	107.1	8.2
Fund Balance Component Increase	1.1	—	—	—	—	—	0.3	—
<b>Projected Ending Fund Balance</b>	<b>\$ 1,888.4</b>	<b>\$ 693.6</b>	<b>\$ 0.9</b>	<b>\$ 17.0</b>	<b>\$ 24.3</b>	<b>\$ 10.4</b>	<b>\$ 96.7</b>	<b>\$ 1.8</b>



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Fiscal Year 2016-17 (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Fund	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Beginning Fund Balance	\$ 1,888.4	\$ 693.6	\$ 0.9	\$ 17.0	\$ 24.3	\$ 10.4	\$ 96.7	\$ 1.8
<b>Add</b>								
Budgeted Revenue	3,953.0	449.9	81.4	11.7	32.8	434.0	103.4	8.1
Fund Balance Component Decrease	22.4	—	—	—	—	—	0.3	—
Total Available Funding	5,863.8	1,143.5	82.3	28.7	57.1	444.4	200.4	9.9
<b>Less</b>								
Budgeted Expenditures	3,974.3	449.9	81.4	11.7	32.8	434.0	103.4	8.1
Fund Balance Component Increase	1.1	—	—	—	—	—	0.3	—
<b>Projected Ending Fund Balance</b>	<b>\$ 1,888.4</b>	<b>\$ 693.6</b>	<b>\$ 0.9</b>	<b>\$ 17.0</b>	<b>\$ 24.3</b>	<b>\$ 10.4</b>	<b>\$ 96.7</b>	<b>\$ 1.8</b>







## Appendix C: General Fund Budget Summary

### Appropriations by Group and Fund

Public Safety Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Public Safety Executive Office	\$ 75,165,942	\$ 76,895,007	\$ 79,100,529	\$ 75,341,227	\$ 79,802,512	\$ 80,563,737
San Diego County Fire Authority	20,401,463	22,935,081	29,037,373	22,255,012	30,240,828	21,661,754
District Attorney	155,564,632	170,080,851	174,056,266	163,684,756	174,645,419	171,028,850
Sheriff	653,686,832	713,072,557	772,784,251	710,528,580	741,605,241	727,894,810
Child Support Services	47,421,421	51,460,166	51,556,716	47,371,168	52,897,983	54,897,587
Citizens' Law Enforcement Review Board	608,610	631,239	631,239	627,153	659,682	664,308
Office of Emergency Services	6,721,846	6,635,516	10,379,375	7,284,808	6,520,365	7,101,972
Medical Examiner	9,345,484	9,814,462	9,960,517	9,864,196	9,983,645	10,627,756
Probation	209,515,332	216,642,604	218,493,601	210,048,034	222,943,016	217,547,301
Public Defender	72,385,475	77,288,460	78,932,883	75,529,557	79,481,935	80,878,383
<b>Total</b>	<b>\$ 1,250,817,036</b>	<b>\$ 1,345,455,943</b>	<b>\$ 1,424,932,749</b>	<b>\$ 1,322,534,490</b>	<b>\$ 1,398,780,626</b>	<b>\$ 1,372,866,458</b>

Health and Human Services Agency						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Regional Operations	\$ 700,078,861	\$ 615,226,914	\$ 597,125,126	\$ 588,043,800	\$ 629,455,120	\$ 637,049,458
Strategic Planning & Operational Support	119,241	—	—	252	—	—
Aging and Independence Services	318,650,244	333,551,249	346,667,662	346,109,617	383,582,465	402,632,603
Behavioral Health Services	385,747,166	425,433,577	425,957,540	406,931,617	441,551,554	440,388,289
Administrative Support	81,902,586	122,228,623	132,085,324	101,444,689	143,903,403	116,006,453
Child Welfare Services	240,563,171	270,597,535	271,204,185	246,810,177	276,838,541	278,191,989
Public Health Services	89,561,587	95,829,024	98,984,862	91,416,267	104,531,420	102,335,115
Public Administrator / Public Guardian	13,184	—	—	(2,343)	—	—
<b>Total</b>	<b>\$ 1,816,636,039</b>	<b>\$ 1,862,866,922</b>	<b>\$ 1,872,024,699</b>	<b>\$ 1,780,754,075</b>	<b>\$ 1,979,862,503</b>	<b>\$ 1,976,603,907</b>



**APPENDIX C: GENERAL FUND BUDGET SUMMARY**

Land Use and Environment Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Land Use and Environment Executive Office	\$ 3,244,749	\$ 8,142,384	\$ 8,293,074	\$ 3,884,462	\$ 9,187,565	\$ 5,318,619
Agriculture, Weights and Measures	18,760,069	20,077,110	20,529,256	18,803,965	20,210,539	20,132,927
Environmental Health	40,267,909	46,661,684	48,720,367	41,917,008	46,148,371	45,461,479
Farm and Home Advisor	907,391	853,058	938,600	899,602	869,971	869,971
Parks and Recreation	30,355,116	31,326,390	43,830,657	34,913,871	33,428,751	32,342,483
Planning and Development Services	26,400,446	34,763,543	38,620,067	29,019,025	35,208,739	29,676,557
Public Works	24,669,015	21,257,431	23,645,109	19,329,417	23,561,551	12,791,967
<b>Total</b>	<b>\$ 144,604,696</b>	<b>\$ 163,081,600</b>	<b>\$ 184,577,130</b>	<b>\$ 148,767,349</b>	<b>\$ 168,615,487</b>	<b>\$ 146,594,003</b>

Community Services Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Community Services Executive Office	\$ 3,216,269	\$ 8,219,348	\$ 17,770,434	\$ 3,234,288	\$ 9,693,167	\$ 3,167,163
Animal Services	15,420,135	16,941,395	17,381,120	16,028,484	16,305,204	16,566,989
General Services	3,720,052	1,795,000	3,054,171	2,892,166	1,995,000	1,795,000
Housing & Community Development	17,056,855	26,375,570	34,199,487	17,587,241	27,843,087	27,570,395
Purchasing and Contracting	910,000	722,000	722,000	722,000	832,559	743,118
Registrar of Voters	21,215,018	19,392,369	19,422,689	17,447,539	19,288,800	19,744,962
<b>Total</b>	<b>\$ 61,538,329</b>	<b>\$ 73,445,682</b>	<b>\$ 92,549,902</b>	<b>\$ 57,911,717</b>	<b>\$ 75,957,817</b>	<b>\$ 69,587,627</b>





Finance and General Government Group						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Finance & General Government Executive Office	\$ 20,700,331	\$ 21,564,317	\$ 49,668,732	\$ 24,279,761	\$ 21,004,076	\$ 19,291,617
Board of Supervisors	7,699,492	8,366,841	9,434,957	8,007,654	8,556,848	8,556,920
Assessor / Recorder / County Clerk	54,072,999	63,127,842	65,862,959	56,416,039	66,317,674	65,409,510
Treasurer - Tax Collector	20,168,956	21,659,445	22,601,149	18,707,057	22,640,120	21,529,415
Chief Administrative Office	4,304,355	4,649,068	4,744,078	4,363,894	4,744,476	4,785,972
Auditor and Controller	33,489,395	33,891,372	39,381,247	33,531,044	35,105,281	34,076,551
County Technology Office	13,709,788	16,272,592	22,630,771	16,723,033	20,091,824	14,177,766
Civil Service Commission	519,550	606,114	683,266	528,691	493,377	504,696
Clerk of the Board of Supervisors	3,159,027	3,482,832	3,528,874	3,252,617	3,876,080	3,589,399
County Counsel	23,506,204	27,604,747	28,750,851	24,716,922	25,392,692	25,861,262
Grand Jury	510,582	595,975	595,975	446,277	800,784	802,170
Human Resources	21,241,725	24,779,192	26,271,814	21,340,601	27,263,270	24,203,059
County Communications Office	2,885,540	3,151,234	3,230,662	2,793,532	3,246,121	3,199,164
<b>Total</b>	<b>\$ 205,967,945</b>	<b>\$ 229,751,571</b>	<b>\$ 277,385,334</b>	<b>\$ 215,107,122</b>	<b>\$ 239,532,623</b>	<b>\$ 225,987,501</b>

**APPENDIX C: GENERAL FUND BUDGET SUMMARY**

Finance Other						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Cash Borrowing Program	\$ 1,350,287	\$ 7,700,000	\$ 7,700,000	\$ —	\$ 2,700,000	\$ 2,700,000
Community Enhancement	2,662,000	3,540,000	3,567,528	3,557,528	4,184,390	3,300,000
Neighborhood Reinvestment Program	4,195,844	10,000,000	9,868,950	9,066,186	10,000,000	10,000,000
Contributions to County Library	1,643,750	300,000	625,700	325,700	300,000	300,000
Contingency Reserve - General Fund	—	20,669,098	20,669,098	—	21,724,392	22,235,815
Lease Payments-Bonds	—	—	—	—	35,350,904	35,520,271
Contributions to Capital Program	186,920,656	110,012,565	345,116,204	110,311,889	131,479,000	64,624,000
Countywide General Expense	6,742,413	36,380,729	39,004,624	10,200,911	47,756,284	44,699,767
Local Agency Formation Commission Administration	399,269	413,245	413,245	398,581	425,642	425,642
<b>Total</b>	<b>\$ 203,914,219</b>	<b>\$ 189,015,637</b>	<b>\$ 426,965,349</b>	<b>\$ 133,860,794</b>	<b>\$ 253,920,612</b>	<b>\$ 183,805,495</b>

Total - Group/Agency						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
<b>Total</b>	<b>\$ 3,683,478,264</b>	<b>\$ 3,863,617,355</b>	<b>\$ 4,278,435,162</b>	<b>\$ 3,658,935,548</b>	<b>\$ 4,116,669,668</b>	<b>\$ 3,975,444,991</b>





Financing Sources

Financing Sources by Category						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Taxes Current Property	\$ 553,177,447	\$ 563,621,850	\$ 563,621,850	\$ 581,085,530	\$ 592,941,817	\$ 607,112,534
Taxes Other Than Current Secured	399,012,753	401,700,989	401,700,989	417,686,093	424,727,808	435,844,828
Licenses Permits & Franchises	45,847,705	44,088,759	44,088,759	44,931,047	39,880,126	42,297,581
Fines, Forfeitures & Penalties	38,337,280	34,508,393	37,776,086	37,987,899	38,554,079	32,993,214
Revenue From Use of Money & Property	16,867,224	11,022,670	11,022,670	12,792,327	12,017,629	12,064,572
Intergovernmental Revenues	2,025,017,680	1,978,117,922	2,021,286,936	1,993,622,423	2,103,309,820	2,104,765,475
Charges For Current Services	348,794,924	344,495,159	347,919,025	351,809,975	353,594,491	356,278,486
Miscellaneous Revenues	24,950,771	26,577,180	34,740,400	55,638,959	31,451,593	18,281,721
Other Financing Sources	331,020,586	289,973,364	292,093,323	285,201,543	302,777,675	292,110,617
<b>Total Revenues</b>	<b>\$ 3,783,026,370</b>	<b>\$ 3,694,106,286</b>	<b>\$ 3,754,250,037</b>	<b>\$ 3,780,755,796</b>	<b>\$ 3,899,255,038</b>	<b>\$ 3,901,749,028</b>
Fund Balance Component Decreases	\$ 2,810,502	\$ 1,421,854	\$ 1,421,854	\$ 1,421,854	\$ 18,666,743	\$ 22,417,090
Use of Fund Balance	(102,358,608)	168,089,215	522,763,271	(123,242,102)	198,747,887	51,278,873
<b>Total Financing Sources</b>	<b>\$ 3,683,478,264</b>	<b>\$ 3,863,617,355</b>	<b>\$ 4,278,435,162</b>	<b>\$ 3,658,935,548</b>	<b>\$ 4,116,669,668</b>	<b>\$ 3,975,444,991</b>



## Appendix D: Health & Human Services: General Fund

### Health and Human Services—General Fund

This appendix summarizes the Health and Human Services Agency 's (HHSA) staffing and General Fund budget by operations and assistance payments.



#### Group Staffing by Department

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Family Resource Centers & Eligibility Administration	2,366.00	2,386.00	2,386.00
Health Care Policy Administration	35.00	6.00	6.00
Aging Programs	150.00	149.00	149.00
Adult Protective Services	67.00	68.00	68.00
Office of Military and Veteran Affairs	8.00	13.00	13.00
In-Home Supportive Services	160.00	160.00	160.00
Behavioral Health Services	786.25	789.00	789.00
Child Welfare Services	1,363.00	1,364.00	1,364.00
Public Health Services	661.25	662.50	662.50
Administrative Support	377.00	379.00	379.00
<b>HHSA Total</b>	<b>5,973.50</b>	<b>5,976.50</b>	<b>5,976.50</b>



**APPENDIX D: HEALTH & HUMAN SERVICES: GENERAL FUND**

General Fund Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
<b>Family Resource Centers &amp; Eligibility Administration</b>	<b>\$ 447,668,674</b>	<b>\$ 504,334,543</b>	<b>\$ 486,074,141</b>	<b>\$ 485,421,076</b>	<b>\$ 528,420,601</b>	<b>\$ 534,732,635</b>
Operational Budget	239,471,999	256,013,396	256,752,994	263,453,245	268,607,685	274,919,719
Assistance Payments Budget	208,196,675	248,321,147	229,321,147	221,967,832	259,812,916	259,812,916
<i>CalWORKs Assistance Payments</i>	173,864,514	204,415,785	185,415,785	176,654,703	204,415,785	204,415,785
<i>Employment and Child Care Payments</i>	27,295,180	32,210,401	32,210,401	28,760,523	32,786,283	32,786,283
<i>General Relief Payments</i>	4,286,544	6,550,000	6,550,000	8,706,943	10,606,635	10,606,635
<i>Cash Assistance Program for Immigrants (CAPI)</i>	2,653,303	3,491,856	3,491,856	2,720,679	3,491,856	3,491,856
<i>Expanded Subsidized Employment (ESE)</i>	—	688,000	688,000	1,395,884	3,456,000	3,456,000
<i>Work Incentive Nutritional Supplement (WINS)</i>	—	—	—	2,818,563	1,962,593	1,962,593
<i>Approved Relative Caregiver (ARC)</i>	—	—	—	94,830	1,504,541	1,504,541
<i>Family Stabilization (FS)</i>	—	575,882	575,882	598,909	1,200,000	1,200,000
<i>Refugee Aid Payments</i>	97,134	389,223	389,223	216,797	389,223	389,223
<b>Health Care Policy Administration</b>	<b>\$ 167,689,648</b>	<b>\$ 20,116,311</b>	<b>\$ 20,116,311</b>	<b>\$ 16,047,245</b>	<b>\$ 10,121,294</b>	<b>\$ 9,137,050</b>
Operational Budget	167,689,648	20,116,311	20,116,311	16,047,245	10,121,294	9,137,050
Assistance Payments Budget	—	—	—	—	—	—
<b>Aging Programs</b>	<b>\$ 30,477,707</b>	<b>\$ 35,583,540</b>	<b>\$ 35,585,322</b>	<b>\$ 33,724,767</b>	<b>\$ 35,789,172</b>	<b>\$ 36,097,100</b>
Operational Budget	30,477,706	35,583,540	35,585,322	33,724,767	35,789,172	36,097,100
Assistance Payments Budget	—	—	—	—	—	—
<b>Adult Protective Services</b>	<b>\$ 8,122,184</b>	<b>\$ 8,640,190</b>	<b>\$ 8,640,190</b>	<b>\$ 8,570,405</b>	<b>\$ 9,884,764</b>	<b>\$ 9,262,908</b>
Operational Budget	8,122,184	8,640,190	8,640,190	8,570,405	9,884,764	9,262,908
Assistance Payments Budget	—	—	—	—	—	—
<b>Office of Military and Veteran Affairs</b>	<b>\$ 1,055,600</b>	<b>\$ 1,094,562</b>	<b>\$ 1,094,562</b>	<b>\$ 1,176,950</b>	<b>\$ 2,039,688</b>	<b>\$ 2,032,117</b>
Operational Budget	1,055,600	1,094,562	1,094,562	1,176,950	2,039,688	2,032,117
Assistance Payments Budget	—	—	—	—	—	—
<b>In-Home Supportive Services</b>	<b>\$ 279,129,515</b>	<b>\$ 288,232,957</b>	<b>\$ 301,347,588</b>	<b>\$ 302,738,660</b>	<b>\$ 335,868,841</b>	<b>\$ 355,240,478</b>
Operational Budget	279,129,515	288,232,957	301,347,588	302,738,660	335,868,841	355,240,478
Assistance Payments Budget	—	—	—	—	—	—





General Fund Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
<b>Behavioral Health Services</b>	\$ 386,897,876	\$ 425,433,577	\$ 425,957,540	\$ 408,209,531	\$ 441,551,554	\$ 440,388,289
Operational Budget	386,897,875	425,433,577	425,957,540	408,209,531	441,551,554	440,388,289
Assistance Payments Budget	—	—	—	—	—	—
<b>Child Welfare Services</b>	\$ 305,173,357	\$ 338,051,038	\$ 338,679,208	\$ 312,442,967	\$ 344,178,447	\$ 347,386,542
Operational Budget	185,604,169	182,820,167	183,448,337	181,196,462	192,530,814	195,738,909
Assistance Payments Budget	119,569,189	155,230,871	155,230,871	131,246,505	151,647,633	151,647,633
<i>Foster Care Aid Payments</i>	43,961,236	72,934,557	72,934,557	54,923,816	68,142,975	68,142,975
<i>Kinship Guardianship Assistance Payments (Kin-GAP)</i>	3,721,659	3,365,522	3,365,522	4,384,209	4,573,866	4,573,866
<i>Adoption Assistance Payments</i>	71,886,294	78,930,792	78,930,792	71,938,480	78,930,792	78,930,792
<b>Public Health Services</b>	\$ 113,672,414	\$ 119,151,581	\$ 122,444,512	\$ 115,217,677	\$ 128,104,739	\$ 126,320,335
Operational Budget	113,672,414	119,151,581	122,444,512	115,217,677	128,104,739	126,320,335
Assistance Payments Budget	—	—	—	—	—	—
<b>Administrative Support</b>	\$ 85,743,109	\$ 122,228,623	\$ 130,942,022	\$ 115,078,598	\$ 143,903,403	\$ 116,006,453
Operational Budget	85,743,109	122,228,623	130,942,022	115,078,598	143,903,403	116,006,453
Assistance Payments Budget	—	—	—	—	—	—
<b>HHS General Fund Total</b>	\$ 1,825,630,085	\$ 1,862,866,922	\$ 1,870,881,397	\$ 1,798,627,877	\$ 1,979,862,503	\$ 1,976,603,907
Operational Budget Total	\$ 1,497,864,221	\$ 1,459,314,904	\$ 1,486,329,379	\$ 1,445,413,540	\$ 1,568,401,954	\$ 1,565,143,358
Assistance Payments Total	\$ 327,765,864	\$ 403,552,018	\$ 384,552,018	\$ 353,214,337	\$ 411,460,549	\$ 411,460,549





# Appendix E: Operational Plan Acronyms and Abbreviations

**AB:** Assembly Bill  
**A&C:** Auditor and Controller  
**ACA:** *Affordable Care Act* of 2010  
**ACAO:** Assistant Chief Administrative Officer  
**ADA:** Americans with Disabilities Act  
**ADS:** Alcohol & Drug Services  
**AIS:** Aging & Independence Services  
**ALMS:** Airport Lease Management System  
**ALS:** Advanced Life Support  
**APCD:** Air Pollution Control District  
**APS:** Adult Protective Services  
**ARC:** Approved Relative Caregiver program  
**ARCC:** Assessor/Recorder/County Clerk  
**ARI:** Advanced Recovery Initiative  
**ASAP NET:** Advanced Situational Awareness for Public Safety Network  
**AVA:** Acutely Vulnerable Adult  
**AWM:** Agriculture, Weights and Measures  
**BHS:** Behavioral Health Services  
**BIM:** Building Information Modeling  
**BPR:** Business Process Reengineering  
**BSCC:** Bureau of State and Community Corrections  
**CAC:** County Administration Center  
**CAFR:** Comprehensive Annual Financial Report  
**CAL FIRE:** California Department of Forestry and Fire Protection  
**CalMHSA:** California Mental Health Services Authority  
**CAHP:** Coordinated Assessment and Housing Placement  
**CAMS:** Contracts Award & Management System  
**CAO:** Chief Administrative Officer  
**CAP:** Climate Action Plan, Community Action Partnership  
**CATCH:** Computer and Technology Crime High-Tech Response Team  
**CCFSA:** California Counties Facilities Services Association  
**CCI:** Coordinated Care Initiative  
**CCO:** County Communications Office  
**CCRM:** County Constituent Relationship Management



**CCTP:** Community-Based Care Transitions Program  
**CDBG:** Community Development Block Grant  
**CDC:** Centers for Disease Control and Prevention  
**CDO:** Cross-Departmental Objective  
**CEC:** California Energy Commission  
**CEQA:** California Environmental Quality Act  
**CERS:** California Electronic Reporting System  
**CERT:** Community Emergency Response Team  
**CFO:** Chief Financial Officer  
**CFM:** Certified Farmers' Market  
**CHIP:** Community Health Improvement Plans  
**CINA:** Capital Improvement Needs Assessment  
**CIP:** Capital Improvement Plan, Capital Improvement Program, Construction In Progress  
**CIR:** Compliance Inspection Report  
**CLERB:** Citizens' Law Enforcement Review Board  
**CNAP:** County Nutrition Action Partnership  
**CNC TV:** County News Center Television  
**CoC:** Continuum of Care  
**COC:** County Operations Center  
**COF:** Capital Outlay Fund  
**COO:** Chief Operating Officer  
**COOP:** Continuity of Operations Plan  
**COPs:** Certificates of Participation  
**CQI:** Continuous Quality Improvement  
**CREP:** Comprehensive Renewable Energy Plan

## APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

<b>CSA:</b> County Service Area	<b>FEMA:</b> Federal Emergency Management Agency
<b>CSAC:</b> California State Association of Counties	<b>FF&amp;E:</b> Furniture, fixtures and equipment
<b>CSG:</b> Community Services Group	<b>FGG:</b> Finance and General Government Group
<b>CSU:</b> Crisis Stabilization Unit	<b>FHA:</b> Farm and Home Advisor, Federal Housing Authority
<b>CTC:</b> Community Transition Center	<b>Fis:</b> Field Interviews
<b>CTO:</b> County Technology Office	<b>FSP:</b> Full Service Partnerships
<b>CUPA:</b> Certified Unified Program Agency	<b>FTE:</b> Full-time equivalent
<b>CVPD:</b> Chula Vista Police Department	<b>FY:</b> Fiscal Year
<b>CWS:</b> Child Welfare Services	<b>GAAP:</b> Generally Accepted Accounting Principles
<b>DAS:</b> Department of Animal Services	<b>GSAB:</b> Governmental Accounting Standards Board
<b>DCAI:</b> Discipline Case Advocacy Institute	<b>GC:</b> Government Code
<b>DCAO:</b> Deputy Chief Administrative Officer	<b>GDP:</b> Gross Domestic Product
<b>DCCA:</b> Downpayment and Closing Cost Assistance	<b>GEMS:</b> Global Election Management System
<b>DCSS:</b> Department of Child Support Services	<b>GFOA:</b> Government Finance Officers Association
<b>DEH:</b> Department of Environmental Health	<b>GHG:</b> Greenhouse gas
<b>DGS:</b> Department of General Services	<b>GIS:</b> Geographic Information System
<b>DHR:</b> Department of Human Resources	<b>GMS:</b> General Management System
<b>DLP:</b> Data Loss Prevention	<b>GPR:</b> General Purpose Revenue
<b>DMS:</b> Division of Measurement Standards	<b>HACSD:</b> Housing Authority of the County of San Diego
<b>DO:</b> Department Objective	<b>HAVA:</b> Help America Vote Act
<b>DPC:</b> Department of Purchasing and Contracting	<b>HCD:</b> Housing and Community Development
<b>DPR:</b> Department of Parks and Recreation	<b>HCV:</b> Housing Choice Voucher
<b>DPSNF:</b> Distinct Part Skilled Nursing Facility	<b>HF:</b> Healthy Families
<b>DPW:</b> Department of Public Works	<b>HHSA:</b> Health and Human Services Agency
<b>ECAP:</b> Environmental Corrective Action Program	<b>HiAP:</b> Health in All Policies
<b>EDPP:</b> Enterprise Document Processing Platform	<b>HIDTA:</b> High Intensity Drug Trafficking Areas
<b>EIR:</b> Environmental Impact Report	<b>HMD:</b> Hazardous Materials Division
<b>EMS:</b> Emergency Medical Services	<b>HOME:</b> Home Investment and Partnership Grant
<b>EMT:</b> Emergency Medical Technician	<b>HOPWA:</b> Housing Opportunities for Persons with Aids
<b>EOC:</b> Emergency Operations Center	<b>HUD:</b> U.S. Department of Housing and Urban Development
<b>ERAF:</b> Educational Revenue Augmentation Fund	<b>IHOT:</b> In-Home Outreach Team
<b>ERG:</b> Employee Resource Groups	<b>IHSS:</b> In-Home Supportive Services
<b>ERP:</b> Enterprise Resource Planning	<b>ILP:</b> Information-Led Policing
<b>ESG:</b> Emergency Solutions Grant	<b>IM:</b> Independence Mapping
<b>EUI:</b> Energy Use Intensity	<b>IPTS:</b> Integrated Property Tax System
<b>EWG:</b> Enterprise-Wide Goal	<b>IRS:</b> Internal Revenue Service
<b>eWIN:</b> Extension Wildfire Information Network	<b>ISF:</b> Internal Service Fund
<b>EV:</b> Electric Vehicle	<b>IP:</b> Individual Provider





- IT:** Information Technology
- IT ISF:** Information Technology Internal Service Fund
- JJC:** Juvenile Justice Commission
- JUDGE:** Jurisdictions United for Drug/Gang Enforcement
- KIP:** Knowledge Integration Program
- LECC:** Law Enforcement Coordination Center
- LEP:** Limited English Proficiency
- LMS:** Learning Management System
- LRBs:** Lease Revenue Bonds
- LUEG:** Land Use and Environment Group
- LWSD:** *Live Well San Diego*
- M:** million
- MAA:** Medi-Cal Administrative Activities
- MASLs:** Minimum Acceptable Service Levels
- MCH:** Maternal Child Health
- MECAP:** Medical Examiners and Coroners Alert Project
- MG:** Master Gardener
- MHSA:** Mental Health Services Act
- MSCP:** Multiple Species Conservation Program
- MSSP:** Multipurpose Senior Service Program
- NACo:** National Association of Counties
- NCOA:** National Change of Address
- NICHD:** National Institute of Child Health and Human Development
- NFP:** Nurse Family Partnership
- NOPA:** Notices of Proposed Action
- NPP:** Nuclear Power Plant
- OAAS:** Office of Audits and Advisory Services
- OE:** Operational Excellence
- OEC:** Office of Ethics and Compliance
- OES:** Office of Emergency Services
- OMVA:** Office of Military and Veteran Affairs
- O&M:** Operations and maintenance
- ORR:** Office of Revenue and Recovery
- OS:** Optical Scan
- PA:** Public Administrator
- PACE:** Purchase of Agricultural Conservation Easement
- PB:** Performance Budgeting System
- PC:** Public Conservatorship
- PCC:** Polinsky Children’s Center
- PDATF:** Prescription Drug Abuse Task Force
- PDS:** Planning and Development Services
- PERT:** Psychiatric Emergency Response Team
- PG:** Public Guardian
- PHAB:** Public Health Accreditation Board
- PHC:** Public Health Center
- PHS:** Public Health Services
- PII:** Personal Identifiable Information
- PLDO:** Parkland Dedication Ordinance
- PM:** Performance Measure(s)
- POB:** Pension Obligation Bond
- PRD:** Permanent Road Division
- PROP:** Proposition
- PSAs:** Public Service Announcements
- PSG:** Public Safety Group
- PV:** Photovoltaic
- QA:** Quality Assurance
- QR:** Quick Response
- RCFE:** Residential Care Facilities for the Elderly
- RCS:** Regional Communications System
- RFP:** Request for Proposal
- RG3:** Regional Realignment Response Group
- RIFA:** Red Imported Fire Ants
- RLA:** Resident Leadership Academies
- ROV:** Registrar of Voters
- RPTT:** Real Property Transfer Tax
- RPTTF:** Redevelopment Property Tax Transfer Fund
- RSVP:** Retired & Senior Volunteer Program
- RWQCB:** Regional Water Quality Control Board
- S&B:** Salaries & Benefits
- S&S:** Services & Supplies
- SANCAL:** San Diego County Capital Asset Leasing Corporation
- SANDAG:** San Diego Association of Governments
- SanGIS:** San Diego Geographic Information Source
- SAPT:** Substance Abuse Prevention and Treatment
- SARMS:** Substance Abuse and Recovery Management System

## APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

**SB:** Senate Bill

**SC:** Safe Communities

**SDCERA:** San Diego County Employees Retirement Association

**SDCFA:** San Diego County Fire Authority

**SDCL:** San Diego County Library

**SDCPH:** San Diego County Psychiatric Hospital

**SDRBA:** San Diego Regional Building Authority

**SE:** Sustainable Environments

**SF:** Square foot/feet

**SHSGP:** State Homeland Security Grant Program

**SIDS:** Sudden Infant Death Syndrome

**SNAP-ED:** Supplemental Nutrition Assistance Program-Education

**SNF:** Skilled Nursing Facilities

**SOC:** Standards of Cover

**STAR:** Sheriff's Transfer, Assessment and Release

**SUAS:** State Utility Assistance Subsidy

**TABs:** Tax Allocation Bonds

**TB:** Tuberculosis

**TICP:** Tactical Interoperable Communications Plan

**Title IV-E Waiver:** California Well-Being Demonstration Project

**TJRV:** Tijuana River Valley

**TMDL:** Total Maximum Daily Load

**TN:** Technological Needs

**TOT:** Transient Occupancy Tax

**TRANS:** Tax and Revenue Anticipation Notes

**UAAL:** Unfunded Actuarial Accrued Liability

**UASI:** Urban Areas Security Initiative Grant

**UCCE:** University of California Cooperative Extension

**UDC:** Unified Disaster Council

**USDA:** United States Department of Agriculture

**USDRIP:** Upper San Diego River Improvement Project

**UST:** Underground Storage Tanks

**VAP:** Voluntary Assistance Program

**VASH:** Veterans Affairs Supportive Housing program

**VLf:** Vehicle License Fees

**WIC:** Welfare and Institutions Code

**WINS:** Work Incentive Nutritional Supplement



## Appendix F: Glossary of Operational Plan Terms

**Account:** A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the County's Performance Budgeting System (PB).

**Accrual Basis:** The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

**Activity:** A departmental effort that contributes to the accomplishment of specific identified program objectives.

**Actuarial Accrued Liability:** The actuarial accrued liability, as assessed by an actuary, generally represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date; it is computed differently under different funding methods.

**Actuals:** The County's year-end actual dollars for expenditures and revenues for a fiscal year. Also, the year-end actual measures or results for statistical performance data for a fiscal year.

**Actuary:** A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide current and future benefits.

**Adopted Budget:** The annual budget formally approved by the Board of Supervisors for a specific fiscal year.

**Adopted Operational Plan:** The Board of Supervisors' two-year financial plan that allocates resources to specific programs and services that support the County's long-term goals; it includes the adopted budget for the first year and a tentative budget that is approved in principle for the second year.

**Amended Budget:** A budget that reflects the adopted budget plus the carry forward budget from the previous year and any mid-year changes authorized during the fiscal year.

**Americans with Disabilities Act (ADA):** A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

**Appropriation:** A legal authorization to make expenditures and to incur obligations for specific purposes.

**Appropriation for Contingency:** A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.



**Arbitrage:** As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

**Assessed Valuation:** A valuation set upon real estate or other property by a government as a basis for levying taxes.

**Asset:** An item owned or a resource held that has monetary value.

**Assigned Fund Balance:** That portion of fund balance that reflects an intended use of resources. For nongeneral funds, it is the amount in excess of nonspendable, restricted and committed fund balance.

**Assistant Chief Administrative Officer/Chief Operating Officer (ACAO/COO):** The County's second-highest ranking executive, the ACAO/COO works with the Chief Administrative Officer to implement the Board of Supervisors' policies and to manage the County's workforce and annual budget.

**Audacious Vision:** A bold statement detailing the impact the County wants to make in the community towards the four strategic initiatives of Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence.

**Balance Sheet:** The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

**Balanced Budget or Balanced Operational Plan:** A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code §29000, et seq.



**Basis of Accounting:** The term used to describe the timing of recognition, that is, when the effects of transactions or events should be recognized. The basis of accounting used for purposes of financial reporting in accordance with generally accepted accounting principles (GAAP). The County’s governmental funds are required to use the modified accrual basis of accounting in GAAP financial statements.

**Basis of Budgeting:** Refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations, that are the legal authority to spend or collect revenues. Governmental funds use the cash basis of accounting or the “cash plus encumbrances” basis of accounting for budgetary purposes.

**Best Practices:** Methods or techniques that have consistently shown results superior to those achieved with other means, and that are used as benchmarks.

**Board of Supervisors:** The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisory District) of the county.

**Bond:** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

**Budget:** A financial plan for a single fiscal year includes recommended expenditures for a given period and the recommended means of financing them. The annual budget is contained within the Operational Plan.

**Business Process Reengineering (BPR):** The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service and speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

**California State Association of Counties (CSAC):** An organization that represents county government before the California Legislature, administrative agencies and the federal government.

**CalWIN:** CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

**CalWORKs:** California Work Opportunity and Responsibility to Kids program. A welfare program that gives cash aid and services to eligible needy California families.

**Capital Assets:** Tangible and intangible assets acquired for use in operations that will benefit more than a single fiscal year. Typical examples of tangible assets are land, improvements to land, easements, buildings, building improvements, infrastructure, equipment, vehicles and machinery.

**Capital Assets Equipment:** Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing \$5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than \$5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

**Capital Assets/Land Acquisition:** Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

**Capital Expenditures:** Costs incurred to construct facilities, purchase fixed assets or to add to the value of an existing fixed asset with a useful life extending beyond one year.

**Capital Improvement Needs Assessment (CINA):** An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

**Capital Outlay Fund (COF):** One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated to the COF by the Board of Supervisors.

**Capital Program Budget:** A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

**Carry Forward Budget:** The budget that captures encumbrances and appropriations related to the encumbrances, at the end of the fiscal year, that is carried over into the next fiscal year.

**Cash Flow:** The analysis of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow and net balance of cash on a monthly, quarterly and annual basis.



**Certificates of Participation (COPs):** Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California state law, the federal tax law treats the lease obligation as if it were a debt.

**Charges for Current Services:** Revenues received as a result of fees charged for certain services provided to citizens and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to governmental agencies under contract, including charges for consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; and reimbursement for hospital care and services for prisoners, juvenile court wards and juvenile hall.

**Chief Administrative Officer (CAO):** The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of more than 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the Board of Supervisors. The lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO/Chief Operating Officer (ACAO/COO), to the Deputy CAO of each Group.

**Committed Fund Balance:** Self-imposed limitations set on funds prior to the end of a period. Limitations imposed by the highest level of decision making, and requires formal action at that same level to remove.

**Community Development Block Grant (CDBG):** A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

**Community Stakeholder:** Members of the public, community groups, businesses, organizations or other agencies who are involved in or affected by a course of action.

**Comprehensive Annual Financial Report (CAFR):** The annual audited financial statement of the County.

**Contingency Reserve:** Appropriations set aside to meet unforeseen economic and operational circumstances.

**Cost Applied:** The transfer of costs of services performed by one budget unit for the benefit of another budget unit within the same fund.

**County Administration Center (CAC):** The central County administration facility located at 1600 Pacific Highway, San Diego, California.

**County News Center Television (CNC TV):** The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

**County Operations Center (COC):** The central County operations center campus located at 5500 Overland Way, San Diego, California. The COC is a 44 acre regional complex which includes 18 structures and houses 19 departments from all 5 business groups. The campus includes office and operational functions for County services as well as the Emergency Operations Center for the region.

**County Service Area (CSA):** An assessment district comprised of unincorporated area property owners who pay for special services, such as park maintenance, fire suppression and paramedic services, through special assessments on their property tax bills.

**Credit Rating:** A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch and Moody's.

**Cross-Departmental Objectives (CDO):** A pre-determined set of objectives developed in Enterprise-Wide Goal focus groups that focus on collaboration between multiple departments to drive the intended outcome. Cross-Departmental objectives may be shared between two or more departments and/or external partners, to contribute to the larger Enterprise-Wide Goal.

**Cross-Departmental Objective Nomenclature:** The numbering system that aligns a Cross-Departmental Objective to a Strategic Initiative in the County's Strategic Plan.

**Current Assets:** Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets that will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within one year).

**Current Liabilities:** Liabilities that are payable within one year. Liabilities are obligations to transfer assets (i.e. cash) or provide services to other entities in the future as a result of past transactions or events.



**Custodian Bank:** In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be the following: to hold in safekeeping assets, such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

**Customer Service Level:** Describes in measurable terms the performance of customer service. Certain goals are defined and the customer service level gives the percentage to which those goals should be achieved.

**Debt Service:** Annual principal and interest payments that local government owes on borrowed money.

**Debt Service Fund:** A fund established to account for the accumulation of resources for and the payment of principal and interest on long-term debt.

**Deferred Revenue:** Measurable revenue that has been earned but not yet collected until beyond 180 days of the end of the fiscal year.

**Department:** The basic organizational unit of government which is functionally unique in its delivery of services.

**Department Objectives (DO):** Are similar to Cross-Departmental objectives as they are intended to drive an outcome; however, they differ from a Cross-Departmental Objective as the outcome is mandated by state or federal regulations or set by the department rather than from the Enterprise-Wide Goal focus group.

**Depreciation:** The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

**Deputy Chief Administrative Officer (DCAO):** General Managers (GM) of one of three County functional groups: Public Safety, Community Services and Land Use and Environment. The GM of the Finance and General Government Group is the Chief Financial Officer, and the GM of the Health and Human Services Agency (HHS) is the Director. See General Manager.

**Educational Revenue Augmentation Fund (ERAF):** The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

**Employee Benefits:** The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical and life insurance plans.

**Encumbrance:** A commitment within the County to use funds for a specific purpose.

**Enterprise Fund:** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Enterprise Resource Planning (ERP)/Enterprise Systems (ES):** New applications to replace, enhance and integrate existing Financial and Human Resources systems.

**Enterprise-Wide Goals (EWG):** A set of focused goals for departments to collaborate on for the greatest impact to our community. Each Enterprise-Wide Goal supports a specific Audacious Vision.

**Entitlement Program:** A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

**Estimated Revenue:** The amount of revenue expected to accrue or to be collected during a fiscal year.

**Expenditure:** A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

**Expenditure Transfers & Reimbursements:** This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

**Fiduciary Fund:** A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County pool or specific investments.

**Financial Planning Calendar:** A timetable outlining the process and tasks to be completed during the financial planning and budget cycle.

**Fines, Forfeitures & Penalties:** A group of revenue accounts that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.



**Firestorm 2003:** A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

**Firestorm 2007:** A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the disaster.

**Fiscal Year (FY):** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

**Functional Threading:** Is the process of collaboration throughout the organization to pursue goals, solve problems, share information and leverage resources. Functional Threading ensures all areas of the County work together to meet goals set in both the Strategic and Operational Plans.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance:** The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming year as a funding source for one-time projects/services.

**Fund Balance Components:** The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

**Fund Balance Components Increases/Decreases:** An expenditure or revenue account group that indicates that a fund balance component is to be augmented (increased) or used as a funding source (decreased). These two categories are only used for adjustments to Restricted, Committed or Assigned fund balance.

**GASB 54:** Governmental Accounting Standards Board (GASB) Statement Number 54 which establishes a fund balance classification hierarchy based on constraints that govern how the funds can be used.

**General Fund:** The County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another fund.

**General Management System (GMS):** The County's complete guide for planning, implementing, monitoring and rewarding all functions and processes that affect the delivery of services to customers. It links planning, execution, value management, goal attainment and compensation.

**General Manager (GM):** An executive management class reporting directly to the Chief Administrative Officer (CAO) or Assistant CAO. Responsible for managing all financial, personnel, and operational functions for each of the County's five business Groups (Community Services, Finance and General Government, Land Use and Environment, Health and Human Services, and Public Safety), and coordinating the Group initiatives in accordance with the CAO's Strategic Plan and County goals.

**General Obligation Bonds:** Bonds backed by the full faith and credit of a governmental entity.

**General Plan Update:** (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

**General Purpose Revenue:** Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

**General Purpose Revenue Allocation:** The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also commonly referred to as net county cost.

**Generally Accepted Accounting Principles (GAAP):** The uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity.

**Geographic Information System (GIS):** A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

**Goal:** A short, mid or long term organizational target or direction stating what the department wants to accomplish or become over a specific period of time.

**Governmental Accounting Standards Board (GASB):** The independent authoritative accounting and financial reporting standard-setting body for U.S. state and local government entities.



**Government Finance Officers Association (GFOA):** An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by state and local governments.

**Governmental Fund:** The funds that are generally used to account for tax-supported activities; it accounts for the majority of funds, except for those categorized as proprietary or fiduciary funds.

**Grant:** Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specified purpose, activity or facility.

**Group/Agency:** Headed by a General Manager, the highest organizational unit to which a County department/program reports. There are four Groups and one Agency. Each department/program belongs to one of the following: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Community Services Group (CSG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHS).

**Information Technology:** A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

**Interfund Transfers:** The transfer of resources between funds of the same government reporting entity.

**Intergovernmental Revenue:** Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

**Internal Service Fund (ISF):** A proprietary type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

**Joint Powers Agreement (JPA):** A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to the other entity.

**Lease:** A contract granting use or occupation of property during a specified time for a specified payment.

**Liability:** As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation to transfer assets or provide services to another entity in the future as a result of past transactions or events.

**Licenses, Permits & Franchises:** Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

**Live Well San Diego (LWSD):** Started as an enterprise initiative in 2010 with the Building Better Health strategy, adding Living Safely in 2012 and Thriving in 2014. In 2015, LWSD was so ingrained in County culture that it evolved into the County's vision statement — a region that is Building Better Health, Living Safely and Thriving.

**Major Fund:** A fund in which one element (total assets, liabilities, revenues, or expenditures/expenses) is at least 10 percent of the corresponding element total for all funds of that category or type, and at least 5 percent of the corresponding element for all governmental and enterprise funds combined, as set forth in GASB Statement Number 34, *Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments*. By its nature, the General Fund of a government entity is always a major fund.

**Managed Competition:** A framework in which County departments compete with the private sector to determine the most cost-effective method of delivering services.

**Mandate:** A requirement from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

**Management Reserves:** An expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

**Miscellaneous Revenues:** A group of revenue accounts that includes other sales, tobacco settlement and other monetary donations from private agencies, persons or other sources.

**Mission:** A statement of organizational purpose. The County's mission is: *to efficiently provide public services that build strong and sustainable communities.*

**Monitoring and Control:** The process of reviewing operations to make sure the organization is on track to meet its goals, while also seeing what needs to be done to address any identified issues.



**Multiple Species Conservation Program (MSCP):** This program will preserve a network of habitat and open space, protecting biodiversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

**National Association of Counties (NaCo):** An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

**Nonspendable Fund Balance:** That portion of net resources that cannot be spent either because of its form or that it must be maintained intact.

**Objective:** A measurable target that must be met on the way to implementing a strategy and attaining a goal.

**Objects (Line Items):** A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

**Operating Budget:** A plan of current expenditures and the recommended means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

**Operating Transfers:** Operating transfers result when one fund provides a service on behalf of another fund. The providing fund budgets the amount required by the other fund in the "Operating Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

**Operational Plan Document:** The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

**Operational Planning:** The process of allocating resources, both dollars and staff time, to the programs and services that will support the County's strategic goals. Reflects plans for expenditures and the means of financing them. The operating budget is the primary means that most financing of acquisitions, spending, and service delivery activities of the County is controlled. The Operational Plan provides the County's financial plan for the next two fiscal years. The first year is formally adopted as the County's budget and the second year is approved in principle for planning purposes by the Board of Supervisors.

**Ordinance:** A regulation, an authoritative rule, a statute.

**Other Charges:** A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, retirement of other long-term debt, interest on bonds, other long-term debt and notes and warrants,

judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to noncounty governmental agencies and inter fund expenditures.

**Other Financing Sources:** An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, transfers in and long-term debt proceeds.

**Parkland Dedication Ordinance (PLDO):** The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

**Pension Obligation Bond (POB):** Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

**Performance Measurement (PM):** Indicators of the amount of work accomplished, the efficiency with which tasks were completed and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

**Permanent Road Division:** An assessment district comprised of unincorporated area property owners who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

**Perspective:** The capacity to view things in their true relations or relative importance. In relation to the County's Operational Plan, the budget and accounting reports may have different fund reporting structures, or *perspective*.

**Policy:** A high-level overall plan embracing the general goals and acceptable procedures of the subject contained therein.

**Priority:** An item that is more important than other things and that needs to be done or dealt with first; the right to precede others in order, rank, or privilege.

**Program:** A set of activities directed to attaining specific purposes or objectives.

**Program Revenue:** Revenue generated by programs and/or dedicated to offset a program's costs.

**Proposed Budget:** See Recommended Budget.

**Proprietary Funds:** The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

**Public Hearings:** Board of Supervisors meetings open to the public that provide citizens an opportunity to express their views on the merits of the County's proposals and services.



**Public Liability:** Claims against a public entity, its officers and employees, and/or agencies resulting in damages to a third party arising from the conduct of the entity or an employee acting within the course and scope of their employment.

**Real Property Transfer Tax (RPTT):** A tax assessed on property when ownership is transferred.

**Reappropriation:** The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent year.

**Rebudget:** To include funds for a project or services budgeted in the previous year but not spent within that year nor meeting the criteria for an encumbrance at year-end.

**Recommended Budget:** The budget document developed by the CAO and formally approved by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Recommended Operational Plan, Proposed Budget or Proposed Operational Plan.

**Reporting Component:** An object, unit or fund within a department that is the smallest unit reported on. In the Operational Plan, the County may present "reporting components" and funds in different ways than the County's Comprehensive Annual Financial Report (CAFR).

**Request for Proposal (RFP):** An official request for proposals to be submitted to the County to perform specified services. The RFP sets forth the services being sought and requests information from firms interested in procuring the engagement.

**Required Disciplines:** The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include: fiscal stability; customer satisfaction; regional leadership; skilled, adaptable and diverse workforce; essential infrastructure; accountability/transparency; continuous improvement; and information technology.

**Restricted Fund Balance:** That portion of fund balance subject to externally enforceable limitations on use imposed by law, constitutional provision, or other regulation.

**Revenue From Use of Money & Property:** Revenue accounts that include investment income, rents and concessions and royalties.

**Rewards and Recognitions:** The Strategic Plan component that ensures the County is rewarding excellence in employee performance by providing monetary rewards, employee development opportunities, department recognition rewards, and national and local recognition opportunities.

**Salaries and Benefits:** A group of expenditure accounts that includes expenses related to compensation of County employees.

**SANCAL:** San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to facilitate the issuance of low-cost financing instruments to fund the procurement of County buildings and equipment.

**Securitization:** A type of structured financing whereby an entity that is to receive future payments sells the right to that income stream to a third party in exchange for an up-front payment. For example, the County securitized the Tobacco Settlement Payments, receiving the revenue up-front and reducing the risk of not collecting all of the payments.

**Service Level:** Measures the performance of a system. Certain goals are defined and the service level gives the percentage to which those goals should be achieved.

**Services and Supplies:** A group of expenditure accounts that includes nonpersonnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

**Special District:** An area in which an independent unit of local government is set up to perform a specific function or a restricted number of related functions, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

**Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Staff Year:** In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County salaries and benefits costs are based on the number of staff years required to provide a service.

**Strategic:** Dealing with creation of overall plans and to determine how best to achieve the general goal of an entity.

**Strategic Alignment:** The process and the result of linking an organization's resources with its strategy and business. Strategic alignment enables higher performance by optimizing the contributions of people, processes and inputs to the realization of measurable objectives.

**Strategic Framework:** Shows how the County's vision, with its tagline of *Live Well San Diego*, is supported by the mission, values, four strategic initiatives and the foundation of the General Management System.



**Strategic Initiatives:** The means through which a vision is translated into practice. The four current initiatives are Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence and can be found in the Strategic Plan.

**Strategic Planning:** As used by the County, communicates the County's strategic direction for the next five years. The Strategic Plan explains the County's four strategic initiatives, in addition to its vision, mission and values. The four strategic initiatives focus on how we achieve the County's vision of a region that is Building Better Health, Living Safely and Thriving.

**Subject Matter Experts (SMEs):** A person who is an authority in a particular area or topic.

**Successor Agency:** The agency responsible for managing the dissolution of a redevelopment agency as laid out in Assembly Bill x1 26, *Community Redevelopment Dissolution*. In most cases, the city or county that created the redevelopment agency has been designated as the successor agency. The County of San Diego is the Successor Agency for the County of San Diego Redevelopment Agency.

**Tax and Revenue Anticipation Notes (TRANS):** A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

**Transient Occupancy Tax (TOT):** A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

**Trust Fund:** A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which, therefore, cannot be used to support the government's own programs. The County is sometimes required to segregate

revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

**Unassigned Fund Balance:** Residual net resources. Total fund balance in the general fund in excess of nonspendable, restricted, committed and assigned fund balance.

**Unfunded Actuarial Accrued Liability (UAAL):** The present value of benefits earned to date that are not covered by plan assets; commonly used in pension fund discussions. The excess, if any, of the actuarial accrued liability over the actuarial value of assets. See also Actuarial Accrued Liability.

**Values:** A shared culture of organizational behavior. The County's values are: Integrity, Stewardship and Commitment.

**Vision:** The image that an individual or organization has of itself or an end state. A picture of future desired outcomes. The County's vision is "A region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*".

**World Class:** To be world class, the goals that the County of San Diego sets and the resources allocated must be consistent with the purpose of the organization and continuous drive to create a higher level of excellence. The County's **brand promise** – what residents and visitors should expect from all interactions with County employees, programs or services – is clearly articulated in its **Strategic Plan**. The five-year Strategic Plan tells residents and employees who we are and where we want to go as an organization. By establishing a clear **vision** – *a region that is Building Better Health, Living Safely and Thriving* – the County can communicate the strategies it will use to carry out its mission. The **mission** – *to efficiently provide public services that build strong and sustainable communities* – reflects the County's commitment to understand and respond to the critical issues that affect county residents and visitors. The Strategic Plan defines County culture by recognizing that "the noblest motive is the public good" and embracing the following three **values** – *Integrity, Stewardship and Commitment*.





## Appendix G: Operational Plan Format

### Introduction: County Overview

This Operational Plan provides the financial plan for the County of San Diego for the next two fiscal years, July 1, 2015 through June 30, 2017. The introductory portion of the document highlights the following:

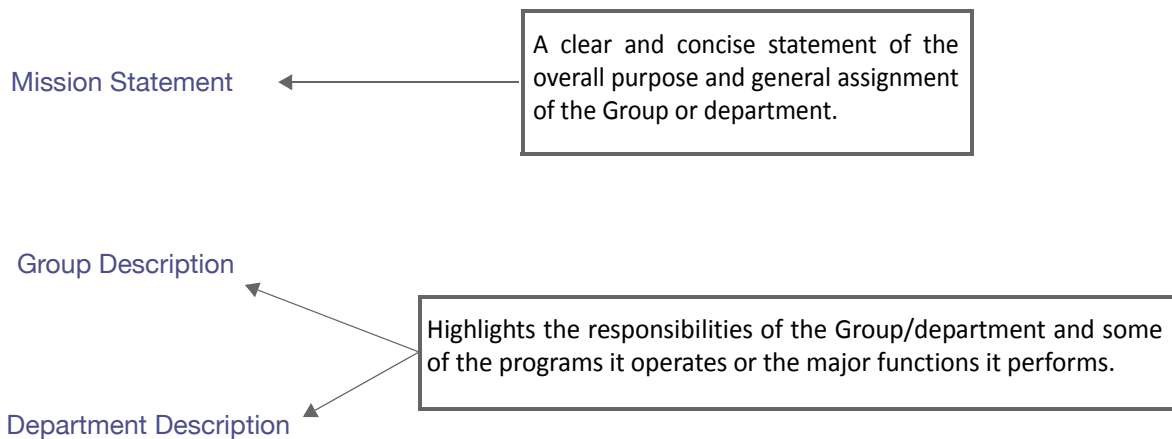
- ◆ Board of Supervisors and Organizational Chart
- ◆ Message from the Chief Administrative Officer
- ◆ Fiscal Year 2015–16 Adopted Budget at a Glance
- ◆ County Profile, County History and Economic Indicators
- ◆ Governmental Structure
- ◆ General Management System
- ◆ Strategic Framework and Alignment
- ◆ Awards and Recognition of County Performance
- ◆ Budget Process, Budget Documents and Financial Planning Calendar
- ◆ Appropriations and Funding Sources for all funds and the General Fund
- ◆ Staffing
- ◆ Financial Policies
- ◆ Capital Project Summary
- ◆ Reserves and Resources
- ◆ Financial Obligations and Debt Service

### Note on Rounding in All Charts and Tables

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

### Groups and Departments

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



2014–15 Accomplishments

Brief descriptions of the Group’s/department’s accomplishments for Fiscal Year 2014–15. The discussions address the progress made on the 2014–16 Objectives reported in the prior fiscal year’s Operational Plan and include the final results based on the actual work completed. Accomplishments are categorized by the County’s Strategic Initiative in which the accomplishment supports and are aligned directly to an Enterprise-Wide Goal or Audacious Vision.

2015–17 Objectives

Department’s key goals and priorities for the next two fiscal years and statements on how they will be achieved. Each objective is linked to the Strategic Initiative it supports and is aligned directly to an Enterprise-Wide Goal or Audacious Vision. Every objective focuses on and is intended to drive the outcome desired by the work performed and is aligned accordingly. There are two different categories of objectives, Cross-Departmental and Department Objectives which can be identified through their individual strategic dot-point. Cross-Departmental Objectives are the department’s contribution towards a pre-determined set of objectives created in the Enterprise-Wide Goal focus groups, to show alignment these objectives are identified with a corresponding nomenclature to show which pre-determined Cross-Departmental Objective it supports. Department Objectives differ in that the intended outcome is mandated by State or federal regulations or set by the department rather than from the Enterprise-Wide Goal focus groups.

Related Links

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

Performance Measures

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

<b>PERFORMANCE MEASURES<sup>1</sup></b>	<b>2013–14 Actuals</b>	<b>2014–15 Adopted</b>	<b>2014–15 Actuals</b>	<b>2015–16 Adopted</b>	<b>2016–17 Approved</b>
<i>Defined Measure...</i>	90% of xxx	92% of xxx	93% of xxx	94% of xxx	94% of xxx





Table Notes

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

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

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

Budget Changes and Operational Impact: 2015–16 to 2016–17

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

Budget Tables

Tables of comparative data on staffing, expenditures and revenues are presented for each Group and department. The following page provides an example of the table format which includes Fiscal Year 2013–14 Actuals; the Adopted Budget, Amended Budget and Actuals for Fiscal Year 2014–15; the Fiscal Year 2015–16 Adopted Budget; and the Approved Budget for Fiscal Year 2016–17.

### Note on Actual General Purpose Revenue and Use of Fund Balance in Departmental Tables

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



**Sample Budget Tables**

Staffing by Program						
		Fiscal Year 2014–15 Adopted Budget			Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Name of Program						
Name of Program						
<b>Total</b>						

Budget by Program						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Name of Program						
Name of Program						
<b>Total</b>						

Budget by Categories of Expenditures						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Salaries & Benefits						
Services & Supplies						
Other Charges						
Capital Assets Equipment						
<b>Total</b>						

Budget by Categories of Revenues						
	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2014–15 Amended Budget	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Approved Budget
Intergovernmental Revenues						
Charges For Current Services						
Miscellaneous Revenues						
Other Financing Sources						
Use of Fund Balance						
General Purpose Revenue Allocation						
<b>Total</b>						





## Capital Program

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

- ◆ Capital Improvement Needs Assessment (CINA): The CINA is the County's five-year Capital Improvement Plan (CIP). This section details the policies and procedures for funding and selection of capital projects. Tables are presented for the CIP prioritization score sheet as well as the major capital projects by rank and all minor capital projects listed on the CINA for Fiscal Years 2015–20.
- ◆ Operating Impact of Capital Program: A summary of the potential impact on the operating budget is presented for major capital projects that are scheduled for completion during Fiscal Years 2015–17.
- ◆ Capital Appropriations: Discusses new appropriations to the capital budget for Fiscal Year 2015–16, including the amount and purpose of each capital item.
- ◆ Capital Program Summary: Tables summarizing the entire Capital Program budget; including the budget by fund, by categories of expenditures and revenues, and revenue detail.
- ◆ Summary of Capital Program Funds: Tables are presented for each fund within the Capital Program that has budgeted appropriations for the fiscal years presented, which may include any or all of the following funds: Capital Outlay, County Health Complex, Justice Facility Construction, Library Projects, Multiple Species Conservation Program and Edgemoor Development. The information in the tables presents, for each fund, the capital budget by categories of expenditures and by categories of revenues.
- ◆ Outstanding Capital Projects by Fund: Tables for each Capital Program fund are arranged by Groups within the fund, then in alphabetical order by project name. Included for each project is the scope/description of the project; project number; the fiscal year project was established; the Adopted Budget, Amended Budget and Actuals for Fiscal Year 2014–15, the Adopted Budget for Fiscal Year 2015–16; the Approved Budget for Fiscal Year 2016–17; the Total Appropriations for the project through June 30, 2015; and the Total Expenditures for the project through June 30, 2015.

## Finance Other

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

- ◆ Lease Payments: Details lease payments budget by categories of expenditures and revenues, and the expenditure and revenue detail.

## Appendices

- ◆ Appendices A, B and C present tables of data which includes Fiscal Year 2013–14 Actuals; the Adopted Budget, Amended Budget and Actuals for Fiscal Year 2014–15; the Fiscal Year 2015–16 Adopted Budget; and the Approved Budget for Fiscal Year 2016–17.
  - ◆ Appendix A: All Funds Budget Summary: Tables outline staff years; and expenditures and revenues by category for the total County and by each business group, the Capital Program and Finance Other.
  - ◆ Appendix B: Budget Summary by Fund: Tables of Countywide appropriations by fund type; and appropriations by fund type within each business group, the Capital Program and Finance Other.
  - ◆ Appendix C: General Fund Budget Summary: Tables of General Fund expenditures by department within each business group and for Finance Other; also provided are financing sources by category for the General Fund.
- ◆ Appendix D: Health and Human Services Agency (HHSA): General Fund—Tables present staff years and summarize HHSA's General Fund budget by operations and assistance payments.
- ◆ Appendix E: Operational Plan Abbreviations and Acronyms: Common abbreviations and acronyms referenced.
- ◆ Appendix F: Glossary of Operational Plan Terms: Explanations of key terms used in the document and during the budget process.
- ◆ Appendix G: Operational Plan Format: An instructional guide detailing each section of the Operational Plan and its intended purpose.
- ◆ Index: An alphabetical listing of key topics and the page reference for each.





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