



COUNTY OF SAN DIEGO

Adopted Operational Plan
Fiscal Years 2017-18 & 2018-19



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
Kristin Gaspar, 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, 2016

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, 2016**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

Published October 2017

Office of Financial Planning

Ebony Shelton, Director



Table of Contents

County of San Diego

- Board of Supervisors3
- Organizational Chart4
- Message from the Chief Administrative Officer5
- 2017–18 Adopted Budget at a Glance7
- San Diego County Facts and Figures11
- San Diego County Profile and Economic Indicators15
- Governmental Structure27
- General Management System29
- Strategic Framework and Alignment33
- Live Well San Diego37
- Awards and Recognition41
- Budget Process51
- Financial Planning Calendar: 2017 Dates55
- All Funds: Total Appropriations57
- All Funds: Total Staffing77
- All Funds: Total Funding Sources83
- General Fund89
- General Purpose Revenue101
- Summary of Financial Policies111
- Capital Projects117
- General Fund Reserves and Resources119
- Debt Management Policies and Obligations121

Public Safety Group

- Public Safety Group at a Glance131
- Public Safety Group Summary & Executive Office133
- District Attorney141
- Sheriff147
- Child Support Services157
- Citizens' Law Enforcement Review Board163
- Office of Emergency Services167
- Medical Examiner173
- Probation179
- Public Defender187
- San Diego County Fire Authority195

Health and Human Services Agency

- Health and Human Services Agency at a Glance205
- Health and Human Services Agency Summary207
- Self-Sufficiency Services215
- Aging & Independence Services221
- Behavioral Health Services229
- Child Welfare Services239
- Public Health Services247
- Administrative Support257
- Housing & Community Development Services267

Land Use and Environment Group

- Land Use and Environment Group at a Glance277
- Land Use and Environment Group Summary & Executive Office279
- Agriculture, Weights and Measures287
- Air Pollution Control District297
- Environmental Health305





University of California Cooperative Extension	315
Parks and Recreation	321
Planning & Development Services	331
Public Works	341

Community Services Group

Community Services Group at a Glance	355
Community Services Group Summary & Executive Office	357
Animal Services	363
County Library	369
General Services	375
Purchasing and Contracting	383
County Successor Agency	387
Registrar of Voters	391

Finance and General Government Group

Finance and General Government Group at a Glance	401
Finance and General Government Group Summary & Executive Office	403
Board of Supervisors	409
Assessor/Recorder/County Clerk	415
Treasurer-Tax Collector	423
Chief Administrative Office	429
Auditor and Controller	433
County Technology Office	439
Civil Service Commission	445
Clerk of the Board of Supervisors	449
County Counsel	453
Grand Jury	461
Human Resources	465
County Communications Office	471

Capital Program

Capital Program	477
2017–18 Adopted Budget at a Glance: Capital Program	479
Capital Improvement Needs Assessment: Fiscal Years 2017–22	483
CINA Capital Projects	485
Operating Impact of Capital Program: Fiscal Years 2017–19	493
Capital Appropriations: Fiscal Year 2017–18	495
Capital Program Summary: All Capital Program Funds	507
Summary of Capital Program Funds	511
Outstanding Capital Projects by Fund	515

Finance Other

Finance Other	533
Lease Payments	536

Appendices

Appendix A: All Funds Budget Summary	541
Appendix B: Budget Summary and Changes in Fund Balance	555
Appendix C: General Fund Budget Summary	567
Appendix D: Health and Human Services Agency General Fund	571
Appendix E: Operational Plan Acronyms and Abbreviations	575
Appendix F: Glossary of Operational Plan Terms	581
Appendix G: Operational Plan Format	591
Index	597



County of San Diego

Board of Supervisors	3
.....	
Organizational Chart	4
.....	
Message from the Chief Administrative Officer	5
.....	
2017-18 Adopted Budget at a Glance	7
.....	
San Diego County Facts and Figures	11
.....	
San Diego County Profile and Economic Indicators	15
.....	
Governmental Structure	27
.....	
General Management System	29
.....	
Strategic Framework and Alignment	33
.....	
Live Well San Diego	37
.....	
Awards and Recognition	41
.....	
Budget Process	51
.....	
Financial Planning Calendar: 2017 Dates	55
.....	
All Funds: Total Appropriations	57
.....	
By Group/Agency	57
.....	
By Categories of Expenditures	64
.....	
By Fund Type	69
.....	
All Funds: Total Staffing	77
.....	
By Group/Agency	77
.....	

All Funds: Total Funding Sources	83
By Source	83
General Fund	89
Overview of General Fund Financing Sources	89
Financing Sources by Category	91
Program Revenue	93
General Purpose Revenue	101
By Source	101
Allocation of General Purpose Revenue by Group/Agency	108
Summary of Financial Policies	111
Capital Projects	117
General Fund Reserves and Resources	119
Debt Management Policies and Obligations	121



Board of Supervisors



Greg Cox
Supervisor
District One



Dianne Jacob
Supervisor
District Two



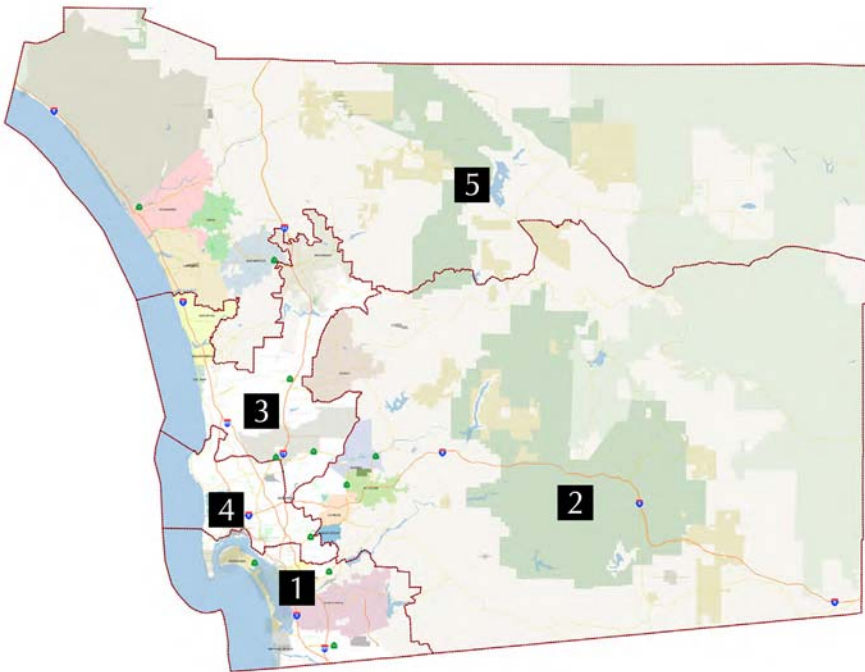
Kristin Gaspar
Supervisor
District Three



Ron Roberts
Supervisor
District Four



Bill Horn
Supervisor
District Five

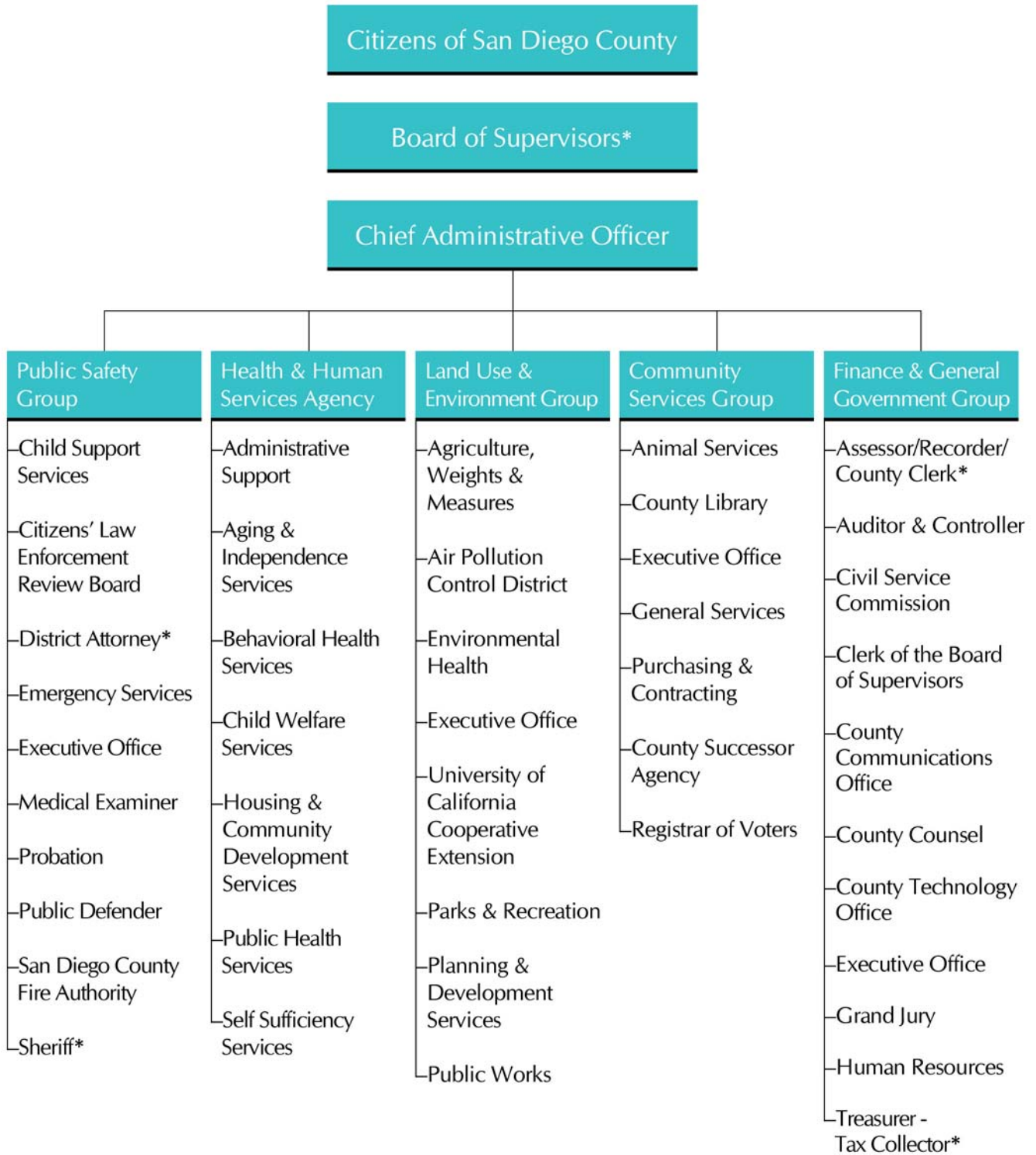


Note: This map reflects the Supervisorial District boundaries as adopted by the Board of Supervisors on September 27, 2011.





Organizational Chart



*Elected Official(s)

Rev. 7/2016





Message from the Chief Administrative Officer

Investing in San Diego

The County of San Diego's Operational Plan is all about San Diego.

But, as you may know, not all our resources are local. About 40 percent of the County's \$5.79 billion budget depends on revenue directed here by the federal and State governments. Which raises the question: How do we stay committed to our local vision when so much is open-ended – and potentially changing – at the federal and perhaps, then, State levels? How do we continue to ensure our region is Building Better Health, Living Safely, and Thriving?

As a county government, we've proven we're up to the challenge. When revenues plunged in the Great Recession, we adapted with far less pain than most agencies. The same efficient and effective management will keep us on course, whatever's ahead in the federal budget or otherwise. The 2017–19 Adopted Operational Plan is designed to Invest in San Diego. It represents wise, prioritized spending that addresses the needs of today, while setting the region up for future returns. Such investment will help the region maintain stability and continue to progress, even in times of uncertainty.



Investing in the success of young people and families is critical. This year, we will add resources to help troubled youth get back on the right track. We're adding rapid response advocates to assist victims when human trafficking is reported through the child abuse hotline. The District Attorney will add staff to investigate and prosecute perpetrators of this terrible crime. A new mentoring program will pair youth in the juvenile justice system with community mentors from similar backgrounds who have transformed their own lives. We'll also focus this year on new housing support services for families served through CalWORKs and Child Welfare Services.

Investing in youth always pays off, but changing demographics also mean that planning for older San Diegans is important too. By 2035, more people in the United States will be over 65 than under 21. Our fastest growing age group now is people over 85 years old. We'll work collaboratively to develop and enhance programs for seniors living with Alzheimer's and dementia, and to make sure those living in residential care facilities or with support at home are safe and well cared for. We will focus on "Aging Well" programs that encourage seniors to exercise, eat well, and keep their minds active, while staying connected to their community.

This year, we continue our focus on helping people with mental illness find housing and stability. That means investment in services and working with the region's cities and landlords on Project One for All, which has a goal of providing comprehensive behavioral health services and housing to 1,250 seriously mentally ill people living on the streets. We will increase the region's inpatient crisis stabilization services and long-term care support to ensure a continuum of care options. We will expand transitional services and alternative custody mental health programs to reduce the number of mentally ill people in jail. These investments in mental health and housing will help vulnerable San Diegans in meaningful and lasting ways.

We will also invest in building community, both physically, as in buildings and parks, and also in cultivating trust and tailoring services to make sure neighborhoods thrive. Imperial Beach has just opened a new library, and we continue to set aside open space through our Multiple Species Conservation Plan, which has preserved 19,600 acres of land. This investment in San Diego's natural resources will benefit generations to come.

We're building community models of service delivery and engagement, such as restorative justice and regional "Live Well Centers" that combine services to help families thrive close to home. The Sheriff's Department will begin use of body-worn cameras to meet public expectations and ensure the public's trust—a key to safe communities and neighborhood problem solving. We will invest in the Sheriff's Communications Center, adding dispatchers to maintain our timely and capable response to 911 calls.



 **MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER**

We'll continue our practice of improving roads and investing in County facilities. This year, we will resurface more road segments across far flung parts of the county as part of a multi-year project. In an effort to revitalize the County's building infrastructure and reduce ongoing maintenance and repair costs, the County has implemented a facilities operational improvement program for older facilities. This year and beyond, the County will continue to take an active approach to modernizing and replacing aging facilities. This year's budget includes funding for 24 projects ranging from public safety facilities, fire stations, recreational facilities, libraries, office buildings, open space, and playgrounds.

At the heart of the County's stability, even in times of uncertainty, are our fiscal discipline and systemic financial planning and monitoring. We've maintained our triple AAA credit rating and prudent reserves. To address the costs of retirement, we'll create a new employee pension tier to mitigate the cost of future pension obligations. The budget also continues our long-term strategy to set aside resources to support existing pension obligation bonds. This practice protects and stabilizes our ability to provide services and programs the public values most.

The Fiscal Year 2017-2018 Adopted Operational Plan totals \$5.79 billion, an increase of 8.0% over the prior fiscal year, and includes 17,413.00 staff years, an increase of 0.1%.

It's an ambitious plan to invest in the current needs of San Diego and progress towards our vision of a region that is healthy, safe, and thriving for years to come. There will always be uncertainty and change, but this Operational Plan is a reflection of our commitment to local stability and stewardship on behalf of all San Diegans.



Helen N. Robbins-Meyer
Chief Administrative Officer

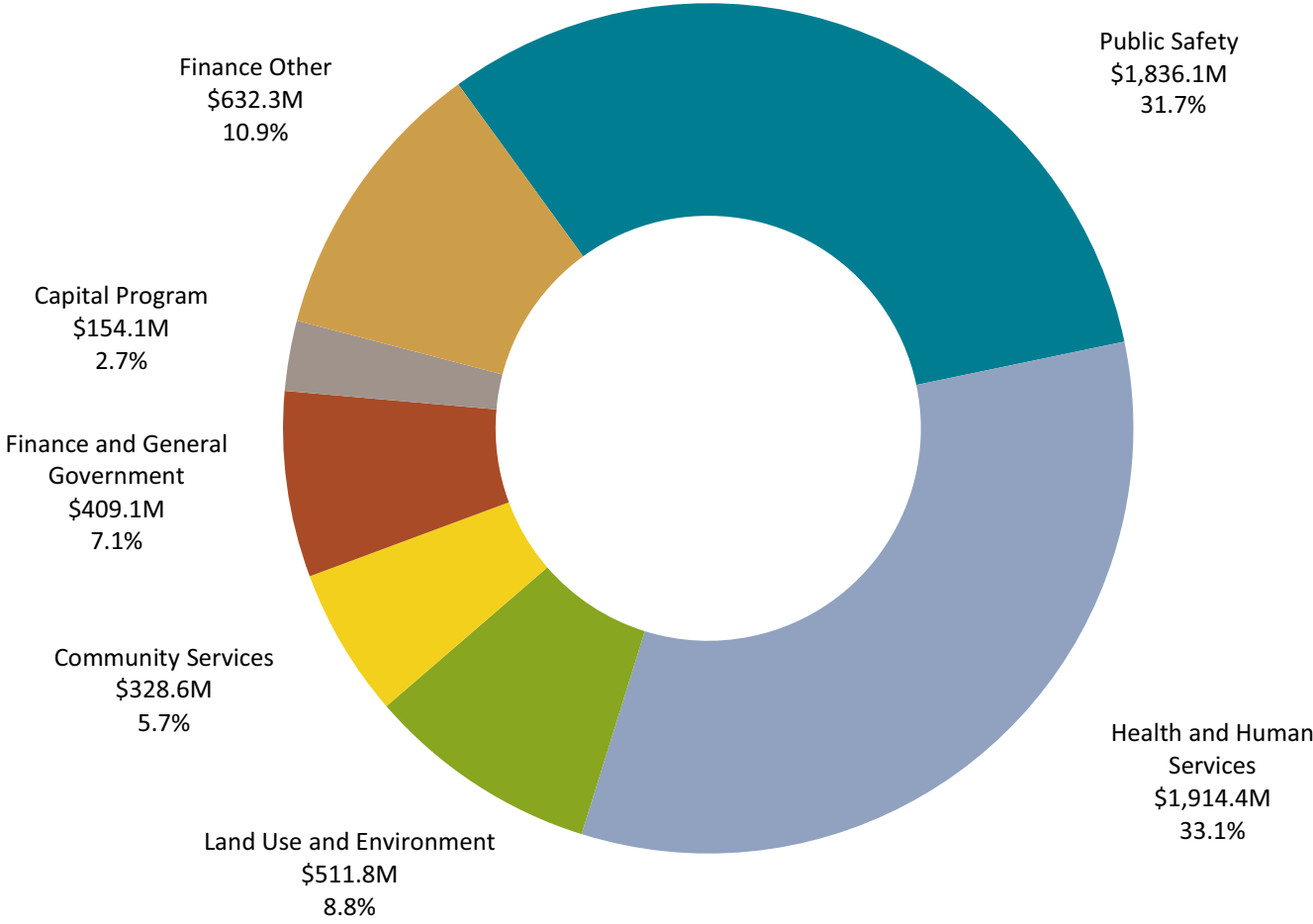




2017–18 Adopted Budget at a Glance

Adopted Budget by Functional Area: All Funds

Total Adopted Budget: \$5.79 billion

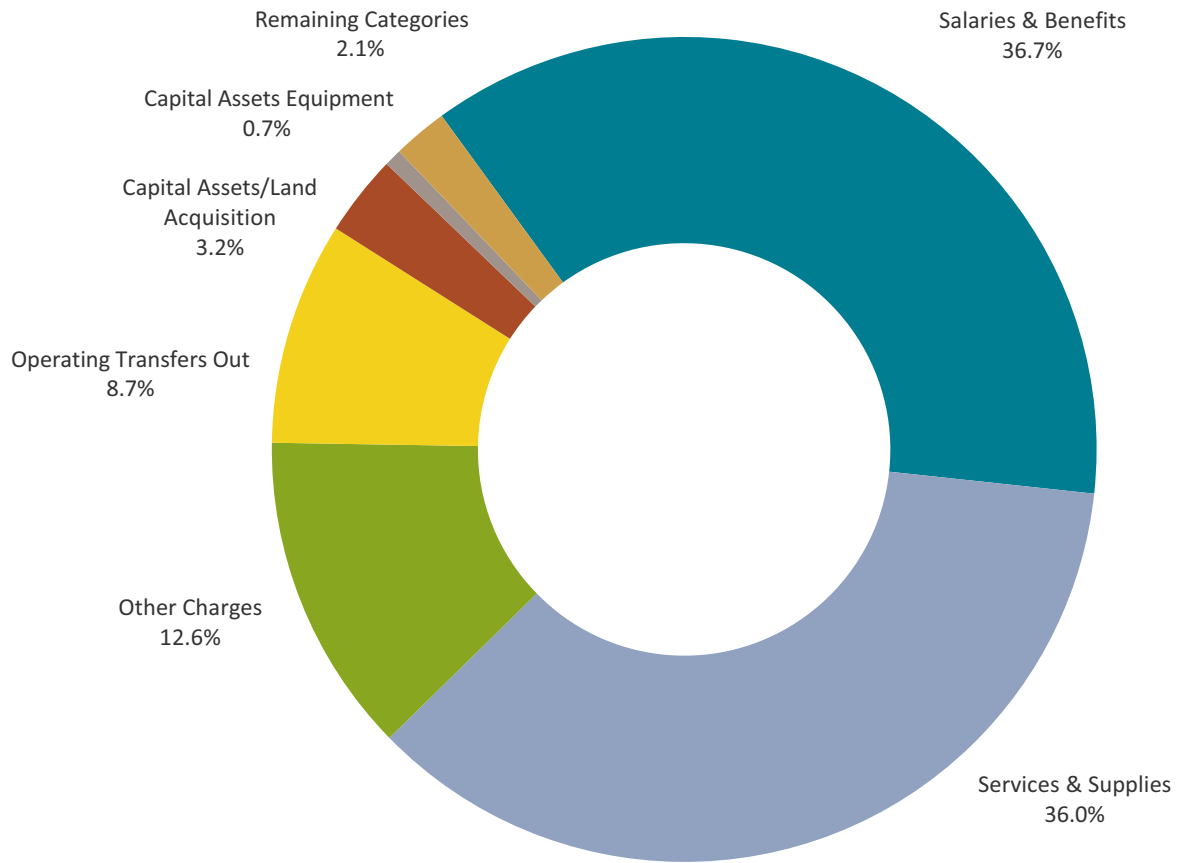


Adopted Budget by Functional Area: All Funds		
	Budget in Millions	Percent of Total Budget
Public Safety	\$ 1,836.1	31.7
Health and Human Services	1,914.4	33.1
Land Use and Environment	511.8	8.8
Community Services	328.6	5.7
Finance and General Government	409.1	7.1
Capital Program	154.1	2.7
Finance Other	632.3	10.9
Total	\$ 5,786.4	100.0

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



Adopted Budget by Categories of Expenditures: All Funds



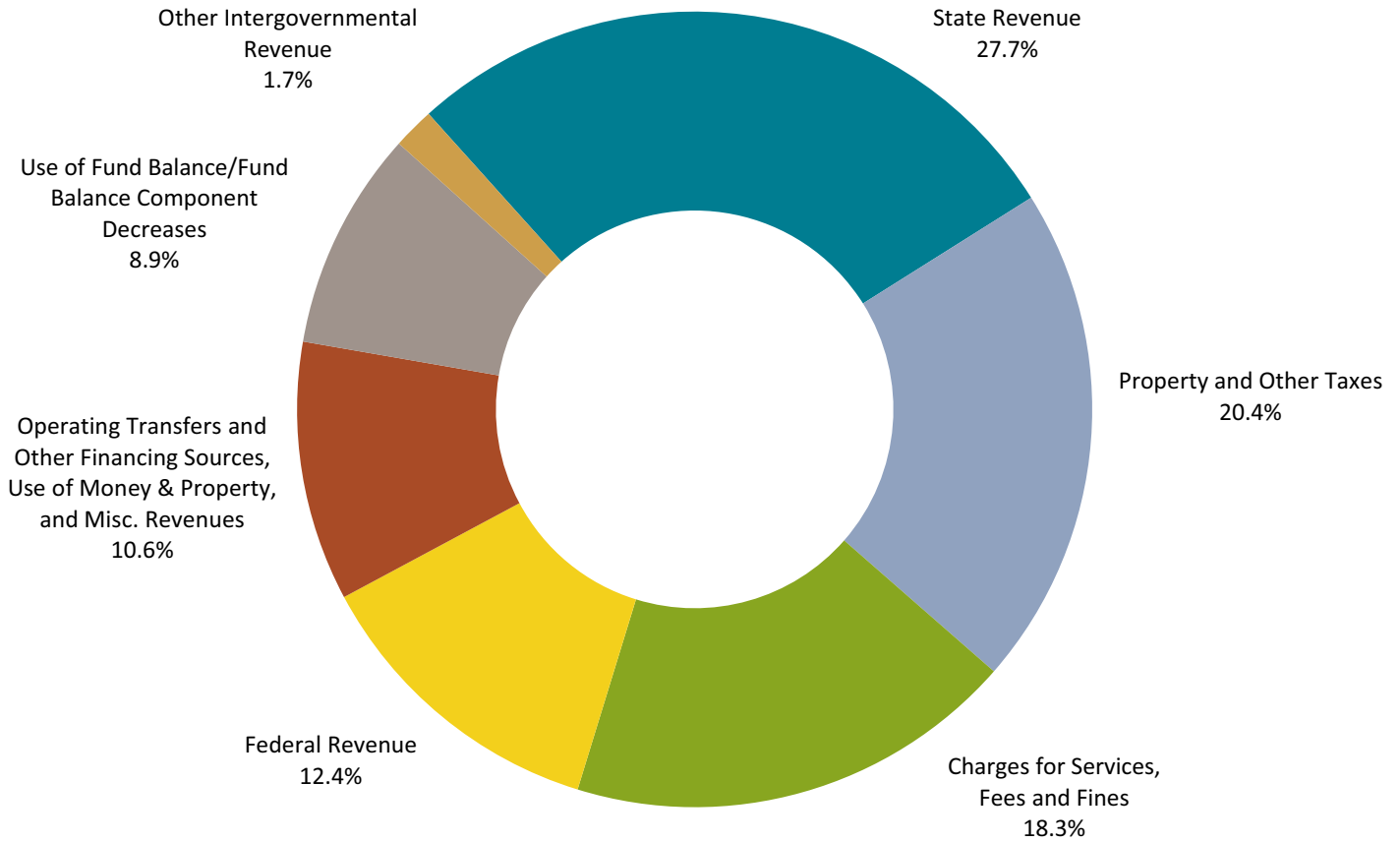
Adopted Budget by Categories of Expenditures: All Funds		
	Budget in Millions	Percent of Total Budget
Salaries & Benefits	\$ 2,124.2	36.7
Services & Supplies	2081.0	36.0
Other Charges	728.2	12.6
Operating Transfers Out	505.9	8.7
Capital Assets/Land Acquisition	183.4	3.2
Capital Assets Equipment	39.8	0.7
Remaining Categories:		
<i>Fund Balance Component Increases</i>	98.6	1.7
<i>Management Reserves</i>	30.5	0.5
<i>Contingency Reserves</i>	30.4	0.5
<i>Expenditure Transfer and Reimbursements</i>	(35.6)	(0.6)
Total	\$ 5,786.4	100.0

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





Adopted Budget by Categories of Revenues: All Funds



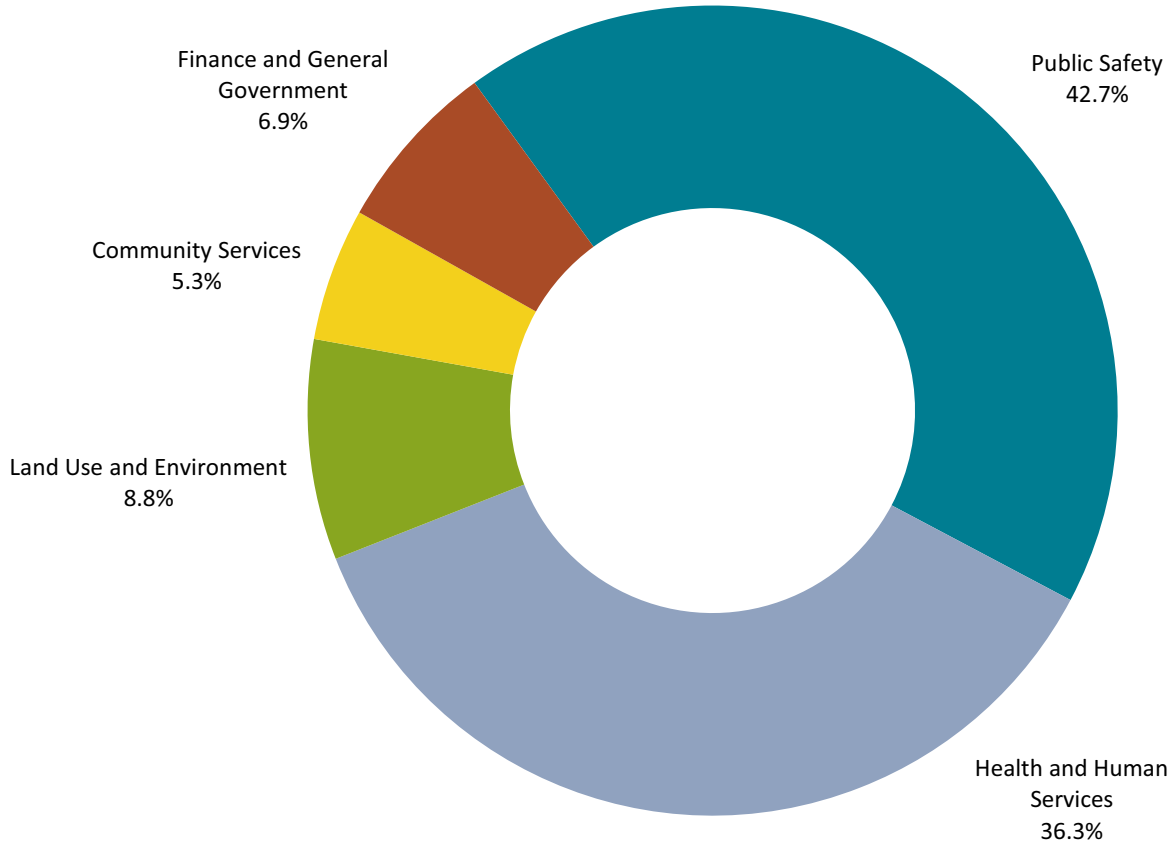
Adopted Budget by Categories of Revenues: All Funds		
	Budget in Millions	Percent of Total Budget
State Revenue	\$ 1,605.1	27.7
Property and Other Taxes	1,178.7	20.4
Charges for Services, Fees and Fines	1,059.7	18.3
Federal Revenue	718.9	12.4
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	610.7	10.6
Use of Fund Balance/Fund Balance Component Decrease	515.9	8.9
Other Intergovernmental Revenue	97.4	1.7
Total	\$ 5,786.4	100.0

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



Adopted Staffing by Group/Agency: All Funds

Total Adopted Staffing: 17,413.00



Adopted Staffing by Group/Agency: All Funds		
	Staff Years ¹	Percent of Total Staffing
Public Safety	7,443.00	42.7
Health and Human Services	6,320.50	36.3
Land Use and Environment	1,531.00	8.8
Community Services	923.00	5.3
Finance and General Government	1,195.50	6.9
Total	17,413.00	100.0

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

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





San Diego County Facts and Figures

FOUNDED	February 18, 1850
Size:	4,526 square miles
Coastline:	70 miles
Elevation:	Lowest = Sea Level Highest = 6,536 ft Hot Springs Mountain

POPULATION¹:			
Year:	2014	2015	2016
Total:	3,194,362	3,263,848	3,288,612

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

Source: California Department of Finance, 2014, 2015 and 2016 estimates. Sacramento, California, January 2014, January 2015, and January 2016.

INCORPORATED CITIES:	18
-----------------------------	-----------

CIVILIAN LABOR FORCE:		
Year:	2015	2016
Total:	1,563,800	1,570,400

Source: California Employment Development Department, Historical Data for Labor Force, annual average (for the months of January to December) for 2015 and 2016.

UNEMPLOYMENT RATE:		
Year:	2015	2016
Percentage:	5.2%	4.7%

Source: California Employment Development Department, Historical Data for Unemployment Rate, annual average (for the months of January to December) for 2015 and 2016 (data not seasonally adjusted).

EMPLOYMENT MIX: (Industry)¹		
	2016 Employees	2017 Employees
Government ²	246,900	251,500
Professional and Business Services	239,500	235,300
Trade, Transportation and Utilities	231,300	218,500
Educational and Health Services	204,900	202,000
Leisure and Hospitality	187,800	195,800
Manufacturing	105,100	107,800
Financial Activities	75,100	75,300
Construction	71,800	80,800
Other Services	54,300	58,600
Information Technology	24,200	23,500
Farming	8,000	9,500
Mining and Logging	400	300
Total	1,449,300	1,458,900

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

²Excludes the U.S. Department of Defense.

Source: California Employment Development Department, Labor Market Information Division - July 21, 2017 news release.

TEN LARGEST EMPLOYERS:		
	2015 Employees	2016 Employees
University of California San Diego	29,287	30,671
Sharp Healthcare	16,896	17,809
County of San Diego ¹	17,034	17,396
Scripps Health	14,644	14,863
Qualcomm Inc.	13,500	12,186
City of San Diego	10,913	11,347
Kaiser Permanente	7,535	8,406
UC San Diego Health System	7,229	7,438
San Diego Community College District	4,733	5,902
General Atomics (and affiliated companies)	5,088	5,480

¹County of San Diego Fiscal Year 2016-17 Adopted Operational Plan. Source: San Diego Business Journal Book of Lists (2017). Note: The State of California was excluded from the Business Journal list.



CONSUMER PRICE INDEX:			
Year:	2014	2015	2016
Amount:	265.15	269.44 (1.6% increase)	274.73 (2.0% increase)

Source: U.S. Department of Labor, Bureau of Labor Statistics, February 2017 (Not seasonally adjusted—annual).

MEDIAN HOUSEHOLD INCOME ¹ :			
Year:	2013 ²	2014 ³	2015 ⁴
Amount:	\$ 62,962	\$ 63,996	\$ 64,309

¹Each amount adjusted annually for inflation according to its respective year.

²Source: San Diego County QuickFacts 2009-2013 Estimate.

³Source: San Diego County QuickFacts 2010-2014 Estimate.

⁴Source: San Diego County QuickFacts 2011-2015 Estimate.

MEDIAN HOME PRICE ¹ :			
Year:	June 2015	June 2016	June 2017
Amount:	\$ 476,000	\$ 495,000	\$ 543,500

¹Median price of all existing homes sold in June of each year.

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

TOP TEN PROPERTY TAXPAYERS (as of July 2016):		
	2016	
San Diego Gas & Electric Company	\$	111,635,964
Qualcomm Inc.	\$	23,768,382
Irvine Co.	\$	16,146,299
Southern California Edison Co.	\$	14,393,562
Kilroy Realty, LP	\$	10,780,664
Pacific Bell Telephone Company	\$	9,915,391
Host Hotels and Resorts	\$	9,028,733
Conrad Prebys Trust	\$	7,569,600
John Hancock Life Insurance Co	\$	6,698,982
BSK Del Partners, LLC	\$	6,648,684

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





**FISCAL YEAR 2017–18
ASSESSED VALUATION:** \$480.1 billion

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

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

Source: U.S. Census Bureau, 2011 American Housing Survey (AHD): Last revised May 16, 2013.

LAND USE: (in descending order) ¹	
	2016 Acres
Parkland	1,403,175
Vacant or Undeveloped Land	580,308
Residential	369,342
Public/Government	119,115
Agriculture	114,411
Other Transportation	106,903
Commercial/Industrial	33,886
Total	2,727,140

¹The acres available for land use may vary year to year due to survey updates that include tide level changes.
Source: San Diego Association of Governments, 2016.

AGRICULTURAL PRODUCTION:		
	2015 Value	2015 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$ 1,146,814,770	12,475
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$ 320,687,203	34,534
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$ 146,566,714	3,837
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$ 47,878,211	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	\$ 30,894,777	N/A
Apiary (e.g., honey, pollination, bees & queens, etc.)	\$ 4,051,385	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	\$ 3,984,930	200,301
Timber Products (e.g., firewood and timber)	\$ 898,961	N/A
Grand Totals	\$ 1,701,776,951	251,147

Source: San Diego Agricultural Commissioner/Sealer of Weights & Measures 2015 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 home port of the Pacific Fleet)	San Diego

Source: U.S. Department of Defense Base Structure Report, 2015.

TOURIST ATTRACTIONS:

Anza-Borrego Desert State Park ¹ , Borrego Springs	Old Town San Diego State Historic Park, San Diego
Acquatica — Seaworld’s Waterpark, San Diego	Palomar Observatory, Palomar Mountain
Balboa Park and Museums, San Diego	Petco Park, San Diego
Belmont Park, 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
Mission Bay Aquatic Park, San Diego	U.S. Olympic Training Center, Chula Vista
Mount Soledad Veterans Memorial, La Jolla	USS Midway Museum, San Diego

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

TOTAL VISITORS 2016: 34,909,000

Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (calendar year through 2016).





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 all of modern San Diego County, 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 most southwestern 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 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 Alcalá.

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. The Cleveland National Forest occupies much of the interior portion of the county. The climate is mild in the coastal and valley regions, where most resources and population are located. The average annual rainfall is less than 12 inches for the coastal regions.

County Population

San Diego County is the southernmost major metropolitan area in the State. According to the State of California Department of Finance as of May 2016, the County's population estimate for January 1, 2015 was 3.26 million, which grew 0.8 percent to 3.29 million as of the January 1, 2016 estimate. 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 based on 2015 population estimates. Population estimates from the San Diego Association of Governments (SANDAG) for the year 2035 indicate that the San Diego regional population will grow to approximately 3.85 million, a 37.0 percent increase from calendar year 2000 and an increase of 17.2 percent compared to 2016.

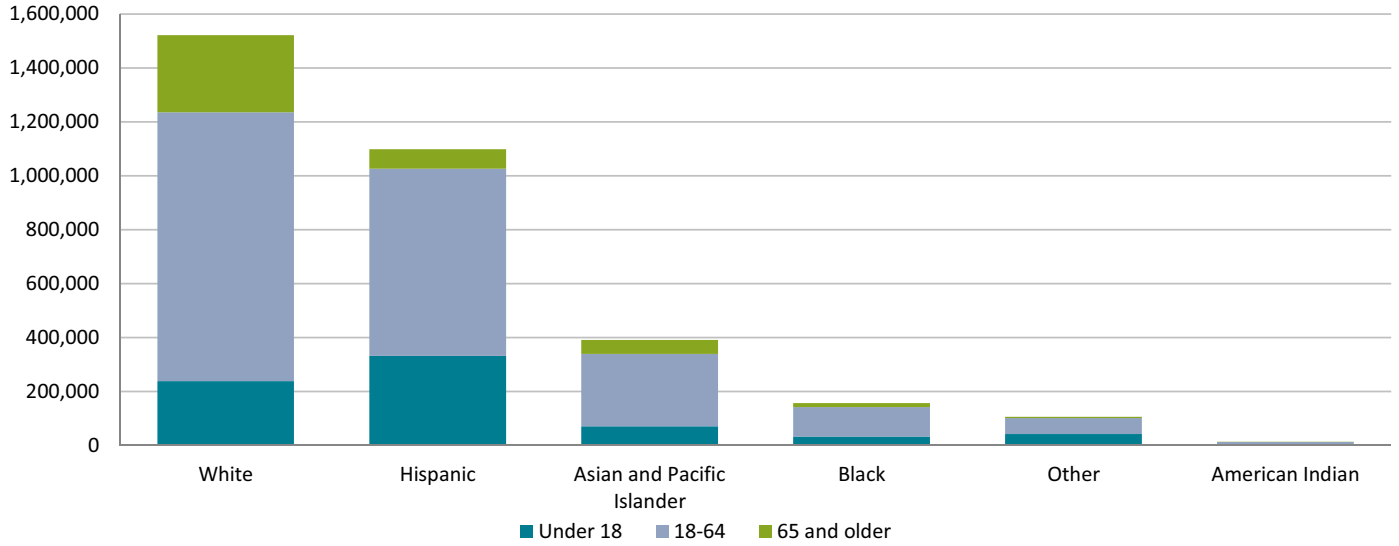
SAN DIEGO COUNTY POPULATION:				
	2000	2015	2016	Year Incorporated
Carlsbad	78,247	111,939	112,930	1952
Chula Vista	173,556	263,347	265,070	1911
Coronado	24,100	23,828	25,230	1890
Del Mar	4,389	4,257	4,274	1959
El Cajon	94,869	101,899	102,337	1912
Encinitas	58,014	61,473	61,928	1986
Escondido	133,559	149,973	150,760	1888
Imperial Beach	26,992	27,290	27,434	1956
La Mesa	54,749	59,357	59,982	1912
Lemon Grove	24,918	26,446	26,611	1977
National City	54,260	60,280	60,768	1887
Oceanside	161,029	174,923	175,948	1888
Poway	48,044	49,854	50,103	1980
San Diego	1,223,400	1,379,456	1,391,676	1850
San Marcos	54,977	92,076	93,295	1963
Santee	52,975	56,653	56,757	1980
Solana Beach	12,979	13,417	13,494	1986
Vista	89,857	97,566	98,896	1963
Unincorporated	442,919	509,814	511,119	
Total	2,813,833	3,263,848	3,288,612	

Source: US Census - 2010 data and California Department of Finance 2015 and 2016 estimates.

The accompanying charts show the most recent race, ethnicity and age composition for the regional population as of 2015 as well as the change in the region's racial and ethnic composition since 2000 and projected to 2035. SANDAG projects that in 2035, San Diego's population will continue to grow in its diversity with: 36.3 percent White; 41.4 percent Hispanic; 13.9 percent Asian and Pacific Islander; 4.0 percent African American; and 4.4 percent all other groups including American Indian. A significant growth in the region's Hispanic population is seen in this projection.

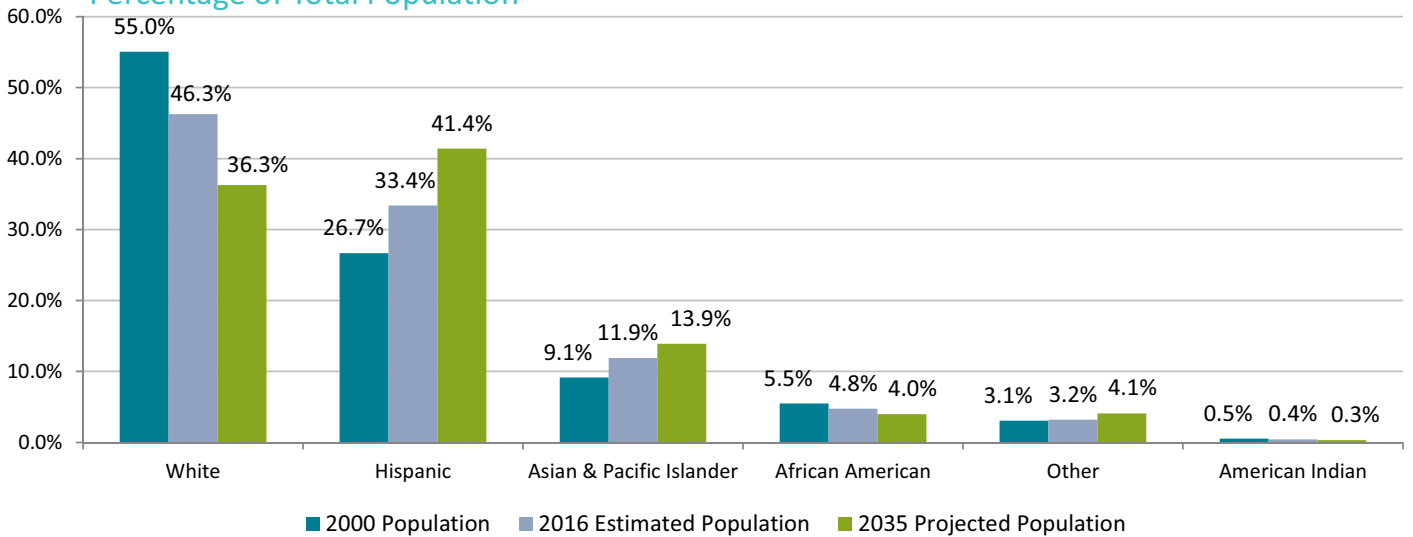


San Diego County Population Distribution by Race, Ethnicity and Age 2016 Total Population: 3,288,612



Source: San Diego Association of Governments 2016 Demographic & Socio Economic Estimates

San Diego County Population Distribution by Race and Ethnicity 2000, 2016 and 2035 Projection Percentage of Total Population



Note: Percentages represent the share of each group compared to the total population.
Sources: U.S. Census Bureau and San Diego Association of Governments

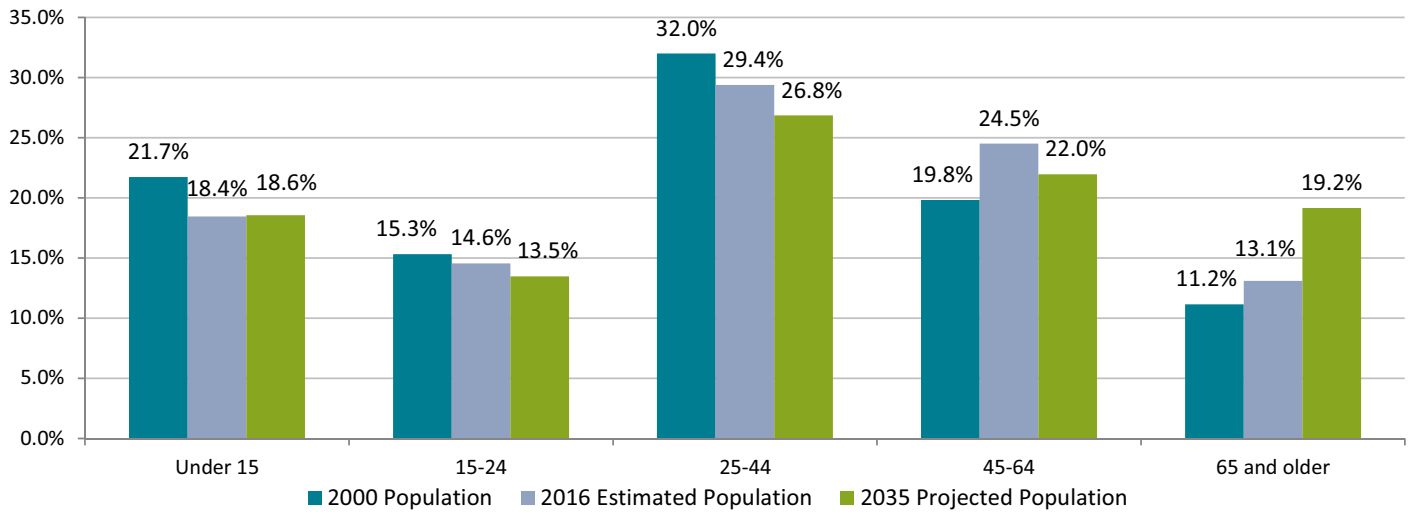




The accompanying chart shows the change in regional population trends in various age segments, with the number of individuals under 65 years of age projected to decline gradually from 2016 esti-

mates, and the number of individuals aged 65 and older estimated to increase by 2035.

San Diego County Population Distribution by Age 2000, 2016 and 2035 Projection



Sources: U.S. Census 2000; San Diego Association of Governments 2016 Demographic & Socio Economic Estimates; SANDAG 2050 Regional Growth Forecast (Oct 2013) 2035 Projection.

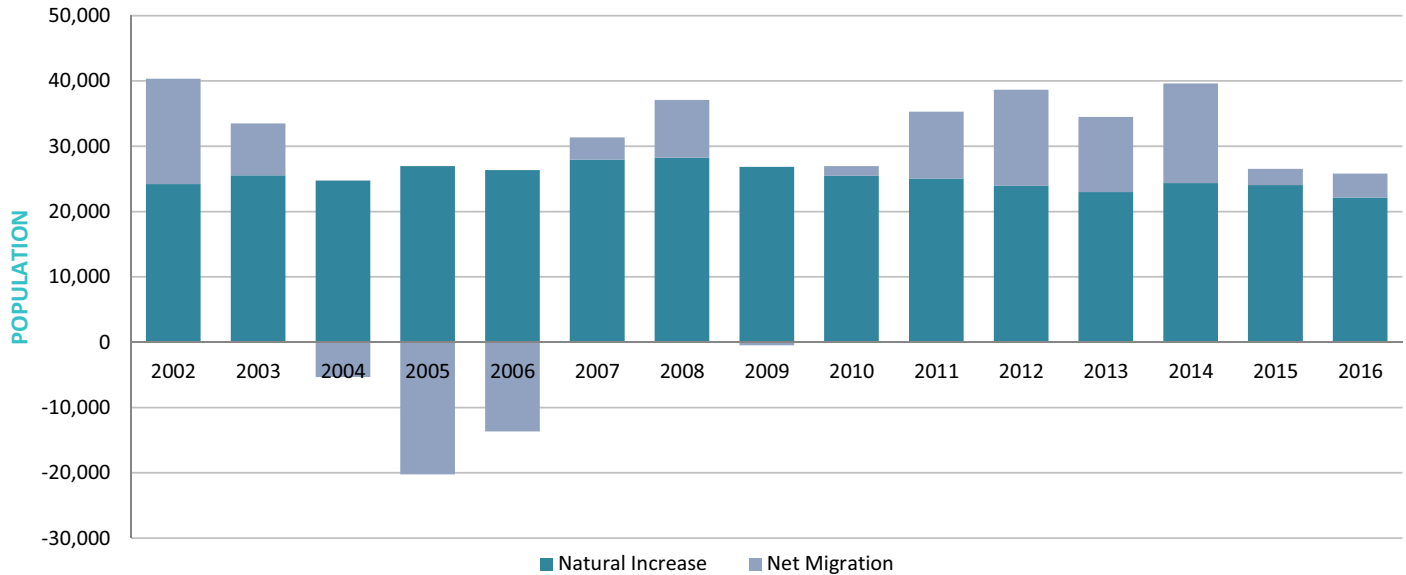
Note: In these charts, the sum of individual percentages may not total 100% due to rounding.



Annually, San Diego County’s population has grown approximately 0.9 percent on average since 2002, as presented in the accompanying chart. Natural increase (births minus deaths) is the primary

source of population change. Another contributor to the change in population is net migration (both foreign and domestic) which has varied in the past 15 years.

San Diego County Population Change: 2002 through 2016



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

Source: California Department of Finance E-6 Report: Population Estimates and Components of Change by County - July 1, 2010-2016.

Economic Indicators

U.S. Economy

Gross domestic product (GDP) is one of the main indicators of the health of the nation’s economy, representing the total dollar value of all goods and services produced in the U.S. over a given time period. See the chart on the following page for a historical comparison of GDP over the past 10 years. GDP growth is driven by a variety of economic sectors, as explained by the Institute for Applied Economics, Los Angeles County Economic Development Corporation (LAEDC), “The largest contributor is the consumer, as household spending continues to shoulder approximately two-thirds of the economic activity of the nation. The business sector typically contributes between 15 and 20 percent of GDP. Government spending is small and often used to make up for a decline in the consumer sector, such as during a recession. Net exports contribute to or detract very little from GDP growth” (*Economic Forecast & Industry Outlook*, February 2017, <http://laedc.org/wp-content/uploads/2017/02/LAEDC_2017-Forecast_20170222a.pdf>, accessed on March 10, 2017, p. 2).

Calendar year 2016 saw some growth in real GDP, closing the year with a mediocre 1.6 percent annual growth over the previous year, compared to an increase of 2.6 percent seen in 2015, according to the U.S. Department of Commerce Bureau of Economic Analysis

(BEA) (*National Income and Product Accounts Gross Domestic Product: Fourth Quarter and Annual 2016 [Second Estimate]*, February 28, 2017, <<https://www.bea.gov/newsreleases/national/gdp/gdpnewsrelease.htm>>, accessed on March 9, 2017). LAEDC reports that the 2016 growth in real GDP was, “the slowest annual growth rate since 2011, and below the annual average for all recoveries since the 1980s—including the current recovery period” (LAEDC, p. 1). The BEA attributes the modest increase in real GDP in 2016 to positive contributions from personal consumption expenditures (PCE), residential fixed investment, state and local government spending, exports, and federal government spending that were offset somewhat by negative contributions from private inventory investment and nonresidential fixed investment as well as increases in imports (ibid).

According to the minutes of the January 31-February 1 meeting of the Federal Open Market Committee (FOMC) of the Federal Reserve Board, real GDP growth in the fourth quarter of 2016 was estimated to have been faster than anticipated (February 22, 2017, <<https://www.federalreserve.gov/monetarypolicy/files/fomminutes20170201.pdf>>, accessed on March 9, 2017). The FOMC projects that the slow pace of growth seen at the end of 2016 will





continue through the first half of 2017, and that consumer price inflation would increase over the next several years, driven by increases in food and energy prices and non-energy imports (ibid).

The UCLA Anderson Forecast June 2017 Report projects real GDP growth of 2.2 percent in 2017, 2.6 percent in 2018 and 2.2 percent in 2019 (The UCLA Anderson Forecast for the Nation and California: June 2017 Report, p. 49), and previously cautioned that the growth target of 4 percent identified by the current Presidential administration was unlikely and could lead to increased inflation, given that the nation is near full employment (The UCLA Anderson Forecast for the Nation and California: March 2017 Report, pp. 13-17). The nation’s unemployment rate of 4.9 percent is projected to drop to 4.5 percent and 4.2 percent in 2017 and 2018, respectively (UCLA Anderson, June 2017, p. 50). Many uncertainties abound with regard to the economic impacts of the federal policy changes that have been suggested since the November 2016 Presidential election. UCLA Anderson projects that significant reductions to personal and corporate taxes and reductions in regulation in the energy, environment and financial sectors could bring modest growth in the short-term however, also would result in a significant increase in the federal deficit, estimated to exceed a trillion dollars by 2019, along with increased inflation and interest rates, with associated negative effects on the housing sector (UCLA Anderson, March 2017, pp. 13-17).

Nationally, total housing construction starts are anticipated to

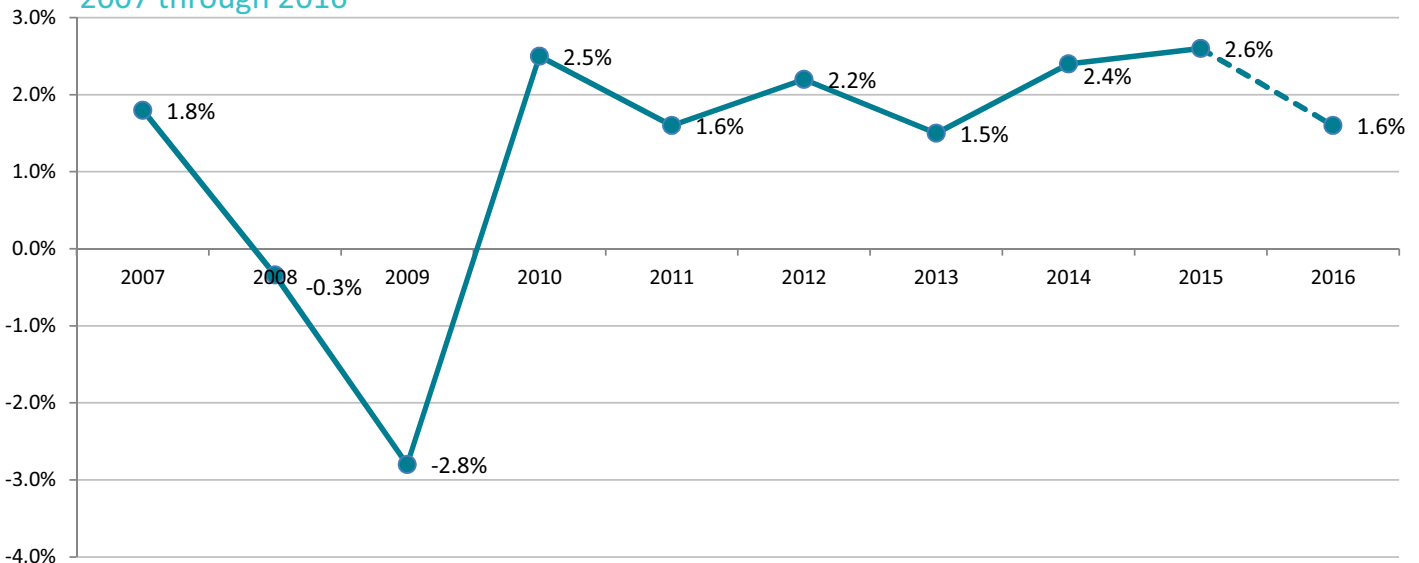
increase 6.7 percent in 2017, with the largest gains for single-family homes, according to Kiplinger Economic Forecasts (Rodrigo Sermeño, "Strong Start for Housing in 2017," *Kiplinger*, March 3, 2017, <<http://www.kiplinger.com/article/business/T019-C000-S003-housing-market-forecast-housing-starts-home-sales.html>>, accessed on March 9, 2017). Kiplinger predicts low housing inventories, rising mortgage rates and modest wage growth will drive gains in housing prices in 2017, particularly in many metropolitan areas (ibid).

California Economy

California’s economy is large and diverse, with global leadership in innovation-based industries including information technology, aerospace, entertainment and biosciences. A global destination for millions of visitors, California supports a robust tourism industry, and its farmers and ranchers provide for the world. California accounts for nearly 14 percent of the nation’s GDP which is, by far, the largest of any state according to the BEA (*Gross Domestic Product by State: Third Quarter 2016*, February 2, 2017, <https://www.bea.gov/newsreleases/regional/gdp_state/2017/pdf/qgsp0217.pdf>, accessed on March 10, 2017).

In 2016, California’s economy grew an estimated 2.5 percent, outperforming the nation’s real GDP growth rate of 1.6 percent, but at a slower rate of growth compared to the 2014 level of 3.8 percent (LAEDC, p. 8). State GDP is expected to grow by 2.4 percent in 2017 and 2.6 percent in 2018 (ibid). Nearly every major

**U.S. Gross Domestic Product Annual Percent Change
2007 through 2016**



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 2016.

Source: Bureau of Economic Analysis



industry sector in the State added jobs in 2016, with the exceptions of manufacturing and natural resources, while the largest job gains were seen in the private sector industries of health care and social assistance; leisure and hospitality; and professional, scientific and technical services; and in the public sector (ibid). California’s job growth is anticipated to slow to 1.7 percent in 2017 and 2018 (ibid).

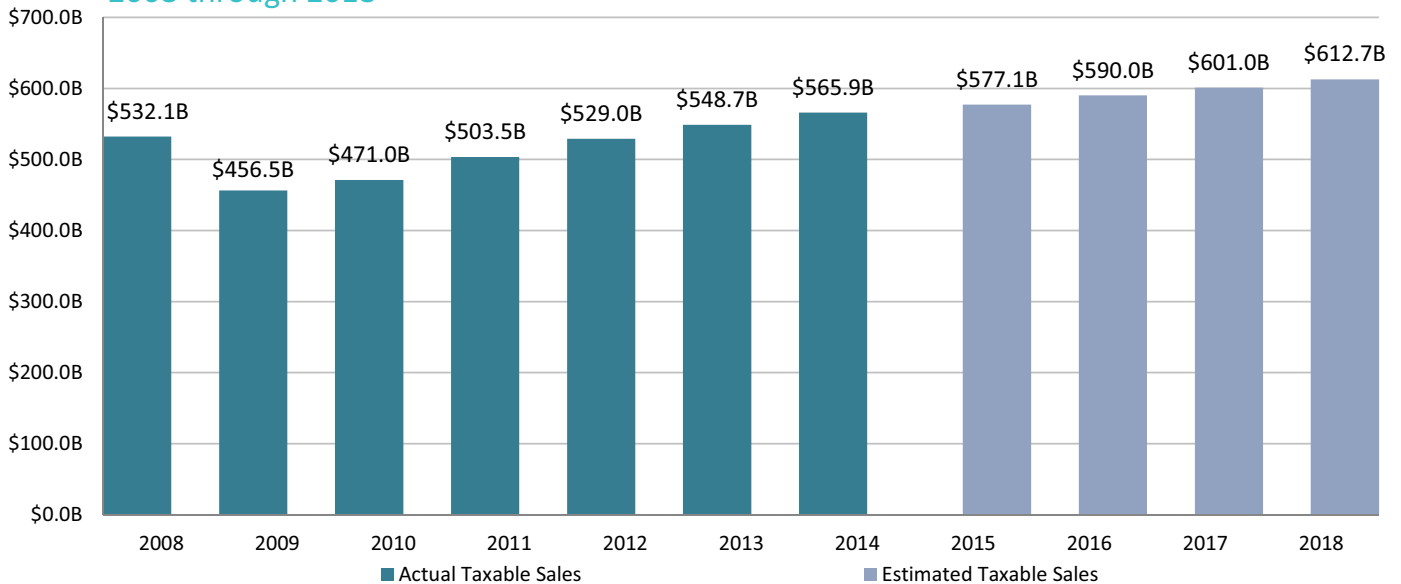
Along with the State’s job growth, California’s unemployment rate averaged 5.4 percent in 2016, the lowest in 9 years (ibid). California residents have also seen personal income gains, up 3.1 percent in 2016, due to increased employment and higher wages, although there are disparities across the State (ibid). The UCLA Anderson June 2017 Report projects that the unemployment rate in California will fall to 4.8 percent, 4.6 percent and 4.5 percent in 2017, 2018 and 2019, respectively, and that real personal income in the State will rise by 3.1 percent in 2017, 3.3 percent in 2018 and 3.2 percent in 2019 (UCLA Anderson, June 2017, p. 97). Overall, “California job creation has continued but slowed” according to Beacon Economics, noting that the State is, “effectively at full employment with little slack in the labor market. Moreover, it appears that there are not enough qualified candidates to fill job openings in some industries. Meanwhile, as rents and home prices head north, California’s lower wage workers simply cannot afford to live here, adding more strain to an already tight labor market” (San Diego Job Growth Outpacing Other Southern California Metros, Summer 2017, https://beaconecon.com/products/regional_outlook_san_diego, accessed on August 24, 2017, p. 1).

A strong employment sector can support continued consumer spending and taxable sales, with positive results for sales tax collection. The accompanying chart presents the historical trend in taxable sales in California. UCLA Anderson projects real taxable sales will decline by 0.3 percent in 2017 and increase thereafter by 1.9 percent in both 2018 and 2019 (UCLA Anderson, June 2017, p. 97).

Statewide construction activity continued in 2016 with slow growth in home building evenly-balanced between single-family and multi-family construction permits (ibid). UCLA Anderson estimates total residential building permits will continue to increase at a modest pace from 101,200 units in 2016 to 105,100 units in 2017, 115,900 units in 2018 and 118,700 units in 2019 (UCLA Anderson, June 2017, p. 97). Nonresidential building permit valuation as calculated in real 2009 dollars grew 1.1 percent in 2016 and is expected to decline 1.3 percent in 2017, but to grow 2.3 percent and 1.2 percent in 2018 and 2019, respectively (UCLA Anderson, June 2017, p. 99).

It remains to be seen what impacts California will face as a result of the shift in federal leadership on trade, immigration, taxes, regulation and economic stimulus spending. Gains in some industries may be offset by reductions in others and because federal programs generally affect the economy after about 18 months, the results may not be immediately felt.

California Annual Taxable Sales Trend 2008 through 2018



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





San Diego Economy

The San Diego region is home to nearly 3.3 million residents, the second largest county in California in terms of population. The San Diego region includes the largest concentration of military in the world, making the military presence an important driver of the region's economy. In addition, San Diego is a thriving hub for the life sciences/biomedical and technology-oriented industries and a popular travel destination. The region's quality of life attracts a well-educated, talented workforce and well-off retirees which contribute to local consumer spending.

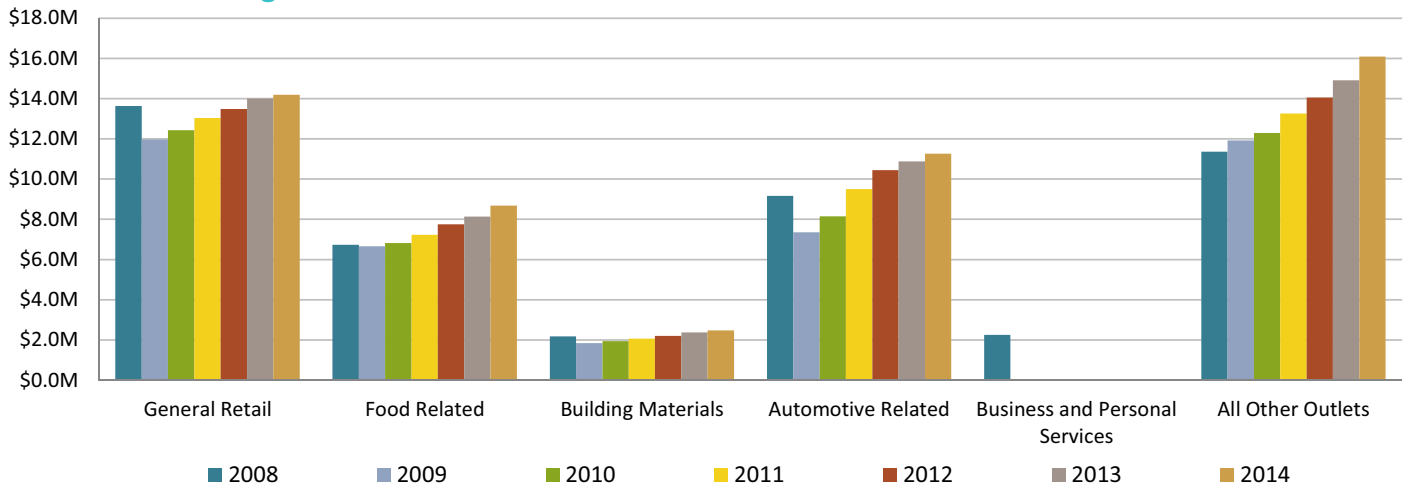
In 2016 the San Diego region accounted for 8.9 percent of California's gross State product and 8.4 percent of the State's population (LAEDC, p. 28). According to the LAEDC, in 2016 San Diego's economy grew at an estimated 2.4 percent, slightly slower than the State's overall rate of growth, and is expected to expand at a lower rate in 2017, by 2.1 percent, and by 2.3 percent in 2018 (ibid).

Overall, San Diego's economic outlook continues to be moder-

ately positive with growth anticipated in 2017, albeit at a slower pace than 2016. The regional gross domestic product is expected to lag in 2017, with the region trailing the State and nation in inflation-adjusted growth of only 1.2 percent, according to Kelly Cunningham, economist for the National University System Institute for Policy Research ("Trump economy: Boring in San Diego?" *San Diego Reader*, December 28, 2016, <<http://www.sandiegoreader.com/news/2016/dec/28/citylights-trump-economy-boring-sd/#>>, accessed on March 13, 2017).

Slower growth could result in a slowdown of sales tax collection. According to HdL Companies, "[t]he consensus from dozens of industry analysts, economic think tanks and trade associations is for a leveling off in the rate of sales tax growth that the state has enjoyed for the last six years" ("Notes: The Year Ahead," *San Diego County Sales Tax Update*, Q3 2016, Winter 2017, p. 2). The accompanying chart presents a historical look at San Diego County's taxable sales by category.

San Diego County Taxable Sales by Category 2008 through 2014



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.

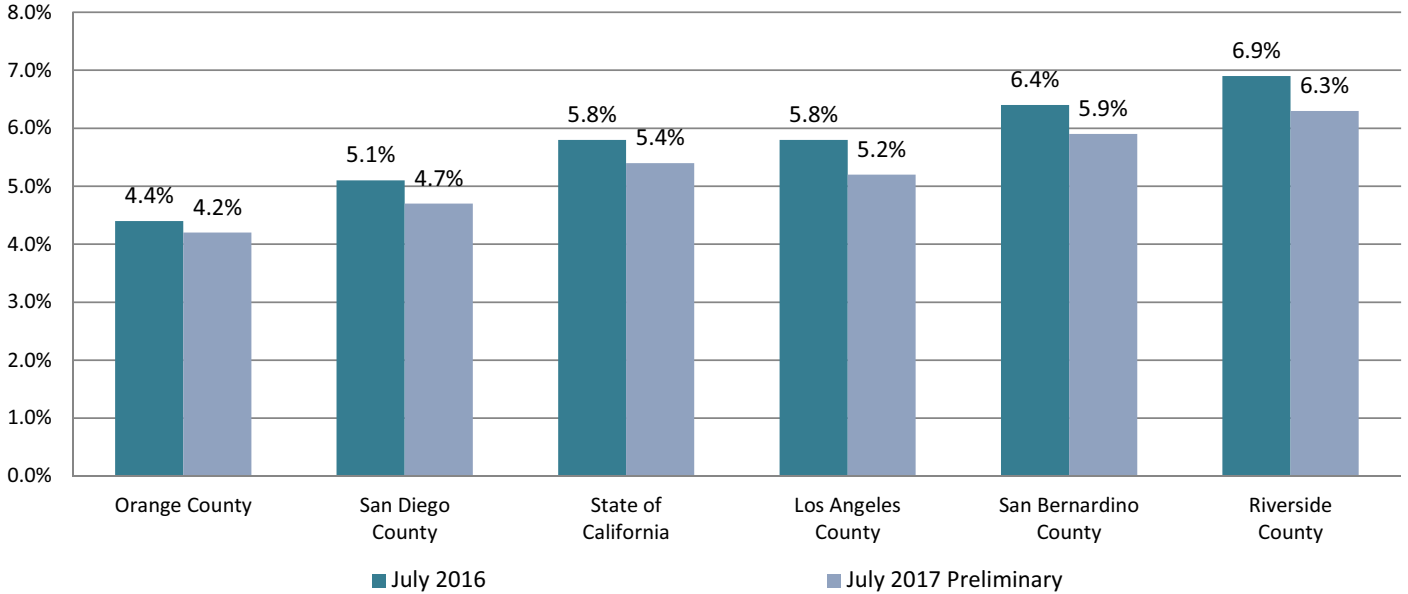
Source: State Board of Equalization.



The region’s employment showed positive results in 2016 with a 2.4 percent growth in jobs and a drop in unemployment from 5.2 percent in 2015 to 4.7 percent in 2016 (LAEDC, p. 28-29). Nearly all industries in the region added jobs in 2016 with the largest gains by percentage in administrative and support services; health care and social assistance; leisure and hospitality; and construction sectors (ibid). Most industries are projected to continue adding jobs,

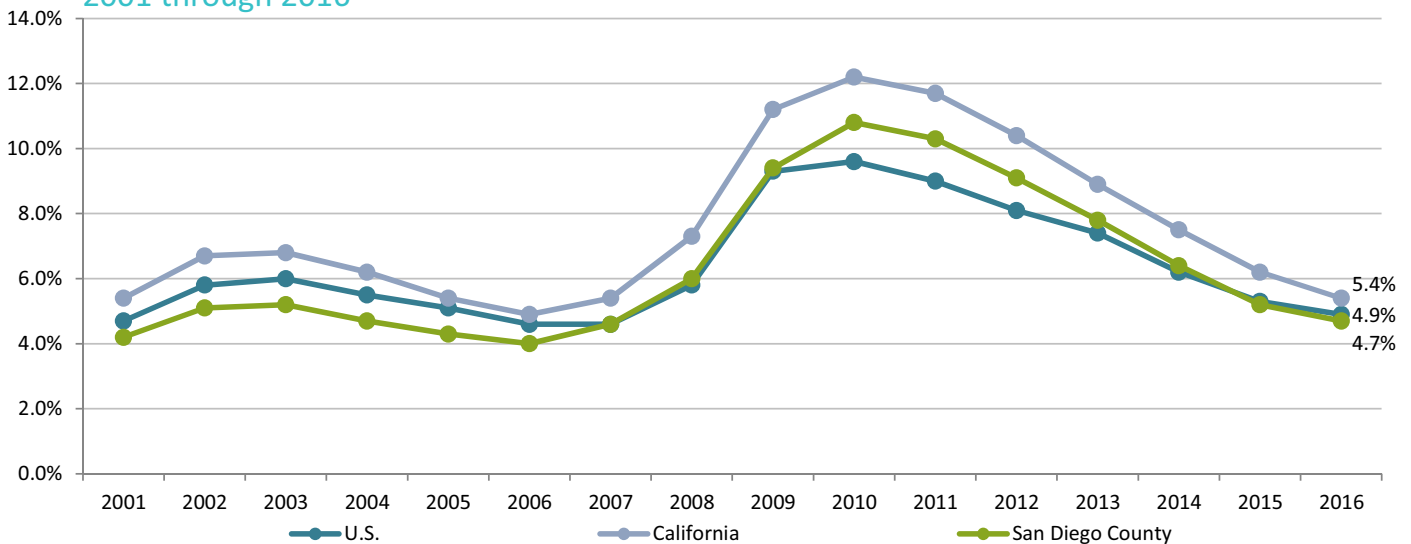
although at a slower rate of 1.8 percent in 2017 and 1.6 percent in 2018 (ibid). Unemployment is projected to reach an annual rate of 4.5 percent in 2018 (ibid). The accompanying charts present comparisons of unemployment data for select California regions as well as a historical look at local, State and national unemployment rates.

**Unemployment Rate Comparison by Select California Regions
July 2016 and July 2017**



Source: California Employment Development Department

**Annual Average Unemployment Rate Comparison
U.S., California and San Diego County
2001 through 2016**



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

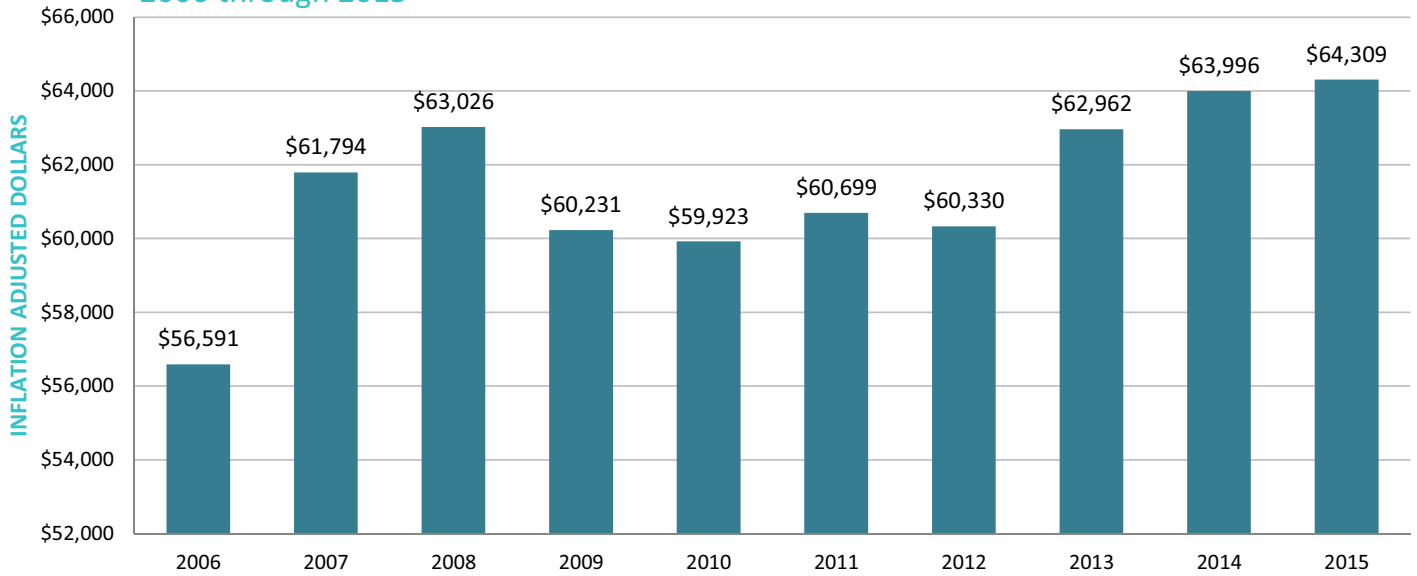




Coupled with the region’s low unemployment, local residents have experienced some growth in personal income. In 2016 total nominal personal income increased by 4.1 percent as a result of increased employment and rising wages (LAEDC, p. 29). Payroll

expansion is anticipated to strengthen in 2017, along with job gains, although growth will be constrained by the rate of growth in the labor force (Beacon Economics, p. 1).

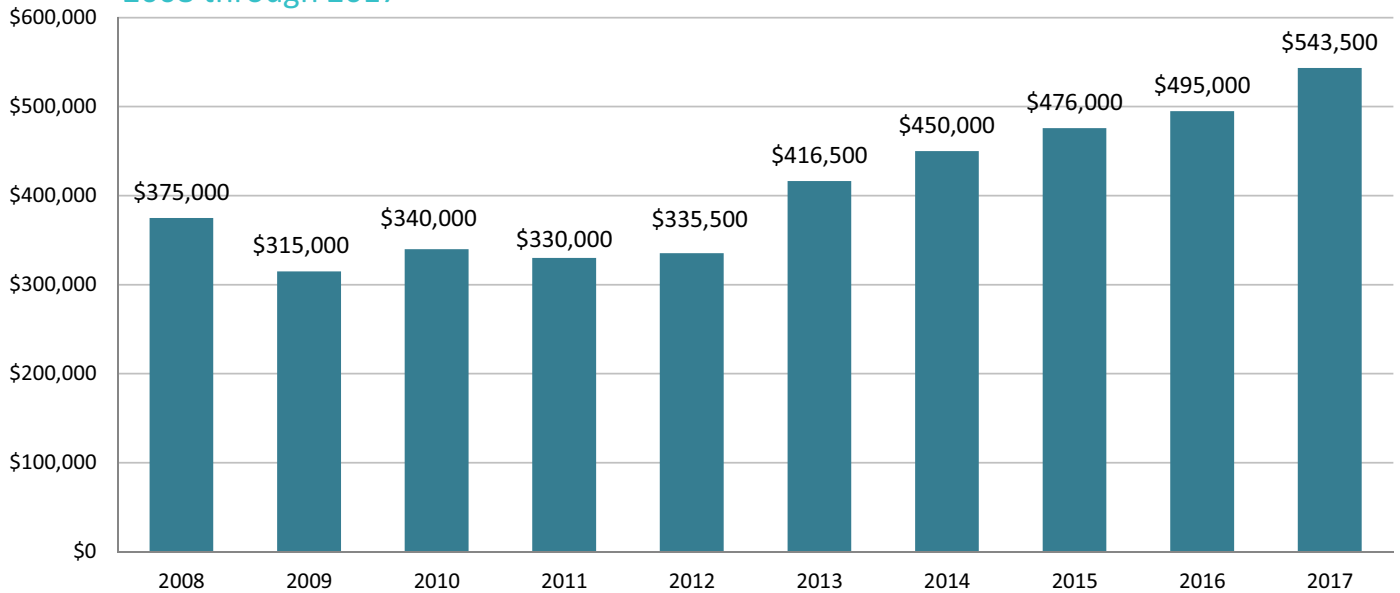
San Diego County Median Household Income 2006 through 2015



Note: Median Household Income is measured by calendar year and is presented in inflation adjusted dollars.
Source: U.S. Census Bureau



San Diego County Median Price of Existing Homes Sold 2008 through 2017



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

Price inflation in the San Diego region, as measured by the U.S. Bureau of Labor Statistics’ Consumer Price Index for All Urban Consumers (CPI-U), increased 3.3 percent over the 12 preceding months ending in July 2017 (Consumer Price Index, San Diego – First Half 2017, July 14, 2017, <https://www.bls.gov/regions/west/news-release/2017/consumerpriceindex_sandiego_20170714.htm>, accessed on August 24, 2017). Driving the increase in CPI-U in July was increasing prices for shelter (ibid).

San Diego housing is among the least affordable in the nation. The median price of a home in the region reached \$495,000 in June 2016 and \$543,500 in June 2017. As of August 2017, it is estimated that a salary of more than \$116,000 would be needed to afford the principal, interest, taxes and insurance payments on a local median priced home of \$605,000 in the San Diego-Carlsbad metropolitan region (“The Salary You Must Earn to Buy a

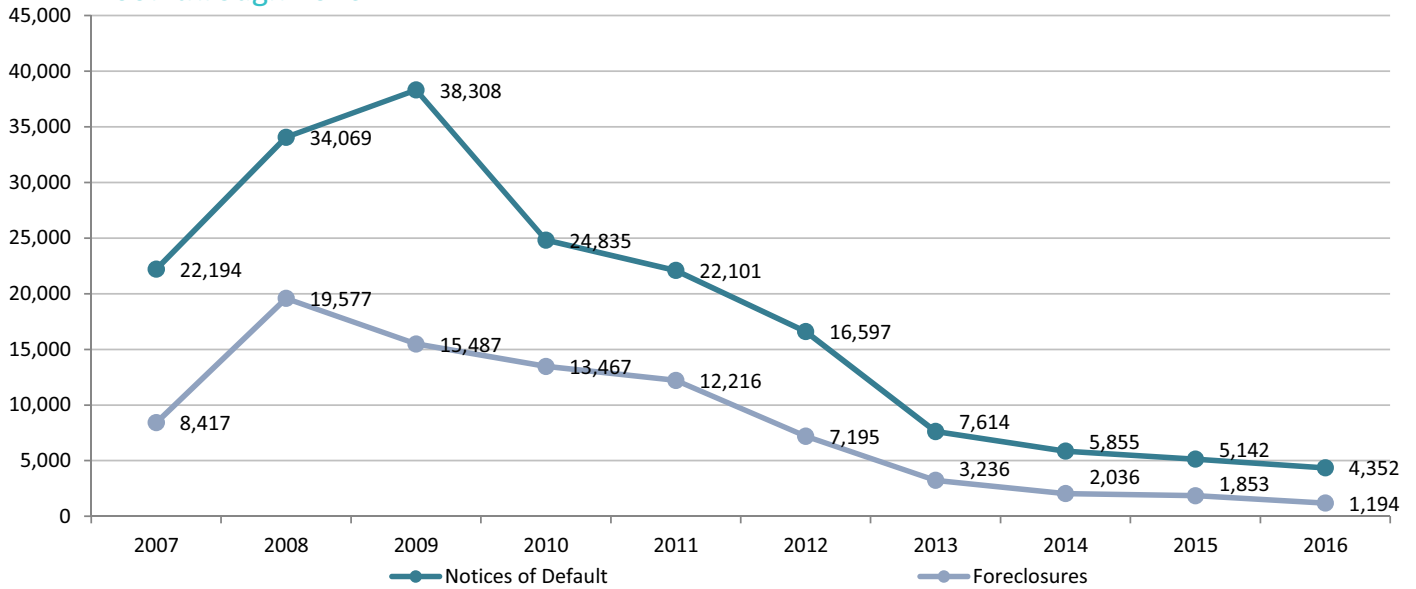
Home in 27 Metros,” August 24, 2017, <<http://www.hsh.com/finance/mortgage/salary-home-buying-25-cities.html#san-diego>>, accessed on August 24, 2017). See the accompanying chart for the median price of existing homes sold in the region in recent years.

According to the LAEDC, new home construction in the region lost some momentum in 2016 with the number of building permits down by 0.3 percent to 9,970 units from 10,005 units in 2015 (LAEDC, p. 30). New home construction is anticipated to improve modestly in 2017, supported by increases in employment, population and income (ibid). Like many other urban areas of California, apartment and condominium construction is outpacing that of single-family homes. Between 2012 and 2016, single-family construction was a mere 31 percent of new residential construction in the region (ibid).





San Diego County Total Notices of Default and Foreclosures 2007 through 2016



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.

Another measure of the housing market is the rate of foreclosures, as well as the companion indices of notices of loan default and deeds recorded (changes in ownership). According to the Assessor/Recorder/County Clerk, foreclosures compared to total deeds recorded averaged 0.3 percent over the three-year period of 2003 through 2005, then rose significantly reaching 16.9 percent in 2008 and has declined to 0.9 percent in 2016. Total deeds recorded in 2016 were 133,383, an increase of 4.1 percent from the previous year. Notices from lenders to property owners that they were in default on their mortgage loans peaked at 38,308 in 2009, and foreclosures reached a high of 19,577 in 2008. In comparison, San Diego County saw 4,352 Notices of Default in 2016, down 15.4 percent from the 2015 level of 5,142. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6 percent from 2003 through 2005. During the recession this indicator peaked at 57.5 percent in 2008 but since has declined to 27.4 percent in 2016, a decrease of 8.6 percent from 2015. The accompanying chart shows the historical levels of both Notices of Default and Foreclosures.

The visitor industry is the region's third largest industry and employed more than 180,000 residents in fields directly related to lodging, food service, attractions, and transportation in 2016, according to the San Diego Tourism authority ("San Diego Industry Research," <<https://www.sandiego.org/about/industry-research.aspx>>, accessed on March 14, 2017). San Diego welcomes more than 34.9 million visitors annually who spend nearly \$10.4 billion at local businesses (ibid). The San Diego Travel Fore-

cast indicates that total visits to the region were anticipated to grow 1.7 percent in 2017 and 2018, lower than previously forecasted based on weakened international travel (Tourism Economics, *San Diego Travel Forecast: December 2016*, San Diego Tourism Authority, <<https://www.sandiego.org/-/media/files/research/forecast/sdcvb-forecast.pdf?la=en>>, accessed on March 14, 2017). Nonetheless, total spending by visitors to the region is projected to grow by 5.3 percent in 2017 and 4.2 percent by 2018 however, "uncertainty in both domestic and international markets will continue to weigh on the San Diego [lodging] market, as well as the US lodging sector as a whole" (ibid).

On balance, based on trends noted, the region's economic performance is expected to maintain slow but steady growth. Yet this conclusion will be impacted by the economic effects of changes in federal policy and administration. Results for the local region will likely be a mix of gains and losses. As the USD Index of Leading Economic Indicators notes, "[a]mong the proposals that have been mentioned that might benefit the local economy are spending on infrastructure, tax cuts, and a boost in defense spending. On the latter, San Diego could benefit from increased personnel and from increased shipbuilding as the Navy expands. On the downside, increased trade barriers, particularly against Mexico and China, could hurt local companies that sell in an international market. Any gains from manufacturing returning to the United States would not likely benefit San Diego as those would involve heavy manufacturing, which is not a significant



sector of the local economy” (*Leading Economic Indicators Up in January*, March 3, 2017, <<http://home.sandiego.edu/~agin/usdlej/INDEX17.JAN.doc>>, accessed on March 13, 2017).

Changing economic conditions impact the County’s revenue and

workload, along with the strategies used to manage the public’s resources. These are described in the following pages that summarize the expenditures, revenues, and staffing levels for Fiscal Years 2017–18 and 2018–19.



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, the California Government Code and the Charter of the County of San Diego. 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. Charter counties have a degree of “home rule,” or local authority, in specified areas. 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.)

San Diego County is one of 14 charter counties in California. 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 provided 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 and approves the County’s two-year budget. 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 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

County 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, 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.



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.sdcountry.ca.gov/cao/.



Context for Strategic and Operational Planning

To be effective, the goals that the County sets and the resources that are allocated must be consistent with the purpose of the organization. The context for all strategic and operational planning is provided by the County's vision, a 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 Support Team based on the policies and initiatives set by the Board of Supervisors and an enterprise review of the issues, risks and opportunities facing the region 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/.

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. 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 people's lives, not just a count of the activities they perform. The most significant measures are reflected in this document as part of the respective narrative section of each department's budget presentation.

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 under way 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 meeting of the 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 a briefing 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 farmers 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
“Brand Promise”	“Road Map”	“Check Points”	“Collaboration”	“Pay It Forward”
5 years	2 years	Quarterly	365 days	365 days
Where do we want to go?	How do we get there from here?	How is our performance?	Are we working together?	Are we encouraging excellence?
County Strategic Plan	County Operational Plan	County Annual Report	CAO Leadership Team meeting	CAO Coin of Excellence



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.

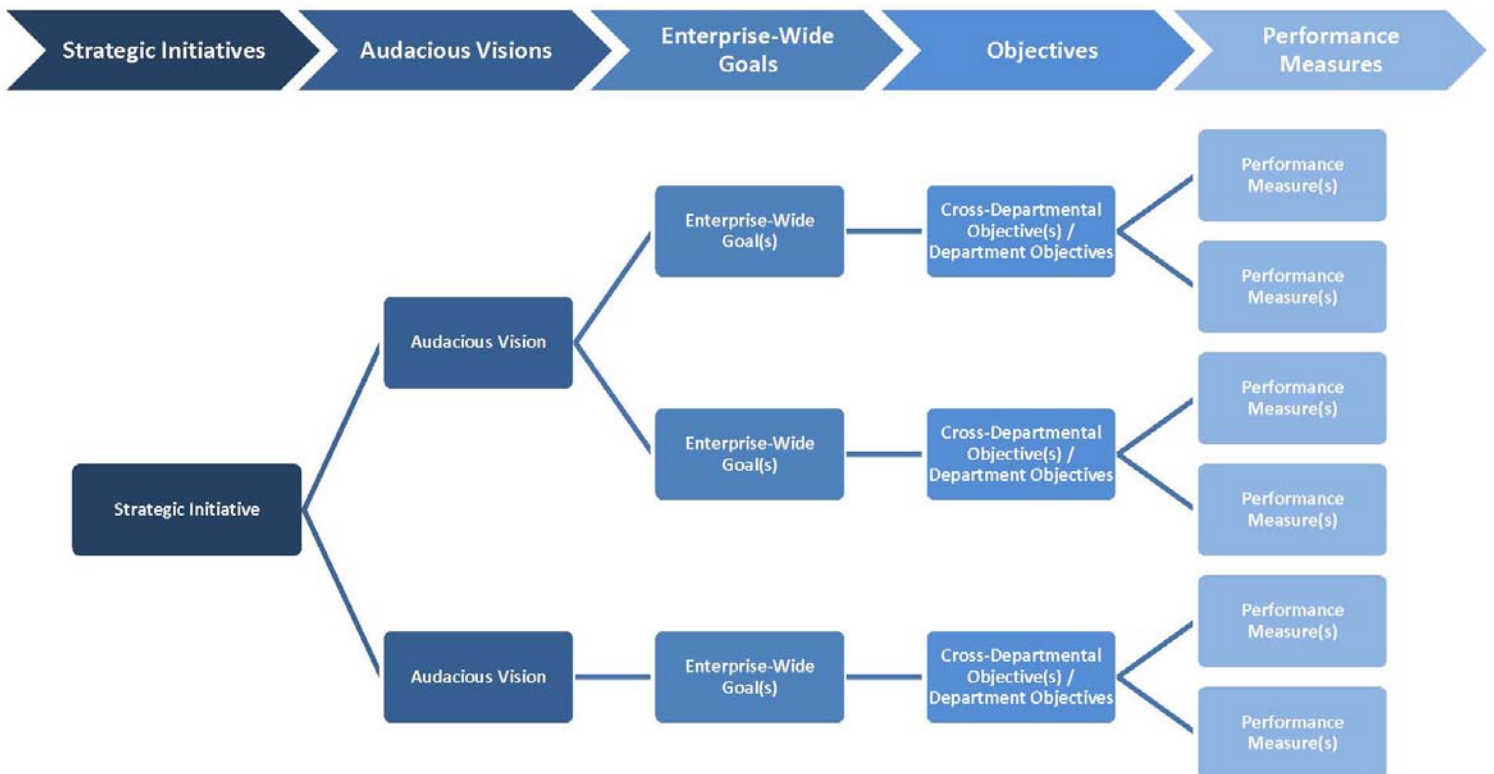


Strategic Alignment

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 enterprisewide 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, Enterprisewide 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 individuals' needs
 - ▣ 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 and program change for healthy, safe and thriving environments to positively impact residents
 - ▣ 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 the County's vision, *Live Well San Diego*
 - ▣ 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
 - ▣ Develop an information exchange, and where possible, use a single system that provides data so County agencies can deliver services more efficiently (SC4)
- 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 (SC5)
 - ▣ Identify and increase multi-agency collaboration to develop, support and enhance strategies with the biggest impact to protect youth and reduce recidivism (SC6)
- The regional criminal justice 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 (SC7)





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 in order to increase consumer and business confidence (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
 - ▣ 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
 - ▣ Protect, restore and improve access to open spaces, parks 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)
- 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 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 (SE6)



Operational Excellence: OE

- Make San Diego the best managed county in the nation
 - Promote a culture of ethical leadership and decision making across the enterprise
 - 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)
- Make San Diego County 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
 - ▣ 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)
- Make San Diego County 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
 - ▣ Foster 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		



Live Well San Diego

Vision: A region that is Building Better Health, Living Safely and Thriving

The County of San Diego is a rich tapestry of many threads and colors - from our beautiful beaches to our hills, deserts and mountains. We live in a diverse area of the world. Yet some residents face challenges when it comes to their health, their safety and their well-being.

The County of San Diego uses its strategic initiatives - Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence - to deliver services that improve residents' lives. But the County wanted to do even more - create the highest quality of life possible for all of its residents.






Live Well San Diego was born. The San Diego County Board of Supervisors adopted *Live Well San Diego* as a regional initiative in 2010. The Building Better Health component of the initiative was adopted on July 13, 2010, and is focused on improving the health of residents and supporting healthy choices. Living Safely was adopted on October 9, 2012, and is aimed at protecting residents from crime and abuse, making neighborhoods safe, and supporting resilient communities. Thriving was adopted on October 21, 2014, and is designed to give people a chance to grow, connect and enjoy the highest quality of life through the natural and built environment, enrichment activities and civic engagement, education and economic prosperity. *Live Well San Diego* has evolved from a 10-year initiative to become the County's vision.



Areas of Influence and *Live Well San Diego* Indicators

Live Well San Diego is a regional vision for healthy, safe and thriving communities. The County of San Diego has identified the *Live Well San Diego* Indicators as a shared measurement system for County departments and community partners to track the progress of collective efforts. The *Live Well San Diego* Indicators are part of a framework known as “10-5-1” meaning the Top 10 Indicators span five Areas of Influence that track progress toward one vision of a region that is Building Better Health, Living Safely and Thriving.

To learn more about the Indicators and making an impact, visit LiveWellSD.org/make-an-impact

Measuring <i>Live Well San Diego</i>	
5 Areas of Influence	<i>Live Well San Diego</i> Top 10 Indicators
 <p>HEALTH Enjoying good health and expecting to live a full life</p>	<p>Life Expectancy: Measure of length of life expected at birth</p>
 <p>KNOWLEDGE Learning throughout the lifespan</p>	<p>Quality of Life: Percent of population sufficiently healthy to be able to live independently</p>
 <p>STANDARD OF LIVING Having enough resources for a quality of life</p>	<p>Education: Percent of population with a high school diploma or equivalent</p>
 <p>COMMUNITY Living in a clean and safe neighborhood</p>	<p>Unemployment Rate: Percent of the total labor force age 16 and over that is unemployed and actively seeking employment</p>
 <p>SOCIAL Helping each other to live well</p>	<p>Income: Percent of population spending less than 1/3 of household income on housing</p>
	<p>Security: Measured as the rate of property and violent crime per 100,000 people</p>
	<p>Physical Environment: Percent of day that air quality is rated as unhealthy</p>
	<p>Built Environment: Percent of population living within a half mile of a park</p>
	<p>Vulnerable Populations: Percent of population that has experienced food insecurity</p>
	<p>Community Involvement: Percent of residents who volunteer</p>

The County recognized it would need the collective strength of other leaders in the community to realize the *Live Well San Diego* vision. As a result, the first *Live Well San Diego* partner was recognized in 2011. Since that time, more than 120 partners have joined the fold.

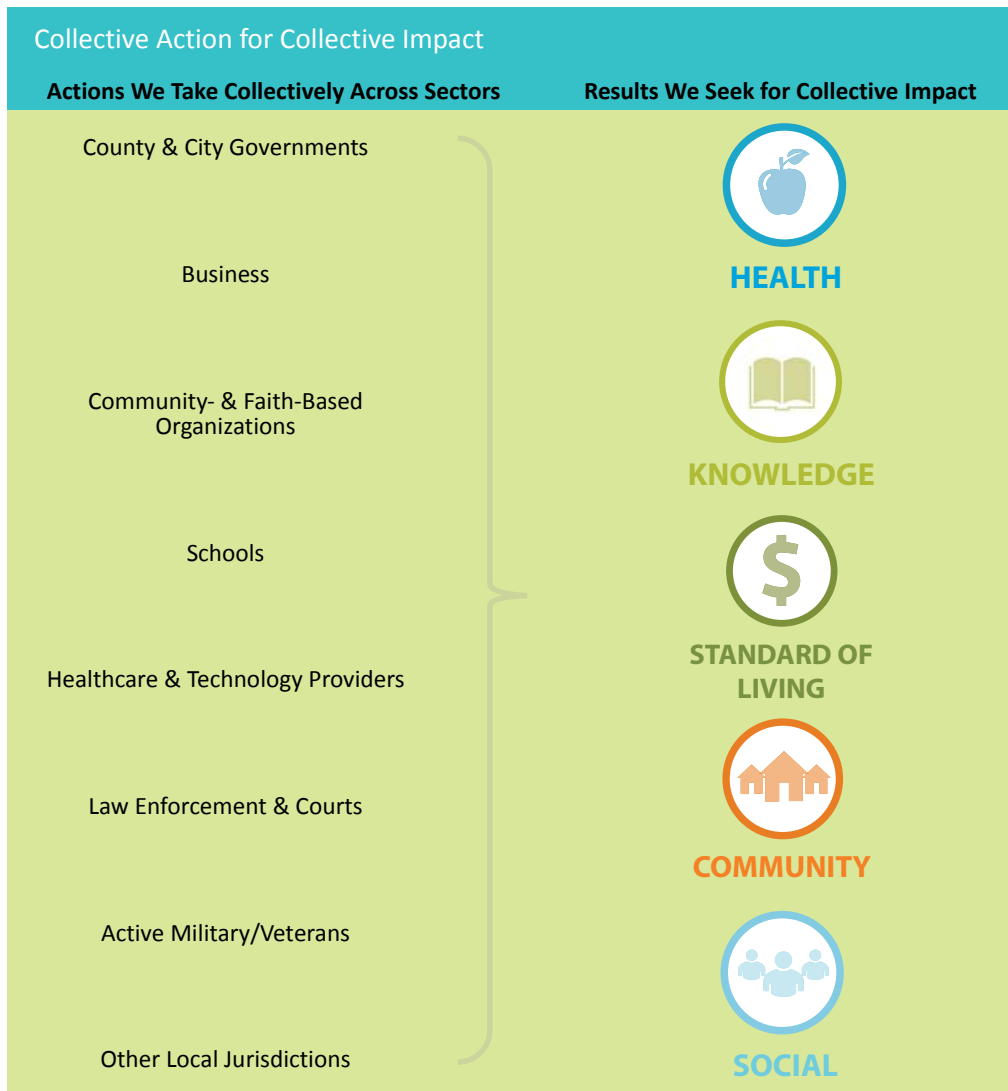
Live Well San Diego partners come from every sector—from city government, business and schools to faith-based and community-based organizations—and they have all joined together and committed to the regional *Live Well San Diego* vision. Through our collective efforts, we can promote healthy choices, policy and environmental changes, and realize our vision of a region that is Building Better Health, Living Safely and Thriving.

Collective Action for Collective Impact

Live Well San Diego is a shared vision, and using a shared measurement system allows all partners to focus collective efforts and track collective progress.

Collective action involves every sector and every resident, which is why we strive to connect organizations of every kind—cities and governments, diverse businesses including healthcare and technology, military and veterans organizations, schools, and community- and faith-based organizations—through a shared purpose.

Collective impact is where everyone does what they do best with the goal of impacting the 5 Areas of Influence and, consequently, achieving the results we seek as captured through the Top 10 Indicators.







Awards and Recognition 2016—2017

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 Regional Golden Watchdog Award. This year, the honor went to San Diego County for its Owner Controlled Insurance Program.

San Diego County purchased an umbrella insurance policy for its general contractors and subcontractors on two major construction contracts: The County Operations Center and Las Colinas Detention and Reentry Facility. Purchasing the umbrella policy saved the County \$4 million in reduced insurance costs while increasing safety oversight. San Diego County is the first County in California to use this approach.

National Association of Counties (NACo)

The National Association of Counties recognizes innovative county government programs from across the nation each year. In 2017, the County of San Diego received 56 NACo awards—the most awards given to any county in the nation. Learn more about the awards on County News Center at <http://www.countynewscenter.com/county-wins-56-national-awards-for-programs-services/>.

- ◆ Regional Fire Prevention Program (San Diego County Fire Authority): Through partnerships with other fire agencies, the San Diego County Fire Authority's (SDCFA) Fire Prevention Division is able to provide prevention services across several jurisdictional boundaries spanning 2800 square miles and serving a combined population in excess of 150,000. By working across traditional jurisdictional boundaries, we are able to include other agencies and also provide regional consistency in the fire code regulations. This improves fire and life safety on a much larger scale and provides substantial processing efficiencies and cost savings for the county and several fire agencies.
- ◆ County Security Initiative (*Office of Emergency Services*): This project coordinates the County Security Initiative project which includes policy development, vulnerability assessments, site action plans, employee notification systems, training, and employee outreach for hostile situations.

- ◆ Spanish Public Information to Bridge a Crisis Communication Gap (*Office of Emergency Services*): This project developed Spanish versions of the Emergency Portal which includes ReadySanDiego.org, SDCountyEmergency.com, and SDCountyRecovery.com. Spanish versions of the SD Emergency mobile phone app and social media sites were also included.
- ◆ Advanced Recovery Initiative – Speeding Recovery from Disasters (*Office of Emergency Services*): This program trains County staff to fill important disaster response and recovery roles during a disaster. This program includes training courses, both pre-training and refresher training, as well as a database of active members and activation procedures.
- ◆ Child Support Services Job Court Leads to Employment for Customers (*Child Support Services*): During 2016, the Department of Child Support Services held two job court hearings for customers who were facing driver license suspension based on failure to pay support. When they appeared for the hearing, customers had the option to enroll in a free job training service. Nearly 40 percent enrolled in the free employment training program, while another 46 percent of customers made a payment, which resulted in collections of \$13,122 for local families. Based on the success of the job court hearings, similar hearings will be scheduled to connect customers with employment opportunities.
- ◆ Conviction Review Unit (*District Attorney's Office*): Continuing the San Diego County District Attorney's Office tradition of assuring post-conviction justice, the agency has established the Conviction Review Unit (CRU) to examine post-conviction claims of innocence where credible and verifiable evidence is identified or new technology exists to test or retest remaining evidence.
- ◆ Trauma Responsive Unit Protects Youth in Custody (*San Diego County Probation*): The Probation Department created a 20-bed Trauma Responsive Unit (TRU) in Juvenile Hall to provide evidence-based treatment to youth affected by traumatic experiences.
- ◆ County Probation Officers Co-located with the City of Escondido Police Department (*San Diego County Probation*): This project embedded a San Diego County Probation Supervision Unit within the City of Escondido's Police Department. With Probation Officers operating full-time out of the Escondido Police Department station, communication, intelligence gathering/sharing and collaboration has achieved new levels and



has resulted in enhanced efficiencies for both agencies. This joint effort between the Escondido Police Department and the San Diego County Probation Department has resulted in a synergistic and efficient service delivery model for both agencies and the residents of San Diego County.

- ◆ Supporting Electric Vehicle Use by the Public, Employees and County Fleet (*General Services*): The County is leading the region with its multi-phase Electric Vehicle (EV) Charging network and vehicle program. In November 2014 the County initiated an innovative public/private partnership to provide a service to County motorists with electric vehicles. With a grant from the California Energy Commission to install electricity infrastructure, and an agreement with ChargePoint to place the EV supply equipment and manage the service to consumers, this project enhanced the EV charging network in the county with 37 charging ports at 10 different sites, and makes a significant contribution to the State of California’s goal of supporting the growth of EV ownership. Since the opening of the first charging station, the project has avoided about 22 metric tons of greenhouse gas, the equivalent of 2,471 gallons of gasoline.
- ◆ Owner Controlled Insurance Program (*General Services*): The County of San Diego utilized an Owner Controlled Insurance Program (OCIP) in order to purchase general liability and workers’ compensation coverage for the general contractors and all sub-tier contractors for two major projects, the redevelopment of the COC and the Las Colinas Detention Facility. An OCIP is a centralized insurance and loss control program designed to provide protection to the Project Owner and all contractors and subcontractors for certain insurance coverage while they are on the Project site. The recognized benefits of an OCIP over the conventional approach to construction insurance and loss control programs include greater risk control and improved insurance coverage for all involved parties. In lieu of having the individual general (prime) contractor and their sub-contractors hold individual insurance policies, the County has entered into a large umbrella policy at substantially lower premiums. Savings for the two projects mentioned above are estimated a total of \$1.5 million dollars.
- ◆ Encouraging Support and Inclusiveness with the LGBTQIA Community (*County Library*): The San Diego County Library created the LGBTQ committee to address gaps found in materials, programming and staff training. Through research, we learned that LGBTQ individuals can be hesitant to check out physical materials. Therefore, we purchased the majority of our new LGBTQ materials as e-books and audio e-books, so that any of our customers are able to find the resources they need and access them safely and comfortably. Within the first two weeks of having new materials available, over 80% were checked out. The SDCL Program Services Department brought in trainers and partnered with a local LGBTQ Center to train staff on homeless LGBTQ youth, as well as communication/ language and definitions. SDCL piloted different programs such as Rainbow Storytime, and currently four branches offer monthly programs for LGBTQ youth (ages 14-18) to socialize in a safe and friendly atmosphere.
- ◆ Digital Literacy at San Diego County Library (*County Library*): SDCL recently introduced a new benchmark to target digital literacy. During the past fiscal year SDCL saw a 72% increase in eBook demand and a 97% increase in adult digital literacy programs. Staff were trained to be better prepared to serve customers with new technology. The Library offered digital literacy kits, particularly coding with “Ozobots” (toy robots that empower gamers and learners to code, play, create and connect the physical and digital worlds) and designing with 3D printers. By providing the adequate resources for staff, SDCL is better equipped to provide the exemplary digital literacy services to our communities.
- ◆ Mail Ballot Drop-Off Partnership (*Registrar of Voters/County Library*): The San Diego County Library, in partnership with the County’s Registrar of Voters, hosted 13 convenient mail-ballot drop-off locations and 20 polling sites for the General Election at various County Library branches from October 31st to November 8th. This partnership with the Registrar of Voters provided SDCL opportunities to encourage civic engagement and access, while increasing foot traffic across participating branches.
- ◆ Employee Resource Group Council (*Chief Administrative Office*): The Employee Resource Group Council is a forum for the County’s existing and developing employee resource groups (ERGs) to collaborate and communicate. The Council allows ERGs to come together to train and develop County leaders and to ensure that influential groups (the ERGs) align with County initiatives.
- ◆ Beating Zika to the Punch: Open Communications to Defuse a Health Scare (*County Communications Office*): San Diego County departments worked together to develop a comprehensive public outreach strategy in response to a potentially dangerous combination – local residents who had developed Zika while traveling who also had mosquitoes capable of transmitting the disease near their homes. The County Communications Office, Department of Environmental Health and Health and Human Services Agency worked together to educate the media and public about treatment and prevention through a variety of channels. The County’s consistent messaging through multiple channels provided transparency and an understanding of the need for treatment and prevention. Media coverage and public response was almost entirely positive.
- ◆ Active Shooter Drill (*Human Resources*): The Department of Human Resources conducted an active shooter drill to help employees recognize warning signs of an imminent critical incident and to provide employees the opportunity to prac-





tice in a drill. The exercise also helped to develop emergency action plans and to identify and improve department security practices. The employees had to determine if they were going to run, hide or fight. There was a specific scenario for each drill.

- ◆ **Aging Backwards: Essentrics Fitness Class (*Human Resources*):** The Aging Backwards employee fitness pilot program provides class participants an exercise method with very low impact. It is a full body workout that trains the participants' muscles to be equally strong and flexible. This program was a request from employees. The class was developed and targeted toward employees who are 50+ years old and those with disabilities, but all age ranges are welcome to attend.
- ◆ **Custom Medical Waiver Form in PeopleSoft (*Human Resources*):** In an effort to streamline business processes and reduce manual effort, WIN developed a custom page in PeopleSoft to capture information from employees who waive their benefits. Employees who waive are no longer required to submit proof of other insurance. Employees simply click a button and confirm their selection. In doing this project the Department further enhanced the customer experience in the benefits open enrollment process.
- ◆ **Diversity Dashboards (*Human Resources*):** DHR developed custom diversity dashboards in Oracle Business Intelligence to allow executives to monitor the diversity of its employee population by the following factors: ethnicity, gender, veteran status, generation, and management level. These dashboards enable executives to ensure that the County continues to meet its commitment to a diverse workforce
- ◆ **Diversity & Inclusion Marketing and Branding (*Human Resources*):** Developed the marketing plan for the Diversity & Inclusion Strategic Plan.
- ◆ **Dynamic Out of Pocket Calculator in PeopleSoft (*Human Resources*):** Due to the structure of County benefits, out-of-pocket cost calculation for employees during open enrollment was not possible in the out of the box Peoplesoft E-benefits module. In this project we developed a custom page to correctly provide out-of-pocket costs to County employees. This allowed employees to view their estimated out-of-pocket costs during the open enrollment process.
- ◆ **Employee Bike Program Tour de San Diego (*Human Resources*):** The bike program was launched to encourage another area of wellness and fitness for all employees regardless of their physical fitness level or abilities. The program provided employees, valuable resources and information for bike safety, bike safety tips for parents, bike repair tips and instructions, participation in the annual bike to work campaign and maps of various biking trails throughout the County featuring County parks. This year there was a Bike Challenge (Tour de County of San Diego) for all employees to participate.
- ◆ **Healthy Cooking Demonstrations (*Human Resources*):** As part of the Employee Wellness Program, the County offered healthy cooking classes for employees throughout the County. The classes consist of a cooking demonstration that teaches the participants cost-effective healthy ways to prepare food.
- ◆ **Risk Assessment Collaboration (*Human Resources*):** The Sheriff's Threat Assessment Group (TAG) and Department of Human Resources Risk Assessment Team (RAT) have collaborated on various risk assessments to ensure our employees are safe. This partnership allows for the law enforcement expertise to get involved from a safety perspective and when appropriate a peace officer can go speak to a threatening party.
- ◆ **Connect 2 Careers (*Human Resources*):** The Department of Human Resources partnered with community organizations San Diego Workforce Partnership and Connect2Careers to pilot a paid internship program for at-risk youth. Fifty interns were hired and placed in 17 different County departments. After reviewing the results of the pilot internship program, the County will be expanding the program.
- ◆ **401a Enrollment Communications (*Human Resources*):** Without the option of automatic enrollment, the Deferred Compensation Program began exploring ways to boost millennial participation in the County's 401a retirement plan. Using information gathered from millennial focus groups, the Deferred Compensation program revised its 401(a) procedures and communications materials. Print materials were eliminated in favor of electronic communications, lengthy text was reduced, images of County employees were incorporated, and Deferred Compensation Staff began making reminder phone calls prior to the enrollment deadline to convey a sense of urgency. Because of the efforts, millennial employee participation increased to 26%.
- ◆ **San Diego County Continuity of Operations Plan (*Treasurer-Tax Collector*):** The Treasurer-Tax Collector serves multiple County departments, school districts and municipal organizations. It is imperative the Treasurer Tax Collector's day-to-day operations continue, even in a disaster. The Treasurer-Tax Collector's Continuity of Operations Plan (COOP) is designed to continue all essential functions immediately upon notice of emergency situations. To facilitate conducting ongoing business, key personnel are issued laptops to keep at home. Modems and Bloomberg B-UNIT® Biometric Authentication Devices are provided for access to the County's network and connectivity to the Bloomberg Professional Service website. Using operational checklists, staff is able to confirm all essential systems are functioning at offsite locations. As a result of due diligence in adhering to the COOP checklist, the Treasurer-Tax Collector has proven it can conduct operations from anywhere outside of Treasurer-Tax Collector's office headquarters.



- ◆ **Leveraging Tablet Technology for Process Automation (*Assessor/Recorder/County Clerk*):** The County is leveraging the use of mobile technology to automate the tracking and location of 12,000 boats docked at 70 marinas in San Diego County. The unsecured value assessment of boats is an annual event requiring the use of historical data, manual labor, and heavy dependency on paper. The purpose of the program was to automate this process to eliminate the manual efforts, user errors, and paper usage. The resulting application met all objectives.
- ◆ **Online Grant Cost-Effectiveness Calculator (*Air Pollution Control District*):** The San Diego County Air Pollution Control District created an online calculator to assist local businesses and public agencies that are applying to the District for incentive grants to purchase low-polluting engines and equipment. The grants are available for cleaner-than-required heavy-duty diesel trucks, construction equipment, marine vessels, locomotives, and agricultural equipment. Grants are awarded to the most cost-effective projects, i.e., to projects reducing the most air pollutant emissions for each grant dollar. The online calculator allows applicants to easily evaluate the cost effectiveness of different equipment and grant amount scenarios to maximize their application competitiveness, an exercise previously conducted only with assistance from District staff. As a result, applicants are designing more cost-effective projects and seeking smaller grant amounts, on average. In turn, this has enabled additional projects to be funded, increasing the air quality benefits of the grant program while saving the District considerable staff time.
- ◆ **San Diego Veterans Independence Services at Any Age (SD-VISA) (*Aging & Independence Services*):** The SD-VISA program is partnership between Aging & Independence Services and the Veterans Administration San Diego Healthcare System (VASDHS) that affords Veterans suffering from chronic diseases and at risk of institutionalization, the opportunity to have long-term services and support in their home. This is the first and only program in California which has made a great impact for those Veterans served. The outcomes include a 51% decrease in hospitalizations, 20% skilled nursing home avoidance and savings of 1.6 Million to the VASDHS.
- ◆ **Automating Inspection Reports (*Air Pollution Control District*):** The Air Pollution Control District (APCD) developed and implemented an automated digital inspection form for internal combustion engines that replaces an entirely manual form. The new system provides an inspection form that automatically self-populates with accurate information about the facility and device being inspected. The inspection report is automatically posted in the APCD's database once approved. This gives customers easy access to their information. This project results in an estimated annual savings of 1,400 staff-hours and \$160,000.
- ◆ **Honey Bee Protection Program (*Agriculture, Weights and Measures*):** This program allowed for effective honey bee management in San Diego, while maintaining community safety and also protecting the health of the bees. This program included an ordinance revision that reduced the minimum buffer zone around a hive from 600 feet to 35 feet from a neighboring residence, allowing for houses with modest yards in county jurisdictional areas to maintain up to two bee hives. Additional ordinance tiers specified greater buffer zones for more hives. The ordinance included mandatory Best Management Practices to help beekeepers understand their responsibilities to neighbors while having the opportunity to participate in the local agriculture movement and to learn about and care for bees.
- ◆ **Maintenance Gardner Outreach Pilot Program (*Agriculture, Weights and Measures*):** Maintenance gardeners are required to obtain a license prior to pesticide use and application. This Pilot Program has made the training and licensing process easier and more accessible for these gardeners. The pilot program, conducted in collaboration with the California Department of Pesticide Regulation, provided two workshops in Spanish and one in English, and proctored certification exams to the attendees online and on paper. This process ensures Maintenance Gardeners are more aware of the laws and regulations pertaining to the safe and effective use of pesticides and therefore more likely to apply pesticides in a safe manner thereby increasing the safety of San Diego County residents and protecting the environment.
- ◆ **Certified Farmers' Market Roadmap: Navigating the Journey (*Agriculture, Weights and Measures*):** The Certified Farmers' Market Roadmap was created out of a desire to improve the customer experience for those interested in starting a market in San Diego County. Six County departments/agencies formed the Roadmap Working Group to create a single map template, fillable application forms available uniformly online, an updated and improved website with a new URL (sdfarmersmarkets.org) that contains a locator map to identify jurisdictions of potential locations for a market, and links to all market roadmap departments/agencies. The new website will also benefit customers looking to shop at a Certified Farmers' Market in San Diego County.
- ◆ **Compliance TEAM approach: Maximizing Our Collective Impact (*Environmental Health*):** The Compliance Team approaches complex compliance issues and associated risks quickly, identifies and involves appropriate players inside and outside the County, and formulates one cohesive message for the public and management using a "One County" response plan. As a result, responses are quick, thorough and comprehensively vetted; require less overall staff time; utilize a "One County" voice; allow a better understanding of compliance roles inside and outside the county to address future issues;





and ultimately maximizes the County's collective impact on addressing compliance issues and improves customer service.

- ◆ **Vector Control Response to Invasive Aedes Mosquitoes and Zika Virus (*Environmental Health*):** The Vector Control Program (VCP) with County Public Health Services and County Communications Office developed a comprehensive strategy for responding to confirmed or highly suspect cases of Zika and other diseases transmitted by invasive Aedes. This response includes: rapid investigation of cases referred to VCP by Public Health; prior to spraying events, multilingual communication and outreach to the public and residents in communities affected; coordination with other agencies including government officials, law enforcement, Agriculture, Weights and Measure, Animal Services, U.S. Postal Services, bee keepers, schools and others; and focused ultra-low volume applications of a public health insecticide to control adult mosquitoes in the affected area to reduce the risk of a local transmission.
- ◆ **Ranger Academy (*Parks and Recreation*):** The County Department of Parks and Recreation 2016 Park Ranger Academy trained 50 Park Rangers. The eight-day academy covered a variety of topics including policy and procedures, enforcement, trends and best practices in the field, customer service, and field trainings comprised of interpretation, trail building, playground and tree inspections. The Academy also incorporated a career development panel that was mutually beneficial for rangers and Parks and Recreation to foster staff succession planning within the department.
- ◆ **New Parks and Recreation Website (*Parks and Recreation*):** The County Department of Parks and Recreation launched a new improved, mobile-friendly web site designed with customers in mind—organized by function, with simplified text and more intuitive navigation. An interactive park map was built allowing users to search by location, amenity and park type. A park alert banner was installed to highlight major notices and park closures. Rotating news articles, a YouTube video library and links to several social feeds are included. All pages were synced with top search engines for maximum exposure. Issues like broken links, missing assets and out-of-date content are nearly non-existent or managed within 72 hours thanks to a streamlined content management system.
- ◆ **Nature Explorers Program (*Parks and Recreation*):** The County of San Diego's Nature Explorers Program is a five year plan for increasing local awareness of resources and recreational opportunities through strategic intervention. Program curriculum is designed to inform and inspire young San Diegans through awareness of environmental issues by connecting school-age children with their neighborhood parks. Next is the Nature Explorers group which includes comprehensive pre- and post-trip evaluation of on-site learning in an effort to
- increase environmental literacy among teen participants. As teens continue to engage with the program, the program provides opportunities for participants to progress into leadership roles that exemplify stewardship among their peers.
- ◆ **Pedestrian Gap Analysis (*Public Works*):** Active transportation has proven health benefits, can reduce vehicle miles traveled and benefit the environment. A precursor to promoting active transportation is to provide infrastructure that people can use. The County reviewed existing pedestrian facilities by walking over 800 miles to evaluate the condition and existence of sidewalks near pedestrian generators such as parks, schools, and community centers. The effort also involved prioritizing future improvements based on a new methodology that included factors like proximity to schools, community centers, libraries, etc.; health factors like juvenile diabetes and obesity; and socio-economic factors. The County developed an app used on a portable tablet with GIS gathering technology to capture data, store GIS information and to produce maps. The information collected provided a database to identify locations where new sidewalks are needed and resulted in creation of a priority project list of infrastructure needs.
- ◆ **Watershed Protection Mobile Application (*Public Works*):** Based on new requirements to survey residential areas, the County of San Diego developed a mobile application with access to real-time inspection data, photo documentation of violations, email of completed inspections to customers directly from the field, integration with the existing Accela database, and use of smart maps to pinpoint uninspected facilities. The app, while only in phase 1, has already proven to be a significant tool in improving the efficiency of the inspection program.
- ◆ **Multi-Year Road Resurfacing Program (*Public Works*):** County Public Works solicited input from all 26 Community Planning Groups to assist in identifying road resurfacing needs as part of its new Multi-Year Road Resurfacing Program. Each group provided the County a list of priority roads that need resurfacing based on community input. Staff used the priority lists and incorporated pavement management software information and field staff recommendations to determine the final list of roads to be treated. The information was placed on the County's webpage with an interactive GIS layer the public could use.
- ◆ **Expedited Hiring Event (*Planning and Development Services/ Human Resources*):** Planning and Development Services' Human Resources team in partnership with the County Department of Human Resources planned and executed a full day of hiring events aimed at expediting the time between interviewing and hiring. Planning targeted two job classifications: Land Use Planner II and Land Use Planner III. Candidates were able to complete both first and second round



interviews on the same day and if the candidate was successful in the interview process, they moved forward with background checks on the same day.

- ◆ Online Document Library (*Planning and Development Services*): Planning and Development Services' Performance Improvement team has created a Document Library, an online tool to improve customer service and promote citizen engagement through an easy to use online search feature. This new tool provides convenient online public access to the Department's digital records repository. Using the PDS Document Library's simple online search interface, members of the public can now find and review content ranging from Environmental Impact Reports to Use Permits without visiting County offices. This results in a time savings and efficiency for both customers and for staff.
- ◆ LUEG Enterprise Asset Management System (LEAMS) (*Public Works*): DPW implemented a new asset management system, LEAMS, which optimizes daily operations by creating and tracking work orders on each asset, creating a single set of data entry forms and data validation tools, with built-in reporting and GIS mapping tools.
- ◆ First 5 San Diego Offsite Oral Health Services (*First 5 Commission*): First 5 San Diego Offsite Oral Health Services provides preventative and restorative oral health services to an underserved population, from birth to 5 years of age, in a community setting. Services were provided at a First 5 San Diego Quality Preschool Initiative preschool setting and included screenings and treatment as well as dental health education.
- ◆ Social Worker Initial Training Simulation Day (*Child Welfare Services*): San Diego Simulation Day is designed to give new child welfare staff practice with applying knowledge and skills that they have gained during induction training. Simulations provide new staff opportunities for skill-based practice, which increases their transfer of learning. Trainees are given a scenario and have an opportunity to work in a triad to conduct the early stages of an investigation with actors who are portraying family members.
- ◆ Veteran Service Representative (VSR) Outreach Program (*Health and Human Services/Library*): The County of San Diego Veteran Service Representative (VSR) Outreach Program has partnered with County and City Libraries providing face-to-face VA benefits counseling to Veterans in County and City libraries. The program consists of a rotational schedule for County Veteran Service Representative to visit County and City libraries to provide VA benefits counseling and assistance with completing VA and State benefits claim forms.
- ◆ Military & Veterans Resource Centers (MVRC) (*Health and Human Services*): The County's Military & Veterans Resource Centers (MVRC) in the Escondido North Inland Live Well Center houses 20 non-profit Veteran support organizations together with County staff. Veteran services within the center include benefits counseling, employment, housing, transitional services, finance, legal and hospice care, and because the center is located within a County Live Well Center, County social services are only steps away. It is the first of its kind in the State and provides a one-stop shop for veterans. The County's MVRC's have been recognized nationally as a model for Community and County collaboration to provide the best possible support and services to Veterans.
- ◆ Child Welfare Services Continuous Quality Improvement Implementation (*Child Welfare Services*): The Continuous Quality Improvement (CQI) model used by the County of San Diego Child Welfare Services utilizes a qualitative information gathering approach through case reviews and special projects to help identify positive practice trends and help spread and grow those practices throughout the child welfare system in order to improve outcomes for families. CQI employs a team approach that relies on shared responsibility for data and outcomes at all levels of staff. CQI increases transparency by partnering with families, youth, and other stakeholders to explore ways to improve our system and their feedback is used as another means to evaluate our work.
- ◆ Polinsky Children's Center—10-Day Temporary Shelter Care Facility Model (*Child Welfare Services*): Polinsky Children's Center (PCC) implemented a 10-day temporary shelter care facility pilot in preparation for pending Continuum of Care Reform legislation. Through collaboration with internal and external stakeholders and partners, a creative approach was initiated with a plan to reduce each child's stay to 10 days or less at Polinsky. Implementing innovative ideas resulted in the average length of stay of Polinsky children and youth decreasing from 11 days in Fiscal Year 2014–15 to 9 days in Fiscal Year 2015–16.
- ◆ Using Social Media to Promote SNAP/CalFresh Participation (*Eligibility Operations*) Social media posts on Facebook and Twitter inform the community about the benefits of proper nutrition and how CalFresh can help increase their healthy food buying power. Weekly Facebook and Twitter messages help to disseminate information regarding the process for submitting an application, program facts, changes in policy, as well as useful tips on how to comply with program rules when someone is already participating in the program.
- ◆ Utilizing YouTube for Public Assistance Training (*Eligibility Operations*) San Diego County utilizes YouTube to support staff in their continued learning of public assistance training and developed its very own Public Assistance YouTube training channel. Videos were also developed to share with the public in order to assist our customers with the application process. These short videos are intended to be a quick supplemental training resource for staff and an easy resource for our customers. The training video links are shared with staff and are also easily accessed in our Eligibility Operations SharePoint site. The customer-focused videos have been shared on the San Diego County Facebook page.





- ◆ Homelessness: Let's Talk About It (*Housing and Community Development*) County employees can and often are the first line of intervention for the homeless. As a means to support staff in this role, the County of San Diego Housing and Community Development Services (HCDS) developed a robust training program to provide frontline staff with tools and techniques to improve engagement and interactions with people experiencing homelessness and connect them with community resources.
- ◆ Commercially Sexually Exploited Children – Services in Detention Facilities (*Behavioral Health Services*) The Commercially Sexually Exploited Children Component of the Breaking Cycles Program operates at Kearny Mesa Juvenile Hall and at the Girls Rehabilitation Facility. This program involves screenings conducted by staff of all females that enter these facilities, in order to assess potential or clear risk of sexual exploitation. These services allow intervention and treatment to youth who would not otherwise be identified.
- ◆ Probation Behavioral Health Running Program (*Behavioral Health Services*) The San Diego Juvenile Forensic Services STAT Team developed a Running Program at Camp Barrett Youth Correction as a way of providing innovative and community-based treatment. Since his implementation, the youth that he has partnered with have been able to run in the Silver Strand Half Marathon along with the Live Well San Diego 5k. This program allows youth to be involved in the community while promoting healthy life choices.
- ◆ Vet-Connect Program (*Health and Human Services/Library*): The Vet-Connect Program uses a Video Teleconferencing system installed in County Libraries to allow County Veterans to connect with an accredited County Veteran Service Representative and receive benefits counseling and assistance with completing VA and State benefits claim forms. VA and CalVet forms can be filled out on screen, reviewed, electronically signed and submitted at the library kiosk. This provides a convenient way for Veterans to receive services and counseling, and provide increased Veteran outreach especially in the rural areas of the County.

California State Association of Counties (CSAC)

The CSAC annual awards recognize the most innovative programs developed and implemented by California counties each year. In 2017, the County of San Diego won a Merit Award for a Parks and Recreation department and Sheriff's Department Community Involved Vocational Inmate Crew Service (CIVICS) program in which nonviolent inmates from the Sheriff's East Mesa Reentry Facility are taught landscaping and horticulture skills from a Grossmont College instructor. The inmates apply those lessons on both reentry facility grounds and in County parks and perform community service. The reliable work force

helps Parks staff maintain trails and exceed customer expectations. Inmates in the program are taught job skills and the experience could lower the recidivism rate for participants.

Additional Honors

- ◆ The County has maintained the highest possible ratings with all three major rating agencies: **Aaa rating with Moody's Investor Service, AAA rating with Standard & Poor's, and AAA with Fitch Ratings.** County staff meets with the rating agencies on an annual basis to provide an update on County finances and operations. The ratings reflect 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.
- ◆ The County of San Diego's Department of General Services Fleet Division was **ranked #5 in the Country's Top 20 fleets** at the Government Fleet and Expo Conference held on June 21. The County's fleet also ranked number 5 among leading fleets across the nation in Government Fleet magazine and the American Public Works Association (APWA) Leading Fleets 2016 awards program. The award programs recognize government fleet operations that are performing at a high level, particularly in fleet leadership, competitiveness and efficiency, planning for the future and overcoming challenges.
- ◆ Chief of Department Operations over the County Fleet Division, Sharyl Blackington, was inducted to the **Public Fleet Hall of Fame** at the Government Fleet Expo and Conference (GFX) on June 21. GFX honors professionals who have at least 20 years of experience in the industry, 10 of which must have been spent working for a public fleet or a private company contracted to manage a public fleet and have made a significant impact to the industry.
- ◆ The Department of Purchasing and Contracting has earned the **2016 Annual Achievement of Excellence in Procurement Award.** The award recognizes organizational excellence in procurement based on criteria designed to measure innovation, professionalism, procurement, productivity and leadership attributes of the procurement function. The County of San Diego is one of only 45 agencies in California and one of only 48 counties in the U.S. and Canada to receive the award. This is the 16th consecutive year that the County has been honored with this prestigious award.
- ◆ SANDAG presented the County with a **"Gold Tier" Diamond Award** for its participation in the iCommute program. The program supports local employers that develop transportation programs for their staff. County efforts included surveying staff at the County Operations Center along with hosting a series of meetings and onsite educational booths to promote car and vanpooling as well as the use of public transportation.



- ◆ SDG&E recognized the County of San Diego as a **Public Agency Energy Champion** for 2016. The award was presented at a ceremony held on June 10 at the Convention Center and was based on the County’s outstanding energy and water savings during Fiscal Year 2015-16. The award also recognized the County’s completion of several new highly-efficient facilities such as the zero net energy Alpine Library. The County Energy Team, comprised of LUEG and CSG staff, were present to accept this recognition.
- ◆ The County of San Diego received the **“Climate Registered” award** from the Climate Registry on Aug. 5. The Climate Registry is a non-profit organization devoted to monitoring, verifying and posting greenhouse gas emissions data for the public. The County was recognized for climate leadership in reporting and verifying its 2013 carbon footprint. County greenhouse gas emissions have long been voluntarily tracked and posted for internal county facilities and operations.
- ◆ General Services’ Fleet ranked in the **top 40 for the Government Green Fleet Award** winners of 2016. Fleet ranked 38 out of the top 50 winners, a jump up from 2015’s Honorable Mention. The Green Fleet award is open to over 30,000 federal, state and local government fleets in North America. The award criterion includes the fleet composition of conventional-fueled vehicles like gas and diesel versus hybrid and electric, the use of alternative and renewable fuels, policies that encourage environmentally- friendly vehicle choices and facility improvements. Future planning for rebates and grants, car sharing efforts, integration of technology, as well as employee and executive management involvement are also included in the evaluation process. This award adds to the County’s growing list of awards for environmentally-friendly practices.
- ◆ The County received the **Harry H. Mellon Award of Merit** for the North County Animal Shelter Water Conservation project. This statewide award considers all projects using the job order contracting method of procurement. They must be delivered on time, on budget and also provide a great public benefit. The North County Animal Shelter Water Conservation project converted multiple landscape areas to xeriscape and reduced potable water use by 40 percent. The entrance to the shelter was also renovated. The water guzzling planter area was transformed into an attractive focal point that now serves as an area for potential adopters to visit with pets.
- ◆ The County’s Constituent Relationship Management (CCRM) solution won an award for Driving Digital Government from the Center for Digital Government. The **Digital Government Achievement Awards** honor city, county and state innovative and citizen-centric websites and applications from all levels of government. CCRM is the County’s enterprise solution for receiving, recording and resolving constituent requests for service and public records information.
- ◆ The County Communications Office (CCO) was a big winner at the National Association of Telecommunications Officers and Advisors’ (NATOA) Government Programming Awards in Austin, Texas in September. CCO took home nine awards total. It won an **Overall Excellence award** and picked up **two first place awards: for Best Website** for countynewscenter.com and in the Public Education category for a piece on the CERMS electronic records management system in HHSA. CCO also received **third place honors in four categories:**
 - ◆ Promotion of a City/County
 - ◆ Documentary
 - ◆ Community Awareness
 - ◆ Social Media

And received **two honorable mentions** as well:

 - ◆ Story on using dogs to help vets suffering from PTSD
 - ◆ “Now You Know” video on registering to vote
- ◆ The CCO won the coveted **Overall Excellence Award** at the States of California and Nevada Chapter of the National Association of Telecommunications Officers and Advisors’ (SCAN-NATOA) annual conference in Anaheim on May 11. This is the fourth time in the past six years, CCO picked up this honor. The department also took the top prize in the Animation or Motion Graphics category for our Earn the Perfect Ten series of videos for the Office of Emergency Services, as well as Best City (County) Services Information video for the 2016 Operational Plan video. In addition, CCO won two second-place and two third-place honors.
- ◆ The California Association of Public Information Officials (CAPIO) awarded the County Communications Office two awards for different information campaigns: Offering Hope to Families of Missing Persons in the category of Media-Focused Messaging with an **Award of Distinction** in the Media Focused Messaging category and Zika Virus Outreach Campaign in the category of Crisis Communications/Public Safety Education Campaign with an award of **Award of Merit** in the Crisis/Communications/Public Safety Education Campaign category. CAPIO honors outstanding public agency information and communications programs.
- ◆ Aging & Independence Services is honored to be on the receiving end of recent **awards from the National Association for Area Agencies on Aging and NACo**. The programs awarded include San Diego Veterans Independence at Any Age (SD-VISA), Don’t Get Hooked Scam Prevention Campaign, and Supplemental Nutrition Assistance Program-Ed for Seniors Community Engagement Program.
- ◆ Fifteen outstanding individuals and programs were recognized at the 30th Annual Behavioral Health Recognition Dinner on June 10. The event, held at the Marriott Mission Valley and attended by more than 600 health providers and clients, honored individuals and programs that support positive behavioral health in the San Diego community. It is hosted by





a committee of behavioral health professionals. Behavioral Health Program Coordinator Debbie Malcarne was awarded the Behavioral Health Person of the Year. The Legal Aid Society of San Diego's Supplemental Security Income (SSI) Advocacy Program was awarded the **Behavioral Health Director's Program of the Year**.

- ◆ First 5 San Diego was one of seven local organizations which received **2016 EAR (Effective Advertising on Radio) Awards**—an honor bestowed on businesses that have effectively used the radio medium to convey their message to listeners. The San Diego Radio Broadcasters Association recognized five English and two Spanish commercials from among the nominations which were evaluated primarily for measurable results and for creative, writing and production values. First 5 San Diego was recognized for its “30,000 Words a Day” public service announcement (PSA) that encourages parents to engage in meaningful conversations with their children.
- ◆ The 41st Annual National Association of Area Agencies on Aging (n4a) Conference and Tradeshow was held in San Diego July 24-28. Aging & Independence Services assisted as the host Area Agency on Aging by providing a formal welcome at the first general session, coordinating “mobile workshops” for attendees to visit local sites demonstrating best practices on aging programming. AIS staff also recruited over 30 volunteers for the conference, who led a morning walking session. Over a dozen AIS employees attended the conference and several staff conducted workshops on topics such as The Alzheimer's Project, intergenerational best practices and fall prevention strategies. AIS received the **“Business Innovation Award 2016 Honorable Mention”** award from the John A. Hartford Foundation. AIS also got innovation and achievement awards for Scam Prevention, Supplemental Nutrition Assistance Program-Education for Seniors and the Veterans Directed Home & Community Based Care program, which is also known as SD-VISA.
- ◆ Housing and Community Development Services (HCDS) received **two 2016 National Association of Housing and Redevelopment Officials (NAHRO) Awards of Merit** for Taking Community Outreach to the Next Level and Innovative Website Redesign Project. Taking Community Outreach to the Next Level was driven by recognizing the integral role resident participation plays in HCDS's annual funding plan process. HCDS developed a way to increase community involvement using technology to give residents the ability to participate whenever and however they choose through an online presentation. The online presentation is now available 24/7 which has increased community participation from 16 to 234 annually. HCDS also just finished an Innovative Website Redesign Project for www.sdhcd.org. The site's structure, tone and design were changed to better meet customers' needs. Analytics showed that approximately 50 percent of users come to the site via mobile devices, which drove the design team to make it more user-friendly. Frequently accessed information was placed at the top and icons were used rather than color photographs because they download faster. The HCDS Innovative Website Redesign Project was also nominated for a NAHRO 2016 National Award of Excellence.
- ◆ The KidSTART program has been recognized as a Program of Excellence by Jackson Healthcare as part of the **2016 Hospital Charitable Services Awards** program. It was one of 10 programs across the nation recognized for excellence in community impact, innovation and collaboration. KidSTART is an integrated program within First 5 San Diego and the Health and Human Services Agency Behavioral Health Services to support children with complex needs. The program is operated by Rady Children's Hospital of San Diego. The KidSTART Center performs triage, assessment, referrals and treatment for children with multiple, complex delays and disorders. The KidSTART Clinic provides comprehensive behavioral and social-emotional clinical treatment. The Jackson Healthcare Hospital Charitable Service Awards program honors hospital-sponsored programs that set new standards for health and wellness in their communities through education, access and delivery.
- ◆ The **California Department of Social Services gave the County's In-Home Supportive Services staff an award** for their timely completion of reassessments. For the last two years, IHSS staff has maintained a better than 99 percent timely completion rate for reassessments of their clients.
- ◆ The County Health and Services Agency's Aging & Independence Services (AIS) received the **“local innovator” award** from the Society for Behavioral Medicine (SBM) for their Health Promotion work, including the Feeling Fit Club, Tai Chi: Moving for Better Balance, Chronic Disease Self-Management, Diabetes Self-Management, Diabetes Prevention Program and SNAP-Ed for Seniors. The SBM is a multidisciplinary organization with a vision of better health through behavior change. The award recognizes the contribution AIS is making in the lives of older adults by providing free, evidence-based health and wellness programming throughout the community.
- ◆ The Child Abuse Prevention and Coordinating Council held its annual STARS event on April 20 to recognize social workers and community organizations for their accomplishments and commitment to the prevention of child abuse. STARS honors individuals who support children and parents in the community, take a positive perspective, address the issues, recognize that parenting can be challenging and offer support, and strengthen communities. East Region Senior Protective Services Worker **Neda Rivera was nominated and won an award for the work she does with the Middle Eastern Community**, developing and implementing community projects to serve the Middle Eastern refugees and refugees across the County.



She founded a project to educate refugees and newcomers about child welfare laws in the US and conducts similar training for various community groups, schools and other County departments. In addition, the Alpine Kiwanis organization was recognized for their partnership with East Region Child Welfare Services. This organization utilizes their non-profit status to receive donations on behalf of abused and neglected children in the East County. They provide emergency placement caregivers with necessary items so that a child can be supported in a familiar environment with a relative or family friend.

- ◆ The County Health and Human Services Agency’s Central Region got the **“Friend of Love Award”** from King-Chavez Neighborhood of Schools. The “Friend of Love Award” was given in recognition for the contributions from the Nutrition Education Obesity Prevention Program (NEOP) during the 2016-2017 school year. NEOP Specialist for Central Region Alma Palacios and Nutrition Lead Maternal, Child, and Family Health Services Barbara Hughes attended the ceremony to accept the award. King-Chavez Neighborhood of Schools is focused on closing the achievement gap between urban students and their suburban counterparts, promoting social justice through educational reform and developing local leaders. King-Chavez Neighborhood of Schools appreciates volunteerism in community service projects as it assists them in enhancing school programs and accomplishing their goals.
- ◆ The Department of Parks and Recreation earned the **2016 National Recreation and Park Association Kudos Marketing Award** for strategic marketing and new graphic brand identity. This national award is given to one agency that has significantly contributed to the public's increased awareness and recognition of public parks and recreation through a marketing campaign and communications.
- ◆ The Department of Parks and Recreation (DPR) earned **national reaccreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA)**. Accreditation was announced on October 5 at the National Recreation and Park Association Congress and Expo in St. Louis, Missouri. CAPRA, the only national accreditation for parks and recreation operators, measures agencies for excellence in operation and service through 152 benchmarks of quality. DPR is one of only 25 counties in the nation to be accredited and the first county in California to be reaccredited.
- ◆ The Department of Parks and Recreation earned the **2016 National Recreation and Park Association Kudos Marketing Award** for strategic marketing and new graphic brand identity.

tity. This national award is given to one agency that has significantly contributed to the public's increased awareness and recognition of public parks and recreation through a marketing campaign and communications.

- ◆ The Department of Parks and Recreation received **Certificate of Merit for Outstanding Planning Document Award** for the Otay Valley Regional Park Concept Plan from the Association of Environmental Professionals. The Otay Valley Regional Park is a joint effort lead by the County in partnership with the City of Chula Vista and City of San Diego.
- ◆ The National Association of County Parks and Recreation Officials awarded the County of San Diego Department of Parks and Recreation with a **Marketing Award** in the Special Awards category for an Annie’s Canyon virtual hike video produced by the County Communications Office. The NACPRO awards honor excellence in parks and recreation at the county, regional, special district level throughout the nation.
- ◆ The County’s McClellan-Palomar Airport received a training excellence award from the American Association of Airport Executives for the third straight year. Including McClellan-Palomar, the association recognized 101 airports with **“Airport News and Training Network (ANTN) Digicast Excellence in Airport Training” awards** in 2016. McClellan-Palomar won recognition in the Non Hub Airport category, which required at least five airport employees to watch 250 or more ANTN on-demand video trainings during the year. ANTN Digicast video training system has been providing thousands of airport employees with on-demand video training on every aspect needed to run an airport: operations, maintenance, security, customer service, human resources, and more. McClellan-Palomar uses ANTN Digicast as part of their required recurrent training program for Airport Management, Operations and ARFF Fire Fighting Personnel. McClellan-Palomar has received awards in 2014 and 2015. County airports continues to support workforce development to ensure we have the most competent and skilled workforce.
- ◆ The Department of Environmental Health won the Industrial Environmental Association (IEA) **2017 Environmental Excellence Award**. The California Environmental Recording System (CERS) Help Desk Team’s hard work and dedication stood out. The award was given out at the Annual Environmental Training Symposium and Conference.
- ◆ The Imperial Beach Library won the **Engineering News-Record (ENR) California’s 2017 Best Small Project Award**, for projects costing under \$10 million, for the Southern California Region.





Budget Process

CAO Recommended Operational Plan

The budget process begins annually with submittal of the Chief Administrative Officer's (CAO) Recommended Operational Plan. This document is a comprehensive overview of the 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 notable 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.

Input from Five-Year Financial Forecast

The Operational Plan is informed by the results of the Five-Year Forecast, which is an informal planning tool designed to review the long-term outlook of the County's major cost drivers, service needs, and available funding sources. It is updated annually to help identify opportunities or issues and serves as the foundation to guide decision making during the development of the two-year Operational Plan.

The intent of the Five-Year Forecast is not to create a five year budget, but to indicate the relative directionality of revenues and expenditures and to answer the following questions:

- ◆ Will revenues be adequate to maintain services at current levels?
- ◆ Will staffing levels change?
- ◆ Is there a need to expand existing programs or initiate new ones?
- ◆ Is additional debt necessary to meet capital needs?

The forecast is developed by first applying known and anticipated changes to salaries and benefits, operating costs, and revenues. Other factors considered include changes to required levels of services and priorities of the Board of Supervisors, demographic trends, economic indicators, and federal and State policy changes. A summary of factors considered during the development of the most recent Five-Year Forecast are as follows:

Review of Economic Indicators and Demographic Trends

Economic indicators are reviewed to assess overall economic health at the federal, state, and local level. These include unemployment statistics, median household income, taxable sales, as well as several indicators around the health of the real estate market.

Demographic data and trends including overall population changes and age, ethnicity and race distribution are reviewed for shifts in trends that may impact service needs.

For more information and charts on demographic trends and economic indicators, refer to the San Diego County Profile and Economic Indicators section.

Forecast of Assessed Value of Real Property

Property tax revenue is the main driver of the County's General Purpose Revenue (GPR), so assessed value of real property (land and improvements) is monitored closely. Assessed value is analyzed in conjunction with Five-Year Financial Forecast activities and ongoing planning activities, which in turn provides direction for the budget. General Purpose Revenue is the only form of revenue which the Board of Supervisors has discretion on how to spend. Other funding sources (i.e. program revenues) are received for specific purposes such as to provide services on behalf of federal or State government.

For more information and charts on assessed values, refer to the Property Tax Revenue subsection in the General Purpose Revenue section.

Forecast of Expenditures

The most significant cost driver in the current long-term outlook is tied to increased retirement costs due to a decrease in the assumed rate of return and other changes in actuarial assumptions for the San Diego County Employees Retirement Association (SDCERA). The current outlook reflects the 2016 actions by the SDCERA Board of Retirement to reduce the 7.5% assumed rate of return to 7.25% along with changes to other assumptions that were made during the 2016 triennial review of economic and demographic assumptions, including updating the mortality



tables used to reflect longer life expectancy. Forecasted retirement expenditures also anticipate that SDCERA will continue to lower the assumed rate of return during future reviews of economic and demographic assumptions, which would result in higher annual retirement costs.

Capital Projects

The County’s long-term capital needs have been identified and are included in the County’s Capital Improvement Needs Assessment (CINA). Projects are identified, ranked and prioritized over the next five years. As a result of ongoing monitoring of all County facilities, and the ensuing forecasted needs, the County is working to revitalize the County building infrastructure and reduce ongoing maintenance and repair by implementing a Facilities Operational Improvement Program for aged facilities. This program helps to identify County-owned structures which are greater than 40 years old and are considered for replacement or major renovation, and is considered in the formation of the CINA. For information on the CINA, refer to the Capital Improvement Needs Assessment: Fiscal Years 2017–22 section.

Debt

For information on the County’s long-term obligations, including debt management policies, credit ratings and debt service payments, refer to the charts and narrative in the Debt Management Policies and Obligations section.

This year will be the first year the County is using fund balance committed specifically for the repayment of its taxable pension obligation bonds (POBs). Beginning in Fiscal Year 2016–17, General Fund fund balance, generated from unused funds for pension stabilization, was committed to help pay a portion of annual debt service for the POBs to assist with the funding of the County’s overall retirement costs. The fund balance commitment is a result of forecasted retirement expenditures (discussed above), which are expected to increase notably as a result of actual investment losses and actual and anticipated changing economic and demographic assumptions. By using committed fund balance to help support debt service payments of the pension obligation bonds, ongoing discretionary revenue will be made available to help absorb the anticipated rising annual costs of retirement.

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 commu-

nity 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 Letter is the phase where changes to the CAO Recommended Operational Plan are 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 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 and 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: 2017 Dates

Calendar Year 2017

- Feb 8** Instructions for Operational Plan issued by the Office of Financial Planning (OFP)
Budget database opens for Operational Plan development
- Mar 8** 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 15** Deadline for departments to submit all sections of narratives to their Group Finance Director
- Mar 22** Budget database closed to groups
Deadline for groups to submit all department and Group narratives to OFP
- Mar 23** Total Appropriations and Staffing Text by Group/Agency due to OFP by Group Finance Directors
- Apr 5-6** Review of Group Sections by Group Finance Directors
- Apr 7** Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer (CAO), Assistant CAO/Chief Operating Officer (COO) and FG3 GM/A&C
- Apr 26** CAO Recommended Operational Plan available to the public
- May 2** Board of Supervisors accepts CAO Recommended Operational Plan
- May 3** Budget database opens for modifications
- May 10** Budget Change Letter database closed to departments for review by Groups
- May 12** Department Change Letter narratives due to Groups
- May 17** Budget Change Letter database closed to Groups
- May 25** Deadline for Groups to submit all department and group Change Letter narratives to OFP
- Jun 12–21** Public hearings on CAO Recommended Operational Plan (ten calendar days)
- Jun 21** 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 27–28** Board of Supervisors budget deliberations
Board of Supervisors approves Fiscal Year 2017–19 Operational Plan
- Aug 1** Board of Supervisors adopts Fiscal Year 2017–18 budget



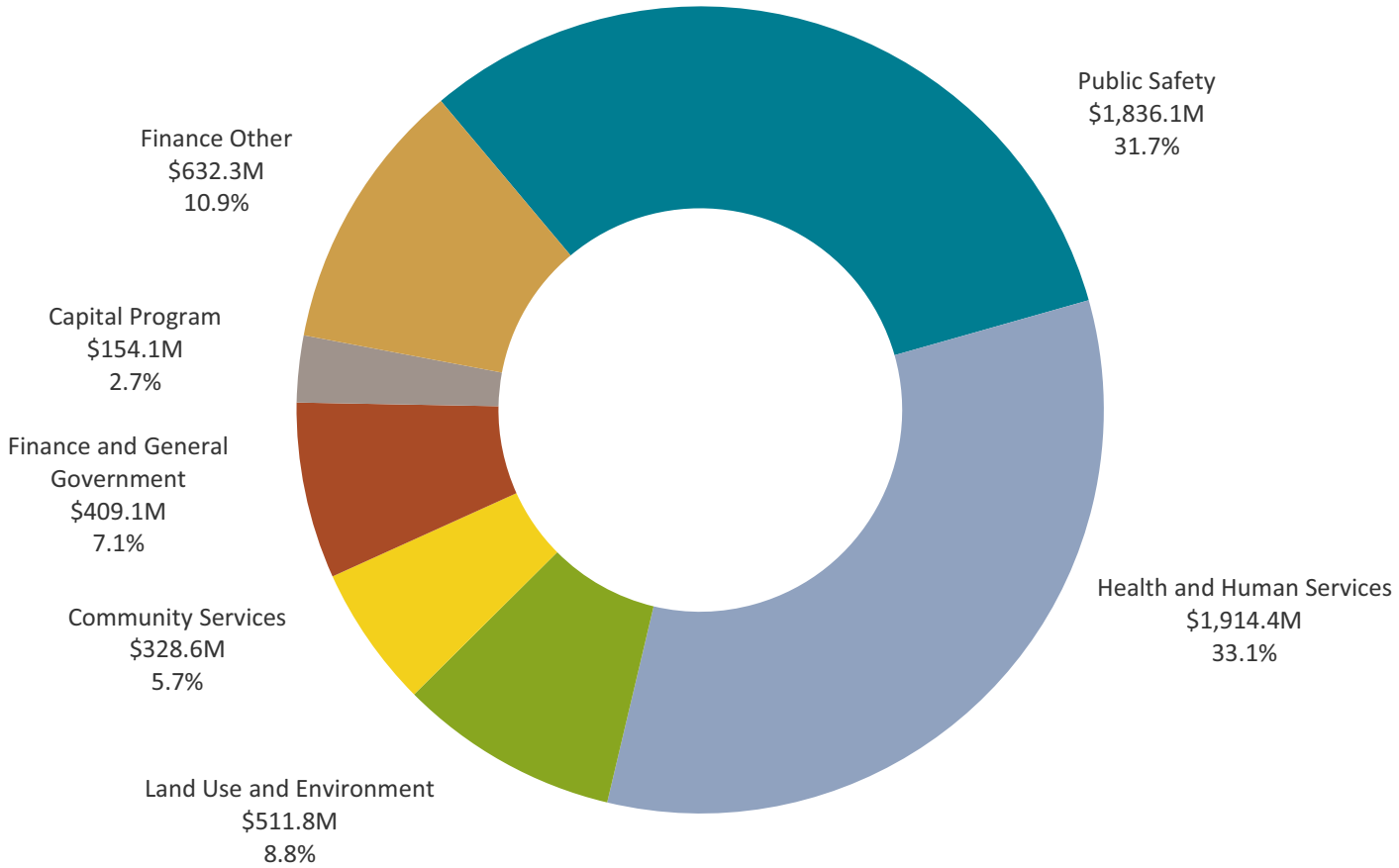


All Funds: Total Appropriations

Total Appropriations by Group/Agency

Appropriations total **\$5.79 billion in the Adopted Budget for Fiscal Year 2017–18** and \$5.28 billion for Fiscal Year 2018–19. This is an increase of \$426.3 million or 8.0% for Fiscal Year 2017–18 from the Fiscal Year 2016–17 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases for all Groups.

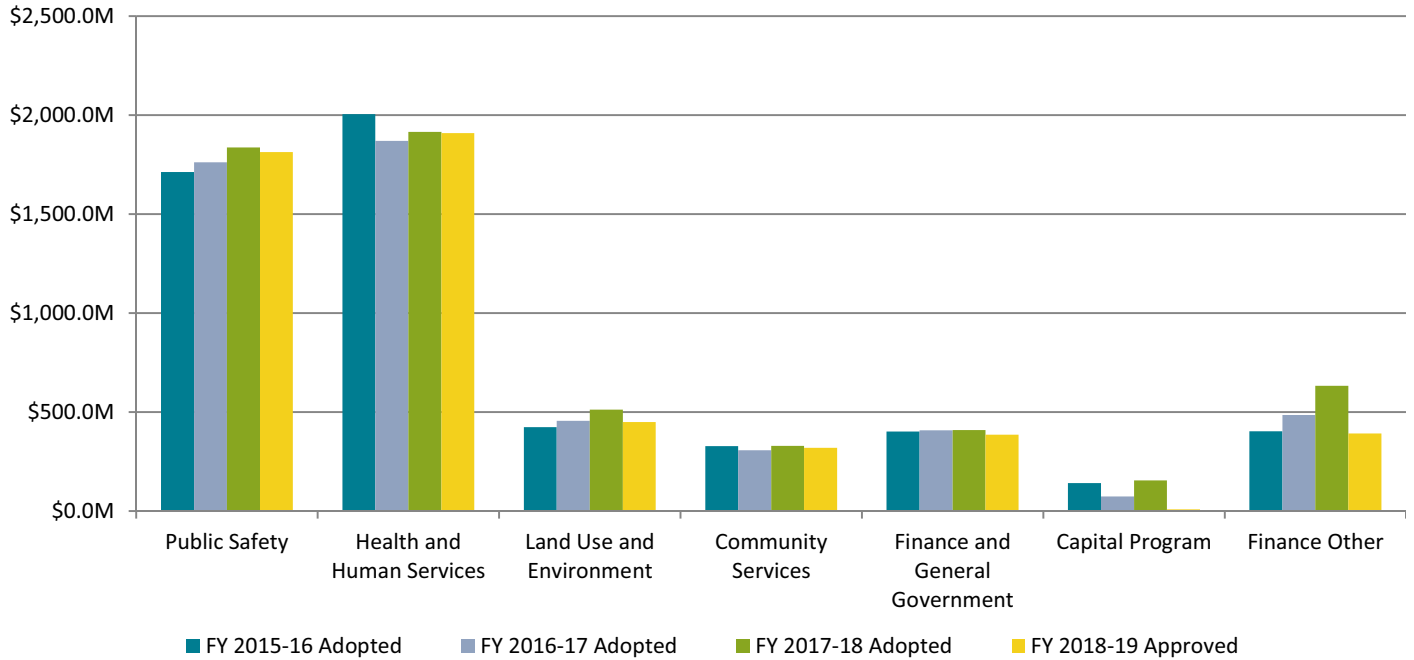
**Total Appropriations by Group/Agency
Fiscal Year 2017-18: \$5.79 billion**



The chart above shows each Group/Agency's share of the Fiscal Year 2017–18 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2017–18 and 2018–19 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2017–18 Adopted Budget and the Fiscal Year 2016–17 Adopted

Budget. An overview of the County’s Operational Plan for Fiscal Year 2017–18 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 revenue category for the entire County and for each Group/Agency.

Total Appropriations by Group/Agency Fiscal Years 2015-16 through 2018-19



Total Appropriations by Group/Agency (in millions)						
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget	
Public Safety	\$ 1,711.6	\$ 1,761.0	\$ 1,836.1	4.3	\$ 1,812.3	
Health and Human Services	2,004.2	1,869.6	1,914.4	2.4	1,909.0	
Land Use and Environment	423.9	455.2	511.8	12.4	449.0	
Community Services	328.4	307.3	328.6	6.9	319.6	
Finance and General Government	402.2	407.8	409.1	0.3	385.3	
Capital Program	141.0	74.2	154.1	107.8	9.2	
Finance Other	402.9	485.1	632.3	30.4	391.9	
Total	\$ 5,414.2	\$ 5,360.1	\$ 5,786.4	8.0	\$ 5,276.3	

Public Safety Group (PSG)

A net increase of \$75.1 million or 4.3% from the Fiscal Year 2016–17 Adopted Budget. The increase primarily relates to required retirement contributions and negotiated labor agreements, various operational increases, increases related to growth in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993* funding and the planned use of one-time resources, offset by a net decrease of 47.00 staff

years. All mandated services are maintained.

Major changes include:

- ◆ A reduction in staffing to align operations with the decline of the juvenile and adult populations in the Probation Department, and to align operations with current workload in the Department of Child Support Services, which will not impact services.



- ◆ Increases in staff in the District Attorney, Sheriff’s Department, Public Defender and Medical Examiner.
- ◆ Amounts allocated for one-time expenditures to support major maintenance projects, various capital projects, furniture and equipment purchases, electronic records storage, fire-related expenses, and radio replacements.
- ◆ Increases in various facility and vehicle maintenance costs and self-insured liability costs.
- ◆ Increases in various information technology projects.
- ◆ Increases in contracted services related to fire and emergency medical services, community programs and for juveniles at-risk and those in custody.

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

Key areas of focus include:

- ◆ Promoting the implementation of a service delivery system that is sensitive to individuals’ needs by reducing the number of people with mental illness in jail. Efforts will include diversion and supportive programs, meeting the mental health and other needs of the youth in the juvenile justice system and developing innovative mentoring programs for at-risk and justice-involved youth.
- ◆ Strengthening prevention and enforcement strategies to protect youth from crime, neglect and abuse with a focus on positive outcomes for youth.
- ◆ Creating and promoting diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges by maintaining the community’s trust in law enforcement. Efforts will include the deployment of body-worn cameras, restorative justice and other efforts to engage and empower communities.
- ◆ Providing modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers with superior fire and emergency medical services in rural communities.

Health and Human Services Agency (HHS)

A net increase of \$44.8 million or 2.4% from the Fiscal Year 2016–17 Adopted Budget. Changes include aligning assistance payments to current caseload trends, cost of doing business increases such as salaries and benefits, and those that further expand service delivery capacity. Salaries & Benefits increased by \$13.5 million for required retirement contributions and negotiated labor agreements. Overall, HHS has a net decrease of \$23.0 million in Other Charges due to the budget for assistance payments to align with continued declining caseloads, reflecting the relative strength of the economy with no impact to services. This leaves another \$54.3 million of net increase, the majority

tied to service delivery investments across departments to reflect the Agency’s priorities in the areas of Aging, Behavioral Health and Coverage and Care.

Major changes include:

- ◆ Increase for projects, including Project One for All, to serve homeless persons that have a serious mental illness and/or substance use disorder in the County of San Diego.
- ◆ Increase for expansion of contracted community services covering a full spectrum of assistance, from prevention to treatment including efforts to improve service delivery, decrease caseloads, and address workforce education, primarily in Behavioral Health Services (BHS).
- ◆ Increase in BHS associated with rate increases and increased capacity in long term care support and inpatient crisis beds.
- ◆ Increase for crisis stabilization and treatment for persons who are in psychiatric crisis.
- ◆ Increase for Medical Services Group to provide psychiatric services at the San Diego County Psychiatric Hospital.
- ◆ Increase in contracted services to be delivered as part of the Whole Person Wellness pilot project.
- ◆ Increase in veteran services including Long Term Care Integration contracted services for the San Diego Veterans Independence Service at Any Age (SD-VISA) program which serves Veterans by providing the opportunity to receive home and community based services that enable them to avoid institutionalization and continue to live in their homes and communities.
- ◆ Increase for Alzheimer’s awareness and support projects.
- ◆ Increase for Child and Family Team (CFT) as required under the Continuum of Care Reform (CCR) to help achieve positive outcomes for safety, permanency and well-being.
- ◆ Increase for housing stability and support services provided to families served through Child Welfare Services and CalWORKs.
- ◆ Statutory annual increase in the County’s Maintenance of Effort (MOE) commitment in the In-Home Supportive Services (IHSS) program is budgeted.
- ◆ Increase related to participation in the Intergovernmental Transfer (IGT) agreement with the Department of Health Care Services (DHCS) to draw down additional federal dollars available for health care related services.
- ◆ Decrease in Other Charges for CalWORKs benefit payments, CalWORKs Child Care Stage One, General Relief, Welfare to Work and Foster Care Assistance partially offset by increases in Cash Assistance Program for Immigrants, Family Stabilization, Trafficking and Crime Victims Assistance Program (TCVAP) and Refugee Aid Assistance based on projected caseload trends as well as increases in the Adoptions Assistance Program tied to CCR implementation.

ALL FUNDS: TOTAL APPROPRIATIONS

- ◆ Decrease due to eliminating appropriation funded by Unsecuritized Tobacco Settlement revenue set aside as a contingency for emergencies and repurposing those funds to support the Whole Person Wellness pilot project.
- ◆ Decrease for various IT systems costs associated with the completion of prior year one-time projects.
- ◆ Decrease associated with the end of Community-based Care Transitions Program (CCTP) contracts.

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:

- ◆ Providing for the increasing aging population by ensuring the optimal mix of services are in place, including a continued focus on Alzheimer's awareness and support projects, efforts to advance Senior Response Teams, promote food security and senior nutrition, and access to home-based and caregiver services through the In-Home Supportive Services program.
- ◆ Strengthening the service delivery system for residents with serious mental illness and/or substance abuse disorders by building capacity at all levels of care, from prevention to long term support, and appropriately resolving crisis situations through the use of Psychiatric Emergency Response Teams (PERT) to respond to 911 calls for individuals that may be experiencing a mental health crisis, and increased capacity in crisis residential centers to help step-down from inpatient care or prevent hospitalization.
- ◆ Continuing efforts to improve integration of housing, health and human services for the homeless population by increasing investments in Project One For All, which serves homeless individuals who are seriously mentally ill through comprehensive wraparound services that are paired with housing. Participation in the Whole Person Wellness pilot program will improve service coordination for homeless individuals who are high utilizers of hospital systems.
- ◆ Continuing investment in Public Health prevention services and prioritizing the Getting to Zero initiative which seeks to end the HIV epidemic over the next 10 years.
- ◆ Improving outcomes for children and families involved in the Child Welfare System through continued participation in the California Well-Being Demonstration Project, implementation of the State's Continuum of Care Reform legislation, and overall increased housing and behavioral health supports.
- ◆ Continuing to focus on efforts to help support the young victims of human trafficking by investing in the Commercially Sexually Exploited Children (CSEC) Program and providing rapid response advocates to assist victims when human trafficking is reported through the child abuse hotline.

- ◆ Enhancing service delivery by continuing to modernize facilities to promote a professional and trauma informed atmosphere, and by continuing to invest in information technology systems that support person centered service delivery and allow for increased coordination and collaboration among County programs.
- ◆ Continuing to improve service-delivery by using technology to integrate systems to support coverage and care efforts that include treatment, assistance, protection and prevention. Streamlining information and access to services to ensure all residents are linked to the coverage and care needed so they can achieve health, security and independence.

Land Use and Environment Group (LUEG)

A **net increase of \$56.6 million or 12.4%** from the Fiscal Year 2016–17 Adopted Budget. The increase primarily relates to an increase in the Road Fund Detailed Work Program for road maintenance and road rehabilitation projects to improve the condition of roads, and an increase in the Road Fund for future road maintenance and road rehabilitation projects based on an advance from the General Fund. There is also an increase in negotiated labor agreements and retirement contributions and the addition of 44.00 staff years. This is partially offset by a decrease in one-time funding for the Environmental Trust Fund and one-time funding from the State for mobile incentives in the Air Quality Proposition 1B Goods Movement Emission Reduction Program fund.

Major changes include:

- ◆ Increase in the Road Fund Detailed Work Program for road maintenance and road rehabilitation projects based on Road Fund fund balance and new transportation funding from the Road Repair and Accountability Act of 2017 and an increase for future road maintenance and road rehabilitation projects based on an advance from the General Fund, which will be repaid from the new revenues anticipated from Road Repair and Accountability Act of 2017; also increased costs related to routine maintenance of private roads and right-of-way acquisitions for road reconstruction projects.
- ◆ Increased staffing costs as a result of negotiated labor agreements, retirement contributions and the addition of 44.00 staff years in the following departments: Agriculture, Weights and Measures; Air Pollution Control District; Environmental Health; Parks and Recreation; Planning & Development Services; and in the Department of Public Works.
- ◆ Partial shift of funding from capital acquisition to the management, monitoring, maintenance, operations and on-going stewardship of existing and future land funded through the Multiple Species Conservation Program (MSCP).
- ◆ Increased costs related to the Sustainable Groundwater Management Act (SGMA) program.





- ◆ Increased costs related to the Watershed Protection Program to fund Total Maximum Daily Load (TMDL) for structural Best Management Practices (BMP) design and environmental review, non-structural BMPs, water quality monitoring, and development of the Water Quality Improvement projects necessary to comply with Stormwater Permit requirements.
- ◆ Increased costs related to the San Diego County Sanitation District sewer condition assessment program.
- ◆ Decrease of one-time funding for the Environmental Trust Fund.
- ◆ Decrease in the Air Quality Proposition 1B Goods Movement Emission Reduction Program fund due to decrease of one-time funding from the State for mobile incentives.
- ◆ Decreased costs related to Vector Control due to fewer eligible grant applications submitted to the Vector Habitat Remediation program.

Key areas of focus include:

- ◆ Protecting San Diego County's \$1.7 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 health.
- ◆ Continuing to work with the 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 also expanding management, monitoring, maintenance, operations and on-going stewardship of existing and future land.
- ◆ Improving the overall land development process, as well as the associated customer experience and streamlining permit processing to enhance the quality of communities.
- ◆ Maintaining County roadway infrastructure in good condition to provide for reduced impact to vehicles, enhanced road safety and improved transportation facilities for our customers. The Department of Public Works will work with the

Office of Strategy and Intergovernmental Affairs to advocate at the federal level for additional funding to assist in meeting this goal.

- ◆ Protect a sustainable watershed by improving the health of local waters and minimizing downstream pollutants.

Community Services Group (CSG)

A **net increase of \$21.3 million or 6.9%** from the Fiscal Year 2016–17 Adopted Budget. The increase is primarily due to projected increases in major maintenance projects; contracted services for the operations and maintenance of County-owned facilities; vehicle and equipment purchases; retirement costs for existing employees; 13.00 new staff years; one-time purchases of election-related mail processing equipment; and reserves for future elections. Partially offsetting decreases include automotive fuel and parts purchases, utility expenses, and completion of one-time facility needs budgeted in Fiscal Year 2016-17 for CSG departments.

Major changes include:

- ◆ Projected personnel costs, including 13.00 new staff years, negotiated labor agreements, and retirement contributions.
- ◆ Increased vehicle and equipment replacement activities performed by the Department of General Services on behalf of all County departments.
- ◆ An increase in major maintenance facility projects and contracted services to align with forecasted needs in Fiscal Year 2017–18.
- ◆ Decreases in automotive fuel and parts purchases to align with projected needs in Fiscal Year 2017-18.
- ◆ Decreases in utility costs such as electricity and natural gas based on projected usage and rates.

Key areas of focus include:

- ◆ Exploring outsourcing opportunities for animal services in the unincorporated area of the county, including the upcoming expiration of existing agreements with six local contract cities (Carlsbad, Del Mar, Encinitas, San Diego, Santee, and Solana Beach).
- ◆ Continuation of Sunday operating hours at all three regional animal shelters, based on the results of a pilot program conducted in Fiscal Year 2016-17.
- ◆ Maintaining library hours to provide patron access to library materials and services, while exploring alternatives for a modern Integrated Library System (ILS) and cashiering system.
- ◆ Planning for improved library facilities in Borrego Springs, Lakeside, 4S Ranch, and Bonita.
- ◆ Implementation of a strategic facility replacement and improvement plan to address aging and obsolete County facilities.



ALL FUNDS: TOTAL APPROPRIATIONS

- ◆ Improving energy and water efficiency in existing County facilities, while incorporating efficiency technology in all new facility construction.
- ◆ Consolidation of all San Diego County area redevelopment successor agency oversight boards into a single oversight board, in accordance with California Health & Safety Code requirements.
- ◆ Continuing improvement of County procurement using updated systems for contract award and management, and increased review of contracts for fair and reasonable pricing standards under federal guidelines.
- ◆ Improving the infrastructure for processing a growing number of ballots submitted by permanent vote-by-mail voters, while successfully implementing conditional voter registration as required by California Elections Code.

Finance and General Government Group (FGG)

A **net increase of \$1.3 million or 0.3%** from the Fiscal Year 2016–17 Adopted Budget. The increase is due primarily to required retirement contributions and negotiated labor agreements, facility maintenance and operations costs and one-time information technology (IT) projects.

Major changes include:

- ◆ Increase in personnel costs associated with required retirement contributions and negotiated labor agreements.
- ◆ A change in planned IT services for a number of County departments through the County's information technology outsourcing contract, including:
 - ◆ Upgrade of the County's website platform.
 - ◆ Upgrade of core components and new tools within the County's Enterprise Document Processing Platform (EDPP) environment and to plan for future upgrade of the EDPP environment.
 - ◆ One-time projects of multiple IT systems, including PeopleSoft upgrades and phase two of the upgrade of Revenue and Recovery's collections system.

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 well-managed Treasurer's Investment Pool.
- ◆ Completing the transition of services to the new Information Technology and Telecommunications Services Agreement.
- ◆ Maintaining an investment in modern IT to support County operations.

- ◆ Upgrading of the County's IT Oracle Business Intelligence platform.
- ◆ Integrating Microsoft Skype for Business with the County's telephone system.
- ◆ Strengthening the customer service culture by ensuring every customer has a positive experience.

Capital Program

A **net increase of \$80.0 million or 107.8%** from the Fiscal Year 2016–17 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 2017–18 Capital Program includes \$144.9 million.

Funding in whole for the below listed capital projects:

- ◆ \$49.0 million for the Sheriff Technology Center;
- ◆ \$9.9 million for Ohio Street Renovation/Replacement;
- ◆ \$7.5 million for the San Marcos Road Maintenance Station and Fleet Garage;
- ◆ \$6.1 million for Sheriff's Quartermaster and Regional Training Facility, Phase 1 Land Acquisition;
- ◆ \$3.5 million for the Bonita Library expansion;
- ◆ \$2.0 million for Playground Equipment at Various County Park Locations;
- ◆ \$1.8 million for Otay Lakes Park Sewer;
- ◆ \$1.0 million for Tijuana River Valley Park Campground and Education Center;
- ◆ \$1.0 million for Palomar Fire Station;
- ◆ \$0.8 million for Guajome Sewer Improvements;
- ◆ \$0.5 million for the Bomb Arson Land Acquisition;
- ◆ \$0.5 million for the Modular Trailer Replacement at Otay Fire Station 38;
- ◆ \$0.5 million for the Bike Skills Course in South County;
- ◆ \$0.3 million for Jamul Fire Station 36 Land Acquisition;
- ◆ \$0.3 million for Sweetwater Loop Reroute Vernal Pool Trail;
- ◆ \$0.2 million for Clemmens Lane Soccer Field and Restroom Improvement project;
- ◆ \$0.2 million for Playground Shade Structures at Steele Canyon County Park;
- ◆ \$0.1 million for Playground Shade Structure at Flinn Springs County Park;
- ◆ \$0.1 million for Playground Shade Structure at Hilton Head County Park; and
- ◆ \$0.1 million for Playground Shade Structure at Lamar County Park

Funding in part for the below listed capital projects:

- ◆ \$20.0 million for the San Diego Juvenile Justice Campus;





- ◆ \$11.0 million for the County Administration Center (CAC) Renovations;
- ◆ \$11.0 million for the Emergency Vehicle Operations Course;
- ◆ \$8.0 million for the Southeast San Diego Live Well Center;
- ◆ \$7.5 million for the Multiple Species Conservation Program (MSCP); and
- ◆ \$2.0 million for Health Services Complex Relocation and Psychiatric Hospital Support.

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 2017–18 total \$154.1 million.

In Fiscal Year 2018–19, appropriations decrease by \$144.9 million from Fiscal Year 2017–18 and the program includes funding of \$9.2 million for the Edgemoor Development Fund.

Finance Other

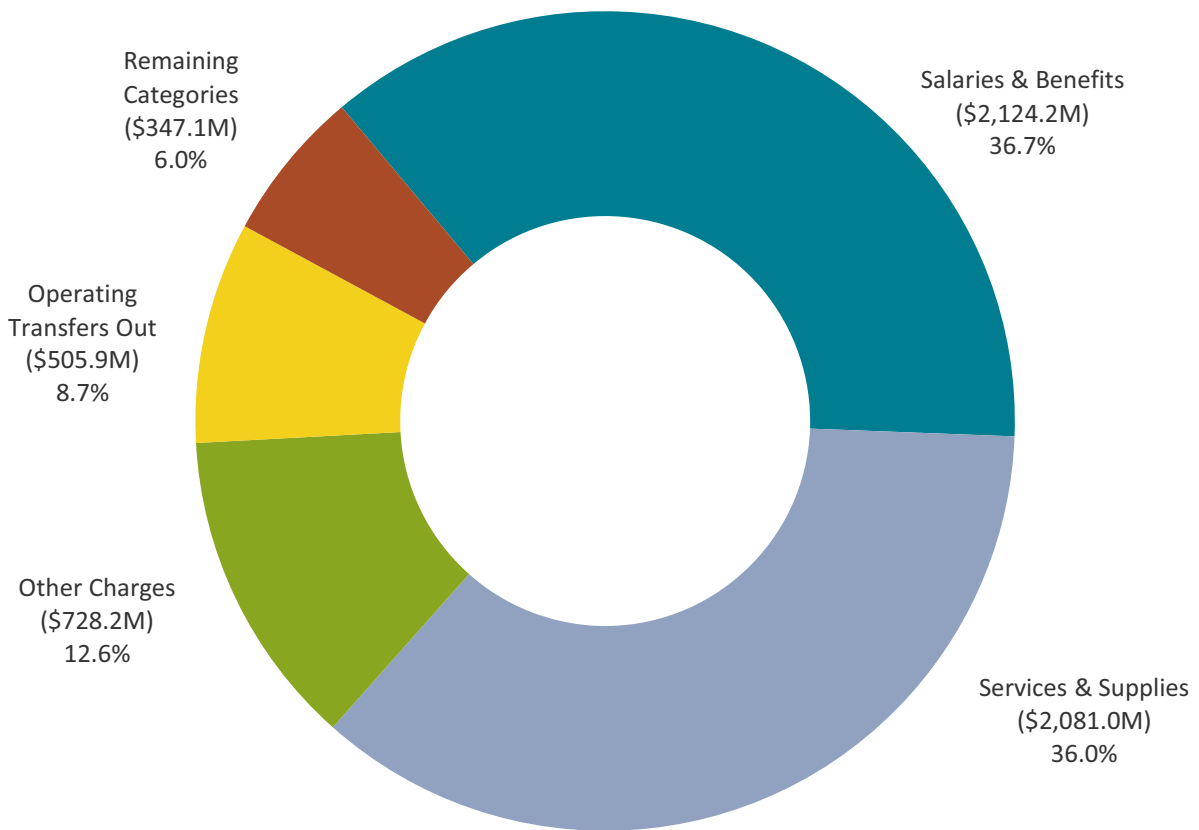
A **net increase of \$147.2 million or 30.4%** from the Fiscal Year 2016–17 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some are one-time and can fluctuate significantly.

The majority of the increases in the Fiscal Year 2017–18 budget are due to the Contributions to Capital Program, commitment of fund balance to pay for annual debt service of the County's pension obligation bonds through final maturity in Fiscal Year 2026–27, appropriations for future salary and benefit growth, appropriation for the Innovative Housing Initiative and increases in estimated self-insured liability costs.

Total Appropriations by Categories of Expenditures

The chart below shows the Adopted Budget detailed by categories of expenditures. As noted previously, the **Fiscal Year 2017–18 Adopted Budget is increasing overall by \$426.3 million or 8.0%** from the Fiscal Year 2016–17 Adopted Budget and decreasing by \$510.1 million to \$5.28 billion in Fiscal Year 2018–19.

Total Appropriations by Categories of Expenditures Fiscal Year 2017-18: \$5.79 billion



Salaries & Benefits

Salaries & Benefits are **increasing overall by a net of \$90.2 million or 4.4%** in Fiscal Year 2017–18. This change reflects negotiated labor agreements, increased retirement contributions and a net staffing increase of 17.00 staff years. This net increase is attributable to increased staffing in the Land Use and Environment Group, the Community Services Group, the Finance and General Government Group, and the Health and Human Services Agency, partially offset by decreased staffing in the Public Safety Group.

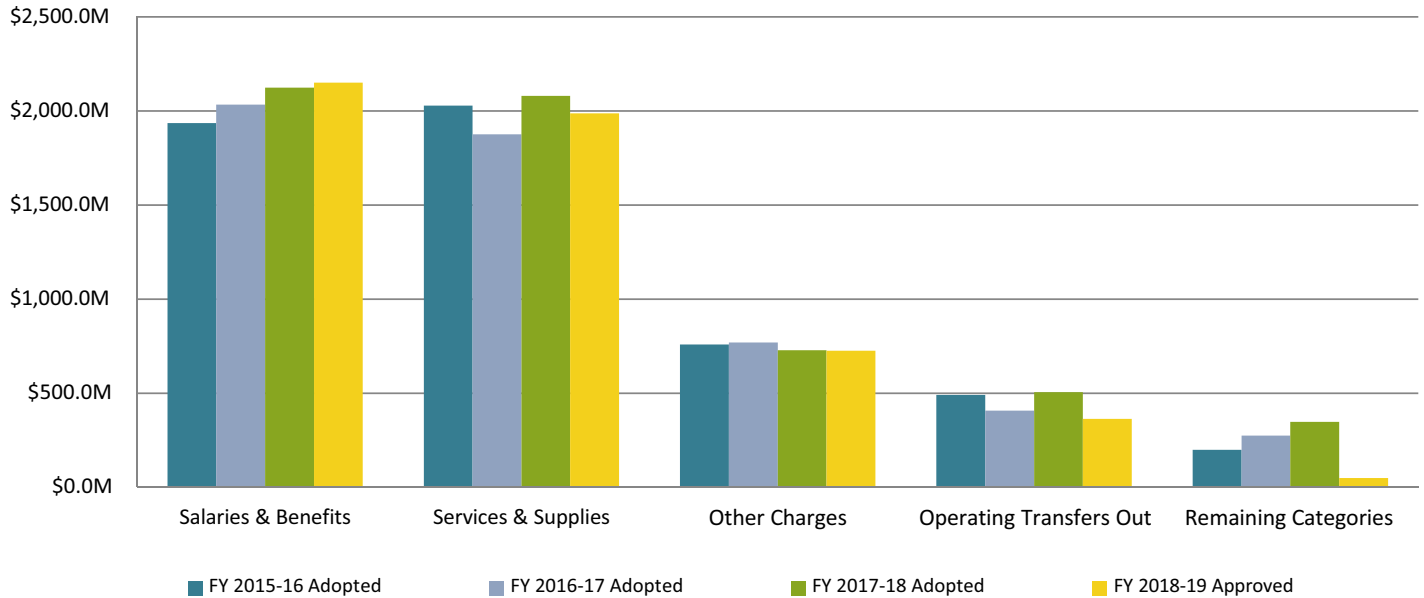
In Fiscal Year 2018–19, Salaries & Benefits are increasing by a net of \$26.3 million or 1.2%, which reflects negotiated salary and benefit costs. The budget reflects the estimated impact of labor agreements that have been negotiated through Fiscal Year 2018–19. There are no estimates included in Fiscal Year 2018–19 for employee organizations with agreements that are set to expire during Fiscal Year 2017–18. No change in staffing is recommended in Fiscal Year 2018-19.

See the All Funds: Total Staffing section for a summary of recommended staffing changes by business group.





Total Appropriations by Categories of Expenditures Fiscal Years 2015-16 through 2018-19



Total Appropriations by Categories of Expenditures (in millions)						
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget	
Salaries & Benefits	\$ 1,935.7	\$ 2,034.1	\$ 2,124.2	4.4	\$ 2,150.5	
Services & Supplies	2,029.3	1,875.8	2,081.0	10.9	1,987.8	
Other Charges	758.9	769.5	728.2	(5.4)	725.4	
Operating Transfers Out	491.0	406.9	505.9	24.3	363.6	
Remaining Categories:						
<i>Capital Assets/Land Acquisition</i>	136.1	110.8	183.4	65.5	4.0	
<i>Capital Assets Equipment</i>	27.1	35.2	39.8	13.0	25.0	
<i>Expenditure Transfer & Reimbursements</i>	(31.4)	(32.6)	(35.6)	9.0	(34.4)	
<i>Contingency Reserves</i>	26.7	27.7	30.4	10.0	31.0	
<i>Fund Balance Component Increases</i>	1.4	101.4	98.6	(2.8)	1.4	
<i>Management Reserves</i>	39.5	31.5	30.5	(3.2)	22.0	
Total	\$ 5,414.2	\$ 5,360.1	\$ 5,786.4	8.0	\$ 5,276.3	

Services & Supplies

Services & Supplies are **increasing by a net of \$205.2 million or 10.9%**. 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 (ISFs) and various other requirements. While individual accounts are increasing or decreasing by varying amounts, the most significant changes include: an increase of \$57.0 million in the Health and Human Services Agency (HHSA) primarily in Behavioral Health Services for various contracted services, and in Administrative Support primarily related to participation in the Intergovernmental Transfer Agreement with the Department of Health Care Services, an increase of \$75.7 million in the Land Use and Environment Group primarily in the Road Fund for future road maintenance and rehabilitation projects related to anticipated funding from the Road Repair and Accountability Act of 2017 as well as an increase of \$63.8 million in Finance Other primarily for future Salaries & Benefits growth and pension stabilization, establishment of the Innovative Housing Trust Fund, 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 \$93.2 million or 4.5% in Fiscal Year 2018–19 is primarily due to the anticipated completion of one-time projects.

Other Charges

Other Charges are **decreasing by \$41.2 million or 5.4%**. 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 overall decrease is largely driven by a decrease of \$24.4 million in HHSA Self Sufficiency Services due to declining caseload trends for various programs including CalWORKS benefit payments and Child Care Stage One assistance payments as well as a net decrease of \$15.9 million in the Department of Public Works primarily due to the removal of a one-time payment to the Environmental Trust Fund completed in Fiscal Year 2016–17 and a decrease of \$12.2 million in the Air Pollution Control District based on a reduction in one-time funding from the State, offset by an increase of \$7.9 million in Public Liability ISF due to establishing a Contingency Reserve and projected increase in claims payment, \$1.5 million increase in Child Welfare Services primarily due to rate increases for the implementation of CCR and to align with caseload trends, and \$1.9 million increase in various departments.

A decrease of \$2.9 million or 0.4% is projected in Fiscal Year 2018–19.

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 \$99.0 million or 24.3%**. The most significant increases support the County's capital program for Fiscal Year 2017–18 including an increase of \$80.9 million in Finance Other for Contributions to the Capital Program and a net increase of \$17.2 million in the Public Safety Group primarily related to increased revenue from the Proposition 172 Fund transferred to public safety departments to support regional law enforcement services.

A decrease of \$142.3 million or 28.1% is projected for Fiscal Year 2018–19 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 \$72.6 million or 65.5%**.

Appropriations vary from year to year depending upon the cost of the projects being funded. See All Funds: Total Appropriations Capital Program for a list of planned capital projects.

A decrease of \$179.4 million or 97.8% is projected for Fiscal Year 2018–19 due to the removal of appropriations to support the one-time projects.

Capital Assets Equipment

Capital Assets Equipment is **increasing by \$4.2 million or 11.9%** from the prior year. This account primarily includes routine ISF purchases of replacement vehicles and heavy equipment. It also includes appropriations for information technology hardware and communications equipment. Amounts may vary from year to year.

A decrease of \$14.4 million or 36.5% is expected for Fiscal Year 2018–19.

Expenditure Transfers & Reimbursements

Expenditure Transfers & Reimbursements are **decreasing by \$3.0 million or 9.0%**. 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 expenditures to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

An increase of \$1.2 million or 3.3% is anticipated for Fiscal Year 2018–19.

The Expenditure Transfers & 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 Department of Child Support Ser-





vices (DCSS) for Bureau of Public Assistance Investigations services. The DCSS investigates suspected fraudulent public assistance cases for the HHSA. The DCSS offsets the budgeted expenses with a negative amount in the Expenditure Transfers & Reimbursements account. HHSA budgets the expense for that activity in a Services & 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 2017–18, three funds have a contingency reserve. The General Fund contingency reserve is increasing to \$24.0 million from \$22.7 million, an increase of \$1.3 million. The Employee Benefits ISF contingency reserve remains at \$5.0 million, and the Public Liability ISF contingency reserve is increasing to \$1.4 million to address the unfunded liability over a 10-year period. In Fiscal Year 2018–19, the General Fund contingency reserve is projected to increase to \$24.5 million. See the discussion of the General Fund Contingency Reserve in the Reserves and Resources section.

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 2017–18, the most significant commitment of fund balance includes \$98.2 million committed for an annual portion of the payment of the debt service costs of the County's existing Pension Obligation Bonds (POBs) beginning in Fiscal Year 2017–18. This funding source will be drawn down over a ten-year period as an alternative funding source for POB costs that have been supported by general purpose revenue. More information about the committed fund balance for POBs can be found in the Finance Other section. For Fiscal Year 2018–19 there are no significant fund balance commitments anticipated.

Group Management Reserves

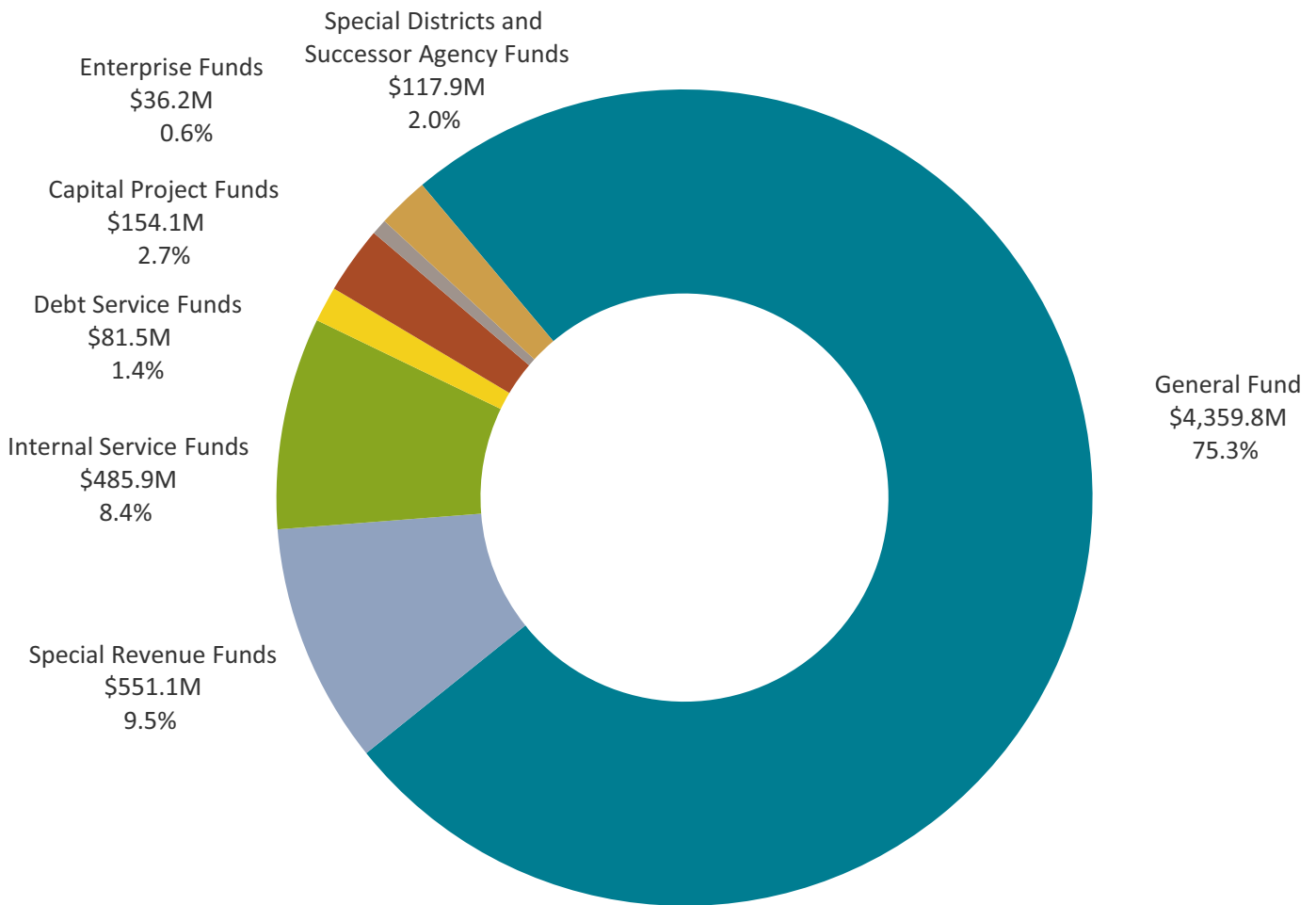
Management Reserves are **decreasing by \$1.0 million or 3.2%** in Fiscal Year 2017-18. The level of Management Reserves can vary from year to year. They are used to fund one-time projects or to serve as a prudent mitigation for revenue and economic uncertainties at the business group or department level.



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” in the Summary of Financial Policies section.)

Total Appropriations by Fund Type Fiscal Year 2017-18: \$5.79 billion



Governmental Fund Types

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

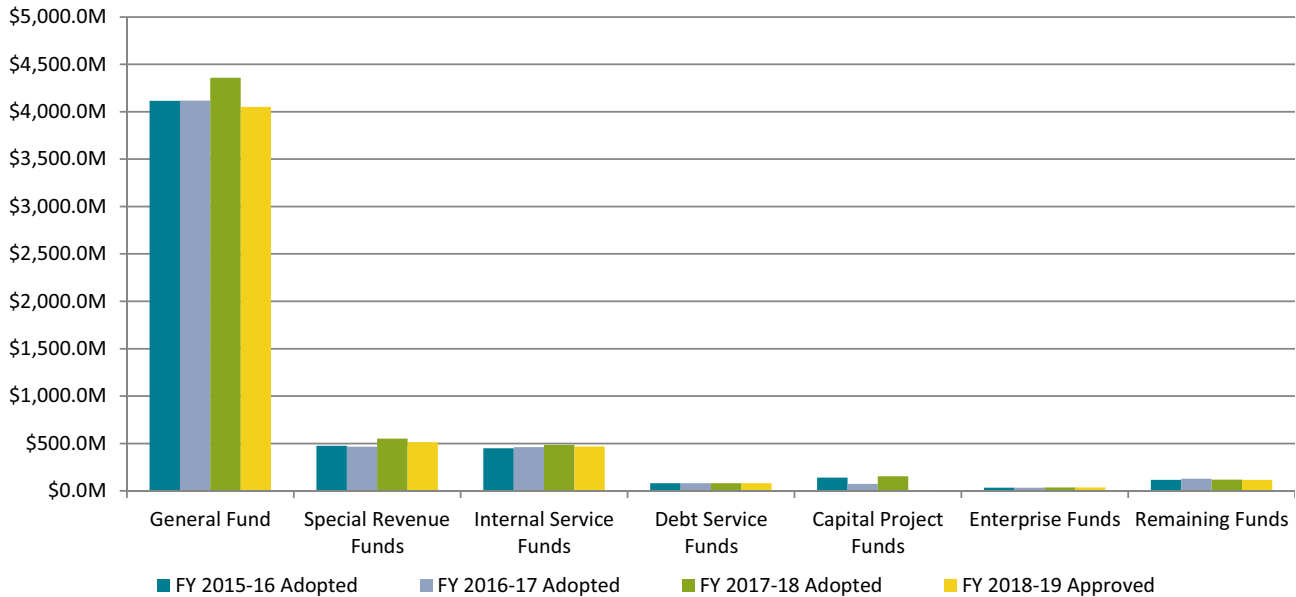
Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Asset Forfeiture and Proposition 172 funds.

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 in the Debt Management Policies and Obligations section.

Capital Project 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 2015-16 through 2018-19



*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)						
	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2017-18 Adopted Budget	% Change	Fiscal Year 2018-19 Approved Budget	
General Fund	\$ 4,116.7	\$ 4,117.1	\$ 4,359.8	5.9	\$ 4,051.3	
Special Revenue Funds	475.3	465.3	551.1	18.4	512.2	
Internal Service Funds	450.1	461.1	485.9	5.4	469.4	
Debt Service Funds	81.5	81.4	81.5	0.1	81.5	
Capital Project Funds	141.0	74.2	154.1	107.8	9.2	
Enterprise Funds	34.0	34.0	36.2	6.2	335.4	
Special Districts and Successor Agency	115.6	127.0	117.9	(7.2)	117.2	
Total	\$ 5,414.2	\$ 5,360.1	\$ 5,786.4	8.0	\$ 5,276.3	

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, Wastewater and Jail Commissary Funds.



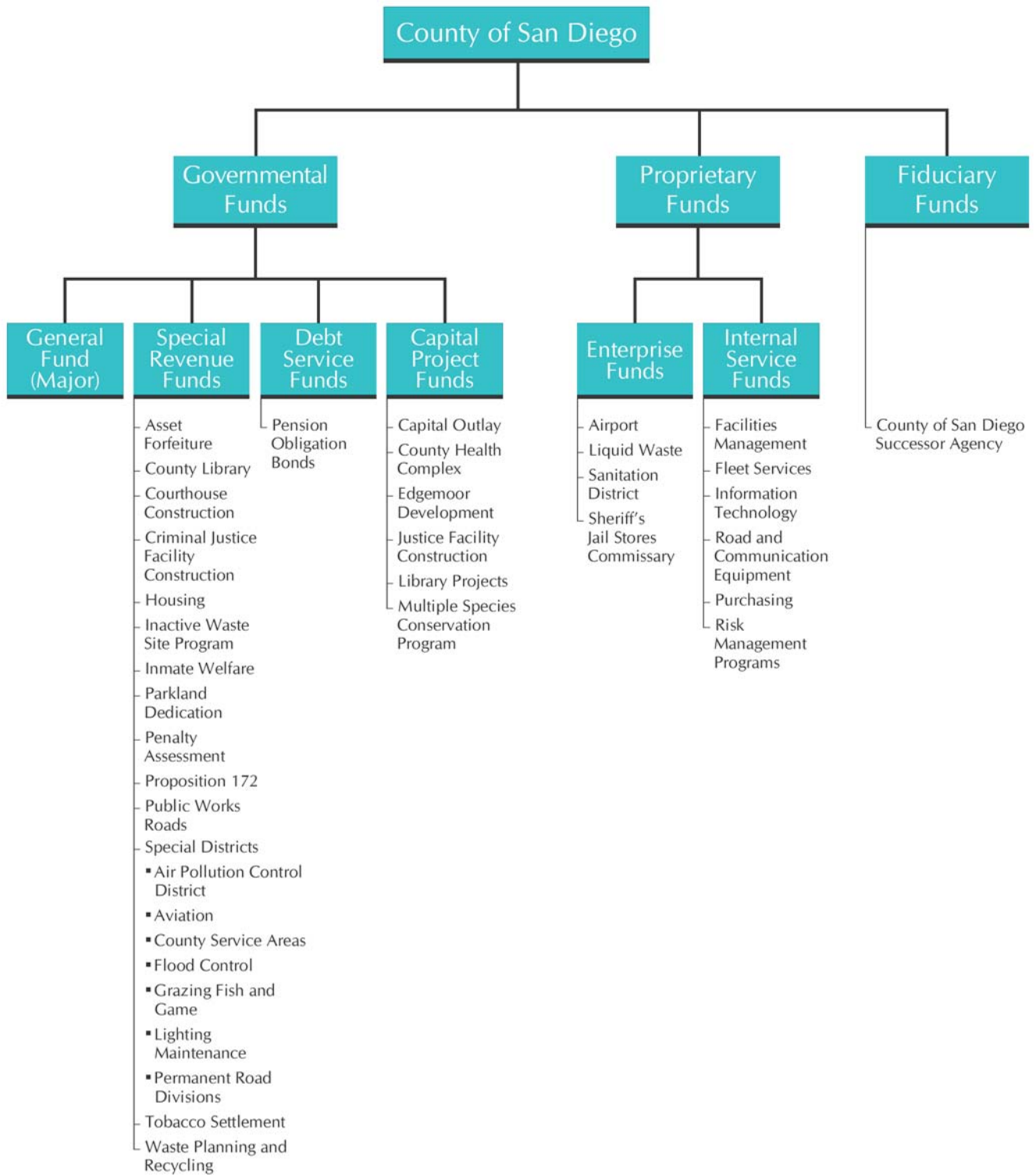
Fiduciary Funds

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 successor agencies 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
Public Safety Group (PSG)							
Child Support Services	✓						
Citizens' Law Enforcement Review Board	✓						
District Attorney	✓	✓					
Medical Examiner	✓						
Office of Emergency Services	✓						
Probation	✓	✓					
Public Defender	✓						
PSG Executive Office	✓	✓					
San Diego County Fire Authority	✓	✓					
Sheriff	✓	✓			✓		
Health and Human Services Agency (HHSA)							
Administrative Support	✓	✓					
Aging & Independence Services	✓						
Behavioral Health Services	✓						
Child Welfare Services	✓						
Housing & Community Development Services	✓						✓
Public Health Services	✓	✓					
Self-Sufficiency Services	✓						
Land Use and Environment Group (LUEG)							
Agriculture, Weights & Measures	✓	✓					
Air Pollution Control District		✓					
Environmental Health	✓						
University of California Cooperative Extension	✓						
LUEG Executive Office	✓						

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
Parks and Recreation	✓	✓					
Planning & Development Services	✓						
Public Works	✓	✓			✓	✓	
Community Services Group (CSG)							
Animal Services	✓						
County Library		✓					
County of San Diego Successor Agency							✓
CSG Executive Office	✓						
General Services						✓	
Purchasing and Contracting						✓	
Registrar of Voters	✓						
Finance and General Government (FGG) Group							
Assessor/Recorder/County Clerk	✓						
Auditor and Controller	✓						
Board of Supervisors	✓						
Clerk of the Board of Supervisors	✓						
Chief Administrative Office	✓						
Civil Service Commission	✓						
County Counsel	✓					✓	
County Communications Office	✓						
County Technology Office	✓					✓	
FGG Group Executive Office	✓						
Grand Jury	✓						
Human Resources	✓					✓	
Treasurer-Tax Collector	✓						
Capital Program	✓			✓			
Finance Other	✓		✓			✓	





Appropriations Limits

Spending limits for the County are governed by the 1979 passage of California Proposition 4, *Limitation of Government Appropriations* (enacted as *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 remain far below the Gann Limit.

San Diego County Appropriations Limit (in millions)					
	Fiscal Year 2013–14	Fiscal Year 2014–15	Fiscal Year 2015–16	Fiscal Year 2016–17	Fiscal Year 2017–18
Gann Limit	\$ 4,465	\$ 4,509	\$ 4,737	\$ 5,030	\$ 5,264
Appropriations subject to the limit	\$ 1,683	\$ 1,772	\$ 1,727	\$ 1,796	\$ 1,967





All Funds: Total Staffing

Total Staffing by Group/Agency

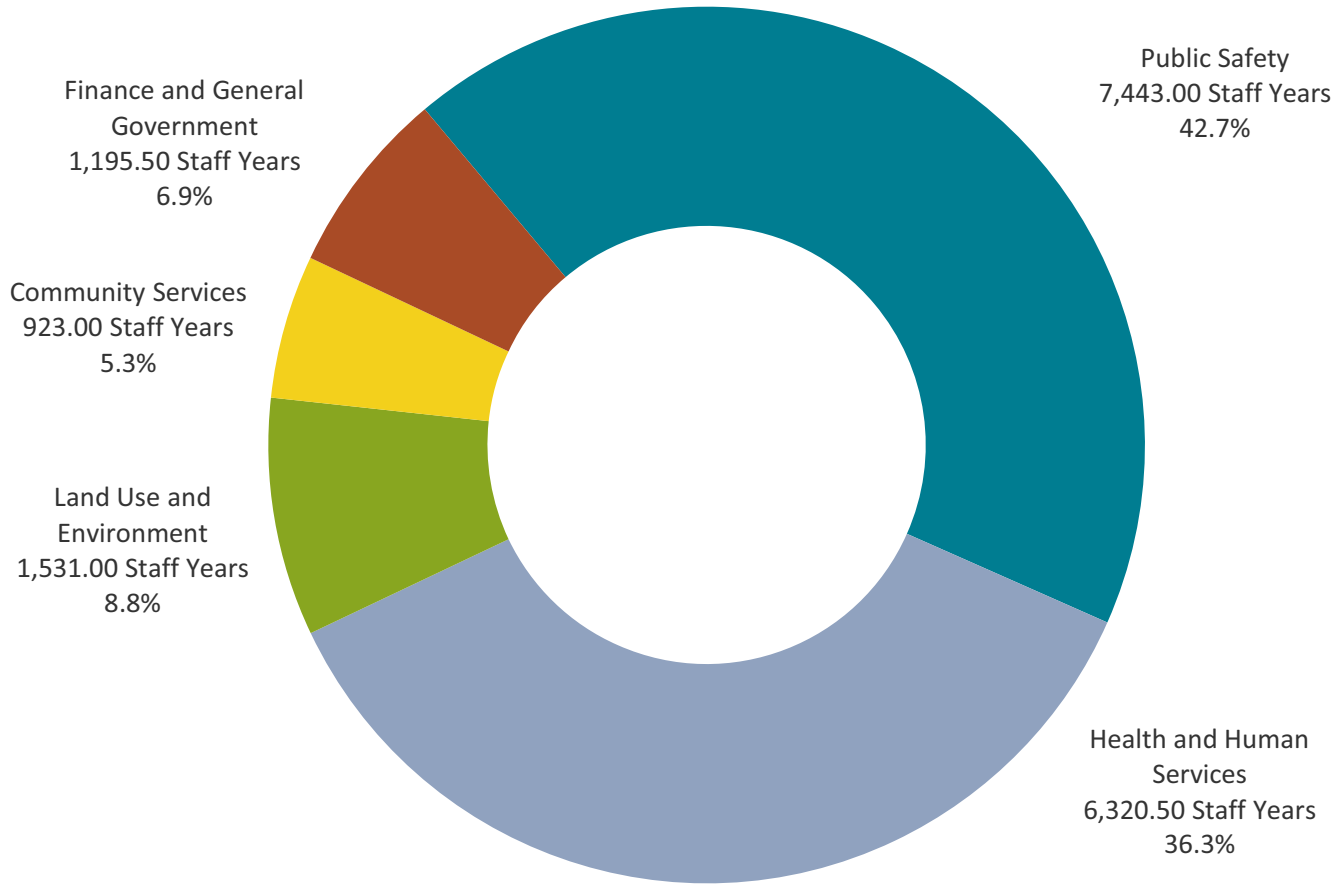
Adopted staff years¹ for **Fiscal Year 2017–18 increased by 17.00** from the Adopted Budget for Fiscal Year 2016–17, an increase of 0.1% to a total of 17,413.00 staff years.

This net increase is attributable to increased staffing in all Groups with the exception of Public Safety Group. While overall staffing

levels are increasing, there are some departments and programs in which staffing levels are decreasing. The staffing changes are summarized by business group in the chart below.

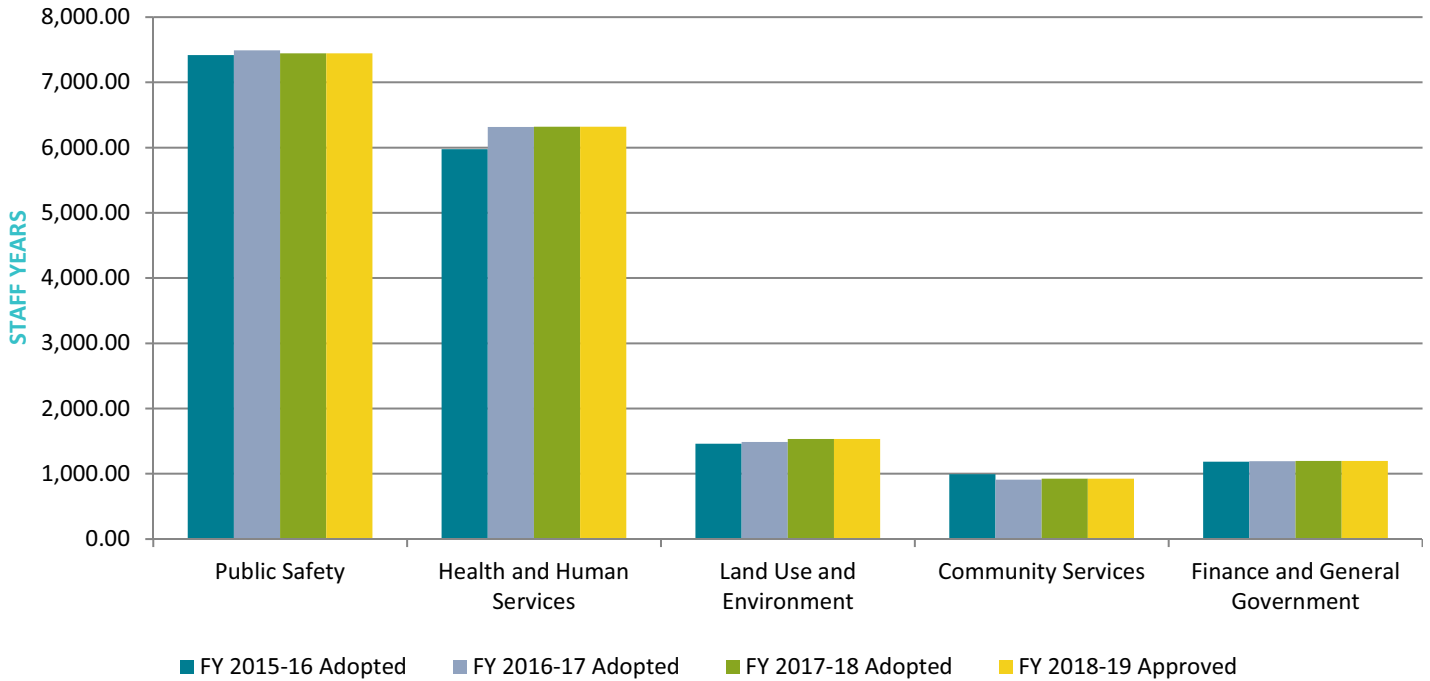
Total staff years in Fiscal Year 2018–19 are expected to remain constant at 17,413.00.

Total Staffing by Group/Agency Fiscal Year 2017-18: 17,413.00 Staff Years



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

Total Staffing by Group/Agency Fiscal Years 2015-16 through 2018-19



Total Staffing by Group/Agency (staff years)					
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget
Public Safety	7,418.00	7,490.00	7,443.00	(0.6)	7,443.00
Health and Human Services	5,976.50	6,317.50	6,320.50	0.0	6,320.50
Land Use and Environment	1,461.00	1,487.00	1,531.00	3.0	1,531.00
Community Services	991.50	910.00	923.00	1.4	923.00
Finance and General Government	1,186.50	1,191.50	1,195.50	0.3	1,195.50
Total	17,033.50	17,396.00	17,413.00	0.1	17,413.00

Public Safety Group (PSG)

PSG has a **net decrease of 47.00 staff years, or 0.6%**, to align staffing with available revenues and to address key operational requirements.

- ◆ District Attorney: increases by 32.00 staff years due to operational needs and new programs including Digital Evidence (Body-Worn Cameras) and Digital Records and the expansion of the Long-Term Care Facilities and Human Trafficking programs.
- ◆ Sheriff's Department: increases by a net of 45.00 staff years.
 - ◆ Net increase of 33.00 staff years in the Law Enforcement Services Bureau to manage call volume and maintain the standard of answering 9-1-1 calls and to address the

immediate operational needs of the Communications Center; and to facilitate the implementation of the Body-Worn Camera program.

- ◆ Net decrease of 1.00 staff year in the Sheriff's Court Services Bureau for law enforcement services primarily for transfers based on operational needs.
- ◆ Increase of 9.00 staff years in the Detention Services Bureau to address the mental health needs of offenders using an alternative to custody and re-entry pilot program.





- ◆ Increase of 3.00 staff years in the Management Services Bureau to address the immediate operational needs of the Communications Center; to plan, direct and coordinate fiscal operations required in the Budget and Revenue Management unit; and overall operational needs.
- ◆ Increase of 1.00 staff year in the Office of the Sheriff Bureau due to a transfer from the Law Enforcement Services Bureau based on operational needs.
- ◆ Child Support Services: decreases by a net of 1.00 staff year to align staffing with current workload.
- ◆ Medical Examiner: increases by 3.00 staff years to support investigation of the death scene, decedent identification and to locate and notify legal Next-of-Kin to make timely death notifications.
- ◆ Probation Department: decreases by a net of 141.00 staff years.
 - ◆ Decrease of 41.00 staff years in Adult Field Services, 36.00 staff years in Institutional Services, 60.00 staff years in Juvenile Field Services and 4.00 staff years in Department Administration as a result of aligning operations with the decline of the juvenile and adult populations and the current workload.
 - ◆ The decrease of 3.00 staff years in Department Administration is due to a transfer to the Health and Human Services Agency.
- ◆ Public Defender: increases by a net of 15.00 staff years to address increased case responsibilities and activities, to provide additional investigative support and to provide information technology support.

In Fiscal Year 2018–19, there is no change in staffing.

Health and Human Services Agency (HHS)

HHS has an **increase of 3.00 staff years or 0.05%** due to a transfer from the Public Safety Group (PSG) to Behavioral Health Services to provide a variety of mental health services to children and youth served by the Probation Department.

Additionally, since HHS has an integrated service delivery model, with many programs intersecting in terms of clients served, internal transfers are often done throughout the year based on an ongoing assessment of operational need. The below changes represent the net change in staff years by HHS division that account for these internal transfers:

- ◆ Self-Sufficiency Services: decreases by 2.00 staff years.
- ◆ Aging & Independence Services: decreases by 7.00 staff years.
- ◆ Behavioral Health Services: increases by 5.00 staff years, 3.00 staff years due to the transfer from PSG noted above, and 2.00 staff years due to internal HHS transfers.
- ◆ Child Welfare Services: increases by 4.00 staff years.
- ◆ Public Health Services: increases by a net of 3.00 staff years.

- ◆ Housing & Community Development Services: decreases by a net of 1.00 staff year.
- ◆ Administrative Support: increases by a net of 1.00 staff year.

In Fiscal Year 2018–19, there is no change in staffing.

Land Use and Environment Group (LUEG)

LUEG has an **increase of 44.00 staff years or 3.0%**.

- ◆ Agriculture, Weights and Measures: increases by 1.00 staff year in the Pest Detection program to help fulfill the requirements of the State contract for the detection of exotic insect pests.
- ◆ Air Pollution Control District: increases by 1.00 staff year to support the BioWatch program.
- ◆ Environmental Health: increases by 7.00 staff years to support the Vector Control program.
- ◆ Parks and Recreation: increases by 9.00 staff years. This includes an increase of 7.00 staff years in the Operations Division: 1.00 staff year for a position at the County Administration Center Waterfront Park and 6.00 staff years for positions at various open space preserves for the operations, maintenance and ongoing stewardship of existing and future land funded by the Multiple Species Conservation Program (MSCP); and an increase of 2.00 staff years in the Resource Management Division for positions at the County Operations Center for the monitoring and management of the MSCP program.
- ◆ Planning & Development Services: increases by 21.00 staff years. This includes an increase of 7.00 staff years in the Advance Planning to support Sustainability, Policy, Long Range Planning, and Mobility and Facilities Planning; an increase of 2.00 staff years in Building to support increased workload related to stormwater regulations; an increase of 7.00 staff years in Code Compliance to support increased workload in code compliance cases and case management of complex code cases for neighborhood services, which includes strategic community improvement planning; an increase of 2.00 staff years in Land Development to support increased workload related to stormwater regulations and grading cases; an increase of 2.00 staff years in Project Planning to support increased workload related to environmental reviews and to provide quality control and strategic planning; and an increase of 1.00 staff year in Support Services to provide administrative support to divisions due to increased workload.
- ◆ Public Works: increases by a net of 5.00 staff years. An increase of 6.00 staff years departmentwide includes 3.00 new staff years in the General Fund for the Private Development Construction Inspection unit due to an increase in required inspections to comply with stormwater regulations, 2.00 new staff years in DPW General Fund Watershed Protection program and 1.00 staff year in the Road Fund Special Dis-

ALL FUNDS: TOTAL STAFFING

strict to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements. Other changes in staffing include a decrease in the Road Fund of 1.00 staff year in Field Survey as a result of decreased workload for projects funded by the Highway Users Tax and the transfer of 8.00 staff years within the Road Fund due to assignment changes.

In Fiscal Year 2018–19, there is no change in staffing.

Community Services Group (CSG)

CSG has a net **increase of 13.00 staff years or 1.4%**.

- ◆ County Library: increases by 4.00 staff years to improve coordination of library programs for adults, to facilitate public outreach for a variety of library services, to analyze facility needs across the County’s 33 branch libraries, and to support administrative activities at Library headquarters.
- ◆ Department of General Services: increases by 5.00 staff years:
 - ◆ Increase of 4.00 staff years for maintenance of the Rock Mountain Detention Facility and various fire stations.
 - ◆ Increase of 1.00 staff year for labor compliance activities in the Project Management division.
- ◆ Department of Purchasing and Contracting: increases by 2.00 staff years to keep pace with growing demand for procurement services and to maintain compliance with federal guidelines for contract review related to fair and reasonable pricing standards.

- ◆ Registrar of Voters: increases by 2.00 staff years to meet requirements of new activities related to the Statewide voter registration database, implementation of conditional voter registration, and a growing vote-by-mail program.

In Fiscal Year 2018–19, there is no change in staffing.

Finance and General Government Group (FGG)

FGG has an **increase of 4.00 staff years or 0.3%**.

- ◆ Auditor and Controller: increase of 2.00 staff years to support operational needs of the Property Tax Services unit in the Controller’s division.
- ◆ Department of Human Resources: increase of 2.00 staff years due to operational support for the Wellness and Workforce Information Network programs.

In Fiscal Year 2018–19, 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 respective Group/Agency sections.





Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget
Public Safety	7,418.00	7,490.00	7,443.00	(0.6)	7,443.00
Public Safety Executive Office	10.00	10.00	10.00	0.0	10.00
District Attorney	1,003.00	943.00	975.00	3.4	975.00
Sheriff	4,219.00	4,319.00	4,364.00	1.0	4,364.00
Child Support Services	466.00	513.00	512.00	(0.2)	512.00
Citizen’s Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Office of Emergency Services	19.00	19.00	19.00	0.0	19.00
Medical Examiner	56.00	54.00	57.00	5.6	57.00
Probation	1,259.00	1,242.00	1,101.00	(11.4)	1,101.00
Public Defender	362.00	365.00	380.00	4.1	380.00
San Diego County Fire Authority	20.00	21.00	21.00	0.0	21.00
Health and Human Services	5,976.50	6,317.50	6,320.50	0.0	6,320.50
Regional Operations	3,165.00	—	—	0.0	—
Self Sufficiency Services	—	2,519.00	2,517.00	(0.1)	2,517.00
Aging & Independence Services	390.00	427.00	420.00	(1.6)	420.00
Behavioral Health Services	789.00	818.00	823.00	0.6	823.00
Child Welfare Services	768.00	1,364.00	1,368.00	0.3	1,368.00
Public Health Services	485.50	645.50	648.50	0.5	648.50
Administrative Support	379.00	442.00	443.00	0.2	443.00
Housing & Community Development Services	—	102.00	101.00	(1.0)	101.00
Land Use and Environment	1,461.00	1,487.00	1,531.00	3.0	1,531.00
Land Use and Environment Executive Office	11.00	12.00	12.00	0.0	12.00
Agriculture, Weights and Measures	162.00	167.00	168.00	0.6	168.00
Air Pollution Control District	146.00	146.00	147.00	0.7	147.00
Environmental Health	280.00	280.00	287.00	2.5	287.00
Parks and Recreation	179.00	180.00	189.00	5.0	189.00
Planning & Development Services	180.00	195.00	216.00	10.8	216.00
Public Works	503.00	507.00	512.00	1.0	512.00



ALL FUNDS: TOTAL STAFFING

Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget
Community Services	991.50	910.00	923.00	1.4	923.00
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	124.00	128.00	128.00	0.0	128.00
County Library	273.50	274.00	278.00	1.5	278.00
General Services	364.00	378.00	383.00	1.3	383.00
Housing & Community Development	102.00	0.00	0.00	0.0	0.00
Purchasing and Contracting	56.00	56.00	58.00	3.6	58.00
Registrar of Voters	64.00	66.00	68.00	3.0	68.00
Finance and General Government	1,186.50	1,191.50	1,195.50	0.3	1,195.50
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	123.00	123.00	123.00	0.0	123.00
Chief Administrative Office	14.50	15.50	15.50	0.0	15.50
Auditor and Controller	234.50	235.50	237.50	0.8	237.50
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	28.00	28.00	0.0	28.00
County Counsel	138.00	140.00	140.00	0.0	140.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	118.00	118.00	120.00	1.7	120.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	17,033.50	17,396.00	17,413.00	0.1	17,413.00



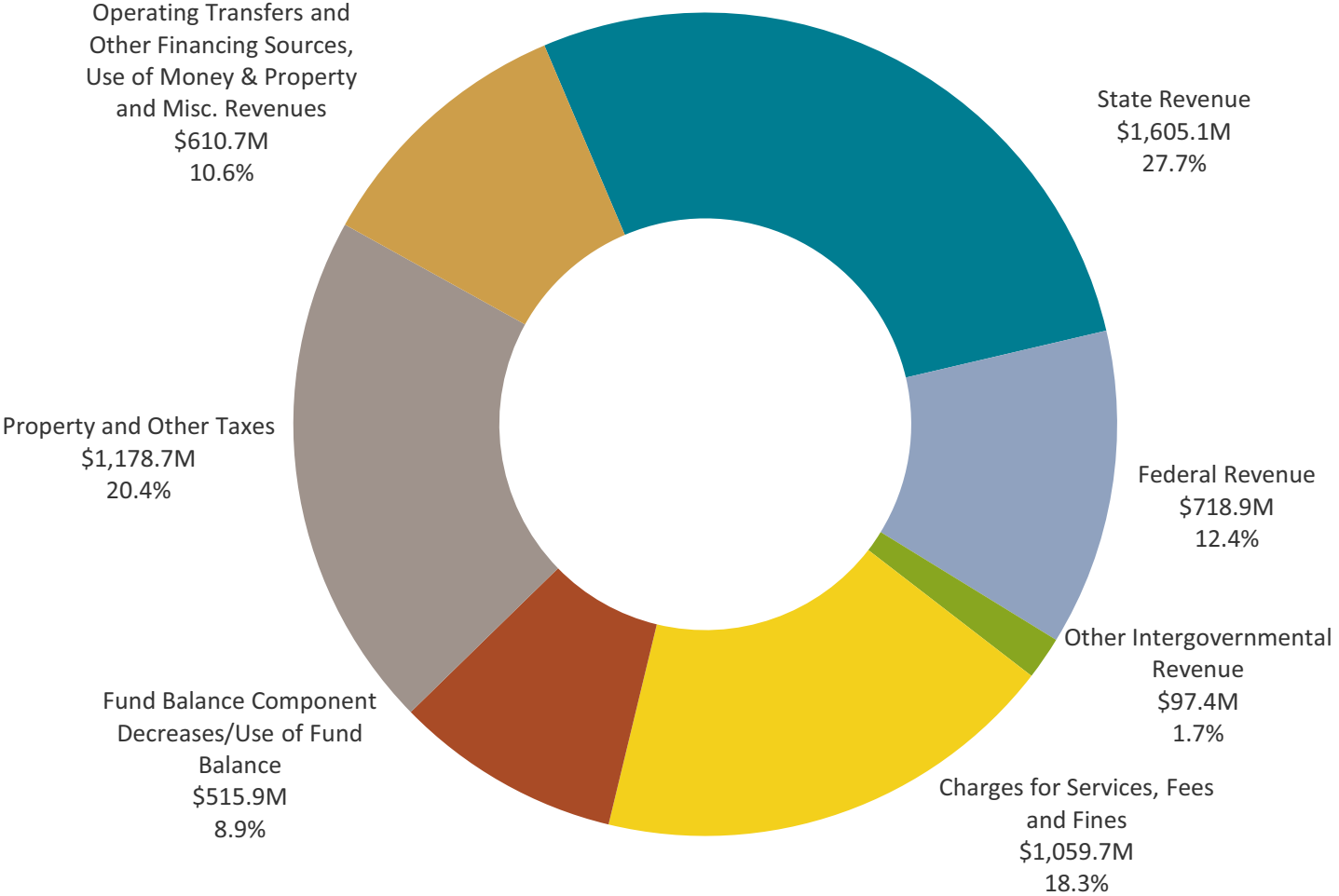


All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for **Fiscal Year 2017–18 are \$5.79 billion, an increase of \$426.3 million or 8.0%** from the Fiscal Year 2016–17 Adopted Budget. Total resources decrease by \$510.1 million or 8.8% to \$5.28 billion in Fiscal Year 2018–19. For Fiscal Year 2017–18, the combination of State Revenue (\$1.6 billion), Federal Revenue (\$718.9 million) and Other Intergovernmental Revenue (\$97.4 million) supplies 41.8% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues, Residual Equity Transfers In and Other Financing Sources make up 10.6% of the funding sources (\$610.7 million). Another 18.3% (\$1.1 billion) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 8.9% (\$515.9 million) of the funding sources.

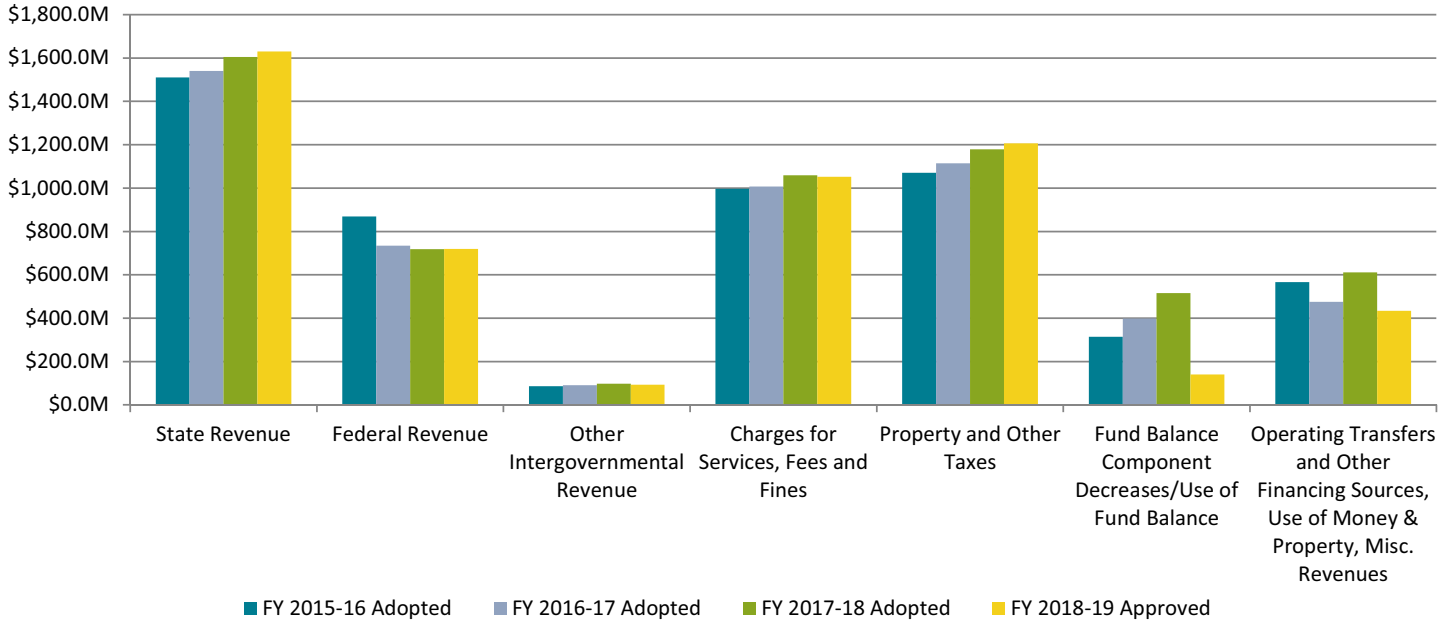
Total Funding by Source Fiscal Year 2017-18: \$5.79 billion



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 & Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other

revenues account for 20.4% (\$1.2 billion) of the financing sources for the County's budget. The majority of the revenues in this category (94.9%) 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 2015-16 through 2018-19



Total Funding by Source (in millions)						
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget	
State Revenue	\$ 1,510.3	\$ 1,540.1	\$ 1,605.1	4.2	\$ 1,630.6	
Federal Revenue	868.9	734.3	718.9	(2.1)	719.0	
Other Intergovernmental Revenue	86.6	90.6	97.4	7.5	92.8	
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues	566.8	475.0	610.7	28.6	434.5	
Charges for Services, Fees and Fines	997.4	1,007.6	1,059.7	5.2	1,052.5	
Property and Other Taxes	1,070.6	1,114.4	1,178.7	5.8	1,206.4	
Fund Balance Component Decrease	28.4	8.5	69.4	717.4	19.8	
Use of Fund Balance	285.3	389.7	446.6	14.6	120.7	
Total	\$ 5,414.2	\$ 5,360.1	\$ 5,786.4	8.0	\$ 5,276.3	

Overall Change

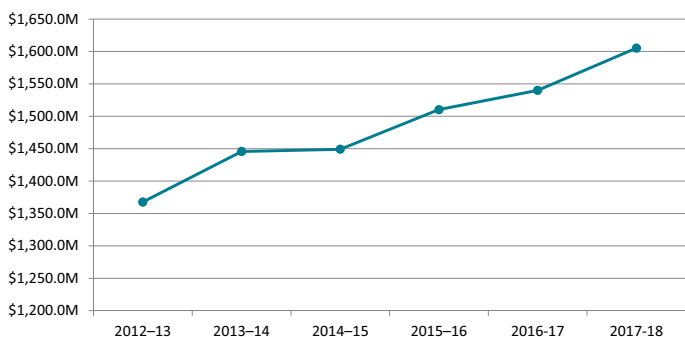
In the Total Funding by Source table, the \$426.3 million increase in the Fiscal Year 2017–18 Adopted Budget shows increases and decreases in various revenue categories. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **increases by \$65.0 million or 4.2%** overall in Fiscal Year 2017–18. The increases in State Revenue are in the Health and Human Services Agency (HHSA) of \$29.4 million, in the Public Safety Group (PSG) of \$16.7 million, in the Capital Program of \$9.9 million and in the Land Use and Environment Group (LUEG) of \$9.2 million. These are offset by decrease in the Community Services Group (CSG) of \$0.1 million. The increase of \$41.0 million in the General Fund is described in the next section.

All Funds:
State Revenue History

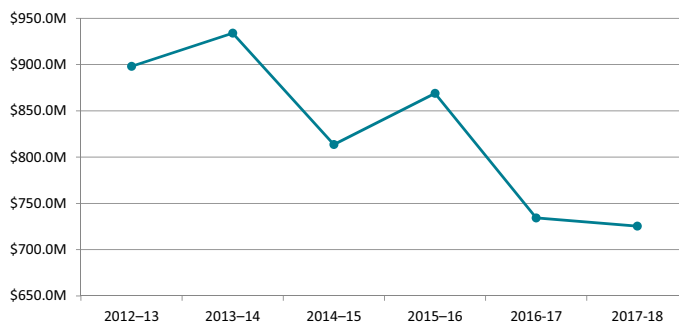


State revenues outside of the General Fund increase by \$24.0 million primarily in LUEG in the Department of Public Works (DPW) due to an increase of \$19.8 million for gas tax receipts from the Highway User’s Tax Account, in the Capital Program due to an increase of \$9.9 million for one-time expenditures and in PSG due to an increase of \$6.0 million in the Proposition 172 Fund which supports regional law enforcement services. These are offset by \$11.6 million decrease in LUEG in Air Pollution Control District for mobile incentives and \$0.1 million decrease in CSG in Department of General Services (DGS) for Courts facilities maintenance.

Federal Revenue

Federal Revenue **decreases by \$15.4 million or 2.1%** overall in Fiscal Year 2017–18. Of the decreases in Federal Revenue, \$10.4 million are in the General Fund which is described in the next section.

All Funds:
Federal Revenue History

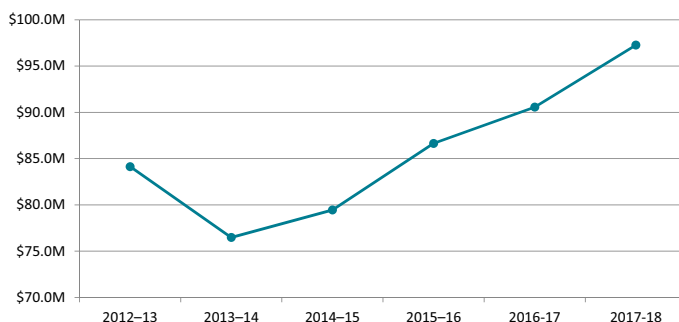


The overall decrease of \$5.0 million outside of the General Fund includes a \$9.5 million decrease in the Capital Program for one-time expenditures, a \$3.5 million increase in LUEG for DPW primarily due to increased construction work under the Federal Highway Planning and Construction for Federal Highway Administration projects in the Road Fund and a \$1.0 million increase in PSG for Sheriff’s Department for the realignment of revenue from Fines, Forfeiture & Penalties.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$6.8 million or 7.5%** overall in Fiscal Year 2017–18. Of the increases, \$4.0 million are in the General Fund.

All Funds:
Other Intergovernmental Revenue History



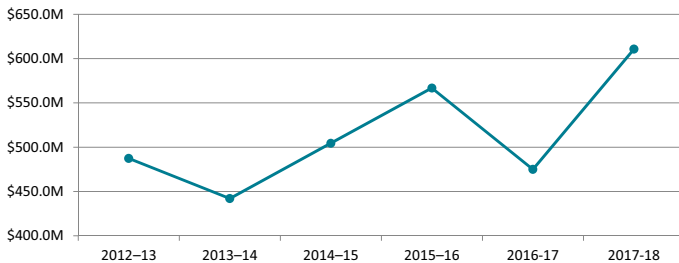
The overall increase of \$2.8 million outside the General Fund includes a \$2.9 million increase in the Capital Program for one-time expenditures and \$0.1 million increase in HHSA in Public Health Services due to an increase in residential ambulance transport services. These are partially offset by a \$0.2 million decrease in LUEG mainly due to the ALERT Flood Warning System.

ALL FUNDS: TOTAL FUNDING SOURCES

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

Operating Transfers and Other Financing Sources, Use of Money & Property, Miscellaneous Revenues, and Residual Equity Transfers In **increase by a net \$135.7 million or 28.6%** overall in Fiscal Year 2017-18.

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



◆ Other Financing Sources (primarily Operating Transfers between funds) **increase by a net of \$133.4 million or 34.1%** of which \$17.8 million is in the General Fund. The most significant changes outside of the General Fund include increases of \$86.4 million in the Capital Program for one-time projects. In LUEG, the \$27.7 million increase is primarily in DPW due to the advance from General Fund for anticipated revenues from the Road Repair and Accountability Act of 2017. In CSG, the \$3.0 million increase is primarily in Department of General Services due to one-time projects and non-billable project management services provided to County departments. In FGG, the \$0.6 million increase in Information Technology ISF is primarily due to increases in enterprise-wide license costs and new IT one-time projects. The decrease of \$2.0 million in PSG is primarily due to decreases in penalty assessment revenues. In Finance Other, the \$0.1 million decrease is in the Employee Benefits ISF based on reduced number of volunteer firefighters in PSG.

◆ Revenue from Use of Money & Property **increases by a net of \$4.3 million or 13.3%** in Fiscal Year 2017-18. The General Fund increases by \$0.4 million. Outside of the General Fund, an increase of \$2.7 million is in PSG primarily due to an increase in revenue from the inmate telephone system contract, \$1.1 million is in LUEG mainly for an increase in equipment depreciation for newly acquired vehicles under the Equipment ISF program, \$0.1 million is in Finance Other due to anticipated higher interest earnings in the Public Liability ISF. The increase is partially offset by a decrease of \$0.1 million in CSG due to a decrease in lease revenue in DGS.

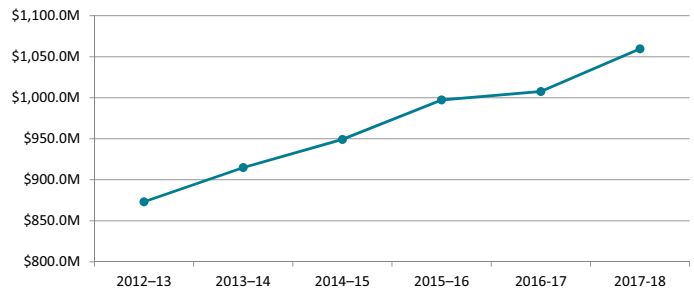
◆ Miscellaneous Revenues **decrease by \$2.5 million or 4.8%** in Fiscal Year 2017-18. The General Fund increases by \$6.1 million. A decrease of \$8.6 million outside of the General Fund primarily includes:

- ◆ Decrease of \$9.7 million in Capital Program for one-time projects.
- ◆ Decrease of \$0.1 million in CSG due to decrease in recovered expenditures related to fleet services.
- ◆ Increase of \$1.2 million in PSG for Sheriff's Jail Stores Commissary Enterprise Fund due to increased sales of commissary goods to inmates.
- ◆ Residual Equity Transfers In **increases by \$0.4 million** in Fiscal Year 2017-18. There is no change in the General Fund. The increase of \$0.4 million outside of the General Fund is in CSG for fleet services related to the gain on sale of assets.

Charges for Services, Fees and Fines

Charges for Services, Fees and Fines **increase by a net \$52.1 million or 5.2%** overall in Fiscal Year 2017-18.

All Funds:
Charges for Services, Fees and Fines Revenue History



◆ Charges for Current Services **increase by \$51.4 million or 5.7%** in Fiscal Year 2017-18. Of this increase, \$37.8 million is in the General Fund. There is an overall \$13.6 million increase outside of the General Fund. An increase of \$10.8 million is in Finance Other primarily for Public Liability ISF due to a significant increase projected in estimated liabilities, \$10.2 million increase is in CSG primarily for DGS due to an increase of cost of services provided to client departments, \$0.5 million is in PSG for the San Diego County Fire Authority due to realignment of revenue to the proper account and increase in special taxes related to Otay Mesa, and \$0.2 million is in HHSA for Public Health Services due to increase in various public health fees. These are offset by \$5.4 million decrease in FGG due to decreases in departmental IT operation and maintenance costs and \$2.7 million decrease in LUEG primarily for DPW due to decrease in charges from the completion of the Rancho San Diego Pump Station.

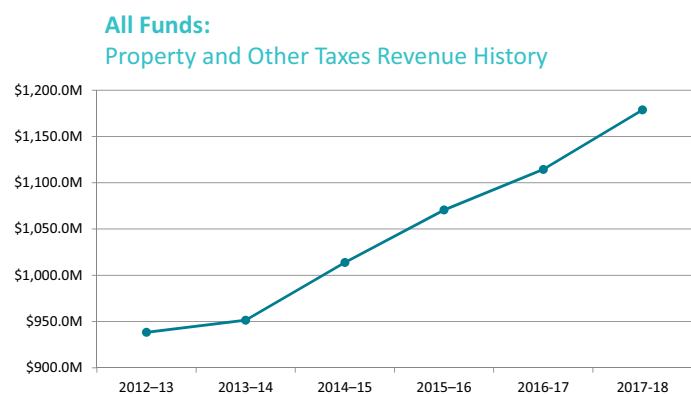




- ◆ Licenses, Permits & Franchises **increase by \$2.9 million or 5.4%** in Fiscal Year 2017-18. There is an overall \$2.9 million increase in the General Fund. There is no change outside of the General Fund.
- ◆ Fines, Forfeitures & Penalties **decrease by \$2.2 million or 4.7%** in Fiscal Year 2017-18. There is an overall \$1.2 million increase in the General Fund. A \$3.4 million decrease outside of the General Fund is in PSG for Public Safety Group Executive Office due to decrease in penalty assessment revenue and for Sheriff’s Department due to the completion of the JURIS re-platform project.

Property and Other Taxes

Property and Other Taxes **increase by \$64.3 million or 5.8%** in Fiscal Year 2017–18.



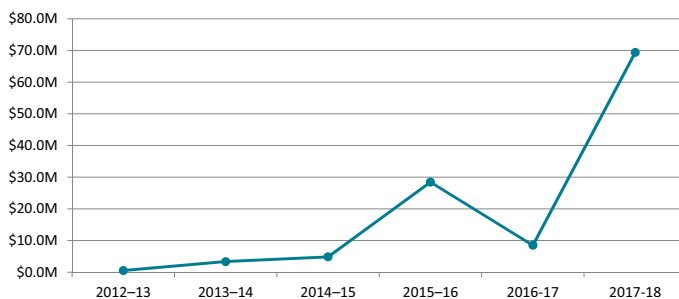
The overall increase of \$57.2 million is in the General Fund. Outside of the General Fund, there is a net increase of \$7.1 million. The increase of \$4.6 million in LUEG is primarily for DPW due to projected taxes from property owners for the Street Lighting District and special taxes from Harmony Grove Village and \$2.9 million in CSG is for County Library. These are offset by a decrease of \$0.4 million in PSG for San Diego County Fire Authority due to a realignment of revenue.

Fund Balance Component Decreases

The Use of Fund Balance Component Decreases **increase by a net \$60.9 million or 717.4%** in Fiscal Year 2017–18.

The increase of \$56.0 million in the General Fund is primarily due to setting aside additional amounts for and drawing on the commitment of fund balance to support payments related to the County’s Pension Obligation Bond payments. The increase of \$4.9 million outside of the General Fund is in DPW primarily to fund road maintenance and road rehabilitation projects.

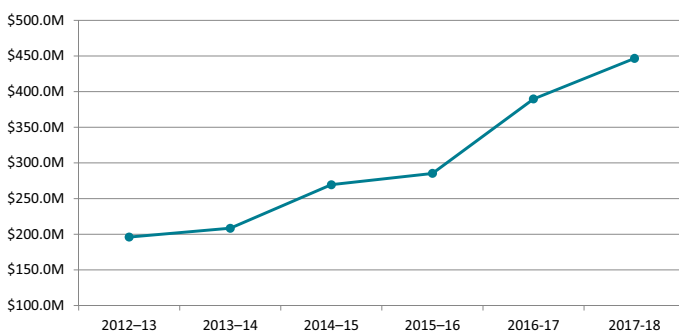
All Funds:
Fund Balance Component Decreases Revenue History



Use of Fund Balance

Finally, the Use of Fund Balance **increase by \$56.9 million or 14.6%** in Fiscal Year 2017–18. Of this amount, \$28.7 million is in the General Fund and described in the next section.

All Funds:
Use of Fund Balance Revenue History



Outside of the General Fund, there is an overall net increase of \$28.2 million due to \$18.3 million increase in LUEG, \$8.4 million increase in PSG and \$1.9 million increase in CSG, offset by \$0.4 million decrease in Finance Other. The increase in LUEG is primarily in DPW to fund one-time projects, in PSG is primarily in the PSG Executive Office related to Proposition 172 Fund for one-time projects supporting regional law enforcement services, and in CSG to fund the Fleet Management ISF Countywide replacement acquisition program. The decrease in Finance Other is due to the decrease in the one-time use of fund balance for Pension Obligation Bonds.



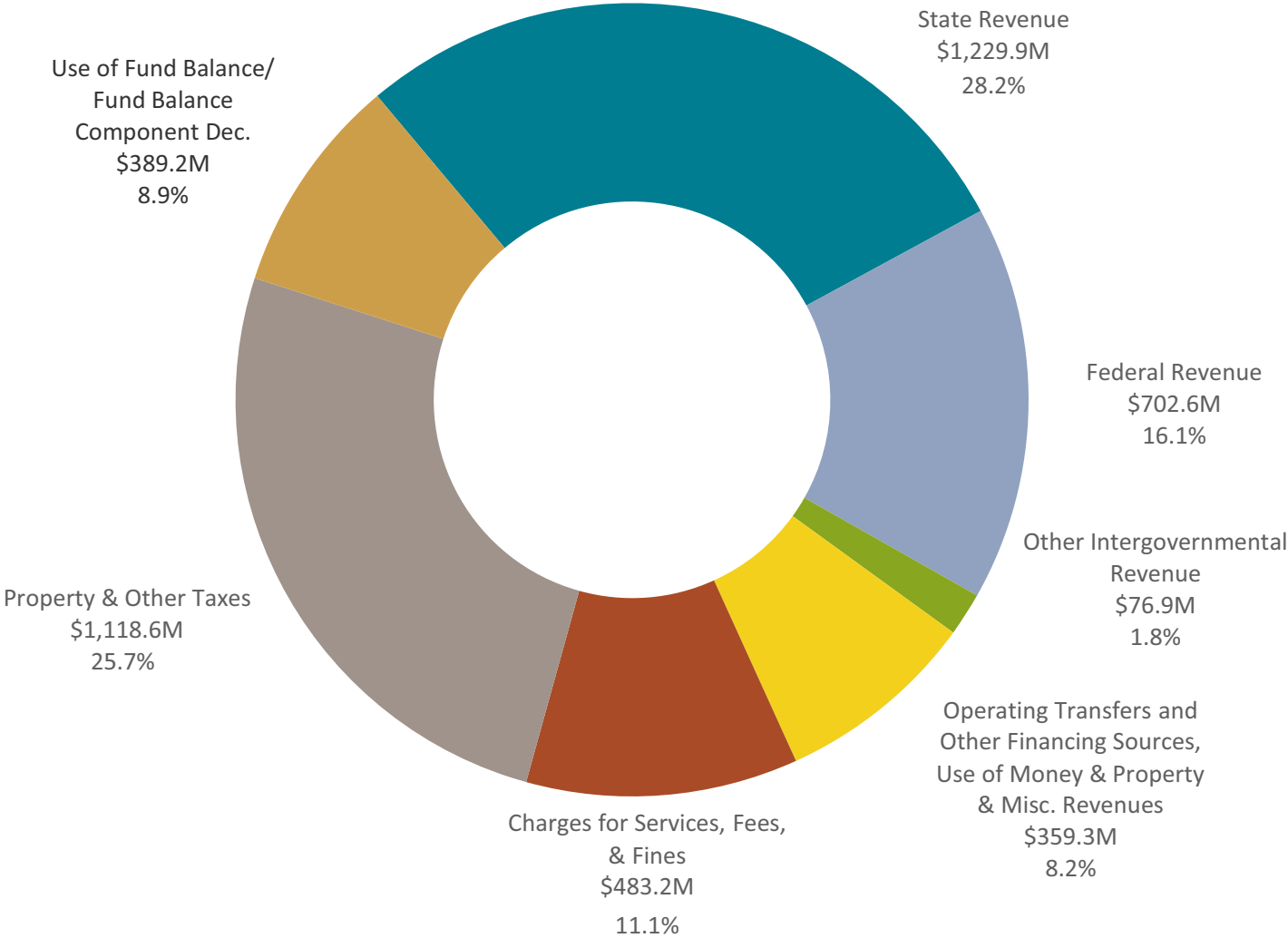


General Fund

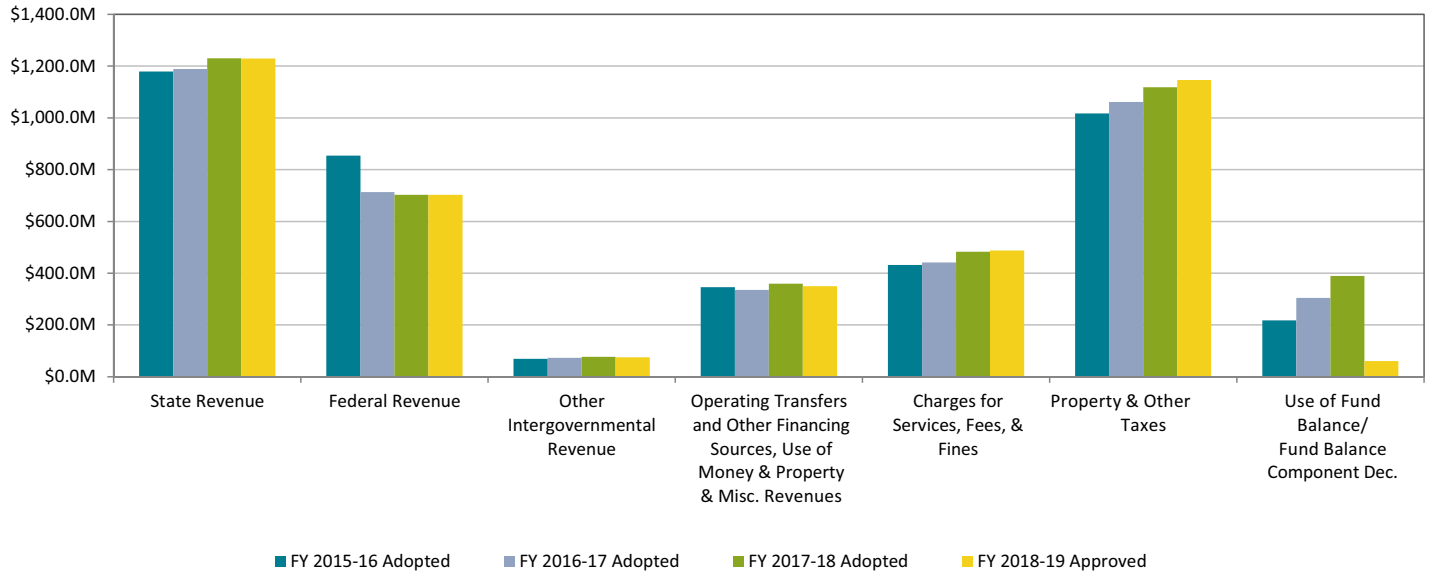
Overview of General Fund Financing Sources

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 \$4.36 billion for Fiscal Year 2017-18, a \$242.7 million or 5.9% increase** from the Fiscal Year 2016-17 Adopted Budget. In comparison, the ten-year average annual growth rate through Fiscal Year 2016-17 was 2.3%. General Fund Financing Sources decrease by \$308.5 million or 7.1% in Fiscal Year 2018-19 primarily due to reduction in the use of one-time resources.

General Fund Financing Sources Fiscal Year 2017-18: \$4.36 billion



General Fund Financing by Sources
Fiscal Years 2015-16 through 2018-19



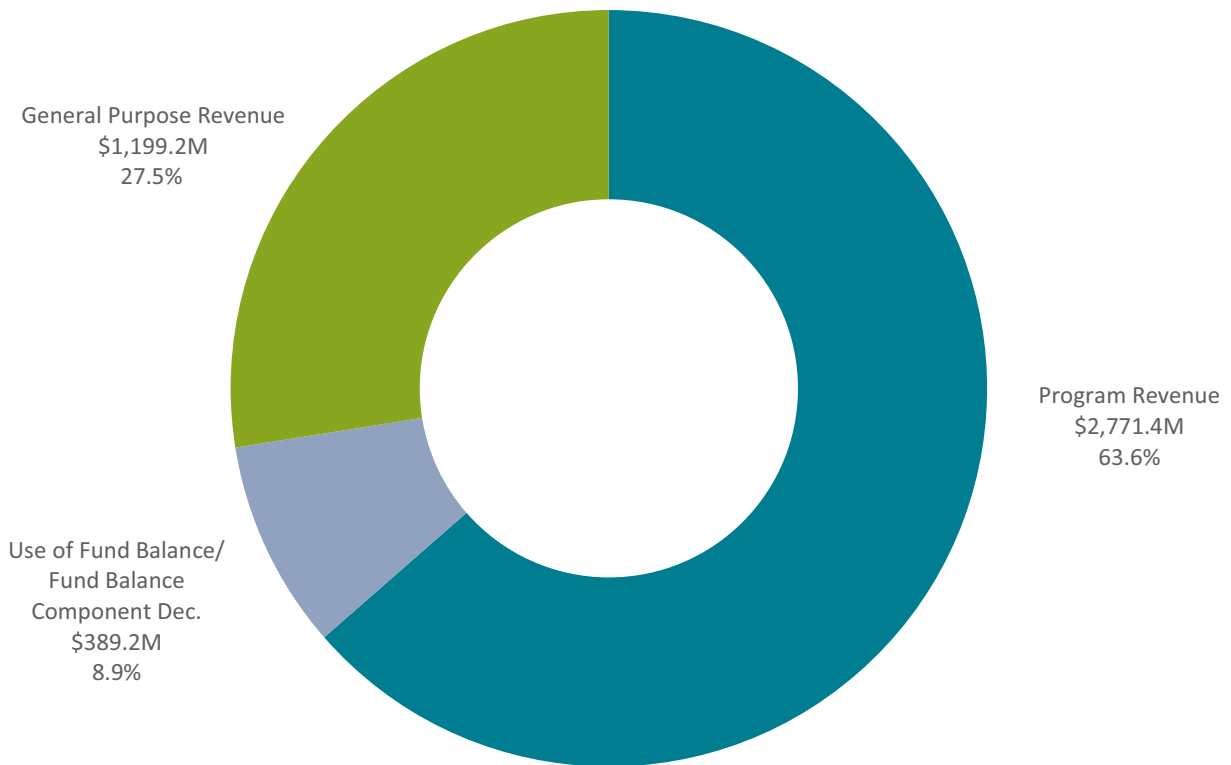
General Fund Financing Sources (in millions)						
	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2017-18 Adopted Budget	% Change	Fiscal Year 2018-19 Approved Budget	
State Revenue	\$ 1,179.6	\$ 1,188.9	\$ 1,229.9	3.4	\$ 1,229.9	
Federal Revenue	854.5	713.0	702.6	(1.5)	702.8	
Other Intergovernmental Revenue	69.2	72.9	76.9	5.5	75.3	
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	346.2	334.9	359.3	7.3	349.6	
Charges for Services, Fees, & Fines	432.0	441.4	483.2	9.5	487.5	
Property & Other Taxes	1,017.7	1,061.4	1,118.6	5.4	1,146.5	
Fund Balance Component Decreases	18.7	0.4	56.4	14,000.0	19.8	
Use of Fund Balance	198.7	304.2	332.9	9.4	40.1	
Total	\$ 4,116.7	\$ 4,117.1	\$ 4,359.8	5.9	\$ 4,051.3	

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 and Use of Fund Balance (including Fund Balance Component Decreases).

In Fiscal Year 2017-18, Program Revenue increases by \$92.5 million or 3.5%, the Fund Balance Component Decreases/Use of Fund Balance increases by \$84.7 million or 27.8% and General Purpose Revenue (GPR) increases by \$65.4 million or 5.8% from the Fiscal Year 2016-17 Adopted Budget.

General Fund Financing Sources by Category Fiscal Year 2017-18: \$4.36 billion



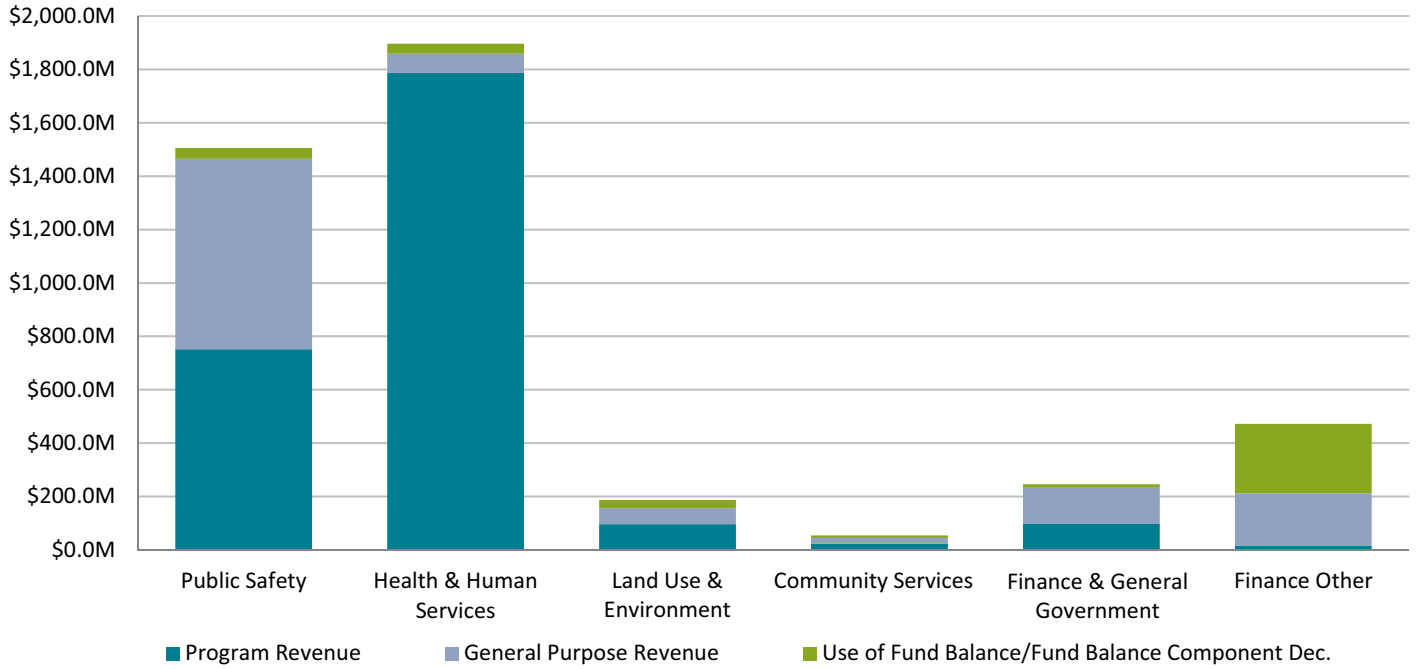
General Fund Financing Sources by Category (in millions)						
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget	
Program Revenue	\$ 2,813.0	\$ 2,678.8	\$ 2,771.4	3.5	\$ 2,764.1	
Use of Fund Balance/ Fund Balance Component Decreases	217.4	304.6	389.2	27.8	59.9	
General Purpose Revenue	1,086.2	1,133.7	1,199.2	5.8	1,227.3	
Total	\$ 4,116.7	\$ 4,117.1	\$ 4,359.8	5.9	\$ 4,051.3	

In Fiscal Year 2018-19, GPR increases by 2.3% (\$28.1 million), Program Revenue decreases by 0.3% (\$7.3 million) and the planned Use of Fund Balance declines by 84.6% (\$329.3 million).

Uses of fund balance in Fiscal Year 2018-19 are tentative and subject to revision during the next Operational Plan development cycle.

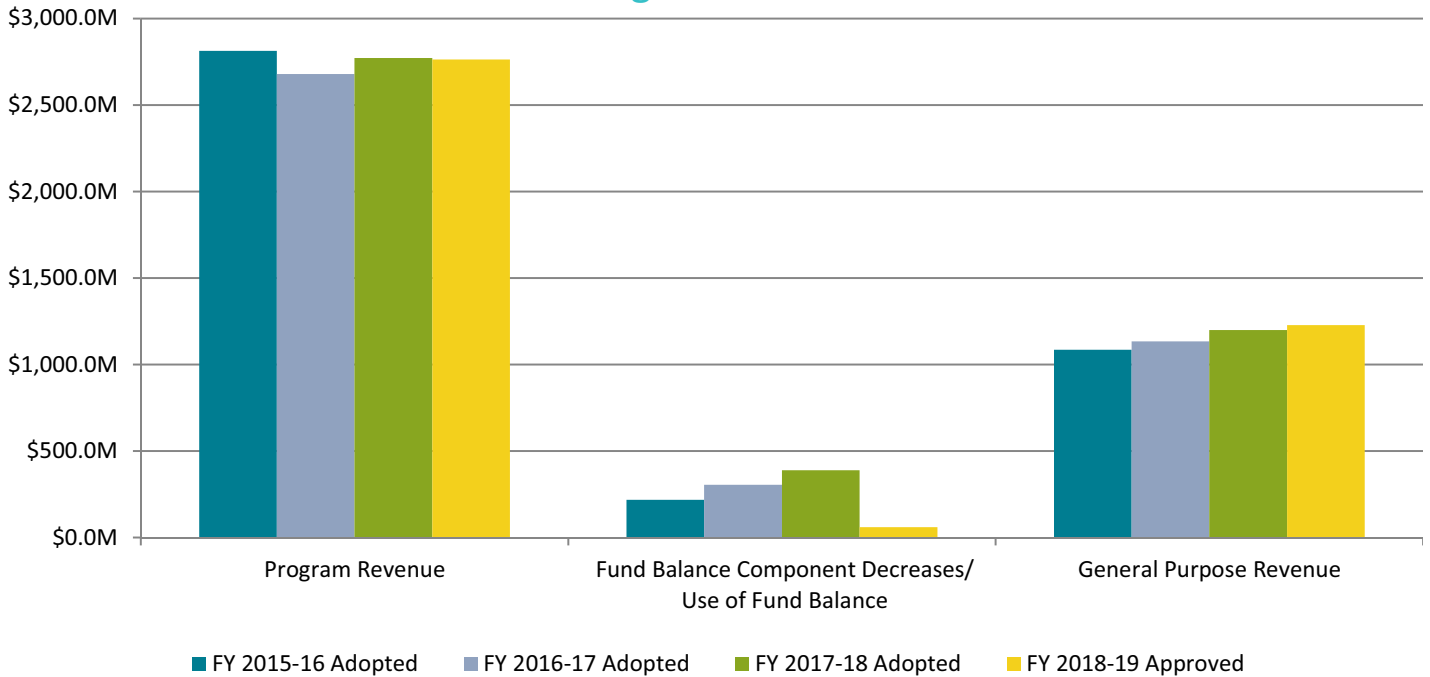
General Fund Financing by Group and Category

Fiscal Year 2017-18: \$4.36 billion



General Fund Financing Sources by Category

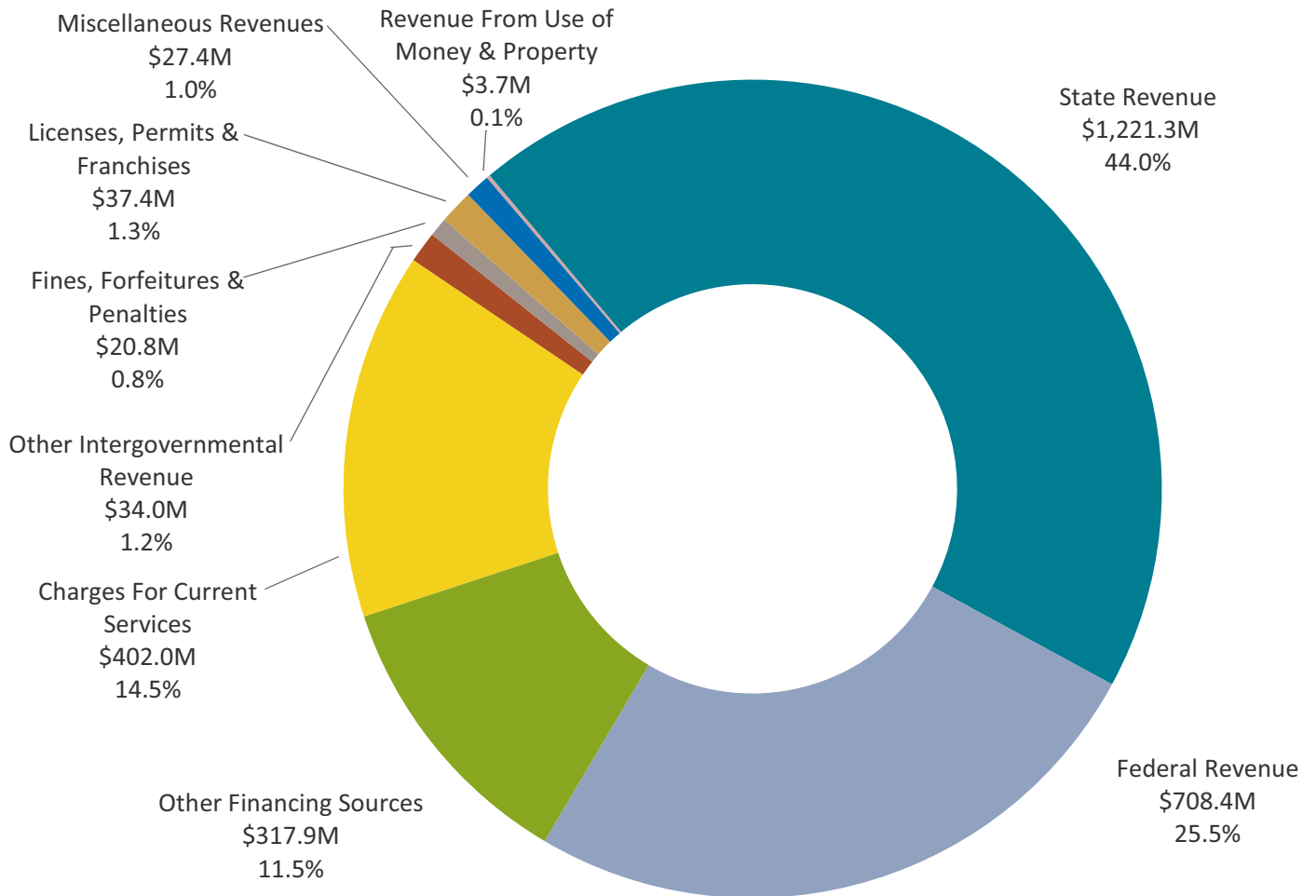
Fiscal Years 2015-16 through 2018-19



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 64.0% of General Fund financing sources in Fiscal Year 2017-18, 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 64.5%, the Public Safety Group manages 27.1% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 3.5% (\$92.5 million) from the Fiscal Year 2016-17 Adopted Budget compared to an average annual growth for the last ten years of 1.7%.

General Fund Program Revenue by Source Fiscal Year 2017-18: \$2.77 billion



General Fund Program Revenue by Source (in millions)						
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget	
State Revenue	\$ 1,172.4	\$ 1,181.7	\$ 1,222.8	3.5	\$ 1,221.6	
Federal Revenue	853.6	712.1	701.7	(1.5)	701.9	
Other Financing Sources	302.8	300.0	317.8	5.9	312.7	
Charges For Current Services	353.6	364.2	402.0	10.4	406.1	
Other Intergovernmental Revenue	31.7	32.2	34.1	5.9	32.4	
Fines, Forfeitures & Penalties	25.7	23.9	20.8	(13.0)	17.7	
Licenses, Permits & Franchises	34.4	34.5	37.4	8.4	40.5	
Miscellaneous Revenues	30.4	26.4	31.1	17.8	26.5	
Revenue From Use of Money & Property	8.3	3.8	3.7	(2.6)	3.7	
Total	\$ 2,813.0	\$ 2,678.8	\$ 2,771.4	3.5	\$ 2,763.0	

General Fund Change in Program Revenue

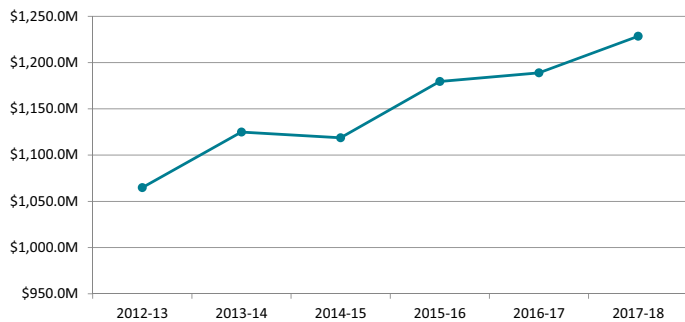
The \$92.5 million increase in Program Revenue in the Fiscal Year 2017-18 Adopted Budget is the result of increases and decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

General Fund Change in Program Revenue by Source

State Revenue

State Revenue **increases by \$41.0 million or 3.5%.**

General Fund Program Revenue:
State Revenue History



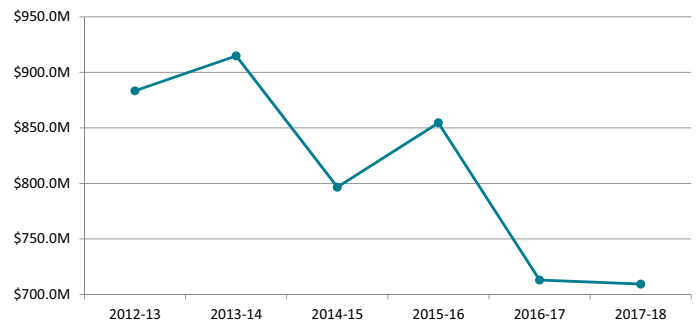
There is an overall net increase of \$29.4 million in the Health & Human Services Agency (HHS) primarily in Realignment revenue to support Salaries & Benefits and an increase to contracted services based on projected statewide sales tax receipts and vehicle license fees that are dedicated for health and human service programs, and in Mental Health Services Act (MHSA) revenue to align with program needs. An overall

net increase of \$10.6 million in Public Safety Group (PSG) primarily in the Probation Department for the Juvenile Justice Crime Prevention Act funds to support program activities, the Youth Offender Block Grant for services that benefit the youth and Local Revenue Fund 2011, Community Corrections Subaccount to partially offset increases of required retirement contributions and negotiated labor agreements, and in the Sheriff's Department from the Department of State Hospitals to reimburse costs of providing a jail-based competency treatment program and costs to transition the Jail Mental Health Intake Screening and Assessment Unit. An overall net increase of \$1.0 million in Land Use and Environmental Group (LUEG) is due to increases primarily in Agriculture, Weights and Measures from various funding sources.

Federal Revenue

Federal Revenue **decreasing by a net of \$10.4 million, or 1.5%.**

General Fund Program Revenue:
Federal Revenue History



The net decrease of \$5.7 million in HHS is primarily associated with reducing appropriation for CalWORKs benefits payments to align with caseload trends and decrease in federal revenue asso-



ciated with the end of the Community-based Care Transitions Program (CCTP) offset by an increase in Short Doyle Medi-Cal revenue to align with program trends and increased rates for outpatient mental health services.

The net decrease in PSG of \$4.2 million includes a decrease of \$3.0 million in the Sheriff's Department in the Urban Area Security federal grant revenue, a decrease of \$1.0 million in Public Defender and \$0.6 million decrease in District Attorney primarily due to the termination of the United States Bureau of Justice Assistance funding for the Southwest Border Prosecution Initiative and a decrease of \$0.7 million in San Diego County Fire Authority due to the expiration of Community Development Block Grant program; offset by an increase of \$1.1 million in the Office of Emergency Services mainly for Homeland Security Grant Program.

The net decrease in LUEG of \$0.4 million includes a decrease of \$0.2 million in the Department of Environmental Health in Homeland Security grant and various State grants and \$0.2 million decrease in the Department of Agriculture, Weights and Measures due to reduction 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 \$17.8 million or 5.9%**. This is a result of an increase of \$17.7 million in PSG, and \$0.1 million increase in LUEG.

The net increase of \$17.7 million in PSG is primarily in the Sheriff's Department and District Attorney due to an increase in Operating Transfer from the Proposition 172 Fund to support regional law enforcement and detention services partially offset by decreases in Penalty Assessment revenue. More information about Proposition 172 funding appears in the following section.

The net increase of \$0.1 million in LUEG is in the Department of Parks and Recreation due to an increase in staff costs supporting County Service Areas.

Charges For Current Services

Charges For Current Services **increases by a net of \$37.8 million or 10.4%**. Revenues increase by \$25.0 million in HHSA, \$7.6 million in PSG, \$2.1 million in FGG, \$1.7 million in LUEG and \$1.4 million in CSG.

- ◆ In HHSA, the net increase of \$25.0 million is primarily in Administrative Support (\$24.3 million) related to IGT revenue from the State for health care related services and the Whole Person Wellness pilot project and in Behavioral Health Services (\$1.7 million) for the Edgemoor facility driven by a Medi-Cal rate increase; partially offset by a decrease in Public Health Services (\$1.0) in First Five Lactation revenue and vital records fees.

- ◆ In PSG, the net increase of \$7.6 million includes a \$10.5 million increase in the Sheriff's Department primarily to recover costs of required retirement contributions and negotiated labor agreements and service adjustments for contracted law enforcement services provided to nine contract cities, transit entities, a community college district and tribes; \$0.1 million increase in Family Support incentive program in the Department of Child Support Services; offset by a decrease of \$3.0 million in the PSG Executive Office to align actual levels of revenue received in Contributions for Trial Courts.
- ◆ In FGG, the net increase of \$2.1 million includes an increase of \$1.9 million in the Assessor/Recorder/County Clerk primarily due to anticipated remodeling at various locations to accommodate additional production equipment and relocation of staff; \$0.7 million increase in County Counsel due to anticipated increases in road fund liability matters; \$0.1 million increase in Human Resources related to recovered support costs; offset by a decrease of \$0.8 million in the Treasurer-Tax Collector for Banking Pooled Services due to revenue offset for IT system upgrades.
- ◆ In LUEG, the net increase of \$1.7 million includes an increase of \$0.8 million in the Department of Parks and Recreation due to additional revenue from park services, camping and recreational program; \$0.6 million in the Department of Planning & Development Services related to increased work on various land development projects; and \$0.2 million in the LUEG Executive Office due to increase in recovered support costs.
- ◆ In CSG, the net increase of \$1.4 million is primarily in the Animal Services department due to recommended increases in charges to local cities to recover County costs for animal services provided through existing agreements.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$1.9 million or 5.9%**. A net increase of \$1.7 million in PSG is due to increase in the Sheriff's department primarily from the Poway Redevelopment Trust Fund to fund regional justice facility costs. A net increase of \$0.4 million in HHSA is due to an increase of \$0.3 million in Public Health Services and \$0.1 million in Housing & Community Development Services. A net increase of \$0.4 million in FGG is due to an increase of \$0.5 million in FGG Executive Office to cover operations and maintenance costs associated with CAC Waterfront Park and Cedar & Kettner parking garage, offset by a decrease of \$0.1 million in Auditor and Controller to realign recovered support costs. A net increase of \$0.1 million in Finance Other (FO) is a result of increases in certain scheduled leases. These are offset by a net decrease of \$0.7 million in LUEG primarily due to a decrease of \$0.3 million in Agriculture, Weights & Measures for structural pest control services, \$0.3 million decrease in Parks and Recreation due to a decrease of revenue for Waterfront Park based on Center City Development

Corporation Trust Fund, \$0.2 million decrease in Department of Public Works from co-permittees for Total Maximum Daily Load, offset by an increase of \$0.1 million in Planning and Development Services related to San Diego Geographic Information Source reimbursement for an additional IT Analyst.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decreases by a net of \$3.0 million or 12.8%**, primarily in PSG Executive Office due to decrease in revenue received in Contribution for Trial Courts and in the Sheriff's Department due to decrease in Sheriff's Warrant Automation Trust Fund revenue related to the completion of the JURIS re-platform project.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by \$2.9 million or 8.4%**, primarily in LUEG for permit fee revenue related to the department's Cost Recovery Proposal and industry growth in the Department of Environmental Health; and in FGG for Public Education Governmental (PEG) Access Fee revenue due to the addition of one-time capital expenditures for CNC TV production equipment in the County Communications Office.

Miscellaneous Revenues

Miscellaneous Revenues **increases by a net of \$4.7 million or 17.6%**.

A net increase of \$4.0 million in HHSA is related to an increase of \$1.9 million in Child Welfare Services primarily to support the Child and Family Teams and Bringing Families Home programs; \$1.1 million increase in Aging & Independence Services to support cost increases for the SD-VISA program revenue and the Alzheimer's Disease Initiative; \$0.7 million increase in Behavioral Health Services primarily due to funding from Child Welfare Services for the I-CARE Commercially Sexually Exploited Children program; \$0.2 million increase in Housing and Community Development Services in revenue from program income due to increased prior year grant funding allocation; and \$0.1 million increase in Self Sufficiency Services for General Relief Overpayment revenue.

A net increase of \$0.5 million in PSG is related to increases of \$3.2 million in the Sheriff's Department primarily in the RCS Replacement Trust Fund for the annual lease purchase payment for the Next Generation RCS and due to increased sales of commissary goods to inmates, and an increase of \$0.1 million in the Public Safety Executive Office due to Next Generation RCS infra-

structure fees from fire districts; offset by a decrease of \$2.8 million in the San Diego County Fire Authority due to completion of one-time projects in Fiscal Year 2016-17.

A net increase of \$0.4 million in FGG is primarily in Human Resources due to increased cost reimbursement from the Employee Benefits Division and Workers' Compensation Internal Service Fund.

A net decrease of \$0.2 million in LUEG is related to decrease of \$0.1 million in the Department of Parks and Recreation due to a budgetary adjustment to correctly reflect revenue from Waterfront Trust Fund; and a \$0.1 decrease in Department of Environmental Health related to completion of Hazardous Materials Emergency Preparedness grant.

Revenue from Use of Money & Property

Revenue from Use of Money & Property **decreases by \$0.1 million or 1.8%**. The primary source of the decrease is in CSG in the Animal Services department due to projections based on the sale of equipment and assets.

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 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 (**\$619.4 million in Fiscal Year 2017-18 and \$622.7 million in Fiscal Year 2018-19**) 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 (VLF) 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.

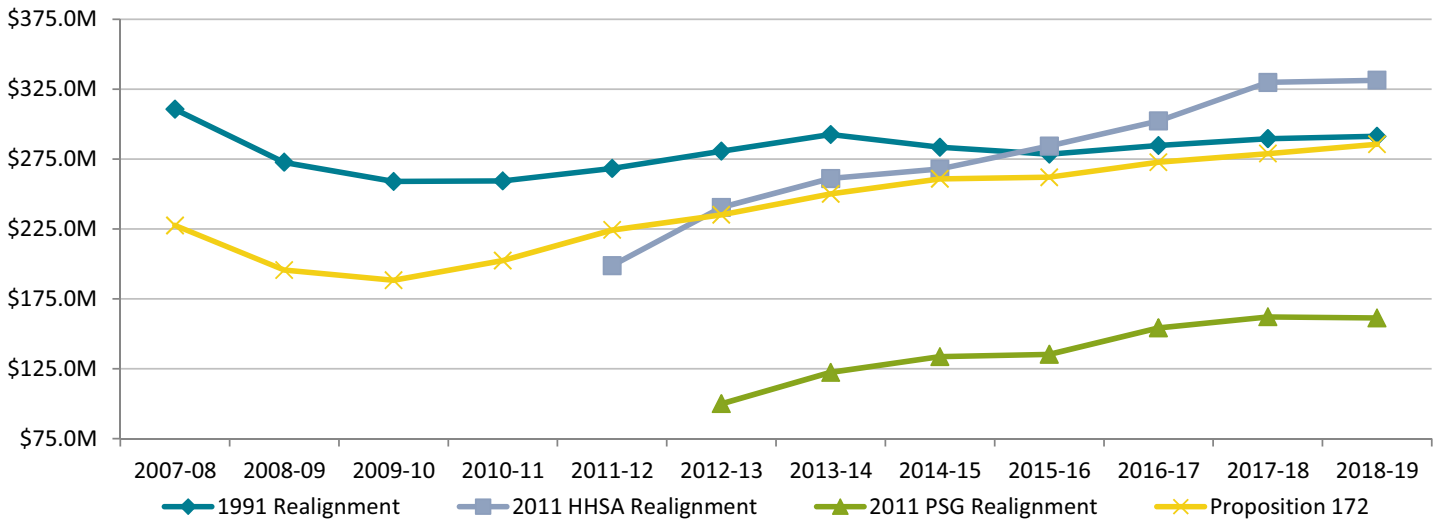


For Fiscal Year 2017-18, it is projected that 32.7% of the HHSAs' General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010–11, the last year prior to the implementation of 2011 Realignment. These revenues are projected to increase by 5.5% (\$32.5 million) compared to the Fiscal Year 2016-17 budget (\$586.9 million) to align with projected statewide sales tax and vehicle license fees. This assumes an underlying statewide sales tax growth rate of 2.5%

and vehicle license fees growth rate of 2.6% in Fiscal Year 2017-18 compared to anticipated Fiscal Year 2016-17 statewide receipts. A modest growth of 0.5% (\$3.3 million) is anticipated for Fiscal Year 2018-19.

The chart below shows the realized and projected revenues for 1991 and 2011 Health and Social Services Realignment, Proposition 172, and 2011 PSG Realignment.

Proposition 172, 1991 and 2011 Realignment Sales Tax Revenue Fiscal Year 2006-07 to Fiscal Year 2018-19



Note: Fiscal Year 2007–08 to 2015–16 figures represent actual revenues. Fiscal Year 2016–17 through Fiscal Year 2018–19 figures represent projected revenue as included in the Fiscal Years 2017–19 Recommended 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 (**\$163.5 million in Fiscal Year 2017-18 and \$162.5 million in Fiscal Year 2018-19**) 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 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), which includes supervision of offenders, costs associated with the custody of offenders (food, 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 in Fiscal Year 2017-18 by 6.0% (\$9.2 million) compared to Fiscal Year 2016-17.

This growth is based on formulaic assumptions provided by the State of California. A decrease of 0.6% (\$1.0 million) is anticipated for Fiscal Year 2018-19.

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 Revocation Hearings (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 (**\$278.9 million in Fiscal Year 2017-18 and \$285.6 million in Fiscal Year 2018-19**) support regional public safety services provided by three Public Safety Group departments: 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 tax-

able 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.

For Fiscal Year 2017-18, these revenues are 2.2% (\$6.1 million) above the Fiscal Year 2016-17 budgeted amount. This assumes an underlying statewide sales tax growth rate of 3% for Fiscal Year 2017-18. It is anticipated that these revenues will grow modestly in Fiscal Year 2018-19. The chart on the previous page shows the realized revenues for Proposition 172 for Fiscal Years 2006–07 through 2015–16 and projected levels for Fiscal Years 2016–17 through 2018-19.

Tobacco Settlement Revenues

Tobacco Settlement Revenues (**\$10.4 million in Fiscal Year 2017-18 and \$10.4 million in Fiscal Year 2018-19**) 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 \$10.4 million budgeted in Fiscal Year 2017-18 reflects \$4.4 million in non-securitized Tobacco Settlement funds and \$6.0 million in Securitized Tobacco funds. This is a \$3.6 million reduction in non-securitized Tobacco Settlement funds support to the General Fund in Fiscal Year 2017-18 as a result of repurposing revenue previously budgeted as a contingency for emergencies and setting aside to fund the Whole Person Wellness pilot project.

General Fund General Purpose Revenue

General Purpose Revenue (GPR) makes up 27.7% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section.

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

Use of Fund Balance, including Fund Balance Component Decreases, (**\$389.2 million in Fiscal Year 2017-18 and \$59.9 million in Fiscal Year 2018-19**), represents 8.9% of General Fund Financing Sources in Fiscal Year 2017-18. 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.

Fund Balance Component Decrease of \$56.4 million in Fiscal Year 2017-18 consists of \$35.6 million as part of the fund balance commitment strategy discussed in the Debt section of the Budget Process, \$19.8 million draw on fund balance committed for Pension Obligation Bonds to serve as an alternative funding source for a portion of existing POB costs that have been supported by GPR, and \$1.0 million to provide funding for the 2018 Gubernatorial Primary Election. More information on the Fund Balance Component Decrease can be found in the Reserves and Resources section.

The following list details the various General Fund Use of Fund Balance budgeted for Fiscal Year 2017–18:

- ◆ Labor costs due to negotiated one-time salary and benefit payments.
- ◆ One-time funding for various trainings, education and outreach.
- ◆ Innovative Housing Initiative.
- ◆ Assessments for farming needs, regional assessments of emerging pest and facility assessment team.
- ◆ Public Outreach projects (Alert SD, National Preparedness) and expand online services for Air Pollution Control District.
- ◆ Ready Meals for the Emergency Operations Center.
- ◆ One-time funding to support the Comprehensive Strategy for Juvenile Justice.
- ◆ Bridge Funding for Southwest Border Prosecution Initiative.
- ◆ Public Health Services Residential Leadership Academy.
- ◆ Various one-time Agricultural events and programs.
- ◆ Polymerase Chain Reaction (PCR) Implementation Testing.
- ◆ Road Resurfacing Project.
- ◆ Tree Replacement Program.





- ◆ Harmony Grove Village start up costs.
- ◆ One-time costs for recertification and to adopt policies to comply with State mandates and guidelines.
- ◆ Homeowner Relief and Green Building Permit fee waivers.
- ◆ Purchase of Agriculture Conservation Easements (PACE) program.
- ◆ Multiple Species Conservation Program land acquisition.
- ◆ One-time consultant, contracted services, recruitment, administration and support costs.
- ◆ Various one-time projects related to the Total Maximum Daily Load/Stormwater Permit.
- ◆ Grants provided to community organizations.
- ◆ Commitment of General Fund fund balance to support Pension Obligation Bonds.
- ◆ Temporary help in various departments.
- ◆ Management reserves.
- ◆ Various one-time information technology (IT) projects, including:
 - ❖ Records and data storage.
 - ❖ System acquisition, implementation, development, enhancements, conversion and upgrades.
 - ❖ IT Charges for Mainframe in various departments.
 - ❖ IT Outsourcing Transition consulting costs.
 - ❖ Enterprise Information Technology contracts and system upgrades.
- ◆ Various one-time facilities, maintenance and upgrades which include:
 - ❖ ADA Accessibility Improvements.
 - ❖ Emergency Operations Center break fixes.
 - ❖ County Security Initiative projects/Alert & Warning System.
 - ❖ Office remodeling and building painting.
 - ❖ Purchase of five Plug-In Hybrid Electric Vehicles.
- ◆ One-time maintenance projects.
- ◆ Various equipment purchase/replacement including:
 - ❖ Regional Communications System Radios.
 - ❖ Body worn camera project.
 - ❖ Acquisition of furniture, fixtures and equipment.
 - ❖ Safety equipment and replacement.
 - ❖ Acquisition of satellite phones, handheld 800 MHz radios and mass decontamination trailer radios and base station.
 - ❖ Vehicles and vehicle parts acquisition.
 - ❖ One-time equipment purchases including Liquid Chromatography Mass Spectrum equipment, Public Health Services Lab equipment, asphalt pavement testing equipment, automatic soils compaction equipment, new mail processing equipment and tire machines.
- ◆ Rebudgets:
 - ❖ Vehicle acquisition.
 - ❖ Various information technology initiatives.
 - ❖ Consultant services.
 - ❖ Fire victim and Firestorm 2007 rebuilding permit fee waivers.
 - ❖ Community Plan, various General Plan, Resource Protection Ordinance, Zoning Ordinance, Transportation Impact Fee updates, and program development to comply with State mandate.
 - ❖ Code enforcement abatements.
 - ❖ One time maintenance projects.
 - ❖ Sheriff's Youth Advisory Group.
 - ❖ Tarquinio Trust for the benefit, morale and welfare of the Fallbrook Senior Volunteers.
 - ❖ Overtime costs for law enforcement operations related to the Board of State and Community Corrections Police grant funds.



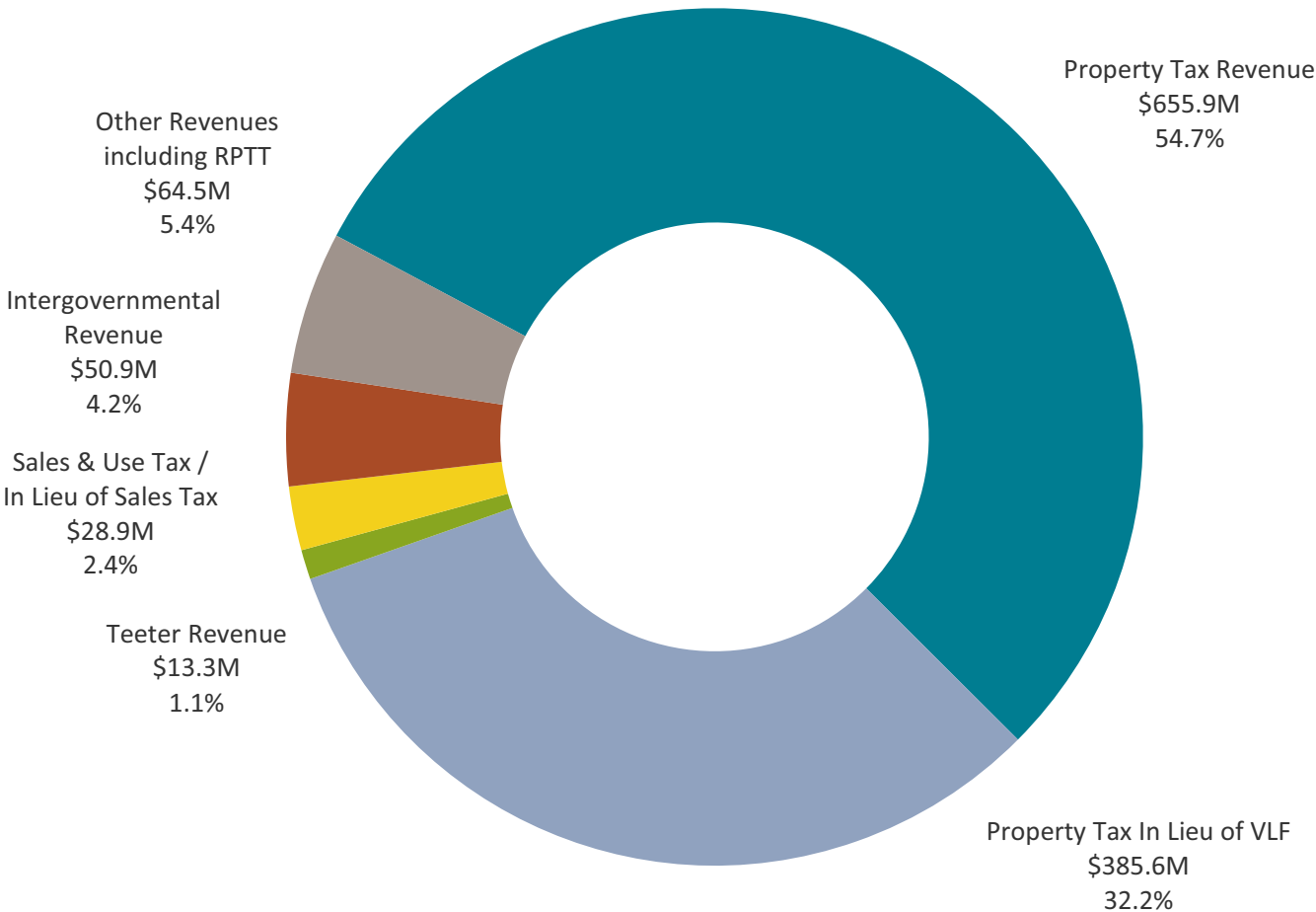


General Purpose Revenue

General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 27.5% 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 2017-18: \$1,199.2 million

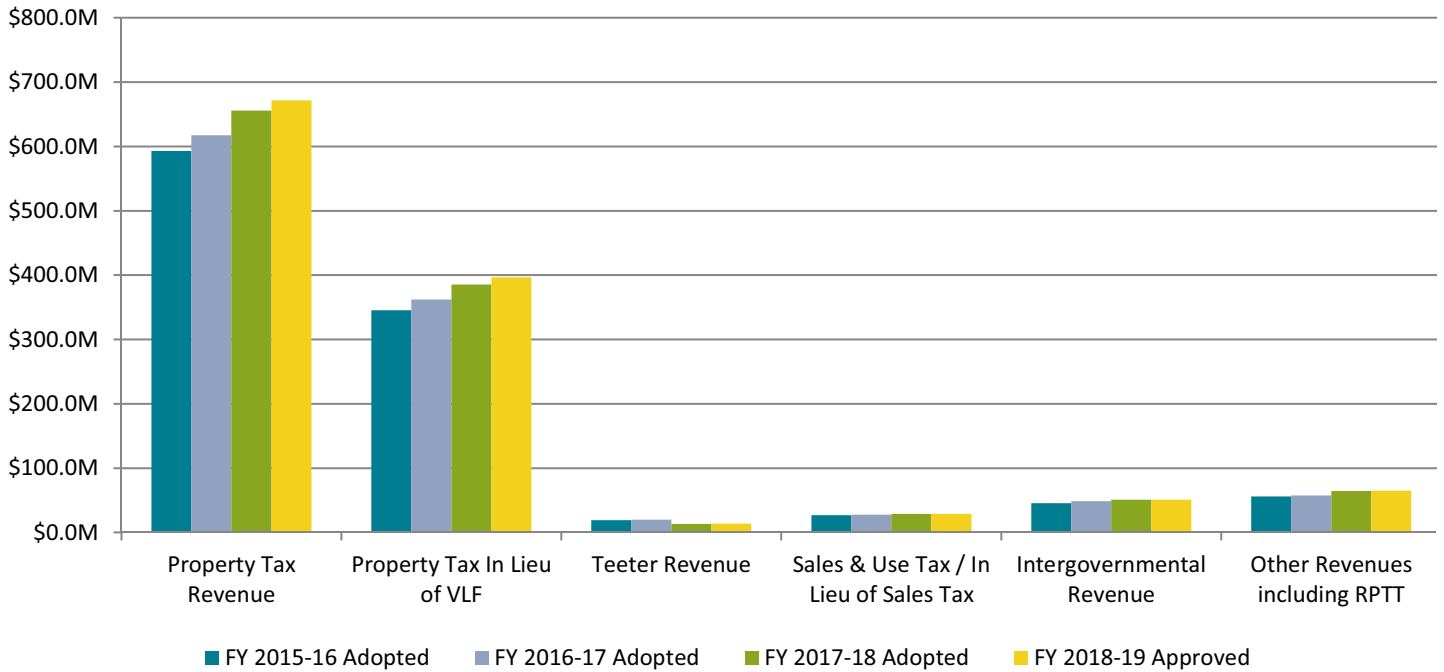


For Fiscal Year 2017–18, the \$1,199.2 million budgeted for GPR is an increase of \$65.4 million or 5.8% from the Fiscal Year 2016–17 budgeted amount of \$1,133.7 million. These resources are projected to increase to \$1,227.3 million in Fiscal Year 2018–19. The

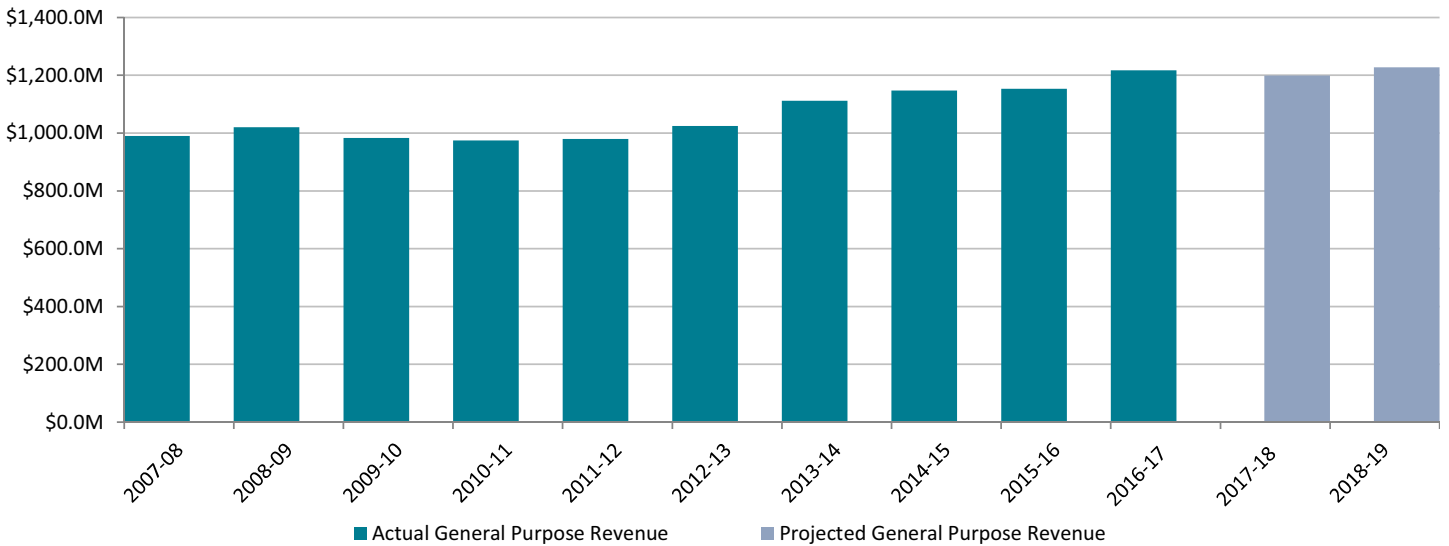
charts on the following page present GPR by source and a historical view of GPR. The accompanying table includes a summary by account of historical and projected GPR.



General Purpose Revenue by Source Fiscal Years 2015-16 through 2018-19



General Purpose Revenue History Fiscal Year 2007-08 to Fiscal Year 2018-19



Notes: General Purpose Revenue (GPR) for Fiscal Years 2007-08 through 2016-17 represents actual revenue. For Fiscal Years 2017-18 and 2018-19, the projections are included in the Fiscal Years 2017-19 Adopted Operational Plan.





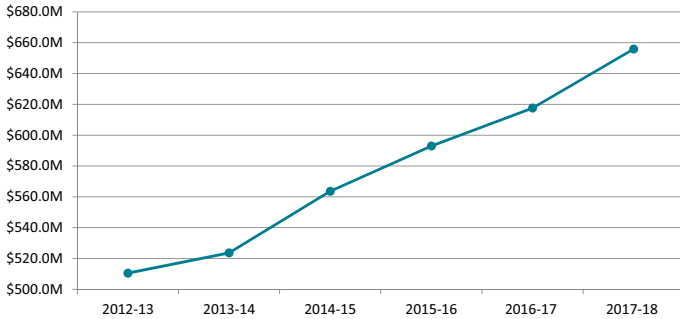
General Purpose Revenue						
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget	
Property Taxes Current Secured	\$ 572,474,367	\$ 594,913,295	\$ 633,193,719	6.4	\$ 649,037,751	
Property Taxes Current Supplemental	2,595,796	4,652,939	4,699,460	1.0	4,793,840	
Property Taxes Current Unsecured	17,819,370	17,953,910	17,945,766	0.0	17,876,687	
Property Taxes Current Unsecured Supplemental	52,284	53,068	53,864	1.5	54,672	
Total Property Tax Revenue	\$ 592,941,817	\$ 617,573,212	\$ 655,892,809	6.2	\$ 671,762,950	
Total Property Tax In Lieu of VLF	\$ 345,657,552	\$ 362,195,423	\$ 385,570,058	6.5	\$ 396,804,243	
Teeter Tax Reserve Excess	\$ 13,100,000	\$ 13,100,000	\$ 9,634,131	(26.5)	\$ 10,123,621	
Teeter Property Tax All Prior Years	6,003,200	7,028,400	3,684,815	(47.6)	3,624,085	
Total Teeter Revenue	\$ 19,103,200	\$ 20,128,400	\$ 13,318,946	(33.8)	\$ 13,747,706	
Sales & Use Taxes	\$ 23,520,925	\$ 27,595,633	\$ 28,944,685	4.9	\$ 28,944,685	
In Lieu Local Sales & Use Tax	3,300,462	—	—	0.0	—	
Total Sales & Use Tax/In Lieu of Sales Tax	\$ 26,821,387	\$ 27,595,633	\$ 28,944,685	4.9	\$ 28,944,685	
State Aid Homeowner’s Property Tax Relief (HOPTR)	\$ 4,714,725	\$ 4,714,725	\$ 4,714,725	0.0	\$ 4,714,725	
Federal In-Lieu Taxes	922,549	922,549	922,549	0.0	922,549	
Local Detention Facility Revenue/State Aid Booking Fees	2,460,342	2,460,342	2,460,342	0.0	2,460,342	
Aid From City of San Diego	2,762,211	2,500,000	2,500,000	0.0	2,500,000	
Aid from Redevelopment Agencies/Aid from Redevelopment Successor Agencies	34,690,335	38,238,216	40,316,499	5.4	40,316,499	
Total Intergovernmental Revenue	\$ 45,550,162	\$ 48,835,832	\$ 50,914,115	4.3	\$ 50,914,115	
Property Taxes Prior Secured	\$ 400,000	\$ 400,000	\$ 400,000	0.0	\$ 400,000	
Property Taxes Prior Secured Supplemental	5,742,562	5,800,142	5,858,218	1.0	5,916,790	
Property Taxes Prior Unsecured	150,000	150,000	150,000	0.0	150,000	
Property Taxes Prior Unsecured Supplemental	400,000	400,000	400,000	0.0	400,000	
Other Tax Aircraft Unsecured	2,675,362	2,715,492	2,756,225	1.5	2,797,568	
Transient Occupancy Tax	3,300,000	3,801,728	4,435,038	16.7	4,435,038	
Real Property Transfer Taxes (RPTT)	20,477,745	20,682,528	20,889,353	1.0	21,098,246	
Franchises, Licenses, Permits	5,469,355	5,469,355	5,469,355	0.0	5,469,355	
Fees, Fines & Forfeitures	1,625,161	1,636,130	1,554,325	(5.0)	1,476,607	
Penalties & Cost Delinquency Taxes	11,179,440	11,634,533	15,920,048	36.8	16,301,545	
Interest On Deposits & Investments	3,721,995	3,721,995	4,200,000	12.8	4,200,000	
Interfund Charges/Miscellaneous Revenues	1,003,850	1,000,000	2,500,000	150.0	2,500,000	
Total Other Revenues including RPTT	\$ 56,145,470	\$ 57,411,903	\$ 64,532,562	12.4	\$ 65,145,149	
Total General Purpose Revenue	\$ 1,086,219,588	\$ 1,133,740,403	\$ 1,199,173,175	5.8	\$ 1,227,318,848	



Property Tax Revenue

Property Tax Revenue, (**\$655.9 million in Fiscal Year 2017–18 and \$671.8 million in Fiscal Year 2018–19**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 54.7% of total General Purpose Revenue in Fiscal Year 2017–18 and 54.7% in Fiscal Year 2018–19.

General Purpose Revenue: Property Tax Revenue History

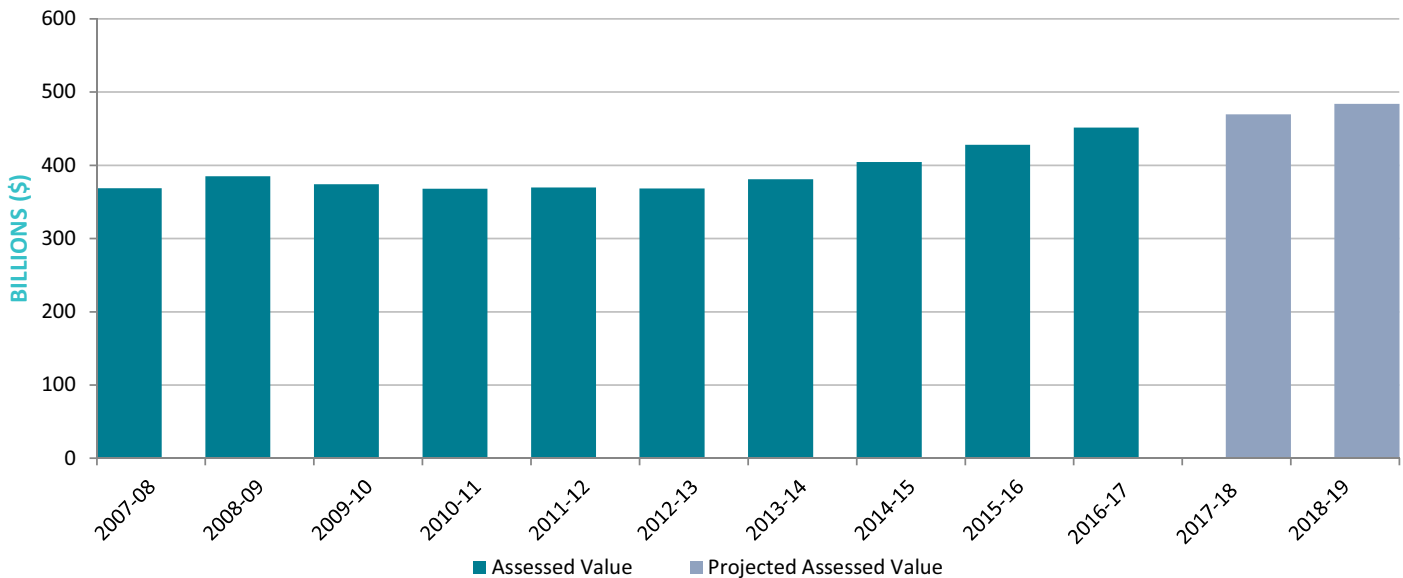


The term “current” refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2017–18, property tax revenue is budgeted to be \$38.3 million

or 6.2% higher than the budget for Fiscal Year 2016–17. Property tax revenue is projected to increase 2.4% or \$15.9 million for Fiscal Year 2018–19. 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 2014, improvement in the residential market and positive change in both ownership and new construction activity resulted in an increase of 6.2% in the assessed value of real property. For 2015 and 2016, the final growth rate was 5.7% and 5.6% respectively. For Fiscal Year 2017–18, an assumed rate of 4.0% is projected in overall assessed value of real property.

Locally Assessed Secured Property Values Fiscal Year 2007-08 to Fiscal Year 2018-19



Note: The projected locally assessed secured values assume a 4.0% growth rate for Fiscal Year 2017–18 and 3.0% rate for Fiscal Year 2018–19.
Source: San Diego County Auditor and Controller



Current Secured Property Tax Revenue

Current Secured property tax revenue (**\$633.2 million in Fiscal Year 2017–18 and \$649.0 million in Fiscal Year 2018–19**) is expected to increase by \$38.3 million in Fiscal Year 2017–18 from the adopted level for Fiscal Year 2016–17.

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 2017–18 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 2016–17 of 5.6%. The Fiscal Year 2016–17 current secured revenue assumed a 3.0% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2015–16; however, the actual current local secured assessed value increased by 5.6% (gross less regular exemptions). For Fiscal Year 2018–19, local secured assessed value is assumed to grow by 3.0%. The budget 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 2017–18, refunds and corrections combined are projected at \$7.3 million compared to the Fiscal Year 2010–11 high level of \$19.4 million.

Current Supplemental Property Tax Revenue

Current Supplemental property tax revenue (**\$4.7 million in Fiscal Year 2017–18 and \$4.8 million in Fiscal Year 2018–19**) is expected to be flat in Fiscal Year 2017-18 from the adopted level for Fiscal Year 2016-17. This revenue is derived from net increases to the secured tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are therefore more difficult to predict. These actions are captured on the supplemental tax roll. During the recession, the slowdown in new construction and the decline in real estate prices 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.

Current Unsecured Property Tax Revenue

Current Unsecured property tax revenue (**\$17.9 million in Fiscal Year 2017–18 and \$17.9 million in Fiscal Year 2018–19**) is not based on a lien on real property. The unsecured tax roll is that part of the assessment roll consisting largely of business per-

sonal property owned by tenants. Based on trends and most up-to-date information, there is no significant change in projection for the next two fiscal years.

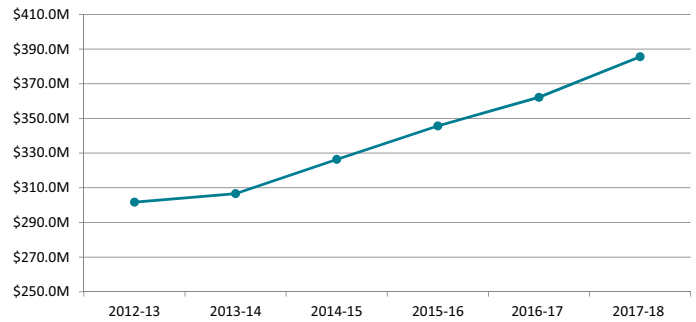
Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**\$0.1 million in Fiscal Year 2017–18 and \$0.1 million in Fiscal Year 2018–19**) 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 32.2% (**\$385.6 million**) of the General Purpose Revenue amount in Fiscal Year 2017–18 and 32.3% of the projected amount (**\$396.8 million**) in Fiscal Year 2018–19.

General Purpose Revenue:
Property Tax in Lieu of VLF History



Beginning in Fiscal Year 2004–05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value. With a projected 4.0% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2017–18, revenues are anticipated to be \$23.4 million higher than budgeted for Fiscal Year 2016–17. The increase is partially associated with the change in actual assessed value in Fiscal Year 2016–17 which increased by 5.6% compared to a budgeted increase of 3.0%. The Fiscal Year 2018–19 revenue is estimated using a 3.0% assessed value growth.



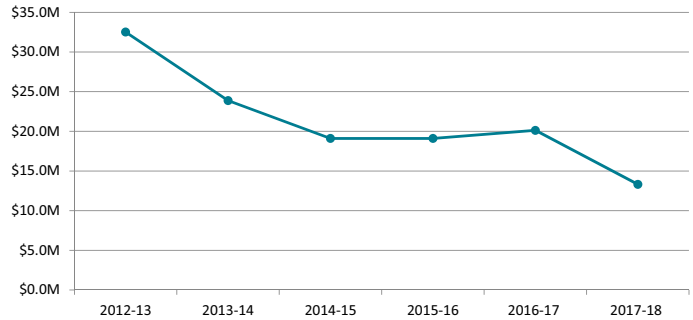
Teeter Revenue

Teeter Revenue (**\$13.3 million in Fiscal Year 2017–18 and \$13.7 million in Fiscal Year 2018–19**) represents approximately 1.1% of General Purpose Revenue in Fiscal Year 2017–18 and 1.1% of the projected amount in Fiscal Year 2018–19. Teeter Revenue is expected to decrease by \$6.8 million in Fiscal Year 2017–18 from the adopted level for Fiscal Year 2016–17.

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 General Purpose Revenue table 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**

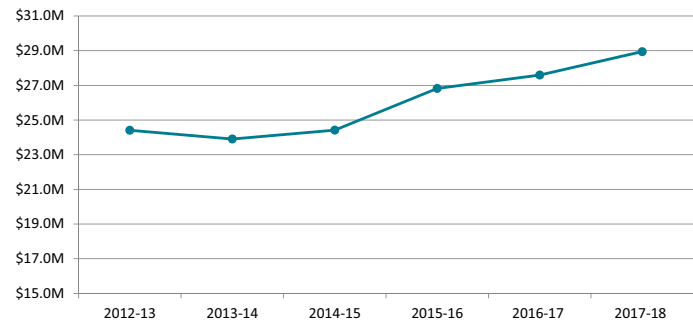


Sales and Use Tax Revenue

Sales & Use Tax Revenue (**\$28.9 million in Fiscal Year 2017–18 and \$28.9 million in Fiscal Year 2018–19**) represents approximately 2.4% of General Purpose Revenue in Fiscal Year 2017–18 and 2.4% in Fiscal Year 2018–19. 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.

Fiscal Year 2016–17 Sales & Use Tax revenue is projected to be flat compared to budget. Sales & Use Tax Revenue in Fiscal Year 2017–18 is estimated to be \$1.3 million or 4.9% higher than the Fiscal Year 2016-17 Adopted Operational Plan and is estimated to be flat in Fiscal Year 2018–19. The projected increase in the Fiscal Year 2017-18 Sales & Use Tax Revenue budget is mainly due to the rise in gas prices.

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

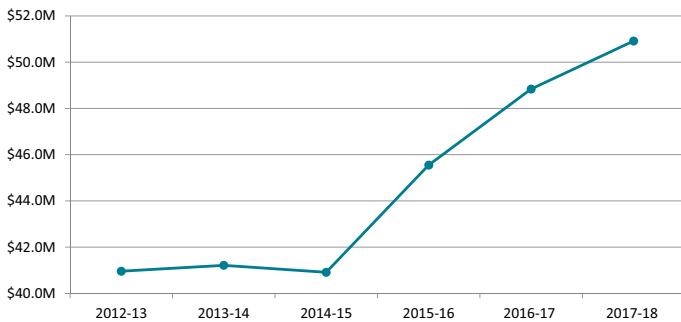


Intergovernmental Revenue

Intergovernmental Revenue (**\$50.9 million in Fiscal Year 2017–18 and \$50.9 million in Fiscal Year 2018–19**) comprises 4.2% of the General Purpose Revenue amount in Fiscal Year 2017–18 and 4.1% of the projected amount in Fiscal Year 2018–19. For Fiscal Year 2017–18, the amount budgeted is \$2.1 million or 4.3% higher than the Fiscal Year 2016–17 Adopted Operational Plan.

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

General Purpose Revenue:
Intergovernmental Revenue History



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 generated by “pass-through” agreements in place prior to redevelopment dissolution.

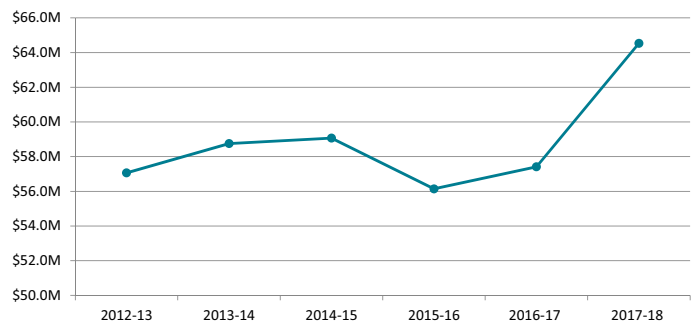
Redevelopment agencies were dissolved by the California Legislature in ABx1 26 on June 28, 2011. The California Supreme Court upheld the constitutionality of the dissolution on December 29, 2011 and extended the date of dissolution to February 1, 2012. Based on Section 34183 of the Health and Safety 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, or 33676. These “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 “residual fund” tax distribution, but this has not been included in the General Fund’s Fiscal Year 2017–19 Adopted Operational Plan.

Other Revenues

Other Revenues for **Fiscal Year 2017–18 total \$64.5 million and increase to \$65.1 million in Fiscal Year 2018–19**, and are approximately 5.4% of the total General Purpose Revenue amount in Fiscal Year 2017–18 and 5.3% in Fiscal Year 2018–19. The Fiscal Year 2017–18 amount represents a 12.4% or \$7.1 million increase from the Fiscal Year 2016–17 Adopted Operational Plan.

General Purpose Revenue:
Other Revenues History



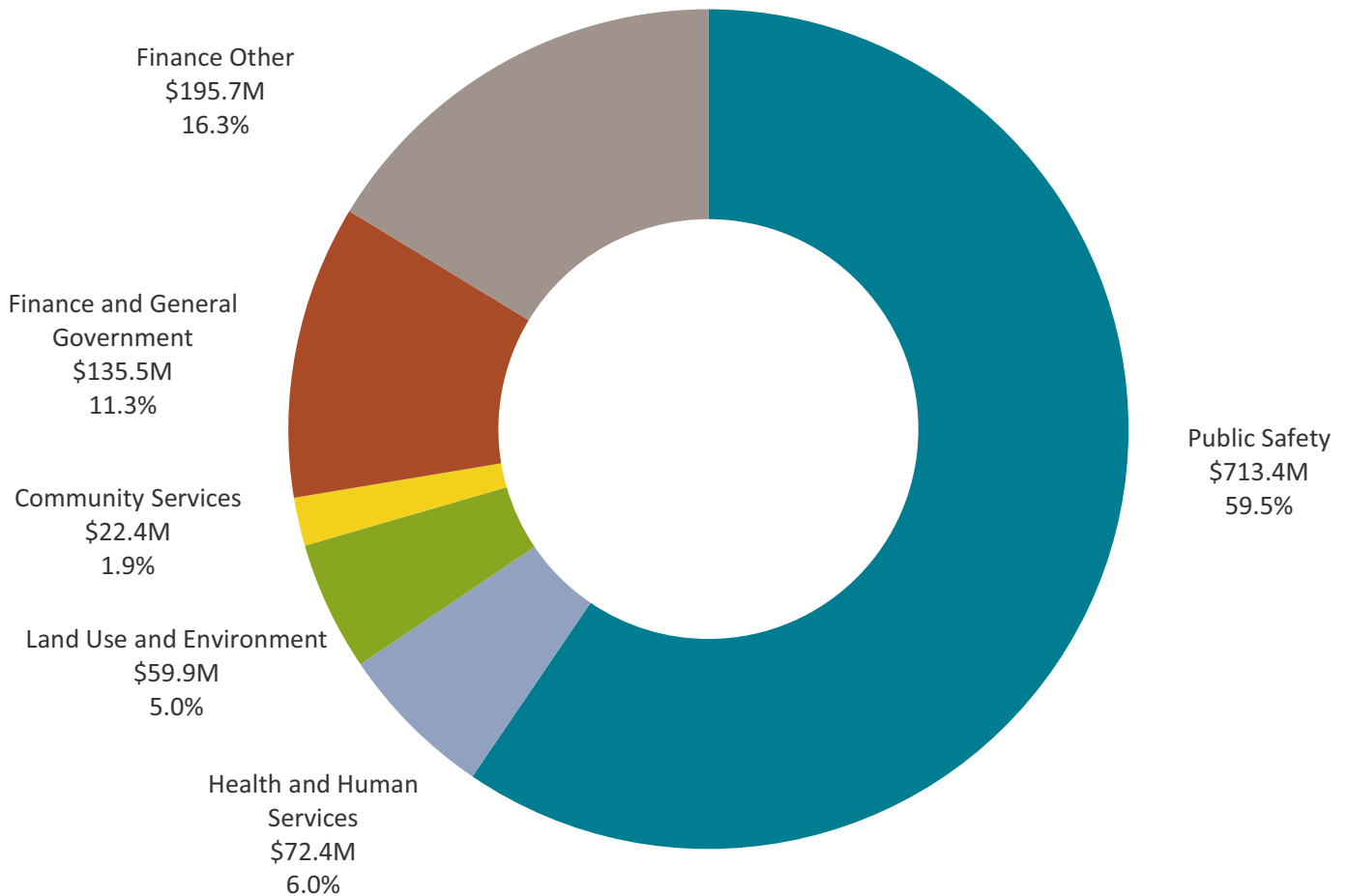
Various revenue sources make up this category including Real Property Transfer Tax (RPTT), interest on deposits, fees, fines, forfeitures, prior year property taxes, penalties and cost on delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues. One large component of this revenue category for Fiscal Year 2017–18 is RPTT, a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2017–18 is budgeted at \$20.9 million, a 1.0% (\$0.2 million) slight increase from the Fiscal Year 2016–17 Adopted Operational Plan, reflecting a continued improvement in receipts in Fiscal Year 2016–17 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 2018–19. 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, \$15.9 million, is Penalties and Cost on Delinquency Taxes. These revenues are received from penalties assessed on late payment of current year taxes (those taxes paid late, but before the end of the fiscal year). These revenues are projected to increase in Fiscal Years 2017–18 (\$4.3 million or 36.8%) and 2018–19 (\$0.4 million or 2.3%).



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 2017–18 budget for the Public Safety Group represents 32.3% of total County expenditures, the allocation of GPR for services in that Group equals 59.5% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 33.6% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 6.0% of total GPR.

General Purpose Revenue Allocations by Group/Agency Fiscal Year 2017-18: \$1,199.2 million



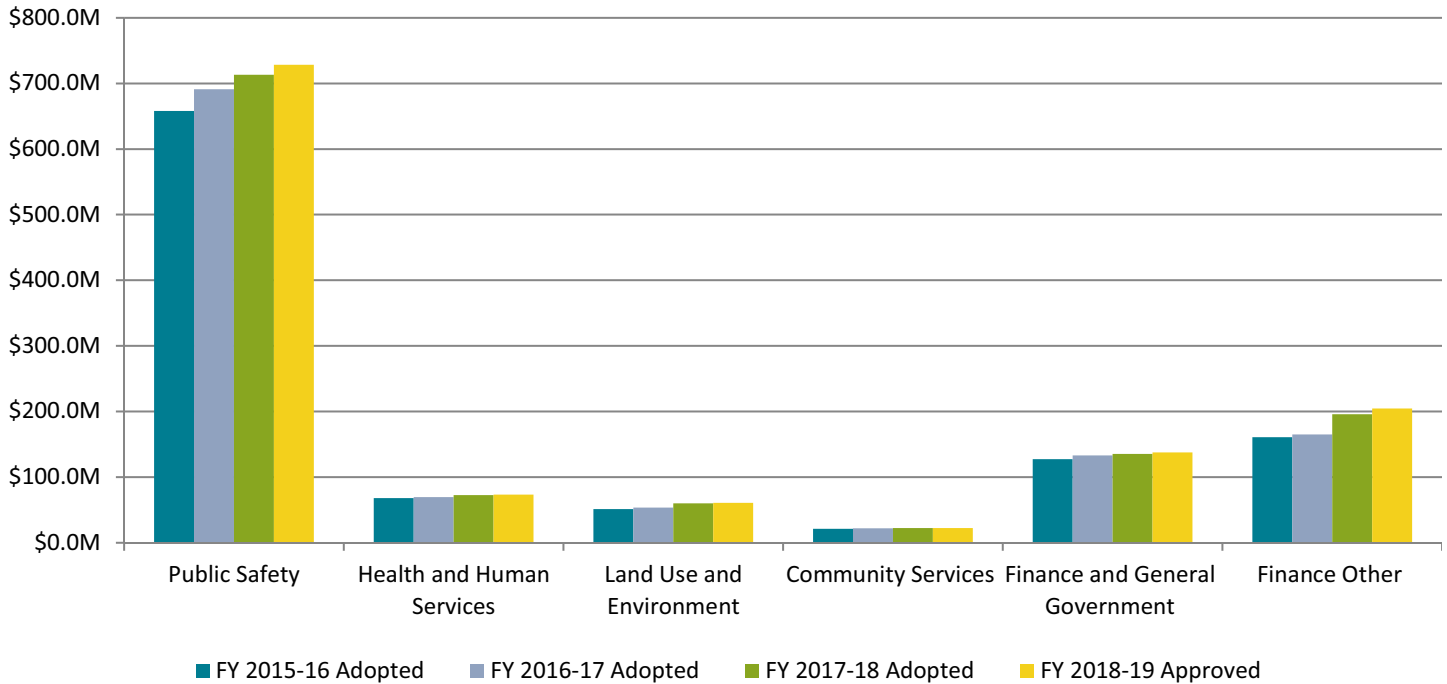
The allocation of GPR for Fiscal Years 2017–18 and 2018–19 reflects a multi-year strategy to manage County resources within the slowly growing economic environment. The primary goals of this strategy are to preserve core services to the public, maintain the commitment to the County's capital program, and address increases in contributions to the retirement fund.

GPR is budgeted at \$1,199.2 million in Fiscal Year 2017–18, an increase from Fiscal Year 2016–17 budget of \$1,133.7 million. While in Fiscal Year 2017–18 employer contributions to the

retirement fund are budgeted to increase by 13.0%, the annual rate of increase beyond Fiscal Year 2017–18 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 assumptions, contributions could increase beyond current projections as early as Fiscal Year 2018–19.



General Purpose Revenue by Group/Agency Fiscal Years 2015-16 through 2018-19



General Purpose Revenue Allocations by Group/Agency (in millions)						
	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	% Change	Fiscal Year 2018–19 Approved Budget	
Public Safety	\$ 657.9	\$ 691.2	\$ 713.4	3.2	\$ 728.6	
Health and Human Services	67.9	69.4	72.4	4.4	73.2	
Land Use and Environment	51.4	53.6	59.9	11.8	60.7	
Community Services	21.0	21.7	22.4	2.8	22.5	
Finance and General Government	127.2	133.1	135.5	1.8	137.6	
Finance Other	160.8	164.8	195.7	18.7	204.7	
Total	\$ 1,086.2	\$ 1,133.7	\$ 1,199.2	5.8	\$ 1,227.3	

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

- ◆ Fiscal Year 2017–18 Adopted Operational Plan allocates \$34.6 million of GPR growth to the County's five business groups to fund growth in salary and benefit costs including retirement and negotiated labor agreements (\$26.6 million) as well as allocation for programs (\$8.0 million). The remaining GPR growth will be appropriated to a countywide stabilization fund to mitigate anticipated future volatility in employer contributions for retirement costs and to support future salary and benefit growth.

- ◆ Fiscal Year 2018–19 Approved Operational Plan allocates \$19.1 million of GPR to the County's five business groups to fund increases in negotiated labor agreements and to support future salary and benefit growth.

Further detail on GPR allocations is provided in the Group and Department sections. The previous charts and table show the amount of GPR allocated to support each Group/Agency 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 fees and taxes. There are three basic categories of funding sources for County programs and services: Program Revenue, General Purpose Revenue and Fund Balance. Descriptions of major revenues policies are included in the section immediately following the definition of these revenue categories.
- ◆ 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.
- ◆ 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*.
- ◆ 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 Deputy Chief Administrative Officer/ Auditor and Controller.
- ◆ Appropriation transfers of any amount between objects within a budget unit may be processed by the Auditor and Controller except when the transfer would have actual or potential programmatic impacts or is to or from Capital Projects, Road Projects or Operating Transfers between departmental budget units. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval from the Board of Supervisors pursuant to County of San Diego Administrative Manual 0030–10, *Transfers of Appropriations between Objects within a Budget Unit*.
- ◆ As a general practice, the County does not backfill programmatic funding eliminated by the State of California.
- ◆ Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to the Charter of the County of San Diego §703.10 and §916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods set forth in Board of Supervisors Policy A-81, *Procurement of Contract Services*.





- ◆ The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated procurement. Definitions and guidelines for exemptions and exceptions are outlined in Board of Supervisors Policy A-87, *Competitive Procurement*.
- ◆ The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines included in Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*.
- ◆ All appropriations available for the Neighborhood Reinvestment Program will be included annually in the County's Operational Plan. Resources available may vary and may range up to \$10.0 million, distributed evenly among the five Board of Supervisors districts, subject to the budget priorities of the Board of Supervisors as detailed in Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*.

Reserves

- ◆ The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events or economic uncertainties that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- ◆ Pursuant to San Diego County Code of Administrative Ordinances Article VII, Section 113 *Relating to the Maintenance and Restoration of Fund Balances and Reserves in the General Fund*, 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
 - ◆ Management Reserves
 - ◆ Other Commitments and Assignments of Fund Balance
- ◆ 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 established levels, the Chief Administrative Officer shall present a plan to the Board of Supervisors for restoration of those targeted levels within two years.

- ◆ In addition, the Board of Supervisors 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.

Long-Term Financial and Debt Management

- ◆ The County adopted Board of Supervisors Policy B-65, *Long-Term Financial Management Policy*, to ensure sound financial management. The Policy sets forth practices to be adhered to in managing the County's long-term financial outlook including:
 - ◆ General financial management practices such as long-term financial/capital planning, quarterly budget status reports to the Board of Supervisors, investor relations, disclosure practices, and cash flow reporting and maintaining reserves.
 - ◆ The policy requires that the County reinvest general purpose revenue savings generated by maturing debt obligations and/or refinancings to accelerate payment of outstanding debt obligations (including pension unfunded actuarial accrued liability and/or economic defeasance of outstanding debt obligations) and/or to avoid issuance of new debt.
 - ◆ The policy governs the County's entry into financial obligations that exceed one fiscal year and sets policy on how long-term obligations should be used as well as how these obligations should be structured.
- ◆ The County may issue Tax and Revenue Anticipation Notes (TRANS) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.

For additional details on the County's debt management policy, refer to the Debt Management Policies and Obligations section.

Investments

- ◆ The San Diego County Treasurer-Tax Collector is responsible for the collection, banking, investment, disbursement and accountability of public funds, excluding pension funds. Accordingly, the County Treasurer shall annually prepare an Investment Policy that will be reviewed and monitored by the County Treasury Oversight Committee, established by the Board of Supervisors pursuant to California Government Code §§27130–27137.



- ◆ The monies entrusted to the County Treasurer (the Fund) will comprise an actively managed portfolio. This means that the Treasurer and his staff will observe, review and react to changing conditions that affect the Fund.
- ◆ The *San Diego County Treasurer's Pooled Money Fund Investment Policy* shall be annually reviewed and approved at a public hearing by the Board of Supervisors. When investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds:
 - ◆ The primary objective shall be to safeguard the principal of the funds under the County Treasurer's control.
 - ◆ The secondary objective shall be to meet the liquidity needs of the participants.
 - ◆ The third objective shall be to achieve an investment return on the funds under control of the Treasurer within the parameters of prudent risk management.
- ◆ More information about the Fund and the policy is available at www.sdtreastax.com/treasury.html
- ◆ The Treasurer shall prepare a monthly investment report to be posted on the Treasurer-Tax Collector's website at 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 pro-

cedures 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.





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 2017-18 capital projects budget for the County is \$144.9 million. This excludes the \$9.2 million appropriated in Fiscal Year 2017-18 and 2018-19 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 table shows the dollar amount and number of projects with new appropriations by Capital Program fund. 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 2017–18)	Dollar Amount	Number of Projects
Capital Outlay Fund	\$ 27,447,083	16
Justice Facility Construction Fund	96,500,000	6
County Health Complex Fund	10,000,000	2
Library Construction Fund	3,500,000	1
Multiple Species Conservation Program Fund	7,500,000	1
Total	\$ 144,947,083	26

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





General Fund 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 targeted 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.

General Fund Reserves and Resources (in millions)		
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget
General Fund Minimum Fund Balance for Economic Uncertainty	\$ 113.4	\$ 119.9
Group/Agency Management Reserves	30.4	29.5
General Fund Contingency Reserve: Operations	22.7	24.0
Committed Fund Balance: Unforeseen Catastrophic Events	56.7	60.0
Total	\$ 223.2	\$ 233.3

General Fund Fund Balance and Reserves

The County provides a wide variety of services that are funded by a number of revenue sources. Expenditures for these services are subject to fluctuations in demand; revenues are influenced by changes in the economy and budgetary decisions made by the State of California and the federal government. In accordance with the Code of Administrative Ordinance Sec. 113.1, *Fund Balances 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

Pursuant to the Code of Administrative Ordinance Sec. 113.1, *Fund Balances and Reserves*, sets a target amount that equates to 10% of General Purpose Revenue. The \$119.9 million set aside of General Fund unassigned fund balance for Fiscal Year 2017-18 equates to 10% of General Purpose Revenue and is in compliance with the code.

General Fund Contingency Reserve

Appropriated for unanticipated needs or to offset revenue shortfalls during the fiscal year. The Code of Administrative Ordinance Sec. 113.1, *Fund Balances and Reserves*, sets a target amount that equates to 2% of budgeted General Purpose Revenue. The \$24.0 million budgeted for Fiscal Year 2017-18 equates to 2% of General Purpose Revenue and is in compliance with the code.

Committed: Unforeseen Catastrophic Events

Established 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. The Code of Administrative Ordinance Sec. 113.1, *Fund Balances 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 \$60.0 million in Fiscal Year 2017-18 equates to 5.0% of Fiscal Year 2017-18 budgeted General Purpose Revenue and is in compliance with the code.

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.



Restoration of Fund Balances and Reserves

In accordance with the Code of Administrative Ordinance Sec. 113.2, *Restoration of Fund Balances and Reserves*, in the event that the fund balance Commitment for Unforeseen Catastrophic Events, the Contingency Reserve, or the General Fund Minimum unassigned fund balance falls below the established levels, the Chief Administrative Officer shall present a plan to the Board for restoration of those targeted levels. The plan shall restore balances to targeted levels within two fiscal years.

Fund Balance Component Increases

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, to support one-time costs, or to make scheduled payments over a limited period of time. The

figures in the tables below do not reflect all General Fund balance component increases, but rather those with specific action being recommended in the budget. Totals for these items may vary from those in the CAFR since the CAFR reflects final audited fiscal year end balances.

Fund Balance Component Increases

Committed: Pension Obligation Bonds

Established in Fiscal Year 2016–17 to set aside funds to support existing Pension Obligation Bonds (POB). This fund balance commitment will serve as an alternative funding source for existing POB costs currently supported by General Purpose Revenue.

The first draw on this committed fund balance is included in Fiscal Year 2017–18, and indicated below. Draws will continue until final maturity of the POBs, in Fiscal Year 2026–27.

Fund Balance Component Increases (in millions)		
	Fiscal Year 2017–18 Adopted Budget	Source
Committed: Pension Obligation Bonds	\$ 62.7	Unassigned
Committed: Pension Obligation Bonds	35.6	Assigned
Total	\$ 98.2	



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 Management Policy*, on August 11, 1998. The policy was updated in 2015 expanding the scope to provide guidelines on general long-term financial management in addition to management of long-term obligations. See the "Summary of Financial Policies" section for more details on this policy. 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 Deputy Chief Administrative Officer/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 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.
- ◆ See the “Summary of Financial Policies” section of this document for additional detail on general long-term financial management practices outlined in this policy.

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 February 2017 in accordance with Board Policy B-65, Long-Term Financial Management Policy.

In Spring of 2017, Fitch and Standard and Poor’s affirmed the County of San Diego’s ratings including its issuer rating of ‘AAA’ due to the county’s strong operating performance, supported by solid expenditure and revenue frameworks, as well as moderate long-term liabilities.

On October 11, 2016 Moody’s Investors Service upgraded San Diego County’s ratings for the outstanding lease-backed obligations to ‘Aa1’ from ‘Aa2’ as disclosed in the chart below.

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	Aa1	AA+	AA+
Pension Obligation Bonds	Aa2	AA+	AA+





Authority to Finance and Bond Ratios

The Authority to Finance table 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 2013–14	Fiscal Year 2014–15	Fiscal Year 2015–16	Fiscal Year 2016–17	Fiscal Year 2017–18
Net Bonded Debt (in millions) ¹	\$ 1,144.3	\$ 1,086.1	\$ 1,016.9	\$ 939.0	\$ 878.0
Net Bonded Debt per Capita ²	\$ 358	\$ 344	\$ 312	\$ 286	\$ 267
Ratio of Net Bonded Debt to Assessed Value ³	0.28%	0.25%	0.22%	0.20%	0.18%

¹Net 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.

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

³Assessed 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.

Bond and Debt Service Ratios

The Bond Ratios table 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 Components of General Fund Debt Service Ratio table is composed of payments on the County’s General Fund long-term financial obligations, which

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

Components of General Fund Debt Service Ratio (in millions)						
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	
General Fund Revenue ¹	\$ 3,694.1	\$ 3,899.3	\$ 3,812.6	\$ 3,970.6	\$ 3,991.4	
Total Debt Service ²	\$ 118.5	\$ 116.9	\$ 112.6	\$ 112.6	\$ 111.8	
Ratio of Total Debt Service to General Fund Revenue	3.21%	3.00%	2.95%	2.84%	2.80%	
General Fund Share of Debt Service Cost ³	\$ 90.5	\$ 90.3	\$ 86.0	\$ 86.2	\$ 86.3	
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.45%	2.31%	2.26%	2.17%	2.16%	

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

²Total Debt Service reflects amounts that are secured by the General Fund.

³Although 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)		
	Projected as of June 30, 2017	Projected as of June 30, 2018
Certificates of Participation	\$ 188.5	\$ 174.0
Lease Revenue Bonds	102.6	99.2
Pension Obligation Bonds	605.5	558.5
Redevelopment Successor Agency Bonds	11.5	11.0
Total	\$ 908.1	\$ 842.7

Long-Term Obligations

The County's outstanding General Fund secured long-term principal bonded debt as of June 30, 2017, and projected as of June 30, 2018, 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, formed by the Board of Supervisors to advise and assist with capital financings, or a joint powers authority, such as the San Diego Regional Building Authority, which is a joint powers authority between the County and the San Diego Metropolitan Transit System. 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 of a given lease premise used in a financing is cleared of this lease obligation.

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 & 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, 2017, the County is anticipated to have \$605.5 million of taxable POBs outstanding.

To manage overall pension costs, the County has implemented a pension stabilization strategy, wherein a portion of General Purpose Revenue (GPR) is set aside each year to mitigate any significant changes in retirement costs. The unused amounts of these annual set asides are then committed in the subsequent fiscal year as fund balance specifically to support the portion of POB



DEBT MANAGEMENT POLICIES AND OBLIGATIONS

payments that are paid by GPR. Portions of this fund balance commitment will be appropriated each year and will serve as an alternative funding source for POB costs. Fiscal Year 2017-18 is the first year that these committed amounts will be drawn on, and portions will be appropriated each year until the final maturity of the POBs.

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 Redevel-

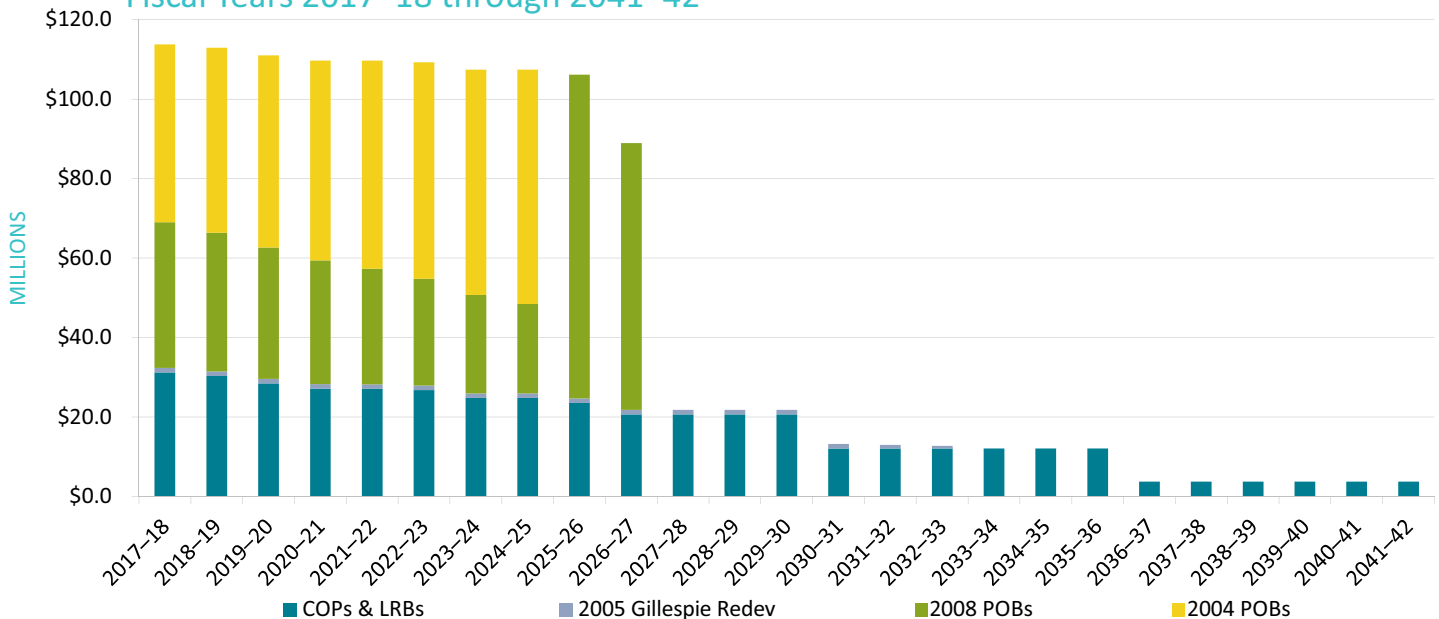
opment Project Area. In connection with the 2005 TABs, the County pledged to make limited payments to the Agency from the Airport Enterprise Fund. This pledge remains a limited obligation of the Successor Agency and is not secured by the County's General Fund. This pledge, along with certain Redevelopment Property Tax Trust Fund revenues generated in the Gillespie Field Redevelopment Project Area, support annual principal and interest payments of approximately \$1.1 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 Long-Term Debt Obligations chart shows the County's scheduled long-term obligation payments through final maturity of Fiscal Year 2041-42 as of June 30, 2017, 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 Outstanding County Financings table 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 Fiscal Years 2017-18 through 2041-42



Represent principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2017. Details of these obligations are provided in the Outstanding County Financings table nearby.





Outstanding County Financings (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
2009 Justice Facilities Refunding	2025	\$ 80,940	\$ 42,015
2011 MTS Tower Refunding	2019	19,260	6,330
2011 County Administration Center Waterfront Park	2042	32,665	29,620
2012 Cedar and Kettner Development Project	2042	29,335	26,910
2014 Edgemoor and RCS Refunding, issued September 2014	2029	93,750	83,690
2016 COC Refunding, issued March 2016	2035	105,330	102,615
Total Certificates of Participation and Lease Revenue Bonds		\$ 361,280	\$ 291,180
Taxable Pension Obligation Bonds			
Series 2004	2024	\$ 454,113	\$ 325,070
Series 2008	2027	343,515	280,450
Total Pension Obligation Bonds		\$ 797,628	\$ 605,520
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	\$ 16,000	\$ 11,475
Total Tax Allocation Bonds		\$ 16,000	\$ 11,475

This table reflects the County's outstanding financings as of June 30, 2017.

Short-Term Obligations

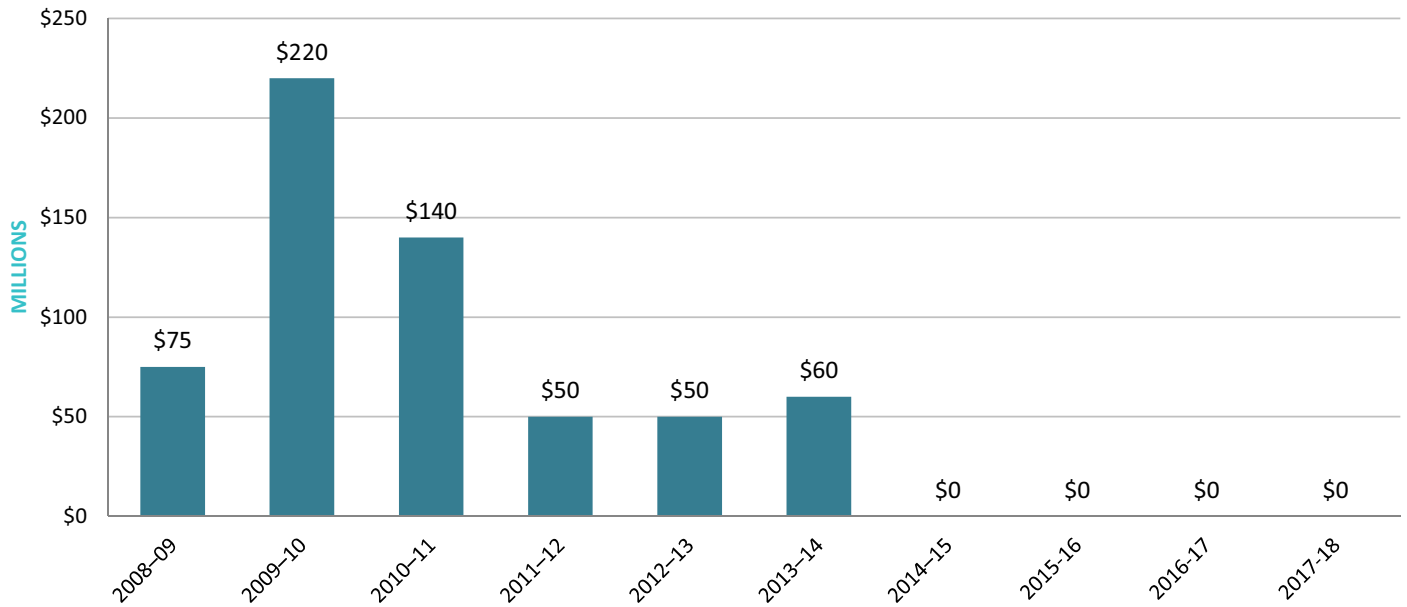
During the ordinary course of business, local governments, such as the County, typically experience temporary mismatches in cash flow due to the timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely focused on months surrounding tax payment dates. 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 2008-09. The County has not issued TRANS on its own behalf for the past three fiscal years.

Conduit Issuances

Board of Supervisors Policy B-65, *Long-Term Financial Management Policy*, also provides for the County to assist qualified non-profit and for-profit entities to access tax-exempt financing for projects that provide a 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 2008–09 through 2017–18



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.

Outstanding Conduit Issuances (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Conduits			
2000 San Diego Museum of Art	2030	\$ 6,000	\$ 5,700
2003 Chabad	2023	11,700	6,450
2003 San Diego Jewish Academy	2026	13,325	0
2004 Museum of Contemporary Art	2034	13,000	3,450
2010 Salk Institute for Biological Studies	2040	37,445	34,795
2015 Sanford Burnham Prebys Medical Discovery Institute	2030	59,060	56,145
Total Conduits		\$ 140,530	\$ 106,540
Housing			
2002 Spring Valley	2032	3,250	1,553
Total Housing		\$ 3,250	\$ 1,553



County of San Diego

Public Safety Group

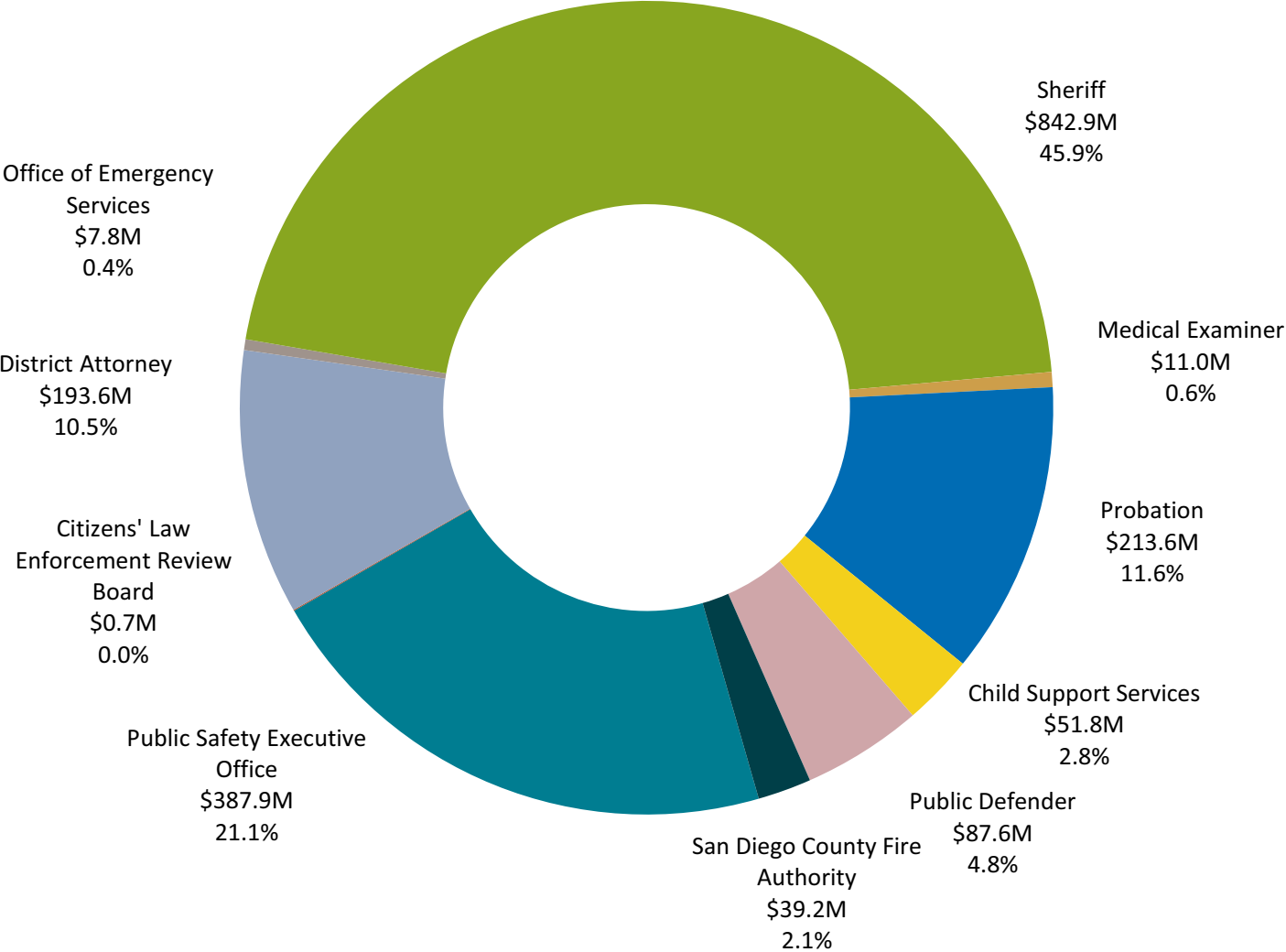
Public Safety Group at a Glance	131
.....	
Public Safety Group Summary & Executive Office	133
.....	
District Attorney	141
.....	
Sheriff	147
.....	
Child Support Services	157
.....	
Citizens' Law Enforcement Review Board	163
.....	
Office of Emergency Services	167
.....	
Medical Examiner	173
.....	
Probation	179
.....	
Public Defender	187
.....	
San Diego County Fire Authority	195
.....	



Public Safety Group at a Glance

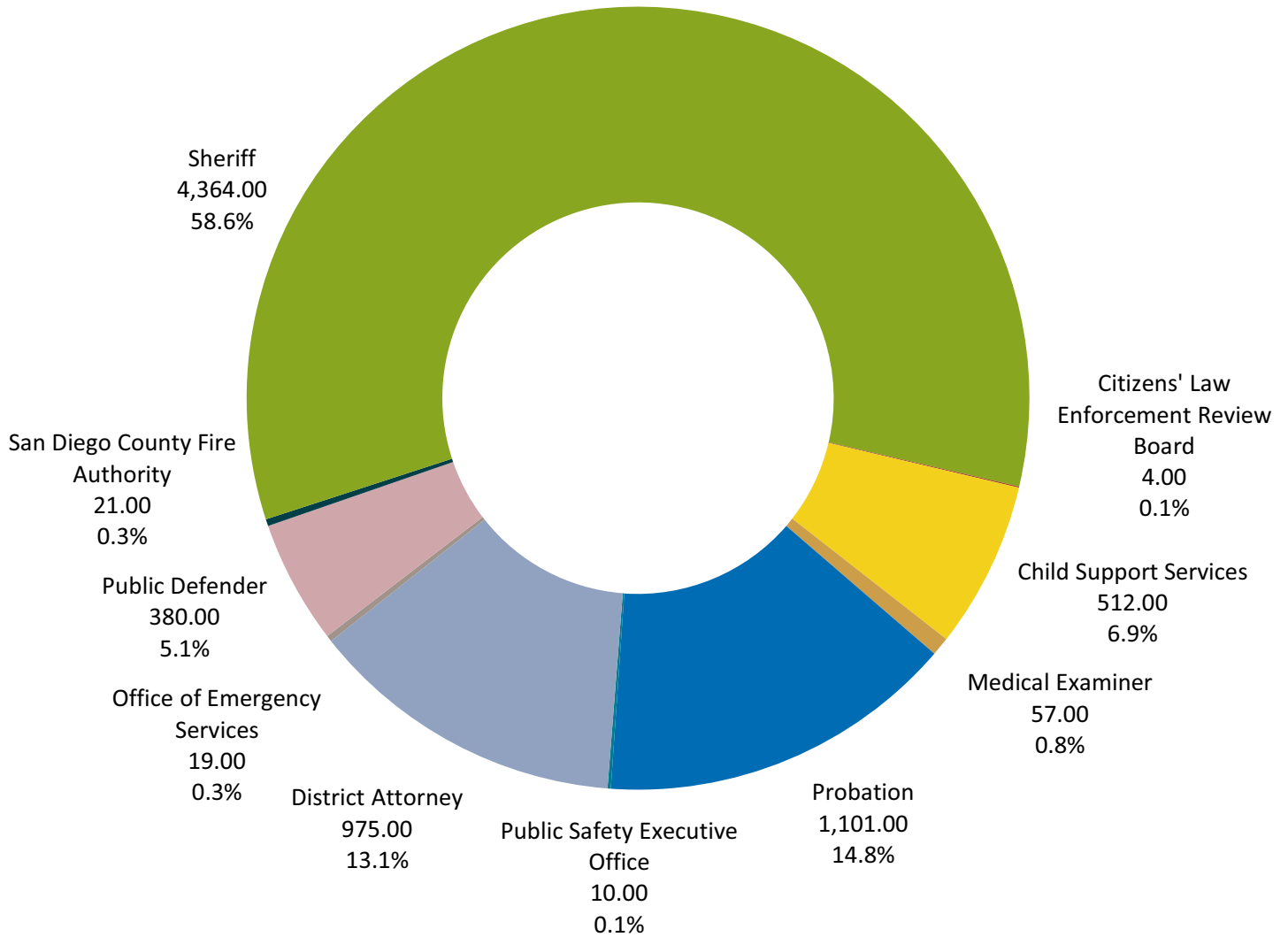
Adopted Budget by Department

Budget by Department Fiscal Year 2017-18: \$1.8 billion



Adopted Staffing by Department

**Staffing by Department
Fiscal Year 2017-18: 7,443.00 staff years**



Public Safety Group Summary & Executive Office

Mission Statement

As part of a regional coalition of 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 the group and community to deliver high 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 for, respond to 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 the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan reference these CDOs and show how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

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

Public Safety Group Priorities

The departments of the Public Safety Group collectively support the County's Strategic Initiatives and advance 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 individuals' needs

Reduce the number of people with mental illness in jail

Individuals, families and the community benefit when people with mental illness find the help they need in the community, rather than being stabilized and treated in jail. This year, public safety departments will work with the Health and Human Services Agency and other partners to:

- ◆ Identify people in custody with serious mental illness and help them make more successful transitions into community-based programs
- ◆ Identify and assist people whose mild or moderate mental illness is a factor in repeated returns to jail and other life problems, such as addiction and homelessness

Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse

Focus on positive outcomes for youth

The County works with schools, families, community organizations and law enforcement to achieve positive outcomes for youth. The number of youth in the juvenile justice system and in custody has dropped each year for the past five years—which means more youth with brighter futures. This year, the focus will include:

- ◆ Diversion programs and supportive community-based programs to prevent youth from entering the juvenile justice system
- ◆ Meeting the mental health and other needs of youth in the juvenile justice system
- ◆ Developing innovative mentoring programs for at-risk and justice-involved youth with connections to community members with similar life experiences



Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges

Maintain the community’s trust in law enforcement

Public expectations for law enforcement and the criminal justice system evolve quickly, and criminal justice agencies must be fair and transparent to maintain and strengthen the community’s trust. Engaging the public in solutions for their own communities and being responsive to individual community needs is also essential. Efforts this year will include:

- ◆ Deploying body-worn cameras for Sheriff’s deputies

- ◆ Expanding community building and youth-focused programs such as restorative justice and youth camps led by law enforcement
- ◆ Expanding the network of neighborhood-based providers who serve and assist justice-involved community members



Operational Excellence

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

Best wildfire response in the nation

The County has continued to significantly invest in fire and emergency response since the devastating wildfires of 2003. Our region now has more firefighting air resources available than any other county in the nation. With fire a constant concern in San Diego County, a capable wildfire response and ensuring the region’s residents are prepared for emergencies are always priorities. Additionally, the San Diego County Fire Authority provides high quality day-to-day fire and emergency medical service across approximately 1.5 million acres of San Diego County. This year’s service highlights include:

- ◆ Paramedic-level career firefighters staffing 15 strategically located stations, including 4 new stations, to protect rural San Diego County
- ◆ Three County fire helicopters, 2 CalFire air tankers, and one-of-a-kind agreements with the Marines and Navy to utilize up to 30 additional helicopters, and agreements to use helicopters owned by the City of San Diego and SDG&E

2017–19 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 2017–19 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.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF1	Create a trauma informed County culture	District Attorney, Public Defender, Community Services 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	Child Support Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	HF5	Help employees understand how they contribute to Live Well San Diego	Child Support Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group





Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	Office of Emergency Services, San Diego County Fire Authority, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	District Attorney, Office of Emergency Services, Probation, San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SC3	Identify and mitigate community threats that impact quality of life	District Attorney, Sheriff, Office of Emergency Services, Medical Examiner, Probation, San Diego County Fire Authority, Community Services Group, Health and Human Services Agency, Land Use and Environment Group
	SC5	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	Public Defender, Health and Human Services Agency
	SC6	Identify and increase multi-agency collaboration to develop, support and enhance strategies with the biggest impact to protect youth and reduce recidivism	Sheriff, Medical Examiner, Probation, Public Defender, Finance and General Government Group, Land Use and Environment Group
	SC7	Develop a universal assessment process that drives case planning, sentencing and linkage to appropriate services both in and out of custody	District Attorney, Sheriff, Probation, Public Defender
		SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive
SE2		Anticipate customer expectations and needs in order to increase consumer and business confidence	Public Defender, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
SE6		Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	District Attorney, Citizens' Law Enforcement Review Board, Public Defender, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE3	Utilize new and existing technology and infrastructure to improve customer service	Sheriff, Child Support Services, Medical Examiner, Office of Emergency Services, 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
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Child Support Services, Citizens' Law Enforcement Review Board, Medical Examiner, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	OE5	Engage employees to take personal ownership of the customer experience	Sheriff, Medical Examiner, Public Defender, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	OE6	Foster employee well-being, inclusion and development	District Attorney, Office of Emergency Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group

Related Links

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

- ◆ www.sandiegocounty.gov/public_safety

Executive Office Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net increase of \$10.6 million

- ◆ Salaries & Benefits—increase of \$0.5 million due to required retirement contributions, negotiated labor agreements and temporary help.
- ◆ Services & Supplies—net decrease of \$4.0 million.
 - ◆ Decrease of \$4.2 million due to a decrease in amounts budgeted and retained in the Proposition 172 Fund, which supports regional law enforcement services.
 - ◆ Decrease of \$0.8 million due to a decrease in major maintenance projects.
 - ◆ Increase of \$1.0 million due to increases in information technology costs in the Public Safety Group Executive Office and to align operational costs with anticipated actuals.
- ◆ Other Charges—decrease of \$0.9 million to align to anticipated levels of expenditures for statutorily-required payments in Contribution for Trial Courts.
- ◆ Operating Transfers Out—net increase of \$15.0 million.
 - ◆ Increase of \$17.5 million for transfers to public safety departments to support regional law enforcement services based on increased revenue from the Proposition 172 Fund.
 - ◆ Decrease of \$2.3 million in Penalty Assessment transfers to the Criminal Justice Facility Construction Fund due to a decrease in penalty assessment revenues.
 - ◆ Decrease of \$0.2 million in the Courthouse Construction Fund transfer to the General Fund due to a decrease in revenue to support annual debt service obligations.

Revenues

Net increase of \$10.6 million

- ◆ Fines, Forfeitures & Penalties—net decrease of \$3.8 million.
 - ◆ Decrease of \$1.4 million due to a decrease in revenue received in Contribution for Trial Courts.
 - ◆ Decrease of \$2.4 million due to a decrease in penalty assessment revenue.
- ◆ Revenue From Use of Money & Property—increase of \$0.1 million in interest on deposits in the Penalty Assessment Fund.
- ◆ Intergovernmental Revenues—increase of \$6.1 million in the Proposition 172 Fund, which supports regional law enforcement services.
- ◆ Charges for Current Services—net decrease of \$3.0 million to align to anticipated levels of revenue in Contribution for Trial Courts.
- ◆ Miscellaneous Revenues—increase of \$0.1 million due to Next Generation Regional Communication System Infrastructure fees from fire districts in the Public Safety Group Executive Office.
- ◆ Other Financing Sources—decrease of \$2.3 million in Criminal Justice Facility Construction Operating Transfers In due to a decrease in penalty assessment revenues.
- ◆ Fund Balance Component Decreases—increase of \$0.04 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$7.8 million. A total of \$22.5 million is budgeted.
 - ◆ \$15.2 million in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services.
 - ◆ \$6.1 million for a transfer to the Criminal Justice Facility Construction Fund for the Sheriff's Quartermaster and Regional Training Facility Phase 1 Land Acquisition capital project.
 - ◆ \$4.0 million to offset the loss in lease revenue from Corrections Corporation of America for the Otay Mesa Detention Facility.
 - ◆ \$2.9 million for information technology projects.





- ◆ \$1.4 million to increase capacity to process digital evidence from body-worn cameras.
- ◆ \$0.5 million for transfer to the Criminal Justice Facility Construction Fund for the Bomb Arson Land Acquisition capital project.
- ◆ \$0.3 million for equipment.
- ◆ \$2.0 million for various major maintenance projects in the Public Safety Group departments.
- ◆ \$5.3 million for the maintenance of County criminal justice facilities in the Criminal Justice Facility Construction Fund.
- ◆ General Purpose Revenue—increase of \$5.6 million.

- ◆ Increase of \$2.1 million primarily for planned major maintenance projects.
- ◆ Increase of \$3.5 million in Contribution for Trial Courts to offset the decline in court revenues supporting statutorily required payments.

Executive Office Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.

Group Staffing by Department						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Public Safety Executive Office		10.00			10.00	10.00
District Attorney		943.00			975.00	975.00
Sheriff		4,319.00			4,364.00	4,364.00
Child Support Services		513.00			512.00	512.00
Citizens' Law Enforcement Review Board		4.00			4.00	4.00
Office of Emergency Services		19.00			19.00	19.00
Medical Examiner		54.00			57.00	57.00
Probation		1,242.00			1,101.00	1,101.00
Public Defender		365.00			380.00	380.00
San Diego County Fire Authority		21.00			21.00	21.00
Total		7,490.00			7,443.00	7,443.00

Group Expenditures by Department						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Public Safety Executive Office	\$ 359,396,028	\$ 377,357,043	\$ 392,677,053	\$ 353,652,075	\$ 387,932,181	\$ 380,058,896
District Attorney	162,917,706	186,495,372	183,680,585	169,259,361	193,633,301	192,882,471
Sheriff	729,593,528	786,042,510	846,342,312	767,938,525	842,852,567	830,915,837
Child Support Services	47,078,114	54,129,642	54,312,849	48,008,406	51,804,642	51,704,642
Citizens' Law Enforcement Review Board	635,216	683,052	683,052	596,622	717,451	722,827
Office of Emergency Services	6,157,578	5,888,064	11,310,253	6,909,467	7,811,529	7,197,614
Medical Examiner	9,902,433	10,116,528	10,253,296	10,229,286	10,975,423	10,580,232
Probation	208,476,724	224,365,114	234,281,363	215,664,307	213,581,376	214,033,430
Public Defender	75,571,413	82,229,919	84,035,530	78,421,082	87,591,568	89,476,091
San Diego County Fire Authority	31,779,630	33,645,294	54,977,548	45,996,753	39,155,221	34,703,128
Total	\$ 1,631,508,370	\$ 1,760,952,538	\$ 1,872,553,840	\$ 1,696,675,884	\$ 1,836,055,259	\$ 1,812,275,168





Executive Office Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Public Safety Executive Office		10.00			10.00	10.00
Total		10.00			10.00	10.00

Executive Office Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Public Safety Executive Office	\$ 6,024,537	\$ 12,946,202	\$ 21,513,666	\$ 10,871,318	\$ 13,637,974	\$ 12,929,198
Penalty Assessment	6,736,509	7,064,420	7,064,420	5,206,620	4,738,376	4,738,376
Criminal Justice Facility Construction	1,174,581	7,769,685	8,734,493	2,122,468	7,736,823	7,736,823
Courthouse Construction	1,283,876	1,103,628	1,103,628	1,103,628	920,580	854,858
Public Safety Proposition 172	276,307,723	280,736,405	284,024,143	267,666,145	294,038,150	286,939,363
Contribution for Trial Courts	67,868,802	67,736,703	70,236,703	66,681,897	66,860,278	66,860,278
Total	\$ 359,396,028	\$ 377,357,043	\$ 392,677,053	\$ 353,652,075	\$ 387,932,181	\$ 380,058,896

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 1,922,391	\$ 2,088,626	\$ 2,088,626	\$ 1,965,960	\$ 2,625,972	\$ 2,663,678
Services & Supplies	4,030,755	16,102,577	24,670,041	8,804,641	12,104,698	16,062,327
Other Charges	71,069,143	70,919,790	73,419,790	69,911,563	69,968,283	69,978,401
Operating Transfers Out	282,373,739	288,246,050	292,498,596	272,969,910	303,233,228	291,354,490
Total	\$ 359,396,028	\$ 377,357,043	\$ 392,677,053	\$ 353,652,075	\$ 387,932,181	\$ 380,058,896



Executive Office Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Fines, Forfeitures & Penalties	\$ 17,817,436	\$ 16,667,526	\$ 16,667,526	\$ 14,526,974	\$ 12,857,729	\$ 12,857,728
Revenue From Use of Money & Property	213,788	150,000	150,000	411,125	250,000	250,000
Intergovernmental Revenues	263,831,768	272,812,170	272,812,170	269,767,827	278,883,732	285,618,345
Charges For Current Services	15,608,772	15,498,227	15,498,227	14,009,228	12,521,133	12,521,133
Miscellaneous Revenues	17,160	—	—	119,496	123,000	123,000
Other Financing Sources	3,607,559	3,935,470	3,935,470	2,077,670	1,609,426	1,609,426
Fund Balance Component Decreases	—	—	—	—	36,405	36,405
Use of Fund Balance	5,907,788	14,691,191	30,011,201	(862,703)	22,492,534	6,593,413
General Purpose Revenue Allocation	52,391,758	53,602,459	53,602,459	53,602,459	59,158,222	60,449,446
Total	\$ 359,396,028	\$ 377,357,043	\$ 392,677,053	\$ 353,652,075	\$ 387,932,181	\$ 380,058,896

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 insurance fraud. Effective Fiscal Year 2016–17, the operations of the former Public Assistance Fraud Investigations Unit of the District Attorney’s Office were realigned within the Public Safety Group to the oversight and management of the Department of Child Support Services as the Bureau of Public Assistance Investigations, to leverage the efficient and effective use of resources in departments with similar activities and goals.

To ensure these critical services are provided, the District Attorney’s Office has 975.00 staff years and a budget of \$193.6 million.



- Established a District Attorney Community Action Resource Engagement Center (CARE) in South San Diego, expanding the number and diversity of community-based organizations providing services to the public. (SC2)
- Implemented the “Ugly Truth” multimedia public service campaign to educate the community on the realities of human trafficking. (SC2)
- Established a Conviction Review Unit to formalize and expand the District Attorney’s ability to pursue justice during and after a conviction of a crime. (SC2)
- Supported the goals of Proposition 47, *The Safe Neighborhoods Act*, by working to remove filing deadlines allowing eligible petitioners to apply for a reduced sentence. (SC2)
- Provided educational outreach to the community on the dangers of drunk driving and conducted technical trainings for law enforcement officers and prosecutors on best practices for driving under the influence (DUI) investigations and court testimony. (SC2)
- Continued to expand the elder abuse mandatory reporter training for law enforcement, social service agencies and emergency room staff on legal updates, reporting requirements and methods. (SC2)
- Achieved a 94% (10,965 of 11,690) rate of conviction on felony cases prosecuted, exceeding the goal of 90%.
- Achieved an 83% (19,466 of 23,514) rate of conviction on misdemeanor cases prosecuted, exceeding the goal of 80%.
- Resolved 74% (8,651 of 11,690) of adult felony cases prior to the preliminary hearing, exceeding the goal of 65%.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - Continued to expand the use of Collaborative Courts to better address specific criminal behaviors that may lead to drug addiction, and/or mental illness. (SC7)

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.

2016–17 Accomplishments



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents


 Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - Deployed a community outreach campaign in multiple languages to reach a diverse segment of the population with information about victim services available through the District Attorney’s Office. (SE6)

 Operational Excellence

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Collaborated with the California District Attorneys Association and developed a week-long cybercrime conference that was held in April 2017 in San Diego. Prosecutors, investigators and forensic examiners attended conference that focused on best practices related to high tech crime. (OE6)

2017–19 Objectives

 Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Maintain and develop community collaboration with law enforcement by further developing the District Attorney’s Community Action Resource Engagement Center (CARE) programs to include needs assessments and referral of community members to needed services such as job training and placement, internships, mentoring, financial literacy training, nutritional support, mental health counseling, temporary housing, and medical assistance.
 - Develop a supportive services protocol to meet the needs of children who have lost a loved one due to domestic violence homicides.
 - In partnership with the defense bar and Public Defender, develop a diversion program for persons, including juveniles, charged for the first time with prostitution.

 Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents

- Train law enforcement and Probation Department staff to refer cases to the District Attorney’s Domestic Violence, Stalking and Homicide Prevention Team to better protect stalking victims at the outset of the criminal case to promote victim advocacy and enhanced investigation. (SC3)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - In partnership with the Commission on the Status of Women, create and distribute educational materials regarding warning signs of relationship violence. (SC5)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation.
 - Continue to collaborate with law enforcement and the Courts to develop protocols for justice-involved individuals with mental health and co-occurring disorders. (SC7)
 - Promote the new Countywide Strangulation Protocol by training police dispatch, first responders, patrol officers, detectives and prosecutors about the detection, documentation and prosecution of strangulation crimes. (SC7)
 - Achieve a 90% rate of conviction on felony cases prosecuted.
 - Achieve an 80% rate of conviction on misdemeanor cases prosecuted.
 - Resolve 65% of adult felony cases prior to the preliminary hearing.

Related Links

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

- ◆ www.sdcda.org
- ◆ www.sdcda.org/office/newsroom
- ◆ www.sdcda.org/office/newsroom/media-guide.html
- ◆ www.danewscenter.com
- ◆ www.facebook.com/SanDiegoCountyDistrictAttorney
- ◆ www.youtube.com/user/sandiegoda
- ◆ www.linkedin.com/company/san-diego-district-attorney
- ◆ www.twitter.com/SDDistAtty
- ◆ www.instagram.com/sddistatty/




Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Achieve a conviction on felony cases (defendants) prosecuted ¹	94% of 11,501	90%	94% of 11,690	90%	90%
	Achieve a conviction on misdemeanor cases (defendants) prosecuted	82% of 24,786	80%	83% of 23,514	80%	80%
	Resolve adult felony cases (defendants) prior to the preliminary hearing	72% of 11,501	65%	74% of 11,690	65%	65%

Table Notes

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

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Increase of 32.00 staff years

- ◆ General Criminal Prosecution—increase of 19.00 staff years due to operational needs and new programs including Digital Evidence (Body-Worn Cameras) and Digital Records.
- ◆ Specialized Criminal Prosecution—increase of 13.00 staff years due to the expansion of the Long-Term Care Facilities and Human Trafficking programs.

Expenditures

Increase of \$7.1 million

- ◆ Salaries & Benefits—net increase of \$8.8 million.
 - ◆ Increase of \$5.3 million due to the addition of 32.00 staff years described above.
 - ◆ Increase of \$3.9 million due to required retirement contributions.
 - ◆ Increase of \$2.4 million as a result of negotiated labor agreements.
 - ◆ Decrease of \$2.8 million due to savings from positions.
- ◆ Services & Supplies—net increase of \$0.6 million.
 - ◆ Increase of \$1.0 million due to one-time contracted services for community programs.
 - ◆ Increase of \$0.3 million in Public Liability Insurance costs.
 - ◆ Decrease of \$0.7 million due to the completion of one-time projects in Fiscal Year 2016-17.
- ◆ Capital Assets Equipment—decrease of \$0.8 million due to the completion of one-time purchases of equipment in Fiscal Year 2016–17.

- ◆ Management Reserves—decrease of \$1.5 million. A total of \$3.5 million is budgeted for one-time facility maintenance and renovations (\$2.5 million) and document management and imaging projects (\$1.0 million).

Revenues

Increase of \$7.1 million

- ◆ Intergovernmental Revenues—net decrease of \$0.3 million.
 - ◆ Increase of \$1.3 million in grant revenue from the California Department of Insurance to align with projected allocations.
 - ◆ Increase of \$0.7 million in grant revenue from the California Office of Traffic Safety for the DUI Vertical Prosecution program.
 - ◆ Decrease of \$1.6 million due to the termination of United States Bureau of Justice Assistance funding for the Southwest Border Prosecution Initiative.
 - ◆ Decrease of \$0.7 million due to the expiration of the Southwest Border Anti-Money Laundering Alliance agreement.
- ◆ Other Financing Sources—increase of \$1.6 million from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services.
- ◆ Fund Balance Component Decreases—increase of \$2.9 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—decrease of \$0.7 million. A total of \$8.5 million is budgeted.
 - ◆ \$5.0 million for multiple one-time projects related to facility maintenance and renovation, information technology, contracted services for community programs and document imaging solutions that reduce offsite document storage costs.

DISTRICT ATTORNEY

- ❖ \$2.9 million associated with temporary staff and one-time negotiated salary and benefit payments.
- ❖ \$0.6 million in Asset Forfeiture Funds to support law enforcement purposes.
- ❖ General Purpose Revenue Allocation—increase of \$3.6 million as a result of required retirement contributions and negotiated labor agreements.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Criminal Prosecution		581.00			600.00	600.00
Specialized Criminal Prosecution		266.00			279.00	279.00
Juvenile Court		43.00			43.00	43.00
District Attorney Administration		53.00			53.00	53.00
Total		943.00			975.00	975.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Criminal Prosecution	\$ 97,633,900	\$ 116,807,271	\$ 112,884,717	\$ 102,076,424	\$ 121,118,999	\$ 117,425,567
Specialized Criminal Prosecution	49,105,500	52,982,575	53,272,186	50,913,379	55,439,257	57,906,231
Juvenile Court	8,770,224	6,530,033	7,152,063	6,739,890	6,507,585	6,819,778
Public Assistance Fraud	(1,696,206)	—	147,003	75,536	—	—
District Attorney Administration	8,785,633	9,550,493	9,599,616	9,152,058	9,942,460	10,105,895
District Attorney Asset Forfeiture Program	318,655	625,000	625,000	302,075	625,000	625,000
Total	\$ 162,917,706	\$ 186,495,372	\$ 183,680,585	\$ 169,259,361	\$ 193,633,301	\$ 192,882,471

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 147,362,085	\$ 154,299,323	\$ 151,299,323	\$ 145,707,190	\$ 163,069,036	\$ 167,068,206
Services & Supplies	20,688,631	23,437,634	25,360,988	21,263,983	24,055,850	22,055,850
Other Charges	2,113,606	2,278,594	2,373,818	1,864,825	2,278,594	2,278,594
Capital Assets Equipment	1,826,092	2,258,000	2,424,635	836,371	1,508,000	1,258,000
Expenditure Transfer & Reimbursements	(9,072,708)	(778,179)	(778,179)	(413,008)	(778,179)	(778,179)
Management Reserves	—	5,000,000	3,000,000	—	3,500,000	1,000,000
Total	\$ 162,917,706	\$ 186,495,372	\$ 183,680,585	\$ 169,259,361	\$ 193,633,301	\$ 192,882,471



Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ —	\$ —	\$ —	\$ 40	\$ —	\$ —
Licenses Permits & Franchises	—	—	—	23,922	—	—
Fines, Forfeitures & Penalties	178,714	—	—	429,475	—	—
Revenue From Use of Money & Property	14,438	—	—	25,621	—	—
Intergovernmental Revenues	19,800,255	21,159,741	21,159,741	22,837,791	20,855,927	20,855,927
Charges For Current Services	1,443,425	1,160,000	1,160,000	1,780,951	1,160,000	1,160,000
Miscellaneous Revenues	2,187,694	2,041,000	2,041,000	2,223,373	2,041,000	2,041,000
Other Financing Sources	52,774,822	55,899,583	55,899,583	55,298,374	57,487,678	58,077,601
Fund Balance Component Decreases	—	—	—	—	2,886,760	2,886,760
Use of Fund Balance	(3,649,036)	9,200,838	6,386,051	(10,394,396)	8,500,870	4,800,242
General Purpose Revenue Allocation	90,167,394	97,034,210	97,034,210	97,034,210	100,701,066	103,060,941
Total	\$ 162,917,706	\$ 186,495,372	\$ 183,680,585	\$ 169,259,361	\$ 193,633,301	\$ 192,882,471



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 Sheriff, elected by the residents of San Diego County, is the chief executive of the department. The department is comprised of seven detention facilities as well as seven patrol stations, a crime laboratory and an array of support operations necessary to provide full law enforcement coverage for the County of San Diego. The department's approximately 4,300 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 944,000 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 5,700 inmates per day. The Sheriff's detention facilities conduct approximately 81,500 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 the execution, service and return of all writs, warrants and temporary restraining orders.

To ensure these critical services are provided, the Sheriff's Department has 4,364.00 staff years and a budget of \$842.9 million.



2016–17 Accomplishments



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▣ Increased case clearances for Part I Violent Crimes by 7% (1,250 to 1,334), demonstrating department detectives' efforts in investigating violent crime cases. Eight Part I crimes, or "Index Crimes" are tracked by traditional Uniform Crime Reporting (UCR) guidelines. These crimes include: homicide, rape, robbery, aggravated assault, burglary, larceny theft, motor vehicle theft, and arson. Those categorized as violent crimes include: homicide, rape, robbery, and aggravated assault. Case clearance rules are dictated by the UCR guidelines and include those cases with the disposition of arrest, exception, and unfounded. (SC3)
 - Participated in regional prevention outreach to those offenders at risk for homelessness and mental health issues through a number of collaborative partnerships. Several Homeless Outreach Teams (HOT) have been created to specifically address this concern; in particular, Santee, Lakeside, and Imperial Beach have active teams. These teams partner with agencies including the Health and Human Services Agency, California Highway Patrol, El Cajon Police Department, Parks & Recreation and Code Enforcement. The North County Coastal, Vista and San Marcos stations have partnered with adjacent agencies to conduct homeless outreach and provide services including housing assistance, job training, food services, and some monetary support. In addition, the expansion of the Psychiatric Emergency Response Team (PERT) Program has increased coverage to 10.5 PERT Clinicians assigned to the Sheriff's Department. PERT Clinicians and PERT-trained deputies are crucial in improving the response to the increased number of PERT-related calls for service countywide.

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.

- Expanded collaboration with the Probation Department and conducted routine compliance checks to enforce the terms of supervision and actively pursue offenders who were non-compliant with their terms of release, with the goal of ensuring public safety in local communities. (SC3)
 - ◆ Conducted compliance check events which included both deputy-initiated and coordinated unit operations; on any given event, between one and ten offenders are contacted. Checking on the compliance of offenders released into the communities due to legislative mandates and judicial decisions is part of the department's crime prevention and threat mitigation strategies. The overall goal of these efforts is increased public safety and crime reduction.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Continued prevention outreach and increased identification of at-risk youth. (SC6)
 - ◆ The Sheriff's Champions Camp held its final two-day camp in July 2016 with over 75 at-risk youth participating from San Diego Sheriff's service areas. The Sheriff's Champions Camp program was restructured thereafter into one-day camps to be held several times during the year. One day camps were held in October 2016, December 2016, and March 2017; each camp had between 30-50 students participating.
 - ◆ Camp LEAD (Leadership for Equity and Access District-wide) is a three-day diversion/leadership camp run in partnership with the Grossmont Union High School District where deputies serve as camp counselors. Camp LEAD held 5 camps during the fiscal year, with more than 608 students participating. Sheriff's stations that assisted and provided volunteers included Vista, Santee, Lakeside, Alpine, and Rancho San Diego.
 - ◆ Partnered with the National Conflict Resolution Center (NCRC) to further efforts toward community building and juvenile restorative justice. Opened on September 14, 2016, the Center for Community Cohesion will mainly serve youth in the City of San Diego and San Diego Unified School District schools and also will receive referrals from Sheriff's stations for diversion efforts.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable, while providing them access to rehabilitation
 - Built access to assessment, referral and treatment for inmates with mental health disorders and substance abuse needs, in order to better facilitate rehabilitation. (SC7)
 - ◆ Performed health assessments following intake at San Diego Central Jail in order to improve clinical outcomes and ensure quality health care for patients.
- ◆ Deployed a new onsite mental health provider in February 2017, which included access to psychiatrists, a licensed psychologist, and psychiatric nurse practitioners dedicated to performing full mental health assessments, risk identification, treatment, and management of a growing population in custody with mental health issues.
- ◆ The Detention Services Bureau further enhanced and expanded its Inmate Safety Program, which began in 2015, to address the increasing number of inmates with mental health issues. A total of 476 deputies attended the Inmate Safety Program training.
- ◆ Expanded services by adding six mental health clinicians to better meet the needs of inmates within and across facilities.
- Provide additional training to primary health care providers in detention facilities to better recognize and manage mental health issues
 - ◆ Developed and launched a Mental Health Training Program in September 2016 and trained 230 deputies. In addition, developed PERT Simulated Training for the detention setting in spring 2017.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Increased education and training on injury in the workplace to better prevent injury and provide resources for a speedy recovery that will allow employees to return to work.
 - ◆ Distributed monthly Work Safe/Stay Healthy bulletins department-wide on different topics including Ergonomic Injuries, Skin Cancer, Flu Vaccines, and Hazard Communication. In addition, facilitated a total of 28 training sessions with department personnel on Workers' Compensation, Cal/OSHA Compliance, and ergonomics. An ergonomic training video was created and provided to employees and approximately 160 ergonomic evaluations were conducted for employees.
- Strengthen our customer service culture to ensure a positive customer experience
 - Increased customer service with targeted outreach and followed-up with residents who have frequently called for service through the Customer Service Outreach Calls pilot program which began in September 2016. Of the 206 total surveys completed, over 93% of respondents stated they had an improved or the same view of the Sheriff's Department after the response to the call. In addition, the survey solicited feedback regarding services the residents would like to see; extra patrol accounted for the majority of the requests. The respondents were asked to describe the service received and over 80% stated "Professional, Courteous, and Competent" and 95% stated "Helpful". (OE5)



2017–19 Objectives



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Increase the number of warrants cleared by the Department by 5%. (SC3)
 - Continue to maximize Information Led Policing (ILP) strategies that target serious and/or violent offenders to increase safety in the communities served and mitigate crime. (SC3)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - Identify low-level drug offenders and/or offenders with mental health issues and utilize community corrections partners to help identify appropriate long-term services in the community that will reduce recidivism of those offenders. (SC7)
 - Expand pre-trial services to low-level offenders in order to release them from jail on their “own recognizance” (O.R.), on supervised O.R., or on electronic monitoring. (SC7)



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Reach the standard of answering 90% of 9-1-1 calls within 10 seconds. (OE3)
 - Reduce evidence disposition backlog by 10% (51,905 to 46,715) in order to increase case efficiency, customer satisfaction, and storage capacity, as well as to reduce costs associated with maintaining and storing the evidence. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Maintain sworn staffing at or above 95% of positions filled to minimize vacancies and maintain staffing levels. (OE6)

Related Links

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

◆ www.sdsheriff.net



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Field Interviews ¹	15,581	15,700	9,691	15,500	15,500
	Case Clearance for Part I Violent Crimes ²	1,187	1,250	1,334	N/A	N/A
	Compliance Checks ³	N/A	1,000	226	N/A	N/A
	Daily Average — Number of Inmates ⁴	5,152	N/A	N/A	N/A	N/A
	Daily Average — Number of Inmates serving one year or more ⁵	1,113	N/A	N/A	N/A	N/A
	Number of Jail "A" Bookings ⁶	81,975	81,900	80,177	81,500	81,500
	Warrants Cleared ⁷	7,813	7,900	22,601	20,000	20,000
	Public Calls for Service ⁸	288,975	290,000	228,036	287,000	287,000

Table Notes

¹ Field interviews are an easy and readily-available method of collecting information to increase community knowledge through law enforcement efforts. The decrease in the number of field interviews in Fiscal Year 2016–17 was in part due to coordinated investigative activities related to organized criminal activity, and participation in youth diversion.

² This was a new measure effective Fiscal Year 2016–17 to identify and mitigate threats that impact quality of life for county residents by increasing case clearances for the violent crimes reported. This measure is used by many law enforcement agencies to measure police effectiveness. Case clearances will include those cleared by arrest, exception, and unfounded. This measure is being discontinued in Fiscal Year 2017–18 as it not tied to a future goal or objective.

³This was a new measure effective Fiscal Year 2016–17. Compliance checks help ensure that offenders serving their time in the community are in compliance with their supervision terms and conditions in order to help prevent recidivism and uphold residents’ quality of life. This measure provides the number of events where either a compliance check was done on an individual basis or as a group of compliance checks. When this goal was initially established, the thought was that compliance checks on individuals would record each as its own event. However, during the course of the year, units recorded a group of compliance checks on multiple individuals as a single event. Therefore, this measure reflects those events that include both individual compliance checks and organized group compliance checks. This measure is being discontinued in Fiscal Year 2017–18 as it not tied to a future goal or objective.

⁴This measure was discontinued effective Fiscal Year 2016–17 since inmate population is not an outcome that can be controlled by Sheriff’s policy and action, and is not tied to a future goal or objective.

⁵This measure was discontinued effective Fiscal Year 2016–17 as it is not tied to a future goal or objective.

⁶“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.

⁷The number of warrants cleared in Fiscal Year 2016–17 was higher than the set goal resulting from the shift to an ILP philosophy within the warrant service unit, with an increased focus on serving warrants for offenders with the highest risk rating for recidivism and for those offenders with multiple warrants. The increase is also attributable to the coordinated effort of Department personnel in maximizing clearances.

⁸Calls for service reflect the demand for law enforcement services by the public.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net increase of 45.00 staff years

- ◆ Net increase of 9.00 staff years in the Detention Services Bureau.
 - ◆ Increase of 9.00 staff years to address the mental health needs of offenders with an alternative to custody and reentry pilot program as approved by the Board of Supervisors on July 18, 2017.
 - ◆ Increase of 6.00 staff years to focus on inmate rehabilitation and mental health awareness, transitioning the Jail Mental Health Intake Screening and Assessment Unit from dual-filled to permanent positions.
 - ◆ Increase of 5.00 staff years in Inmate Processing (4.00 staff years) and Food Services (1.00 staff year) to replace positions used in Fiscal Year 2016-17 to address operational needs of the Communications Center.
 - ◆ Net decrease of 11.00 staff years due to transfers: from the Court Services Bureau (1.00 staff year), to the Management Services Bureau (7.00 staff years) and to the Law Enforcement Services Bureau (5.00 staff years) based on operational needs.
- ◆ Net increase of 33.00 staff years in the Law Enforcement Services Bureau.
 - ◆ Increase of 19.00 staff years in the Communications Center to manage call volume and achieve the standard of answering 90% of 9-1-1 calls within 10 seconds.
 - ◆ Increase of 2.00 staff years in the Crime Lab to replace the positions used in Fiscal Year 2016-17 to address operational needs of the Communications Center.
 - ◆ Increase of 7.00 staff years to facilitate the implementation of the Body-Worn Camera program and manage the collection, storage, retrieval and preparation of video evidence.
 - ◆ Decrease of 1.00 staff year due to a reduction in law enforcement services requested by contract cities.
 - ◆ Net increase of 6.00 staff years due to transfers: to the Management Services Bureau (1.00 staff year), to the Office of the Sheriff Bureau (1.00 staff year), from the Court Services Bureau (2.00 staff years), from the Detention Services Bureau (5.00 staff years) and from the Sheriff’s Internal Service Fund/Information Technology Bureau (1.00 staff year) based on operational needs.
- ◆ Net decrease of 1.00 staff year in the Sheriff’s Court Services Bureau.
 - ◆ Increase of 2.00 staff years in the Civil Division to replace the positions used in Fiscal Year 2016-17 to address operational needs of the Communications Center.
 - ◆ Decrease of 3.00 staff years due to transfers to the Law Enforcement Services Bureau (2.00 staff years) and to the Detention Services Bureau (1.00 staff year) based on operational needs.
- ◆ Increase of 3.00 staff years in the Management Services Bureau.
 - ◆ Increase of 1.00 staff year in the Wireless Services Division to replace a position used in Fiscal Year 2016-17 to address operational needs of the Communications Center.



- ❖ Increase of 1.00 staff year to plan, direct and coordinate fiscal operations required in the Budget and Revenue Management unit.
- ❖ Decrease of 7.00 staff years associated with the Jail Mental Health Discharge Planning Unit, due to comprehensive discharge planning services to inmates/patients being provided by the Health and Human Services Agency.
- ❖ Increase of 8.00 staff years due to transfers: from the Law Enforcement Services Bureau (1.00 staff year) and from the Detention Services Bureau (7.00 staff years) based on operational needs.
- ❖ No net change in staff years in the Sheriff's Internal Service Fund/Information Technology Bureau.
 - ❖ Increase of 1.00 staff year in the Facilities Division to replace the positions used in Fiscal Year 2016-17 to address operational needs of the Communications Center.
 - ❖ Decrease of 1.00 staff year due to a transfer to the Law Enforcement Services Bureau based on operational needs.
- ❖ Increase of 1.00 staff year in the Office of the Sheriff Bureau due to a transfer from the Law Enforcement Services Bureau based on operational needs.

- ❖ Increase of \$0.2 million for scheduling software for the Sheriff's Communications Center and the radio dispatch console upgrade project.
- ❖ Increase of \$0.1 million to address the mental health needs of offenders with an alternative to custody and reentry pilot program as approved by the Board of Supervisors on July 18, 2017.
- ❖ Increase of \$0.1 million in County Service Area (CSA) Solana Beach for Next Generation RCS Infrastructure costs.
- ❖ Decrease of \$4.8 million in grant funds that support State and Federal homeland security programs and initiatives.
- ❖ Decrease of \$1.7 million due to the completion of one-time projects in Fiscal Year 2016-17 including the JURIS re-platform project, the radio system replacement at San Diego Central Jail and Vista Detention Facility and to rebuild the Rainbow Peak radio site tower.
- ❖ Decrease of \$1.0 million due to the realignment of expenditures to Overtime and Support & Care of Persons based on operational needs.
- ❖ Decrease of \$0.8 million due to the completion of one-time start-up and furniture, fixtures and equipment purchases for the new San Diego Central Courthouse in Fiscal Year 2016-17.
- ❖ Decrease of \$0.3 million due to the completion of RCS one-time projects and purchases in Fiscal Year 2016-17.
- ❖ Other Charges—increase of \$0.4 million due to a realignment from Services & Supplies based on operational needs.
- ❖ Capital Assets Equipment—net increase of \$0.5 million.
 - ❖ Increase of \$1.3 million in grant funds that support State and Federal homeland security programs and initiatives.
 - ❖ Increase of \$0.1 million for the Body-Worn Camera program equipment as approved by the Board of Supervisors on July 18, 2017.
 - ❖ Decrease of \$0.6 million due to the completion of one-time projects and purchases in Fiscal Year 2016-17.
 - ❖ Decrease of \$0.3 million due to a reduction in planned expenditures from the Cal-ID program.
- ❖ Expenditure Transfer & Reimbursements—net decrease of \$0.5 million associated with reimbursement to the Health and Human Services Agency for comprehensive discharge planning services to inmates/patients. These services will now be provided by the Health and Human Services Agency. Since this is a transfer of expenditures, it has the effect of a \$0.5 million increase in expenditures.
- ❖ Operating Transfers Out—increase of \$2.3 million due to transfers between the Asset Forfeiture Fund, Jail Commissary Enterprise Fund, Inmate Welfare Fund and the General Fund.

Expenditures

Net increase of \$56.8 million

- ❖ Salaries & Benefits—net increase of \$47.2 million.
 - ❖ Increase of \$41.2 million due to required retirement contributions and negotiated labor agreements.
 - ❖ Increase of \$5.5 million due to the addition of 45.00 staff years described above.
 - ❖ Net increase of \$0.5 million for operational needs.
- ❖ Services & Supplies—net increase of \$5.8 million.
 - ❖ Increase of \$2.9 million due to increased costs for Public Liability insurance.
 - ❖ Increase of \$2.7 million for the annual lease purchase payment for the Next Generation Regional Communication System (RCS).
 - ❖ Increase of \$2.3 million for one-time costs to replace the Sheriff's Mobile Data (High Performance Data) Core servers and the security cameras and controls at the Vista Detention Facility.
 - ❖ Increase of \$2.0 million for furniture, fixtures and equipment and other start-up costs for the new Crime Laboratory.
 - ❖ Increase of \$1.9 million for contracted jail-based competency treatment services.
 - ❖ Increase of \$1.3 million in the Sheriff's Jail Commissary Enterprise Fund for cost increases to provide commissary items and telephone debit cards.
 - ❖ Increase of \$0.9 million for the Body-Worn Camera Program equipment as approved by the Board of Supervisors on July 18, 2017.

Revenues

Net increase of \$56.8 million

- ❖ Fines, Forfeitures & Penalties—decrease of \$2.3 million.



- ❖ Decrease of \$1.0 million in Sheriff's Warrant Automation Trust Fund revenue due to the completion of the JURIS re-platform project in Fiscal Year 2016-17.
- ❖ Decrease of \$1.0 million due to the realignment of revenue to the proper account in Intergovernmental Revenue.
- ❖ Decrease of \$0.3 million due to decreases in Cal-ID revenue based on a reduction in planned expenditures from the Cal-ID program.
- ◆ Revenue from Use of Money & Property—increase of \$2.7 million.
 - ❖ Increase of \$2.6 million due to an increase in anticipated revenue from the inmate telephone system contract.
 - ❖ Increase of \$0.1 million due to an increase in anticipated revenue in the Inmate Welfare Fund.
- ◆ Intergovernmental Revenues—net increase of \$4.4 million.
 - ❖ Net increase of \$2.8 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount due to increased costs for required retirement contributions and negotiated labor agreements, costs to address the mental health needs of offenders with an alternative to custody and reentry pilot program as approved by the Board of Supervisors on July 18, 2017, and costs to transition the Jail Mental Health Intake Screening and Assessment Unit to permanent positions.
 - ❖ Increase of \$2.1 million from the department of State Hospitals to reimburse costs of providing a jail-based competency treatment program.
 - ❖ Net increase of \$1.6 million based on revenue from the Poway Redevelopment Trust Fund to fund regional justice facility costs.
 - ❖ Increase of \$1.0 million due to the realignment of revenue from Fines, Forfeitures & Penalties to the proper revenue account.
 - ❖ Increase of \$0.2 million for the federal State Criminal Alien Assistance Program, which provides federal reimbursement to states and localities that incur correctional salary costs for incarcerating undocumented criminal aliens.
 - ❖ Increase of \$0.2 million for RCS Networking Operating Costs (NOC) fees.
 - ❖ Decrease of \$3.3 million in State and federal grant revenues in the Urban Areas Security Initiative Grant, State Homeland Security Grant Program, and the Operation Stonegarden Grant Program.
 - ❖ Decrease of \$0.2 million from the Bureau of State and Community Corrections Police Grant for overtime costs.
- ◆ Charges for Current Services—increase of \$10.4 million.
 - ❖ Net increase of \$8.1 million to recover costs of the required retirement contributions and negotiated labor agreements and service adjustments for contracted law enforcement services provided to 9 contract cities, transit entities, a community college district and tribes.
- ❖ Increase of \$1.4 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, based on estimates included in the Fiscal Year 2017-18 Governor's Proposed Budget.
- ❖ Increase of \$0.9 million in Jail Bed Leasing due to an increase in misdemeanor jail bookings by the City of San Diego.
- ◆ Miscellaneous Revenues—net increase of \$4.4 million.
 - ❖ Increase of \$2.7 million related to reimbursement from the RCS Replacement Trust Fund for the Next Generation RCS annual lease purchase payment.
 - ❖ Increase of \$1.3 million due to increase in sales of commissary goods to inmates.
 - ❖ Net increase of \$0.3 million due to an increase in planned expenditures based on reimbursement from the RCS Trust Fund.
 - ❖ Increase of \$0.1 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 \$16.0 million.
 - ❖ Increase of \$13.7 million due to projected receipts and use of fund balance available in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement and detention services.
 - ❖ Increase of \$1.2 million due to an increase in the funds to be transferred from the Asset Forfeiture Fund to the General Fund.
 - ❖ Increase of \$0.7 million due to an increase in the funds to be transferred from the Inmate Welfare Fund to the General Fund.
 - ❖ Increase of \$0.4 million due to an increase in the funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Inmate Welfare Fund.
- ◆ Fund Balance Component Decreases—increase of \$9.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—net decrease of \$6.7 million. A total of \$6.0 million is budgeted.
 - ❖ \$2.2 million in Public Safety Group General Fund fund balance:
 - ❖ \$1.1 million to offset costs related to the Body-Worn Camera program equipment as approved by the Board of Supervisors on July 18, 2017.
 - ❖ \$0.5 million to offset costs for the County work site security assessment team.
 - ❖ \$0.2 million to offset costs for contracted juvenile intervention and diversion services.



- ◆ \$0.2 million to offset overtime costs for law enforcement operations related to the Board of State and Community Corrections Police grant funds.
- ◆ \$0.1 million to offset the purchase of scheduling software for the Sheriff's Communications Center.
- ◆ \$0.1 million to offset costs related to the radio dispatch console upgrade project.
- ◆ \$1.9 million in the Inmate Welfare Fund to support positions and core services.
- ◆ \$1.0 million in the Asset Forfeiture Fund to offset costs related to leased facilities.

- ◆ \$0.8 million in General Fund fund balance to offset costs related to radio replacements.
- ◆ \$0.1 million in the CSA Solana Beach for Next Generation RCS Infrastructure costs.
- ◆ General Purpose Revenue—increase of \$18.7 million as a result of required retirement contributions and negotiated labor agreements.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.

Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Detention Services	2,083.00	2,092.00	2,092.00
Law Enforcement Services	1,388.00	1,421.00	1,421.00
Sheriff's Court Services	418.00	417.00	417.00
Human Resource Services	133.00	133.00	133.00
Management Services	254.00	257.00	257.00
Sheriff's ISF / IT	17.00	17.00	17.00
Office of the Sheriff	26.00	27.00	27.00
Total	4,319.00	4,364.00	4,364.00

Budget by Program

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Detention Services	\$ 275,661,274	\$ 297,740,023	\$ 301,912,113	\$ 293,638,735	\$ 317,683,074	\$ 323,142,225
Law Enforcement Services	238,184,352	245,368,533	262,149,932	243,687,635	263,156,804	253,492,363
Sheriff's Court Services	54,198,624	61,244,440	61,313,225	57,835,449	66,406,119	67,091,091
Human Resource Services	25,023,441	26,701,518	27,228,585	27,360,200	28,029,981	28,346,446
Management Services	36,004,990	41,557,424	48,179,178	37,202,568	45,467,119	40,287,040
Sheriff's ISF / IT	78,864,477	91,825,499	120,004,020	85,950,618	96,249,781	92,591,124
Office of the Sheriff	5,558,543	5,831,905	6,314,534	5,825,258	6,712,435	6,784,847
Sheriff's Asset Forfeiture Program	1,233,324	1,102,326	1,319,959	381,106	2,127,326	2,127,326
END DATED: Marshal Asset Forfeiture Program	2,600	—	—	—	—	—
Jail Commissary Enterprise Fund	8,424,513	8,061,760	10,044,580	10,024,261	9,322,113	9,333,488
Sheriff's Inmate Welfare Fund	6,211,362	6,358,180	7,617,886	5,835,455	7,410,918	7,494,828
Countywide 800 MHZ CSA's	226,028	250,902	258,300	197,239	286,897	225,059
Total	\$ 729,593,528	\$ 786,042,510	\$ 846,342,312	\$ 767,938,525	\$ 842,852,567	\$ 830,915,837



Budget by Categories of Expenditures

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 550,072,605	\$ 593,155,651	\$ 598,187,043	\$ 581,425,609	\$ 640,344,898	\$ 646,445,835
Services & Supplies	140,172,616	167,040,982	214,664,180	157,872,889	172,875,635	157,163,984
Other Charges	24,759,857	26,054,834	27,068,128	25,254,857	26,489,834	26,489,834
Capital Assets Equipment	14,061,433	2,091,614	7,112,576	2,936,857	2,610,149	250,000
Expenditure Transfer & Reimbursements	(7,188,638)	(8,709,297)	(8,709,297)	(7,329,805)	(8,204,712)	(8,265,864)
Fund Balance Component Increases	1,000,000	—	270,398	270,398	—	—
Operating Transfers Out	6,715,655	6,408,726	7,749,284	7,507,720	8,736,763	8,832,048
Total	\$ 729,593,528	\$ 786,042,510	\$ 846,342,312	\$ 767,938,525	\$ 842,852,567	\$ 830,915,837

Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 470,892	\$ 500,500	\$ 500,500	\$ 419,286	\$ 500,500	\$ 500,500
Fines, Forfeitures & Penalties	5,555,132	7,812,562	8,579,202	5,954,779	5,498,430	2,340,471
Revenue From Use of Money & Property	5,928,101	435,226	435,226	3,139,106	3,115,606	3,115,606
Intergovernmental Revenues	67,514,606	71,344,369	87,674,506	75,078,769	75,776,012	64,778,288
Charges For Current Services	141,500,580	138,579,038	139,025,038	141,333,296	149,004,213	156,033,102
Miscellaneous Revenues	12,367,384	13,716,801	16,724,917	12,310,886	18,156,591	13,544,583
Other Financing Sources	202,822,386	204,575,628	206,962,946	198,118,490	220,619,373	214,461,152
Fund Balance Component Decreases	4,000,000	—	—	—	9,116,711	9,116,711
Use of Fund Balance	(27,852,529)	12,706,072	50,067,664	(4,788,402)	5,989,518	3,772,090
General Purpose Revenue Allocation	317,286,976	336,372,314	336,372,314	336,372,314	355,075,613	363,253,334
Total	\$ 729,593,528	\$ 786,042,510	\$ 846,342,312	\$ 767,938,525	\$ 842,852,567	\$ 830,915,837



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 families, 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 throughout the life of the case. Effective last Fiscal Year, the oversight and management of the Bureau of Public Assistance Investigations (formerly Public Assistance Fraud Unit) realigned within the Department of Child Support Services. The Bureau of Public Assistance Investigations provides efficient oversight of public assistance programs administered through the County of San Diego by conducting timely and fair investigations to safeguard the integrity of public assistance programs and ensuring benefits go to the region's residents in need.

To ensure these critical services are provided, Child Support Services has 512.00 staff years and a budget of \$51.8 million.



2016–17 Accomplishments



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Established parentage on 100% of cases, consistent with the statewide goal.
 - Increased the percentage of open cases with an enforceable order to 90% (58,948 of 65,498), exceeding the statewide goal of 89%.
 - Increased the percentage of current support collected to current support owed to 73% (\$85,382,280 of \$116,962,028), exceeding the goal of 71%.
 - Increased the percentage of arrears cases with a collection to 75% (36,341 of 48,454), exceeding the goal of 70%.
 - Initiated partnership with California State University, San Marcos and San Diego State University to inform students about future professional opportunities in the field of child support services.
 - Maintained total collections for child support at \$177 million.
 - Partnered with government and community organizations including the Superior Court's Family Law Facilitator, Workforce Partnership and Dad's Club to promote family self-sufficiency and provide supportive services to families.
 - Partnered with the Sheriff and the Probation Department to educate and assist incarcerated participants, and participants on probation, with genetic testing, order establishment and the modification process.
 - Partnered with the San Diego County Library to assist child support customers to attain a high school diploma through the Career Online High School program.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents

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.

- Developed the requirements for a college savings account program that child support customers can use to help advance the academic success of their dependents and facilitate their self-sufficiency in adulthood. (HF4)
- Participated in ConnectWellSD meetings and focus groups to enhance employees’ knowledge of how the County is building better health and integrated service delivery system for customers. (HF4)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
 - Disseminated news stories and infographics to employees regarding the work employees do in assisting child support customers to lead a healthy and thriving lifestyle. (HF5)

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collected \$3.63 for every \$1.00 spent on operations, exceeding the goal of \$3.50.
 - Integrated all administrative and operational facets of the Bureau of Public Assistance Investigations function and identified areas to increase operational efficiency and effectiveness.
 - Provided financial literacy training for all staff to help educate on resources and tools available to staff and customers. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Developed business and technical requirements for an automated self-check-in system to improve the customers’ office visit experience. (OE3)
 - Increased service delivery by opening new locations in Kearny Mesa and Downtown San Diego at the Hall of Justice to better serve customers. (OE3)
 - Partnered with the Department of Motor Vehicles to distribute video messages in their offices regarding how child support services positively impact families in the region. (OE3)
 - Partnered with the San Diego County Library and the City of San Diego Library to host “DCSS in Your Neighborhood,” a customer service focused program offering child support services after hours at various locations throughout the county. (OE3)
 - Implemented text and chatroom communication options to increase accessibility and convenience for customers. (OE3)
 - Implemented payment kiosks throughout the county to provide a convenient and efficient option to make payments at various locations. (OE3)

2017–19 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to the individuals’ needs
 - Ensure the percentage of cases with parentage established is at least 99%, consistent with the statewide goal.
 - Increase the percentage of open cases with an enforceable order to 91%, consistent with the statewide goal.
 - Increase the percentage of current support collected to current support owed to 71%.
 - Ensure the percentage of arrears cases with a collection is at or above 75%.
 - Maintain collections for child support at or above \$177 million.
 - Continue to promote family self-sufficiency by partnering with local community centers to ensure supportive services are available to families.
 - Continue to partner with local detention facilities to educate and assist incarcerated participants with genetic testing, order establishment and the modification process.
 - Continue to partner with the San Diego County Library to assist child support customers to attain a high school diploma through the Career Online High School program.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Open 75 college savings accounts for dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood. (HF4)
 - Partner with County agencies and community organizations in efforts to address intergenerational poverty among child support customers.
 - Explore issues surrounding the homeless population and look for innovative ways to improve our customer service to homeless child support customers, including outreach and referral processing.
- Leverage internal communications, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
 - Disseminate news stories via the employee intranet regarding the work employees do in assisting child support customers to lead a healthy and thriving lifestyle. (HF5)

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collect at least \$3.50 for every \$1.00 spent on operations. (OE3)
 - Identify areas to increase operational efficiency and effectiveness of case processing. (OE3)
 - Reduce the average time from case opening to first payment received by the families to equal or less than the monthly statewide average.

- Identify areas to increase efficiency and work with the Superior Court to ensure right-sized orders are obtained in a timely manner to provide sustainable reliable income to families. (OE3)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
- Implement a case management system for the Bureau of Public Assistance Fraud Investigation. (OE3)

- Deploy an automated check in system for child support customers. (OE3)

Related Links

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

- ◆ www.sandiegocounty.gov/dcsc


Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Current support collected (federal performance measure #3) (in millions) ¹	72% of \$158	71%	73% of \$117	71%	71%
	Cases with an enforceable order (federal performance measure #2) ¹	89% of 69,110	89%	90% of 65,498	91%	91%
	Arrears cases with a collection (federal performance measure #4) ¹	69% of 52,169	70%	75% of 48,454	75%	75%
	Total Collections (in millions)	\$177	\$177	\$177	\$177	\$177

Table Notes

¹ 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: 2016–17 to 2017–18

Staffing

Net decrease of 1.00 staff year to align operations with current workload

- ◆ Decrease of 2.00 staff years from Production Operations due to a decrease of 1.00 staff year and a transfer of 1.00 staff year to Recurring Maintenance and Operations.
- ◆ Decrease of 1.00 staff year from Bureau of Public Assistance Investigation.
- ◆ Increase of 1.00 staff year in Recurring Maintenance and Operations Division due to a transfer from Production Operations.
- ◆ Increase of 1.00 staff year in Administrative Services.

Expenditures

Net decrease of \$2.3 million

- ◆ Salaries & Benefits—net decrease of \$1.0 million due to savings from positions.
- ◆ Services & Supplies—net decrease of \$0.7 million primarily due to the completion of one-time equipment purchases in Fiscal Year 2016-17 and reduction in information technology and lease costs.
- ◆ Capital Assets Equipment—decrease of \$0.2 million due to the completion of vehicle assets purchases in Fiscal Year 2016–17.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.4 million associated with the reimbursement of expenditures in the Bureau of Public Assistance Investigations from the Health and Human Services Agency. Since this is a transfer of expenditures, it has the effect of a \$0.4 million decrease in expenditures.

Revenues

Net decrease of \$2.3 million

- ◆ Charges for Current Services—increase of \$0.1 million in Family Support program incentive revenue from the California Health and Human Services Agency.

- ◆ Use of Fund Balance—decrease of \$2.4 million due to the completion of one-time costs associated with the required relocation from the Central Courthouse to leased space in Fiscal Year 2016–17. There is no Use of Fund Balance amount budgeted in Fiscal Year 2017–18.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Production Operations	347.00	345.00	345.00
Quality Assurance	12.00	12.00	12.00
Administrative Services	37.00	38.00	38.00
Recurring Maintenance and Operations	5.00	6.00	6.00
Legal Services	47.00	47.00	47.00
Bureau of Public Assistance Investigation (BPAI)	65.00	64.00	64.00
Total	513.00	512.00	512.00

Budget by Program

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Production Operations	\$ 35,416,170	\$ 40,400,451	\$ 40,583,658	\$ 36,647,692	\$ 40,243,153	\$ 40,550,538
Staff Development Division	3,406	—	—	—	—	—
Quality Assurance	1,066,001	1,259,430	1,259,430	1,072,918	1,274,389	1,302,939
Administrative Services	3,491,458	5,012,635	5,012,635	3,608,371	2,384,588	1,752,288
Recurring Maintenance and Operations	853,822	774,642	774,642	1,165,492	921,284	941,714
Special Projects	1,277	—	—	713	—	—
Legal Services	6,245,980	6,682,484	6,682,484	6,566,832	6,981,228	7,157,163
Bureau of Public Assistance Investigation (BPAI)	—	—	—	(1,053,611)	—	—
Total	\$ 47,078,114	\$ 54,129,642	\$ 54,312,849	\$ 48,008,406	\$ 51,804,642	\$ 51,704,642

Budget by Categories of Expenditures

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 39,473,637	\$ 51,316,407	\$ 49,116,407	\$ 44,564,024	\$ 50,326,071	\$ 50,809,082
Services & Supplies	7,592,164	12,687,228	15,070,435	11,768,738	11,954,913	10,797,893
Other Charges	—	—	—	—	15,000	15,000
Capital Assets Equipment	12,314	320,000	320,000	146,382	150,000	150,000
Expenditure Transfer & Reimbursements	—	(10,193,993)	(10,193,993)	(8,470,738)	(10,641,342)	(10,067,333)
Total	\$ 47,078,114	\$ 54,129,642	\$ 54,312,849	\$ 48,008,406	\$ 51,804,642	\$ 51,704,642



Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 48,223,189	\$ 50,171,537	\$ 50,171,537	\$ 48,268,007	\$ 50,146,537	\$ 50,146,537
Charges For Current Services	1,702,704	1,558,105	1,558,105	1,592,911	1,658,105	1,558,105
Other Financing Sources	—	—	—	41,430	—	—
Use of Fund Balance	(2,847,779)	2,400,000	2,583,207	(1,893,942)	—	—
General Purpose Revenue Allocation	—	—	—	—	—	—
Total	\$ 47,078,114	\$ 54,129,642	\$ 54,312,849	\$ 48,008,406	\$ 51,804,642	\$ 51,704,642



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 4.00 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 investigations, reviewing and reporting 61% (71 of 117) of citizens' complaints of misconduct within 330 days of receipt. The goal of 75% was not met due to unanticipated law enforcement-referred investigations that required a greater share of investigative resources. (OE4)
 - ▣ 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. (OE4)
 - ▣ Completed 96% (112 of 117) of complaint investigations within one year of receipt, unless delayed due to lengthy investigations that were required for complex cases. (OE4)
 - ▣ Provided monthly "early warning" reports to the Sheriff's Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary. (OE4)
 - ▣ 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. (OE4)
 - ▣ Provided redacted case synopses that included relevant information for the public, while respecting peace officer confidentiality rights. (OE4)

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.

2016–17 Accomplishments

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - ▣ Increased community awareness of the CLERB through quarterly stakeholder outreach meetings held in the community. (SE6)

- Processed 100% (127) of 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. (OE4)
- Provided quarterly training on law enforcement oversight issues to the community. (OE4)

- Process 100% of 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)
- Provide monthly “early warning” reports to the Sheriff’s Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary. (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 included relevant information for the public, while respecting peace officer confidentiality rights. (OE4)
- Provide quarterly training on law enforcement oversight issues to the community. (OE4) (OE4)

2017–19 Objectives



Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - Increase community awareness of the CLERB through quarterly stakeholder outreach meetings held in the community. (SE6)



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Complete 95% of complaint investigations within one year of receipt, unless delayed due to lengthy investigations that were required for complex cases. (OE4)

Related Links

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

- ◆ www.sandiegocounty.gov/clerb



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Hold or attend at least four community-based meetings annually	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
	Mail complaint documents for complainant signature within two working days of initial contact ^{1,2}	100% of 127	100%	100% of 127	100%	100%
	Complete complaint investigations within one year ²	100% of 129	95%	96% of 117	95%	100%
	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
	Provide quarterly training on law enforcement oversight issues to the community	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4

Table Notes

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

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





Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Increase of \$34,000

- ◆ Salaries & Benefits—increase of \$6,000 due to required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—increase of \$28,000 primarily due to increased rents and leases and contracted services for legal fees.

Revenues

Increase of \$34,000.

- ◆ General Purpose Revenue Allocation—increase of \$34,000 to offset the increase in expenditures described above.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Law Enforcement Review Board		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Law Enforcement Review Board	\$ 635,216	\$ 683,052	\$ 683,052	\$ 596,622	\$ 717,451	\$ 722,827
Total	\$ 635,216	\$ 683,052	\$ 683,052	\$ 596,622	\$ 717,451	\$ 722,827

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 525,064	\$ 546,072	\$ 546,072	\$ 478,148	\$ 552,106	\$ 557,266
Services & Supplies	110,151	136,980	136,980	118,474	165,345	165,561
Total	\$ 635,216	\$ 683,052	\$ 683,052	\$ 596,622	\$ 717,451	\$ 722,827

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Use of Fund Balance	(24,466)	—	—	(86,430)	—	—
General Purpose Revenue Allocation	659,682	683,052	683,052	683,052	717,451	722,827
Total	\$ 635,216	\$ 683,052	\$ 683,052	\$ 596,622	\$ 717,451	\$ 722,827



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 the 18 incorporated cities in the region and the County of San Diego that provides for the coordination of plans and programs countywide to ensure the protection of life and property. The County of San Diego OES is certified with the Emergency Management Accreditation Program. Certification is based on 63 standards of excellence.

To ensure these critical services are provided, the Office of Emergency Services has 19.00 staff years and a budget of \$7.8 million.



- Through the use of multiple outreach campaigns, increased the number of AlertSanDiego registrants by 3% (397,867 to 408,720) and increased the number of SD Emergency mobile application downloads by 12% (175,851 to 197,083), exceeding the combined performance measure target of 5%. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Completed ten tsunami response playbooks for all coastal jurisdictions. These playbooks contain updated plans, procedures and responsibilities that each city would use during a tsunami advisory, watch, or warning. Additionally, OES updated internal plans and procedures, including the creation of customized jurisdictional maps, for use in AlertSanDiego, the County’s mass communication alert and warning system. (SC3)
 - Worked with transportation providers to develop a resource directory for potential use in regional large-scale evacuations. Established new memorandums of understanding and renewed existing agreements with transportation service providers. A pre-approved emergency transportation services list will be finalized by June 2018. The list will include providers who serve the general public and those who specialize in the transportation of older adults and individuals with disabilities. (SC2)
 - Conducted two tabletop exercises to test the region’s response capabilities to complex coordinated terror attacks and to pandemic viruses. Completed the interoperable communications exercise and the full-scale exercise, which involves multiple agencies and jurisdiction throughout the region. (SC3)
 - Enhanced the readiness of the region by creating an easy to use, localized, public hazard risk map and web-based application titled “Know Your Hazards.” This tool allows residents to identify local hazards by entering an address

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.

2016–17 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

into a web-based form to access preparedness and response recommendations for earthquake, fire, flood, and tsunami risk. (SC1)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▢ Achieved re-accreditation from the Emergency Management Accreditation Program (EMAP) which evaluated the County’s emergency management program using 63 separate and measurable standards of excellence and a peer review process. (OE3)
 - ▢ Expanded the number of emergency power generator systems to establish a cache of 14 generators and 11 support trailers acquired by OES. During blackouts these resources will provide emergency power to specific locations throughout the region. Electrical power will be available at charging stations and shelters for the purpose of maintaining medical equipment, providing lighting, and powering emergency communication systems. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - ▢ Expanded the number of disaster service workers trained for the Advanced Recovery Initiative (ARI) by 15% (647 to 742). In order to increase the number of shelters that can be opened simultaneously in the region, recruiting for County Shelter Managers and County Shelter Workers was emphasized throughout the year. (OE6)

include a cross border binational exercise with the State of Baja California Norte, Mexico; a Risk Communication Partner Relay exercise to practice translation of emergency response information into multiple languages; a shelter hands-on training exercise to drill shelter procedures and policies with emphasis on the care and shelter of residents with access and functional needs; and a Business Alliance public/private partnership exercise to improve emergency coordination with small, medium and large corporations throughout the region. (SC2)

Operational Excellence

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - ▢ Obtain a Type 3 Emergency Operations Center position credential from Cal OES’s California Specialized Training Institute for seven Emergency Services Coordinators. The EOC Position Credentialing program promotes effective and efficient personnel resource management and enhances the level of professionalism and capabilities for emergency services personnel. The program also supports elements of the Standardized Emergency Management System and the National Incident Management System by offering a standardized path for individuals to serve in specific roles in the Emergency Operations Center. (OE5)
 - ▢ Expand the number of disaster service workers trained for the ARI program by 3%. ARI promotes the training of County disaster service workers to staff local assistance centers, shelters, emergency operation centers or 2-1-1 during and after large disasters. (OE5)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▢ Lead the regional development of an in-kind/commodities donations management plan. This plan will provide tools for local governments to better communicate their concerns to the public regarding in-kind donations. While donations of food and clothing help meet a community’s urgent needs, these donations may require increased commitment of limited management personnel, volunteer organizations, facilities, and other local resources. (OE3)

2017–19 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
 - ▢ Use past results to improve efficiency and refine outreach programs, and conduct two public outreach campaigns to increase the number of AlertSanDiego registrations by 3%. (SC1)
 - ▢ Conduct two public outreach campaigns to increase the number of SD Emergency mobile application downloads by 5%. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▢ Conduct four regional exercises focused on working with external partners. These exercises will center on improving OES’s overall coordination, collaboration and response capability. Partner agency-focused tabletop exercises will

Related Links

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

- ◆ www.sandiegocounty.gov/oes
- ◆ www.sdcountyemergency.com
- ◆ www.readysandiego.org





Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Percentage increase of AlertSanDiego registration and/or SD Emergency mobile application downloads ¹	7% (538,222 to 573,718)	5%	6% (573,718 to 605,803)	N/A	N/A
	Percentage increase of AlertSanDiego registration downloads ²	N/A	N/A	N/A	3%	3%
	Percentage increase of SD Emergency mobile application downloads ²	N/A	N/A	N/A	5%	5%
	Number of countywide exercises (full-scale, functional or tabletop) conducted to continue San Diego County region's disaster readiness	4	4	4	4	4
	Percentage increase of the number of disaster service workers trained for the Advanced Recovery Initiative ³	16% (557 to 647)	3%	15% (647 to 742)	3%	3%

Table Notes

- ¹ The target was exceeded in Fiscal Year 2016–17 due to an emphasis on outreach programs designed to increase AlertSanDiego mobile phone registrations and SD Emergency Mobile App downloads. This measure will be discontinued and replaced effective Fiscal Year 2017–18. See Table Note 2.
- ² These two new measures effective Fiscal Year 2017–18 split the previous performance measure to more accurately track strategic alignment to the County's regional vision of Building Better Health, Living Safely, and Thriving: *Live Well San Diego*.
- ³ The target was exceeded in Fiscal Year 2016–17 due to an emphasis on recruiting for County Shelter Managers and County Shelter Workers in order to increase the number of shelters in the region that could be opened simultaneously.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net increase of \$1.9 million.

- ◆ Salaries & Benefits—net increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$1.4 million.
 - ◆ Increase of \$0.8 million in contracted services due to an increase in one-time grant projects related to the Fiscal Year 2017 State Homeland Security Program Grant and the Urban Area Security Initiative.

- ◆ Increase of \$0.1 million for the County Employee Alert and Warning System and County Security Initiative.
- ◆ Increase of \$0.3 million for major maintenance projects.
- ◆ Increase of \$0.2 million for increased costs related to facilities, utility charges, and information technology.
- ◆ Other Charges—increase of \$0.4 million due to anticipated spending levels for the sub-recipients of the Fiscal Year 2017 State Homeland Security Program Grant, which provides pass-through funds to other agencies.

Revenues

Net increase of \$1.9 million

- ◆ Intergovernmental Revenues—increase of \$1.1 million primarily due to increases in the Fiscal Year 2017 State Homeland Security Program Grant and the Urban Area Security Initiative related to one-time projects.

- ◆ Fund Balance Component Decreases—increase of \$17,433 to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$0.5 million. A total of \$0.8 million is budgeted.
 - ◆ \$0.1 million for the County Employee Alert and Warning System and County Security Initiative.
 - ◆ \$0.1 million for temporary staff.
 - ◆ \$0.1 million to upgrade the Emergency Mobile Application.
 - ◆ \$0.3 million for major maintenance projects.

- ◆ \$0.2 million for public outreach projects, purchase of equipment to support the Operational Area Emergency Operations Center, and for tabletop/full-scale exercise.
- ◆ General Purpose Revenue—increase of \$0.3 million to support required retirement contributions and negotiated labor agreements and for the “Call When Needed” program to access fire suppression aircraft.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Office of Emergency Services		19.00			19.00	19.00
Total		19.00			19.00	19.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Office of Emergency Services	\$ 6,157,578	\$ 5,888,064	\$ 11,310,253	\$ 6,909,467	\$ 7,811,529	\$ 7,197,614
Total	\$ 6,157,578	\$ 5,888,064	\$ 11,310,253	\$ 6,909,467	\$ 7,811,529	\$ 7,197,614

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 2,260,458	\$ 2,707,601	\$ 2,707,601	\$ 2,302,318	\$ 2,803,363	\$ 2,849,466
Services & Supplies	2,300,358	1,834,463	5,168,682	3,059,200	3,241,539	2,581,521
Other Charges	1,596,762	1,346,000	3,066,304	1,183,783	1,766,627	1,766,627
Capital Assets Equipment	—	—	367,666	364,166	—	—
Total	\$ 6,157,578	\$ 5,888,064	\$ 11,310,253	\$ 6,909,467	\$ 7,811,529	\$ 7,197,614

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 4,720,040	\$ 3,814,687	\$ 7,422,403	\$ 3,802,340	\$ 4,972,309	\$ 4,243,125
Charges For Current Services	325,000	325,638	325,638	327,879	334,560	334,560
Miscellaneous Revenues	37,189	—	71,200	77,450	—	—
Fund Balance Component Decreases	—	—	—	—	17,433	17,433
Use of Fund Balance	(142,540)	375,000	2,118,273	1,329,059	847,000	912,000
General Purpose Revenue Allocation	1,217,889	1,372,739	1,372,739	1,372,739	1,640,227	1,690,496
Total	\$ 6,157,578	\$ 5,888,064	\$ 11,310,253	\$ 6,909,467	\$ 7,811,529	\$ 7,197,614





Medical Examiner

Mission Statement

Promote safe 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 38% of deaths in the county, or approximately 8,418 cases, and ultimately transports approximately 14% of decedents to the department facility to determine identity and the cause and manner of death. Statistical information for these sudden and unexpected deaths is provided to research institutions and the public, aiding community understanding of health and safety risks and trends. Committed to service, education and research, the department performs scene investigations, autopsies and external examinations, toxicology testing, and administrative support. In addition, the department is accredited to educate future forensic pathologists and pathology residents.

To ensure these critical services are provided, the Department of the Medical Examiner has 57.00 staff years and a budget of \$11.0 million.



2016–17 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 County News Center stories targeting the media and the public and an annual report published online. (SC3)
 - ▣ Contributed to research efforts in Alzheimer’s, Epilepsy, Autism and Schizophrenia studies by providing 33 sample tissues, with family consent, for academic research. (SC3)
 - ▣ Continued to train medical residents, students and first responders on forensic investigations by fulfilling 100% of (75) requests within 4 months of the request. A total of 493 medical students, residents and first responders were trained or observed a forensic investigation. (SC3)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - ▣ Contributed 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 Coroner Alert Project (MECAP), National Institute of Child Health and Human Development (NICHD), National Missing and Unidentified Persons System, and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. (SC6)

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.

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. (OE3)
 - ◆ Gathered imaging case information to locate objects, identify John or Jane Does and document fractures, deformities and post-surgical procedures for 21% (645 of 3,070) of cases.
 - ◆ The use of bar coding technology allowed the department to quickly, efficiently, and accurately transfer and maintain specimens (2,141 cases), evidence (557 cases) and bodies (3,043).
 - Completed 90% (113 of 126) of homicide examination reports in 60 days or less. (OE4)
 - Assisted in the healing process of those who have lost a loved one by providing timely and compassionate service and enabled timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death. (OE4)
 - ◆ Notified 89% (4,405 of 4,943) of next-of-kin for identified Medical Examiner cases in 12 hours or less, not meeting the goal of 90% due to the occasional inability to locate family members in that timeframe.
 - ◆ Completed 88% (2,717 of 3,071) of investigative reports in 60 days or less, exceeding the goal of 85%.
 - ◆ Completed 99% (2,133 of 2,141) of toxicology reports in 60 days or less, exceeding the goal of 95%.
 - ◆ Completed 94% (2,775 of 2,948) of examination reports in 60 days or less, exceeding the goal of 85%.
 - ◆ Provided 99% (4,629 of 4,664) of case report requests within 7 days or less, exceeding the goal of 95%.
- Strengthen our customer service culture to ensure a positive customer experience
 - Enabled timely funeral service for families by making 99% (2,570 of 2,591) of bodies ready for release in 7 days or less. (OE5)

through County News Center stories targeting the media and the public and an annual report published online. (SC3)

- Contribute to research efforts in Alzheimer’s, Epilepsy, Autism and Schizophrenia 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 within 4 months of the request. (SC3)
- 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, PDATEF, MECAP, NICHED, National Missing and Unidentified Persons System, and the California SIDS Advisory Council. (SC6)

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.
 - ◆ Complete 85% of investigative reports in 60 days or less.
 - ◆ Complete 95% of toxicology reports in 60 days or less.
 - ◆ Complete 90% of examination reports in 60 days or less.
 - ◆ Provide 95% of case report requests within 7 days or less.

2017–19 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



- Strengthen the customer service culture to ensure a positive customer experience
 - Enable timely funeral service for families by making 97% of bodies ready for release in 7 days or less. (OE5)

Related Links

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

- ◆ www.sandiegocounty.gov/me
- ◆ www.sandiegocounty.gov/me/docs/SDME_Annual_Report_2015.pdf


Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Bodies ready for release in seven days or less ¹	99% of 2,474	97%	99% of 2,591	97%	97%
	Investigative reports completed in 60 days or less ¹	91% of 2,991	85%	88% of 3,071	85%	85%
	Toxicology reports completed in 60 days or less ¹	99% of 2,025	95%	99% of 2,141	95%	95%
	Examination reports completed in 60 days or less ²	96% of 2,881	85%	94% of 2,948	90%	90%
	Homicide examination reports completed in 60 days or less ¹	93% of 105	90%	90% of 126	90%	90%
	Next-of-kin notification completed in 12 hours or less ³	90% of 4,964	90%	89% of 4,943	90%	90%
	Case reports completed in seven days or less ¹	99% of 5,030	95%	99% of 4,664	95%	95%

Table Notes

- ¹ Note: Data on number of deaths is gathered by calendar year (January-December) versus fiscal year (July-June).
- ² The goal to complete examination reports was again exceeded with the addition of a second Forensic Pathology Fellow which allowed the case pathologist to complete reports timely and enhance the teaching for these future Forensic Pathologists. The goal for calendar year 2017 was increased due to the continued success of exceeding the goal.
- ³ The goal for Next-of-Kin notification was not met due to the occasional inability to locate family.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Increase of 3.00 staff years in the Decedent Investigations Division for death scene investigations, decedent identification and to locate legal next-of-kin to make timely death notifications.

Expenditures

Net increase of \$0.9 million

- ◆ Salaries & Benefits—increase of \$0.4 million due to required retirement contributions, negotiated labor agreements and the addition of 3.00 staff years described above.
- ◆ Capital Assets Equipment—increase of \$0.5 million for the purchase of toxicology screening equipment.

Revenues

Net increase of \$0.9 million

- ◆ Fund Balance Component Decreases—increase of \$0.1 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$0.4 million. A total of \$0.5 million is budgeted for the purchase of toxicology screening equipment.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million primarily due to required retirement contributions, negotiated labor agreements and the increase of 3.00 staff years described above.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Decedent Investigations		54.00			57.00	57.00
Total		54.00			57.00	57.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Decedent Investigations	\$ 9,902,433	\$ 10,116,528	\$ 10,253,296	\$ 10,229,286	\$ 10,975,423	\$ 10,580,232
Total	\$ 9,902,433	\$ 10,116,528	\$ 10,253,296	\$ 10,229,286	\$ 10,975,423	\$ 10,580,232

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 7,339,382	\$ 7,644,780	\$ 7,424,780	\$ 7,421,260	\$ 8,021,075	\$ 8,075,884
Services & Supplies	2,563,051	2,471,748	2,727,715	2,707,881	2,504,348	2,504,348
Capital Assets Equipment	—	—	100,801	100,800	450,000	—
Expenditure Transfer & Reimbursements	—	—	—	(654)	—	—
Total	\$ 9,902,433	\$ 10,116,528	\$ 10,253,296	\$ 10,229,286	\$ 10,975,423	\$ 10,580,232

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Charges For Current Services	\$ 1,126,945	\$ 682,083	\$ 682,083	\$ 920,683	\$ 682,083	\$ 682,083
Miscellaneous Revenues	187,786	86,460	86,460	86,926	86,460	86,460
Fund Balance Component Decreases	—	—	—	—	143,121	143,121
Use of Fund Balance	(159,598)	108,014	244,782	(18,294)	470,000	—
General Purpose Revenue Allocation	8,747,301	9,239,971	9,239,971	9,239,971	9,593,759	9,668,568
Total	\$ 9,902,433	\$ 10,116,528	\$ 10,253,296	\$ 10,229,286	\$ 10,975,423	\$ 10,580,232





Probation

Mission Statement

Through the empowerment of Probation team members and client-centered partnerships, we will inspire and guide towards opportunities to be successful. We will be innovative through evidence-based and sustainable approaches in promoting public safety. We are committed to positive change in the community through best practices in continuum of care, supervision, accountability, and a restorative practice philosophy.

Department Description

The Probation Department protects the public by working with community, other County departments and government partners, to supervise and rehabilitate youth and adults in the justice system, and assists victims of crime through securing restitution and holding offenders accountable. During Fiscal Year 2016-17, a weekly average of 10,973 adults and 1,822 youth were under probation supervision. 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. These programs were created in collaboration with the courts, law enforcement, health agencies, schools, social service agencies and other community-based organizations. The Probation Department also provides supervision and reentry services to justice system-involved adults, focusing on rehabilitation through case management and assessment in order to link them to the services that will assist in rehabilitation. The Probation Department assists victims through education of victims' rights and restitution.

To ensure these critical services are provided, the Probation Department has 1,101.00 staff years and a budget of \$213.5 million.



2016–17 Accomplishments



Safe Communities

- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - ▣ Employed practices to provide rehabilitative services to offenders. (SC7)
 - ◆ Linked 62% (275 of 443) of high-risk juvenile probationers to community-based services associated with the juvenile's assessed needs, exceeding the goal of 58%.
 - ◆ Linked 76% (1,609 of 2,105) of high-risk adult probationers and Post Release Community Supervision clients to appropriate intervention services to address factors that lead to criminal behavior.
 - ◆ Provided substance abuse services to 100% (247) of the youth in custody assessed as having substance abuse needs, exceeding the goal of 99%.
 - ◆ Provided employment readiness services to 100% (272) of the youth in custody assessed as having employment readiness needs, exceeding the goal of 99%.
 - ▣ Employed operational practices to protect community safety and reduce crime. (SC3)
 - ◆ Provided supervision and services using evidence-based practices to juvenile probationers and achieved a 74% (807 of 1,086) success rate for juvenile probationers who completed their probation without a new sustained law violation, exceeding the goal of 70%.
 - ◆ Provided supervision and services using evidence-based practices to adult probationers and achieved a 73% (3,834 of 5,278) success rate for adult probationers who completed their probation without being convicted of a new crime, exceeding the goal of 65%.

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.

- ◆ Provided supervision and services using evidence-based practices to adults under Mandatory Supervision and achieved an 89% (539 of 609) success rate for Mandatory Supervision clients who completed their supervision without being convicted of a new crime, exceeding the goal of 75%.
- ◆ Provided supervision and services using evidence-based practices to adults under Post Release Community Supervision and achieved a 65% (939 of 1,455) success rate for Post Release Community Supervision clients who completed their supervision without being convicted of a new crime, exceeding the goal of 60%.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Focused on diversion, supportive programs, and community-based options through the use of evidence-based practices to further reduce the juvenile justice population. (SC2)
 - ◆ Provided a continuum of detention alternatives through the Alternatives to Detention (ATD) program including case advocacy, cool beds, reporting centers, supervision, intensive case management, and wraparound family services. More than 550 new participants were served by the program with 91% of youth successfully completing the program.
 - Assisted victims who have been harmed by crime by collecting Court ordered restitution on their behalf. (SC3)
 - ◆ Collected \$2.14 million in restitution from adult probationers for the benefit of crime victims, which fell short of the goal of \$2.3 million. One contributing factor in not achieving this goal was a decrease in the number of adult probationers and the number of victims as evidenced by an 11% decrease in adult restitution accounts opened as of the same time period last year.
 - ◆ Collected \$0.36 million in restitution from juvenile-related cases for the benefit of crime victims, exceeding the goal of \$0.25 million.
 - Continued collaborating with the Sheriff’s Department in conducting compliance checks to enforce the terms of supervision and actively engage offenders with their terms of release, with the goal of ensuring public safety in our communities. (SC3)
 - ◆ Provided training to Sheriff’s Department deputies on the Probation Case Management System in order to exchange intelligence and enhance supervision techniques with the goal of reducing recidivism.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Expanded juvenile mental health services to youth in the community through a therapeutic model of in-home services for youth and their families. (SC6)
 - ◆ Provided Family Therapy Services using a therapeutic model of in-home services for youth and their families.

- ◆ Expanded the screening, assessment, and available treatment of youth in the community through the administration of a validated mental health assessment, and ensuring youth are connected to trauma-focused treatment services, when indicated.
- Expanded juvenile mental health services to youth in custody through expanded clinical support and continued to implement best practice initiatives focused on trauma. (SC6)
 - ◆ Hired Licensed Mental Health Clinicians to provide mental health coverage and support during extended hours for youth in juvenile hall.
 - ◆ Partnered with Child Welfare Services to train all Juvenile Probation Officers on Commercial Sexual Exploitation of Children (CSEC) and identification of human trafficking victims for enhanced service delivery both in and out of custody. This training included new policies and procedures around legal mandates of reported child abuse and screening using the West Coast CSEC Identification tool to identify youth who are currently or are at risk for being sexually exploited.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continued to expand the use of mobile applications to improve the efficiency of case management and supervision for officers in the field. (OE3)
 - ◆ Expanded the use of mobile applications through the release of the Probation Utility Mobile Application (PUMA) provided to approximately 350 officers and staff. Enhancements to PUMA included the ability for officers to search for clients using current and prior case histories.
 - In collaboration with County departments and community partners, implemented the plan to move staff and services into community-based locations. (OE3)
 - ◆ Regionalized services for specific client populations in order to assist clients closer to the communities in which they live and to reduce barriers to service delivery.

2017–19 Objectives



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Employ operational practices to protect community safety and reduce crime. (SC3)
 - ◆ Ensure 73% of juvenile probationers complete their probation without a new sustained law violation.



- ◆ Ensure 68% of adult probationers complete their probation without being convicted of a new crime.
- ◆ Ensure 80% of Mandatory Supervision clients complete their supervision without being convicted of a new crime.
- ◆ Ensure 60% of Post Release Community Supervision clients complete their supervision without being convicted of a new crime.
- Assist victims who have been harmed by crime by collecting Court ordered restitution on their behalf. (SC3)
 - ◆ Collect at least \$2.1 million of restitution from adult probationers for the benefit of crime victims.
 - ◆ Collect at least \$0.25 million of restitution from juvenile-related cases for the benefit of crime victims.
- 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. (SC5)
 - ◆ Continue to provide substance abuse services to at least 99% of youth in custody assessed as having substance abuse needs.
 - ◆ Continue to provide employment readiness services to at least 99% of youth in custody assessed as having employment readiness needs.
 - ◆ Enhance family visitation and community engagement for youth in custody in order to improve outcomes and reduce the risk to public safety.
 - ◆ Revise the policies and procedures for Home Supervision and reduce the number of youth who are detained as a result of Home Supervision violations in order to achieve a 25% increase in the number of youth on Home Supervision to a monthly average of 145 youth during Fiscal Year 2017-18.
 - ◆ Continue to revise the policies and procedures governing when youth can be detained as a result of probation violations in order to reduce the number of youth detained as a result of probation violations by 10% and to increase the use of intermediate sanctions to address underlying criminogenic risks and needs.
- ◆ Reduce the average length of stay by 10% for custodial commitments in accordance with best practices, responsive to the criminogenic risk and needs of the youth while maintaining public safety and emphasizing the use of community-based interventions.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them with access to rehabilitation
 - Employ practices to provide rehabilitative services to offenders. (SC7)
 - ◆ Increase the percentage of high-risk adult probationers and Post Release Community Supervision clients linked to appropriate intervention services by 1% over Fiscal Year 2016-17 goal (74% to 75%) to address factors that lead to criminal behavior.



Operational Excellence

- Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county
 - Promote financial literacy of the Department regarding grants, budget, audits, and purchasing and contracting principles through multiple presentations to staff during regularly scheduled staff meetings. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Update training functions by consolidating certain training activities and support functions in order to efficiently align and enhance departmental training and leadership development. (OE3)
 - Enhance existing field offices with infrastructure and technology improvements to modernize service delivery, enhance customer service and reduce client wait times. (OE3)

Related Links

For additional information about the Probation Department, refer to the website at:

- ◆ www.sandiegocounty.gov/probation


Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Adult probationers who complete their probation without being convicted of a new crime	71% of 5,570	65%	73% of 5,278	68%	68%
	Juvenile probationers who complete their probation without a new law violation	80% of 1,330	70%	74% of 1,086	73%	73%
	High-risk adult probationers and Post Release Community Supervision clients linked to appropriate intervention services to address factors that lead to criminal behavior ¹	73% of 3,134	74%	76% of 2,105	75%	75%
	High-risk juvenile probationers linked to community-based services associated with the juvenile's assessed needs ²	56% of 996	58%	62% of 443	N/A	N/A
	Participation in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints ³	432	N/A	N/A	N/A	N/A

Table Notes

- ¹ This measure focuses on the percentage of high-risk adult probationers and Post Release Community Supervision clients linked to appropriate intervention services based upon their assessed needs.
- ² This measure will be discontinued in Fiscal Year 2017–18. Previous counts included only linkages made through the Community Resource Directory, which are only a partial count of the services youth receive.
- ³ This measure was discontinued in Fiscal Year 2016–17. Establishing a multi-agency operation goal has proven to be difficult due to the unpredictability of factors, including funding and opportunity, that may impact reaching a specific count within a given year. The department will continue to participate in multi-agency operations as those opportunities arise and this measure will be tracked internally.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net decrease of 141.00 staff years to align operations with the decline of juvenile and adult populations under supervision and the current workload. There will be no impact to service delivery.

- ◆ Adult Field Services—net decrease of 41.00 staff years.
 - ◆ Decrease of 40.00 staff years in Adult Field Services to align operations with current workload.
 - ◆ Decrease of 1.00 staff year due to a transfer to Department Administration.
 - ◆ Decrease of 1.00 staff year due to a transfer to Institutional Services.
 - ◆ Increase of 1.00 staff year due to a transfer from Juvenile Field Services.

- ◆ Institutional Services—net decrease of 36.00 staff years.
 - ◆ Decrease of 37.00 staff years to align operations with the decline of the juvenile population in the detention facilities.
 - ◆ Increase of 1.00 staff year due to a transfer from Adult Field Services.
- ◆ Juvenile Field Services—net decrease of 60.00 staff years.
 - ◆ Decrease of 56.00 staff years due to the decline in juvenile population and current workload.
 - ◆ Decrease of 3.00 staff years due to a transfer to Department Administration.
 - ◆ Decrease of 1.00 staff year due to a transfer to Adult Field Services.
- ◆ Department Administration—net decrease of 4.00 staff years.
 - ◆ Decrease of 5.00 staff years to align operations with current workload.



- ❖ Decrease of 3.00 staff years due to the transfer of Licensed Mental Health Clinicians to the Health and Human Services Agency.
- ❖ Increase of 3.00 staff years due to a transfer from Juvenile Field Services.
- ❖ Increase of 1.00 staff year due to a transfer from Adult Field Services.

Expenditures

Net decrease of \$10.8 million

- ◆ Salaries & Benefits—net decrease of \$5.6 million.
 - ❖ Decrease of \$9.4 million due to the reduction of 141.00 staff years described above.
 - ❖ Increase of \$3.8 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net decrease of \$5.5 million.
 - ❖ Decrease of \$2.0 million in contracted services primarily related to the expiration of grant funds including the Juvenile Accountability Block Grant (\$0.2 million) and the Edward Byrne Memorial Justice Assistance Grant Program (\$0.5 million) and to align services with anticipated actuals (\$1.4 million), partially offset by the addition of the Leadership for Equity and Access Districtwide program (\$0.1 million).
 - ❖ Decrease of \$1.6 million in Special Departmental Expense to align operations with current workload.
 - ❖ Decrease of \$1.9 million in Internal Service Funds related to information technology, facility, vehicle costs, and other miscellaneous expenditures to align with anticipated actuals.
 - ❖ Decrease of \$0.6 million in professional and specialized services to align with anticipated actuals.
 - ❖ Decrease of \$0.2 million in laboratory services related to the decline of juvenile and adult populations.
 - ❖ Increase of \$0.8 million in Public Liability insurance costs.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.3 million associated with reimbursement for the costs of Licensed Mental Health Clinicians. The positions will be transferred to the Health and Human Services Agency. Since this is a transfer of expenditures, it has the effect of a \$0.3 million increase in expenditures.

Revenues

Net decrease of \$10.8 million

- ◆ Intergovernmental Revenues—increase of \$5.5 million.
 - ❖ Increase of \$1.9 million in Juvenile Justice Crime Prevention Act funds to support probation program activities.
 - ❖ Increase of \$1.5 million in the Youth Offender Block Grant for services that will benefit youth in the program.

- ❖ Increase of \$1.2 million in State revenue allocated to the Local Revenue Fund 2011, Community Corrections Subaccount to partially offset increases as a result of the required retirement contributions and negotiated labor agreements.
- ❖ Increase of \$0.5 million in the Caltrans Post Release Community Supervision Work Crew Program related to an increase in the contract.
- ❖ Increase of \$0.5 million in Federal Foster Care Assistance revenue for the Title IV-E California Well-Being project for individualized services and support for children and their families.
- ❖ Increase of \$0.4 million in the Juvenile Probation Camp Funding revenue to support Juvenile Probation program activities.
- ❖ Increase of \$0.2 million for the Office of Traffic Safety Grant related to Intensive Probation Supervision for High Risk Felony and Repeat DUI Offenders.
- ❖ Decrease of \$0.2 million in the Juvenile Accountability Block Grant due to the expiration of the grant.
- ❖ Decrease of \$0.5 million in the Edward Byrne Memorial Justice Assistance Grant Program due to the end of the grant performance period.
- ◆ Other Financing Sources—net increase of \$0.4 million.
 - ❖ Increase of \$0.6 million from the Proposition 172 Fund, the Local Public Safety Protection and Improvement Act of 1993, which supports regional law enforcement services.
 - ❖ Decrease of \$0.2 million due to a decrease in Penalty Assessment revenue.
- ◆ Fund Balance Component Decreases—increase of \$2.0 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance – decrease of \$0.2 million. A total of \$2.2 million is budgeted.
 - ❖ \$1.9 million in Public Safety Group General Fund fund balance:
 - ◆ \$1.0 million for one-time major maintenance projects.
 - ◆ \$0.9 million to support the Comprehensive Strategy for Youth, Family and the Community.
 - ❖ \$0.2 million in General Fund fund balance for radio replacements.
 - ❖ \$0.1 million in the Probation Asset Forfeiture Fund for the purchase of equipment.
- ◆ General Purpose Revenue Allocation—decrease of \$18.6 million to align operations with the decline of juvenile and adult populations under supervision and the current workload.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.

Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Adult Field Services		451.00			410.00	410.00
Institutional Services		416.00			380.00	380.00
Juvenile Field Services		287.00			227.00	227.00
Department Administration		88.00			84.00	84.00
Total		1,242.00			1,101.00	1,101.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Adult Field Services	\$ 69,425,072	\$ 79,217,720	\$ 82,113,138	\$ 78,004,203	\$ 78,024,691	\$ 78,301,729
Institutional Services	62,894,506	64,579,048	66,965,154	62,583,721	61,923,383	62,280,274
Juvenile Field Services	57,381,992	60,347,985	60,368,731	56,097,616	53,578,559	54,100,281
Department Administration	18,166,918	20,025,361	24,564,701	18,839,139	19,859,743	19,156,146
Probation Asset Forfeiture Program	83,336	100,000	154,287	82,102	100,000	100,000
Probation Inmate Welfare Fund	524,901	95,000	115,352	57,526	95,000	95,000
Total	\$ 208,476,724	\$ 224,365,114	\$ 234,281,363	\$ 215,664,307	\$ 213,581,376	\$ 214,033,430

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 130,369,721	\$ 137,847,404	\$ 134,837,363	\$ 131,222,447	\$ 132,277,003	\$ 132,722,607
Services & Supplies	69,042,534	78,274,367	91,157,481	76,969,652	72,765,412	72,771,862
Other Charges	10,449,495	10,601,579	10,601,579	9,031,378	10,566,437	10,566,437
Capital Assets Equipment	125,431	—	43,176	38,862	—	—
Expenditure Transfer & Reimbursements	(1,510,457)	(2,358,236)	(2,358,236)	(1,598,032)	(2,027,476)	(2,027,476)
Total	\$ 208,476,724	\$ 224,365,114	\$ 234,281,363	\$ 215,664,307	\$ 213,581,376	\$ 214,033,430

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Fines, Forfeitures & Penalties	\$ 45,517	\$ 68,500	\$ 68,500	\$ 48,419	\$ 68,500	\$ 68,500
Revenue From Use of Money & Property	189,724	—	—	147,541	—	—
Intergovernmental Revenues	79,981,301	92,697,910	94,697,910	90,220,229	98,221,471	98,684,492
Charges For Current Services	7,051,228	7,478,780	7,478,780	7,495,438	7,488,790	7,479,478
Miscellaneous Revenues	197,584	102,132	102,132	1,595	102,132	102,132
Other Financing Sources	25,350,251	23,044,095	23,940,020	22,569,061	23,453,514	23,892,085
Fund Balance Component Decreases	0	0	0	0	2,020,647	2,020,647
Use of Fund Balance	(656,182)	2,393,787	9,414,111	(3,397,886)	2,213,097	825,421
General Purpose Revenue Allocation	96,317,302	98,579,910	98,579,910	98,579,910	80,013,225	80,960,675
Total	\$ 208,476,724	\$ 224,365,114	\$ 234,281,363	\$ 215,664,307	\$ 213,581,376	\$ 214,033,430



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, the Primary Public Defender, the Alternate Public Defender, the Multiple Conflicts Office and the Office of Assigned Counsel, all ethically walled to avoid conflicts. The Public Defender provides quality legal assistance to individuals charged with a crime in state court who are financially unable to retain private counsel. Mental health and juvenile court matters are handled by special units within the office. 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.

To ensure these critical services are provided, the Public Defender has 380.00 staff years and a budget of \$87.6 million.



the first year for this service and no baseline had been previously established. This year's results will be used as a baseline when setting future goals.

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.

2016–17 Accomplishments



Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
 - Completed 87% of mental health treatment plans for referred individuals about to be released from custody within two weeks. The goal of 90% was not met, as this was



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. (SC5)
 - ◆ 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 100% of 1,034 requests, exceeding the goal of 450 Legislative changes have made it easier and less costly for clients to have their juvenile record sealed.
 - ◆ Maintained the number of elapsed days between admission and sentencing in approximately 2,000 juvenile cases at 28 days or less to accelerate rehabilitation.



Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Filed 544 misdemeanor expungement requests to help clients obtain meaningful employment, exceeding goal of 475. (SE2)
 - Filed 549 felony expungement requests to help clients obtain meaningful employment, exceeding goal of 475. (SE2)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges

- Developed and maintained partnerships with educational and community organizations to promote opportunities for residents to be civically engaged, leverage resources and address common needs.
 - ◆ Achieved 72,622 hours of volunteer service. The goal of 80,000 hours was not met, as the Department offered paid internships for some activities previously performed by volunteers.

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. (OE3)
 - ◆ Continued testing eDiscovery with the San Diego City Attorney and developed an eDiscovery protocol.
- Strengthen our customer service culture to ensure a positive customer experience
 - 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 to obtain the best possible outcome for the client. (OE5)
 - ◆ Resolved 99% of 53,524 misdemeanor cases prior to trial when doing so benefitted the client more than litigation.
 - ◆ Resolved 65% of 21,786 felony cases prior to preliminary hearing when doing so benefitted the client more than litigation.

2017–19 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Complete 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks.

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. (SC5)
 - ◆ 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 at least 90% of 900 requests.

- ◆ Maintain the number of elapsed days between admission and sentencing in approximately 2,000 juvenile cases at 28 days or less to accelerate rehabilitation.

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.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Develop and maintain partnerships with educational and community organizations to promote opportunities for residents to be civically engaged, leverage resources and address common needs.
 - ◆ Maintain 80,000 hours of volunteer service.

Operational Excellence





- Strengthen our customer service culture to ensure a positive customer experience
 - 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 to obtain the best possible outcome for the client. (OE5)
 - ◆ Resolve 90% of approximately 50,000 misdemeanor cases prior to trial when doing so benefits the client more than litigation.
 - ◆ Resolve 65% of approximately 15,000 felony cases prior to preliminary hearing when doing so benefits the client more than litigation.
 - ◆ Report on the number of requests for post-conviction relief received and processed through the Fresh Start Criminal Record Relief Program to establish baseline data for the following year. Criminal convictions are barriers to employment, education, housing, and community resources. Fresh Start is designed to help eligible community members with post-conviction relief to reduce these barriers. Examples of services to be provided include, but are not limited to, dismissal of criminal records (expungements), reducing certain low level felonies to misdemeanors, Certificates of Rehabilitation/Gubernatorial Pardons and more.



Related Links

For additional information about the Department of the Public Defender, refer to the website at:

♦ www.sandiegocounty.gov/public_defender

Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Complete 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks. ¹	N/A	90%	87%	90%	90%
	Number of juvenile record requests sealed ²	100% of 1,154	90% of 450	100% of 1,034	90% of 900	90% of 900
	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
	Number of Proposition 47 and/or expungement community events hosted ³	9	N/A	N/A	N/A	N/A
	Number of misdemeanor expungement requests filed ⁴	713	475	544	475	475
	Number of felony expungement requests filed ⁴	588	475	549	475	475
	Total volunteer hours	78,413	80,000	72,622	80,000	80,000
	Number of outreach events attended ³	8	N/A	N/A	N/A	N/A
	Caseload capacity in Veterans Treatment Review Calendar ³	92% of 40	N/A	N/A	N/A	N/A
	Caseload capacity in Behavioral Health Court Calendar ³	95% of 30	N/A	N/A	N/A	N/A
	Misdemeanor cases resolved prior to trial when doing so benefits the client more than litigation ⁵	90% of 50,658	90% of 50,000	99% of 53,524	90% of 50,000	90% of 50,000
	Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than litigation	69% of 22,872	65% of 15,000	65% of 21,716	65% of 15,000	65% of 15,000
	Number of hours of continuing legal education per attorney ³	15	N/A	N/A	N/A	N/A
	Number of hours of training per investigator ³	8	N/A	N/A	N/A	N/A
	Number of non-staff attorneys trained ³	800	N/A	N/A	N/A	N/A
	Number of streaming video trainings provided ³	50	N/A	N/A	N/A	N/A

Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Number of adult felony cases receiving discovery electronically ³	100% of 16,121	N/A	N/A	N/A	N/A
	Number of Proposition 47 petitions filed ³	6,963	N/A	N/A	N/A	N/A
	Number of trial academies hosted ³	2	N/A	N/A	N/A	N/A

Table Notes

- ¹ This was a new service effective Fiscal Year 2016–17 and a conservative baseline was developed for the introduction of this measure. Licensed mental health clinicians conduct psychosocial case assessments and provide case management plans for referred individuals about to be released from custody. This results in comprehensive discharge planning, and improved continuity of treatment. The objective is to eliminate gaps in mental health services for at-risk clients. Homelessness and recidivism should be reduced, which will result in safer communities.
- ² Effective January 2015 the State legislature enacted Welfare and Institutions Code §786 which made sealing of juvenile records much easier and also eliminated the \$150 cost to the client. Prior to this change, only the most recent case was eligible for sealing. Welfare & Institution Code §786 allowed for the dismissal and sealing of all of a juvenile client’s prior cases, not just the most recent case, which caused the number of cases sealed to increase significantly.
- ³ This measure was discontinued effective Fiscal Year 2016–17.
- ⁴ 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 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.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net increase of 15.00 staff years

- ◆ Increase of 12.00 staff years in the Primary Public Defender to address increased case responsibilities and activities, such as video evidence processing from body-worn cameras.
- ◆ Decrease of 1.00 staff year in the Office of Assigned Counsel as a result of a transfer to Primary Public Defender.
- ◆ Increase of 1.00 staff year in the Alternate Public Defender to provide additional investigative support and to support activities related to video-evidence processing from body-worn cameras.
- ◆ Increase of 1.00 staff year in the Multiple Conflicts Office to provide additional investigative support and to support video-evidence processing from body-worn cameras.
- ◆ Increase of 2.00 staff years in Administration to provide information technology support associated with the full implementation of eDiscovery and increased video-evidence associated with body-worn cameras.

Expenditures

Net increase of \$5.4 million

- ◆ Salaries and Benefits—increase of \$5.4 million due to required retirement contributions, negotiated labor agreements, increased costs for temporary help and the addition of 15.00 staff years described above.

Revenues

Net increase of \$5.4 million

- ◆ Intergovernmental Revenues—decrease of \$1.0 million due to the termination of the United States Bureau of Justice Assistance funding for the Southwest Border Prosecution Initiative.
- ◆ Fund Balance Component Decreases—increase of \$1.3 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$1.0 million. A total of \$3.7 million is budgeted.
 - ◆ \$0.4 million for one-time negotiated salaries and benefits payments.



- ❖ \$2.3 million to support costs associated with temporary staffing.
- ❖ \$1.0 million to provide bridge funding for termination of the United States Bureau of Justice Assistance Southwest Border Prosecution Initiative revenue.
- ◆ General Purpose Revenue Allocation—increase of \$4.1 million as a result of required retirement contributions, negotiated labor agreements and the increase in staff years described above.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.

Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Primary Public Defender		291.00			303.00	303.00
Office of Assigned Counsel		6.00			5.00	5.00
Alternate Public Defender		45.00			46.00	46.00
Multiple Conflicts Office		9.00			10.00	10.00
Administration		14.00			16.00	16.00
Total		365.00			380.00	380.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Indigent Defense	\$ 59	\$ —	\$ —	\$ 80	\$ —	\$ —
Primary Public Defender	52,085,668	51,254,428	51,254,428	54,135,977	54,990,453	57,301,579
Office of Assigned Counsel	4,154,607	6,105,896	6,105,896	3,622,743	6,092,745	6,109,574
Alternate Public Defender	9,111,927	8,854,258	8,854,258	9,417,783	9,404,529	9,745,357
Multiple Conflicts Office	2,017,756	1,970,253	1,970,253	1,993,066	2,109,107	2,187,167
Administration	8,201,396	14,045,084	15,850,695	9,251,433	14,994,734	14,132,414
Total	\$ 75,571,413	\$ 82,229,919	\$ 84,035,530	\$ 78,421,082	\$ 87,591,568	\$ 89,476,091

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 60,728,345	\$ 64,344,523	\$ 64,344,523	\$ 63,517,950	\$ 69,709,559	\$ 71,706,152
Services & Supplies	14,597,758	18,059,750	19,865,361	15,036,199	18,089,366	17,984,275
Capital Assets Equipment	245,311	—	—	—	—	—
Expenditure Transfer & Reimbursements	—	—	(174,354)	(133,068)	(207,357)	(214,336)
Total	\$ 75,571,413	\$ 82,229,919	\$ 84,035,530	\$ 78,421,082	\$ 87,591,568	\$ 89,476,091





Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 1,864,737	\$ 2,511,839	\$ 2,511,839	\$ 1,504,845	\$ 1,511,839	\$ 1,511,839
Charges For Current Services	1,058,909	1,050,000	1,050,000	938,768	1,050,000	1,050,000
Miscellaneous Revenues	95,676	1,000,000	1,000,000	22,173	1,000,000	1,000,000
Fund Balance Component Decreases	—	—	—	—	1,290,172	1,290,172
Use of Fund Balance	737,354	2,752,120	4,557,731	1,039,336	3,767,484	3,423,560
General Purpose Revenue Allocation	71,814,738	74,915,960	74,915,960	74,915,960	78,972,073	81,200,520
Total	\$ 75,571,413	\$ 82,229,919	\$ 84,035,530	\$ 78,421,082	\$ 87,591,568	\$ 89,476,091





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-reserve firefighters in the unincorporated areas of the County.

Department Description

The San Diego County Fire Authority (SDCFA) delivers comprehensive fire and emergency medical services in the region through effective and efficient agency collaboration and leadership. SDCFA provides a Chief who oversees its fire service and operations, and administrative support for the fire agencies serving the unincorporated area. SDCFA also unifies the administration, communications and training of volunteer-reserve firefighters to deliver around-the-clock protection to 1.5 million acres of the unincorporated county.

To ensure these critical services are provided, San Diego County Fire Authority has 21.00 staff years and a budget of \$39.2 million.



- ◆ Provided outreach and education to property owners in County Service Area (CSA) 135 by mailing 13,000 courtesy notifications and educational materials regarding Defensible Space.
- ◆ Ensured a 96% minimum voluntary compliance rate with Defensible Space standards on all 12,772 parcels inspected, exceeding the goal of 90%.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Worked to lower the risk of sudden cardiac death by providing 14 community CPR classes, and 10 community blood screening events; and laid the groundwork to implement a CPR training program for graduating seniors at participating high schools in CSA 135. (SC2)
 - Continued to coordinate with the California Department of Forestry and Fire Protection (CAL FIRE) to increase recruitment and training opportunities for the Volunteer-Reserve Firefighter program. (SC3)
 - ◆ Participated in 12 events to recruit Volunteer Reserve Firefighters.
 - ◆ Completed seven Driver Operator-related trainings to increase the number of trained driver operators in the field.
 - As part of Community Risk Reduction (CRR), which involves the identification and correction of fire code violations in existing buildings to reduce the risk and impacts from unwanted fires in the community, inspected 50 schools and performed 70 inspections requested by State Community Care Licensing and Sheriff’s licensing, within CSA 135 and contracted agency areas, for compliance with the Fire Code. (SC3)
 - Maintained 11 Advanced Life Support (ALS) paramedic engines at 10 fire stations in CSA 135, exceeding the goal of 8.

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.

2016–17 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
 - Collaborated with regional partners to improve fire safety by educating residents on the importance of Defensible Space on their property and administering Defensible Space standards on inspected parcels. (SC1)



Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Improved the CSA 135 Insurance Service Office (ISO) classification of 10 to an ISO classification of 3/3X. The 3/3x rating was assigned following an examination of the community's fire protection capability. Mailed 9,297 letters to residents within five miles of a fire station, notifying them of the classification change. This provided them with the opportunity to contact their insurance company and request a reduced insurance rate. The 3/3x classification exceeded the goal of an ISO 8B classification. This rating elevated San Diego County Fire into the top 10% in the nation. (SE1)



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Promoted financial literacy of the department's grants, budget, audits and purchasing and contracting principles through multiple presentations to staff during bimonthly staff meetings. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Developed a formalized fire station building program standard in order to set minimum requirements for the design of new fire stations that address community needs. (OE3)
 - Achieved an overall average response time of 10.5 minutes in CSA 135. The goal of 9.5 minutes was not achieved due to the San Diego County Fire Authority's transition to a new standards of coverage model, with 1/3 of calls in CSA 135 in outlying areas. (OE3)
 - Provided paramedic service within a 20 minute drive of 2/3 of CSA 135 residents. (OE3)
 - Finalized the implementation of Step III of the County's Fire and Life Safety Reorganization Report, which reorganized the Pine Valley and San Diego Rural Fire Protection Districts into CSA 135. (OE1)
 - Supported the State Office of Emergency Services' (OES) migration of the former Next-Generation Incident Command System (NICS) to a new cloud-based service, the Situational Awareness and Collaboration Tool (SCOUT). (OE3)
 - ◆ Ensured a host environment for NICS is available until the State OES has secured a new hosting environment.
 - ◆ Facilitated communication and cooperation between the State OES and the University of California, San Diego Supercomputer Center, which is currently hosting NICS.

2017–19 Objectives



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - In collaboration with the Health and Human Services Agency (HHSA), provide ten blood pressure screening locations during the "Love your Heart" campaign.
 - Continue to work to lower the risk of sudden cardiac death by providing 15 community CPR classes.
- Pursue policy and program change for healthy safe and thriving environments to positively impact residents
 - Implement a program to work with HHSA and the Land Use and Environment Group to provide support and outreach to those in need of services, and to reduce the number of 9-1-1 calls for Fire and Rescue services. (HF4)



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
 - Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness. (SC1)
 - ◆ In collaboration with CAL FIRE, design and initiate a technology-based program to collect data on defensible space inspections in 100% of the San Diego County Fire Authority Service Area.
 - ◆ Plan and initiate the design to unify the Community Emergency Response Team (CERT) program in CSA 135.
 - ◆ Attend 12 local CERT meetings/trainings.
- Plan, build and maintain safe communities to improve the quality of life for all residents.
 - Identify and mitigate community threats that impact quality of life. (SC3)
 - ◆ Perform fire inspections at 75% of the identified commercial/business occupancies in CSA 135.
 - Continue to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer-Reserve Firefighter program. (SC3)
 - ◆ Participate in 12 events to recruit Volunteer Reserve Firefighters.
 - Increase the number of ALS paramedic engines at fire stations in CSA 135 to 15.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Expand and improve the partnership with County Emergency Medical Services to streamline and improve the provision of pre-hospital health care in CSA 135. (OE1)



- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Utilize new and existing technology and infrastructure to improve customer service. (OE3)
 - ◆ Achieve an overall average response time of 10 minutes using Advanced Vehicle Locators and Mobile Data Computers.
 - ◆ Reduce the overall average turnout time at those fire stations receiving the new technology alerting system from 1:27 (one minute twenty-seven seconds) to 1:19 (one minute nineteen seconds).
 - ◆ Install standard computing and printing devices at 70% of the former San Diego Rural Fire Protection District Fire Stations to upgrade outdated technology infrastructure.
 - ◆ Install Advanced Vehicle Location Devices (AVL) in 80% of the Fire Engines and Fire Trucks designated as requiring AVL by SDCFA Fleet Services in order to upgrade the technology in fire apparatus to provide the closest resource, when dispatching for an incident.
 - Implement a Standard Response Plan based on the “Standards of Cover” report developed through analyzing incident travel times.

Related Links

For additional information about the San Diego County Fire Authority, refer to the website at:

- ◆ www.sandiegocounty.gov/sdcfa



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Public outreach—provide information by mail to residents regarding Defensible Space ¹	13,000	13,000	13,000	N/A	N/A
	Voluntary compliance rate with Defensible Space standards on all parcels inspected ²	97% of 15,661	90%	96% of 12,772	N/A	N/A
	Number of Volunteer-Reserve Firefighters recruitment public outreach events	12	12	12	12	12
	Number of ALS paramedic engines in CSA 135 ³	9	8	11	15	15
	Perform fire inspections at commercial/ business occupancies in CSA 135 ⁴	N/A	N/A	N/A	75%	75%
	Average response time in minutes in CSA 135 ⁵	10	9.5	10.5	10	10
	Install standard computing and printing devices at former San Diego Rural Fire Protection District Fire Stations ⁶	N/A	N/A	N/A	70%	70%
	Install Advanced Vehicle Location Devices (AVL) in Fire Engines and Fire Trucks designated as requiring AVL by SDCFA Fleet Services. ⁷	N/A	N/A	N/A	80%	80%

Table Notes

- ¹ This measure will be discontinued in Fiscal Year 2017–18. Public outreach and inspections for Defensible Space will be provided by the State of California
- ² This measure will be discontinued in Fiscal Year 2017–18. Defensible space inspections will be provided by the State of California
- ³ This measure was exceeded by more than 10% due to additional paramedic engines placed at the Jamul, Deerhorn and Ocotillo Wells fire stations.

⁴ Measures the average response time in minutes from time of dispatch to first engine arrival. Fiscal Year 2016–17 actual time of 10 minutes 27 seconds missed the goal of 9 minutes 30 seconds due to the Fire Authority’s transition to a new standards of coverage model, with 1/3 of calls in County Service Area 135 in outlying areas.

⁵ This is a new measure effective Fiscal Year 2017–18 related to measuring the business inspection program implemented during Fiscal Year 2016–17.

⁶ This is a new measure effective Fiscal Year 2017–18 related to upgrading the outdated technology infrastructure at fire stations formerly under San Diego Rural Fire’s jurisdiction.

⁷ This is a new measure effective Fiscal Year 2017–18 related to upgrading the technology in fire apparatus to provide the closest resource, when dispatching for an incident.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net increase of \$5.5 million

- ◆ Salaries & Benefits—net increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services and Supplies—net increase of \$7.5 million.
 - ◆ Increase of \$6.3 million in contracted services due to increased fire and emergency medical services staffing and negotiated labor agreements.
 - ◆ Increase of \$0.9 million for one-time station improvement projects within CSA 135.
 - ◆ Increase of \$0.4 million for a Warehouse Inventory System.
 - ◆ Increase of \$0.3 million related to the upgrade, maintenance, and purchase of new radios and station alerting systems.
 - ◆ Increase of \$0.1 million for the purchase of emergency medical services supplies due to expanded paramedic services within the CSA 135.
 - ◆ Increase of \$0.1 million for enhanced information technology within the CSA 135.
 - ◆ Decrease of \$0.6 million related to the reduction in the number of Volunteer Reserve Firefighters.
- ◆ Capital Assets Equipment—decrease of \$1.9 million due to the completion of one-time purchases of fire apparatus and equipment in Fiscal Year 2016–17.
- ◆ Fund Balance Component Increases—decrease of \$0.1 million for commitment to apparatus and equipment replacement in Fiscal Year 2016–17.
- ◆ Operating Transfers Out—decrease of \$0.1 million related to Workers’ Compensation for the Volunteer Reserve Firefighter Program.

Revenues

Net increase of \$5.5 million

- ◆ Taxes Current Property—decrease of \$0.4 million due to a realignment of revenue to the proper account.
- ◆ Intergovernmental Revenues—decrease of \$0.7 million due to the expiration of the Fiscal Year 2016–17 Community Development Block Grant program.
- ◆ Charges for Current Services—increase of \$0.6 million due to a realignment of revenue to the proper account and increased special taxes related to Otay Mesa.
- ◆ Miscellaneous Revenues—decrease of \$2.8 million due to the completion of one-time projects in Fiscal Year 2016–17.
- ◆ Fund Balance Component Decreases—increase of \$0.04 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$0.7 million. A total of \$4.5 million is budgeted.
 - ◆ \$0.3 million in General Fund fund balance for radio replacements.
 - ◆ \$1.9 million for station improvement projects within the CSA 135.
 - ◆ \$1.1 million for increased contract costs to provide paramedic services for Julian station.
 - ◆ \$0.4 million for the purchase of rescue and safety equipment.
 - ◆ \$0.4 million for a Warehouse Inventory System.
 - ◆ \$0.2 million for the Volunteer Reserve Firefighter Consolidated Personnel Management System.
 - ◆ \$0.2 million for temporary help to sustain administrative and logistical support needs.
- ◆ General Purpose Revenue—Increase of \$8.1 million primarily due to enhanced fire and emergency medical services within the CSA 135.





Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
San Diego County Fire Authority		21.00			21.00	21.00
Total		21.00			21.00	21.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
San Diego County Fire Authority	\$ 28,780,839	\$ 30,469,846	\$ 50,220,529	\$ 43,844,719	\$ 35,912,493	\$ 31,460,400
County Service Areas - Fire Protection/EMS	2,998,791	3,175,448	4,757,019	2,152,033	3,242,728	3,242,728
Total	\$ 31,779,630	\$ 33,645,294	\$ 54,977,548	\$ 45,996,753	\$ 39,155,221	\$ 34,703,128

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 2,436,277	\$ 2,908,102	\$ 2,720,102	\$ 2,436,725	\$ 2,986,496	\$ 2,789,665
Services & Supplies	25,841,650	27,725,050	46,178,268	40,195,096	35,312,374	31,317,942
Other Charges	97,625	—	403,841	160,311	17,500	—
Capital Assets Equipment	1,512,264	2,188,000	4,154,947	2,538,680	243,330	—
Expenditure Transfer & Reimbursements	(21,466)	(15,000)	(15,000)	(24,566)	(20,000)	(20,000)
Fund Balance Component Increases	100,000	100,000	100,000	100,000	—	—
Operating Transfers Out	1,813,280	739,142	739,142	590,507	615,521	615,521
Management Reserves	—	—	696,248	—	—	—
Total	\$ 31,779,630	\$ 33,645,294	\$ 54,977,548	\$ 45,996,753	\$ 39,155,221	\$ 34,703,128





Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 580,206	\$ 1,778,248	\$ 2,896,448	\$ 1,786,824	\$ 1,350,741	\$ 1,350,741
Taxes Other Than Current Secured	7,878	—	—	8,387	—	—
Revenue From Use of Money & Property	68,622	43,005	43,005	25,767	5	5
Intergovernmental Revenues	932,227	976,522	1,547,132	1,178,620	243,330	—
Charges For Current Services	1,096,330	3,802,235	4,545,985	4,126,774	4,399,956	4,399,956
Miscellaneous Revenues	4,841,007	3,465,600	16,373,226	15,117,478	650,117	650,117
Other Financing Sources	1,628,586	538,635	538,635	390,000	507,472	507,472
Fund Balance Component Decreases	—	—	—	—	36,398	36,398
Use of Fund Balance	3,324,773	3,671,815	9,663,883	3,993,669	4,454,214	200,000
General Purpose Revenue Allocation	19,300,000	19,369,234	19,369,234	19,369,234	27,512,988	27,558,439
Total	\$ 31,779,630	\$ 33,645,294	\$ 54,977,548	\$ 45,996,753	\$ 39,155,221	\$ 34,703,128





County of San Diego

Health and Human Services Agency

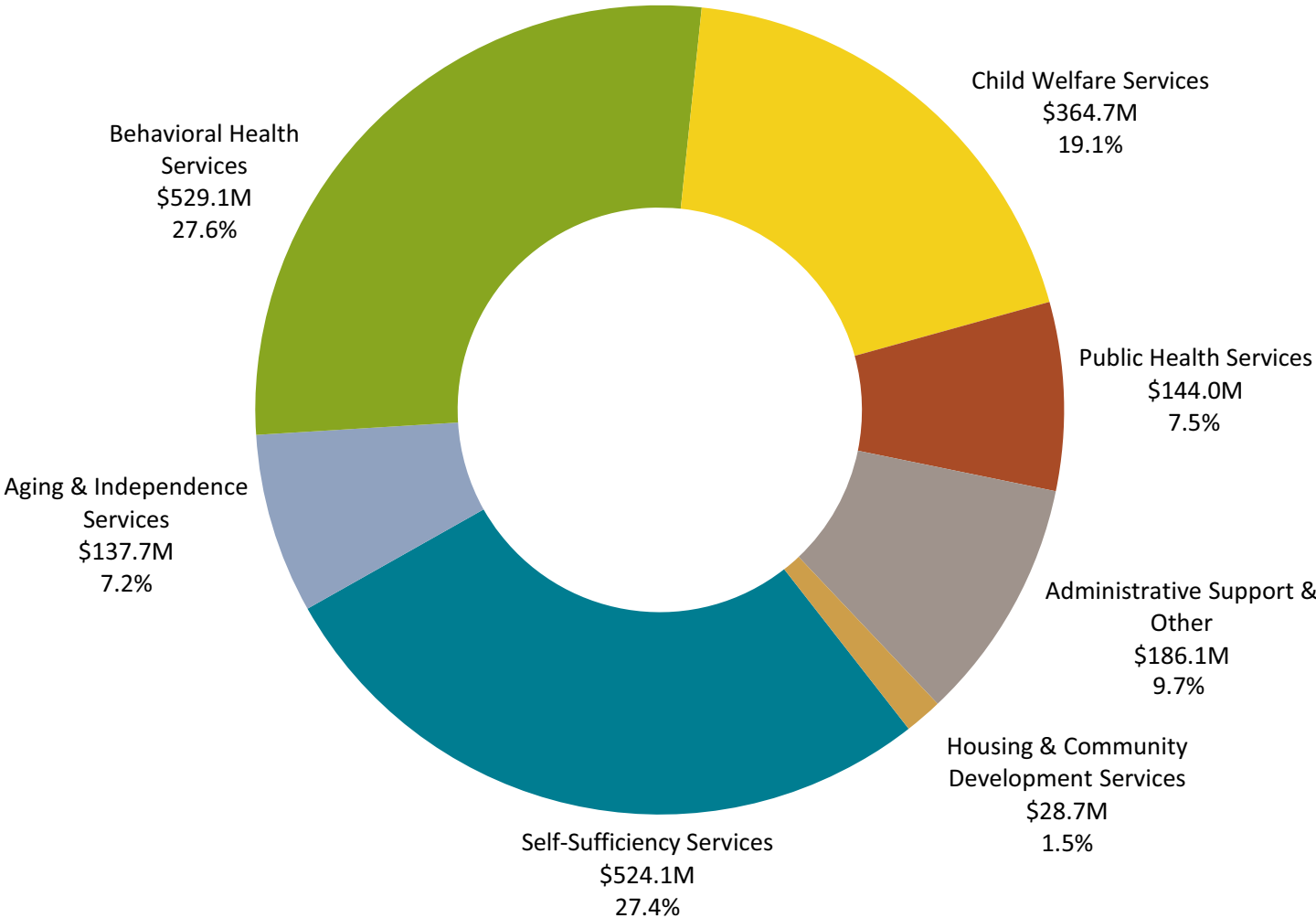
Health and Human Services Agency at a Glance 205
.....
Health and Human Services Agency Summary 207
.....
Self-Sufficiency Services 215
.....
Aging & Independence Services 221
.....
Behavioral Health Services 229
.....
Child Welfare Services 239
.....
Public Health Services 247
.....
Administrative Support 257
.....
Housing & Community Development Services 267
.....



Health and Human Services Agency at a Glance

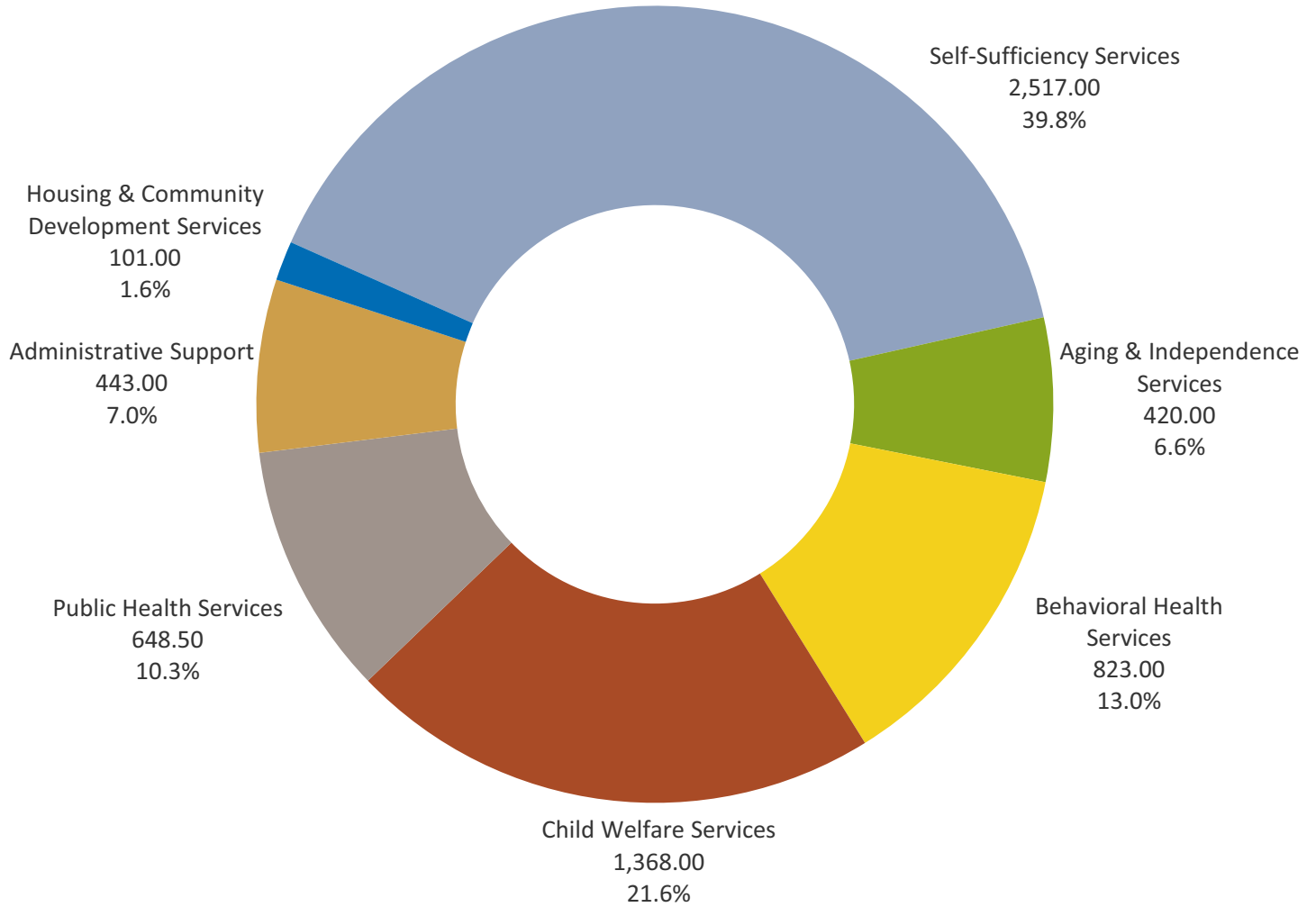
Adopted Budget by Department

Budget by Department Fiscal Year 2017-18: \$1.9 billion



Adopted Staffing by Department

Staffing by Department
Fiscal Year 2017-18: 6,320.50 staff years



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) is an integrated agency with a robust service network that serves residents through its many programs that advance Live Well San Diego—the County's vision for a region that is building better health, living safely and thriving. The Agency supports Live Well San Diego by connecting one in three residents to a full range of essential services through six functional areas (also known as departments) that provide residents with necessary services and resources that are generally regionally delivered. These services include:

- ◆ **Self-Sufficiency Services (SSS)**—assist in providing individuals and families access to services that assist them in achieving self-sufficiency such as medical health insurance, supplementary food assistance and cash aid;
- ◆ **Aging & Independence Services (AIS)**—protect older adults and people with disabilities from abuse and neglect and provide access to services that assist them to remain safely in their home;
- ◆ **Behavioral Health Services (BHS)**—assist individuals and families, including those who are homeless, to achieve mental and emotional well-being that supports stability by providing access to mental health services, drug and alcohol prevention and treatment;
- ◆ **Child Welfare Services (CWS)**—protect at-risk children from dangerous conditions and provide permanency and stability in living situations for children in order to enhance their overall well-being and strengthen families;
- ◆ **Public Health Services (PHS)**—promote health and wellness, healthy behaviors, and access to quality care; prevent injuries, disease, and disabilities; and protect against public health threats, such as foodborne outbreaks, environmental hazards and disasters; and
- ◆ **Housing & Community Development Services (HCDS)**—provide housing assistance and community improvements that benefit low- and moderate-income persons.

Together these essential services: treat nearly 80,000 residents in mental health and alcohol & other drug services; assist more than 43,000 older adults and people with disabilities through a variety of programs to help keep them safe in their own homes; protect nearly 7,000 vulnerable children; prevent the spread of



infectious diseases through nearly 9,300 disease investigations; and ensure over 810,000 children, adults, and seniors are connected to federal and State benefits to help meet basic needs. These services are examples of how the Agency encourages the people served to build healthy families, promote safe communities, and provide a sustainable environment to help the region thrive.

HHSA has one administrative support department to facilitate the optimal use of resources and ensure accountability with federal, State, local and County requirements. It also actively works with its 18 citizen advisory boards and commissions, and participates in over 160 community advisory groups, to provide the right services to the right people, at the right time, for the best possible outcome.

HHSA provides these services directly and indirectly with 6,320.50 HHSA employees (staff years) located across 52 facilities, over 350 contracted providers, and hundreds of volunteers who are committed to providing excellent customer service and a budget of \$1.9 billion derived from federal, State, and local funding.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

HHSA Departments

- ◆ Self-Sufficiency Services
- ◆ Aging & Independence Services
- ◆ Behavioral Health Services
- ◆ Child Welfare Services
- ◆ Housing & Community Development Services
- ◆ Public Health Services
- ◆ Administrative Support

Health and Human Services Agency Priorities

HHSA promotes *Live Well San Diego* to ensure essential services that build Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence. HHSA priorities focus on providing service-delivery to the increasing aging population, ensuring residents with serious mental health illness have the services they need and linking residents to coverage and care they need.

Healthy Families

HHSA is committed to improving the health of families by collaborating with community partners to provide and promote available services to address homelessness, hunger and other community issues. We are focused on ensuring residents, particularly our aging population, have opportunities to remain in their own homes through In-Home Support Services (IHSS), access to nutrition assistance and health coverage. HHSA is dedicated to serving all individuals especially those with serious mental illness and substance abuse disorders by ensuring linkages to housing and employment services. As part of this effort, HHSA works collaboratively with community partners to connect residents to all available services and to promote healthy behaviors including increasing the nutritional health of families through CalFresh.

Safe Communities

HHSA works to ensure that all residents feel safe in their communities and focuses on vulnerable populations. To ensure the safety of our at-risk youth and adults, including foster children and seniors, HHSA will engage them in prevention programs that successfully transition youth into adulthood and ensure seniors are safe in their homes. Valuing the diversity of our county, HHSA will ensure services are culturally competent while meeting the needs of our communities.

Sustainable Environments

HHSA will continue to work with the hardest to reach and most vulnerable populations in San Diego County, connecting them to services so they can thrive. This work cannot be done alone. By engaging community partners, HHSA will focus on making communities stronger to address issues like mental illness, suicide, strengthening families, and addressing the impacts of Alzheimer’s disease. This means making sure that residents have the information and access to services they need so they are supported in dealing with these challenging situations.

Operational Excellence

HHSA is on a journey to excellence and is focused on improving processes, enhancing the customer experience and achieving results. This means providing customers access to information and services through a variety of methods, including a website to apply for public assistance programs and a 24/7 crisis intervention hotline, expediting the care of children with serious physical limitations and improving the process to ensure home repair services to aging and/or disabled population. Efforts are underway to develop a data sharing system that will support HHSA’s person-centered service delivery model and help to connect the unconnected for better outcomes.

2017–19 Health and Human Services Agency (HHSA) 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 HHSA 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 2017–19 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.



Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF1	Create a trauma-informed County culture	Child Welfare Services, Housing & Community Development Services, Public Health Services, Administrative Services Division, Community Services Group, Land Use and Environment Group, Public Safety Group
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	Aging & Independence Services, Public Health Services, Self-Sufficiency Services, Community Services 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	Public Health Services, Land Use and Environment Group
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Aging & Independence Services, Behavioral Health Services, Administrative Services Division, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	HF5	Help employees understand how they contribute to Live Well San Diego	Administrative Services Division, 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, Land Use and Environment Group, Public Safety Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Behavioral Health Services, Public Health Services, Administrative Services Division, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	SC3	Identify and mitigate community threats that impact quality of life	Behavioral Health Services, Public Health Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	SC4	Develop an information exchange, and where possible, use a single system that provides data so County agencies can deliver services more efficiently	Administrative Services Division
	SC5	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	Behavioral Health Services, Community Services Group, Public Safety Group, Community Services Group, Public Safety Group
	SC7	Develop a universal assessment process that drives case planning, sentencing and linkage to appropriate services both in an out of custody.	Behavioral Health Services, Community Services Group, Public Safety Group
		SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive
SE2		Anticipate customer expectations and needs in order to increase consumer and business confidence	Aging & Independence Services, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
SE5		Educate and engage residents of all ages by leveraging internal and external partnerships to promote physical activities and recreational interests	Administrative Services Division, Land Use and Environment Group
SE6		Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	Aging & Independence Services, Behavioral Health Services, Housing & Community Development Services, Administrative Services Division, Community Services Group, Finance and General Government 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 Services Division, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group



Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
OE2		Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	Administrative Services Division, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
OE3		Utilize new and existing technology and infrastructure to improve customer service	Public Health Services, Self-Sufficiency Services, 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	Self-Sufficiency Services, Administrative Services Division, 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	Public Health Services, Administrative Services Division, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
OE6		Foster employee well-being, inclusion and development	Administrative Services Division, 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.SDCounty.gov/HHSA

For additional information about *Live Well San Diego*, go to:

- ◆ www.LiveWellSD.org

Budget Changes and Operational Impact: 2016–17 to 2017–18

Overview

The Health and Human Services Agency’s Fiscal Year 2017-18 budget includes appropriations of \$1.9 billion, a net increase of \$44.8 million from the prior year. Significant budget adjustments include aligning assistance payments to current caseload trends, cost of doing business increases such as salaries and benefits, and those that further expand service delivery capacity. Salaries & Benefits went up by \$13.5 million for retirement contributions and negotiated labor agreements. Overall, HHSA has a net decrease of \$23.0 million in Other Charges, the budget for assistance payments, to align with continued declining caseloads reflecting the relative strength of the economy, with no impact to services. This leaves another \$54.3 million of net increase, the majority tied to service delivery investments across departments to reflect the Agency’s priorities in the areas of Aging, Behavioral Health, and Coverage and Care. Examples of major initiatives and investments across these three areas are as follows:

- ◆ In the area of Aging, continued increases for Alzheimer’s awareness and support projects and expansions for senior nutrition and efforts to promote food security are included.

Additionally, funds for the statutory annual increase in the County’s Maintenance of Effort (MOE) commitment in the In-Home Supportive Services (IHSS) program are budgeted.

- ◆ Under the realm of Behavioral Health, increased service capacity within the Children Youth and Families (CYF) and Adult and Older Adult (AOA) systems of care is included. On the mental health side, these capacity increases cover crisis residential centers to help step-down from acute inpatient care or prevent hospitalization all together, as well as increased long term support and bed capacity for those that might need it. Additional targeted mental health and substance abuse services for specific populations such as Cal-WORKs enrollees, justice-involved clients, and the homeless population are being budgeted, including further investments under Project One For All (POFA), a Board initiative to bring wrap-around services to the region’s homeless population with serious behavioral health conditions.
- ◆ Coverage and Care continues the focus on those that are homeless or at risk of homelessness, through contracted services aimed at providing housing stability for families in Cal-WORKs, families involved in the Child Welfare System, and landlord incentives to help secure housing for POFA clients. To further the Agency’s ability to provide a continuum of care and integrated service delivery system, the budget includes the formation of a new Medical Care Services division to focus on clinical care operations across the Agency and to interface with health care organizations. In Child Welfare Services (CWS), several initiatives under the State’s Continuum of Care Reform (CCR), such as the expanded use of Child and Family Team (CFT) meetings, to ensure appropriate and necessary services and supports are provided to CWS families are included in the budget.





At the time the Operational Plan was developed, the future of State and federal funding for IHSS and Medi-Cal, including efforts to repeal and replace the Patient Protection and Affordable Care Act (ACA), was uncertain. Since there have been no legislative or regulatory changes to these programs, the Operational Plan assumes status quo. HHSA is actively engaged in efforts to monitor and preserve funding for these vital services. Moving forward, should there be any programmatic or policy changes in these areas, HHSA will return to the Board of Supervisors with necessary budget adjustments as needed.

Staffing

Increase of 3.00 staff years in Behavioral Health Services (BHS) due to a transfer from Public Safety Group to provide a variety of mental health services to children and youth served by the Probation Department.

Additionally, there were internal transfers among various HHSA departments to meet operational needs that are explained in more detail in the program narrative sections.

Expenditures

Net increase of \$44.8 million

- ◆ Salaries & Benefits—increase of \$13.5 million.
 - ◆ Increase of \$13.0 million primarily due to required retirement contributions and negotiated labor agreements.
 - ◆ Increase of \$0.5 million due to the increase of 3.00 staff years.
- ◆ Services & Supplies—net increase of \$57.0 million.
 - ◆ Increase of \$42.7 million in BHS primarily for expansion of contracted community services covering a full spectrum of assistance, from prevention to treatment including efforts to support Project One For All (POFA) and Long Term Care (LTC).
 - ◆ Increase of \$20.0 million, fully offset by revenue, related to participation in the Intergovernmental Transfer (IGT) agreement with the Department of Health Care Services (DHCS) to draw down additional federal dollars available for health care related services.
 - ◆ Increase of \$5.5 million in contracted services to be delivered as part of the Whole Person Wellness pilot project.
 - ◆ Increase of \$4.6 million in contracted services for CFT as required under the CCR to help achieve positive outcomes for safety, permanency and well-being and for the Bringing Families Home program providing services to increase affordable housing options for CWS families.
 - ◆ Increase of \$3.0 million for statewide contracted projects for the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) to make necessary updates to the system to accommodate new programs including CCR as well as other system upgrades.
- ◆ Increase of \$2.8 million associated with the Victim Services Program as part of a collaborative effort to address current gaps and needs in services.
- ◆ Increase of \$2.0 million in Public Health Services (PHS) associated with expansion of various grant funded programs: Tobacco Control, Childhood Lead Poisoning Prevention Program, Nutrition Education, Obesity Prevention (NEOP) and STD LGBT.
- ◆ Increase of \$1.8 million for the County's IHSS MOE.
- ◆ Increase of \$1.0 million for Housing Support Program contracts aimed at providing housing stability for homeless families in the CalWORKS program.
- ◆ Increase of \$0.9 million in veteran services including Long Term Care Integration contracted services for the San Diego Veterans Independence Service at Any Age (SD-VISA) program which serves Veterans by providing the opportunity to receive home and community based services that enable them to avoid institutionalization and continue to live in their homes and communities.
- ◆ Increase of \$0.5 million in Alzheimer's awareness and support projects.
- ◆ Increase of \$0.4 million for Senior Nutrition contracted services.
- ◆ Increase of \$0.4 million in one-time costs for the POFA Landlord Incentive Program.
- ◆ Decrease of \$13.2 million in IT systems costs associated with the completion of prior year one-time projects.
- ◆ Decrease of \$8.0 million due to eliminating appropriation funded by Unsecuritized Tobacco Settlement revenue set aside as a contingency for emergencies and repurposing those funds to support the Whole Person Wellness pilot project.
- ◆ Decrease of \$5.2 million associated with the end of Community-based Care Transitions Program (CCTP) contracts.
- ◆ Decrease of \$1.6 million in contracted services primarily associated with the completion of the State funded HIV Prevention demonstration project and reallocation of Ryan White contracted services to case management performed by PHS staff.
- ◆ Decrease of \$0.6 million due to lower utilization of temporary help contracts.
- ◆ Other Charges—net decrease of \$23.0 million.
 - ◆ Net decrease of \$24.5 million in Self-Sufficiency Services driven by a \$20.0 million reduction in CalWORKS benefit payments to align with caseload trends. Additional decreases were included for CalWORKS Child Care Stage One, General Relief and Welfare to Work and were offset by increases in the Cash Assistance Program for Immigrants (CAPI), Family Stabilization, Trafficking and Crime Victims Assistance Program (TCVAP) and Refugee Aid Assistance to align with caseload trends.



- ❖ Decrease of \$0.1 million in Public Health Services (PHS) due to a reduction in Child Health and Disability Prevention program claims as a result of CA SB75.
- ❖ Decrease of \$0.1 million in Aging & Independence Services associated with the end of CCTP.
- ❖ Increase of \$1.5 million in CWS includes increases in Adoptions and Foster Care Assistance costs to reflect CCR implementation and caseload adjustments and increased rates paid to Treatment & Evaluation Resource Management (TERM) providers of mental health services to align with community standards.
- ❖ Net increase of \$0.2 million in Housing & Community Development Services (HCDS) related to aligning funding for various community improvement, homeless assistance and affordable housing projects to available funding.
- ❖ Capital Assets Equipment—net increase of \$0.2 million for one-time projects in PHS and BHS.
- ❖ Expenditure Transfer & Reimbursements—increase of \$2.5 million.
 - ❖ Increase of \$1.9 million associated with the reimbursement AB109 costs provided through a MOU with the Public Safety Group (PSG). Since this is a reimbursement, it has the effect of decreasing appropriations by \$1.9 million.
 - ❖ Increase of \$0.6 million associated with the PSG's reimbursement of Victim Services Program costs. Since this is a reimbursement, it has the effect of decreasing appropriations by \$0.2 million.
- ❖ Operating Transfer Out—decrease of \$0.5 million due to a technical adjustment to align the IHSS program integrity budget for the IHSS Public Authority to current spending levels.

Revenues

Net increase of \$44.8 million

- ❖ Fines, Forfeitures & Penalties—decrease of \$0.1 million primarily in AIS to align with revenue recovery trends for disabled zone parking violations.
- ❖ Intergovernmental Revenue—net increase of \$24.1 million.
 - ❖ Increase of \$32.5 million in Realignment revenue to fund the County's statutory increase to the IHSS MOE, Salaries & Benefits and Services & Supplies, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for health and human service programs.
 - ❖ Increase of \$8.0 million in Behavioral Health Services in Mental Health Services Act (MHSA) revenue to align with program needs.
 - ❖ Increase of \$3.0 million in Behavioral Health Services to align with program trends for Short Doyle Medi-Cal revenue and Federal Financial Participation. This is offset by decreases in Managed Care Offset revenue and Substance Abuse Prevention and Treatment Block Grant funds to align with the anticipated allocation.

- ❖ Increase of \$2.8 million in Public Health Services funding associated with the Tobacco Control, Childhood Lead Poisoning Prevention Program, Nutrition Education, Obesity Prevention (NEOP) and STD LGBT program costs.
- ❖ Increase of \$2.8 million in CalWIN revenue due to an allocation increase tied to system enhancements.
- ❖ Increase of \$2.2 million for Victim Services Program.
- ❖ Increase of \$1.8 million in State and federal revenue to support expenditure adjustments described in Other Charges for Foster Care, Adoptions, CAPI, TCVP and Refugee Aid assistance.
- ❖ Increase of \$1.1 million Social Services federal and state administrative revenue to support the expenditure increases in Salaries & Benefits and Services & Supplies.
- ❖ Increase of \$1.0 million in the Housing Support Program due to an allocation increase.
- ❖ Increase of \$0.4 million to support increases in the Senior Nutrition program.
- ❖ Increase of \$0.3 million in First Five Lactation revenue previously budgeted as Charges for Current Services.
- ❖ Decrease of \$19.2 million in State and federal revenue associated with reducing appropriations for CalWORKs benefit payments to align with caseload trends.
- ❖ Decrease of \$6.4 million in federal revenue associated with the end of the CCTP.
- ❖ Decrease of \$3.6 million associated with eliminating the contingency for emergencies funded with Unsecuritized Tobacco Settlement revenue which is being set aside to support the Whole Person Wellness project.
- ❖ Decrease of \$2.6 million primarily due to the ending of the Health Prevention and Ebola grants.
- ❖ Charges for Current Services—increase of \$25.0 million
 - ❖ Increase of \$24.3 million in Administrative Support primarily related to IGT payments from the DHCS for health care related services and the Whole Person Wellness project.
 - ❖ Increase of \$1.6 million in BHS driven by a Medi-Cal rate increase for bed days at the Edgemoor Distinct-Part Skilled Nursing Facility.
 - ❖ Decrease of \$0.8 million in PHS primarily tied to the transfer of First Five Lactation revenue to an Intergovernmental Revenue account as well as a decrease in vital records fees to align with expected receipts.
 - ❖ Decrease of \$0.1 million in CWS adoption fees to align with projected collections.
- ❖ Miscellaneous Revenues—increase of \$4.0 million
 - ❖ Increase of \$1.9 million in CWS associated with funding to support CFT and the Bringing Families Home programs.
 - ❖ Increase of \$1.1 million in AIS in administrative revenues primarily to support cost increases for the SD-VISA program and the Alzheimer's Disease Initiative.





- ❖ Increase of \$0.7 million in Behavioral Health Services primarily due to funding from CWS for the I-CARE Commercially Sexually Exploited Children (CSEC) program.
- ❖ Increase of \$0.2 million in HCDS due to an increase of prior year loan reconveyances.
- ❖ Increase of \$0.1 million in Self-Sufficiency Services in General Relief Overpayments revenue.
- ◆ Fund Balance Component Decreases—increase of \$1.1 million in Administrative Support to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—decrease of \$12.4 million. A total of \$36.2 million is budgeted.
 - ❖ \$20.0 million for management reserves.
 - ❖ \$10.2 million for one-time major maintenance and facilities projects.
 - ❖ \$4.9 million for one-time costs associated with information technology upgrades and advancements.
- ❖ \$0.5 million in HCDS for landlord engagement and recruitment efforts, including incentives, to increase landlord participation in rental assistance programs associated with POFA.
- ❖ \$0.5 million for one-time replacement of aging laboratory supplies and equipment.
- ❖ \$0.1 million for Residential Leadership Academy.
- ◆ General Purpose Revenue—increase of \$3.1 million to contribute to increased costs in Salaries & Benefits and ongoing costs associated with General Relief benefits.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$5.4 million is the result of a decrease of \$13.7 million in Services & Supplies and \$0.5 million in Capital Assets Equipment mainly tied to completion of one time projects, offset by \$8.1 in Salaries & Benefits due to required retirement contributions and negotiated labor agreements, and \$0.7 million in Expenditure Transfer & Reimbursements related to the end of the grant for the Victim Services Program.



Group Staffing by Department						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Self-Sufficiency Services		2,519.00			2,517.00	2,517.00
Aging and Independence Services		427.00			420.00	420.00
Behavioral Health Services		818.00			823.00	823.00
Child Welfare Services		1,364.00			1,368.00	1,368.00
Public Health Services		645.50			648.50	648.50
Administrative Support		442.00			443.00	443.00
Housing & Community Development Services		102.00			101.00	101.00
Total		6,317.50			6,320.50	6,320.50

Group Expenditures by Department						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Regional Operations	\$ 580,611,914	\$ —	\$ —	\$ (1,653,343)	\$ —	\$ —
Self-Sufficiency Services	—	539,536,653	516,340,606	487,978,193	524,147,156	528,132,977
Strategic Planning & Operational Support	9,923	—	—	1,878	—	—
Aging and Independence Services	392,460,402	139,213,244	139,822,499	129,224,551	137,696,011	139,165,598
Behavioral Health Services	422,335,399	500,607,470	511,876,472	473,522,837	529,098,092	527,944,137
Child Welfare Services	267,013,490	353,978,179	343,688,725	333,212,654	364,705,045	365,934,663
Public Health Services	103,341,646	140,422,712	146,324,012	128,533,837	143,994,039	140,706,166
Public Administrator / Public Guardian	2,121	—	—	1,940	—	—
Administrative Support	131,669,470	162,423,779	202,264,980	148,714,132	186,052,773	179,481,262
Housing & Community Development Services	—	27,212,643	33,862,489	18,317,857	28,704,848	27,656,510
Tobacco Settlement Funds	6,735,575	6,200,000	6,200,000	6,117,314	—	—
Total	\$ 1,904,179,941	\$ 1,869,594,680	\$ 1,900,379,782	\$ 1,723,971,849	\$ 1,914,397,964	\$ 1,909,021,313



Self-Sufficiency Services

Mission Statement

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

Department Description

Self-Sufficiency Services (SSS) provides eligibility determination and case management services for State, federal and local public assistance to over 810,000 residents, through staff located throughout the County at 11 Family Resource Centers (FRC) and 2 Community Resource Centers (CRC) or via phone/fax/internet at the Access Customer Service Call Center.

Compliance with State and federal requirements are supported by Eligibility Operations to ensure accurate and accessible data, program guidance and enrollment information for frontline staff.

SSS public assistance includes, but is not limited to:

- ◆ **Medi-Cal**—assist families in meeting their health care needs;
- ◆ **CalFresh**—help eligible families buy food and improve their nutrition;
- ◆ **CalWORKs**—provide low income families cash assistance to begin the path towards self-sufficiency;
- ◆ **Welfare to Work**—provide subsidized employment, financial support and housing support to eligible families, and pregnant or parenting teens;
- ◆ **County Medical Services**—provide medical care to uninsured indigent adult residents; and
- ◆ **General Assistance or General Relief**—provide relief and support to indigent adults who are not supported by their own means, other public funds or assistance programs.

In order to deliver these essential services, SSS has 2,517.00 staff years and a budget of \$524.1 million, which includes assistance aid payments for residents. For more information about assistance aid payments, please see Appendix D.



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 Agency Description section within the Health and Human Services Agency Summary.

2016–17 Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Processed 97% (30,651 of 31,667) of CalWORKs applications timely, within 45 days, and helped eligible families become self-sufficient. This is a key metric required by the State and is a first step in assisting families towards self-sufficiency. Target exceeds the State requirement of 90%.
 - Processed 94% (155,854 of 166,017) of Medi-Cal applications timely, within 45 days. This is a key metric required by the State and assisted families in meeting their health care insurance needs. Target exceeds the State requirement of 90%.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
 - Processed 95% (142,528 of 150,260) of CalFresh applications timely, within 30 days, and helped eligible families and individuals buy food and improved their nutrition. Target exceeds the State requirement of 90%.

- Increased to 25,234 the number of seniors, including those living in rural areas that received CalFresh benefits to reduce the number of seniors who self-report food insecurity. Accomplished this goal through strategic partnerships with community-based organizations. (HF2)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Grew/Increased to 146,184 the number of individuals and families who use the self-service telephone feature at the Access Customer Service Call Center, by promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically. (OE3)
 - Increased by 103% (39,854 to 81,010) the number of customers served via email at the Access Customer Service Call Center, by promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically. (OE3)
 - Increased to 12,785 the number of status reports and renewals that were submitted electronically through Benefits CalWIN, enhancing customer service and promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically. (OE4)

2017–19 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Process 96% (33,600 of 35,000) of CalWORKs applications timely, within 45 days, to help eligible families become more self-sufficient. This is a key metric required by the State and is a first step in assisting families towards self-sufficiency. Target exceeds the State requirement of 90%.

- Process 91% (177,450 of 195,000) of Medi-Cal applications timely, within 45 days. This is a key metric required by the State and assists families in meeting their health care insurance needs. Target exceeds the State requirement of 90%.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
 - Process 92% (116,840 of 127,000) of CalFresh applications timely, within 30 days, to help eligible families and individuals buy food and improve their nutrition. Target exceeds the State requirement of 90%.
 - Increase to 26,732 the number of seniors, including those living in rural areas that receive CalFresh benefits in order to reduce the number of seniors who self-report food insecurity. This goal will be accomplished through strategic partnerships with community-based organizations. (HF2)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Increase to 67,125 the number of individuals and families served via email at the Access Customer Service Call Center by promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically. (OE3)
 - Increase to 7,125 the number of status reports and renewals that are submitted electronically through Benefits CalWIN by enhancing customer service and promoting alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically. (OE4)

Related Links

For detailed information about the programs offered by the Health and Human Services Agency, go to:

- ◆ www.SDCounty.ca.gov/HHSA

For information about *Live Well San Diego*, go to:

- ◆ www.LiveWellSD.org





Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Timely processing of CalWORKs applications ^{1,2}	N/A	96% of 35,000	97% of 31,667	96% of 35,000	96% of 35,000
	Timely Processing of Medi-Cal applications ^{1,3}	N/A	91% of 195,000	94% of 166,017	91% of 195,000	91% of 195,000
	Timely processing of CalFresh applications ¹	N/A	92% of 127,000	95% of 150,260	92% of 127,000	92% of 127,000
	Seniors on CalFresh ^{1,3}	N/A	24,525	25,234	26,732	26,732
	Status reports submitted through Benefits CalWIN ^{1,3}	N/A	4,750	12,785	7,125	7,125
	Customers using Access Self-Service ^{1,3}	N/A	219,450	146,184	N/A	N/A
	Customers using Access Email Service ^{1,3}	N/A	65,170	81,010	67,125	70,481
	Customers using Access Email and Self Service ³	N/A	N/A	N/A	229,687	229,687

Table Notes

- ¹ As of Fiscal Year 2016–17, the Regional Operations department was reorganized. Self-Sufficiency Services, was established to create better public services for County health services.
- ² As of Fiscal Year 2016–17, the Regional Operations department was reorganized and these measures will now be contained in Self-Sufficiency Services.
- ³ Performance measure added Fiscal Year 2016–17 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: 2016–17 to 2017–18

Self-Sufficiency Services has an overall budget decrease of \$15.4 million driven by a reduction in appropriations for California Work Opportunity and Responsibility to Kids (CalWORKs) benefit payments to align with caseload trends with no impact to services. Offsetting this caseload adjustment are increases for services for those that remain eligible for cash assistance, including housing stability services and intensive case management services for qualifying families on CalWORKs in order to decrease time to self-sufficiency.

Staffing

Decrease of 2.00 staff years

- ◆ Decrease of 2.00 staff years due to a transfer to Housing & Community Development Services (HCDS) to support operational needs.

Expenditures

Net decrease of \$15.4 million

- ◆ Salaries & Benefits—net increase of \$3.6 million.
 - ❖ Increase of \$3.8 million primarily due to required retirement contributions and negotiated labor agreements.
 - ❖ Decrease of \$0.2 million due to a decrease of 2.00 staff years.
- ◆ Services & Supplies—net increase of \$5.4 million.
 - ❖ Increase of \$3.0 million for statewide contracted projects for the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) to make necessary updates to the system to accommodate new programs including Continuum of Care Reform as well as other system upgrades.
 - ❖ Increase of \$1.0 million in Housing Support Program contracts aimed at providing housing stability for homeless families in the CalWORKs program.

- ❖ Increase of \$1.0 million in Welfare to Work contracts for intensive case management services.
- ❖ Increase of \$0.6 million in contracted activities associated with CalFresh Employment and Training (CFET) program.
- ❖ Increase of \$0.4 million primarily in contracted activities related to social services and major skills training.
- ❖ Decrease of \$0.4 million in contract cost associated with the Medi-Cal renewal grant ending in Fiscal Year 2016–17.
- ❖ Decrease of \$0.2 million in California Transitional Kindergarten Stipend (CTKS) incentive program contract.
- ❖ Other Charges—net decrease of \$24.4 million.
 - ❖ Decrease of \$20.0 million in CalWORKs benefit payments to align with caseload trends.
 - ❖ Decrease of \$2.3 million in Child Care Stage One assistance payments to align with caseload trends.
 - ❖ Decrease of \$1.9 million in General Relief assistance payments to align with caseload trends.
 - ❖ Decrease of \$1.8 million in Welfare to Work (WTW) assistance payments to align with caseload trends.
 - ❖ Increase of \$0.7 million in Cash Assistance Program for Immigrants (CAPI) to align with caseload trends.
 - ❖ Increase of \$0.4 million in Trafficking and Crime Victims Assistance Program (TCVAP) to align with caseload trends.
 - ❖ Increase of \$0.3 million due to an expansion of CalWORKs Family Stabilization activities.
 - ❖ Increase of \$0.2 million in Refugee Aid assistance program to align with caseload trends.
- ❖ Decrease of \$8.5 million primarily in Social Services State and federal administrative revenue due to an allocation decrease.
- ❖ Decrease of \$0.4 million in revenue associated with the Medi-Cal renewal grant ending in Fiscal Year 2016–17.
- ❖ Decrease of \$0.2 million in CTKS incentive program revenue to align with grant allocation.
- ❖ Increase of \$7.5 million in Realignment revenue to support Salaries & Benefits, based on projected statewide sales tax and vehicle license fees that are dedicated for costs for health and human services programs.
- ❖ Increase of \$2.8 million in CalWIN revenue due to an allocation increase.
- ❖ Increase of \$1.1 million in State and federal revenue funding to support expenditure adjustments described in Other Charges for CAPI, TCVAP and Refugee Aid assistance.
- ❖ Increase of \$1.0 million in Housing Support Program due to an allocation increase.
- ❖ Increase of \$0.6 million in CFET revenue due to an allocation increase.
- ❖ Miscellaneous Revenues—increase of \$0.1 million in General Relief Overpayments revenue.
- ❖ Use of Fund Balance—decrease of \$3.1 million. Zero dollars of Fund Balance is budgeted.
- ❖ General Purpose Revenue Allocation—increase of \$3.0 million due to increases in required retirement contributions and negotiated labor agreements and ongoing cost associated with General Relief benefit costs.

Revenues

Net decrease of \$15.4 million

- ❖ Revenue from Use of Money & Property—decrease of \$0.1 million in Rents & Concessions revenue.
- ❖ Intergovernmental Revenues—net decrease of \$15.3 million.
 - ❖ Decrease of \$19.2 million in State and federal revenue associated with reducing appropriations for CalWORKs benefit payments to align with caseload trends.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net increase of \$4.0 million is the result of an increase of \$4.2 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements, offset by a decrease of \$0.2 million in Services & Supplies associated with the elimination of appropriations funded by a grant ending in the prior year.





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Health Care Policy Administration		2.00			2.00	2.00
Eligibility Operations Administration		253.00			253.00	253.00
Regional Self-Sufficiency		2,264.00			2,262.00	2,262.00
Total		2,519.00			2,517.00	2,517.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Health Care Policy Administration	\$ —	\$ 8,294,447	\$ 8,294,447	\$ 9,598,992	\$ 8,206,365	\$ 8,206,113
Eligibility Operations Administration	—	55,119,064	61,626,884	52,091,074	58,321,444	58,580,743
Assistance Payments	—	282,992,680	253,279,045	238,442,486	261,108,655	260,958,490
Regional Self-Sufficiency	—	193,130,462	193,140,229	187,845,641	196,510,692	200,387,631
Total	\$ —	\$ 539,536,653	\$ 516,340,606	\$ 487,978,193	\$ 524,147,156	\$ 528,132,977

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ —	\$ 193,268,906	\$ 193,268,906	\$ 186,915,077	\$ 196,900,792	\$ 201,083,484
Services & Supplies	—	94,617,253	101,134,841	98,158,494	100,047,024	99,850,153
Other Charges	—	251,650,494	221,936,859	202,904,622	227,199,340	227,199,340
Total	\$ —	\$ 539,536,653	\$ 516,340,606	\$ 487,978,193	\$ 524,147,156	\$ 528,132,977

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Fines, Forfeitures & Penalties	\$ —	\$ 3,800,000	\$ 3,800,000	\$ 3,673,786	\$ 3,800,000	\$ 3,800,000
Revenue From Use of Money & Property	—	299,908	299,908	252,361	248,605	248,605
Intergovernmental Revenues	—	497,546,522	483,132,887	474,341,084	482,215,969	486,201,790
Charges For Current Services	—	1,620,000	1,620,000	1,483,311	1,620,000	1,620,000
Miscellaneous Revenues	—	1,087,305	1,087,305	2,428,184	1,218,820	1,218,820
Other Financing Sources	—	1,000,000	1,000,000	1,296,910	1,000,000	1,000,000
Use of Fund Balance	—	8,112,469	(669,943)	(21,567,892)	—	—
General Purpose Revenue Allocation	—	31,023,680	31,023,680	31,023,680	34,043,762	34,043,762
Total	\$ —	\$ 539,536,653	\$ 516,340,606	\$ 487,978,193	\$ 524,147,156	\$ 528,132,977



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

Aging & Independence Services (AIS) provides assistance, information, referral and support to over 43,000 older adults, persons with disabilities and their family members through a variety of services that help keep them safe in their own homes at low or no cost. In addition, AIS serves as the federally designated Area Agency on Aging (AAA), the County’s focal point on matters concerning older persons and persons with disabilities. As the AAA, AIS provides a wide array of service programs that promote the well-being of older individuals through the Older Americans Act (OAA).

The services AIS provide include, but is not limited to:

- ◆ **In-Home Supportive Services (IHSS)**—provide access to home-based and caregiver services;
- ◆ **Adult Protective Services**—provide elder adults and dependent adults help with matters concerning their safety and the resources to meet their own needs;
- ◆ **Senior Health and Social Services**—ensure 1.1 million meals are delivered to older adults in need and connect over 70,000 residents with referrals and information related to assisted transportation, multi-purpose senior centers, caregiver supports and health promotion and prevention programs;
- ◆ **Public Administrator (PA)/ Public Guardian (PG)/Public Conservator (PC)**—provide court appointed representation for deceased or gravely disabled persons who do not have an appropriate person to act on their behalf through PA/PG/PC. In FY 2016-17, PA/PG/PC received 1,700 referrals for:
 - ◆ PA—to protect the estates of individuals who die without a will or without an appropriate person to act as an administrator;
 - ◆ PG—to assist individuals who lack the capacity to make decisions for themselves or handle their assets; and
 - ◆ PC—to ensure individuals who are gravely disabled receive appropriate food, clothing, shelter and mental health treatment.

Currently, the overall County of San Diego population of people over 65 years of age is 13.1% and is expected to increase to 19.2% of the population by 2035.

In order to deliver these critical and essential services, AIS has 420.00 staff years, numerous volunteers and a budget of \$137.7 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 Agency Description section within the Health and Human Services Agency Summary.

2016-17 Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Certified 86% (16,658 of 19,279) of initial eligibility determinations for IHSS within the 45-day State program mandate so that individuals could remain safely in their home.
 - Recertified 98% (24,495 of 25,066) of annual reassessments for IHSS timely so that older adults and persons with disabilities received the appropriate level of care to remain safely in their own home, exceeding the State performance expectation of 80%.
 - Maintained 99% (546 of 550) participation in the Multipurpose Senior Services Program (MSSP) case management for seniors by providing resources and/or assistance that helped avoid, delay or remedy inappropriate placements in nursing facilities.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it

- Ensured 79% (174 of 219) of graduates adopted one or more healthy habits during the 6-week Healthier Living Program, a program that provides older adults and others who wish to attend nutritional education. (HF2)
- Reduced from 30% to 29% (446 of 1,539) the number of older adults who self-report food insecurity through increased outreach and services such as CalFresh Education. (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
 - Initiated ongoing actions to prevent and address elder abuse and help community members plan for their financial health and end-of-life needs through the Alzheimer's Project implementation plan. The Project includes a regional strategy with Clinical, Care and Cure collaborations 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 furthering efforts to find a cure for the disease. Accomplishments included: (HF4)
 - ◆ Finalized guidelines used to train over 300 primary care physicians on the best practices for the screening, diagnosis and management of Alzheimer's;
 - ◆ Developed a wandering protocol used to train law enforcement staff how to address persons with dementia;
 - ◆ Trained over 5,000 social service providers on how to serve persons with dementia and implemented dementia-friendly policies and procedures in their workplace;
 - ◆ Held two conferences for local stakeholders on potential state mechanisms to expand the use of Assisted Living Waivers;
 - ◆ Supported eight ongoing research projects in search of pharmaceutical therapies to cure Alzheimer's disease; and
 - ◆ Secured \$1 million in funding over three years from the Administration for Community Living (ACL), Administration on Aging - Alzheimer's Disease Initiative: Specialized Supportive Services (ADI-SSS) Project. The principal goal of the grant is to improve the capability of San Diego County's aging and disability network by consistently identifying individuals with Alzheimer's disease and related dementia (ADRD) and increasing quality, quantity and accessibility of ADRD-related services. Over the three-year period, the funding will:
 - ◆ Reduce caregiver burden by offering a variety of respite options, including a respite voucher program through Alzheimer's San Diego; Increase identification of individuals with ADRD through brief screening and

referrals to physicians for diagnosis;

- ◆ Implement dementia-specific case management for individuals who live alone and for those with moderate to severe dementia and their caregivers. New dementia-specific protocols include expert consultation, and dementia-focused life planning.
- ◆ Train family caregivers to help manage their loved ones' behavioral symptoms.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensured 100% (1,700) of PA/PG/PC investigations began 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.
 - Completed 99.7% (380 of 381) of Public Conservatorship investigator assessment notes within 10 business days of assignment of referral to minimize risk and loss to the customer and community.
 - Conducted 96% (5,837 of 6,049) of face-to-face contacts within 10 days of receiving an Adult Protective Services (APS) referral and provided timely assistance and resources, which helped adults meet their own needs.
 - Closed 100% (26) of Acutely Vulnerable Adult (AVA) APS cases with the individual at a stable or higher rating as measured by the AVA Safety Focused Outcome Measure.



Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Reviewed 99% (88 of 89) of skilled nursing facilities quarterly through the Long Term Care Ombudsman program to strengthen protections for vulnerable older adults and persons with disabilities. (SE2)
 - Reviewed 91% (558 of 612) of Residential Care Facilities for the Elderly (RCFE) quarterly and 99.5% of facilities were reviewed at least once annually through the Long Term Care Ombudsman program to strengthen protections for vulnerable older adults and persons with disabilities. (SE2)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Connected 1,773 older adults with volunteer opportunities, including the Retired & Senior Volunteer Program (RSVP) and intergenerational programs, to promote *Live Well San Diego* through active living, improving the quality of life, building relationships and encouraging lifelong learning. (SE6)





2017–19 Objectives



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Complete 90% (14,400 of 16,000) of initial eligibility determinations for IHSS within the 45-day State program mandate so individuals can remain safely in their own home.
 - Ensure 97% (24,638 of 25,400) of annual reassessments for IHSS are completed timely so older adults and persons with disabilities receive the appropriate level of care to remain safely in their own home, exceeding the State performance expectation of 80%.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - Decrease from 30% to 28% (532 of 1,900) the number of older adults who self-report food insecurity by increasing outreach and nutritional services, such as CalFresh education. This will be self-reported by older adults who receive home-delivered or congregate meals. (HF2)
 - Ensure 75% (75 of 100) of Feeling Fit Club participants evaluated will score higher than national norms for their age and gender on standardized measures of upper and lower body strength as indicated in Senior Fitness Test Manual. (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
 - Ensure continued action on the Alzheimer's Project implementation plan to prevent and address elder abuse and help community members plan for their financial health and end-of-life needs. Continue efforts on regional strategy to improve services for those with Alzheimer's disease and their caregivers by enhancing coordination of community responses to incidents of wandering, convening partners to explore methods to increase accessible and affordable housing, finalizing assessment and diagnostic tools and training physicians on tools, and promoting Collaboration for Cure funding to support new drug development to identify a cure for Alzheimer's disease. (HF4)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Contact 97% (6,305 of 6,500) of face-to-face referrals within 10 days of receiving an APS referral to meet AIS' goal of providing timely assistance and resources that help adults meet their own needs.

- Complete 98% (427 of 436) of assessment notes on conservatorship investigations within 10 business days of assignment of referral to meet AIS' goal of protecting basic freedom and rights of customers.
- Close 96% (48 of 50) of Acutely Vulnerable Adult (AVA) APS cases with the individual at a stable or higher rating as measured by the AVA Safety Focused Outcome Measure. AVA individuals have a severe cognitive or communication deficit that prevent them from protecting themselves from maltreatment and are highly dependent upon an individual assessed as being high risk for perpetrating abuse. The AVA Protocols were developed by AIS and received the 2015 CSAC California Counties Innovation Award, the N4A 2015 Achievement Award, and the 2015 NACo Award.
- File 90% (58 of 65) of PA/PG accountings timely with the Probate Court to meet legal requirements and to provide court access to information necessary for proper oversight of conservatorship and decedent assets.



Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Review 100% (89) of skilled nursing facilities (SNF), which provide medical care, quarterly by the Long Term Care Ombudsman program per State requirements to meet the AIS goal of strengthening protections for vulnerable older adults and persons with disabilities. (SE2)
 - Review 90% (566 of 629) of Residential Care Facilities for the Elderly (RCFE) quarterly by the Long Term Care Ombudsman program per State requirements to strengthen protections for vulnerable older adults and persons with disabilities. (SE2)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Connect 2,050 older adults and others with volunteer opportunities, through the Retired Senior Volunteer, Senior Volunteers in Action, Intergenerational, Legacy Corps, Healthier Living Workshops, National Diabetes Prevention and Ombudsman programs to support thriving, a *Live Well San Diego* component, which includes volunteerism and civic engagement. (SE6)

Related Links

For additional information on the programs offered by the Health and Human Services Agency:

- ◆ <http://sdcounty.ca.gov/content/sdc/hhsa/programs.html>

For additional information on the programs offered by Aging & Independence Services:

- ◆ www.sdcounty.ca.gov/content/sdc/hhsa/programs/ais.html



AGING & INDEPENDENCE SERVICES

For additional information on services available for seniors, adults with disabilities, veterans and professionals through Network of Care:

♦ www.SanDiego.NetworkOfCare.org




Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Initial IHSS assessments certified timely	87% of 19,308	90% of 16,000	86% of 19,279	90% of 16,000	90% of 16,000
	Annual IHSS assessments recertified timely	97% of 24,073	97% of 25,400	98% of 25,066	97% of 25,400	97% of 25,400
	Average monthly number of filled MSSP case management slots ⁴	100% of 550	98% of 550	99% of 550	N/A	N/A
	Healthier Living graduates reporting healthier habits ⁴	91% of 273	82% of 300	79% of 219	N/A	N/A
	Older adults self-reporting food insecurity	30% of 1,857	23% of 1,900	29% of 1,539	28% of 1,900	26% of 1,900
	Feeling Fit participants scoring higher than national norms ³	N/A	N/A	N/A	75% of 100	75% of 100
	Readmission of high-risk patient to hospital prevented ¹	12,314	N/A	N/A	N/A	N/A
	PA, PG and PC investigations begin within 2 business days of referral assignment ⁴	100% of 1,855	100% of 1,815	100% of 1,700	N/A	N/A
	PC assessment notes completed within 10 days	100% of 436	100% of 510	99.7% of 381	98% of 510	98% of 510
	Face-to-face APS investigations conducted within 10 days of referral	96% of 6,518	96% of 6,500	96% of 6,049	97% of 6,500	97% of 6,500
	AVA cases closed at stable or higher rating	100% of 38	96% of 50	100% of 26	96% of 50	96% of 50
	Timely PA/PG Accountings Filed with Probate Court ³	N/A	N/A	N/A	90% of 65	90% of 65
	Skilled Nursing Facilities reviewed quarterly ⁵	N/A	100% of 89	100% of 89	100% of 89	100% of 89
	Residential Care Facilities reviewed quarterly ⁵	N/A	90% of 629	91% of 612	90% of 629	90% of 629
	Older adults linked with RSVP and Intergenerational volunteer opportunities ⁶	2,073	2,050	1,773	2,050	2,050
	Benefits counseling interviews with veterans ²	23,395	N/A	N/A	N/A	N/A
	Compensation and pension claims processed by the Veterans Services Office ²	3,746	N/A	N/A	N/A	N/A





Table Notes

- ¹ Effective Fiscal Year 2016-17 this measure will no longer be reported in the Operational Plan due to decreased funding.
- ² Measure moved to Administrative Support due to reorganization of HHS departments.
- ³ Performance measure added in Fiscal Year 2017-18 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*.
- ⁴ Performance measure deleted in Fiscal Year 2017-18 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*.
- ⁵ Performance measure added in Fiscal Year 2016-17 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*.
- ⁶ Target not met due to many older adults working beyond retiring age resulting in less time available to volunteer.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Aging & Independence Services (AIS) has an overall decrease of \$1.5 million which reflects the ending of the federally funded Community-based Care Transitions Program (CCTP). Offsetting much of the budgetary decrease for the end of the CCTP initiative are continued programmatic increases in support of the Alzheimer's Program, home and community based services for veterans, and services provided in partnership with the County of San Diego District Attorney's Office for Victim Services. Additionally, the budget includes an assumed increase of 3.5% for the County's In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) requirement.

Staffing

Decrease of 7.00 staff years

- ◆ Decrease of 2.0 staff years due to a transfer to Administrative Support to support Health, Housing and Human Services operational needs.
- ◆ Decrease of 1.0 staff year due to a transfer to Administrative Support to support increase in service levels for veteran initiatives in the Office of Military & Veterans Affairs.
- ◆ Decrease of 2.0 staff years due to a transfer to Administrative Support to expand contract audit capabilities in Agency Contract Support.
- ◆ Decrease of 2.0 staff years due to a transfer to Public Health Services to support the Medical Care Services division.
- ◆ Additionally, staff were transferred among programs within AIS to manage operational needs.

Expenditures

Net decrease of \$1.5 million

- ◆ Salaries & Benefits—net increase of \$0.7 million.

- ◆ Increase of \$1.4 million primarily due to required retirement contributions and negotiated labor agreements.
- ◆ Decrease of \$0.7 million due to a decrease of 7.00 staff years.
- ◆ Services & Supplies—net decrease \$1.4 million.
 - ◆ Decrease of \$5.2 million primarily associated with the end of CCTP contracts.
 - ◆ Decrease of \$0.4 million associated with the completion of prior year one-time projects.
 - ◆ Decrease of \$0.4 million primarily due to lower utilization of temporary help contracts.
 - ◆ Increase of \$1.8 million for the County's IHSS MOE.
 - ◆ Increase of \$0.7 million in Long Term Care Integration contracted services for the San Diego Veterans Independence Service at Any Age (SD-VISA) program which serves Veterans by providing the opportunity to receive home and community based services that enable them to avoid institutionalization and continue to live in their homes and communities.
 - ◆ Increase of \$0.7 million associated with the Victim Services Program as part of a collaborative effort to address current gaps and needs in services.
 - ◆ Increase of \$0.5 million in Alzheimer's awareness and support projects.
 - ◆ Increase of \$0.5 million to align IHSS program integrity costs with current spending levels.
 - ◆ Increase of \$0.4 million for Senior Nutrition contracted services.
- ◆ Other Charges—net decrease \$0.1 million in support and care of persons associated with the end of CCTP.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.2 million associated with the Public Safety Group's reimbursement of Victim Services Program costs. Since this is a reimbursement, it has a net effect of \$0.2 million decrease in appropriations.



- ◆ Operating Transfer Out—decrease of \$0.5 million due to a technical adjustment to align the IHSS program integrity budget for the IHSS Public Authority to current spending levels.

Revenues

Net decrease of \$1.5 million

- ◆ Fines, Forfeitures & Penalties—decrease of \$0.1 million to align with revenue recovery trends for disabled zone parking violations.
- ◆ Intergovernmental Revenues—net decrease of \$2.7 million.
 - ◆ Decrease of \$6.4 million in federal revenue associated with the end of the CCTP.
 - ◆ Increase of \$1.9 million in Realignment revenue to fund the County’s statutory increase to the IHSS MOE and Salaries & Benefits, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
 - ◆ Increase of \$0.9 million primarily in Social Services federal and State administrative revenue to support cost increases in Salaries & Benefits.
 - ◆ Increase of \$0.5 million for the Victim Services Program.
 - ◆ Increase of \$0.4 million to support expansion in Senior Nutrition program.

- ◆ Miscellaneous Revenues—increase of \$1.1 million in administrative revenues primarily to support cost increases for the SD-VISA program revenue and the Alzheimer’s Disease Initiative.
- ◆ Use of Fund Balance—decrease of \$0.1 million. Zero dollars of Fund Balance is budgeted.
- ◆ General Purpose Revenue Allocations—increase of \$0.3 million.
 - ◆ Increase of \$0.2 million due to required retirement contributions and negotiated labor agreements.
 - ◆ Increase of \$0.1 million in Alzheimer’s awareness and support projects funding.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net increase of \$1.5 million is the result of an increase of \$0.5 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements, \$0.8 million in Services & Supplies mainly related to the 3.5% annual increase in the IHSS MOE and \$0.2 million in Expenditure Transfer & Reimbursements related to the Victim Services Program.





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
In-Home Supportive Services		211.00			210.00	210.00
Senior Health and Social Services		57.00			47.00	47.00
Protective Services		80.00			81.00	81.00
Administrative and Other Services		25.00			28.00	28.00
Public Administrator/Guardian/ Conservator		54.00			54.00	54.00
Total		427.00			420.00	420.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
In-Home Supportive Services	\$ 348,257,055	\$ 92,150,599	\$ 92,151,082	\$ 88,294,824	\$ 94,484,961	\$ 96,571,356
Veterans Services	2,125,670	—	—	—	—	—
Senior Health and Social Services	20,279,038	22,556,420	22,601,363	18,341,391	17,287,997	17,171,541
Protective Services	9,860,278	11,337,373	11,856,388	10,422,437	12,406,078	11,907,502
Administrative and Other Services	5,211,991	5,741,950	5,786,664	5,158,002	5,913,256	5,947,548
Public Administrator/Guardian/ Conservator	6,726,370	7,426,902	7,427,002	7,007,896	7,603,719	7,567,651
Total	\$ 392,460,402	\$ 139,213,244	\$ 139,822,499	\$ 129,224,551	\$ 137,696,011	\$ 139,165,598

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 40,512,049	\$ 43,941,196	\$ 43,941,196	\$ 40,705,174	\$ 44,616,551	\$ 45,073,496
Services & Supplies	337,179,926	79,305,304	79,760,832	74,322,921	77,843,611	78,679,147
Other Charges	353,711	332,900	333,218	322,515	250,000	250,000
Capital Assets Equipment	185,741	—	153,409	154,636	—	—
Expenditure Transfer & Reimbursements	—	—	—	—	(177,106)	—
Operating Transfers Out	14,228,975	15,633,844	15,633,844	13,719,305	15,162,955	15,162,955
Total	\$ 392,460,402	\$ 139,213,244	\$ 139,822,499	\$ 129,224,551	\$ 137,696,011	\$ 139,165,598



Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Other Than Current Secured	\$ 29,504	\$ 2,000	\$ 2,000	\$ 4,165	\$ 2,000	\$ 2,000
Licenses Permits & Franchises	55,642	46,000	46,000	57,772	51,000	51,000
Fines, Forfeitures & Penalties	172,489	277,118	277,118	106,271	172,489	172,489
Revenue From Use of Money & Property	52,000	40,000	40,000	65,000	52,000	52,000
Intergovernmental Revenues	380,371,645	125,329,541	125,329,541	117,396,544	122,595,022	124,069,609
Charges For Current Services	907,427	893,838	893,838	887,919	893,838	893,838
Miscellaneous Revenues	995,430	958,060	958,060	1,004,096	2,054,628	2,049,628
Other Financing Sources	100,000	100,000	100,000	150,000	100,000	100,000
Use of Fund Balance	(2,949,816)	(20,001)	589,254	(2,033,904)	—	—
General Purpose Revenue Allocation	12,726,080	11,445,687	11,445,687	11,445,687	11,775,034	11,775,034
Total	\$ 392,460,402	\$ 139,213,244	\$ 139,822,499	\$ 129,224,551	\$ 137,696,011	\$ 139,165,598



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) provides mental health and alcohol and other drug services to nearly 80,000 San Diego County residents of all ages. Services are provided through ten county operated programs, over 300 contracts and 800 individual fee-for-service providers.

BHS offers treatment services across the lifespan through coordinated systems of care. Inpatient health services are provided through the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor, a Distinct Part Skilled Nursing Facility (DPSNF).

BHS has created a Ten Year Roadmap to address the most serious behavioral health issues, which will be achieved through the services listed below:

- ◆ **Access and Crisis Line**—answer over 62,000 calls annually by licensed clinical staff to provide crisis intervention and referrals;
- ◆ **Collaborative Courts**—provide court directed, non-residential intensive drug abuse treatment and testing services in lieu of prison time;
- ◆ **Crisis Residential Services**—provide mental health services to adults who are experiencing a crisis and require inpatient treatment;
- ◆ **Crisis Stabilization Units (CSUs)**—provide 24/7, short-term (less than 24 hours) psychiatric emergency services;
- ◆ **Friday Night Live Partnership**—engage youth in alcohol and drug prevention activities throughout various middle and high school campuses countywide;
- ◆ **Full Service Partnership (FSP) Programs**—embrace a “whatever it takes” approach to treatment serving approximately 9,000 residents with a serious mental illness including those who were homeless (or at-risk of homelessness) with linkages to housing and employment services;
- ◆ **In-Home Outreach Team (IHOT) and Assisted Outpatient Treatment (AOT)**—offer services for people with a mental illness who are resistant to treatment in accordance with Laura’s Law;
- ◆ **Pathways to Well Being**—support youth with a variety of behavioral health needs (primarily in the foster care system) through a collaborative team of mental health providers, CWS social workers and parents/caregivers;



- ◆ **Prevention and Early Intervention (PEI) Programs**—support mental health awareness, reduce stigma and discrimination against individuals with mental illness and increase awareness of suicide prevention;
- ◆ **Psychiatric Emergency Response Team (PERT)**—respond to 911 calls for individuals who may be experiencing a mental health crisis, with the goal of a more humane and effective handling of incidents;
- ◆ **Regional Alcohol and Other Drug (AOD) Prevention Programs**—utilize environmental prevention strategies and media advocacy to work with community groups (including youth) to change conditions that contribute to AOD-related problems;
- ◆ **Regional Recovery Centers (RRCs)**—offer outpatient AOD treatment and recovery services, which can include treatment of co-occurring mental health disorders, perinatal AOD treatment services and intensive mobile perinatal case management services to high-risk pregnant women;
- ◆ **School Based Mental Health Services**—provide preschool and elementary school aged children (and their parents) prevention and early mental health intervention in over 400 public schools;
- ◆ **Teen Recovery Centers (TRCs)**—offer outpatient substance use treatment services, day treatment services and crisis intervention for adolescents and their families, including those with co-occurring disorders; and
- ◆ **Wraparound Programs**—provide individualized and intensive case management to over 800 children and youth with complex behavioral health service need.

In addition to the services above, BHS participates in a number of key initiatives, including but not limited to:

- ◆ **Project One for All (POFA)**—serve individuals who are seriously mentally ill and experiencing homelessness through comprehensive wraparound services paired with housing.

BEHAVIORAL HEALTH SERVICES

BHS provides outreach and engagement, treatment and permanent supportive housing through its FSP Assertive Community Treatment (ACT) programs; and

- ◆ **It's Up to Us**—a media campaign to eliminate mental health stigma and prevent suicide.

In order to deliver these critical services, BHS has 823.00 staff years, including medical professionals, and a budget of \$529.1 million that includes payments made to care providers.

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 Agency Description section within the Health and Human Services Agency Summary.

2016-17 Accomplishments



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Served 9,521 (4% increase) older adults and caregivers who are vulnerable to mental illness in collaboration with Aging & Independence Services, and improved their access to prevention, early intervention and treatment services. (HF1)
 - Increased to 262 (from 160), the number of physical health care providers using psychiatric consultations, and increased their capacity for integrated physical and behavioral health care to individuals with Medi-Cal and the uninsured, which is consistent with Whole Person Wellness. (HF1)
 - Achieved 47% (5,926 of 12,714) completion rate in alcohol and drug treatment services demonstrating the effectiveness of programs within the County of San Diego, surpassing the statewide average of 33.9%.
 - Ensured 93% (8,258 of 8,883) of children and youth who completed mental health treatment demonstrated clinical improvement, as measured by the Children's Functional Assessment Rating Scale (CFARS), a standardized measurement tool.
 - Ensured availability of new treatment slots to a minimum of 455 homeless individuals with serious behavioral health conditions.

- 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
 - Ensured availability of services to 100% of individuals with serious and persistent mental illness who demonstrated resistance to participating in traditional mental health treatment and were court ordered to the Assisted Outpatient Treatment (AOT) program for services in accordance with Laura's Law. (HF4)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Diverted 47% (3,685 of 7,852) of individuals from psychiatric hospitalization or incarceration through crisis intervention services provided by PERT, which include linkages to appropriate services. The PERT model pairs a clinician with law enforcement to ensure appropriate response to an individual who may be experiencing a mental health crisis. (SC2)
 - Ensured 91% (1,387, of 1,522) of individuals admitted to the San Diego County Psychiatric Hospital (SDCPH) were not readmitted within 30 days of discharge, demonstrating accountability and commitment to outstanding patient care, surpassing the State average of 83.5% and the national average of 82.5%. (SC2)
 - Ensured 89% (1,879 of 2,119) of individuals who completed mental health treatment while residing in crisis residential beds were not readmitted to a crisis residential program or hospital within 30 days of discharge, which supports each individual's successful integration into the community.
 - Received a \$1,791,000 grant from the California Health Facilities Financing Authority to centrally locate and expand the Children, Youth and Families Crisis Stabilization Unit currently located in Chula Vista. Construction will begin in Spring 2017.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Provided 100% (915) of adolescents' timely admission to non-residential alcohol and drug treatment programs to reduce barriers and increase the likelihood of completing treatment. (SC5)
 - Ensured 94% (3,666 of 3,881) of parents who completed at least one level of the Positive Parenting Program (Triple P) reported that the program helped them deal more effectively with their children's behavior. Triple P is an evidence-based program designed to assist parents with interventions they can use with their children who have childhood social and emotional disorders.





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 38,850 community members countywide training, to enhance community awareness of the warning signs of suicide and mental health crises so that they can refer those at risk to available resources. Trainings include Mental Health First Aid, Question Persuade Refer (QPR) and Applied Suicide Intervention Skills Training (ASIST). (SE6)



Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured 95% (50,354 of 52,987) of calls to the Access and Crisis Line were answered in an average of 60 seconds or less to provide timely access to information, referral and crisis intervention services for individuals seeking behavioral health services.

2017–19 Objectives



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Ensure 80% (6,960 of 8,700) of children and youth who complete mental health treatment including through school-based programs, demonstrate clinical improvement as measured by the Children's Functional Assessment Rating Scale (CFARS), a standardized measurement tool.
- 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 50% (57 of 114) of In-Home Outreach Team (IHOT) participants who are identified as potential Laura's Law (PLL) candidates are actively engaged in services thus diverting them from court ordered Assisted Outpatient Treatment (AOT). (HF4)
 - Ensure 85% (40 of 47) of Edgemoor DPSNF residents with complex needs (and who were initially admitted to Edgemoor from a hospital) do not return to a hospital within 30 days, demonstrating an appropriate transition of care. This measure surpasses the State average of approximately 83.5% and the national average of approximately 82.5%.
 - Ensure 85% (2,260 of 2,660) of individuals who are admitted to the San Diego Psychiatric Hospital (SDCPH), will not be readmitted within 30 days of discharge, which demonstrates accountability and commitment to outstanding

patient care. This goal surpasses the State average of approximately 83.5% and the national average of approximately 82.5%.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▣ Divert 50% (3,362 of 6,725) of adults from psychiatric hospitalization or incarceration, through crisis intervention services provided by the Psychiatric Emergency Response Team (PERT), which include linkages to appropriate services. The PERT model pairs a clinician with law enforcement to ensure appropriate response to an individual who may be experiencing a mental health crisis. (SC2)
 - ▣ Ensure 45% (3,663 of 8,141) of clients of all ages who receive crisis stabilization services, are diverted from inpatient hospitalization. Crisis stabilization units provide 24/7, short-term services (less than 24 hours) to those experiencing a psychiatric emergency. (SC3)
 - ▣ Ensure 50% (480 of 960) of Full-Service Partnership/Assertive Community Treatment (FSP/ACT) program participants, including individuals receiving these services under Project One for All, with a history of inpatient and emergency services use, demonstrate a decrease in the use of these services. FSP/ACT services are the highest level of outpatient care serving homeless individuals (or at-risk of homelessness) with a "whatever it takes, 24/7" approach to treatment which includes housing and employment services. (SC3)
 - Ensure 85% (2,260 of 2,660) of individuals who complete mental health treatment while residing in crisis residential beds will not be readmitted to a crisis residential program or hospital within 30 days of discharge, which support each individual's successful integration into the community.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - ▣ Ensure 90% (810 of 900) of adolescents entering nonresidential alcohol and drug treatment programs receive timely admissions to reduce barriers and increase the likelihood of completing treatment. (SC5)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - ▣ Ensure 90% (131 of 145) of clients who complete Drug and Re-entry court program treatment (per year) will have no new criminal activity resulting in a conviction while enrolled in the program. (SC7)



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
 - ▣ Provide training to 30,000 community members countywide to enhance community recognition of suicide warning signs and mental health crises so they can refer those at risk to available resources. These trainings empower community members to be able to help connect others to needed services and lessen the likelihood of negative outcomes. (SE6)

Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience

- Answer 95% (58,900 of 62,000) of calls to the Access and Crisis Line (ACL), within an average of 60 seconds (or less) to provide timely access to for individuals seeking behavioral health services.
- Ensure 100% (800) of BHS employees complete annual cultural competence training that is required by the State

Related Links

For information about mental illness, how to recognize symptoms, use local resources and access assistance, go to:



◆ www.Up2SD.org

For information about the Network of Care for Behavioral Health, go to:

◆ www.SanDiego.NetworkOfCare.org

For additional information on the programs offered by the Health and Human Services Agency, refer to the website:

◆ www.sandiegocounty.gov/hhsa

Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Older Adults and Caregivers Receiving Prevention, Early Intervention, and Treatment Services ³	9,024 (6% increase)	9,300 (4% increase)	9,521 (6.6% increase)	N/A	N/A
	Physical Health Care Providers Using Psychiatric Consultations ^{1,3}	N/A	178 (10% increase)	262 (10% increase)	N/A	N/A
	Participants in Alcohol and Drug Treatment Who Complete Treatment ³	45% of 12,548	44% of 14,000	47% of 12,714	N/A	N/A
	Clinical Improvement in Children and Youth Who Complete Mental Health Treatment ¹	N/A	80% of 8,700	93% of 8,883	80% of 8,700	80% of 8,700
	Available Treatment Slots for Homeless Individuals with Serious Behavioral Health Conditions Served Under Project One for All ^{1,3,5}	N/A	824	455	N/A	N/A
	Children 0–5 years served in KidSTART program ²	178	N/A	N/A	N/A	N/A
	SDCPH Patients Not Readmitted within 30 Days	90%	85% of 2,660	91% of 1,522	85% of 2,660	85% of 2,660
	PERT Calls Diverted from Psychiatric Hospitalization	50% of 6,725	50% of 9,000	47% of 7,852	50% of 6,735	50% of 6,735
	CSU Patients Diverted From Psychiatric Hospitalization ⁴	N/A	N/A	N/A	45% of 8,141	45% of 8,141
	FSP/ACT Participants with a Decrease in the Use of Inpatient and /Emergency Services ⁴	N/A	N/A	N/A	50% of 960	50% of 960








Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Adolescents admitted timely to non-residential alcohol and drug treatment	99% of 948	90% of 1,440	100% of 915	90% of 900	90% of 900
	Laura’s Law Clients Served ^{1, 5}	N/A	100%	100%	N/A	N/A
	IHOT Participants Diverted From Court Ordered Treatment (PLL) ⁴	N/A	N/A	N/A	50% of 114	50% of 114
	Edgemoor Patients with Complex Needs Not Readmitted to Hospital within 30 Days ⁴	N/A	N/A	N/A	85% of 47	85% of 47
	Individuals not readmitted to a crisis residential program and/or hospital within 30 days ¹	N/A	75% of 2,300	89% of 2,119	85% of 2,660	85% of 2,660
	Positive Parenting Program parents reporting effective responses with their children’s behavior ^{1, 3}	N/A	95% of 1,400	94% of 3,881	N/A	N/A
	Adolescents discharged from alcohol and drug treatment who complete high school (or the equivalent) or enrolled in an educational setting ²	96% of 403	N/A	N/A	N/A	N/A
	Drug/Re-entry Court Participants with no New Convictions ⁴	N/A	N/A	N/A	90% of 145	90% of 145
	Community members receiving Suicide Prevention Training ⁶	5,201	5,000	38,850	30,000	30,000
	Access and Crisis Line answered within an average of 60 seconds ¹	N/A	95% of 62,000	95% of 52,987	95% of 62,000	95% of 62,000
	BHS Employees who Complete Cultural Competency Training ⁴	N/A	N/A	N/A	100% of 800	100% of 800

Table Notes

- ¹ Performance measure added in Fiscal Year 2016–17 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*.
- ² Performance measure removed Fiscal Year 2016–17, not a State or federal mandate.
- ³ Performance measure removed Fiscal Year 2017–18, 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*.
- ⁴ Performance measure added in Fiscal Year 2017–18 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*.
- ⁵ Project One for All implementation planning was in early stages at the time of objective development and estimated based on many factors. As plans were more fully developed, the implementation timeline for ACT/FSP treatment slots was refined based on need and 455 slots were added during Fiscal Year 2016–17. Additional slots will be available in early Fiscal Year 2017–18.
- ⁶ The suicide prevention objective of 5,000 community members trained during FY 16/17 was increased to 30,000 due to an unanticipated expansion of trainings offered to middle and high school students. This collaboration is expected to continue into Fiscal Year 2017–18.



Budget Changes and Operational Impact: 2016–17 to 2017–18

Behavioral Health Services (BHS) has an overall increase of \$28.5 million, the majority of which is directly related to increased service capacity for individuals with serious mental illness and/or alcohol or other drug issues. Some of the major initiatives include increases in Long Term Care (LTC) beds and supportive services, and an expansion of outpatient crisis stabilization services and crisis residential services as an alternative to hospitalization or step down from acute inpatient care. BHS efforts will also continue to support and expand upon Project One For All (POFA) and the use of Psychiatric Emergency Response Teams (PERT). POFA is a Board initiative to bring wrap-around services to the region’s homeless population with serious behavioral health conditions and is budgeted at a total of \$21.6 million for treatment services and another \$2.7 million for outreach. PERT emergency response teams are trained to respond to 911 calls for individuals that may be experiencing a mental health crisis and is budgeted at a total of \$7.6 million.

Staffing

Net increase of 5.00 staff years

- ◆ Increase of 3.00 staff years due to a transfer from Public Safety Group to provide a variety of mental health services to children and youth served by the Probation Department.
- ◆ Increase of 2.00 staff years due to a transfer from Administrative Support to support operational needs.
- ◆ Additionally, staff were transferred among related programs within BHS to manage operational needs.

Expenditures

Net increase of \$28.5 million

- ◆ Salaries & Benefits—increase of \$2.8 million.
 - ❖ Increase of \$2.2 million primarily due to required retirement contributions and negotiated labor agreements.
 - ❖ Increase of \$0.6 million due to an increase of 5.00 staff years.
- ◆ Services & Supplies—net increase of \$27.5 million.
 - ❖ Increase of \$42.7 million in contracted services.
 - ◆ Increase of \$13.7 million for projects, including Project One for All, to serve homeless persons who have Serious Mental Illness (SMI) and/or substance use disorder.
 - ◆ Increase of \$12.1 million associated with rate increases and increased capacity in long term care support and inpatient crisis beds.
 - ◆ Increase of \$3.5 million to various Adult and Older Adult System of Care contracts and programs to improve service delivery, decrease caseloads, and address workforce education.

- ◆ Increase of \$3.3 million due to rate increases for contracted mental health clinicians and psychiatrists.
- ◆ Increase of \$3.2 million for Children Youth and Families (CYF) System of Care to provide emergency services to children and youth in order to resolve a psychiatric crisis with the goal of diverting hospitalization or when needed facilitating access to inpatient care.
- ◆ Increase of \$3.1 million for Medical Services Group (MSG) to provide psychiatric services at the San Diego County Psychiatric Hospital (SDCPH).
- ◆ Increase of \$1.2 million for Short Term Acute Residential Treatment (START) Program to provide 24 hour, 7-day a week crisis residential services as an alternative to hospitalization or step down from acute in-patient care within a hospital for adults with acute and serious mental illness, including those who may have a co-occurring substance use condition.
- ◆ Increase of \$1.1 million for mental health services in collaboration with Public Safety Group (PSG).
- ◆ Increase of \$1.1 million to provide mental health and SUD services targeted towards CalWORKs clients.
- ◆ Increase of \$1.0 million for Full Service Partnership (FSP) to increase capacity and enhancements for adults and youth.
- ◆ Increase of \$0.1 million associated with the Victim Services Program as part of a collaborative effort to address current gaps and needs in services.
- ◆ Decrease of \$0.7 million for elimination of one-time projects from the prior year.
- ◆ Increase of \$0.5 million due to increase in non-Medi-Cal Institution for Mental Disease (IMD) inpatient services.
- ◆ Decrease of \$8.9 million related to a technical adjustment to align to the State’s Managed Care offset of the non- federal share of Inpatient and Outpatient Fee for Service costs. This adjustment has no impact to services.
- ◆ Decrease of \$6.8 million in IT Internal Service Funds mainly due to elimination of one time projects from the prior year.
- ◆ Capital Assets Equipment—increase of \$0.1 million for a one-time purchase of equipment for the Edgemoor Distinct-Part Skilled Nursing Facility (DP-SNF).
- ◆ Expenditure Transfer & Reimbursements - increase of \$1.9 million primarily associated with the reimbursement for AB109 costs provided through a Memorandum of Understanding (MOU) with the Public Safety Group. Since this is a reimbursement, it has the effect of \$1.9 million decrease in appropriations.

Revenues

Net increase of \$28.5 million

- ◆ Intergovernmental Revenues—net increase of \$26.2 million.





- ❖ Increase of \$16.6 million in Realignment revenue to support Salaries & Benefits and increased contracted services based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
- ❖ Increase of \$12.3 million in Short Doyle Medi-Cal revenue to align with program trends and increased rates for outpatient mental health services.
- ❖ Increase of \$5.7 million in Mental Health Services Act (MHSA) revenue to align with program needs.
- ❖ Increase of \$1.8 million Federal Financial Participation (FFP) primarily to support the increase in Inpatient services.
- ❖ Increase of \$0.9 million in CalWORKs Substance Abuse and Mental Health Treatment revenue to align with available funding and program trends.
- ❖ Decrease of \$8.1 million in Managed Care Offset revenue related to a technical adjustment to align to the State's Managed Care offset of the non-federal share of Inpatient and Outpatient Fee for Service costs. This adjustment has no impact to services.

- ❖ Decrease of \$3.0 million primarily in ADS Substance Abuse Prevention and Treatment (SAPT) Block Grant funds to align with the anticipated allocation.
- ❖ Charges for Current Services—increase of \$1.6 million for the Edgemoor DP-SNF driven by a Medi-Cal rate increase.
- ❖ Miscellaneous Revenues—increase of \$0.7 million primarily due to funding from Child Welfare Services for the I-CARE Commercially Sexually Exploited Children (CSEC) program.

Budget Changes and Operational Impact: 2017–18 to 2018-19

Net decrease of \$1.2 million is the result of a decrease of \$1.8 million in Services & Supplies and \$0.1 million in Capital Assets Equipment due to the elimination of one-time projects from the prior year, partially offset by an increase of \$0.6 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements and an increase of \$0.1 million in Expenditure Transfer & Reimbursements related to the Victim Services Program.

Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Alcohol and Other Drug Services		28.00			28.00	28.00
Mental Health Services		230.00			235.00	235.00
Inpatient Health Services		478.00			471.00	471.00
Behavioral Health Svcs Administration		82.00			89.00	89.00
Total		818.00			823.00	823.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Alcohol and Other Drug Services	\$ 54,852,745	\$ 67,240,515	\$ 67,378,671	\$ 58,127,913	\$ 67,661,442	\$ 67,696,453
Mental Health Services	287,124,372	340,963,834	351,355,590	331,468,558	371,394,999	370,625,334
Inpatient Health Services	69,371,753	76,830,472	77,569,561	71,043,056	76,820,188	76,293,251
Behavioral Health Svcs Administration	10,986,529	15,572,649	15,572,649	12,883,310	13,221,463	13,329,099
Total	\$ 422,335,399	\$ 500,607,470	\$ 511,876,472	\$ 473,522,837	\$ 529,098,092	\$ 527,944,137

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 80,135,805	\$ 87,738,082	\$ 87,738,082	\$ 84,093,689	\$ 90,569,701	\$ 91,210,404
Services & Supplies	344,934,989	415,401,946	426,595,948	394,852,289	442,924,060	441,161,483
Other Charges	3,989,866	4,909,686	4,909,686	3,776,792	4,909,686	4,909,686
Capital Assets Equipment	34,099	115,000	190,000	137,494	168,000	115,000
Expenditure Transfer & Reimbursements	(6,759,360)	(7,557,244)	(7,557,244)	(9,337,427)	(9,473,355)	(9,452,436)
Total	\$ 422,335,399	\$ 500,607,470	\$ 511,876,472	\$ 473,522,837	\$ 529,098,092	\$ 527,944,137





Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 16,502	\$ —	\$ —	\$ 17,209	\$ —	\$ —
Intergovernmental Revenues	384,243,726	446,371,664	456,371,664	428,597,454	472,554,608	471,380,480
Charges For Current Services	45,530,483	41,243,664	41,243,664	40,186,992	42,895,718	42,915,891
Miscellaneous Revenues	1,533,138	1,094,000	1,094,000	2,233,914	1,749,624	1,749,624
Other Financing Sources	4,882,886	4,400,000	4,400,000	4,055,798	4,400,000	4,400,000
Fund Balance Component Decreases	1,574,702	—	—	—	—	—
Use of Fund Balance	(22,944,180)	—	1,269,002	(9,066,671)	—	—
General Purpose Revenue Allocation	7,498,142	7,498,142	7,498,142	7,498,142	7,498,142	7,498,142
Total	\$ 422,335,399	\$ 500,607,470	\$ 511,876,472	\$ 473,522,837	\$ 529,098,092	\$ 527,944,137





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) is committed to strengthening families by providing prevention and protection services to nearly 7,000 vulnerable children, their families and communities across the county, to reduce child abuse and neglect.

CWS staff is trained to help families and communities develop plans and make decisions to keep children safe. Three priorities guide these decisions:

1. Safely stabilizing and preserving families; and if that is not possible,
2. Safely caring for children and reunifying children to their families of origin; and if reunification is not possible,
3. Safely supporting the development of permanency and lifelong relationships for children and youth.

CWS meet the needs of children, their families and the community, through the following programs:

- ◆ **Child Abuse and Neglect Hotline**—receive and responds to nearly 43,000 calls from the community about the safety and wellbeing of children, 24 hours a day, 7 days a week, representing nearly 79,500 children;
- ◆ **Foster and Adoptive Resource Family Services**—serve 2,400 youth placed in out-of-home care. This may be with a relative, a close family friend, foster home or group home;
- ◆ **Extended Foster Care (EFC)**—provide continued foster care benefits and services to approximately 400 youth annually that are 18 to 21 years of age;
- ◆ **Foster Care Home Licensing**—license approximately 103 families annually to provide a healthy and nurturing home environment for foster children;
- ◆ **Residential Care:**
 - ◆ A.B. and Jessie Polinsky Children’s Center - provide 24-hour temporary emergency shelter for children who are separated from their families for their own safety or when parents cannot provide care. Each month, an average of 150 children from birth to 17 years of age are admitted to the Polinsky Children’s Center;



- ◆ San Pasqual Academy - a first-in-the-nation residential education campus providing approximately 100 foster youth with a stable and caring home, quality individualized education and the skills needed for independent living as they prepare for college and/or a career path.

CWS is committed to improving service delivery by identifying and implementing best practices that are culturally competent, family-centered, child-focused and trauma-informed such as addressing the challenges of disproportionality through support of the Child Abuse Prevention Coordinating Council (CAPCC) Fairness and Equity committee, through increased utilization of the Cultural Broker Program and the development of a framework for child abuse prevention. In addition, CWS is participating in a five-year California Well-Being Demonstration Project (Title IV-E Waiver) to provide additional opportunities for prevention efforts and family strengthening.

To ensure these critical services are provided, CWS has 1,368.00 staff years and a budget of \$364.7 million, which includes assistance payments. For more information about assistance payments, see Appendix D.

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 Agency Description section within the Health and Human Services Agency Summary.

2016–17 Accomplishments



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Screened 89% (356 of 400) of children ages 6-17, who have a new case under the supervision of the Juvenile Court for mental health needs in accordance with the California State standards. These efforts ensured that all children had access to trauma informed mental health services. (HF1)
 - Ensured that 100% of staff at the A.B. and Jessie Polinsky Children's Center (PCC) received trauma informed training that addressed the impact of trauma on child development and provided strategies of how to effectively minimize its effects. Ensured 86% (165 of 192) of direct care staff completed Trauma-Informed training. (HF1)
- Provided 90% (140 of 156) of youth enrolled in intensive home based services (i.e. Wraparound) with resources to help them remain or be placed in a home-like setting, this further improved their connection to home and community and reduced the use of costly group home placements, in accordance with the California Well-Being Demonstration Project.
- Placed 54% (1,039 of 1,914) of foster care children with a relative or close non-family member to minimize trauma to children and maintained their connections to familiar environments, exceeding statewide performance of 46%.
- Ensured 84% (1,127 of 1,338) of children in foster care had fewer than three placements during the first 12 months in care. Fewer placements minimize the trauma that children experienced and may help lessen negative impact to their school performance. The federal standard is 87%.
- Ensured 53% (467 of 881) of child abuse referrals and cases were reviewed to ensure proper documentation of the use of Safety Organized Practice (SOP). The California Well-Being Demonstration Project goal was 60% for the year. SOP is a required statewide strategy designed to enhance social work skills in family engagement and critical thinking to create sustained safety for children.
- Increased by 7% (from 510 to 550) the number of adoptions finalized to achieve permanence for children.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Increased by 9% (605 to 660) the recruitment and licensure of foster families willing to parent older children or teens, particularly those stepping down from group home care.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse

- Ensured 37% (481 of 1,288) of children removed from the home due to safety concerns achieved permanency within 12 months to support family strengthening. Federal standard is 40.5%.
- Ensured 76% (2,729 of 3,568 of families participated in quarterly meetings regarding their children for joint planning with social workers. Families who participated in joint-case planning were more likely to follow through with plans and meet safety goals to achieve positive outcomes for the children.

2017–19 Objectives



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Screen 86% (727 of 843 of children, ages 6–17 who have a new case under the supervision of the Juvenile Court for mental health needs in accordance with the California State standards. These efforts will ensure that children have access to trauma informed mental health services. (HF1)
- Ensure 86% (138 of 160) of youth enrolled in intensive home-based services (i.e. Wraparound) are living in a home-like setting, in accordance with the California Well-Being Demonstration Project.
- Place 60% (1,201 of 2,003) of foster care children with a relative or close non-family member, to support stability and minimize trauma to children by maintaining their connections to familiar environments and strengthening families, exceeding statewide performance of 46%.
- Increase to 80% (536 of 670) the number of child abuse referrals and cases reviewed that are documenting the use of Safety Organized Practice (SOP), meeting the local standard set for the California Well-Being Demonstration Project which is designed to enhance social work skills in family engagement, critical thinking and creating sustained safety for children.
- Maintain 4.12 moves (or less) per 1,000 days for all foster children in care, meeting the federal standard for the rate of placement moves. Fewer placements minimize the trauma that children experience and may help lessen negative impact to their school performance.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Determine baseline data of families (Resource Families) that are initially approved as a kin placement for a child specific relative and later go on to provide foster care for unrelated children or youth in the foster care system. Base-





line data will be used to monitor and assess the need to increase and retain quality caregivers and as a result will strengthen families.

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Ensure 40.5% (533 of 1,317) of children removed from the home due to safety concerns with parent(s), achieve permanency within 12 months to support family strengthening, maintaining the federal standard of 40.5%.
 - Increase to 79% (3,044 of 3,850) the number of families who participate in joint planning meetings 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.

Related Links

For additional information on the programs offered by the Health and Human Services Agency (HHSA), go to:

◆ www.SdCounty.ca.gov/HHSA

For information about San Diego County Adoptions, go to:

◆ www.IAdoptU.org

For information about San Pasqual Academy, go to:

◆ www.SanPasqualAcademy.org



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Children removed from home with mental health assessment	78% of 1,745	82% of 526	89% of 400	86% of 843	86% of 843
	Enhanced trauma informed training for staff at PCC ^{3, 6}	N/A	80% of 192	86% of 192	N/A	N/A
	Youth in intensive, wraparound program in a family-like setting ²	86% of 652	78% of 78	90% of 156	86% of 160	86% of 160
	Family engagement to facilitate timely reunification of children removed from homes ^{1, 4}	39% of 949	N/A	N/A	N/A	N/A
	Foster care child placed with relative or close family member	56% of 2,175	60% of 2,220	54% of 1,914	60% of 2,003	60% of 2,003
	Foster care child placed in fewer than 3 placements within 12 months ⁷	87% of 1,498	87% of 1,700	84% of 1,338	N/A	N/A
	Child abuse referrals with documented Safety Organized Practice (SOP) ³	N/A	60% of 670	53% of 881	80% of 670	80% of 670
	Adoptions finalized to increase permanency for children ^{6, 8}	510	444	550	N/A	N/A
	Placement moves per 1,000 days for all children in Foster Care ⁵	N/A	N/A	N/A	4.12	4.12
	Children achieving permanency within 12 months ^{3, 9}	N/A	40.5% 1,470	37% of 1,288	40.5% 1,317	40.5% 1,317
	Family participation in joint case planning and meetings quarterly ¹	N/A	77% of 4,700	76% of 3,568	79% of 3,850	79% of 3,850

Table Notes

¹ Effective Fiscal Year 2016–7 Regional Operations was reorganized. These measures will now appear in Child Welfare Services.

² As of Fiscal Year 2016–17, this measure will include only CWS data, historically probation data was included.

³ Performance measure added in Fiscal Year 2016–17 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*.



- ⁴ Performance Measure deleted in Fiscal Year 2016–17 due to family engagement being captured in another measure.
- ⁵ Performance measure added in Fiscal Year 2017–18 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*.
- ⁶ Performance measure deleted in Fiscal Year 2017–18 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*.
- ⁷ Measure replaced with rate of foster care placements within 1,000 days in care, due to change in federal standards.
- ⁸ In Fiscal Year 2016–17, exceeded the target of finalizing adoptions for children due to increased operational strategies and collaborations with the juvenile court.
- ⁹ In Fiscal Year 2016–17, target not met due to the increasing complexity of the cases, making it more difficult to establish permanency in 12 months.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Child Welfare Services (CWS) has an overall budget increase of \$10.7 million. While some of the growth is tied to increases in Salary & Benefits for retirement contributions and other negotiated labor agreements, the majority is tied to increased services and support for children and families. Major initiatives funded include the expanded use of Child and Family Team meetings, which are held to help reach informed decision points regarding the placement of each youth and are a key component of the continued implementation of the State’s Continuum of Care Reform (CCR) legislation. CCR was enacted in order to ensure appropriate and necessary services and support are provided to a child or youth and his/her family with the ultimate goal of maintaining a stable permanent family. Additionally, funding for increased efforts to meet the behavioral health needs of the CWS population and to increase affordable housing options for CWS families is also included in the Operational Plan, which is aligned with overall efforts to improve child well-being, as part of the California Well-Being Demonstration Project.

Staffing

Increase of 4.00 staff years

- ◆ Increase of 4.00 staff years due to a transfer from Public Health Services to support The Health Care Program for Children in Foster Care (HCPCFC).
- ◆ Additionally, staff were transferred among programs within CWS to manage operational needs.

Expenditures

Net increase of \$10.7 million

- ◆ Salaries & Benefits—increase of \$3.5 million.
 - ◆ Increase of \$3.0 million primarily due to required retirement contributions and negotiated labor agreements.
 - ◆ Increase of \$0.5 million due to an increase of 4.00 staff years.

- ◆ Services & Supplies—increase of \$5.7 million.
 - ◆ Increase of \$3.8 million in contracted services for Child and Family Teams (CFT) as required under the CCR to help achieve positive outcomes for safety, permanency and well-being.
 - ◆ Increase of \$0.8 million in contracted services associated with the Bringing Families Home program providing services to increase affordable housing options for CWS families.
 - ◆ Increase of \$0.6 million primarily in lease costs associated with the new Balboa facility which replaced the former office on Levant Street.
 - ◆ Increase of \$0.4 million for a one-time cost to migrate the Polinsky Kids Information Data System (KIDS) to the new Microsoft Dynamics CRM environment.
 - ◆ Increase of \$0.1 million in contracted services associated with the Victim Services Program as part of a collaborative effort to address current gaps and needs in services.
- ◆ Other Charges—increase of \$1.5 million.
 - ◆ Net increase of \$0.8 million in Adoptions and Foster Care Assistance programs associated with rate increases tied to the implementation of CCR and to align with caseload trends.
 - ◆ Increase of \$0.7 million for Child Welfare Services’ share of increased rates paid to Treatment & Evaluation Resource Management (TERM) providers of mental health services to align with community standards.

Revenues

Net increase of \$10.7 million

- ◆ Intergovernmental Revenues—increase of \$10.7 million.
 - ◆ Increase of \$5.3 million in Realignment revenues to support Salaries & Benefits, Services & Supplies, and Other Charges based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for health and human service programs.





- ❖ Increase of \$4.4 million in Social Services State and federal administrative revenue to support the expenditure increases in Salaries & Benefits, and to support CFT and Bringing Families Home.
- ❖ Increase of \$0.7 million in State and federal funding to support expenditure adjustments described in Other Charges for Adoption and Foster Care Assistance programs.
- ❖ Increase of \$0.2 million in Public Health revenues associated with the funding for public health nurses in CWS.
- ❖ Increase of \$0.1 million for the Victim Services Program.
- ❖ Charge of Current Services—decrease of \$0.1 million in adoption fees to align with projected collections.
- ❖ Miscellaneous Revenues—increase of \$1.9 million to support CFT and Bringing Families Home programs.
- ❖ General Purpose Revenue Allocation—decrease of \$1.8 million due to increased federal revenue and realignment funds to cover child welfare, foster care and adoption services.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net increase of \$1.2 million is the result of an increase of \$1.7 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements, offset by a decrease of \$0.5 million in Services & Supplies due to the elimination of one-time projects from the prior year.

Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Child Welfare Services		1,137.00			1,118.00	1,118.00
CWS Eligibility		64.00			64.00	64.00
Adoptions		163.00			186.00	186.00
Total		1,364.00			1,368.00	1,368.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Child Welfare Services	\$ 94,260,751	\$ 178,463,734	\$ 179,290,468	\$ 173,394,096	\$ 185,538,429	\$ 186,385,374
CWS Eligibility	—	5,276,906	5,276,906	4,980,549	5,436,139	5,522,529
CWS Assistance Payments	—	152,123,633	140,994,191	136,122,476	152,878,894	152,878,894
Foster Care	155,841,499	—	—	(7,081)	—	—
Adoptions	16,911,240	18,113,906	18,127,160	18,722,614	20,851,583	21,147,866
Total	\$ 267,013,490	\$ 353,978,179	\$ 343,688,725	\$ 333,212,654	\$ 364,705,045	\$ 365,934,663

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 74,021,283	\$ 136,812,817	\$ 136,812,817	\$ 134,339,365	\$ 140,312,662	\$ 142,035,464
Services & Supplies	46,676,744	63,550,729	64,279,550	61,662,507	69,313,315	68,791,011
Other Charges	146,293,258	153,614,633	142,502,119	137,131,142	155,108,188	155,108,188
Capital Assets Equipment	22,205	0	94,239	79,640	—	—
Expenditure Transfer & Reimbursements	—	—	—	—	(29,120)	—
Total	\$ 267,013,490	\$ 353,978,179	\$ 343,688,725	\$ 333,212,654	\$ 364,705,045	\$ 365,934,663





Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 686,801	\$ 654,000	\$ 654,000	\$ 1,015,248	\$ 654,000	\$ 654,000
Revenue From Use of Money & Property	445,103	681,211	681,211	511,927	681,211	681,211
Intergovernmental Revenues	260,338,351	346,483,983	340,483,983	331,073,379	357,211,334	358,440,952
Charges For Current Services	1,804,774	1,517,233	1,517,233	1,915,199	1,464,490	1,464,490
Miscellaneous Revenues	200,770	91,450	91,450	297,435	1,996,500	1,996,500
Use of Fund Balance	1,348,976	2,361,586	(1,927,868)	(3,789,251)	—	—
General Purpose Revenue Allocation	2,188,716	4,550,302	4,550,302	4,550,302	2,697,510	2,697,510
Total	\$ 267,013,490	\$ 353,978,179	\$ 343,688,725	\$ 333,212,654	\$ 364,705,045	\$ 365,934,663





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 provide services that identify and address the root causes of priority health issues to achieve health equity among all San Diego County residents. These services include preventing injuries, disease and disabilities; promoting wellness, healthy behaviors and access to quality care; and protecting against public health threats, such as foodborne outbreaks, infectious disease epidemics, and environmental hazards and disasters.

Fulfilling the wide range of public health services responsibilities for local governments (California Code of Regulations, Title 17 Section 1276) is achieved through a multi-disciplinary and collaborative approach involving other County of San Diego business groups, health care provider networks, schools, businesses, community and faith-based partners, and residents. For example, PHS works with the Department of Environmental Health (DEH) to protect the public from foodborne illnesses, environmental hazards, and vector-borne diseases. Most recently PHS and DEH developed and are implementing a response plan for the Zika virus. PHS also works with DEH and the Department of Animal Services to monitor rabies; and the Office of Emergency Services and the County Fire Authority to prepare and respond to emergencies. Response to an ongoing Hepatitis A outbreak affecting primarily the homeless population and individuals who use illicit drugs has required enhanced partnerships—across HHSA, the health care community, and community agencies that work with the affected populations—to limit the spread of this outbreak through vaccination and other preventive measures. Launched in May of 2016, the Getting to Zero initiative seeks to end the HIV epidemic over the next 10 years by working together with medical providers and community-based organizations to increase testing, ensure treatment for all persons living with HIV, and target prevention activities for individuals at high risk for infection.

In May 2016, the County of San Diego PHS was recognized as one of 141 from over 2,800 local public health departments nationwide that achieved national public health accreditation status. This accomplishment demonstrates the PHS Division's commitment to excellence across a full range of PHS services, which include:

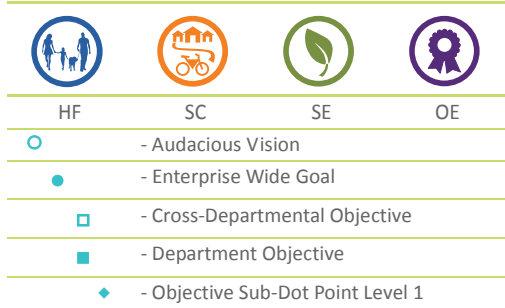


- ◆ **Regional Public Health Services**—coordinate the activities of 100 public health nurses in regional public health centers to advance the health of residents in the communities. This includes distributing over 60,000 vaccine doses for influenza and other immunizations and supporting several different home visitation programs to help pregnant women and families with young children realize the best outcomes;
- ◆ **Prevention Services**—provide nearly 2,900 refugees basic health assessments, screenings and referrals. Implement chronic disease prevention by advancing innovative approaches to healthy communities through policy, systems, and environmental change with leveraged federal funding of more than \$50 million since 2010;
- ◆ **Surveillance**—receive and register over 20,000 new disease incidents, with 10,000 of these cases requiring investigation as part of the response to Zika, Hepatitis A, Measles, and other diseases. Test 70,700 specimens for diseases through the Public Health Laboratory. Maintain the Vital Records of all County residents, surpassing statewide timeliness goals in processing 45,000 birth and 22,000 death certificates;
- ◆ **Infectious Disease Control**—detect, prevent, and control the spread of 250 active tuberculosis cases through treatment and case management and investigate over 1,000 contacts to infectious TB cases. Provide over 10,000 residents with sexually transmitted disease prevention and clinical services;
- ◆ **California Children Services**— provide case management services to nearly 13,300 chronically ill and physically disabled children and their families; and
- ◆ **Emergency Medical Services and Disaster Preparedness and Response**—coordinate and integrate activities of public and private agencies, hospitals, and other EMS stakeholders to deliver timely, high quality emergency medical services. Support emergency preparedness for all types of disasters — bio-terrorism, natural, and man-made.

Effective Fiscal Year 2017–18, a new HHSA division, Medical Care Services (MCS), was formed to focus on the many facets of clinical care operations across HHSA and to interface with health care organizations. This division works on clinical quality assurance, health care policy, health information exchange, emergency medicine and dental health. MCS includes emergency medical services and nursing administration functions that were previously part of PHS. Disaster preparedness and response remains as a function within PHS.

To ensure these critical services are provided, public health service function in PHS, the Regions, and the new Medical Care Services Division, embody 648.50 staff years and a budget of \$144.0 million.

Strategic Initiative Legend



For more information on alignment to the Strategic Initiatives refer to the Agency Description section within the Health and Human Services Agency Summary.

2016-17 Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individual needs'
 - Ensured 97% (2,013 of 2,083) of children in out-of-home placement received timely preventive health examinations to identify and correct health issues, surpassing the State recommended target of 90%. (HF1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
 - Ensured 62% (179 of 288) of infants continued to breastfeed up to 6 months of age when their mothers received home visits from public health nurses. Breastfeeding promotes healthier outcomes. This meets the County target of 60% which is above the national average of 55.3% and the federal Healthy People 2020 goal of 60.6%. (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
 - Activated the public health emergency preparedness and response system for drills, exercises, and actual responses at least five (5) times this fiscal year to ensure preparedness for disaster and/or public health threats. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensured 93% (197,943 of 213,917) of emergency ambulance responses occurred within the time standards established by the County, consistent with State guidelines. (SC3)
 - Immunized 100% (13,532 of 13,564) of children under 18 who were served at Public Health Centers and Clinics and protected them from diseases such as measles and whooping cough. (SC3)
 - Connected 78% (65 of 83) of clients with newly confirmed HIV diagnosis to primary care with a verified medical visit within 30 days, thereby increasing access to health care, and reducing transmission of HIV. Although short of the target of linking 85% of clients to care as soon as possible, this target is based on the National HIV/AIDS Strategy goal for 2020 that reflects the importance of linking clients to care as soon as possible. San Diego County has implemented this target early and has begun quality improvement activities to ensure the goal will be met by 2020.
 - Ensured 95% (242 of 256) of active TB cases were reported within one working day from start of treatment to prevent further transmission, exceeding the State standard of 93%. Results are slightly below the County target of 98% due to delays in reporting of non-infectious cases.
 - Maintained 100% compliance with federal and State accrediting requirements at the Public Health Services Lab to ensure protection of community health and prevent the spread of disease.
 - Ensured 99% (2,289 of 2,303) of TB samples received during operating hours were tested and reported by the laboratory within one business day to ensure rapid diagnosis and treatment, consistent with federal standards, exceeding the 90% target.
 - Ensured 93% (2,669 of 2,882) of refugees completed their health assessment process within 90 days, to identify health needs and facilitate access to the local health care system, exceeding the 90% standard set by the California Refugee Program.





Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Ensured 96% (42,251 of 44,089) of birth certificates were registered within 10 days of birth to maintain accurate Census data, exceeding the State goal of 80%.
 - Investigated 98% (552 of 566) of reported selected communicable disease cases within 24 hours to reduce the spread of disease, just short of the 100% target. However, this level of performance was sustained even though twice the number of cases than expected were investigated.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Processed 75% (30,151 of 40,137) of referrals to California Children Services through eQuest, a web referral system, so that children with serious physical limitations, chronic health conditions and disease received family-centered care coordination and timely approval for coverage of their medical services.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Conducted seven (7) quality improvement projects to advance operational excellence and meet standards of public health accreditation process, while creating a culture of continuous improvement in which staff are engaged in identifying and resolving barriers to success. (OE5)

2017–19 Objectives



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Ensure that 95% (2,375 of 2,500) of children in out-of-home placement receive preventive health examinations to identify and correct medical issues, exceeding state recommended target of 90%. The intervals by which exams are required depend on the age the child; however, children in out-of-home placement must have a medical exam within 30 days of initial placement. (HF1)
 - Ensure 90% (1,800 of 2,000) of refugees complete their health assessment within 90 days, to identify health needs and facilitate access to the local health care system, as is the standard set by the California Refugee Program. (HF1)

- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
 - Ensure 61% (159 of 260) of infants continue to breastfeed up to 6 months of age when their mothers receive home visitation from public health nurses. Breastfeeding promotes healthier outcomes. Target is above the national average of 55.3% and the federal Healthy People 2020 goal of 60.6%. (HF2)
 - Identify five (5) small to medium-sized food retailers to be assessed and recognized by the Live Well Community Market Recognition Program to increase the availability of healthy foods in underserved communities. (HF3)



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
 - Activate the public health emergency preparedness and response system for drills, exercises, and actual responses at least five (5) times this fiscal year to ensure preparedness for disaster and/or public health threats. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensure 90% (1,980 of 2,200) of TB samples received during operating hours, are tested and reported by the laboratory within one business day to ensure rapid diagnosis and treatment, consistent with federal standards. (SC2)
 - Ensure 90% (198,000 of 220,000) of emergency ambulance responses occur within time standards established by the County, consistent with State guidelines. (SC3)
 - Immunize 99% (19,800 of 20,000) of children under 18 who are served at Public Health Centers and Clinics to protect them from diseases, such as measles and whooping cough. (SC3)
 - Connect 85% (102 of 120) of clients with newly confirmed HIV diagnosis to primary care with a verified medical visit within 30 days, thereby increasing access to health care and reducing transmission of HIV. Target is based on a new national standard that reflects the importance of linking clients to care as soon as possible (30 days instead of 90). (SC3)
 - Investigate 100% (estimated 270) of reported selected communicable disease cases, within the 24 hours time-frame set by the County, to reduce the spread of disease.
 - Ensure 98% (235 of 240) of active TB cases are reported within one working day from start of treatment to prevent further transmissions, exceeding the State standard of 93%.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Maintain 100% compliance with Federal and State accrediting requirements at the Public Health Services laboratory to ensure protection of community health and prevention of the spread of disease. (OE3)
 - Ensure 95% (38,095 of 40,000) of children, referred through California Children Services automated system, have their medical eligibility determined within the State required time frame of five working days, to ensure that children with serious physical limitations, chronic health conditions and diseases receive timely coverage and family-centered care coordination. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Register 90% (41,400 of 46,000) of birth certificates within 10 days of birth to maintain accurate Census data, exceeding the state goal of 80%. (OE5)
 - Conduct a minimum of eight (8) quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success. (OE5)

Related Links

For additional information about the programs offered by the Health and Human Services Agency, refer to the website:

- ◆ www.sandiegocounty.gov/hhsa

For additional information about Public Health Services, the PHS strategic plans, and information about each of its branches, go to:

- ◆ 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:

- ◆ 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*, go to:

- ◆ www.healthyworks.org

For more information about public health accreditation, go to:

- ◆ www.phaboard.org

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to the website:

- ◆ www.sdhealthstatistics.com

For additional information about the Top 10 *Live Well San Diego* Indicators, go to:

- ◆ www.livewellsd.org/content/livewell/home/make-an-impact/top-10-live-well-indicators.html









Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Children in Out-of-Home Placements who Receive Preventive Health Examinations	94% of 2,306	93% of 3,000	97% of 2,083	95% of 2,500	95% of 2,500
	Refugees Completed the Health Assessment Process within 90 Days ²	N/A	90% of 2,000	93% of 2,882	90% of 2,000	90% of 2,000
	Infants who are Breastfed at 6 Months of Age ⁴	NA	61% of 260	62% of 288	61% of 260	61% of 260
	Activation of Public Health Emergency Response System for Drills, Exercises and Actual Responses	5	5	5	5	5
	Tuberculosis Samples Tested and Reported by Lab within One Business Day ²	N/A	92% of 2,200	99% of 2,303	90% of 2,200	90% of 2,200
	Emergency Ambulance Response Times within Established Standards	93% of 198,574	90% of 180,000	93% of 213,917	90% of 220,000	90% of 220,000
	Children with Age-Appropriate Vaccines ⁴	N/A	99% of 20,000	100% of 13,564	99% of 20,000	99% of 20,000
	New Clients enrolled with an HIV Primary Care Provider within 90 Days ³	83% of 116	N/A	N/A	N/A	N/A
	Clients with Newly Confirmed HIV Diagnosis with a Medical Visit within 30 Days ^{1,2}	N/A	85% of 120	78% of 83	85% of 120	85% of 120
	Selected Communicable Diseases Cases Contacted/Investigations Initiated within 24 hours	98% of 265	100% of 270	98% of 566	100% of 270	100% of 270
	TB Cases Reported to PHS within One Working Day from Start of Treatment	98% of 228	98% of 240	95% of 256	98% of 240	98% of 240
	Live Well @ Work Project Worksites ³	23	N/A	N/A	N/A	N/A
	Laboratory Compliance ²	N/A	100%	100%	100%	100%
	CCS Referrals Processed through eQuest Web Referral System ³	73% of 40,934	70% of 40,000	75% of 40,137	N/A	N/A
	CCS Medical Eligibility Determined Within 5 Days ²	N/A	N/A	N/A	95% of 40,000	95% of 40,000
	Birth Certificates Registered Within 10 Days of Event	N/A	90% of 46,000	96% of 44,089	90% of 46,000	90% of 46,000
	Quality Improvement Projects ⁵	6	8	7	8	8

Table Notes

- ¹ In July 2015, the National HIV/AIDS Strategy 2020 changed the goal to require that individuals linked to care within 30 days compared to 90 days. The adoption of a shorter timeframe is based on research that shows that if a newly diagnosed client is not linked to care quickly, that client is far less likely to ever successfully become connected to care. Closer coordination between the program and providers, as well as other system improvements, are being implemented to meet this revised goal.
- ² Performance measure added 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*.
- ³ Measure discontinued to ensure focused alignment of efforts.
- ⁴ Effective Fiscal Year 2016–17, the Regional Operations was reorganized. These measures will be continued in Public Health Services.
- ⁵ One Quality Improvement project for Public Health Nursing Administration has been delayed due to a change in the organizational structure and leadership over Medical Care Services.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Public Health Services (PHS) has an overall increase of \$3.6 million. This includes formation of the new Medical Care Services (MCS) division to focus on clinical care operations across the Health and Human Services Agency (HHS) and to interface with health care organizations. Overall PHS major initiatives include prevention of injuries, disease and disabilities, protection against environmental hazards, ensuring quality emergency medical services and promotion of wellness, healthy behaviors and quality care access. The budget reflects adjustments in grant funding to carry out these initiatives with increases in the areas of Tobacco Control, Childhood Lead Poisoning Prevention (CLPP) and Nutrition Education and Obesity Prevention (NEOP) programs. Increased investments in laboratory equipment and information technology are also included.

Staffing

Net increase of 3.00 staff years

- ◆ Increase of 7.00 staff years due to a transfer from Administrative Support and Aging & Independence Services to support MCS operational needs.
- ◆ Decrease of 4.00 staff years due to a transfer to Child Welfare Services to support operational needs.
- ◆ Additionally, staff were transferred among related programs within Public Health Services primarily to support the MCS operational needs.

Expenditures

Net increase of \$3.6 million

- ◆ Salaries & Benefits—net increase of \$0.9 million primarily due to required retirement contributions and negotiated labor agreements and adjustments for increase in 3.00 staff years.
- ◆ Services & Supplies—net increase of \$2.9 million.
 - ◆ Increase of \$1.1 million in contracted services for the Tobacco Control program.
 - ◆ Increase of \$1.1 million related to the addition of contracts for the Victim Services Program to identify and meet the gaps and needs in victim services.
 - ◆ Increase of \$0.9 million for one-time purchase of laboratory instruments and medical supplies for various public health related tests.
 - ◆ Increase of \$0.9 million for various services and supplies mostly in contracted and computer related services associated with the expansion of Nutrition Education and Obesity Prevention, Childhood Lead Poisoning Prevention, and Sexually Transmitted Diseases LGBT programs.
 - ◆ Increase of \$0.5 million for contracted information technology costs, primarily tied to ensuring the Emergency Medical Service (EMS) system to be National EMS Information System compliant.
 - ◆ Increase of \$0.4 million for EMS costs associated with a designation of a dispatch center for air ambulance, purchase of a disaster communications/patient tracking system and contract of a disaster management services warehouse.
 - ◆ Increase of \$0.3 million due to a new lease agreement for the Oceanside Regional Public Health office.
 - ◆ Increase of \$0.3 million associated with increased costs in ambulance services.





- ❖ Increase of \$0.1 million associated with costs related to the Resident Leadership Academy that provides training to San Diego residents to make positive changes in their communities.
- ❖ Decrease of \$1.6 million primarily in contracted services associated with the completion of the State funded HIV Prevention demonstration project and reallocation of Ryan White contracted services to case management performed by PHS staff.
- ❖ Decrease of \$0.6 million attributed to prior-year one-time projects.
- ❖ Decrease of \$0.5 million in the AIDS Drugs Assistance Program (ADAP) associated with a change in how enrollment fees are paid to enrollment sites. The State now pays enrollment fees directly to the sites with no impact to services.
- ❖ Other Charges—decrease of \$0.1 million due to a reduction in Child Health and Disability Prevention (CHDP) program claims as a result of CA SB75 which increased eligibility for full-scope Medi-Cal benefits to children regardless of immigration status.
- ❖ Capital Assets Equipment—increase of \$0.2 million for replacement of laboratory equipment and supplies.
- ❖ Expenditure Transfer and Reimbursements—increase of \$0.3 million associated with the Public Safety Group's reimbursement of Victim Services Program costs. Since this is a reimbursement, it has a net effect of \$0.3 million decrease in appropriations.
- ❖ Increase of \$0.7 million associated with one-time STD funding and increased Childhood Lead Prevention funds.
- ❖ Increase of \$0.5 million in refugee funding for Latent Tuberculosis Infection (LTBI) refugee activities and Maternal Child and Family Health Services.
- ❖ Increase of \$0.3 million in First Five Lactation revenue previously budgeted as Charges for Current Services.
- ❖ Increase of \$0.2 million in California Children Services funding due to an estimated increase in Medi-Cal eligible caseload.
- ❖ Decrease of \$2.6 million primarily due to the ending of the Health Prevention and Ebola grants.
- ❖ Decrease of \$0.5 million in federal and State revenue to align with the transfer of staff to Child Welfare Services.
- ❖ Charges for Current Services—decrease of \$0.8 million.
 - ❖ Decrease of \$0.6 million due to the transfer of \$0.3 million in First Five Lactation revenue now budgeted as an Intergovernmental Revenue and a decrease of another \$0.3 million to align to expected funding levels.
 - ❖ Decrease of \$0.4 million in vital records fees to align with expected receipts.
 - ❖ Increase of \$0.2 million in various public health fees.
- ❖ Use of Fund Balance—increase of \$0.5 million. A total of \$1.0 million is budgeted.
 - ❖ \$0.5 million for one-time replacement of aging laboratory supplies and equipment.
 - ❖ \$0.4 million for one-time IT projects.
 - ❖ \$0.1 million for Residential Leadership Academy.
- ❖ General Purpose Revenue Allocation—increase of \$0.9 million due to required retirement contributions and negotiated labor agreements.

Revenues

Net increase of \$3.6 million

- ❖ Taxes Current Property—net increase of \$0.1 million to support services in CSA's 17 and 69.
- ❖ Intergovernmental Revenues—net increase of \$2.9 million.
 - ❖ Increase of \$1.9 million in Realignment revenue to support Salaries & Benefits and Services & Supplies, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
 - ❖ Increase of \$1.6 million in funding associated with the Tobacco Control program costs.
 - ❖ Increase of \$0.8 million for the Victim Services Program.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$3.3 million is the result of a decrease of \$3.3 million in Services & Supplies for completion of one time projects and \$0.5 million in Capital Assets Equipment for prior year one-time costs. These decreases are offset by \$0.3 million in Expenditure Transfer and Reimbursements related to the Victim Services Program and \$0.2 million in Salaries & Benefits attributed to required retirement contributions and negotiated labor agreements.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Administration and Other Services		29.00			29.00	29.00
Bioterrorism		50.00			15.00	15.00
Infectious Disease Control		107.30			108.30	108.30
Surveillance		84.00			86.00	86.00
Prevention Services		79.50			74.00	74.00
California Childrens Services		136.80			137.30	137.30
Regional Public Health Services		159.00			154.00	154.00
Medical Care Service/EMS		0.00			45.00	45.00
Total		645.50			648.50	648.50

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Administration and Other Services	\$ 5,548,012	\$ 6,774,384	\$ 7,039,200	\$ 6,110,827	\$ 6,182,980	\$ 6,242,221
Bioterrorism	12,174,787	14,084,236	15,456,659	12,682,054	4,560,807	4,452,016
Infectious Disease Control	29,112,391	31,523,256	33,614,841	30,079,974	30,877,989	30,345,054
Surveillance	11,733,175	14,023,365	15,119,913	13,411,559	14,825,203	14,010,594
Prevention Services	17,234,824	20,129,507	20,402,808	19,254,156	20,460,859	19,502,736
California Childrens Services	17,727,335	20,319,499	20,331,544	17,289,171	20,702,901	20,799,547
Regional Public Health Services	—	22,292,063	22,315,166	19,433,227	21,977,542	22,040,798
Medical Care Service/EMS	—	—	—	—	12,809,506	11,673,982
Ambulance CSA's - Health & Human Services	9,811,124	11,276,402	12,043,880	10,272,869	11,596,252	11,639,218
Total	\$ 103,341,646	\$ 140,422,712	\$ 146,324,012	\$ 128,533,837	\$ 143,994,039	\$ 140,706,166





Budget by Categories of Expenditures

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 53,435,545	\$ 77,256,973	\$ 77,256,973	\$ 69,491,361	\$ 78,153,628	\$ 78,345,441
Services & Supplies	48,520,020	59,239,491	64,807,450	57,877,399	62,174,179	58,861,497
Other Charges	1,335,813	3,603,248	3,603,248	1,017,389	3,448,228	3,448,228
Capital Assets Equipment	50,752	323,000	656,341	147,688	494,000	51,000
Expenditure Transfer & Reimbursements	(484)	—	—	—	(275,996)	—
Total	\$ 103,341,646	\$ 140,422,712	\$ 146,324,012	\$ 128,533,837	\$ 143,994,039	\$ 140,706,166

Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 1,711,984	\$ 1,596,315	\$ 1,596,315	\$ 1,796,708	\$ 1,651,132	\$ 1,694,098
Taxes Other Than Current Secured	22,330	27,311	27,311	26,167	25,905	25,905
Licenses Permits & Franchises	210,763	216,500	216,500	232,873	220,000	220,000
Fines, Forfeitures & Penalties	2,853,256	3,133,231	3,133,231	3,111,960	3,133,231	3,133,231
Revenue From Use of Money & Property	73,504	54,000	54,000	145,429	69,503	69,503
Intergovernmental Revenues	91,125,711	112,694,593	113,792,955	101,780,263	115,628,577	113,510,738
Charges For Current Services	9,024,557	9,944,276	9,944,276	17,677,478	9,137,793	8,934,893
Miscellaneous Revenues	1,066,984	949,999	949,999	958,626	924,444	924,444
Other Financing Sources	499,454	500,000	500,000	499,966	500,000	500,000
Use of Fund Balance	(8,284,294)	1,547,790	6,350,727	(7,454,329)	1,010,100	—
General Purpose Revenue Allocation	5,037,397	10,804,487	10,804,487	10,804,487	11,693,354	11,693,354
Total	\$ 103,341,646	\$ 140,422,712	\$ 146,324,012	\$ 128,533,837	\$ 143,994,039	\$ 140,706,166





Administrative Support

Mission Statement

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

Department Description

Administrative Support contains multiple divisions that work together to ensure departments within HHSA—Aging & Independence Services, Behavioral Health Services, Child Welfare Services, Public Health Services, Self-Sufficiency Services and Housing & Community Development Services—deliver services in a professional, cost effective, efficient, and cohesive manner, while focusing on exceptional customer service. These divisions also serve as a liaison with their respective County departments to ensure compliance and ethical standards are met. The primary services provided by each division include:

- ◆ **Agency Executive Office**—provide oversight and direction for the Agency;
- ◆ **Agency Contract Support**—facilitate early identification and resolution of issues, and ensure internal quality control by performing financial and quality assurance reviews of contracts for compliance with federal, State and local funding requirements;
- ◆ **Community Action Partnership**—address the needs of economically disadvantaged communities and the residents that live there, including services that support the employment of newly arriving refugee families;
- ◆ **Financial Support Services Division**—provide efficient use of resources, financial planning, forecasting and claiming for fiscal stability and facility management;
- ◆ **First 5 San Diego**—promote the health and well-being of young children and pregnant women during the most critical years of development, from the prenatal stage through five years of age;
- ◆ **Human Resources**—develop and maintain a knowledge-based workforce;
- ◆ **Integrated Services**—integrate health, housing and human services to drive better outcomes in the communities;
- ◆ **Management Information Support**—support programs with information management and technology;



- ◆ **Office of Military & Veterans Affairs**—support the 3rd largest veteran population in the nation by connecting veterans to benefits, counseling and referral services;
- ◆ **Office of Strategy and Innovation**—advance the *Live Well San Diego* vision through strategic planning, communication support, legislative and policy analysis, progress evaluation and innovation management;
- ◆ **Regional Administration**—ensure services are tailored to local communities, deliver those services and encourage healthy behaviors and disease prevention through health promotion; and
- ◆ **Tobacco Settlement Funds**—support Board Policy E-14 Expenditure of Tobacco Settlement Revenue in San Diego County which describes a comprehensive tobacco control strategy to build better health through prevention and health promotion activities that encourage a tobacco-free lifestyle.

To ensure HHSA service regions and departments can provide critical, essential services; Administrative Support has 443.00 staff years and a budget of \$186.1 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 Agency Description section within the Health and Human Services Agency Summary.

2016-17 Accomplishments



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Assisted 69% (6,536 of 9,438) of children entering kindergarten and reduced the occurrence of undetected and/or untreated conditions in children entering school to ensure all children identified with a developmental, social emotional or behavioral need received the resources necessary to succeed in school. (HF1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - Educated 97% (7,536 of 7,797) of parents receiving First 5 San Diego services, so that they positively reported having the knowledge and capacity to advocate for their child's health needs and encouraged the healthy development of children ages 0 through 5. (HF2)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Supported a 51% increase (from 201 to 304) in the number of recognized *Live Well San Diego* partners to improve outcomes in the *Live Well San Diego* measurement framework, which measures the impact of collective actions by partners and the County to achieve the vision of a region that is Building Better Health, Living Safely and Thriving. (HF3)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
 - Increased by 7% (from 61% to 65%) County employees' understanding of how their work contributed to the *Live Well San Diego* vision. By increasing awareness of their contributions to *Live Well San Diego*, employees cultivated stakeholder relationships and gained public trust as they worked together towards one vision. (HF5)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensured 1,731 Alternative Dispute Resolution mediation services were provided to community members looking for help in resolving issues, problems, disputes and conflicts in a way that is non-adversarial and less expensive than formal legal proceedings. (SC2)
- Expand data driven prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - Achieved all Fiscal Year 2016-17 major milestones and implemented ConnectWellSD, an electronic information exchange system that will link information systems within

the County. Completed pilot introduction of ConnectWellSD and initiated operational release to County staff. (SC4)



Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Engaged 273 work ready refugees in vocational English as a second language and facilitated their adaptation to a new environment, increasing their ability to find employment. Fluctuations in refuge arrivals throughout the year resulted in fewer than anticipated referrals to the vocational English as a second language program. (SE1)
 - Increased by 1% (from 22,000 to 22,274) the number of interviews provided to veterans and dependents with benefits counseling, information and referral services.
 - Increased by 5% (from 3,957 to 4,158) the number of compensation and pension claims processed to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Promoted efforts such as the 2017 *Live Well San Diego* 5K Walk/Run and Resource Fair and other public events and encouraged residents to exercise and enjoy the environment while receiving health and wellness information. The *Live Well San Diego* 5K event reached over 2,722 residents. (SE5)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Convened seven (7) *Live Well San Diego* Resident Leadership Academy (RLA) Council meetings to provide supplemental education and development opportunities to RLA graduates across the region and supported their ongoing efforts as they identified and implemented community improvement projects that increased the health, safety, and well-being of their neighborhoods. (SE6)
 - Provided seven (7) *Live Well San Diego* Resident Leadership Academies, which produced a total of 80 community residents trained in effective advocacy for policy, systems and environmental changes to improve outcomes for the community. (SE6)



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Conducted 26 comprehensive financial reviews of contractors and ensured compliance with standards and financial controls. Each review tested financial material,





reviewed contractor financial systems and controls and observed contractor systems, activities and processes. These activities helped to assure that the County is maintaining fiscal stability. (OE1)

- Coordinated 10 financial trainings comprised of budgetary topics impacting program operations such as funding streams and fiscal impacts to service delivery. 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. (OE2)
- Trained 125 HHS employees on contract administration topics that developed, strengthened, and maintained procurement knowledge and effectively improved contractor performance. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Increased by 73% (from 36,017 to 62,363), the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org), and provided timely access to news and materials that engaged partners and other stakeholders; expanded the reach of *Live Well San Diego* education messages; and provided public access to *Live Well San Diego* Open Performance Data and other community level data. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - Issued the Customer Experience survey to all Agency customers (AIS, BHS, CWS, HCDS, PHS, SSS, and Admin Support) and achieved a minimum average satisfaction rating of 3 (scale is 1 to 4). In areas where the rating was lower than 3, a plan was developed and implemented to improve the 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
 - Developed a plan to ensure all new employees are trauma informed through a New Employee Orientation. This will ensure a welcoming atmosphere for all new hires to feel valued, engaged and integrated into the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued produces a workforce with an increased appreciation toward their contributions in the lives of our customers. (OE6)

2017–19 Objectives



Healthy Families

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



- Provide 4,000 parents/caregivers educational services to increase the knowledge and capacity to help their children enter school as active learners through Healthy Development Services (HDS), Parent Education Support and Empowerment Workshops, and Quality Preschool Initiative (QPI). (HF1)
- Provide 90% (13,109 of 14,565) of children in Home Visiting and Quality Early Learning Education programs, comprehensive developmental screenings before they enter school to help detect concerns at an early age, when interventions are most effective and less expensive. (HF1)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Increase to 380 the number of recognized *Live Well San Diego* partners to improve outcomes across the *Live Well San Diego* measurement framework, which measures the impact of collective actions by partners and the County to achieve the vision of a region that is building better health, living safely and thriving. (HF4)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
 - Increase to 70% County employees' understanding of how their work contributes to the *Live Well San Diego* vision. By increasing awareness of their contributions to *Live Well San Diego* employees cultivate stakeholder relationships and gain public trust as they work together towards one vision. (HF5)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Utilize 100% of Dispute Resolution Trust Fund funding to provide at least 1,700 Alternative Dispute Resolution mediation services to community members looking for help resolving issues, problems, disputes and conflicts in a way that is non-adversarial and less expensive than formal legal proceedings. (SC2)
- Expand data-driven prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - Achieve planned operational release of ConnectWellSD, a customer information exchange system that was launched in Fiscal Year 2016-17 by giving access to identified staff who can use it in their daily work. ConnectWellSD will facilitate the provision of exceptional service by making it easier for multiple departments to work together to meet customer needs. (SC4)



Sustainable Environments

- Provide and promote services that increase consumer and business confidence

- Engage 220 work ready refugees in vocational English as a second language to facilitate their adaptation to a new environment and increasing their ability to find employment. (SE1)
- Conduct 24,000 interviews to veterans and dependents with benefits counseling, information and referral services.
- Process 4,300 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Convene six (6) *Live Well San Diego* Resident Leadership Academy (RLA) Council meetings that provide supplemental education and development opportunities to over 125 participants across the region, as they identify and implement community improvement projects that increase the health, safety, and well-being of their own neighborhoods. (SE6)

 Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
- Align services to available resources to maintain fiscal stability
 - Conduct a minimum of 48 comprehensive financial reviews of contractors to ensure they complied with standards and have financial controls in place. Each review consists of testing of financial material, review of contractor financial systems, activities and processes. These activities help ensure contractors remain in compliance with contractual obligations and that the County is maintaining fiscal stability. (OE1)
 - Coordinate and attend 8 financial trainings comprised of budgetary topics impacting program operations such as funding streams and fiscal impacts to service delivery. Improve financial competency of staff and management by conducting presentations on funding and financial issues that affect operations and service delivery. These trainings provide staff with the knowledge to make better-informed decisions. (OE2)
 - Conduct 15 Quality Assurance (QA) reviews and train 150 HHS contract administration staff to ensure adherence to contracting policies and procedures in accordance with

funding source requirements. QA reviews help identify contracting best practices and areas for improvement in order to design effective training content for HHS staff. (OE2)

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Increase the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org) from 62,363 to 77,950 by providing access to timely, relevant news and materials that engage partners and other stakeholders; expanding the reach of *Live Well San Diego* education messages; and providing public access to *Live Well San Diego* Open Performance Data and other community level data. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - Issue the Customer Experience survey to all Agency customers (AIS, BHS, CWS, PHS, SSS, Admin Support, and HCDS) and achieve a minimum average satisfaction rating of 3 (1 to 4 scale). In areas where the rating is lower than 3, develop and implement an improvement plan. (OE5)
 - Achieve an average rating of three (3) or higher (scale is 1 to 4), as part of the annual Contractor Satisfaction Survey, for over- all Contractor satisfaction with the HHS contracting experience.
- Develop, maintain and attract a skilled adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Ensure 100% of new employees are trauma informed through a New Employee Orientation to provide a welcoming atmosphere for all new hires to feel valued, become engaged and integrated into the shared vision of *Live Well San Diego*. Providing new hires the opportunity to feel valued increases retention and produces a 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 HHS, go to:

- ◆ www.sandiegocounty.gov/hhsa

For information about *Live Well San Diego*, go to:

- ◆ www.LiveWellSD.org







Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Children 0 - 5 Years of Age Identified with a Developmental, Social Emotional or Behavioral Needs and Received Resources	67% of 4,100	68% of 12,600	68% of 9,438	90% of 14,565	90% of 14,565
	First 5 Parents with the Knowledge and Capacity to Advocate for their Child's Needs	97% of 6,828	95% of 7,700	97% of 7,797	4,000	4,000
	Total Live Well San Diego Partners ³	201	221	304	380	450
	County Staff Understanding of how their Work Contributes to Live Well San Diego ^{1,7}	N/A	67%	65%	70%	N/A
	Alternative Dispute Resolution Services to Community Members ¹	N/A	1,700	1,731	1,700	1,700
	Work Ready Refugees Engaged in ESL Activities ^{1,6}	N/A	360	273	220	220
	Veterans and Dependents Interviews for Benefits Counseling and Referral Services ¹	N/A	22,880	22,274	24,000	24,000
	Veteran Compensation and Benefits Claims Processed ²	N/A	4,115	4,158	4,300	4,300
	Live Well San Diego 5K Participants ¹	N/A	3,000	2,722	3,000	3,000
	Live Well San Diego Resident Leadership Academy Council Meetings ¹	N/A	6	7	6	6
	Comprehensive Financially Focused Review for HHSA Contractors	26	26	26	48	48
	HHSA Financial Events	8	8	10	8	8
	Staff Trained on Contract Administration	293	125	125	150	150
	Unique Visitors to the Live Well San Diego Website ⁴	36,017	36,017	62,363	77,950	97,440
	Certified Resident Leadership Academy Facilitators ²	16	N/A	N/A	N/A	N/A
	Quality Assurance Reviews of Contracting Policies and Procedures Completed for HHSA Departments ^{2,5}	14	N/A	N/A	15	15
	Customer Service Training Workshops ²	6	N/A	N/A	N/A	N/A

Table Notes

¹ Performance measure added in Fiscal Year 2016-17 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*.



² Measure deleted 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*.

³ In Fiscal Year 2016–17, HHSA exceeded its target of *Live Well San Diego* Partners by offering more opportunities for collaboration, networking and providing exclusive benefits to recognized partners, such as the Live Well San Diego Partner Advance, partner portal, and promotion of partner success stories.

⁴ In Fiscal Year 2016–17, HHSA exceeded its target of unique visitors to the Live Well San Diego website due to external branding efforts, which helped to increase interest by the public in connecting to the vision.

⁵ Performance measure added in Fiscal Year 2017–18 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*.

⁶ In Fiscal Year 2016–17, changes at the federal level regarding refugee resettlement impacted local arrivals to San Diego County, thereby reducing the number of referrals to the Vocational ESL Program. In Fiscal Year 2017–18, the target for this measure has been reduced to align with the expected reduction in refugee resettlement resulting from federal policy changes in Refugee Resettlement.

⁷ In Fiscal Year 2016–2017, target not being met due staff changes within HHSA resulting in delayed campaign implementation timelines.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Administrative Support has an overall budget increase of \$23.6 million. The majority of this is tied to reflecting a budget adjustment for participation in the Intergovernmental Transfer Agreement (IGT) with the Department of Health Care Services (DHCS) to draw down federal dollars for health care related services. Separate from the IGT budget adjustment, the Administrative Support budget funds the new Whole Person Wellness pilot project, aimed at providing intensive wraparound services to Medical beneficiaries who are homeless or at risk of homelessness with serious mental illness or a substance use disorder. In addition, increases include a technical adjustment to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support, with no change to overall services or funding levels. Finally, continued investments in IT systems are supported to improve tracking of outcomes and enable information sharing and collaboration among County programs, as well as continued investments in the Office of Military & Veterans Affairs (OMVA).

Staffing

Net increase of 1.00 staff year

- ◆ Increase of 4.00 staff years due to transfers from Aging & Independence Services (AIS), Behavioral Health Services (BHS) and Housing & Community Development Services (HCDS) to support the Whole Person Wellness pilot project.
- ◆ Increase of 3.00 staff years due to a transfer from AIS to support enhanced coordination and leadership for veteran programs in the OMVA and expand contract audit capabilities in Agency Contract Support.

- ◆ Increase of 2.00 staff years due to a transfer from HCDS to centralize the human resources function.
- ◆ Decrease of 5.00 staff years due to a transfer to Public Health Services (PHS) to support operational needs.
- ◆ Decrease of 3.00 staff years due to a transfer to BHS to support operational needs.
- ◆ Additionally, staff were transferred among related programs within Administrative Support to manage operational needs.

Expenditures

Net increase of \$23.6 million

- ◆ Salaries & Benefits—increase of \$1.5 million.
 - ◆ Increase of \$1.3 million primarily due to required retirement contributions and negotiated labor agreements.
 - ◆ Increase of \$0.2 million due to the increase of 1.00 staff year.
- ◆ Services & Supplies—net increase of \$16.1 million.
 - ◆ Increase of \$20.0 million, fully offset by revenue, related to participation in the IGT agreement with the DHCS to draw down federal dollars available for health care related services.
 - ◆ Increase of \$5.5 million primarily in contracted services to be delivered as part of the Whole Person Wellness pilot project.
 - ◆ Increase of \$3.7 million due to an increase in the public liability insurance premium.
 - ◆ Increase of \$0.8 million for one-time facilities projects.
 - ◆ Increase of \$0.2 million associated with expansion of veteran services in OMVA.





- ❖ Increase of \$0.2 million due to technical adjustment to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support, with no change to overall services or funding levels.
- ❖ Decrease of \$8.0 million due to eliminating appropriations funded by Unsecuritized Tobacco Settlement revenue set aside as a contingency for emergencies and repurposing those funds to support the Whole Person Wellness pilot project.
- ❖ Decrease of \$6.3 million primarily in IT systems costs associated with the completion of prior year one-time projects including the last phase of the design, development and implementation of ConnectWellSD (CWSD) and other program IT initiatives, offset by increases mainly tied to new one-time IT investments, as well as maintenance and operation costs for CWSD and other IT systems.
- ◆ Operating Transfers Out—increase of \$6.0 million due to technical adjustment to reflect the use of the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support, with no change to overall services or funding levels.
- ◆ Decrease of \$0.9 million in Realignment revenues due to redistribution within the Agency to support increases in Salaries & Benefits and Services & Supplies.
- ◆ Charges for Current Services—increase of \$24.3 million primarily related to IGT revenue from DHCS for health care related services and the Whole Person Wellness pilot project.
- ◆ Fund Balance Component Decreases—increase of \$1.1 million to support a portion of departmental costs of the County's existing Pension Obligation Bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—decrease of \$5.9 million. A total of \$39.0 million is budgeted.
 - ❖ \$20.0 million for management reserves.
 - ❖ \$10.2 million for one-time major maintenance and facilities projects.
 - ❖ \$4.5 million for one-time costs associated with information technology upgrades and advancement.
 - ❖ \$4.3 million due to technical adjustment to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support, with no change to overall services or funding levels.
- ◆ General Purpose Revenue Allocation—increase of \$0.7 million due to required retirement contributions and negotiated labor agreements.

Revenues

Net increase of \$23.6 million

- ◆ Revenue from Use of Money & Property—increase of \$1.9 million due to technical adjustment to reflect the TSF under Administrative Support.
- ◆ Intergovernmental Revenues—net increase of \$1.5 million.
 - ❖ Increase of \$3.7 million in Social Services federal and State administrative revenue to support cost increases in Salaries & Benefits and Services & Supplies.
 - ❖ Increase of \$2.3 million in Mental Health Services Act (MHSA) revenue for one-time projects related to information system enhancements.
 - ❖ Decrease of \$3.6 million associated with eliminating the contingency for emergencies funded with Unsecuritized Tobacco Settlement revenue and setting aside to support the Whole Person Wellness project.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$6.6 million is the result of a decrease of \$7.3 million in Services & Supplies for completion of one time projects offset by \$0.7 million in Salaries & Benefits attributed to required retirement contributions and negotiated labor agreements.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Agency Executive Office		26.00			29.00	29.00
Agency Contract Support		22.00			23.00	23.00
Financial Services Division		166.00			165.00	165.00
Human Resources		76.00			78.00	78.00
Management Support		24.00			25.00	25.00
Proposition 10		19.00			17.00	17.00
Regional Administration		48.00			47.00	47.00
Office of Military and Veterans Affairs		16.00			17.00	17.00
Office of Strategy and Innovation		33.00			30.00	30.00
Community Action Partnership		12.00			12.00	12.00
Total		442.00			443.00	443.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Agency Executive Office	\$ 12,314,220	\$ 38,347,639	\$ 44,401,986	\$ 20,936,112	\$ 52,840,126	\$ 52,837,620
Agency Contract Support	2,849,877	3,264,280	3,297,778	3,249,608	3,475,142	3,491,459
Financial Services Division	42,317,615	36,139,300	62,309,489	44,568,986	40,083,228	39,866,263
Human Resources	10,290,335	10,548,962	10,583,430	10,712,645	11,970,682	12,084,523
Management Support	51,156,890	45,422,437	52,225,962	42,644,035	43,146,642	36,804,021
Proposition 10	2,165,424	2,325,201	2,325,201	1,886,103	2,086,680	2,108,814
Regional Administration	—	10,965,708	10,979,557	10,595,187	11,670,075	11,749,413
Office of Military and Veterans Affairs	—	2,537,522	2,586,811	2,784,544	2,819,485	2,764,123
Office of Strategy and Innovation	4,523,029	5,957,320	6,120,341	4,793,460	5,775,584	5,498,795
Community Action Partnership	6,052,081	6,915,410	7,434,425	6,543,452	5,985,129	6,076,231
Tobacco Settlement Fund	—	—	—	—	6,200,000	6,200,000
Total	\$ 131,669,470	\$ 162,423,779	\$ 202,264,980	\$ 148,714,132	\$ 186,052,773	\$ 179,481,262





Budget by Categories of Expenditures

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 36,619,404	\$ 49,407,716	\$ 49,407,716	\$ 47,732,182	\$ 50,919,391	\$ 51,635,652
Services & Supplies	95,039,457	93,016,063	131,777,264	100,427,583	109,133,382	101,845,610
Capital Assets Equipment	13,413	—	1,080,000	554,366	—	—
Expenditure Transfer & Reimbursements	(2,804)	—	—	—	—	—
Operating Transfers Out	—	—	—	—	6,000,000	6,000,000
Management Reserves	—	20,000,000	20,000,000	—	20,000,000	20,000,000
Total	\$ 131,669,470	\$ 162,423,779	\$ 202,264,980	\$ 148,714,132	\$ 186,052,773	\$ 179,481,262

Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Fines, Forfeitures & Penalties	\$ 26,154	\$ 50,000	\$ 50,000	\$ 23,542	\$ 39,162	\$ 39,162
Revenue From Use of Money & Property	—	—	—	—	1,900,000	1,900,000
Intergovernmental Revenues	88,603,029	109,388,764	109,388,764	106,899,226	110,885,503	118,169,304
Charges For Current Services	3,449,003	3,730,271	13,230,271	12,805,418	28,055,450	28,079,529
Miscellaneous Revenues	1,622,180	—	—	22,746	—	—
Other Financing Sources	1,700,000	—	—	—	—	—
Fund Balance Component Decreases	—	—	—	—	1,089,783	1,089,783
Use of Fund Balance	34,816,691	36,622,706	66,963,907	16,331,162	38,984,116	24,300,000
General Purpose Revenue Allocation	1,452,414	4,412,432	4,412,432	4,412,432	5,098,759	5,903,484
Total	\$ 131,669,470	\$ 162,423,779	\$ 202,264,980	\$ 148,714,132	\$ 186,052,773	\$ 179,481,262





Housing & Community Development Services

Mission Statement

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

Department Description

Housing & Community Development Services (HCDS) helps low and moderate income households through public services that provide safe and affordable housing opportunities. It also helps to improve neighborhoods through community development opportunities. This is carried out through the following services:

Rental assistance for low-income families and special needs populations:

- ◆ **Section 8 Housing Choice Voucher Program**—provide long-term rental assistance to over 10,000 households each month, allowing very low-income families, veterans, the elderly and the disabled, to obtain decent, safe and affordable housing;
- ◆ **Tenant Based Rental Assistance**—provide short-term rental assistance for vulnerable populations that include families participating in the Child Welfare Services reunification program, youth transitioning out of the foster care system and persons with HIV/AIDS; and
- ◆ **Public Housing**—provide 159 decent and safe rental housing units for eligible low-income families, the elderly, and persons with disabilities.

Community Development services to improve neighborhoods:

- ◆ **Community Development Block Grant (CDBG)**—provide federal funding for the creation of affordable housing and enhance communities most in need through improvements such as parks, sidewalks, firefighting apparatus and health centers;
- ◆ **HOME Investment Partnership (HOME)**—provide low-interest loans to first-time homebuyers and funding to create new affordable housing units;
- ◆ **Home Repair Program**—provide grants and low-interest loans to allow low-income homeowners to make needed improvements that allow them to remain in their homes;
- ◆ **Emergency Solutions Grant (ESG)**—provide assistance and support services such as rapid rehousing, emergency housing, street outreach, and homeless prevention to individuals and families experiencing or at-risk of experiencing homelessness; and
- ◆ **Continuum of Care (CoC)**—provide permanent supportive housing for chronically homeless individuals with permanent disabilities.



To ensure these critical services are provided, Housing & Community Development Services has 101.00 staff years and a budget of \$28.7 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 Agency Description section within the Health and Human Services Agency Summary.

2016–17 Accomplishments



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Assisted 34 youth who aged out of the foster care system and 47 families with children who participated in the County’s substance abuse treatment program (for a total of 81), through the HOME Tenant-Based Rental Assistance program. The program was enhanced this year with security and utility deposit assistance to eliminate a potential barrier to accessing permanent housing.
 - Played a leadership role in the expansion of the Coordinated Housing Assessment and Housing Placement (CAHP) system from the downtown and north county areas to the broader San Diego region. The CAHP system matches persons experiencing homelessness with appropriate housing.

- Participated in Opening Doors, a regional initiative under the direction of the San Diego Regional Continuum of Care Council (RCCC) targeting chronic homeless and veterans, through the provision of leadership to the Opening Doors Committee and staff support to Regional Continuum of Care subcommittees.
- Provided 230 homeless individuals permanent housing through RCCC or CAHP system who met the definition of homeless or who exited federally assisted housing programs with no other permanent housing placement options.
- Provided 577 homeless veterans rental assistance for permanent housing through the Veterans Affairs Supportive Housing (VASH) program, utilization of these vouchers is dependent upon HCDS receiving referrals from the U.S. Department of Veterans Affairs.
- Provided 83 participants VASH security and utility deposit assistance, eliminating a potential barrier to accessing permanent housing.
- Reduced the time veterans with VASH vouchers searched for housing from 60 days to 53 days, as well as located units to house 168 veterans experiencing homelessness by implementing a program that offers targeted incentives to area landlords who rented to homeless veterans. The goal to reduce search time to 30 days was not met due to many different factors, including a highly competitive residential rental market with extremely low vacancy rates.
- Provided 80 individuals with serious mental illness, who were experiencing homelessness and were referred by Behavioral Health Services, with permanent supportive housing.
- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
 - Offered a Live Well San Diego Service Plan to 100% (23) of new HCDS self-sufficiency program participants, expanding beyond the federal program requirements for establishing financial goals and encouraging participants to develop personal goals towards living a healthier, safer and more thriving life.
 - Provided 25 competitive academic scholarships to heads of household and/or their children who established five-year family self-sufficiency goals in academic or vocational self-sufficiency or who resided in Public Housing.
 - Provided 43 first-time homebuyer loans to low-income households through the regional HOME Consortium Homebuyer Down payment and Closing Cost Assistance Program, which offered low-interest deferred payment loans for qualified low-income, first-time homebuyers.
 - Supported fair housing rights and advocated against discriminatory housing practices by participating in 15 regional fair housing forums and meetings, publishing quarterly educational articles on the topic of fair housing

on the department website, through social media and newsletters and facilitating outreach activities related to national Fair Housing month, which is celebrated in April of each year.

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents.
 - Ensured 50% of the County's Home Repair program applicants pulled from the program waitlist were elderly or disabled. Improvements funded through this program included ADA, universal design modifications, or other repairs that allowed elderly or disabled residents to remain in their homes and/or continue to live independently. (HF4)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Participated in eleven (11) community outreach activities, which included online presentations, meetings with community groups and participation at community events about funding opportunities available for affordable housing and community revitalization through the federal entitlement programs. (SC2)
 - Promoted crime-free communities by collaborating with local law enforcement to renew annual Crime-Free Multifamily Housing Program certificates at all five Housing Authority-owned residential properties. (SC3)
 - Provided 70 low-income homeowners and mobile home owners residing in the Urban County with home repair assistance for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation. The goal of 40 was exceeded due to a realignment of staff resources and process improvements designed to better meet the need for this program.
 - Conducted 100% (9,691) of required inspections on time for units assisted through the Rental Assistance Division and ensured that these units were decent, safe and sanitary, in accordance with HUD-required Housing Quality Standards.
 - Achieved designation as a High Performing Public Housing Agency, as determined by the U.S. Department of Housing and Urban Development, for the Housing Choice Voucher Program.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Assisted families to secure safe, decent and affordable housing through rental assistance subsidies by utilizing 100% of the estimated annual Housing Choice Voucher (HCV) program funding allocation of approximately \$102





- million. This amount only includes funding for the HCV program vouchers and does not include funding for VASH vouchers. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Supported the development of the ConnectWellSD system and integration of HCDS data where permissible. The new system links data and participant information from multiple departments across multiple programs and improve customer service. (OE3)
 - Completed renovation of the HCDS Administrative Office, which replaced aging building systems and incorporated energy efficient fixtures and customer-focused design elements.
 - Developed dashboards to monitor program trends and outcomes, using business intelligence to adjust performance resulting in enhanced customer service. Evaluated, selected and implemented new software that improved the ability of staff to retrieve and utilize electronic documents in the daily administration of rental assistance programs, which will result in more efficient interactions with program participants by June 30, 2018.
 - Strengthen our customer service culture to ensure a positive customer experience
 - Achieved a customer service satisfaction rating of 3.5 (on a scale of 1 to 4, with 4 being “excellent”) and ensured customers were provided with superior services and a positive experience through staff who employed helpfulness, expertise, attentiveness, respect and timeliness. (OE5)
 - Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Supported, encouraged and provided opportunities to foster employee well-being, inclusion, and development by: hosting lunch and learn presentations, exercise classes, and/or wellness events. Encouraged staff to participate in Employee Resource Groups (ERG) and invited ERGs to present at all-hands meetings; performed outreach to diverse populations in recruitment and education efforts; and scheduled mandatory and optional professional and safety training as well as soft skills enhancements. (OE6)
 - Provide 100% (600) of eligible veterans referred from the U.S. Department of Veterans Affairs through the Veterans Affairs Supportive Housing (VASH) program with rental assistance so that they may obtain safe, decent and affordable housing. (HF1)
 - Provide 100% (122) of persons experiencing homelessness in the unincorporated area and who have a serious mental illness with rental assistance to secure and maintain housing as part of “Project One for All” (POFA). POFA is an integrated effort that helps the most vulnerable homeless populations receive intensive wraparound services, including mental health, counseling and housing to live successfully in the community. (HF1)
 - Secure 50 new landlords to house persons who are experiencing homelessness and have a serious mental illness. (HF1)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensure 100% (159) of Housing Authority-owned residential units have a renewed Crime Free Multi-Housing Program certification to enhance public safety. (SE6)
 - Provide 40 low-income homeowners with home repair assistance to make needed improvements (such as accessibility, critical health and safety improvements) that allow them to remain in their homes.
 - Conduct 40 fair housing tests by secret shoppers in rental units throughout the county to proactively educate and engage landlords in fair housing practices, laws and regulations, which prohibit housing discrimination on the basis of race or color, national origin, religion, sex, familial status, disability and other protected classes.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Utilize 100% (estimated \$101 million) of the Housing Choice Voucher Program annual funding allocation to maximize housing assistance resources available to help families secure safe, decent, and affordable housing.

2017–19 Objectives



Healthy Families

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

Related Links

For additional information about Housing and Community Development Services, refer to the website at:

◆ www.sdcounty.ca.gov/sdhcd

Follow HCD on Facebook at:

◆ www.facebook.com/sdhcd






Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Veterans Receiving VASH Rental Assistance ¹	458	100% of 526	100% of 577	100% of 600	100% of 600
	Individuals Living in Unincorporated Areas who are Receiving Rental Assistance and Treatment for SMI ⁴	N/A	N/A	N/A	100% of 122	100% of 122
	New Landlords Secured to Rent to Previously Homeless Individuals Experiencing SMI ⁴	N/A	N/A	N/A	50	50
	Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Continuum of Care ^{1,2}	230	227	216	N/A	N/A
	Loans Issued Through the First-Time Homebuyer Program ^{1,2}	48	45	43	N/A	N/A
	Public Housing Units with Crime Free Multi Housing Program Certification ⁴	N/A	N/A	N/A	100% of 159	100% of 159
	Households Assisted Through the Home Repair Program ^{1,5}	25	40	70	40	40
	Random Fair Housing Compliance Site Tests ¹	40	40	41	40	40
	Required inspections conducted annually on units assisted through the Rental Assistance Division to ensure Housing Quality Standards are met. ^{1,2}	100% of 7,000	100% of 7,000	100% of 9,691	N/A	N/A
	Rental Assistance Funding Allocation Utilized ^{1,3}	99% of \$104.4 million	100%	100% of \$102 million	100%	100%
	Community Development projects supported to enhance low-income neighborhoods and communities ^{1,2,6}	25	25	19	N/A	N/A
	Customer service satisfaction ²	N/A	3.5	3.5	N/A	N/A

Table Notes

¹ Effective July 1, 2016, Housing and Community Development (HCDS) was transferred from the Community Services Group to HHSA under a new department called Housing and Community Development Services (HCDS) to further integrate homeless and housing efforts into its service programs. Fiscal Year 2015–16 CSG data has been incorporated into the HCDS tables.

² Performance measure deleted in Fiscal Year 2017–18 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely, and Thriving.

³ The total federal funding is based on HUD fluctuations throughout the fiscal year. Funding for VASH vouchers is not included in this measure, in alignment with the HUD Section Eight Management Assessment Program and Federal Register 77 FR 17086, *Implementation of the HUD-VA Support Housing Program*.

⁴ Performance measure added in Fiscal Year 2017–18 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely, and Thriving.





⁵The goal of 40 was exceeded due to a recent realignment of resources to better meet the need for this program.

⁶The actual number of projects supported each year is subject to the number of eligible project applications received and the annual Community Development Block Grant funding allocation.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Housing & Community Development Services (HCDS) has an overall budget increase of \$1.5 million. This includes a re-budget of prior year grant funding for projects that cross fiscal years. Major initiatives include providing rental assistance and related landlord incentives to provide safe and affordable housing for eligible homeless veterans and persons experiencing homelessness as well as providing funding for community improvement and affordable housing projects.

Staffing

Net decrease of 1.00 staff year.

- ◆ Decrease of 3.00 staff years due to a transfer to Administrative Support as a result of re-organization within Human Resources and to support operational needs.
- ◆ Increase of 2.00 staff years due to a transfer from Self-Sufficiency Services to support operational needs.

Expenditures

Net increase of \$1.5 million

- ◆ Salaries & Benefits—net increase of \$0.5 million
 - ◆ Increase of \$0.6 million primarily due to required retirement contributions and negotiated labor agreements.
 - ◆ Decrease of \$0.1 million due to a decrease of 1.00 staff year.
- ◆ Services & Supplies—net increase of \$0.9 million.
 - ◆ Increase of \$1.3 million for affordable housing development projects due to one-time carryover of prior year HOME Investment Partnership program funding.
 - ◆ Increase of \$0.6 million associated with the Victim Services Program as part of a collaborative effort to address current gaps and needs in services.
 - ◆ Increase of \$0.4 million in one-time costs for the Project One for All (POFA) Landlord Incentive Program.
 - ◆ Increase of \$0.1 million for emergency housing services due to one-time carryover of prior year Emergency Solutions Grant (ESG) funding allocation.
 - ◆ Decrease of \$1.0 million in project costs for community improvement projects, residential rehabilitation and affordable housing projects due to elimination of one-time carryover of prior year Community Development Block Grant (CDBG) funding.

- ◆ Net decrease of \$0.5 million in various administrative services and supplies accounts primarily related to a reduction in one-time costs to provide enhancements and upgrades to existing information technology systems and other business process improvements.
- ◆ Other Charges—net increase of \$0.2 million.
 - ◆ Increase of \$0.2 million for community improvement projects, residential rehabilitation and affordable housing projects due to one-time carryover of prior year CDBG funding allocation.
 - ◆ Increase of \$0.2 million in project cost for community based homeless assistance projects based on the anticipated Fiscal Year 2017-18 Continuum of Care (CoC) program grant allocation.
 - ◆ Decrease of \$0.2 million in project cost for first-time homebuyer loan assistance program based on available remaining prior year CalHome grant.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.1 million associated with the Public Safety Group’s reimbursement for Victim Services Program costs. Since this is a reimbursement, it has the effect of \$0.1 million decrease in appropriations.

Revenues

Net increase of \$1.5 million

- ◆ Intergovernmental Revenue—net increase of \$0.8 million.
 - ◆ Increase of \$1.1 million in HOME grant revenue based on available one-time remaining prior year funding allocation.
 - ◆ Increase of \$0.5 million for the Victim Services Program.
 - ◆ Increase of \$0.2 million in CoC grant revenue which is used to quickly rehouse homeless individuals and families.
 - ◆ Increase of \$0.1 million in ESG based on available one-time remaining prior year grant funding.
 - ◆ Increase of \$0.1 million in Aid from the Housing Authority revenue for program administration primarily based on the use of administrative reserves for one-time projects.
 - ◆ Decrease of \$1.0 million in CDBG revenue due to elimination of one-time remaining prior year grant funding allocation.
 - ◆ Decrease of \$0.2 million in CalHome grant revenue based on available one-time remaining prior year grant funding allocation.



- ◆ Miscellaneous Revenue—increase of \$0.2 million in revenue from program income due to an increase in prior year loan re-conveyances.
- ◆ Use of Fund Balance—increase of \$0.5 million. A total of \$0.5 million Use of Fund Balance is budgeted for landlord engagement and recruitment efforts, including incentives, to increase landlord participation in rental assistance programs associated with Project One for All.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$1.0 million as a result of a decrease of \$1.4 million in Services & Supplies due to completion of one-time projects partially offset by an increase of \$0.2 million in Expenditure Transfer & Reimbursements related to the Victim Services Program, \$0.1 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements, and \$0.1 million in Other Charges associated with a one-time projects tied to balance of prior year grant revenue.





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Housing & Community Development		102.00			101.00	101.00
Total		102.00			101.00	101.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Housing & Community Development	\$ 0	\$ 12,914,649	\$ 14,506,068	\$ 12,330,653	\$ 13,326,444	\$ 12,805,593
County Successor Agency - Housing	0	88,703	268,703	120,248	20,000	20,000
HCD - Multi-Year Projects	0	14,209,291	19,087,718	5,866,956	15,358,404	14,830,917
Total	\$ 0	\$ 27,212,643	\$ 33,862,489	\$ 18,317,857	\$ 28,704,848	\$ 27,656,510

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ —	\$ 9,736,310	\$ 9,736,310	\$ 9,406,929	\$ 10,231,477	\$ 10,353,649
Services & Supplies	—	14,644,637	19,532,479	5,995,103	15,578,388	14,132,836
Other Charges	—	2,915,296	4,587,300	2,879,145	3,107,470	3,222,625
Expenditure Transfer & Reimbursements	—	(83,600)	(83,600)	(52,600)	(212,487)	(52,600)
Operating Transfers Out	—	—	90,000	89,280	—	—
Total	\$ —	\$ 27,212,643	\$ 33,862,489	\$ 18,317,857	\$ 28,704,848	\$ 27,656,510

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ —	\$ 26,820,319	\$ 32,106,153	\$ 20,285,512	\$ 27,663,656	\$ 27,147,389
Charges For Current Services	—	—	—	6,268	3,000	3,000
Miscellaneous Revenues	—	674,803	674,803	56,678	864,182	864,445
Other Financing Sources	—	—	90,000	89,280	—	—
Use of Fund Balance	—	89,000	1,363,012	(1,748,401)	545,489	13,155
General Purpose Revenue Allocation	—	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)
Total	\$ —	\$ 27,212,643	\$ 33,862,489	\$ 18,317,857	\$ 28,704,848	\$ 27,656,510





County of San Diego

Land Use and Environment Group

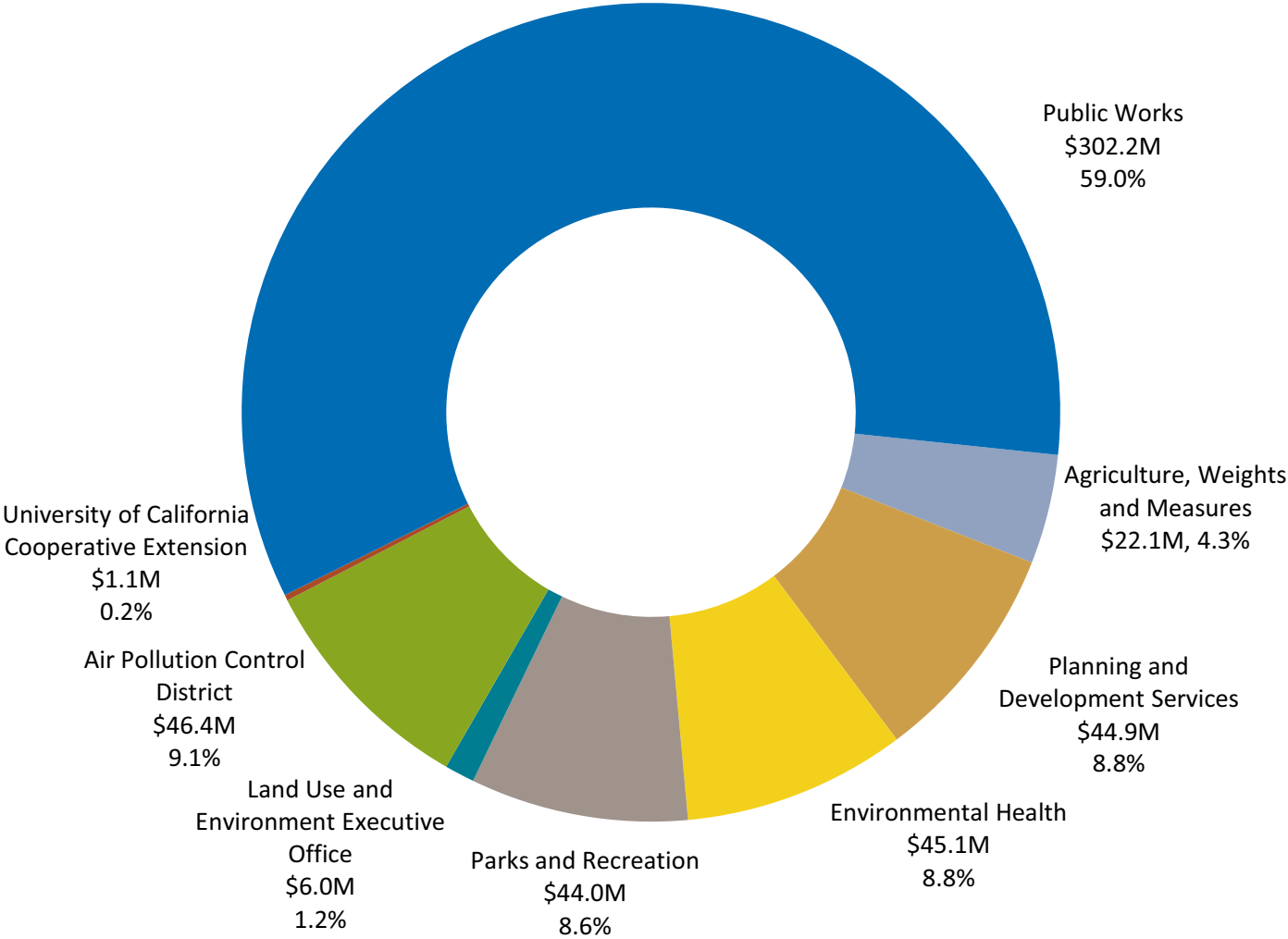
Land Use and Environment Group at a Glance	277
.....	
Land Use and Environment Group Summary & Executive Office	279
.....	
Agriculture, Weights and Measures	287
.....	
Air Pollution Control District	297
.....	
Environmental Health	305
.....	
University of California Cooperative Extension	315
.....	
Parks and Recreation	321
.....	
Planning & Development Services	331
.....	
Public Works	341
.....	



Land Use and Environment Group at a Glance

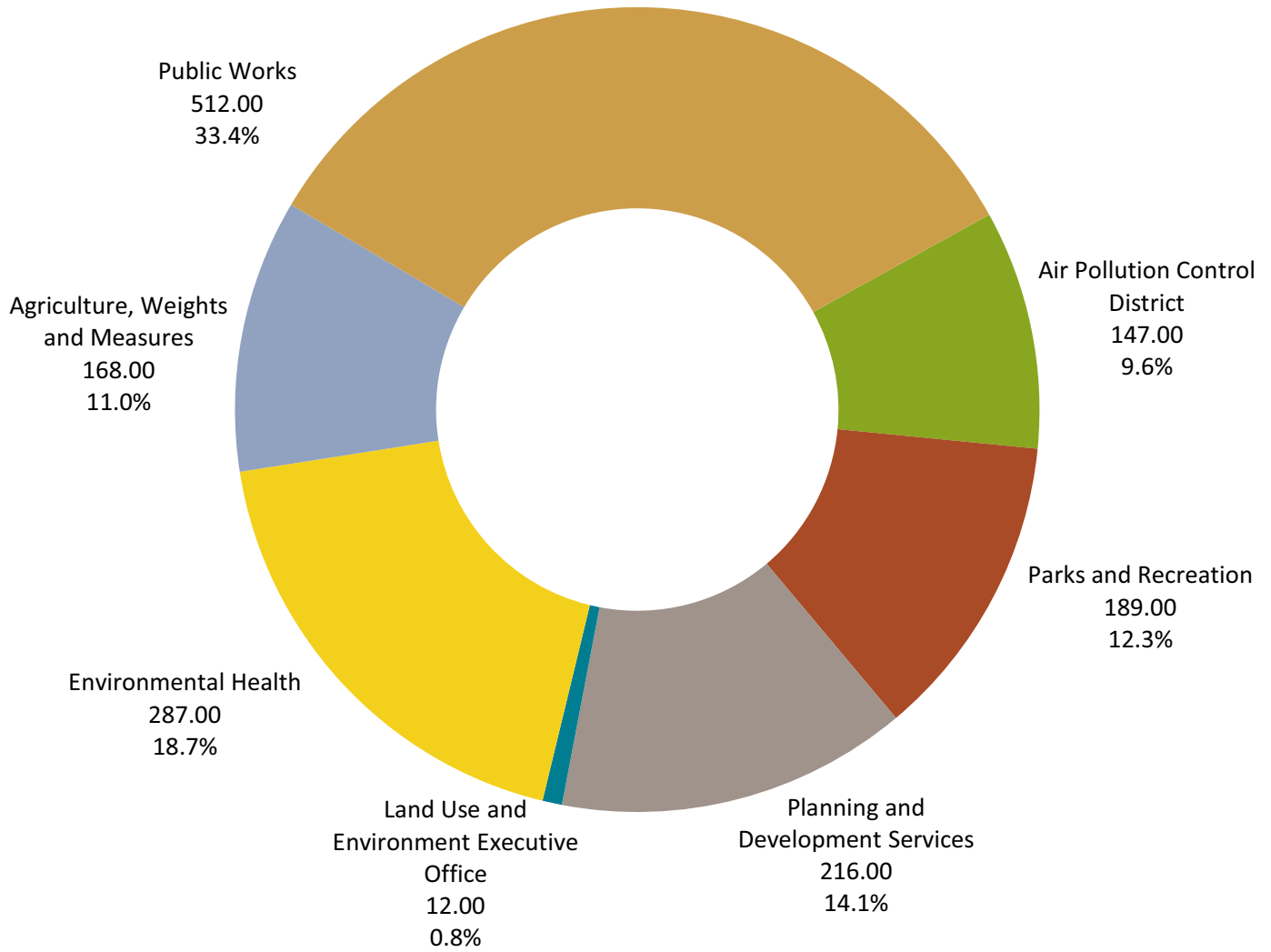
Adopted Budget by Department

Budget by Department Fiscal Year 2017-18: \$511.8 million



Adopted Staffing by Department

Staffing by Department
Fiscal Year 2017-18: 1,531.00 staff years



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.

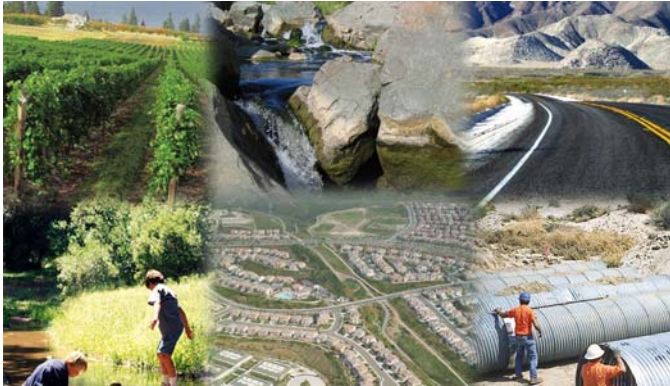
To ensure these critical services are provided, the Land Use and Environment Group has 1,531.00 staff years and a budget of \$511.8 million.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

LUEG Departments

- ◆ Agriculture, Weights and Measures
- ◆ Air Pollution Control District
- ◆ Environmental Health



- ◆ Parks and Recreation
- ◆ Planning & Development Services
- ◆ Public Works
- ◆ University of California Cooperative Extension

Land Use and Environment Group Priorities

Healthy Families

Increasing Food Access in the Region

One of the main pillars of a robust food system is food access. Through the *Live Well San Diego* Food System Initiative LUEG will work with our partners and stakeholders to increase healthy food access, promote and increase food donation in the region and reduce food waste.

Protecting Public Health, Especially for Vulnerable Populations

Protecting the health and safety of our residents is the core of LUEG's mission. Whether it's protecting our residents from harmful effects of air pollution or vector-borne diseases, LUEG will continue to protect public health with a special focus on our vulnerable populations. LUEG will engage with residents and provide them with education, resources and opportunities to actively protect their health and wellbeing.

Safe Communities


Infrastructure Maintenance

Road maintenance for the nearly 2,000 centerline or 4,000 lane miles of roads in the unincorporated county is an important challenge as the number of cars on the road continues to rise while

funding to maintain our roads decreases. Working at the state and federal levels to increase our funding for ongoing road maintenance is a priority.

Disaster Preparedness and Recovery

As our region continues to face the threat of natural disasters, it is important to promote disaster preparedness among our residents. LUEG must also be prepared to continue to provide vital services to the public, and assist our residents in the disaster recovery process.

 Sustainable Environments

Municipal Separate Storm Sewer Systems (MS4)

The County’s stormwater compliance efforts, outlined in the most recent MS4 permit, are costing the County more than \$30 million annually, and LUEG is facing the possibility of exponential unfunded cost increases. As LUEG continues to look for solutions that help us meet stormwater regulations, it is important to increase our engagement with the business community and the public to prevent water contamination from human activity.

Expanding our Multiple Species Conservation Efforts

LUEG has seen tremendous success with our Multiple Species Conservation Program through the acquisition of approximately 19,600 acres of habitat across the region to date. As the program continues to grow, it will be important to secure the resources that are needed to steward and monitor these lands.

Addressing Environmental Threats

Our programs that focus on invasive pests are seeing new threats to our region. Invasive pests can have devastating effects on not only our parks and open spaces, but also our agriculture industry. Identifying, treating and eradicating these new pests will take resources and teamwork; therefore, LUEG will continue to partner with stakeholders and the public in our work to eradicate invasive pests.

 Operational Excellence

Adapting to New Regulatory Environments

To better serve our customers LUEG has to continuously monitor new regulations and plan ahead to make sure LUEG can adapt to changes in the regulatory environment. New regulations, such as the ones on stormwater or medical and adult use marijuana, are leading jurisdictions into a new world of enforcement and funding challenges. While many of these changes are out of our control, LUEG will continue to be proactive and become involved at

the federal and state level providing input as regulations are being developed. LUEG will also stay in close communication and coordination with other jurisdictions at the local level.

Enhancing Performance and Customer Service through Technology and Teamwork

LUEG is committed to continuous improvement and high standards of customer service. LUEG will maintain this commitment by focusing on improving our services through the use of technology and measuring our success through outcome-based performance measures. Our goal is to ensure our customers receive timely and efficient services to address their needs.

In an effort to provide an exceptional customer experience, LUEG is focused on delivering technology solutions customers use in their daily lives through online and mobile services. LUEG strives to make services available online that include the ability to schedule an appointment, making online payments, requesting inspections, and reporting issues in the community through the “Tell Us Now” mobile application, such as potholes and non-working streetlights. LUEG is also committed to measuring our service delivery success through the tracking of publicly available outcome-based performance measures. LUEG will continue to utilize a series of performance measures that help our departments, as well as members of the public, track how our departments are making progress on improving different aspects that affect our region’s quality of life such as air quality, health and consumer confidence. LUEG departments will expand their participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a “service before self” organization that works seamlessly across departments to meet varying customer needs.

LUEG will continue to break down silos across departments and business groups. LUEG departments will ensure strong team collaboration through participation on the LUEG Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community. Additionally, LUEG departments will continue to work as a team to develop trainings such as the inspector series, which provide inspectors from different departments with a common-base training and consistent customer service standards.

In order to better represent the community we serve, LUEG will focus on maintaining and promoting diversity and inclusion of staff to provide exceptional service levels for our diverse customers. LUEG departments commit to using a positive approach to provide customers with a positive experience.



2017–19 Land Use and Environment Group (LUEG) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objective (CDO) table listing the CDOs to which their departments make significant contributions. This table shows the effort of the LUEG departments toward achieving the CDOs and includes additional County business group(s) contributing to the CDOs listed. To see more detailed information on a specific contribution to a CDO, see that department’s 2017–19 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.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF1	Create a trauma-informed County culture	Parks and Recreation; Community Services Group; Public Safety Group; Health and Human Services Agency
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	University of California Cooperative Extension; 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; Health and Human Services Agency
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Air Pollution Control District; Parks and Recreation; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	HF5	Help employees understand how they contribute to <i>Live Well San Diego</i>	Air Pollution Control District; Parks and Recreation; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	Parks and Recreation; 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	Planning & Development Services; Parks and Recreation; Public Works, University of California Cooperative Extension; 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; Community Services Group; Health and Human Services Agency; Public Safety Group
	SC6	Identify and increase multi-agency collaboration to develop, support and enhance enforcement strategies with the biggest impact to protect youth and reduce recidivism	Parks and Recreation; Community Services Group; 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	University of California Cooperative Extension; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	SE2	Anticipate customer expectations and demands in order to increase consumer and business confidence	Agriculture, Weights and Measures; Planning & Development Services; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	SE3	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	Agriculture, Weights and Measures; Air Pollution Control District; Community Services Group; Parks and Recreation; Public Works; Finance and General Government Group
	SE5	Educate and engage residents of all ages by leveraging internal and external partnerships to promote physical activities and recreational interests	Environmental Health; Parks and Recreation; Health and Human Services Agency

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SE6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county	Air Pollution Control District; Environmental Health; Community Services Group; Finance and General Government Group; Health and Human Services Agency; 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	Air Pollution Control District; Environmental Health; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE3	Utilize new and existing technology and infrastructure to improve customer service	Agriculture, Weights and Measures; Air Pollution Control District; Environmental Health; Parks and Recreation; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Agriculture, Weights and Measures; Environmental Health; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Air Pollution Control District; Environmental Health; Parks and Recreation; Public Works; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group
	OE6	Fosters employee well-being, inclusion and development	Air Pollution Control District; Agriculture, Weights and Measures; Environmental Health; Parks and Recreation; Planning & Development Services; Community Services Group; Finance and General Government Group; Health and Human Services Agency; Public Safety Group

Related Links

For additional information about the Land Use and Environment Group, refer to the website at:

- ◆ www.sandiegocounty.gov/lueg/index.html

Executive Office Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing.

Expenditures

Net decrease of \$1.4 million.

- ◆ Salaries & Benefits—increase of \$0.1 million due to required retirement contributions and negotiated labor agreements which is partially offset by decrease in retirement CERS County offset.
- ◆ Services & Supplies—decrease of \$1.5 million due to the completion of one-time projects such as replacement of the Regional Communication System (RCS) radios and equipment in Land Use and Environment Group (LUEG) departments due to the Public Safety Group upgrading the RCS, Business Case

Management System (BCMS) database conversion, BCMS script conversion, BCMS infrastructure upgrade and partial completion of mobile application infrastructure project.

- ◆ Operating Transfer Out—increase of \$0.1 million due to the one-time Air Pollution Control District projects to expand online services and applications.

Revenues

Net decrease of \$1.4 million.

- ◆ Charges for Current Services—increase of \$0.2 million due to increase support costs to be received from LUEG departments (Cost Allocation Plan).
- ◆ Fund Balance Component Decreases—increase of \$0.04 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—decrease of \$2.0 million. A total of \$0.5 million is budgeted for use based on LUEG fund balance
 - ◆ \$0.3 million for rebudgeted information technology improvement related projects such as LUEG Asset Management System Phase II and Open Data Platform.





- ❖ \$0.2 million for the Air Pollution Control District to expand online service and applications projects.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million for required retirement contributions and negotiated labor agreements.

Executive Office Budget Changes and Operational Impact: 2017–18 to 2018–19

Decrease of \$0.2 million in Operating Transfer Out is due to the completion of the Air Pollution Control District's expanded online service and applications projects.



Group Staffing by Department						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Land Use and Environment Executive Office		12.00			12.00	12.00
Agriculture, Weights and Measures		167.00			168.00	168.00
Air Pollution Control District		146.00			147.00	147.00
Environmental Health		280.00			287.00	287.00
Parks and Recreation		180.00			189.00	189.00
Planning and Development Services		195.00			216.00	216.00
Public Works		507.00			512.00	512.00
Total		1,487.00			1,531.00	1,531.00

Group Expenditures by Department						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Land Use and Environment Executive Office	\$ 6,154,447	\$ 7,482,729	\$ 7,494,781	4,543,205	\$ 6,032,276	\$ 5,909,335
Agriculture, Weights and Measures	18,856,194	20,816,636	21,087,673	19,715,114	22,076,450	21,007,827
Air Pollution Control District	37,089,266	58,560,893	61,637,133	35,930,069	46,376,350	45,397,086
Environmental Health	40,148,499	45,081,910	46,382,000	41,116,204	45,095,456	44,809,510
University of California Cooperative Extension	853,332	1,046,921	1,129,748	1,027,967	1,139,291	869,971
Parks and Recreation	41,365,750	38,645,716	64,205,268	54,899,874	44,042,448	40,824,629
Planning and Development Services	29,966,136	38,809,890	45,189,949	32,127,482	44,860,121	37,133,326
Public Works	216,392,113	244,796,549	340,364,917	206,773,077	302,169,247	253,024,579
Total	\$ 390,825,736	\$ 455,241,244	\$ 587,491,468	396,132,992	\$ 511,791,639	\$ 448,976,263





Executive Office Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Land Use and Environment Executive Office		12.00			12.00	12.00
Total		12.00			12.00	12.00

Executive Office Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Land Use and Environment Executive Office	\$ 6,154,447	\$ 7,482,729	\$ 7,494,781	\$ 4,543,205	\$ 6,032,276	\$ 5,909,335
Total	\$ 6,154,447	\$ 7,482,729	\$ 7,494,781	\$ 4,543,205	\$ 6,032,276	\$ 5,909,335

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 1,699,268	\$ 2,243,817	\$ 1,943,817	\$ 1,886,535	\$ 2,296,159	\$ 2,331,588
Services & Supplies	4,455,179	5,210,916	5,522,968	2,628,898	3,683,900	3,728,626
Expenditure Transfer & Reimbursements	—	(122,004)	(122,004)	(122,004)	(147,783)	(150,879)
Operating Transfers Out	—	150,000	150,000	149,777	200,000	—
Total	\$ 6,154,447	\$ 7,482,729	\$ 7,494,781	\$ 4,543,205	\$ 6,032,276	\$ 5,909,335

Executive Office Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 917	\$ —	\$ —	\$ —	\$ —	\$ —
Charges For Current Services	728,373	868,000	868,000	888,561	1,056,671	1,056,671
Fund Balance Component Decreases	—	—	—	—	35,336	35,336
Use of Fund Balance	1,392,150	2,488,226	2,500,278	(471,858)	462,102	—
General Purpose Revenue Allocation	4,033,007	4,126,503	4,126,503	4,126,503	4,478,167	4,817,328
Total	\$ 6,154,447	\$ 7,482,729	\$ 7,494,781	\$ 4,543,205	\$ 6,032,276	\$ 5,909,335





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 \$1.7 billion agricultural industry and a fair marketplace by gaining compliance with laws and regulations through collaboration and outreach. AWM conducts over 390,000 inspections annually so that the department is able to:

- ◆ Ensure the safe and legal use of pesticides and investigates pesticide-related complaints and illnesses.
- ◆ Prevent the introduction, spread and establishment of invasive agricultural pests of statewide importance that would cause agricultural, economic and environmental harm.
- ◆ Certify agricultural shipments are free from agricultural invasive pests for intrastate, interstate and international export.
- ◆ Regulate organic growers, certified producers and certified farmers' markets to support local direct marketing and sustainability of local agriculture.
- ◆ Promote local honeybee health while ensuring that beekeepers maintain hives in a responsible manner to protect the health, safety and welfare of the residents of San Diego County.
- ◆ Inspect eggs for defects to ensure quality and prevent food-borne illnesses.
- ◆ Ensure the accuracy of commercial weighing and measuring devices and Point-of-Sale systems.

To ensure these critical services are provided, Agriculture, Weights and Measures has 168.00 staff years, seven contracts and a budget of \$22.1 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.



2016–17 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
 - Pursued equity in the local food system by increasing the availability of fresh produce and healthy food options for underserved populations. (HF3)
 - ◆ Supported harvest/gleaning groups by providing informational flyers on harvesting by gleaning organizations to residents with fruit trees participating in Pest Detection's trapping program. Flyers were distributed in a pilot area of the region in coordination with city governments and the San Diego Food System Alliance.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Contributed to environmental justice and protected people in the region, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides. (SC3)
 - ◆ Responded to pesticide complaints within two business days and completed related investigations in an average of 70 days, surpassing the State's guideline of 120 days.
 - ◆ Monitored structural fumigations (which use the most frequent fumigant reported in the region) by conducting 42 undercover surveillance inspections, 355 unannounced field inspections and an employee safety and business records audit of the 33 companies conducting structural fumigations and are headquartered in the county.

- ◆ Conducted two outreach activities to inform hazardous material inventory site operators of strategies to reduce the number of sites, threshold amounts of materials and types of chemicals stored as part of their business.
- Ensured strong functional threading through participation on the Land Use and Environment Group Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community. (SC3)



Sustainable Environments

- Provide and promote service and systems that increase consumer and business confidence
 - Increased the number of retail businesses charging accurate prices (no overcharges) from 80% (five year average) to 82% (single year), when customers pay for merchandise at the cash register. (SE2)
 - ◆ Conducted four outreach activities to educate businesses and the public about the price verification services we provide to ensure a fair marketplace.
 - Increased the number of recycling businesses that pay out the correct amount of money, when customers sell recyclable beverage containers, from 76% (five year average) to 78% (single year). (SE2)
 - ◆ Increased the number of undercover test sales of recyclable beverage containers from 50% (72 locations) to 62% (89 locations) of the approximately 143 recyclers.
 - ◆ Performed 100% annual accuracy verification inspections of scales used by recyclers.
 - ◆ Conducted two outreach activities to educate businesses and the public about the undercover test sale services we provide to ensure a fair marketplace.
 - Increased the number of taximeters charging the correct fare to customers from 95% (five year average) to 97% (single year). (SE2)
 - ◆ Inspected 100% of all taximeters (approximately 1,329).
 - ◆ Conducted four outreach activities to educate businesses and the public about the taximeter inspection services we provide to ensure a fair marketplace.
 - Completed 100% of approximately 30,000 annual inspections (initial and new) for retail fuel meters, taximeters, water dispensers, computing scales and counter scales to ensure devices found to be overcharging customers are fixed before being used again; and devices found to be undercharging customers are fixed in order to stop financial harm to the business.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning

- Prevented the introduction of invasive pests, which costs California more than \$3 billion annually to control.
 - ◆ Maintained and inspected 9,750 detection traps to facilitate timely pest detection, reducing the possibility of invasive pest quarantines and the costs to stakeholders associated with eradicating the pests.
 - ◆ Twenty-eight detection staff serviced 24 routes with 70,000 viable host sites throughout the region, ensuring all traps are inspected for target exotic pests.
- Protected and promoted agricultural industries by reducing the establishment of invasive pests in wholesale nurseries. Increased compliance with nursery laws and regulations through outreach and inspections.
 - ◆ Conducted two outreach activities focused on small nurseries and inspected 33% (110 of 322) of nurseries one acre or less in size.
- Protected California's \$61.5 billion wine and grape industries by ensuring that all certified grape plant shipments (662) from San Diego county arrive at destination counties without live Glassy Winged Sharpshooter. The Glassy Winged Sharpshooter is an invasive pest which transmits Pierce's Disease, a detrimental bacterial grapevine disease.
- Intercepted 232 invasive pests (A & Q – rated) at our borders (or shipping facilities) and prevented their establishment in the environment, preventing costly plant quarantines and pest eradication efforts.
- Increased root sampling inspections for plant pathogens on out-of-state plant shipments by 13% (from 380 to 429) exceeding the goals of 5%.
- Increased permission rate to open U.S. First-Class mail identified by agricultural detector dogs from 30% to 58%, which increased the chances that serious invasive pests were detected and prevented from being established in the environment.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Implemented the County of San Diego's Honey Bee Protection Program to promote public health and safety while ensuring managed hives are maintained in a responsible manner for the health of local European bee populations.
 - ◆ Increased beekeepers awareness of responsible beekeeping by conducting 27 outreach activities.
 - ◆ Conducted 117 apiary inspections to verify safe and proper beekeeping practices.



Operational Excellence

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





- Developed and implemented a web-based system that enabled industry to submit the approximately 18,500 required notifications of structural fumigations online. The system replaced the current procedure of faxing in, tabulating and managing the data manually with a time saving system for both industry and the County. (OE3)
- Collaborated with Air Pollution Control District, Department of Public Works, and Planning & Development Services to develop “Tell Us Now!”, a 3-1-1 style mobile application for the public to submit complaints, which was implemented in February 2017. (OE3)
- Initiated tracking and compliance rate reporting of Certified Farmers’ Markets and Certified Producers to ensure consumer confidence. (OE4)
 - ◆ Designed and developed a tracking tool in the Business Case Management System to document the compliance levels of Certified Farmers’ Markets and Certified Producers and made results available to the public.
- Reduced the response time for customer inspection requests by increasing customer electronic scheduling of inspections.
 - ◆ Conducted four outreach activities to engage and inform industry of online opportunities to request export certification and import inspections.
- Ensured superior, uninterrupted service delivery to our Agricultural Water Quality program customers by creating a standardized inspection procedure that inspectors followed for data entry/payment processing, inspection and annual reporting.
- Align services to available resources to maintain fiscal stability
 - AWM worked towards full cost recovery of our services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within our department and for our customers by presenting a cost recovery package to the Board of Supervisors for consideration to achieve greater cost recovery. (OE1)
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County’s fiscal stability
 - Continued employee participation in financial literacy classes by offering budget and fiscal training to 29% of AWM staff (exceeding the goal of 15%), in order to increase employees’ understanding of their individual and collective contribution to the County’s fiscal stability. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued and expanded departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and

outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure 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
 - Maintained diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including an AWM “all hands” staff meeting; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for the AWM’s diverse customers. (OE6)

2017–19 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
 - Collaborate with local food system stakeholders to develop a countywide Food Donation Action Plan to help address food insecurity. (HF3)
 - Pursue equity in the local food system by increasing the availability of fresh produce and healthy food options for underserved populations. (HF3)
 - ◆ Continue to support harvest/gleaning groups by providing informational flyers on harvesting by gleaning organizations to residents with fruit trees participating in Pest Detection’s trapping program.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Contribute to environmental justice and protect people in the region, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides. (SC3)
 - ◆ Respond to pesticide complaints within two business days and complete related investigations in an average of 75 days, surpassing the State’s guideline of 120 days.
 - ◆ Monitor structural fumigations by conducting 44 undercover surveillance inspections, 380 unannounced field inspections, and employee safety and business



records audit of the 35 companies conducting structural fumigations and are headquartered in the county.



Sustainable Environments

- Provide and promote service and systems that increase consumer and business confidence
 - Increase the number of retail businesses charging accurate prices (no overcharges) from 82% to 84%, when customers pay for merchandise at the cash register. (SE2)
 - ◆ Conduct five outreach activities to inform businesses about the price verification services we provide to ensure a fair and equitable marketplace.
 - Increase the number of recycling businesses that pay out the correct amount of money, when customers sell recyclable beverage containers, from 78% to 80%. (SE2)
 - ◆ Perform 91 undercover test sales of recyclable beverage containers (85% of recyclers currently registered in the county).
 - ◆ Perform 100% of annual accuracy verification inspections of scales used by these recyclers.
 - ◆ Conduct two outreach activities to inform businesses about the undercover test sale services we provide to ensure a fair and equitable marketplace.
 - Increase the compliance rate of retail jewelry businesses that use scales to purchase or sell precious metals from 90% (five year average) to 92% (single year). (SE2)
 - ◆ Conduct two outreach activities to inform businesses about the jewelry scale inspection services we provide to ensure a fair and equitable marketplace.
 - Increase the number of taximeters charging the correct fare to customers from 97% to 98%. (SE2)
 - ◆ Conduct four outreach activities to inform businesses about the taximeter inspection services we provide to ensure a fair and equitable marketplace.
- Complete 100% of approximately 30,000 annual inspections (initial and new) for retail fuel meters, taximeters, retail water dispensers, jewelry scales, computing scales and counter scales to ensure devices found to be overcharging customers are fixed before being used again; and devices found to be undercharging customers are fixed in order to stop financial harm to the business.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Prevent the introduction of invasive pests, which costs California more than \$3 billion annually to control.
 - ◆ Maintain and inspect 9,750 detection traps to facilitate timely pest detection, reducing the possibility of invasive pest quarantines and the costs to stakeholders associated with eradicating the pests.
 - ◆ Place and inspect 770 Gypsy moth and Japanese beetle pest traps for early detection of these serious invasive pests of the nursery and cut flower industry, comprising \$1.2 billion of the county’s total value of agriculture production.
 - Protect and promote agricultural industries by reducing the establishment of invasive pests in wholesale nurseries. Increase compliance with nursery laws and regulations through outreach and inspections.
 - ◆ Conduct two outreach activities focusing on small nurseries.
 - ◆ Inspect an additional 33% (43 of 129) of nurseries one acre or less in size. (This is the second year of this goal)
 - Protect California’s \$61.5 billion wine and grape industries by preventing the spread of the Glassy Winged Sharpshooter on plant nursery stock that is shipped to uninfested counties. The Glassy Winged Sharpshooter is an invasive pest which transmits Pierce’s Disease, a fatal bacterial grapevine disease.
 - ◆ Ensure that all (100%) certified plant shipments from San Diego county arrive at destination counties without live Glassy Winged Sharpshooter.
 - Intercept invasive pests at our borders (or shipping facilities) and prevent their establishment in the environment, preventing costly plant quarantines and pest eradication efforts.
 - ◆ Increase root sampling inspections for plant pathogens on out-of-state plant shipments by an additional 2% (from 429 to 437).
 - ◆ Increase permission rate to open U.S. First-Class mail identified by agricultural detector dogs from 38% to 60%, which will increase the chances that serious invasive pests will be detected and prevented from being established in the environment.
 - Protect the environment and eliminate hazards to people by reducing the amount of unwanted pesticides stored by agricultural operators. (SE3)
 - ◆ Develop and host a pesticide disposal event, in conjunction with the Department of Environmental Health and the California Department of Pesticide Regulation.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Promote public health and safety while ensuring managed bee hives are maintained in a responsible manner for the health of local European bee populations.
 - ◆ Increase beekeepers’ awareness of responsible beekeeping by conducting 10 outreach activities, with a goal of registering and training 10% (16) more beekeepers (for a total of 175).
 - ◆ Conduct 100 apiary inspections to verify safe and proper beekeeping practices.





Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Increase customer convenience by implementing online payment system for the Agricultural Standards, Agricultural Water Quality and Pest Exclusion programs. (OE3)
 - Use existing departmental technology to automate Integrated Pest Control's 2,092 structural pest control inspections at 204 county facilities, improving billing and reporting for improved customer experience. (OE3)
 - Collaborate with the Department of Environmental Health to conduct five joint Hazmat inspections at agricultural facilities to increase both departments' level of understanding on environmental requirements and the agricultural industry. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue and expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at

providing a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure 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
 - Maintain diversity and inclusion of staff, customers and stakeholders as high priorities by regularly discussing the importance of ensuring employees feel valued, engaged and trusted. These values will be routinely discussed in staff meetings and at all levels of the department by: providing relevant trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for AWM's diverse customers. (OE6)

Related Links

For additional information about Agriculture, Weights and Measures, refer to:

- ◆ www.sdcountry.ca.gov/awm





Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Structural Fumigation Undercover Inspections	40	42	42	44	44
	Average number of days to complete pesticide-related complaint investigations ¹	75	75	70	75	75
	Undercover recyclable beverage container test sales at CRV recyclers ¹	50% of 144	60% of 143	62% of 143	60% of 143	60% of 143
	Increase permission rate to open U.S. First Class mail identified by Agricultural detector dogs from 30% to 38%, which will increase the chances that serious invasive pests will be detected and prevented from being established in the environment ^{1,3}	34% of detected packages	38% of detected packages	58% of detected packages	60% of detected packages	60% of detected packages
	Annual number of initial and new install inspections for these registered retail devices:					
	—Fuel meters	100% of 20,012	100% of 20,012	100% of 20,333	100% of 20,012	100% of 20,012
	—Taximeters	100% of 1,467	100% of 1,467	100% of 1,329	100% of 1,467	100% of 1,467
	—Water dispensers	100% of 1,410	100% of 1,410	100% of 1,448	100% of 1,410	100% of 1,410
	—Computing scales	100% of 5,918	100% of 5,918	100% of 6,087	100% of 6,141	100% of 6,141
	—Counter scales	100% of 760	100% of 760	100% of 894	100% of 760	100% of 760
	Undercover gasoline test purchases at retail gas stations (to supplement announced inspections) ²	10% of 712	N/A	N/A	N/A	N/A

Table Notes

- ¹ This measure was 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*.
- ² This goal is being discontinued due to the fact that all test purchases were 100% in compliance.
- ³ This goal was exceeded due to program improvements including training, utilization of staff and leveraging technology in Fiscal Year 2016–17. Fiscal Year 2017–18 Adopted and Fiscal Year 2018–19 Approved based on goal being exceeded in Fiscal Year 2016–17.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Increase of 1.00 staff year in the Pest Detection program to help fulfill the requirements of the state contract for the detection of exotic insect pests.

Expenditures

Net increase of \$1.3 million.

- ◆ Salaries & Benefits—increase of \$0.7 million primarily due to required retirement contributions and negotiated labor agreement and the staffing increase described above.



- ◆ Services & Supplies—increase of \$1.0 million primarily as a result of one-time costs for staff relocation, an office remodel, a hazardous materials collection event and hand-held radios for field staff; and increase in various other accounts.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.5 million as a result of Internal Agreement reimbursements from General Fund departments for structural pest control, weed control, agricultural hazardous materials, and cashiering services being budgeted here instead of as revenue. Since these are reimbursements, they have the net effect of \$0.5 million decrease in expenditures.

Revenues

Net increase of \$1.3 million.

- ◆ Licenses Permits & Franchises—increase of \$0.3 million primarily as a result of adjusted fees in the Pest Exclusion, Direct Marketing and Weights & Measures programs effective July 1, 2017.
- ◆ Fines, Forfeitures & Penalties—decrease of \$0.1 million due to decreased civil actions penalties.
- ◆ Charges for Current Services—net decrease of \$0.1 million. Decrease of \$0.2 million as a result of Internal Agreement (IA) reimbursements from General Fund departments for weed control and agricultural hazardous materials services being budgeted in Expenditure Transfer & Reimbursements; partially offset by a \$0.1 million increase in IA reimbursements from non-General Fund departments for weed and pest control services.

- ◆ Fund Balance Component Decreases—increase of \$0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—increase of \$0.9 million. A total of \$1.2 million of Land Use and Environment Group fund balance is budgeted.
 - ◆ \$0.2 million is a rebudget of one-time funding to purchase five vehicles and two electric vehicle charging station standard devices.
 - ◆ \$1.0 million is for staff relocation, an office remodel, a hazardous materials collection event and hand-held radios for field staff.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million primarily as a result of negotiated wage and benefit increases.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$1.1 million. The decrease is due to \$1.2 million in Services & Supplies (\$1.0 million) and Capital Assets Equipment (\$0.2 million) for the completion of one-time projects offset by an increase of \$0.1 million in Salaries & Benefits.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Agriculture, Weights and Measures		167.00			168.00	168.00
Total		167.00			168.00	168.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Agriculture, Weights and Measures	\$ 18,847,620	\$ 20,798,636	\$ 21,069,673	\$ 19,701,086	\$ 22,058,450	\$ 20,989,827
Fish and Wildlife Fund	8,573	18,000	18,000	14,027	18,000	18,000
Total	\$ 18,856,194	\$ 20,816,636	\$ 21,087,673	\$ 19,715,114	\$ 22,076,450	\$ 21,007,827

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 15,202,000	\$ 16,736,486	\$ 16,186,486	\$ 16,154,208	\$ 17,452,631	\$ 17,556,508
Services & Supplies	3,692,798	3,827,650	4,648,687	3,877,948	4,834,119	3,889,119
Other Charges	42,982	25,000	25,000	20,598	25,000	25,000
Capital Assets Equipment	310,374	227,500	227,500	—	227,500	—
Expenditure Transfer & Reimbursements	(391,961)	—	—	(337,640)	(462,800)	(462,800)
Total	\$ 18,856,194	\$ 20,816,636	\$ 21,087,673	\$ 19,715,114	\$ 22,076,450	\$ 21,007,827





Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 3,618,170	\$ 3,517,000	\$ 3,517,000	\$ 3,617,732	\$ 3,816,300	\$ 3,816,300
Fines, Forfeitures & Penalties	186,299	166,000	166,000	192,879	116,000	116,000
Revenue From Use of Money & Property	47	—	—	84	—	—
Intergovernmental Revenues	9,740,001	9,447,174	9,447,174	9,222,127	9,445,842	9,445,842
Charges For Current Services	663,553	704,062	704,062	764,150	605,500	605,500
Miscellaneous Revenues	18,832	—	—	42,177	12,000	12,000
Fund Balance Component Decreases	—	—	—	—	113,285	113,285
Use of Fund Balance	(1,672,768)	(560,471)	(289,434)	(1,666,905)	1,174,500	2,000
General Purpose Revenue Allocation	6,302,059	6,672,900	6,672,900	6,672,900	6,793,023	6,896,900
Total	\$ 18,856,194	\$ 20,816,636	\$ 21,087,673	\$ 19,715,114	\$ 22,076,450	\$ 21,007,827



Air Pollution Control District

Mission Statement

Improve air quality to protect public health and the environment.

Department Description

The Air Pollution Control District (APCD) protects the public and the environment from the harmful effects of air pollution by attaining and maintaining the California and National Ambient Air Quality Standards throughout the county. These standards define the maximum amount of an air pollutant that can be present in the outdoor air without threatening the public's health. To meet these health-protective standards the APCD measures, reports and predicts air quality throughout the region, ensuring the public has clean, healthful air to breathe. The APCD is entrusted with regulating stationary (fixed) sources of air pollution such as factories, power plants, gasoline stations and other facilities. The APCD issues permits to approximately 4,000 local businesses and public agencies, with permit conditions that limit or require specific actions to reduce air pollutant emissions and associated health risks. The APCD also conducts approximately 10,000 inspections each year to verify permitted facilities are in compliance and to respond to public complaints about air pollution. Lastly, the APCD provides millions of dollars in incentive grants to businesses and public agencies for mobile equipment diesel emission reduction projects that improve air quality in our region.

To ensure these critical services are provided, the APCD has 147.00 staff years and a budget of \$46.4 million. This includes \$20.4 million in pass-through funds for projects that improve air quality and public health.



2016–17 Accomplishments

Healthy Families

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - ▣ Collaborated with the San Diego Unified School District to establish an air quality monitoring station at Sherman Elementary School in Barrio Logan and plan for an educational event to teach students how and why outdoor air quality is measured. The air monitoring station is planned to be operational in Fall 2017 and the educational event is planned for Spring 2018. (HF4)
 - ▣ Collaborated with the Health and Human Services Agency and the *Live Well San Diego* North Central Leadership Team to promote walking and bicycling as an alternative to motor vehicle travel within communities. Staff assisted with securing \$5,600 in grant funding for installing street intersection pavement murals near two schools in Linda Vista. The painted murals increase driver awareness, calm traffic, improve safety and provide a more inviting space for walking and biking, which can lead to improved individual health and improved air quality. (HF4)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▣ Expended 53% (\$26,771,993) of the financial incentives from the Carl Moyer Program on a cumulative basis (exceeding the 50% threshold specified in state law), to help fund projects that reduce air pollutant emissions in communities identified as disadvantaged by the California Environmental Health Screening Tool. Funding air quality improvement projects in these communities helps our region thrive by protecting the health of residents that may be more vulnerable to the effects of pollution. (SC3)

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.

- Collaborated with the County Department of Environmental Health, County Planning & Development Services and the City of San Diego to enhance procedures to identify and ensure the safe handling of hazardous asbestos-containing materials during building demolition or renovation activities. Conducted two training sessions for the City of San Diego and the Plumbing, Heating, and Cooling Association to increase awareness of work practice and waste handling requirements to limit asbestos emissions and improve public health protection. (SC3)
- Ensured strong functional threading through participation on the Land Use and Environment Group Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community. (SC3)



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Completed the development of a regional air quality plan to reduce emissions that form ground-level ozone, or smog. This plan was adopted by the Air Pollution Control Board on December 14, 2016. It provides for the expeditious attainment of the current health-based National Ambient Air Quality Standard for ozone and the associated benefits to public health and the environment.
 - Reduced air pollutant emissions in the San Diego region by 230 tons per year by providing incentive grants for projects that remove high polluting vehicles and engines from service. These emission reductions improve air quality and protect public health. (SE3)



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - APCD worked towards full cost recovery of our services in accordance with federal and state law and Board Policy B-29, *Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within the APCD and for our customers by presenting a cost recovery package to the Air Pollution Control Board for consideration. (OE1)
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - Continued employee participation in financial literacy classes by incorporating budget and fiscal training for 17% of staff (exceeding the goal of 15%), in order to increase employees' understanding of their individual and collective contributions to the County's fiscal stability. (OE2)

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Deployed automated digital inspection forms for use by the APCD when conducting compliance inspections of permitted stationary engines and gas stations. These digital forms streamlined inspections and replaced entirely manual forms, providing more efficient and accurate service delivery. (OE3)
 - Developed a new online process for permitted facilities to notify the APCD of breakdowns of air pollutant emissions control equipment. This online process increases convenience for permitted facilities that must notify the APCD when they experience an equipment breakdown, and enables a rapid response by the APCD to investigate the breakdown and ensure corrective actions are taken to minimize air quality impacts. (OE3)
 - Fully implemented an online system for facilities to inventory and report their total emissions of air pollutants. This online system replaced a paper-based reporting system and is expected to reduce the time and cost for facilities to prepare and submit emissions information that is used to assess and mitigate air pollution impacts in neighboring communities. (OE3)
 - Processed and approved 73% of all permit applications received within 60 days of receipt of a complete application (ahead of the 180 days allowed by regulation). The goal of processing 85% of applications within 60 days was not met; however, the time needed to finalize a permit decision has decreased compared to the previous year, when only 51% of permit applications were processed within 60 days. The APCD is committed to further improving service delivery and reducing the time needed for permit decisions, enabling businesses to start their projects faster than in prior years. (OE3)
 - Implemented the "Tell Us Now" mobile application for customers to submit air pollution complaints. This mobile application provides increased ease and accessibility to key services that promote safety for residents throughout the county. The application was developed in collaboration with the Department of Public Works, and the Agriculture, Weights and Measures and Planning & Development Services departments to provide a comprehensive approach to a variety of compliance issues that are important to the community. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Enhanced customer service by meeting with several external stakeholder groups including the City of San Diego, the U.S. Navy, local shipyards and gas station operators to discuss their specific customer service needs, surpassing the goal of meeting with two external customer groups. Where applicable, other LUEG departments





servicing the same customers also participated. This enabled the development of strategies to deliver on customer service needs and better ensure a positive customer experience across departments. (OE5)

- Continued and expanded departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure 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
 - Maintained diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including an APCD “all hands” staff meeting; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for the APCD’s diverse customers. (OE6)

2017–19 Objectives



Healthy Families

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Enhance outreach and education services, particularly to local K-12 schools, to promote early awareness of the harmful impacts of air pollution and to teach students how they can help clean our air. Anticipated activities include a second annual calendar contest, building upon an inaugural contest in Fiscal Year 2016-17 where the APCD reached out to K-12 students throughout the region and encouraged them to submit artwork for a calendar that showcases their commitment to clean air. (HF4)
- Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to *Live Well San Diego*
 - Identify a worksite wellness coordinator for APCD team members who will promote the County’s Employee Wellness Program and encourage staff to participate in wellness events and challenges. Engaging staff to make healthy choices helps the APCD to sustain a productive, active and accountable workforce. (HF5)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Expend at least 50% of the financial incentives from the Carl Moyer Program, on a cumulative basis, to help fund projects that reduce air pollutant emissions in communities identified as disadvantaged by the California Environmental Health Screening Tool. This objective will help our region thrive by protecting the health of residents that may be more vulnerable to the effects of pollution. (SC3)
 - Conduct a minimum of three informational events, in collaboration with business customers and other public agencies, to enhance awareness and understanding of rules and regulations to reduce air pollutant emissions, including those from heavy-duty diesel vehicles and equipment. Mobile sources such as these emit the majority of air pollution, and reducing their emissions is necessary to reduce and prevent localized air quality impacts in our communities and attain and maintain the health-based ambient air quality standards throughout the region. (SC3)



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Reduce air pollutant emissions in the San Diego region by at least 230 tons per year by providing incentive grants for projects that remove high polluting vehicles and engines from service. Reducing air pollutant emissions helps our region thrive by improving air quality to protect public health and the environment. (SE3)
 - Track, and where appropriate, collaborate in community efforts to evaluate the performance of low-cost portable air monitoring devices used to measure localized air pollution. This is an emerging technology and these sensors could empower communities and individuals to take action to avoid air pollution exposure. (SE3)



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Develop automated reports for determining the APCD’s current costs of providing clean air permits and other services to the business community. Streamlining and automating this process will facilitate the development of proposed adjustments to permit and service fees as necessary to ensure fees and costs remain balanced. (OE1)
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability



- Continue employee participation in financial literacy classes by incorporating budget and fiscal training for 15% of staff, in order to increase our employees' understanding of their individual and collective contributions to the County's fiscal stability. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Develop fillable digital forms for compliance documents to replace paper-based handwritten notices that are issued to facilities determined to be out of compliance. These digital forms will streamline the notification process along with providing greater clarity and efficient service delivery. (OE3)
 - Collaborate with other County departments that provide permitting services to the same business customers to create a single permit application form serving multiple departments. This will reduce the applicant's time needed to apply for multiple permits, better ensuring a positive customer experience across departments. (OE3)
 - Increase the percentage of permit applications received for construction of new or modified facilities or equipment, that are processed within 60 days of receipt of a complete application, from 71% to 80%. Surpassing the 180-day regulatory deadline for processing permit applications will help to minimize delays in the applicants' project construction schedules and ensure a positive customer experience. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Enhance customer service by inviting at least two external stakeholder groups to discuss their specific customer service needs. Other LUEG departments that serve the same customers will be invited to participate. This will

enable the development of strategies to deliver on customer service needs and better ensure a positive customer experience across departments. (OE5)

- Continue and expand departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure 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
 - Maintain diversity and inclusion of staff, customers and stakeholders as high priorities by regularly discussing the importance of ensuring employees feel valued, engaged and trusted. These values will be routinely discussed in staff meetings and at all levels of the department by: providing relevant trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for the APCD's diverse customers. (OE6)

Related Links

For additional information about the Air Pollution Control District, refer to the website at:

- ◆ www.sdapcd.org






Performance Measures		2015–16 Actuals	2016–17 Adopted	2016–17 Actuals	2017–18 Recommended	2018–19 Recommended
	All citizen complaints investigated and contact made within two business days of reported complaint ¹	100% of 778	N/A	N/A	N/A	N/A
	Expend at least 50% of the financial incentives from the Carl Moyer Program, on a cumulative basis, for air quality projects that benefit communities that are the most vulnerable to pollution exposure ³	N/A	50%	53%	50%	50%
	Scheduled equipment/facilities inspections completed ¹	100% of 7,833	N/A	N/A	N/A	N/A
	Valid ozone data collection per year ¹	90% of data	N/A	N/A	N/A	N/A
	Annual tons of air pollutants reduced from grant-funded projects that remove high polluting vehicles and engines from service ²	382	230	230	230	230
	Take action on 85% of all permit applications received, for construction of new or modified facilities or equipment, within 60 days of receipt of a complete application ⁴	N/A	85%	73%	80%	80%

Table Notes

- ¹ Performance measure will be discontinued in Fiscal Year 2016–17 as target has been consistently met and procedures remain in place to continuously track and meet or surpass target.
- ² Results can vary by year depending on the amount of grant funding available for projects, as determined by the State.
- ³ New measure added in Fiscal Year 2016–17 to help protect the health of residents in communities that may be disproportionately affected by air pollution.
- ⁴ Target not met in Fiscal Year 2016-17 due to required training received by new staff, during which they were not available for permitting. However, the time needed to finalize permit decisions has decreased compared to the previous year, when only 51% of permit applications were processed within 60 days (compared to 72% in FY 2017-18). The APCD is committed to further reducing the time needed for permit decisions, enabling businesses to start their projects faster than in prior years.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Increase of 1.00 staff year to support the BioWatch Program.

Expenditures

Net decrease of \$12.2 million.

- ◆ Salaries & Benefits—net decrease of \$0.4 million. Decrease of

\$0.8 million for anticipated salary savings from vacancies and modified positions as well as a reduction in appropriations to reflect difficulty in filling technical positions. This is offset by an increase of \$0.4 million due to the staffing increase noted above and increase due to required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—increase of \$0.1 million in inter-departmental costs, minor equipment, information technology and various accounts.

- ◆ Other Charges—net decrease of \$12.2 million.
 - ◆ Decrease of \$11.1 million in the Air Quality Proposition 1B Goods Movement Emission Reduction Program fund due to one-time funding from the State for mobile incentives.
 - ◆ Decrease of \$1.0 million in the Air Quality Improvement Trust due to completion of one-time projects for the Carl Moyer VIP program and the Compressed Natural Gas (CNG) school bus tank replacement program.
 - ◆ Decrease of \$0.1 million in the Air Quality Power Mitigation fund due to completion of one-time project for the CNG school bus replacement program.
- ◆ Capital Assets Equipment—net increase of \$0.4 million.
 - ◆ Increase of \$0.6 million due to one-time laboratory equipment purchases.
 - ◆ Increase of \$0.3 million for the purchase of new custom trailers to replace existing ones at various air monitoring station locations.
 - ◆ Decrease of \$0.5 million for one-time vehicle replacements.
- ◆ Operating Transfers Out—decrease of \$0.1 million due to changes in available program administration funds for mobile incentives.

Revenues

Net decrease of \$12.2 million.

- ◆ Revenue from Use of Money & Property—increase of \$0.2 million due to increase in interest allocation for all funds.
- ◆ Intergovernmental Revenues—net decrease of \$11.7 million in available State funding for mobile incentives.
- ◆ Other Financing Sources—decrease of \$0.1 million due to a reduction in the use of Air Quality Improvement Trust funds for operational needs.

- ◆ Use of Fund Balance—decrease of \$0.6 million. A total of \$1.8 million is budgeted for use in Fiscal Year 2017–18 as follows:
 - ◆ \$0.3 million rebudget for various air monitoring station relocation expenses.
 - ◆ \$0.2 million for Residential and Commercial lawnmower events.
 - ◆ \$0.5 million for building major maintenance projects and conference room furniture replacement.
 - ◆ \$0.1 million for replacement of vehicles.
 - ◆ \$0.3 million for various enhancements to the Business Case Management System and the air monitoring computer system.
 - ◆ \$0.4 million for building replacement.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$1.0 million. A decrease of \$0.9 million in Capital Assets Equipment due to the completion of the relocation of various air monitoring stations and one-time purchase for lab equipment. A decrease of \$0.7 million in Services & Supplies due to the completion of building major maintenance projects and the demolition and disposal of the old air quality monitoring stations. A decrease of \$0.3 million in Operating Transfers Out due to a reduction in the use of Air Quality Improvement Trust funds for operational needs. These decreases are offset by an increase of \$0.7 million in Other Charges due to an increase in funding for the Carl Moyer mobile incentive funds and an increase of \$0.2 million in Salaries & Benefits due to step and merit increases.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Air Pollution Control District Programs		146.00			147.00	147.00
Total		146.00			147.00	147.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Air Pollution Control District Programs	\$ 37,089,266	\$ 58,560,893	\$ 61,637,133	\$ 35,930,069	\$ 46,376,350	\$ 45,397,086
Total	\$ 37,089,266	\$ 58,560,893	\$ 61,637,133	\$ 35,930,069	\$ 46,376,350	\$ 45,397,086

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 15,854,507	\$ 17,961,668	\$ 17,961,668	\$ 15,796,670	\$ 17,574,733	\$ 17,812,305
Services & Supplies	4,764,872	6,662,467	6,949,133	5,148,768	6,800,784	6,097,784
Other Charges	5,528,726	22,560,702	24,606,142	6,706,771	10,319,647	10,977,697
Capital Assets Equipment	379,849	851,000	1,573,731	782,426	1,228,000	361,000
Fund Balance Component Increases	300,000	300,000	300,000	300,000	350,000	350,000
Operating Transfers Out	10,261,312	10,225,056	10,246,458	7,195,435	10,103,186	9,798,300
Total	\$ 37,089,266	\$ 58,560,893	\$ 61,637,133	\$ 35,930,069	\$ 46,376,350	\$ 45,397,086

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 7,702,705	\$ 8,724,765	\$ 8,724,765	\$ 7,231,591	\$ 8,737,788	\$ 8,978,246
Fines, Forfeitures & Penalties	1,429,475	980,000	980,000	1,321,326	980,000	980,000
Revenue From Use of Money & Property	131,187	30,000	30,000	266,109	196,000	196,000
Intergovernmental Revenues	16,936,836	35,503,080	37,673,797	20,552,123	23,843,432	24,008,832
Charges For Current Services	576,193	530,028	530,028	658,216	540,708	540,708
Miscellaneous Revenues	64,864	—	—	60,346	—	—
Other Financing Sources	10,287,992	10,375,056	10,396,458	7,367,212	10,303,186	9,798,300
Use of Fund Balance	(39,987)	2,417,964	3,302,085	(1,526,853)	1,775,236	895,000
General Purpose Revenue Allocation	—	—	—	—	—	—
Total	\$ 37,089,266	\$ 58,560,893	\$ 61,637,133	\$ 35,930,069	\$ 46,376,350	\$ 45,397,086



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 in more than 40 public health and safety program areas. DEH prevents foodborne illness in the region through various food safety activities with the goal of reducing risk factor violations that contribute to foodborne diseases. Public health and the environment are protected from improper handling, storage and transportation of hazardous materials and the illegal disposal of hazardous and medical wastes by DEH's Unified Program. DEH protects the health of millions of residents and visitors each year who enjoy recreational water activities through its beach water testing program comprised of public education, outreach and beach postings as well as its public pool safety program that ensures public pools are well constructed, inspected and maintained to reduce the potential risk of recreational water illness. The Vector Control program reduces the number of people with probable or confirmed cases of locally acquired mosquito-borne disease by conducting mosquito surveillance, control, diagnostics and public outreach.

To ensure these critical programs are provided, the Department of Environmental Health has 287.00 staff years and a budget of \$45.1 million.





2016–17 Accomplishments

Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
 - According to the Centers for Disease Control and Prevention (CDC) each year approximately one in six Americans (or 48 million people) get sick, of these 128,000 are hospitalized and 3,000 die of foodborne diseases. The top five major risk factors observed during routine retail food facility inspections conducted in the San Diego region during Fiscal Year 2015-16 were: improper holding temperatures, food contact surfaces not clean and sanitized, hot or cold potable water not available, improper handwashing and the presence of vermin. DEH was committed to preventing foodborne illness in the region through various food safety program activities with the goal of reducing risk factor violations that contribute to foodborne diseases by 5% (95 of 1,903) in San Diego County during Fiscal Year 2016–17. During Fiscal Year 2016-17, DEH conducted 32,247 inspections at permitted food facilities and 160 (7%) of the 2,286 violations observed were top five risk factor violations identified in Fiscal Year 2015-16, and a reduction of 5% was not achieved. This goal was supported by:
 - ◆ Reviewing 100% of plans submitted for all new and remodeled retail food facilities within an average of seven business days.
 - ◆ Ensuring 100% of 13,479 permitted retail food facilities in the region were inspected at a minimum annually.
 - ◆ Responding to 100% of reported foodborne illness complaints within 2.4 business days.
 - According to the Centers for Disease Control and Prevention (CDC) in the past two decades, there has been a substantial increase in the number of recreational water illness

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.

outbreaks associated with swimming. Well maintained public pools can reduce the risk of recreational water illness. DEH is committed to preventing the risks associated with the use of public pools (which includes spas and splash pads) in the region. Through its various program activities, DEH had the goal of working with pool operators to achieve a reduction of 5% (68 of 1,357) in the number of pool closures due to serious health code violations such as improper chlorine levels during Fiscal Year 2016–17. There were 73 fewer (1,284) pool closures for Fiscal Year 2016-17 which was a 5.4% (73 of 1,357) reduction. This goal was supported by:

- ◆ Reviewing 100% of plans submitted for all new and remodeled public pools within an average of six business days.
- ◆ Responding to all public pool-related complaints within 2.3 business days.
- ◆ Inspecting 100% of 7,308 bodies of water at a minimum annually.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Worldwide, nearly four million people die each year from various mosquito-borne diseases. By monitoring and reducing mosquito populations, DEH protected public health and promoted an environment where residents can enjoy parks, open spaces and other outdoor activities. In 2016, there were 22 people in the San Diego region who were diagnosed with West Nile Virus (including five “probable” and 17 confirmed cases). The goal of DEH, in collaboration with the County’s Health and Human Services Agency’s Public Health Services, through the implementation of various program activities, was to reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people and met this goal by achieving a rate of 0.63 per 100,000 people. The state reports the disease levels (1 per 100,000 people) based on a calendar year frequency. (SC3)

This goal was supported by:

- ◆ Preventing sustained increases in mosquito populations at nearly 100 locations through bi-weekly trapping from April through October.
- ◆ Conducting routine monitoring in accordance with duration of active ingredients and applied larvicide treatments when warranted, at over 1,400 known breeding sites from April through October.
- ◆ Responding to elevated risks to public health from travel associated Zika cases in proximity to the detection of invasive *Aedes aegypti* mosquitoes, 10 adult mosquito control spraying events were conducted

to prevent the risk of a local transmission of Zika. Additionally, an adult mosquito control spraying event was conducted due to an elevated risk to public health from West Nile virus.

- ◆ Conducting targeted outreach based on number of calls, types of service requests and complaint type to identify, reduce or eliminate mosquito breeding sources. This outreach included mailing 4,500 letters to properties near invasive *Aedes* mosquito detections, attending 13 community fairs and conducting 15 presentations.
- ◆ Responding to 96% of reported cases of mosquito-borne disease within one business day (84% within 24 hours) of receiving notification from Public Health Services.
- ◆ Inspecting and implementing mosquito control as needed at 100% of coastal water bodies (e.g., lagoons, estuaries and refuges) affected by high tide events within 48 hours.
- With approximately 14,200 permitted Unified Program facilities of hazardous materials handlers, hazardous and medical waste generators, underground storage tanks, aboveground storage of petroleum, DEH protected public health and the environment from improper handling, storage and transportation of hazardous materials and the illegal disposal of hazardous and medical wastes. (SC3) This goal was supported by:
 - ◆ Identifying 362 unpermitted facilities with hazardous materials, hazardous waste and medical waste throughout San Diego county to ensure safe communities and consistent regulation of all facilities.
 - ◆ Increasing the number of California Environmental Reporting System (CERS) submittals for permitted facilities in the Unified Program to 100% (15,195 of 15,195) by assisting facilities with submittals during inspections or workshops, providing accurate and reliable information for first responders in the event of an emergency.
 - ◆ Increasing the overall compliance rate for facilities with violations to 90% by tracking outstanding violations and following up with facilities to ensure effective implementation of the Unified Program.
 - ◆ Notifying underground storage tank operators at least one month prior to their annual certification inspection date in an effort to decrease the number of violations related to annual underground storage tank monitoring certifications in order to prevent releases of hazardous materials to the environment. By implementing this measure, the program achieved an 89% (from an average of 53 violations to 6 violations) reduction in violations issued.





- DEH's Small Drinking Water System program protected public health by helping water system owners and operators provide pure, safe and reliable drinking water by: preventing waterborne diseases; identifying risks of bacteriological, chemical and/or radiological contamination; conducting inspections; providing technical assistance; and working in partnership with the small drinking water systems in San Diego county in response to the California declared State of Emergency related to prolonged drought conditions. DEH had a goal of receiving drought management plans for all 149 DEH regulated small public water systems by June 30, 2017. (SC3)
 - ◆ Of the 149 DEH regulated small public water systems, 139 drought management plans were received. There were 81 plans received in Fiscal Year 2015–16 and 58 of the remaining 68 plans were received by June 30, 2017.

- ◆ Providing ten recreational water quality training classes to surfing or other ocean sports enthusiasts, personnel of local military bases, stakeholders and environmental groups including children attending surf camps or other summer camps (e.g., junior lifeguard programs). The trainings enabled these groups to make informed decisions about where and when it was safe to enter the water and how to find current information regarding local beach water quality.
- ◆ Leading a multi-disciplinary stakeholder workgroup to develop a rapid beach water quality testing method for use in California. Due to a vacancy at the California Department of Public Health, the workgroup was delayed on testing rapid water quality methods and developing a beach vetting process, which is a preliminary step required to ensure that rapid beach water quality testing methods are equivalent to existing testing methods and protective of public health. While the workgroup was unable to gain approval for the rapid testing method to be used at beaches in the San Diego region by April 1, 2017 as targeted; the group continues to meet with stakeholders and the state with a goal of gaining their approval for the rapid test method at designated beaches in the region in 2018.



Sustainable Environments

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Our beaches are a precious natural resource to those that live and visit San Diego county. Poor water quality at our beaches not only threatens the health of swimmers and beachgoers but also hurts the regions ocean-dependent economy. DEH protected the public health of millions of residents and visitors each year through beach water testing, public education, outreach and beach postings. Beach postings can include water contact advisories and closures when necessary. A goal of DEH was to provide the public access to beach water quality information that is reliable, understandable and available 24/7 to enable the public to make informed decisions about when and where it is safe to enter the water. (SE5)

This goal was supported by:

- ◆ Monitoring the region's beaches to protect public health and warn the public when water quality may cause illness by collecting 2,133 samples and analyzing data from 45 summer locations weekly (April 1 – October 31) and at 16 higher risk winter locations weekly (November 1 – March 31).
- ◆ Increasing the annual web traffic on the Beach and Bay Water Quality web page by 2% (100,000 to 102,333 web hits). The increase in web traffic was limited to 2% due to delayed implementation of a branding and marketing campaign which includes enhanced website, mobile application, program publications and a new logo and branding. DEH will continue an outreach effort to promote increased awareness of beach water quality and available information through its website.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - DEH increased innovation by adding eForm technology to the Vector Control Program, and improved data quality, customer service and program operations by adding a Complaint eForm, time accounting to the CUPA eForm, and adding three Plan Check inspection eForms for the Food, Mobile Food and Pool programs. Data quality was implicit in all new eForms and included several enhancements, such as an improved auto-save function that reduces the risk of work loss. (OE3)
 - DEH increased public access to information online and met customer requests for information ensuring consistency, transparency and customer confidence by providing instant online access to over 200,000 hazardous waste site clean-up case files and monitoring well permit files. Customer requests for frequently requested documents related to water wells and septic systems have decreased by approximately 60% since providing online access to these publicly available records. (OE4)
- Align services to available resources to maintain fiscal stability
 - DEH worked towards full cost recovery of our services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*



while continuously looking for opportunities to gain business process efficiencies within our department and for our customers by presenting a cost recovery package to the Board of Supervisors for consideration, and renegotiating state revenue agreements to achieve greater cost recovery. (OE1)

- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - DEH continued employee participation in financial literacy classes that were offered by LUEG or the County to 21% of staff (60 of 280), in order to increase our staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
 - DEH continued and expanded departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus by contributing to the LUEG customer resource guide, farmers market business process re-engineering, performance measures dashboard and workforce development inspector series trainings. Team LUEG comprised of all LUEG departments and was aimed at providing a "service before self" organization that worked seamlessly across departments to meet varying customer needs and ensured a positive customer experience. (OE5) (OE5)
 - 2016 NACo Achievement Awards
 - ◆ *The Fisherman Market and Pacific to Plate* – Community and Economic Development, Best in Category
 - ◆ Butane Honey Oil Lab Safety Guide for Emergency First Responders – Emergency Management and Response, Best in Category
 - ◆ *Mobile Inspection eForms* – Information Technology
 - ◆ LUEG Compliance Team Approach – County Administration and Management
 - ◆ Vector Control Program Response to Invasive Aedes – Health or Risk and Emergency Management

Diego region were: improper holding temperatures, food contact surfaces not clean and sanitized, hot or cold potable water not available, improper hand washing and the presence of vermin.

This goal will be supported by:

- ◆ Reviewing 100% of plans submitted for all new and remodeled retail food facilities within an average of 10 business days.
- ◆ Ensuring that all types of retail food facilities in the region are inspected at a minimum annually.
- ◆ Responding to 100% of reported foodborne illness complaints within three business days.
- ◆ Verifying, during restaurant inspections, that food handlers have passed a state-approved food safety program.

- DEH is committed to preventing the risks associated with the use of public pools (which includes spas and splash pads) in the county. Well maintained public pools can reduce the risk of recreational water illness. Through its various program activities, DEH has the goal of working with operators to achieve a reduction of 5% in the number of pool closures due to serious health code violations such as improper chlorine levels during Fiscal Year 2017–18.

This goal will be supported by:

- ◆ Reviewing 100% of plans submitted for all new and remodeled public pools within an average of 10 business days.
- ◆ Responding to all public pool-related complaints within three business days.
- ◆ Inspecting 100% public pools at a minimum annually.

2017–19 Objectives



Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
 - DEH is committed to preventing foodborne illness in the region, with a goal to reduce risk factor violations that contribute to foodborne diseases by 5%, during Fiscal Year 2017–18. The top five major risk factors observed during routine retail food facility inspections conducted in the San



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - DEH has a goal, in collaboration with the County's Health and Human Services Agency's Public Health Services, to protect public health through the implementation of various program activities to reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people. The state reports the disease levels (1 per 100,000 people) based on a calendar year frequency. (SC3)
- This goal will be supported by:
- ◆ Monitoring mosquito populations through bi-weekly trapping at a minimum of 100 locations from April through October to prevent increased health risk from mosquito-borne diseases.
 - ◆ Inspecting for mosquito breeding, and applying larvicide treatments if warranted, at known breeding sources at a frequency in accordance with duration of active ingredients from April through October.





- ◆ Responding to 100% of reported cases of mosquito-borne disease within one business day of receiving notification from Public Health Services.
- ◆ Inspecting, and conducting mosquito control as needed at 100% of lagoons, estuaries and refuges affected by high tide events, within two business days of the final day of the event.
- ◆ Inspecting 100% of reported and aerially identified neglected swimming pools and spas, and conduct mosquito control as needed.
- DEH has over 14,000 permitted Unified Program facilities of hazardous materials handlers, hazardous and medical waste generators, underground and aboveground storage tank owners and operators. DEH has a goal to identify and mitigate risks to public health and the environment in the community from improper handling, storage and transportation of hazardous materials and the illegal disposal of hazardous and medical wastes. (SC3)

This goal will be supported by:

- ◆ Identifying unpermitted facilities with hazardous materials, hazardous waste and medical waste throughout San Diego County and guiding them towards compliance to ensure safe communities and consistent regulation of all facilities.
- ◆ Increasing the number of California Environmental Reporting System (CERS) submittals for permitted facilities in the Unified Program to 99% by assisting facilities with submittals during inspections or workshops, to provide accurate and reliable information for first responders in the event of an emergency.
- ◆ Ensuring 50% of the unified program facilities in CERS recertify their hazardous materials business plans annually.
- ◆ Increasing compliance rates to 90% for all unified program facilities to ensure safer communities.
- ◆ Reducing the number of annual underground storage tank (UST) monitoring certification violations by 50% by notifying UST operators at least one month prior to their annual certification inspection date in order to prevent releases of hazardous materials to the environment.
- DEH's Small Drinking Water Systems program protects public health by helping water system owners and operators provide pure, safe and reliable drinking water. A goal of the program is to prevent waterborne diseases, identify risks of bacteriological, chemical and/or radiological contamination by conducting inspections, providing technical assistance and working in partnership with the small drinking water systems. (SC3)

This goal will be supported by:

- ◆ Notifying 100% of small drinking water systems at least one month prior to chemical monitoring to reduce the number of monitoring and reporting violations.
- ◆ Completing 100% of state mandated inspections.
- Ensure strong functional threading through participation on the Land Use and Environment Group Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community. (SC3)



Sustainable Environments

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
- Beaches are a precious natural resource to those that live and visit San Diego county. Poor water quality at our beaches not only threatens the health of swimmers and beachgoers but also hurts the regions ocean-dependent economy. DEH protects the public health of millions of residents and visitors each year through beach water testing, public education, outreach and beach postings. Beach postings can include water contact advisories and closures when necessary. A goal of DEH is to provide the public access to beach water quality information that is reliable, understandable and available 24/7 to enable the public to make informed decisions about when it is safe to enter the water. (SE5)

This goal will be supported by:

- ◆ Monitoring the county's beaches to protect public health and warn the public when water quality may cause illness by sampling and analyzing data from 45 locations weekly (April 1 – October 31) and at 16 high risk sites weekly (November 1 – March 31).
- ◆ Providing 10 recreational water quality training classes each year to surfing or other ocean sports enthusiasts, personnel of local military bases and environmental groups including children attending surf camps or other summer camps (e.g., junior lifeguard programs). The trainings will enable these groups 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.
- ◆ Leading a multi-disciplinary workgroup to develop a rapid beach water quality testing method for use in California. Develop and implement an evaluation process for the rapid testing method to be used at San Diego county beaches and gain approval in 2018. The beach vetting process is required to ensure that rapid beach water quality testing methods are equivalent to existing testing methods and protective of public health.



- ◆ Conducting a pilot study in partnership with County Public Health Services to explore potential local use of alternative beach water quality testing methods.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - DEH will work towards full cost recovery of our services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within our department and for our customers. (OE1)
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - Continue employee participation in financial literacy trainings for at least 20% of DEH staff, in order to increase staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - DEH will enhance transparency and customer service through increased public access to information online for Certified Unified Program Agency (CUPA) inspections and septic system record files. (OE4)
 - DEH will leverage the SD County Tell Us Now! app to improve customer service by providing another option for the public to report unpermitted facilities and mosquito breeding sources on their mobile device. (OE3)
 - DEH will streamline program operations and enhance customer service by implementing technology to offer plan check online submittals. (OE4)

- Strengthen our customer service culture to ensure a positive customer experience
 - DEH will continue and expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG comprises all LUEG departments and is aimed at providing a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure 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
 - Maintain diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including a DEH "all hands" staff meeting; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for DEH's diverse customers. (OE6)

Related Links

For additional information about the Department of Environmental Health, refer to the website and Facebook page at:

- ◆ www.sdcounty.ca.gov/deh
- ◆ www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529





Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Reduce risk factor violations that contribute to foodborne diseases by 5% ⁵	N/A	5%	Violations increased by 2%	5%	5%
	Reduce the number of pool closures due to serious health code violations by 5% ⁶	N/A	5%	5.4%	5%	5%
	Each 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 ¹	50% (81 of 162) DEH-regulated Small Public Water Systems have a drought management plan	100% (162 of 162) DEH-regulated Small Public Water Systems will have a drought management plan	93% (139 of 149) DEH-regulated Small Public Water Systems have a drought management plan	N/A	N/A
	Evaluate 100% of pool operators to ensure compliance with new state pool safety regulations which are intended to make public pools safer ²	100% (1,586 out of 1,586)	N/A	N/A	N/A	N/A
	Reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people ⁴	N/A	<1.0 cases per 100,000 for Calendar Year 2016	0.63 cases per 100,000 for Calendar Year 2016	<1.0 cases per 100,000 for Calendar Year 2017	<1.0 cases per 100,000 for Calendar Year 2018
	Increase the number of CERS submittals for permitted facilities in Unified Program ⁷	N/A	95%	100%	99%	99%
	Increase the overall compliance rate for Unified Program facilities with violations at or above 90% ⁸	N/A	90%	90%	90%	90%
	Decrease the number of violations related to annual underground storage tank monitoring certifications ⁹	N/A	20% of 53	89% of 53	50% of 42	50% of 42
	Provide 10 recreational water quality training classes each year to surfing or other ocean sports enthusiasts, personnel of local military bases, and environmental groups including children attending surf camps or other summer camps (e.g., junior lifeguard programs) ³	10	10	10	10	10
	Increase annual web traffic on the beach and bay water quality web page by 100% ¹⁰	N/A	100% (100,000 to 200,000)	2% (100,000 to 102,333)	N/A	N/A

Table Notes

¹ This measure was added in Fiscal Year 2015–16 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*. This performance measure will be discontinued in Fiscal Year 2017–18 as all 162 DEH-regulated small public water systems will have a Drought Management Plan in place by June 30, 2017.



- ² DEH achieved the goal of evaluating 100% of pool operators to ensure compliance with new state pool safety regulations by the end of Fiscal Year 2015–16. While DEH continues to inspect 100% of public pools at least once annually, a new performance measure will replace this one to focus on the reduction of the number of pool closures due to serious health code violations.
- ³ Provide 10 training classes to 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.
- ⁴ This is a new Performance Measure beginning Fiscal Year 2016–17. Imported and locally acquired West Nile virus cases in 2015 for San Diego County was 1.3 per 100,000 people and the California total was 1.94 per 100,000 people. In 2014, the San Diego County total was 0.35 per 100,000 people and the State of California total was 2.11 per 100,000 people. The state reports the disease levels based on a calendar year frequency.
- ⁵ This is a new Performance Measure beginning Fiscal Year 2016–17. Major risk factors that contribute to foodborne illness include: improper holding temperatures, food contact surfaces not cleaned and sanitized, hot and cold potable water not available, improper cooling methods, presence of vermin. During Fiscal Year 2016–17, DEH conducted 32,247 inspections at permitted food facilities and 160 (7%) of the 2,286 violations observed were top five risk factor violations identified in Fiscal Year 2015–16. A 5% reduction was not achieved.
- ⁶ This is a new Performance Measure beginning Fiscal Year 2016–17. Work with pool operators to reduce the number of pool closures due to serious health code violations such as improper chlorine levels.
- ⁷ This is a new Performance Measure beginning Fiscal Year 2016–17. CERS is a statewide web-based system to support CUPAs in electronically collecting and reporting various hazardous materials-related data. State law requires that all permitted facilities submit their information into CERS. DEH will continue to focus on assisting Unified Program facilities with CERS submittals during inspections.
- ⁸ This is a new Performance Measure beginning Fiscal Year 2016–17. Facilities that are required to obtain a permit due to their activities that fall under one or more of the six environmental program elements within California. The purpose of this goal is to track and return Unified Program facilities back into compliance by resolving their outstanding violations.
- ⁹ The additional reminder notification to the underground storage tank operators prior to their annual certification resulted in a higher than expected response from operators.
- ¹⁰ This goal was not achieved due to delayed implementation of a branding and marketing campaign which includes enhanced website, mobile application, program publications and a new logo and branding. DEH will continue an outreach effort to promote increased awareness of beach water quality and available information through its website.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Increase of 7.00 staff years.

- ◆ Increase of 7.00 staff years to support the Vector Control Program.

Expenditures

No overall net change.

- ◆ Salaries & Benefits—net increase of \$1.0 million. Increase of \$0.6 million due to required retirement contributions and negotiated labor agreements, and \$0.6 million reflects the addition of 7 positions in the Vector Control Program; offset by a decrease of \$0.2 million in anticipated salary savings from vacancies and under-filled positions.

- ◆ Services & Supplies—net decrease of \$1.2 million. Decrease of \$1.2 million in Vector Control due to fewer than anticipated eligible grant applications submitted to the Vector Habitat Remediation Program. An additional decrease of \$0.6 million for one-time Information Technology project cost related to the implementation of e-Forms software, plan check electronic submittal and potable drinking well online document access; offset by an increase of \$0.6 million in various accounts, mostly related to the Vector Control Program.
- ◆ Other Charges—increase of \$0.4 million due to replacement of vehicles, primarily for the Vector Control Program.
- ◆ Capital Assets Equipment—decrease of \$0.2 million related to completion of Urban Area Security Initiative (UASI 15) grant for emergency response equipment.





Revenues

No overall net change.

- ◆ Licenses, Permits & Franchises—net increase of \$1.4 million in permit fee revenue related to the department's Cost Recovery Proposal, and industry growth.
- ◆ Charges for Current Services—net decrease of \$0.4 million, includes reduction of \$0.6 million in one-time projects funded by settlement funds, and \$0.2 million in various fee accounts based on actuals; offset by an increase of \$0.1 million in a State contract for Local Oversight Program, and \$0.3 million in Vector Control Program Benefit Assessment Funds due to increases in Salaries & Benefits for the additional 7 positions.
- ◆ Miscellaneous Revenues—net decrease of \$0.1 million related to completion of Hazardous Materials Emergency Preparedness grant.

- ◆ Fund Balance Component Decrease—decrease of \$0.4 million. As a result of the department's Cost Recovery Proposal, Environmental Health fund balance is no longer needed to cover deficits.
- ◆ Use of Fund Balance—net decrease of \$0.5 million. A total of \$0.2 million budgeted includes \$0.1 million for AB885 Onsite Wastewater treatment and PCR implementation projects, and \$0.1 million to offset Tribal Liaison costs and fire victim permit fee waivers.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$0.3 million. Decrease of \$0.7 million related to the completion of a Homeland Security Grant, reduction in vehicle replacement costs, and completion of one-time projects; offset by an increase of \$0.4 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Environmental Health		280.00			287.00	287.00
Total		280.00			287.00	287.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Environmental Health	\$ 40,148,499	\$ 45,081,910	\$ 46,382,000	\$ 41,116,204	\$ 45,095,456	\$ 44,809,510
Total	\$ 40,148,499	\$ 45,081,910	\$ 46,382,000	\$ 41,116,204	\$ 45,095,456	\$ 44,809,510

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 28,547,819	\$ 31,098,727	\$ 31,098,727	\$ 29,493,134	\$ 32,062,461	\$ 32,474,205
Services & Supplies	11,930,763	13,823,870	15,123,960	11,744,450	12,590,662	12,474,996
Other Charges	53,397	—	—	—	465,161	102,137
Capital Assets Equipment	35,558	461,744	461,744	265,004	229,000	10,000
Expenditure Transfer & Reimbursements	(419,037)	(302,431)	(302,431)	(386,384)	(251,828)	(251,828)
Total	\$ 40,148,499	\$ 45,081,910	\$ 46,382,000	\$ 41,116,204	\$ 45,095,456	\$ 44,809,510

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 22,985,794	\$ 21,811,503	\$ 21,811,503	\$ 23,236,000	\$ 23,215,003	\$ 23,321,974
Fines, Forfeitures & Penalties	287,895	269,315	269,315	239,069	239,315	239,315
Intergovernmental Revenues	3,753,146	3,762,457	3,790,486	3,788,542	3,826,143	3,623,143
Charges For Current Services	13,258,658	17,900,326	18,525,491	15,663,275	17,475,459	17,475,459
Miscellaneous Revenues	3,139	100,000	100,000	225,170	—	—
Fund Balance Component Decreases	1,366,743	379,071	379,071	379,071	—	—
Use of Fund Balance	(1,506,876)	709,619	1,356,514	(2,564,542)	189,917	—
General Purpose Revenue Allocation	—	149,619	149,619	149,619	149,619	149,619
Total	\$ 40,148,499	\$ 45,081,910	\$ 46,382,000	\$ 41,116,204	\$ 45,095,456	\$ 44,809,510



University of California Cooperative Extension

Mission Statement

The 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 of San Diego in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural and public health issues.

Department Description

The UCCE 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 UCCE advisors are academic professionals with expertise in these areas: Agriculture, Natural Resources, Nutrition and Family, Youth Development and Consumer Science. UCCE oversees two large volunteer programs (4-H and the Master Gardeners) with over 1,500 volunteers contributing over 250,000 volunteer hours per year at a savings of almost \$6.0 million.

Since 1957, the UCCE and the County have had a Memorandum of Understanding, through which the County provides General Fund support for UCCE staff and space to provide these services to all residents of the San Diego region.

To ensure these critical services are provided, the UCCE is staffed by thirty employees from the University of California with a combined 345 years of service and a County contribution of \$1.1 million.



2016–17 Accomplishments



Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who needed it
 - ▣ In collaboration with groups and agencies including the San Diego County Office of Education Quality Preschool Initiative, Vista Community Clinic, Harmony House, Casa de Milagros, Las Colinas Detention Facility and military sites, UCCE conducted nutrition education for 632 low-income families with children. This exceeded UCCE’s goal of 500. This education can lead to reducing the risk of childhood obesity and chronic diseases such as diabetes, heart disease and high blood pressure. This is accomplished through lifestyle changes related to diet and physical activity. (HF2)
 - ◆ Assessed individual and family behavioral changes by collecting data on 553 families, exceeding the goal of 500, related to food resource management practices, nutrition and food safety practices and positive dietary changes. Eighty-seven percent of participants made positive dietary changes including: making healthy food choices, reading nutrition labels, planning meals and preparing food without adding salt.
 - ▣ In collaboration with many local elementary schools in the San Diego Unified, San Ysidro, Vista Unified, Cajon Valley Union and Chula Vista Elementary School Districts, conducted nutrition education for children and youth from low-income and limited resource families to promote nutrition and physical activity for a healthy lifestyle. This education can lead to lifestyle changes that can reduce the risk of childhood obesity and chronic diseases such as diabetes and heart disease. (HF2)

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.

- ◆ Educated 6,220 youth, exceeding the goal of 2,000, through education and outreach activities. Assessed behavior changes through the collection of data on 3,709 youth participants. Seventy-one percent of youth made positive behavior changes including: knowing what constitutes a healthy snack, the foods in each of the food groups, what constitutes physical activity and when to wash hands before eating.
- Disseminated science-based food safety information to over 350 consumers via two newsletter articles on how to help prevent costly–yet avoidable–foodborne illnesses such as salmonella and E. coli. (HF2)



Safe Communities

- Plan, build and maintain safe communities which improve the quality of life for all residents
 - Recruited and trained 520 adult and teen 4-H volunteers to deliver positive youth development experiences to youth ages 5-19 years. This enabled youth to reach their full potential as competent, confident leaders of character who contributed and are connected to their communities. (SC2)
 - There were 2,226 youth under the age of 18 completed six hours of hands-on instruction in each area of study such as ham radio, beekeeping, gardening, robotics, theater, biological sciences, communications and expressive arts, animals, community/volunteer service, environmental education/earth sciences and food and nutrition and health. Most youth completed multiple areas of study.



Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - In collaboration with groups such as the San Diego County Farm Bureau, the California Farm Labor Contractor Association and Zenith Insurance, provided business and risk management education to over 50 agricultural producers in areas such as financial management, food safety and business management through two outreach activities including workshops and training to the agricultural community. (SE1)
 - Continued research project on high-density avocado plantings to maintain the viability and profitability of avocado production in San Diego county. The second harvest of avocados yielded over double the number of pounds as the traditional planting method and used slightly less water. A six-week avocado production workshop series was provided for 32 participants. (SE1)
 - Assisted families in achieving and maintaining financial self-sufficiency through household savings and debt reduction by training 30 Neighborhood House Head Start

staff to provide financial empowerment to their clients and families, thereby extending financial self-sufficiency knowledge to hundreds of families. (SE1)

- In cooperation with various produce distributors, expanded market opportunities for agricultural producers in San Diego county through agricultural tourism, direct marketing and value added activities that assisted with increasing business confidence by conducting outreach activities to agricultural producers. Disseminated information to 164 agricultural producers via workshops, seminars and field days. (SE1)
- Created a website, online training, video vignettes and various online resources including laws and policies on beekeeping and honey bee issues to assist with the new regulations on beekeeping and apiaries. Additionally, in collaboration with Agriculture, Weights and Measures, provided a three-part honey bee workshop series for 64 participants. (SE1)
- Developed and implemented a new training program for returning and disabled veterans on agricultural production systems, entrepreneurship and business management using different knowledge transfer strategies. This program assisted veterans with food security, new skill development and transitioning into small, commercial scale agricultural production enterprises. Collaborated with Wounded Warriors, Veterans Administration, Disabled Veterans of America, Community Health Improvement Partners, Cal Ag-Ability and Leichtag Foundation. (SE1)
- Supported the development and updating of agricultural related policies, legislation and regulations, technical research and analysis, providing subject matter expertise and participation in briefings and public hearings as needed. (SE1)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Provided over 130,000 residents and the agricultural community concrete ways and methods to reduce water usage and/or Total Maximum Daily Load (TMDL) impacts through four outreach activities, displays and collaborations including the Flower Fields exhibit, Master Gardener 2017 Spring Seminar, Pitahaya/Dragon Fruit Production Seminar and Gardening With Class conference.
 - Identified threats to aquatic and riparian ecosystems from pollution, invasive species and climate change and provided concrete ways to reduce these threats to riparian ecosystems via four outreach activities. In collaboration with County of San Diego Libraries and the Pala Band of Mission Indians, 165 attendees attended workshops which included information on riparian restoration issues in the San Luis Rey Watershed.
 - Identified problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego agriculture, nursery, ornamental hor-





ticulture and landscapes through 16 outreach activities, including workshops, publications and presentations exceeding the goal of four. In collaboration with groups such as the Agriculture, Weights and Measures, Department of Parks and Recreation, the San Diego County Farm Bureau, the Native American tribal community and U.S. Fish and Wildlife, over 1,200 nursery and ornamental horticulture growers, residents and agricultural community members gained information empowered attendees to correctly identify and mitigate pest issues.

- Maintained, supported and managed the volunteer Master Gardener program and provided research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego county residents via: 2,487 office consultations, exceeding the goal of 400; 153 educational exhibits, exceeding the goal of 10; and 22,534 hours of volunteer service exceeding the goal of 4,000. The total savings for the volunteered hours amounted to over \$543,971.
- Encouraged the adoption of local research-derived invasive plant management methods to enhance restoration of natural habitats. Collaborated with Department of Parks and Recreation and Agriculture, Weights and Measures to encourage management or eradication of invasive plants through two outreach activities and utilized large-scale field demonstrations through continued work on the invasive plant Medusahead at the Santa Ynez Reserve in the Santa Ysabel area.
- In collaboration with Agriculture, Weights and Measures, U.S. Fish & Wildlife and the San Diego Weed Management Area, educated over 160 natural land owners, managers and staff on appropriate invasive plant control methods through three outreach activities including presentations and field trips with the Pala Band of Mission Indians. About 89% indicated they increased their knowledge about riparian management and obtained new, helpful information.

- 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 foodborne illnesses and 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
 - 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)
 - Complete research project 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 policies, legislation and regulations. Support may entail technical research and analysis, providing subject matter expertise and/or participating in briefings and public hearings.
- Working with Agriculture, Weights, and Measures, the San Diego County Farm Bureau, the *Live Well San Diego* Food Systems Initiative, the UC Sustainable Agriculture, Research and Education Program and others, conduct a needs assessment of local farmers and agricultural busi-

2017–19 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 600 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. (HF2)



- nesses in the county which will help guide the development and implementation of research and educational programs targeting farmers in San Diego County.
- Working with Agriculture, Weights, and Measures, the San Diego County Farm Bureau, the *Live Well San Diego* Food Systems Initiative, the UC Sustainable Agriculture, Research and Education Program and others, create two interactive online resources—a farm business resource guide and a directory of agricultural tourism opportunities—to deliver information on the agricultural industry and farm businesses operating in San Diego County.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Provide residents and the agricultural community best management practices or methods to reduce water usage or Total Maximum Daily Load (TMDL) impacts through a minimum of three outreach activities.
 - Identify threats to aquatic and riparian ecosystems from pollution, invasive species and climate change by providing a minimum of three outreach activities to residents and other collaborators on concrete ways to reduce 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 horticulture 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, Agriculture Weights and Measures and others 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 two outreach activities.
- Working with the UCCE Master Gardener volunteer support group, the Master Gardener Association of San Diego County, develop curriculum and a website on therapeutic horticulture for residents in San Diego County with disabilities. Provide in-person workshops and online train-the-trainer curriculum as well.

Related Links

For additional information about the University of California Cooperative Extension refer to:

- ◆ <http://www.sandiegocounty.gov/fha>



Performance Measures		2015–16 Actuals	2016–17 Adopted	2016–17 Actuals	2017–18 Recommended	2018–19 Recommended
	Staff provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) ¹	41 projects/ \$1,851,180	45 projects/ \$2,000,000	51 projects/ \$2,057,392	45 projects/ \$1,800,0000	45 projects/ \$1,800,000
	Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety ²	525 families	500 families	632 families	600 families	600 families
	Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/volunteer hours) ³	1300 vol/ 260,000 hours	1200 vol/ 250,000 hours	1263 vol/ 264,579 hours	1200 vol/ 250,000 hours	1350 vol/ 250,000 hours
	Research new specialty crops and varieties such as dragon fruit, specialty vegetables and blueberries to determine commercial viability	4 projects	4 projects	4 projects	4 projects	4 projects

Table Notes

¹ Projects are based on existing and new grants. In FY 16-17, UCCE received six new grants for new projects.





² 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. The new Nutrition Coordinator also reached 100 families which is technically out of her purview but she did so to set an example to her staff.

³ Contributing to the increase in Fiscal Year 2015–16 volunteer hours were a larger number of Master Gardener volunteers, a “Seminar 2016” and “Fall Plant Sale and Marketplace” both organized by the Master Gardeners, and a Volunteer Middle Management program coordinated by 4-H. Both Master Gardener events required hundreds of additional volunteer hours for the collaboration, organization, set-up and take-down. The 4-H Volunteer Middle Management Board is comprised of volunteer board members that oversee the 4-H finances, projects, expansion, etc. and they meet quarterly. As this is the first year of a complete board, more volunteer time was needed to get up to speed with 4-H issues.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing.

Expenditures

Net increase of \$0.1 million.

- ◆ Services & Supplies—Net increase of \$0.1 million as a result of one-time funding for the projects Gardening with Disabilities, Farming Needs Assessment and Online Farm Business Resources Guide and Agricultural Tourism Guide for San Diego county.

Revenues

Net increase of \$0.1 million.

- ◆ Use of Fund Balance— increase of \$0.1 million. A total of \$0.3 million of Land Use and Environment Group fund balance is budgeted.
- ◆ \$0.3 million is for one-time funding for the projects Gardening with Disabilities, Farming Needs Assessment and Online Farm Business Resources Guide and Agricultural Tourism Guide for San Diego county.

Budget Changes and Operational Impact: 2017–18 to 2018–19

A decrease of \$0.3 million is due to the anticipated completion of one-time projects.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
University of California Cooperative Extension		0.00			0.00	0.00
Total		0.00			0.00	0.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
University of California Cooperative Extension	\$ 853,332	\$ 1,046,921	\$ 1,129,748	\$ 1,027,967	\$ 1,139,291	\$ 869,971
Total	\$ 853,332	\$ 1,046,921	\$ 1,129,748	\$ 1,027,967	\$ 1,139,291	\$ 869,971

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ 853,332	\$ 1,046,921	\$ 1,129,748	\$ 1,027,967	\$ 1,139,291	\$ 869,971
Total	\$ 853,332	\$ 1,046,921	\$ 1,129,748	\$ 1,027,967	\$ 1,139,291	\$ 869,971

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Use of Fund Balance	(16,639)	1,046,921	1,129,748	1,027,967	269,320	—
General Purpose Revenue Allocation	869,971	869,971	869,971	869,971	869,971	869,971
Total	\$ 853,332	\$ 1,046,921	\$ 1,129,748	\$ 1,027,967	\$ 1,139,291	\$ 869,971



Parks and Recreation

Mission Statement

We enhance the quality of life in San Diego county by providing exceptional parks and recreation experiences and preserving significant natural 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 a stronger, safer, healthier, thriving region full of civic pride through thousands of offerings system-wide, including events and activities, recreation center programs, and state-of-the-art sports complexes. The County's award-winning park system features 125 facilities including local and regional parks, camping parks, historic park sites, fishing lakes, ecological preserves and botanic gardens. DPR operates and manages nearly 50,000 acres of parkland and over 360 miles of trails that foster an appreciation of nature and history. Park facilities are open year-round. Departmental programs enrich the lives of all patrons with a special focus for families, seniors, people with disabilities and at-risk youth. The County's Department of Parks and Recreation was the first county in California to receive accreditation by the National Recreation and Park Association for the highest standards of ethical and professional practice in the delivery of park and recreation programs.

To ensure these critical services are provided to millions of patrons each year, DPR has 189.00 staff years, a budget of \$44.0 million and a robust volunteer program with a value of \$2.4 million.



2016–17 Accomplishments



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Partnered with four military assistance organizations to create programs that provide a therapeutic component through outdoor recreational or work experiences for active and retired members of the military and their families.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Ensured new parks will meet active living standards for healthy communities and provide added flexibility to developers by incorporating best practices and tools for developers in the recommendations for the Park Lands Dedication Ordinance (PLDO) update, which will create healthy spaces for recreation that engage nearby residents. This is the first year of a two year effort to complete a comprehensive PLDO update. (HF4)
- Leverage internal communication through resource groups and social media to enhance employee understanding of the County's Live Well San Diego vision
 - Improved employee wellness through increased engagement in Live Well San Diego. (HF5)
 - ◆ Encouraged employee participation in Live Well San Diego by hosting nine fitness/wellness-based events that served 869 individuals through a partnership with the Department of Human Resources and County Employee Resource Groups, exceeding goal of four.
 - ◆ Promoted wellness opportunities available at County parks by publishing 24 features through internal and external communication platforms such as County Insite, DPR Dispatch, Live Well newsletter, DPR e-newsletter, Facebook and Twitter.

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.



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
 - Increased County and resident disaster readiness by partnering with the Office of Emergency Services (OES) to provide essential resources. (SC1)
 - ◆ Collaborated with the OES to establish Local Assistance Centers at three DPR facilities for use in the event of a disaster.
 - ◆ Partnered with the OES to offer a community event in Spring Valley that featured disaster preparedness information and resources.
 - ◆ Improved DPR's disaster readiness by developing a departmentwide crisis communication plan using the existing plans and procedures outlined by OES and the County Communications Office to establish response protocols for various threats.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Improved quality of life for all residents through the planning, construction and maintenance of safe, healthy and inclusionary amenities throughout the park system. (SC2)
 - ◆ Improved accessibility for users of all abilities by implementing phase one of the DPR ADA Transition Plan and completed construction improvements at Lindo Lake Park, Live Oak Park, Fallbrook Community Center, Rancho Guajome Adobe and Whaley House Complex, exceeding goal of three County parks.
 - ◆ Initiated construction to modernize park infrastructure at Heise campground in order to improve the visitor experience and expand services to those with contemporary recreational vehicles. Construction of improvements at Guajome campground is anticipated to begin in Fall 2017.
 - ◆ Supported the physical and social benefits of active play for patrons of all abilities by completing construction of inclusive playground improvements at Spring Valley Community Park and initiated design of a fully inclusive playground that will be co-located with the existing Miracle Field at San Dieguito Park. Construction of the San Dieguito Park playground is anticipated to begin in Winter 2017-2018 and to be completed by Summer 2018.
 - ◆ Enhanced the safety of trail users through the removal of 100 dead trees due to drought or disease along two miles of high use trails in the Tijuana River Valley Regional Park.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse

- Fostered positive youth development by creating eight additional recreation programs for 802 youth that increase physical, intellectual, social and emotional skills, exceeding goal of 50.
- Leveraged partnerships to support and enhance strategies to improve public safety and reduce recidivism. (SC6)
 - ◆ Provided opportunities for inmates to gain marketable landscaping skills to reduce recidivism by partnering with the Sheriff's Civics Greenhouse program to cultivate native plants and trees for restoration projects at nine park facilities, exceeding goal of seven.
 - ◆ Improved public safety by expanding the Uniform Bike Program in partnership with the Sheriff's Department to obtain additional bikes and maintenance services at no cost. This enabled increased ranger patrols on trails and maintained high visibility at ten parks, exceeding goal of five.



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Promoted an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences.
 - ◆ Improved air and water quality, controlled flooding, provided habitat for wildlife and continued the no net loss tree program by planting 245 mature trees with deep root drip irrigation systems and soil moisture sensors, exceeding goal of 200.
 - ◆ Increased awareness and reporting of invasive tree pests by partnering with Agriculture, Weights and Measures, University of California Cooperative Extension (UCCE) and regional partners to distribute educational pamphlets to 150 locations including Community Centers, Recreational Centers, County and city Libraries and Family Resource Centers.
 - ◆ Partnered with the Department of General Services in the design of pollution prevention measures which will decrease harmful sediment and pollutants reaching the lake.
 - Increased park sustainability and reduced the carbon footprint of facilities by implementing energy efficiency and water conservation measures through construction of photovoltaic systems at Lakeside Teen Center, Sweetwater Summit and Agua Caliente, installation of smart irrigation controllers in eight parks, awarding construction contracts to convert natural turf to artificial turf in two parks, preparing to advertise a third turf conversion project, and preparing design of a well for irrigation in the Tijuana River Regional Park.





- Continued regional leadership in land management, responsible stewardship, preservation education and biological monitoring of open space preserves while meeting recreational needs.
 - ◆ Protected and preserved the region’s natural resources through our commitment to an exceptional park system by acquiring 271 acres for conservation and recreation, effectively managing 48,836 acres of parkland and responsible stewardship of 363 miles of trails. In 1997, the Board of Supervisors adopted the Multiple Species Conservation Program (MSCP). The County has provided various levels of ongoing funding since 1997 and since Fiscal Year 2008–09, the annual amount to fund the MSCP program has been \$10.0 million (\$2.5 million from General Purpose Revenue and \$7.5 million from General Fund fund balance).
 - ◆ Continued to protect biological and cultural resources by updating Resource Management Plans for Santa Ysabel Cauzza and University Heights acquisitions ensuring conservation efforts are appropriately prioritized.
 - ◆ Ensured open spaces are thriving by implementing comprehensive monitoring in ten preserves which include species specific surveys (plant, animal and habitat) and implementation of adaptive management.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Sustained the natural environment by providing exceptional parks, open space, trails, programs and recreational opportunities for all residents and educating the public on how to preserve these resources. (SE5)
 - ◆ Expanded the use of DPR programs in elementary schools by aligning DPR environmental education curriculum with Next Generation Science standards to develop youth with a sense of stewardship.
 - ◆ Fostered nature engagement, environmental education and physical fitness in youth and maintained the national lead in number of participants through the expansion of the Track Trails Program at Felicita and Guajome Regional parks, that served 7,700 youth.
 - ◆ Enhanced community engagement by increasing participation by 35% in DPR organized or co-sponsored special events that activate public spaces.
 - ◆ Engaged communities and property owners in efforts to connect regional trails by acquiring land and easements. The opening of Flume Trail provided a new trail head and connection from EL Monte Road up to the San Diego River Trail. DPR also partnered with property owners to connect the Stowe Trail with Sycamore Goodan Ranch.
- ◆ A total of 271 acres, of which 122 acres were acquired in San Luis Rey River Park in a continued effort to create a contiguous trail system to enhance public access.
- ◆ Planned a balanced trail system in the east Otay area by partnering with seven environmental and governmental agencies and initiating an Otay Valley Trail Alignment Study to identify key connections to regional and community trails.
- ◆ Encouraged the responsible use of resources and promoted protection of the natural environment by educating the public through five presentations on conservation and ecological concerns, exceeding goal of four.
- ◆ Continued to protect natural habitat and preserve biological value of open space by completing biological and cultural studies and a vegetation management plan. These actions will increase public access for recreation in the Escondido Creek Preserve by opening trail systems in 2018.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Instilled a sense of civic responsibility and connection to the environment by partnering with County departments (San Diego County Library, Health and Human Services Agency and others), County Employee Resource Groups and public agencies that engaged 1,115 youth and their families in volunteer events, interpretive programs and special events. (SE6)



Operational Excellence

- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - Continued employee participation in financial literacy classes by incorporating budget and fiscal training in the Park Ranger Academy for 27% of staff (exceeding the goal of 15%), in order to increase employees’ understanding of their individual and collective contribution to the County’s fiscal stability. (OE2)
- Align services to available resources to maintain fiscal stability
 - Leveraged strategic partnerships with six local organizations to provide donations of services and supplies that enhanced customer experience and increased participation at special events in order to maintain fiscal stability and improve service delivery.
 - Conserved financial resources by using volunteers to support parks and facilities resulting in annual cost savings of over \$2.4 million.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers



- Improved efficiency and service delivery to customers through the implementation of a comprehensive asset inventory (Accela) and an integrated internal work order system resulting in improved strategic forecasting of equipment and maintenance needs. (OE3)
- Protected the value of existing park infrastructure through an annual \$3.0 million (\$2.0 million ongoing General Purpose Revenue and \$1.0 million of DPR resources) major maintenance program to ensure high quality park amenities.
- Received recognition for superior service delivery from the following: Achievement Award - Community and Economic Development for the Civics Program from the National Association of Counties (NACO); Certificate of Merit for the Otay Valley Regional Park Concept Plan from the Association of Environmental Professionals; Silver Telly - Nature/Wildlife for A New Look, A New Era Video from the International Telly Awards; Kudos Marketing Award for Strategic Marketing and New Graphic Brand from the National Recreation and Parks Association; American In-House Design Awards for the DPR 2016-2021 Strategic Plan booklet, the DPR 2016 Wall Calendar, and DPR Program and Activity Guides from Graphic Design USA; and the Award of Excellence-Marketing & Communications for Annie’s Canyon Trail Video from California Park and Recreation Society.
- Strengthen our customer service culture to ensure a positive customer experience
 - Reinforced strong departmental customer service skills by presenting the HEART (Helpfulness, Expertise, Attentiveness, Respect, Timeliness) approach to service delivery at a DPR all hands event. (OE5)
 - Continued and expanded departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG comprises all LUEG departments with the objective of providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience. (OE5)
- Develop, maintain and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Developed a dynamic and innovative workforce through the delivery of a Ranger Academy training series comprised of best practices, current trends, operational knowledge and functional threading opportunities to 51 full-time staff. (OE6)
 - Maintained diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including a DPR “all hands” staff meeting; offering trainings to

enhance education and awareness including the DPR Ranger Academy and the addition of a feature in every edition of Dispatch (employee newsletter); sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helped employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff became better prepared to maintain exceptional service levels for DPR’s diverse customers. (OE6)

2017–19 Objectives



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to the individuals’ needs
 - Respond to the needs of the County’s most vulnerable populations. (HF1)
 - ◆ Provide training opportunities and avenues to employment in the park service profession to 25 veterans and active military personnel through DPR’s parks volunteer program.
 - ◆ Improve the living conditions of San Diego’s homeless population by developing a comprehensive plan through collaboration with the Health and Human Services Agency (HHS), Public Safety Group (PSG) and community partners to connect individuals with essential support services in park locations in the communities of Oceanside, Lakeside, Spring Valley and Bonita.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
 - Improve residents’ access to affordable, local and healthy food by continuing to collaborate on the implementation of the Food System Initiative by partnering with HHS to acquire produce from local food sources to serve snacks at three after-school programs. (HF2)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Ensure new parks are healthy spaces for a variety of recreational activities by updating the Park Lands Dedication Ordinance to incorporate best practices and tools for developers. (HF4)
- Leverage internal communication through resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
 - Promote and improve employee wellness through *Live Well San Diego*. (HF5)





- ◆ Highlight DPR employees participating in Live Well activities through the production of six in-depth news stories shared through internal and external communication platforms such as County Intranet, Facebook and Twitter.
- ◆ Promote future use and park stewardship by expanding Live Well employee participation to 250 employees within the County's Employee Resource Groups through six planned events designed to educate participants about parks, trails and habitats that are uniquely San Diego.

- ◆ Raise youth awareness of sustainability and environmental stewardship by implementing an educational program focusing on pollution prevention that provides experiential learning opportunities and meets the Next Generation Science Standards.
- ◆ Develop an educational program at San Elijo Lagoon Nature Center that highlights sustainability, pollution prevention and the current lagoon restoration project.
- Continue regional leadership in land management, responsible stewardship, preservation and biological monitoring of open space preserves in order to protect diverse habitats and sensitive species.
 - ◆ Preserve and protect the region's natural resources by acquiring 500 additional acres for conservation and recreation, effectively managing 49,784 acres of parkland and 8 additional miles of trail bringing the total trails inventory to 371 miles.
 - ◆ Ensure open spaces are thriving by implementing both focused and comprehensive monitoring including species specific surveys and adaptive management at five South County preserves. DPR will engage Citizen Science volunteers and other volunteer groups to participate in monitoring efforts.
 - ◆ Protect biological and cultural resources by updating Resource Management Plans at five preserves to ensure conservation efforts are appropriately prioritized.
 - ◆ Expand implementation of the Multiple Species Conservation Program and further DPR's commitment to increase public access to preserves by establishing a Preserve Operations and Stewardship Field Unit to perform adaptive management and responsive stewardship at ten County preserves.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water and outdoor experiences by providing new amenities and enhancing park infrastructure.
 - ◆ Broaden opportunities for nature engagement within the south county by securing grant funding for a new campground that will provide low cost accommodations within the Coastal Zone and will feature a nature education area.
 - ◆ Provide for the recreational needs of the desert community of Borrego Springs by beginning construction of their first County park.
 - ◆ Enhance interpretive opportunities at the San Diego Botanic Garden by constructing new horticultural and administrative buildings and amenities for the public to enjoy.



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
 - Promote emergency awareness by partnering with the Office of Emergency Services to share vital information through the use of employees' personal emergency preparation stories in conjunction with the #SDSharetoPrepare campaign. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Improve accessibility for users of all abilities by implementing phase two of the DPR ADA Transition Plan which will bring extensive improvements to parking areas, walkways and restrooms at San Dieguito Park. (SC2)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Support physical, intellectual, social and emotional development of youth living in foster care or transitional homes through four outdoor activities that promote health and nature engagement.
 - Expand the opportunities for inmates to gain marketable landscaping skills to reduce recidivism by continuing our partnership with the Sheriff's Civics Greenhouse program to cultivate and plant native vegetation and trees for restoration projects at ten park facilities. (SC6)



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Increase awareness of pollution prevention and watershed protection strategies through partnerships, public service announcements and educational programs. (SE3)
 - ◆ Educate the public on the impacts of pollution on our watersheds by partnering with the Department of Public Works and County Communications Office to develop a public service announcement to be shared at special events and on social media platforms such as YouTube, Twitter and Facebook.

- ◆ Increase park sustainability and reduce carbon footprint by increasing the amount of annual energy generated by DPR photovoltaic systems to 590 megawatt hours.
- Provide exceptional parks, open space, trails, programs and recreational opportunities for all residents and educate the public on how to preserve these resources. (SE5)
 - ◆ Encourage the responsible use of resources and promote protection of the natural environment by educating the public through four presentations on conservation and ecological concerns.
 - ◆ Continue efforts to create a contiguous trail system through the San Luis Rey River Park by starting construction of the Middle Trail, and acquiring lands to enhance public access.
 - ◆ Provide additional regional and community trails by finalizing the Otay Regional Trail Alignment Study and pursuing funding for environmental review in coordination with our agency partners and stakeholders.
 - ◆ Connect seniors to four outdoor experiences and/or programs to promote long-term physical and mental health through partnerships with service providers that support seniors.
 - ◆ Expand options for outdoor fitness by partnering with community health districts and other community non-profits to secure funds to install fitness equipment in parks near playgrounds, offering the opportunity for families to engage in both exercise and play.
 - ◆ Foster nature engagement, environmental education and inclusive design by expanding Track Trails program to include multi-lingual signage at two parks.
 - ◆ Facilitate hikers in selecting a nature experience and increase trail use by sharing eight virtual trail experiences in County Parks on DPR’s website and social media channels.
 - ◆ Expand DPR’s diversity and inclusion efforts to provide recreation programs to a wide array of customers by adding multi-lingual text to two seasonal program guides and their digital versions on the DPR website.
- ◆ Enhance customer experience, improve reservation efficiency and streamline reporting functionality by launching a new parks reservation system.
- Protect the value of existing park infrastructure through an annual \$3.0 million major maintenance program to ensure high quality park amenities.
- Strengthen our customer service culture to ensure a positive customer experience
 - Reinforce departmental excellence by providing a new customer service training for entry level field staff and volunteers to enhance their ability to provide exceptional park and recreational experiences to the public. (OE5)
 - Continue and expand departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments with the objective of providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience. (OE5)
- Develop, maintain and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Increase cultural competence and promote an inclusive workplace by ensuring at least 10% of DPR employees attend a culture-specific class through the Health and Human Services Agency’s The Knowledge Center. (OE6)
 - Maintain diversity and inclusion (D&I) of staff, customers and stakeholders as high priorities by regularly discussing the importance of ensuring employees feel valued, engaged and trusted. These values will be reinforced in staff meetings and at all levels of the department by: providing relevant trainings to enhance education and awareness; featuring a D&I article in each edition of Dispatch (employee newsletter); ensuring recreational programming and special events are inclusive and engage a wide range of participants; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for DPR’s diverse customers. (OE6)

 **Operational Excellence**

- Align services to available resources to maintain fiscal stability
 - Conserve financial resources by using volunteers to support parks and facilities resulting in annual cost avoidance of \$2.45 million.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Improve efficiency and service delivery to DPR customers through the use of new and existing technology. (OE3)

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at:

- ◆ www.sdcounty.ca.gov/parks





Follow us on Facebook and Twitter at:

◆ www.facebook.com/CountyofSanDiegoParksandRecreation

◆ twitter.com/sandiegoparks




Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Foster positive youth development in programs that increase physical, intellectual, social and/or emotional abilities through number of unduplicated youth diversion participants ¹	22,564	N/A	N/A	N/A	N/A
	Protect and preserve the region's natural resources through the number of parkland acres owned and effectively managed	48,565	49,173	48,836	49,784	50,284
	Maintain responsible stewardship for number of miles of trails managed in the County Trails Program ²	363	374	363	371	380
	Number of new acres acquired for conservation and recreation ³	467	N/A	N/A	N/A	N/A
	Increase park sustainability and reduce carbon footprint through number MWHs of electricity generated by DPR Photovoltaic Systems ⁴	562	550	667	590	600
	Conserve financial resources by utilizing volunteers resulting in annual cost savings (millions)	2.4	2.4	2.4	2.45	2.5

Table Notes

¹Youth 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. Participation increase in Fiscal Year 2014–15 was attributed to Waterfront Park being open to the public for a full year. In Fiscal Year 2015–16 participation was anticipated to level off but participation has remained consistently high. This measure was discontinued in Fiscal Year 2016–17. This measure will continue to be tracked internally.

²Fiscal Year 2016–17 goal for trails will not be met due to the delay of new Community Facilities Districts.

³Effective Fiscal Year 2016–17, this measure was discontinued. The number of acres acquired is contained in the number of parkland acres owned and managed.

⁴Two additions to existing photovoltaic systems were added at the Lakeside Teen Center and Sweetwater Summit Campground resulting in electrical production that exceed total projected output for all monitoring systems in Fiscal Year 2016–17.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net increase of 9.00 staff years.

- ◆ Increase of 7.00 staff years in the Operations Division: 1.00 staff years for positions at the County Administration Center

Waterfront Park and 6.00 staff years for positions at various open space preserves for the operations, maintenance and ongoing stewardship of existing and future land funded by the Multiple Species Conservation Program (MSCP).

- ◆ Increase of 2.00 staff years in the Resource Management Division for positions at the County Operations Center for the monitoring and management of the MSCP program.



Expenditures

Net increase of \$5.4 million.

- ◆ Salaries & Benefits—increase of \$0.9 million due to required retirement contributions and negotiated labor agreements, increase of minimum wage for temporary staff and nine additional staff.
- ◆ Services & Supplies—net increase of \$3.9 million.
 - ◆ Increase \$1.4 million due to the increase in various Services & Supplies accounts for the monitoring, operation and maintenance and ongoing stewardship open space preserves funded by MSCP.
 - ◆ Increase of \$1.2 million due to contracted services for Parks and Recreation tree program.
 - ◆ Increase of \$0.5 million due to consultant work for Regional Pest Assessments.
 - ◆ Increase of \$0.3 million in various Information Technology accounts due to new contract and implementation of ACCELA for Fixed Asset Management.
 - ◆ Increase of \$0.2 million due to increase of facilities management costs.
 - ◆ Increase of \$0.2 million due to increase in vehicle maintenance.
 - ◆ Increase of \$0.1 million due to increase of fire suppression activities.
- ◆ Other Charges—increase of \$0.5 million due to additional vehicles needed to support the operations and maintenance of MSCP areas (\$0.3 million) and Harmony Grove (\$0.2 million).
- ◆ Operating Transfer Out—increase of \$0.1 million due to increase in staff cost supporting County Services Areas.
- ◆ Charges for Current Services—increase of \$0.9 million (\$0.6 million based on Waterfront Trust Fund and \$0.3 on all other parks fees) due to additional revenue from park services, camping and recreational programs.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million due to budgetary adjustment to correctly reflect revenue from Waterfront Trust Fund fund balance. Revenue will be recognized under Charges for Current Services.
- ◆ Other Financing Sources—increase of \$0.1 million due to increase in staff cost supporting County Service Areas.
- ◆ Fund Balance Component Decrease—increase of \$0.3 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$1.7 million. A total of \$3.5 million is budgeted for Tree Program (\$2.0 million), American with Disabilities Act (ADA) Improvements (\$0.5 million), Regional Assessments of Emerging Pests (\$0.5 million), start up cost for Harmony Grove (\$0.2 million), replacement of new reservation system (\$0.2 million) and negotiated labor agreements (\$0.1 million).
- ◆ General Purpose Revenue Allocation—increase of \$2.8 million due to increase in retirement costs, additional 8.00 staff and Services & Supplies for the management, monitoring, maintenance, operations and ongoing stewardship of existing and future land funded through the Multiple Species Conservation Program (MSCP).

Revenues

Net increase of \$5.4 million

- ◆ Intergovernmental Revenues—decrease of \$0.3 million due to a decrease of revenue for Waterfront Park based on Center City Development Corporation Trust Fund.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$3.2 million due to the completion of one-time projects.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Parks and Recreation		180.00			189.00	189.00
Total		180.00			189.00	189.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Parks and Recreation	\$ 36,427,398	\$ 34,792,268	\$ 57,478,019	\$ 50,249,817	\$ 39,975,775	\$ 36,766,693
Park Land Dedication	1,549,454	72,000	2,673,812	966,823	63,100	62,300
Park Special Districts	3,388,899	3,781,448	4,053,437	3,683,234	4,003,573	3,995,636
Total	\$ 41,365,750	\$ 38,645,716	\$ 64,205,268	\$ 54,899,874	\$ 44,042,448	\$ 40,824,629

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 18,880,841	\$ 20,405,386	\$ 19,780,936	\$ 19,776,808	\$ 21,304,131	\$ 21,616,227
Services & Supplies	19,231,961	16,162,553	28,300,656	19,844,187	20,067,927	16,938,544
Other Charges	162,495	178,000	326,363	158,146	660,671	218,000
Capital Assets Equipment	27,148	—	104,536	54,462	11,000	—
Expenditure Transfer & Reimbursements	(43,000)	—	—	(19,099)	—	—
Fund Balance Component Increases	—	—	13,000,000	13,000,000	—	—
Operating Transfers Out	3,106,305	1,899,777	2,692,777	2,085,371	1,998,719	2,051,858
Total	\$ 41,365,750	\$ 38,645,716	\$ 64,205,268	\$ 54,899,874	\$ 44,042,448	\$ 40,824,629

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 1,984,159	\$ 1,944,090	\$ 1,944,090	\$ 2,043,946	\$ 2,009,015	\$ 2,023,920
Taxes Other Than Current Secured	15,022	14,750	14,750	17,510	14,700	14,750
Licenses Permits & Franchises	2,606,885	60,200	60,200	2,842,043	50,450	50,450
Fines, Forfeitures & Penalties	549	—	—	—	—	—
Revenue From Use of Money & Property	1,185,959	1,167,882	1,167,882	1,295,191	1,208,856	1,212,321
Intergovernmental Revenues	1,673,664	960,987	2,306,515	1,473,845	686,800	687,000
Charges For Current Services	6,258,450	6,060,054	6,060,054	6,908,665	6,922,113	7,020,412
Miscellaneous Revenues	354,917	588,644	2,067,336	654,433	488,271	407,100
Other Financing Sources	1,814,189	1,899,777	1,979,777	1,980,629	1,998,719	2,051,857
Fund Balance Component Decreases	—	—	—	—	265,667	265,667
Use of Fund Balance	1,992,379	1,819,064	24,474,396	13,552,819	3,494,404	74,648
General Purpose Revenue Allocation	23,479,576	24,130,268	24,130,268	24,130,268	26,903,453	27,016,504
Total	\$ 41,365,750	\$ 38,645,716	\$ 64,205,268	\$ 54,899,874	\$ 44,042,448	\$ 40,824,629



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 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, PDS has 216.00 staff years and a budget of \$44.9 million.



- Continued 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. Specifically, PDS has worked with other departments throughout the County, including departments within Health & Human Services Agency, to share best practices with a goal of improving overall land use programs and processes to positively impact residents within the unincorporated county.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Created opportunities for safe access to places that provide community connection and engagement through the Active Transportation Plan that assists in prioritizing pedestrian sidewalk gaps in proximity to community facilities and further improves bike and trail pathways within the unincorporated county. This plan will go to the Board of Supervisors for consideration in Fall 2017. (SC1)
- Ensured high quality, safe communities were achieved through the review and approval of 566 discretionary projects while balancing community, economic and environmental interests.
- Reduced risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes. This includes reviewing building plans, explaining code requirements to customers and conducting building inspections.
 - ◆ Reviewed 12,959 proposed building plans to ensure structures were properly and safely designed, which does not meet the projection of 15,000 because there were fewer building plans submitted than anticipated.
 - ◆ Helped 51,181 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance; exceeding the projection of 45,000.

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.

2016–17 Accomplishments



Healthy Families

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents

- ◆ Conducted 33,129 building inspections during construction to ensure structures were built in accordance with approved building plans and applicable building safety codes; exceeding the projection of 32,000.
- ◆ Promoted safe communities through the plan check and inspection of 578 new homes; falling short of the projection of 800 because fewer homes were submitted than anticipated.
- Improved public health and safety. (SC3)
 - ◆ Resolved 58% of debris and waste complaints within six months of initial notice to the property owner; exceeding the projection of 40%.
 - ◆ Ensured strong functional threading through participation on the Land Use and Environment Group Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.



Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Ensured ongoing customer and stakeholder engagement through proactive outreach, regular stakeholder and industry group meetings and continuous communication through a variety of formats to anticipate customer expectations and demands. (SE2)
 - ◆ Provided six trainings/meetings to promote communication, education and transparency with the 26 Community Planning and Sponsor Groups in the unincorporated county communities.
 - ◆ Conducted regularly scheduled and ad-hoc meetings with industry and stakeholders to address various issues including housing affordability and cost recovery efforts.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Promoted water quality through implementation of the new Municipal Separate Storm Sewer Systems (MS4) Permit.
 - ◆ Collaborated with other departments to implement the new MS4 permit. This included developing training in collaboration with the Department of Public Works (DPW) to identify roles and responsibilities related to new processes and requirements. Additionally, a cross-departmental team has been assembled to coordinate and respond to MS4 violations from the Regional Water Quality Control Board, as well as to proactively determine solutions to unpermitted uses.
 - ◆ Developed new and updated existing building permit processes and forms to comply with the new MS4 permit.

- ◆ Trained staff in Building, Code Compliance, Land Development and Project Planning divisions on the new MS4 permit requirements. This included training to address structural Best Management Practices (BMPs), new processes and risk levels for noncompliance.
- ◆ Conducted customer and stakeholder outreach regarding the new MS4 permit requirements. This included both ongoing meetings with engineers-of-work to help facilitate compliance with MS4 on their project designs as well as work with the Land Development Industry Advisory Group to promote cost effective ideas for designing and maintaining compliance.
- Improved the efficiency of land use programs that guide the physical development of land within the unincorporated areas of San Diego county through a balance of growth and conservation, while collaborating with communities.
 - ◆ Continued collaboration with 80 community stakeholders and industry on the preparation of the North County Multiple Species Conservation Program (MSCP). Completed draft to be released for public comment in Fall 2017.
- Improved customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan.
 - ◆ Completion of the biennial General Plan Clean Up is projected in December 2017.
 - ◆ Presented recommended land use designations to the Board of Supervisors that incorporated the now expired Forest Conservation Initiative lands into the General Plan in December 2016.
 - ◆ Completed updates to the Pine Valley and Campo/Lake Morena community plans to improve consistency and thread the community plans into the General Plan's goals and policies.
- Protected the environment and preserved community character through the efficient application of planning, engineering, environmental regulations and stakeholder engagement in the management of land development permit applications for discretionary projects.
 - ◆ Continued implementation of the Purchase of Agricultural Conservation Easements (PACE) program. The County's PACE Program has preserved 376 acres of agricultural land exceeding the goal of 230 acres this fiscal year. Open enrollment for the next round of eligible PACE participants will begin in mid-2017. Since the PACE Program was started in Fiscal Year 2013-14, the County has compensated 24 property owners and permanently preserved 1,761 acres of land for agriculture.





- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through streamlined permit processing.
 - ◆ Promoted renewable energy generation in the unincorporated areas of the county through the plan check and inspection of solar system capacity of 113,858 kilowatts. This is enough energy to power roughly 12,096 California homes.
 - ◆ Launched six major community outreach events to promote local energy efficiency and conservation programs. In August and September 2016, PDS hosted four Climate Action Plan Visioning Sessions and two Public Workshops to engage community, business and environmental stakeholders in the development of the County's Climate Action Plan. The County's Climate Action Plan will address strategies to reduce electricity, natural gas, and water consumption in the unincorporated County, as well as County facilities.
 - ◆ Continued drafting the updated Climate Action Plan (CAP) through extensive public outreach and stakeholder engagement. This process was recognized by the Association of Environmental Professionals with an award for Outstanding Public Involvement. The updated CAP will go to the Board of Supervisors for consideration in late 2017/early 2018.

- order to increase employees' understanding of their individual and collective contribution to the County's fiscal stability. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Used new technology to improve customer service and gain efficiencies. (OE3)
 - ◆ Developed and implemented project forecasting tools, which has improved the accuracy of discretionary project scheduling to decision makers.
 - ◆ Determined feasibility for the creation of an automated report tool to be utilized when scoping discretionary permit applications.
 - ◆ Continued development of tools that allow customers to complete tasks online, reducing the time they need to spend traveling and waiting in County offices. Staff are currently working to develop capacity for customers to renew permits online and have launched the ability to make appointments online for both the Code Compliance and Land Development divisions.
 - Launched the "Tell Us Now" mobile application for customers to submit complaints for code compliance cases. This mobile application provides increased ease and accessibility to key services that promote safety for residents in the unincorporated areas of the county. The application was developed in collaboration with the Air Pollution Control District, the Department of Public Works and the Agriculture, Weights and Measures departments to provide a comprehensive approach to a variety of compliance issues that are important to the community. (OE3)
 - ◆ Collaborated in the implementation of the Land Use and Environment Group Enterprise Asset Management System (LEAMS) and integrated asset management system with geographic information system (GIS) maps. Use of LEAMS ensures accurate and useful data is available to staff for the efficient and timely provision of services and assistance in the unincorporated county.
 - Continued development of the performance management program, and when applicable provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - ◆ Determined feasibility for the creation of automated reports for monitoring and tracking performance in the Project Planning and Code Compliance divisions.
 - ◆ Drafted initial metrics for publishing results on the public facing website for the Land Development division.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Provided adequate resources to customers through fiscal discipline and dedication to operational excellence.
 - ◆ Implemented a process for the tracking of housing for entitled discretionary projects to support the General Plan annual reporting and ensured adequate housing supply for residents in the unincorporated areas of the county.
 - ◆ Managed workload and staffing levels by balancing land development market fluctuations with fiscal and customer service stability.
 - ◆ Worked towards full cost recovery of our services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery* while continuously looking for opportunities to gain business process efficiencies within our department and for our customers.
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - Continued employee participation in financial literacy classes by incorporating budget and fiscal training into department staff meetings (meeting the goal of 15%), in



- ◆ Through the application of proactive case and project management principles and techniques, PDS has begun closely tracking target time standards for processing land development projects with the goal of publishing results within the next fiscal year.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued and expanded departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience. (OE5)
 - Ensured a positive customer experience by: (OE5)
 - ◆ Maintaining an average Permit Center wait time of 23 minutes or less.
 - ◆ Maintaining an average Permit Center counter transaction time of 35 minutes or less.
 - ◆ Maintaining an average turnaround time of 22 days or less for the first review of residential building plans.
 - Continued departmentwide focus on improving customer service. (OE5)
 - ◆ Participated in the Customer Experience Initiative.
 - ◆ The Board adopted a comprehensive cost recovery package. This included a review of all land development fees and deposits and outreach to stakeholders, which resulted in consolidating 77 deposits and conversion of two deposits to flat fees.
 - ◆ Through the application of organizational change processes, PDS has established functioning teams that balance workload, promote a sustainable work environment and improve customer service by streamlining the discretionary permit process. This process was recognized by the California State Association of Counties (CSAC) with a Merit Award for the Land Development Process Reorganization.
 - ◆ Developed a public engagement strategy that demonstrates key milestones in project processing and identifies when public engagement should occur with multiple customers and stakeholders.
 - ◆ Developed customer and stakeholder outreach materials to communicate the overall land development process.
- Increased the number of codes cases closed through voluntary compliance by 3.6%, thus increasing customer satisfaction and reducing customer cost. Although the objective of 10% was not met, an increase of 3.6% indicates that improved compliance efforts are trending towards the objective.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Implemented the PDS Workforce Development Program that includes 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)
 - ◆ Awarded a multi-year contract and began implementation of follow-up Case and Project Management training tailored to specific processes and functions within LUEG.
 - ◆ Identified opportunities for the Team LUEG Workforce Development subgroup to collaborate with the Diversity and Inclusion Champions to create and implement training and/or engagement programs for LUEG staff.
 - Maintained diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including a PDS “all hands” staff meeting; offering trainings to enhance education and awareness; sustaining a social/morale committee that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in employee resource groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for PDS’s diverse customers. (OE6)

2017–19 Objectives



Healthy Families

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - ◆ Promote community participation and input into land development projects, policies and the development of community and subregional plans.



Safe Communities

- 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 through the Active Transportation Plan that assists in prioritizing pedestrian sidewalk gaps in proximity to community facilities and further improves bike and trail pathways within the unincorporated county. (SC1)





- Ensure high quality safe communities are achieved through the review and approval of discretionary projects while balancing community, economic and environmental interests.
- Reduce safety risks by ensuring buildings and improvements are designed and constructed in accordance with building safety codes. This includes reviewing building plans, explaining code requirements to customers and conducting building inspections.
 - ◆ Review proposed building plans to ensure structures are properly and safely designed.
 - ◆ Help customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
 - ◆ Conduct building inspections during construction to ensure structures are built in accordance with approved building plans and applicable building safety codes.
 - ◆ Promote safe communities through the plan check and inspection of new homes.
- Utilize a team-based approach in addressing code compliance concerns. (SC3)
 - ◆ Resolve 40% of debris and waste complaints within six months of initial notice to the property owner.
 - ◆ Ensure strong functional threading through participation on the Land Use and Environment Group Compliance Team.



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 to anticipate customer expectations and demands. (SE2)
- Improve customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan.
 - ◆ Complete updates to two community plans to improve consistency and thread the community plans to the General Plan’s goals and policies.

- Protect the environment and preserve community character through the efficient application of planning, engineering and environmental regulations in the management of land development permit applications for discretionary projects.
 - ◆ Continue implementation of the Purchase of Agricultural Conservation Easements (PACE) program, which supports the local agriculture industry and the preservation of community character. The program has a goal of preserving 230 acres of agricultural land each year.
- Promote green building, including sustainable building practices, renewable energy and energy efficiency through streamlined permit processing.
 - ◆ Promote renewable energy generation in the unincorporated areas of the county through the plan check and inspection of solar system capacity.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Facilitate and incorporate input from the community in the discretionary land development and planning process.



Operational Excellence

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Continue participation in the PDS Workforce Development Program that includes 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)
 - ◆ Continue to implement and promote the discipline of Case and Project Management throughout the department.
 - ◆ Implement robust orientation and overview process to better engage staff in PDS processes and principles on an ongoing basis.

Related Links

For additional information about Planning & Development Services, refer to the website at:

- ◆ www.sdcounty.ca.gov/pds


Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Project Planning number of discretionary projects to reach final decision and resolution ^{1,2}	536	NA	NA	NA	NA
	Review 100% of proposed building plans to ensure structures are properly and safely designed ³	NA	100%; 15,000 plans	86%; 12,959 plans	100%; 15,000 plans	100%; 12,000 plans
	Assist 100% of customers navigating the building permit and inspection process by explaining code requirements and exploring options to achieve compliance ⁴	NA	100%; 45,000 customers	114%; 51,181 customers	100%; 45,000 customers	100%; 40,000 customers
	Conduct 100% of building inspections during construction to ensure structures are built in accordance with approved building plans	NA	100%; 32,000 inspections	104%; 33,129 inspections	100%; 32,000 inspections	100%; 30,000 inspections
	Promote safe communities through the plan check and inspection of new homes ⁵	NA	800 new homes	578 new homes	600 new homes	600 new homes
	Resolve 40% of debris and waste complaints within 6 months of initial notices to the property owner ⁶	NA	40%	58%	40%	40%
	Preserve agricultural acres under the Purchase of Agricultural Easements (PACE) Program ⁷	NA	230	376	230	230
	New GIS layers added to the Enterprise Data Maintenance Environment ^{8,9}	20	NA	NA	NA	NA
	Average turnaround time for first review of residential building plans ¹⁰	15 business days	15 business days	22 business days	15 business days	15 business days
	Average Permit Center counter wait time (in minutes) ¹¹	25 mins	20 mins	23 mins	20 mins	20 mins
	Average Permit Center counter transaction time for residential permits in minutes ¹¹	50 mins	30 mins	35 mins	30 mins	30 mins
	Increase the number of cases closed through voluntary compliance ¹²	NA	10%	3.6%	10%	10%

Table Notes

¹ 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.

² The number of discretionary projects to reach final resolution fluctuates based on workload and housing market trends.

³ This measure does not meet the projection of 15,000 because fewer building plans were submitted than anticipated. All building plans that were submitted were reviewed.





- ⁴This measure was exceeded due to a greater number of individuals receiving assistance from staff than projected. Changes in State Code and the new Municipal Separate Storm Sewer Systems (MS4) permit generated additional questions from customers.
- ⁵This measure was not met due to fewer homes being submitted than anticipated. This represents a change in trend and future projections have been amended to reflect this.
- ⁶This measure was significantly exceeded due to streamlining the assignment of debris and solid waste complaints and addressing other inefficiencies in the process.
- ⁷PACE was able to purchase more than 230 acres with the funds that were available due to the cost of land.
- ⁸New 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. There was a decrease in layers this Fiscal Year when compared to last Fiscal Year as additional layers are dependent upon business need.
- ⁹This Performance Measure (PM) is no longer be reported as of Fiscal Year 2016–17 as this measure is not capturing performance-based data, but rather internal process data. However, this metric is still being tracked internally within the Department.
- ¹⁰ While fewer building plans were submitted compared with projections, the fiscal year did involve a several large projects monopolizing staff time. Addressing these projects contributed to delays for all building plan reviews. These delays were compounded by the triennial state code change and staff turnover among the plan review staff.
- ¹¹ Significant turnover among PDS Building counter staff led to several new employees filling front-line counter positions. The new employees are more deliberate in completing tasks as they learn their responsibilities and ensure the accuracy of their work.
- ¹² Increasing the number of cases of closed through voluntary compliance. The Codes Division is reorganizing how code compliance is conducted and is creating an outreach program to educate the community on the importance of compliance which is expected to improve this number.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net increase of 21.00 staff years. Increase of 21.00 staff years in the Advance Planning (7.00) to support Sustainability, Policy, Long Range Planning and Mobility and Facilities Planning; Building (2.00) to support increased workload related to stormwater regulations; Code Compliance (7.00) to support increased workload in code compliance cases and case management of complex code cases for neighborhood services, which includes strategic community improvement planning; Land Development (2.00) to support increased workload related to stormwater regulations and grading cases; Project Planning (2.00) to support increased workload related to environmental reviews and to provide quality control and strategic planning; and Support Services (1.00) to administrative support to divisions due to increased workload.

Expenditures

Net increase of \$6.1 million.

- ◆ Salaries & Benefits—increase of \$3.3 million reflects the staffing changes noted above, step increases, required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—increase of \$2.9 million primarily due to increased consultant contracts for increased permit activity, and one-time or mandated programs, like the Sustainable Groundwater Management Act program; public liability insurance premium; record retention cost; and office, supplies and trainings for 21 new employees.
- ◆ Capital Assets Equipment—increase of \$0.1 million primarily due to replacement of 8 vehicles.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.2 million due to re-class revenue to reimbursement for the finance support services to other General Fund departments. Since this is a reimbursement, it has the effect of \$0.2 million decrease in expenditure.

Revenues

Net increase of \$6.1 million.

- ◆ License Permits & Franchises—increase of \$0.2 million related to cost recovery proposal increased building permit fees.
- ◆ Charges for Current Services—increase of \$0.6 million related to cost recovery proposal increased various land development projects charges in the county.



- ◆ Intergovernmental Revenues—increase of \$0.1 million related to San Diego Geographic Information Source (SanGIS) reimbursement for additional one IT Analyst.
- ◆ Fund Balance Component Decreases—increase of \$0.2 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$2.4 million. A total of \$12.1 million is budgeted for use as follows:
 - ◆ \$7.9 million of General Fund fund balance:
 - ◆ Homeowner Relief and Green Building Permit fee waivers (\$4.0 million).
 - ◆ PACE program (\$1.5 million).
 - ◆ SGMA phase 1 (\$2.35 million)
 - ◆ CRAFT Labor Negotiation Increase (\$0.05 million)
 - ◆ \$4.2 million of Land Use and Environment Group fund balance for:
 - ◆ MS4 Accela Update (\$0.1 million)
 - ◆ Nuisance Abatement (\$0.15 million)
 - ◆ Environmental Justice Element (0.1 million)
 - ◆ Rebudget for one-time funding related to various IT projects (\$0.6 million).
 - ◆ Rebudget for the General Plan Amendment for Property Specific Requests (\$0.2 million).
 - ◆ Rebudget for Community Plan Updates (\$0.2 million).
 - ◆ Rebudget for Residential Density Rounding (\$0.2 million).
 - ◆ Rebudget for Alpine FCI Special Study (\$0.3 million).
 - ◆ Rebudget for the Zoning Ordinance Update (\$1.1 million).
 - ◆ Rebudget for General Plan Policy Land Use Amendment (\$0.4 million).
 - ◆ Rebudget for Resource Protection Ordinance (\$0.2 million).
 - ◆ Rebudget for SB 743 Transportation Impact Analysis (\$0.1 million).
 - ◆ Rebudget for Multiple Species Conservation Program funding (\$0.2 million).
 - ◆ Rebudget for building permit fee waivers related to Firestorm 2007 (\$0.3 million).
 - ◆ Rebudget for Nuisance Abatement (\$0.05 million)
- ◆ General Purpose Revenue Allocation—increase of \$2.6 million as a result of Salaries & Benefits growth and 19.00 out of 21.00 staff years added are GPR funded.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$7.7 million due primarily to the anticipated completion of one-time projects.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Administration		16.00			17.00	17.00
Advance Planning		17.00			24.00	24.00
Project Planning		59.00			61.00	61.00
Land Development		24.00			25.00	25.00
Building Services		49.00			52.00	52.00
Code Compliance		17.00			24.00	24.00
LUEG GIS		9.00			8.00	8.00
SanGIS COSD		4.00			5.00	5.00
Total		195.00			216.00	216.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Administration	\$ 2,868,536	\$ 4,220,288	\$ 4,280,653	\$ 3,055,340	\$ 5,415,604	\$ 4,759,997
Advance Planning	4,274,616	7,339,549	10,410,901	5,039,310	9,775,984	2,844,830
Project Planning	7,545,963	9,135,318	10,230,530	7,527,031	9,533,543	9,597,800
Land Development	2,849,168	3,947,836	4,370,362	3,299,329	4,220,612	4,224,267
Building Services	8,014,644	9,296,416	10,494,649	8,499,188	10,102,499	10,006,014
Code Compliance	2,066,125	2,503,398	2,922,003	2,293,371	3,353,334	3,216,006
LUEG GIS	1,551,753	1,517,414	1,631,180	1,487,212	1,463,351	1,484,242
SanGIS COSD	795,330	849,671	849,671	926,701	995,194	1,000,170
Total	\$ 29,966,136	\$ 38,809,890	\$ 45,189,949	\$ 32,127,482	\$ 44,860,121	\$ 37,133,326

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 19,292,896	\$ 25,048,862	\$ 26,120,983	\$ 21,826,177	\$ 28,337,088	\$ 27,820,465
Services & Supplies	10,614,101	13,921,028	18,744,206	10,307,017	16,862,867	9,712,695
Capital Assets Equipment	—	15,000	15,000	—	60,000	—
Expenditure Transfer & Reimbursements	(324,511)	(175,000)	(175,000)	(490,472)	(399,834)	(399,834)
Fund Balance Component Increases	383,650	—	484,760	484,760	—	—
Total	\$ 29,966,136	\$ 38,809,890	\$ 45,189,949	\$ 32,127,482	\$ 44,860,121	\$ 37,133,326



Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 4,356,360	\$ 4,225,553	\$ 4,225,553	\$ 4,258,464	\$ 4,435,346	\$ 8,505,585
Fines, Forfeitures & Penalties	215,752	205,703	205,703	359,336	205,703	205,703
Revenue From Use of Money & Property	1,081	500	500	1,797	1,000	1,000
Intergovernmental Revenues	801,342	542,121	782,691	883,153	662,040	583,016
Charges For Current Services	11,259,495	14,828,691	14,885,051	11,671,799	15,436,932	15,651,235
Miscellaneous Revenues	144,699	—	—	39,975	—	—
Fund Balance Component Decreases	—	—	—	—	161,271	161,271
Use of Fund Balance	4,273,592	9,766,904	15,850,033	5,672,540	12,144,093	—
General Purpose Revenue Allocation	8,913,815	9,240,418	9,240,418	9,240,418	11,813,736	12,025,516
Total	\$ 29,966,136	\$ 38,809,890	\$ 45,189,949	\$ 32,127,482	\$ 44,860,121	\$ 37,133,326



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) is responsible for: County maintained roads; traffic engineering; land development civil engineering review; design engineering and construction management; land surveying and map processing; cartographic services; watershed quality and flood protection; County airports, solid waste planning and diversion; inactive landfills; wastewater systems management; and permanent road divisions.

To ensure these critical services are provided, the Department of Public Works has 512.00 staff years, a budget of \$302.2 million and uses 156 contracts.

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.

2016–17 Accomplishments



Healthy Families

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths



- Increased opportunities for bicycles and pedestrian safety by incorporating appropriate bike and ADA compliant pedestrian facilities in 100% of road capacity improvements (projects that widen road or add lanes or features to handle increased traffic volume) assuring the safety of pedestrians and bicyclists choosing to walk or ride a bicycle to their ultimate destination.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
- Operated the sanitary sewer system with three Sanitary Sewer Overflows (SSOs) that exceeded 1,000 gallons, missing the goal of zero overflows. All three spills occurred as a result of high intensity winter storms which brought a large volume of stormwater into the sewer system, overwhelming the capacity of the system and resulting in damage to sewer pipes. However, health risks were prevented and the environment protected.
 - ◆ Cleaned 430 miles of 12-inch diameter sewer lines to prevent overflows from clogs.
 - ◆ Inspected 33 miles of sewer mains within the sewer system via closed-circuit TV to identify sewer defects and facilitate proactive repairs to the infrastructure.
- Ensured that County bridges are safe for public use. (SC2)
 - ◆ To provide for public safety, ensured 100% of eligible County bridges were budgeted for repair or replacement in the Federal Highway Bridge Program to ensure timely construction and maintain the confidence of the traveling public.
- Working with law enforcement and other agencies, road maintenance crews ensured safe, open roads within 24 hours of an emergency 87% of the time (less than the goal of 100%, due to severe winter weather) by implementing immediate responses to inclement weather, roadway hazards and natural disasters.

- Maintained County roadway infrastructure in as good of a condition as possible based on reduced State gas tax funding, but did not achieve a Pavement Condition Index (PCI) of 70 or higher (County PCI was 60 for 2016). (SC2)
- To ensure that public and privately-initiated development projects within the unincorporated area adhere to the latest engineering standards for safe and proper drainage design, staff developed and made available an online Hydrology Manual guidance document.
- Sustained an efficient inspection and maintenance program that achieved a 100% runway availability rate at the County's five largest airports, which supports emergency responders, local, regional and international businesses and aviators.



Sustainable Environments

- Enhanced the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Engaged businesses, residents and County staff to promote clean water so that by the end of June 2017, water quality was improved by achieving an 11% reduction in urban runoff (pollution) into County storm drains that continually flow during dry weather (meaning they are not caused by rain, but human activity, e.g., car washing, lawn watering, etc.). This reduction is on track to exceed our goal of a 10% reduction by end of 2017. (SE2)
 - To enhance the environment and improve water quality in the region, performed stormwater inspections using highly skilled and certified staff to ensure MS4 permit compliance during the construction phase on 100% of private development and capital improvement projects. (SE2)
 - Protected a sustainable watershed by improving the health of local waters and minimizing downstream pollutants. (SE2)
 - ◆ To keep debris from entering County of San Diego waterways and prevent flooding, road crews removed 20,586 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program.
 - ◆ To improve knowledge about ways to prevent water pollution, achieved a 70% average score on post-tests administered to high school students following watershed education presentations. This met our goal of 70%.
 - ◆ Provided Qualified Stormwater Pollution Prevention Program (SWPPP) Practitioner (QSP) or Qualified SWPPP Developer (QSD) training to 100% of privately-initiated construction inspection staff to equip staff with the necessary knowledge to assure compliance with MS4 stormwater permit requirements on private construction projects.

- ◆ Achieved 100% permit compliance with stormwater regulations at all DPW Capital Improvement Program (CIP) construction sites.
- ◆ Received two NACo Awards for work on Stormwater Compliance and Watershed Protection, both for guidance provided to our customers on ways to improve water quality.
- ◆ Received an Outstanding Innovation for Green Planning and Design from the Association of Environmental Professionals, San Diego Chapter Award for green planning and design for guidance work provided on green infrastructure.
- To protect public health and the environment at closed landfills and burn sites, operated an inspection and maintenance program that resulted in one notice of violation, which was remedied within 24 hours, but was more than the goal of zero.
 - ◆ Provided monitoring through monthly inspections at each of the closed landfill and burn sites, and tracked notices of violation.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers
 - Maintained an effective map checking system to provide 100% map reviews and comments within 20 working days for professional submittals of Records of Survey and Corner Records, to provide for planning, development, infrastructure and services that strengthen the local economy and increase consumer and business confidence. (OE4)
 - Implemented the “Tell Us Now” mobile application for customers to submit complaints for road service requests. This mobile application provides increased ease and accessibility to key services that promote safety for residents in the unincorporated areas of the county. The application was developed in collaboration with the Air Pollution Control District, Planning & Development Services and the Agriculture, Weights and Measures departments to provide a comprehensive approach to a variety of issues that are important to the community. (OE4)
 - Provided adequate resources to customers through fiscal discipline and dedication to ensure operational excellence.
 - ◆ Created a five year work plan for each of the 68 Permanent Road Divisions (PRDs) to analyze the adequacy of funding for future maintenance. A multi-year outreach plan was developed for PRDs that require additional maintenance funding. Staff successfully worked with property owners in 10 (40%) of the 25





PRDs to develop work plans, conduct rate increases, and close PRDs that no longer desired maintenance services in Fiscal Year 2016-17.

- Align services to available resources to maintain fiscal stability
 - Worked towards full cost recovery of our services in accordance with Board Policy B-29, Fees, Grants, Revenue Contracts - Department Responsibility for Full Cost Recovery while continuously looking for opportunities to gain business process efficiencies within our department and for our customers. (OE2)
 - ◆ To meet full cost recovery for the Airport Enterprise Fund, County Airports staff obtained Board of Supervisors approval to implement updated Rates and Charges including property transaction, landing, fuel flowage and aircraft storage fees.
 - ◆ The Street Lighting District obtained Board of Supervisors approval to increase the assessment fee per benefit unit to offset increases in energy costs and complete a phased retrofit of the remaining streetlights to energy efficient LED lights.
 - ◆ Inactive Landfill staff submitted a request to Cal Recycle to reduce the County's 30-year post-closure financial assurance for the closed San Marcos Landfill, which was approved by Cal Recycle and resulted in a reduction of the financial assurance of approximately \$6.0 million. This will be used to preserve the Environmental Trust Fund for ongoing maintenance costs.
 - ◆ Through the process to create the Strategic Plan to Reduce Waste, the Solid Waste Planning and Recycling Section brought forward a proposal to the Board of Supervisors to consider a franchise fee increase. The fee had not been changed since its inception in 1997. The Board's approval of the fee increase provides for a sustainable funding solution for this program in its goal to achieve 75% waste diversion by 2025.
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - Continued employee participation in financial literacy classes by incorporating budget and fiscal training for 15% (76) of staff (meeting the goal), in order to increase our staff's understanding of their individual and collective contribution to the County's fiscal stability. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
 - Embraced opportunities through Team LUEG to develop our workforce through trainings, mentoring and by other means to help employees grow.
 - ◆ There were 46 staff who attended the LUEG Leadership Development Model workshops and 36 staff who attended a LUEG-wide customer service training.

2017–19 Objectives



Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
 - Staff will design and construct sidewalks at five prioritized locations identified in Fiscal Year 2016-17 as part of the Pedestrian Gap Analysis, and will also design and construct sidewalks and bicycle lanes in Lakeside. Completion of these projects will result in more than 6,500 additional feet of sidewalks over the next two years making walking and bicycling a viable, safe choice for those living in the unincorporated communities.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Maintain County roadway infrastructure in good condition to provide for reduced impact to vehicles, enhanced road safety and improved transportation facilities for our customers. The department will work with the Department of Strategy and Intergovernmental Affairs to advocate at the federal level for additional funding to assist in meeting this goal. The State recently passed legislation that will provide additional funding to assist in meeting this goal. (SC2)
 - ◆ Replace 20% (860) Low Pressure Sodium streetlights on residential streets with energy-efficient LED streetlights using remote access technology that will allow staff to proactively troubleshoot and repair inoperable lights within one working day, resulting in safer streets for residents, improved customer service and reduced carbon emissions. This is a multi-year program that will be scaled based on revenues collected from an assessment rate increase approved by the Board of Supervisors in Fiscal Year 2016-17 with a goal of replacing all the Low Pressure Sodium streetlights over five years.
 - To prevent health risks to the public and protect the environment, operate the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reach surface waters or exceed 1,000 gallons.
 - ◆ Clean 390 miles of 12-inch diameter sewer lines to prevent overflows from clogs.
 - ◆ Inspect 25 miles of high risk sewer mains within the sewer system via closed-circuit TV to identify sewer defects and facilitate proactive repairs to the infrastructure.
 - ◆ Use in-line monitors at critical sewer locations to provide early warnings of potential sanitary sewer overflows.



- Ensure that County bridges are safe for public use by identifying community threats that impact quality of life. (SC3)
 - ◆ To provide for public safety, ensure 100% of eligible County bridges are budgeted for repair or replacement in the Federal Highway Bridge Program to ensure timely construction and maintain the confidence of the traveling public.
- Working with law enforcement and other agencies, road maintenance crews will ensure safe, open roads within 24 hours of an emergency 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters. (SC3)
- Continue to sustain an efficient inspection and maintenance program that achieves at least a 95% runway availability rate at the County's five largest airports which support emergency responders, local, regional and international businesses and aviators. (SC3)
- Ensure strong functional threading through participation on the Land Use and Environment Group Compliance Team. This multi-disciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community. (SC3)

- ◆ To protect public health and the environment at closed landfills and burn sites, operate an inspection and maintenance program that results in zero notices of violation.
- ◆ Provide monitoring through routine inspections at each of the closed landfill and burn sites, and track notices of violation.
- ◆ To continue to divert waste from landfills, meet state mandates and promote sustainable management of resources.
- ◆ Increase recycling awareness and participation through 240 outreach/ compliance visits including inspections, trainings, site visits, community events and school presentations for 3,600 attendees annually.

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 2017-18, water quality would be improved by achieving a 20% reduction in urban runoff (pollution) into County storm drains that continually flow during dry weather (meaning they are not caused by rain, but human activity such as car washing, lawn watering, etc.) and a 30% reduction by the end of FY2018-19. (SE2)
 - To enhance the environment and improve water quality in the region, perform stormwater inspections using highly skilled and certified staff to ensure MS4 permit compliance during the construction phase on 100% of private development and capital improvement projects. As the inspections occur industry will be educated on best management practices. (SE2)
- Cultivate a natural environment for residents, visitors and future generations to enjoy.
 - Protect a sustainable watershed by improving the health of local waters and minimizing downstream pollutants. (SE2)
 - ◆ To keep debris from entering County of San Diego waterways and prevent flooding, road crews will remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers
 - Maintain an effective map checking system to provide 100% of map reviews and comments within 20 working days for professional submittals of Records of Survey and Corner Records, to provide for planning, development, infrastructure and services that strengthen the local economy and increase consumer and business confidence. (OE4)
 - Meet with customers living on private roads maintained by a Permanent Road Division (PRD) to educate the residents about the conditions of their roads and on whether the funding the residents are paying is sufficient to maintain the roads. For PRDs that have inadequate funding, communicate funding options to 50% of the PRDs by 2017-18 and 100% by Fiscal Year 2018–19. Then it is up to the property owners to vote on increasing the funding to ensure adequate funding for future maintenance. (OE4)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Maintained diversity and inclusion of staff as high priorities by: regularly discussing the importance of these values in staff meetings at all levels of the department, including “all hands” staff meeting; offering trainings to enhance education and awareness; sustaining a workforce development team that is open to every employee (and who are encouraged to participate); and by strongly supporting staff participation in Employee Resource Groups, activities and events. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff become better prepared to maintain exceptional service levels for DPW’s diverse customers. (OE3)




- Strengthen our customer service culture to ensure a positive customer experience
 - Continue and expand departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience. (OE5)
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - Continue employee participation in financial literacy classes by incorporating budget and fiscal training for 15% of staff, in order to increase employees’ understanding of their individual and collective contribution to the County’s fiscal stability. (OE2)

Related Links

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

- ◆ www.sdcountry.ca.gov/dpw

Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 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	9% of 136	N/A	N/A	N/A	N/A
	Developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools	100% of 13	N/A	N/A	N/A	N/A
	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	12	N/A	N/A	N/A	N/A
	Working with Law Enforcement and other agencies, road maintenance crews will ensure safe, open roads within 24 hours of an emergency 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters ¹	100%	100%	87%	100%	100%
	To provide for public safety, ensure 100% of County bridges considered structurally unsound (Safety Rating at or below 50) are programmed for repair or replacement in the Federal Highway Bridge Program to maintain confidence of the traveling public	100%	100%	100%	100%	100%
	To prevent health risks to the public and protect the environment, operate the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reach surface waters or exceed 1,000 gallons ²	0%	0%	Three spills over 1,000 gallons	0%	0%



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Sustain an efficient inspection and maintenance program that achieves a 95% runway availability rate at the County’s five largest airports which support emergency responders, local, regional, and international businesses and aviators	N/A	95%	100%	95%	95%
	Maintain County roadway infrastructure in good condition to provide for reduced impact to vehicles, to enhance roadway safety, and provide for improved transportation facilities for our customers ³	N/A	Greater than or equal to 70 PCI	60 PCI	Greater than or equal to 61 PCI	Greater than or equal to 62 PCI
	Engage businesses, residents and County staff to promote clean water so that by the end of 2019-20, water quality will be improved by achieving a 75% reduction in urban runoff (pollution) into County storm drains that continually flow during dry weather (meaning that they are not caused by rain, but human activity, e.g., car washing, lawn watering, etc.) ⁴	N/A	10%	11%	20%	30%
	Maintain an effective map checking system to provide map reviews and comments within 20 working days for professional submittals of Records of Survey and Corner Records, to provide for planning, development, infrastructure and services that strengthen the local economy and increase consumer and business confidence	N/A	100% less than or equal to 20 days	100% less than or equal to 20 days	100% less than or equal to 20 days	100% less than or equal to 20 days

Table Notes

- ¹ Due to the severity of storm events and flooding in Fiscal Year 2016–17, some closures lasted longer than 24 hours, particularly if large boulders had to be removed from the road.
- ² In Fiscal Year 2016–17, three spills occurred during extreme wet weather conditions and the system couldn’t handle the extreme amount of water.
- ³ While a PCI of 60 in Fiscal Year 2016–17 is still considered good, achieving a 70 was not achievable based on the limited amount of State gas tax available.
- ⁴ This performance measure, which promotes a sustainable environment, is being updated for future Op Plans to align with the audacious goal set by the Regional Water Quality Control Board as part of the stormwater permit and is consistent with the numeric goals in the Water Quality Improvement goals submitted to that Board.



Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net increase of 5.00 staff.

- ◆ Increase of 6.00 staff departmentwide includes 3.00 new staff in the General Fund for the Private Development Construction Inspection unit due to an increase in required inspections to comply with stormwater regulations, 2.00 new staff in DPW General Fund Watershed Protection Program and 1.00 new staff in the Road Fund Special District to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements.
- ◆ Decrease in the Road Fund of 1.00 staff in Field Survey as a result of decreased workload for projects funded by the Highway Users Tax.
- ◆ Transfer of 8.00 staff within the Road Fund to meet operational needs as detailed below will result in no additional change in total staffing.
 - ◆ Land Development Program Cartography decrease of 8.00 staff due to:
 - ◆ Transfer of 3.00 staff to Land Development Program Field Surveys
 - ◆ Transfer of 4.00 staff to Management Services Division
 - ◆ Transfer of 1.00 staff to Transportation Services Program Field Engineering
 - ◆ Land Development Program Field Surveys increase of 3.00 staff due to transfer from Land Development Program Cartography.
 - ◆ Management Services Division increase of 4.00 staff due to transfer from Land Development Program Cartography.
 - ◆ Engineering Services Program Field Engineering increase of 1.00 staff due to transfer from Land Development Program Cartography.

Expenditures

Net increase of \$57.4 million.

- ◆ Salaries & Benefits—net increase of \$2.9 million reflects the staffing changes noted above, required retirement contributions and negotiated labor agreements, and decreases in retirement CERS county offset and temporary help.
- ◆ Services & Supplies—Net increase of \$70.4 million.
 - ◆ Increase of \$79.2 million includes a \$40.1 million increase in the Road Fund Detailed Work Program for road maintenance and road rehabilitation projects to improve the condition of roads, \$28.0 million increase in the Road Fund for future maintenance and road rehabilitation projects based on an advance from the General Fund, \$2.8 million increase in professional services related to the stormwater Total Maximum Daily Load (TMDL) compliance under the Watershed Protection Program, \$1.9 million increase in contracted services for the San Diego County Sanitation District sewer condition assessment program, \$1.7 million increase in routine road maintenance for Permanent Road Divisions and Harmony Grove, and \$4.7 million increase in consultant contracts and miscellaneous inter-fund rental for Road Fund, hardware purchases for Lighting District LED improvement, auto and equipment maintenance for Equipment ISF, construction truck rental, traffic devices maintenance and trash services for transportation program, landscaping maintenance for CSA Cottonwood and CSA Montevista, major maintenance for Flood Control District pipe repair projects, annual software license for Wastewater Enterprise Fund, rents and leases for Inactive Waste drainage improvement projects, public liability insurance, facilities management, telecommunications maintenance and information technology (IT) costs for various funds.
- ◆ Decrease of \$8.8 million is due to reduced inter-departmental costs for Watershed Protection Program and Flood Control District completed projects; decrease in special departmental expense for completed one-time projects in the General Fund and a decrease in the Inactive Waste Fund as a result of reduced water quality control threats and a corresponding fee reduction; decrease in road materials and construction rental for transportation program, reduced IT costs for one-time projects in the General Fund and Road Fund; reduced minor equipment for completed Flood Control District ALERT2 grant; reduced utilities for completed Flood Control District Woodside project, Road Fund and Airport Enterprise Fund.
- ◆ Other Charges—Net decrease of \$15.9 million.
 - ◆ Decrease of \$21.4 million is due to one-time payment of \$21.1 million from the General Fund to the Environmental Trust Fund to offset additional requirements imposed by the State and for burn sites and one landfill that were not part of the original Solid Waste divestiture in 1997 and \$0.3 million as final payment for the Ramona Tower and Sewer Loan in the Airport Enterprise Fund.
 - ◆ Increase of \$5.5 million is due to increases in right-of-way costs based on the Detailed Work Program project schedule; equipment depreciation for newly acquired vehicles under the Equipment ISF program; and structures depreciation for newly completed capital projects in the San Diego County Sanitation District and Airport Enterprise Fund.
- ◆ Capital Assets/Land Acquisition—Net decrease of \$1.8 million includes \$2.0 million in completed capital projects in the San Diego County Sanitation District, offset by a \$0.2 million increase for the Ramona Airport Perimeter Fence in the Airport Enterprise Fund.



- ◆ Capital Assets Equipment—Net increase of \$2.0 million includes vehicle purchases of \$1.5 million in the Road Fund Equipment Acquisition ISF, \$0.4 million in the Airport Equipment Acquisition ISF, and \$0.1 million in Liquid Waste Equipment Acquisition ISF.
- ◆ Operating Transfers Out—Net decrease of \$0.2 million.
 - ❖ Decrease of \$1.1 million is due to \$0.5 million transfer from the Road Fund to the Road Fund Equipment Acquisition ISF for vehicle replacement purchase; \$0.4 million transfer from the Wastewater Enterprise Fund to the Liquid Waste Equipment Acquisition ISF for vehicle replacement purchase; \$0.2 million decrease from the Airport Enterprise Fund to Special Aviation Debt Service due to the final payment of the Ramona Tower and Sewer Loan.
 - ❖ Increase of \$0.9 million includes transfer from General Fund to Road Fund and Road Fund Equipment Acquisition ISF for one-time projects and equipment; and transfer from General fund to General Fund Equipment Acquisition ISF for vehicle purchases for new staff in Private Development Construction Inspection unit.

Airport capital improvement projects at County airports; \$0.3 million increase in Community Development Block Grant funded construction projects; and \$0.2 million in State grant revenues related to the Integrated Regional Water Management Program (IRWMP).

- ◆ Decrease of \$0.5 million includes \$0.3 million in Aid From Other Government Agencies revenue from co-permittees for Total Maximum Daily Load (TMDL), \$0.1 million decrease due to one-time funding for the ALERT Flood Warning System and \$0.1 million decrease in other state grants.
- ◆ Charges for Current Services—Net decrease of \$2.1 million.
 - ❖ Decrease of \$4.1 million includes \$2.3 million decrease in charges from the completion of the Rancho San Diego Pump Station; \$0.6 million in special drainage area fees from the completion of the Woodside Avenue project in the Flood Control District; \$0.5 million in Other Charges Current Services in the Inactive Waste fund due to reduced operating costs; \$0.3 million for work funded by Airport Enterprise fund and Liquid Waste fund; \$0.2 million decrease in solid waste tonnage fees; \$0.1 million in Transportation Impact Fee funded capital improvement projects; and \$0.1 million in developer deposits.
 - ❖ Increase of \$2.0 million includes increases of \$0.9 million in Service to Property Owners primarily from \$0.5 million in increased inspections and \$0.4 million in fees from the Private Development Construction Inspection unit; \$0.8 million from new benefit assessment rates in the Street Lighting District; \$0.2 million increase for the new position funded by the General Fund to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements; and \$0.1 million for work funded by for Capital Outlay funds.
- ◆ Other Financing Sources—Net increase of \$27.8 million.
 - ❖ Increase of \$28.9 million includes a \$28.0 million advance from the General Fund to be repaid from the new revenues anticipated from the Road Repair and Accountability Act of 2017 and to be used for improving County roads to achieve a PCI of 70 within the next five years; and a \$0.9 million transfer from the General Fund to the Road Fund for one-time projects.
 - ❖ Decrease of \$1.1 million includes a \$0.5 million transfer from the Road Fund to the Road Fund Equipment Acquisition ISF for vehicle replacement purchases; a \$0.4 million transfer from the Liquid Waste Enterprise Fund to the Liquid Waste Equipment Acquisition ISF for vehicle purchases; a \$0.2 million decrease from the Airport Enterprise Fund to Special Aviation Debt Service due to the final payment of the Ramona Tower and Sewer Loan.
- ◆ Fund Balance Component Decreases—Net increase of \$5.0 million

Revenues

Net increase of \$57.4 million.

- ◆ Taxes Current Property—Increase of \$0.3 million primarily due to projected taxes from property owners for the Street Lighting District and special taxes from the newly established Harmony Grove Fire Protection fund.
- ◆ Taxes Other Than Current Secured—Increase of \$4.2 million due to right-of-way acquisitions for TransNet funded projects, including Bradley Avenue and Cole Grade Road.
- ◆ Revenue From Use of Money & Property—Net Increase of \$0.9 million.
 - ❖ Increase of \$1.1 million includes a \$0.7 million increase in equipment depreciation for newly acquired vehicles under the Equipment ISF program, \$0.3 million in fuel flowage royalties in County Airports due to new rates and fee schedule and \$0.1 million in leases for properties owned by County Airports.
 - ❖ Decrease of \$0.2 million is due to a decrease in equipment rental operating fees for DPW’s vehicle fleet.
- ◆ Intergovernmental Revenues—Net increase of \$23.2 million.
 - ❖ Increase of \$23.7 million includes \$18.0 million in additional gas tax receipts from the Highway User’s Tax Account as a result of the new transportation funding from the Road Repair and Accountability Act of 2017, which was passed by the State Legislature on April 6, 2017 and \$2.0 million anticipated gas tax receipts due to a 1.9 cent increase from 27.8 cents to 29.7 cents in excise tax rate; \$2.4 million for increased work under the Federal Highway Planning and Construction for Federal Highway Administration projects in the Road fund; \$0.8 million increase in Federal Department of Transportation (DOT)



- ◆ Increase of \$6.6 million includes \$6.5 million in the Road Fund to fund road maintenance and road rehabilitation projects, which will fully deplete committed reserves established to ensure stability of state funding; and \$0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt; appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Decrease of \$1.6 million from completed capital improvement projects in the Lakeside service area in the San Diego County Sanitation District and for the Supervisory Control and Data Acquisition (SCADA) monitoring project.
- ◆ Use of Fund Balance—Net decrease of \$2.4 million. A total of \$68.7 million budgeted includes:
 - ◆ One-time General Fund fund balance of \$10.5 million includes:
 - ◆ \$10.0 million for the Watershed Protection Program to fund Total Maximum Daily Load (TMDL) for structural Best Management Practices (BMP) design and environmental review, non-structural BMPs, water quality monitoring, and to fund the investigation, monitoring, and abatement of dry weather flows from county storm drains, trash policy compliance, treatment control BMP compliance projects, development of procedures and guidance for implementing treatment control BMP process improvements, for the Site Specific Objective (SSO) project to protect the Santa Margarita Watershed and for sustainable infrastructure pilot projects.
 - ◆ \$0.50 million for traffic signal upgrades to enhance traffic and pedestrian safety
 - ◆ One-time Land Use and Environment Group fund balance of \$1.6 million for one-time projects includes:
 - ◆ \$0.53 million for road maintenance work in the Road Fund
 - ◆ \$0.40 million for crosswalk marking enhancements for pedestrian safety
 - ◆ \$0.23 million for two hook lift attachments for asphalt tack trucks used for road paving
 - ◆ \$0.18 million for re-certification from the Federal Emergency Management Agency (FEMA) Community Ratings System (CRS) to meet updated guidelines by implementing floodplain management activities to achieve a Class 6 rating, which will benefit County residents with reduced flood insurance premiums
 - ◆ \$0.09 million for vehicles to be acquired for new staff in the Private Development Construction Inspection unit.
 - ◆ \$0.06 million to implement the first year of a three-year program for upgrades and maintenance of the San Diego County Real Time Network (SDCRTN) necessary for topographic and construction surveys for highway and bridge projects
 - ◆ \$0.05 million for mitigation enhancements to the Sweetwater River Levee System based on results from the US Army Corps of Engineers (USACE) inspection to identify potential issues and to comply with current standards
 - ◆ \$0.05 million for a new asphalt pavement testing equipment for rubberized asphalt to be used for pavement resurfacing projects
 - ◆ \$0.025 million for an automatic soils compaction testing equipment
- ◆ Rebudget of \$0.6 million of LUEG fund balance in the DPW General Fund for projects that will continue into Fiscal Year 2017–18 including: consultant services to develop an Environmental Impact Report (EIR) for zoning ordinance revisions to encourage composting (\$0.3 million); enhancement of the San Luis Rey River flood forecasting system (\$0.2 million); and for the Proctor Valley Road vacation and closure (\$0.08 million).
- ◆ One-time funding of \$56.0 million from various DPW funds of which \$9.8 million is for purchasing replacement or new equipment in the DPW Internal Service Equipment Acquisition funds; \$4.9 million for depreciation expense and capital improvement projects in the Airports program; \$10.1 million for sewer condition assessment program, depreciation expense and capital improvement projects in the San Diego County Sanitation District service areas; \$18.1 million for funding for major maintenance projects, including asphalt concrete overlay and slurry seal in the Road Fund; \$5.8 million for capital improvement projects in the Road Fund; \$6.1 million for maintenance for paving projects and potential emergencies in the Permanent Road Divisions; \$0.3 million for irrigation and landscaping projects in the County Service Area landscaping districts; \$0.3 million for LED lighting improvements in the San Diego Lighting Maintenance District; \$0.3 million for state-mandated recycling implementation program; \$0.2 million for preservation of survey monuments; and \$0.1 million one-time information technology (IT) costs for Wastewater Management.
- ◆ General Purpose Revenue Allocation— Increase of \$0.5 million for funding of new positions for the TMDL program and increased negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2017–18 to 2018–19

A net decrease of \$49.1 million includes a decrease of \$42.6 million in Services & Supplies primarily due to the projected completion of road maintenance and road rehabilitation projects based on a one-time advance from the General Fund and the projected completion of one-time projects related to the TMDL program; a decrease of \$1.4 million in Other Charges primarily due to one-time funding for right-of-way acquisitions in the Road

fund; a decrease of \$5.8 million in Capital Assets Equipment due to completed vehicle purchases in the equipment ISFs; a \$1.9 million decrease in Operating Transfers Out due to the completion of transfers from the General Fund for one-time projects.

An offsetting increase of \$2.6 million includes a \$0.9 million increase in Salaries & Benefits due to previously negotiated salary increases and increased retirement costs and \$1.7 million increase in Capital Assets/Land Acquisition due to a new capital project in the San Diego County Sanitation District.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Road Program	351.00	351.00	351.00
Solid Waste Management Program	19.00	19.00	19.00
General Fund Activities Program	58.00	63.00	63.00
Airports Program	36.00	36.00	36.00
Wastewater Management Program	43.00	43.00	43.00
Total	507.00	512.00	512.00

Budget by Program

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Road Program	\$ 115,154,915	\$ 105,112,769	\$ 153,327,498	\$ 98,435,265	\$ 176,408,114	\$ 145,360,143
Solid Waste Management Program	6,492,443	7,764,671	8,795,508	6,742,535	7,169,765	6,779,795
General Fund Activities Program	23,315,104	48,088,907	51,531,269	43,648,520	27,978,594	15,482,911
Airports Program	16,086,535	17,869,967	33,496,647	14,665,417	18,582,502	17,780,425
Wastewater Management Program	6,866,975	8,328,821	8,403,447	7,696,180	8,295,972	8,322,708
Sanitation Districts	24,249,874	27,925,085	45,991,540	17,574,175	29,253,827	29,553,927
Flood Control	13,449,103	5,447,303	9,095,586	6,501,540	4,607,137	4,595,624
County Service Areas	242,211	327,700	328,095	233,593	583,650	578,042
Street Lighting District	1,876,125	2,077,968	2,113,896	1,922,363	2,860,759	2,861,512
Community Facilities Districts	2,522	207,793	344,906	169,523	469,000	519,000
Permanent Road Divisions	1,360,681	6,018,307	6,298,197	1,060,638	7,220,112	7,220,112
Equipment ISF Program	7,295,627	15,627,258	20,638,327	8,123,329	18,739,815	13,970,380
Total	\$ 216,392,113	\$ 244,796,549	\$ 340,364,917	\$ 206,773,077	\$ 302,169,247	\$ 253,024,579

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 57,533,214	\$ 64,794,336	\$ 63,443,852	\$ 60,303,048	\$ 67,686,158	\$ 68,590,772
Services & Supplies	139,375,081	132,209,968	192,331,859	110,905,005	202,609,975	160,058,869
Other Charges	9,129,727	33,396,927	34,056,429	31,193,398	17,475,560	16,019,560
Capital Assets/Land Acquisition	0	4,152,175	33,003,251	0	2,327,000	4,000,000
Capital Assets Equipment	62,744	7,414,500	13,326,500	220,100	9,449,000	3,615,000
Expenditure Transfer & Reimbursements	(5,239)	—	—	(50,000)	—	—
Operating Transfers Out	10,296,585	2,828,643	4,203,026	4,201,527	2,621,554	740,378
Total	\$ 216,392,113	\$ 244,796,549	\$ 340,364,917	\$ 206,773,077	\$ 302,169,247	\$ 253,024,579

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 6,119,686	\$ 6,033,302	\$ 6,166,915	\$ 6,613,594	\$ 6,350,854	\$ 6,400,854
Taxes Other Than Current Secured	19,417,161	7,988,928	20,631,379	10,286,075	12,189,609	10,929,609
Licenses Permits & Franchises	5,992,603	5,001,000	5,001,000	5,428,551	5,001,000	5,001,000
Fines, Forfeitures & Penalties	13,250	200	200	116,179	—	—
Revenue From Use of Money & Property	21,440,795	20,334,681	20,334,681	24,656,434	21,266,994	21,764,783
Intergovernmental Revenues	67,078,374	59,400,332	74,338,122	62,957,681	82,632,565	110,521,905
Charges For Current Services	62,089,776	53,469,426	59,617,274	49,766,137	51,342,619	47,752,415
Miscellaneous Revenues	4,117,366	2,138,600	2,442,276	1,014,160	2,098,600	1,022,450
Other Financing Sources	10,111,356	2,828,643	3,913,643	4,039,947	30,621,554	740,378
Fund Balance Component Decreases	9,783,180	8,109,021	8,109,021	8,109,021	13,099,443	99,443
Use of Fund Balance	2,444,272	71,120,795	131,438,785	25,413,677	68,717,987	39,879,138
General Purpose Revenue Allocation	7,784,294	8,371,621	8,371,621	8,371,621	8,848,022	8,912,604
Total	\$ 216,392,113	\$ 244,796,549	\$ 340,364,917	\$ 206,773,077	\$ 302,169,247	\$ 253,024,579



County of San Diego

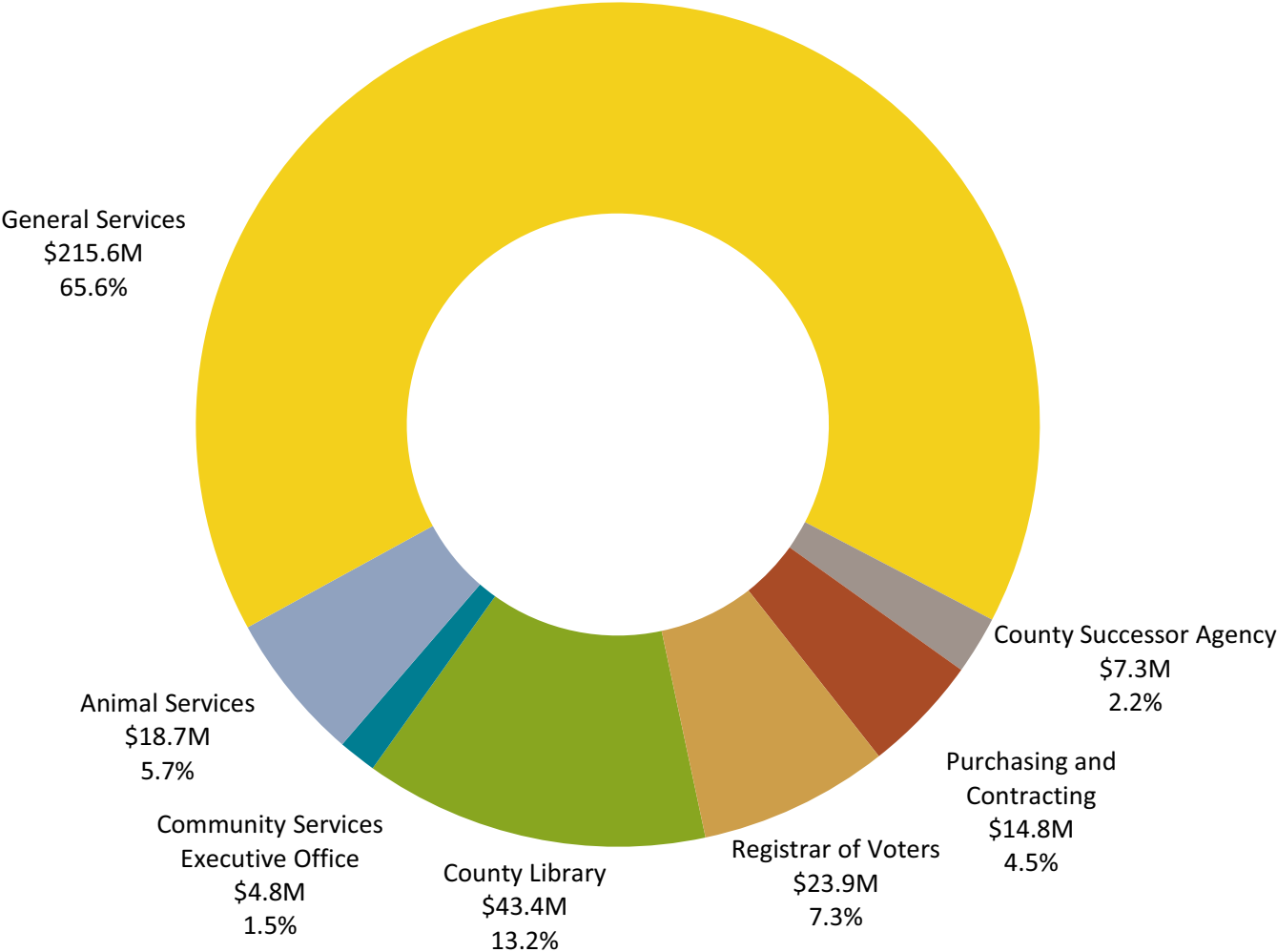
Community Services Group

Community Services Group at a Glance	355
.....	
Community Services Group Summary & Executive Office	357
.....	
Animal Services	363
.....	
County Library	369
.....	
General Services	375
.....	
Purchasing and Contracting	383
.....	
County Successor Agency	387
.....	
Registrar of Voters	391
.....	

Community Services Group at a Glance

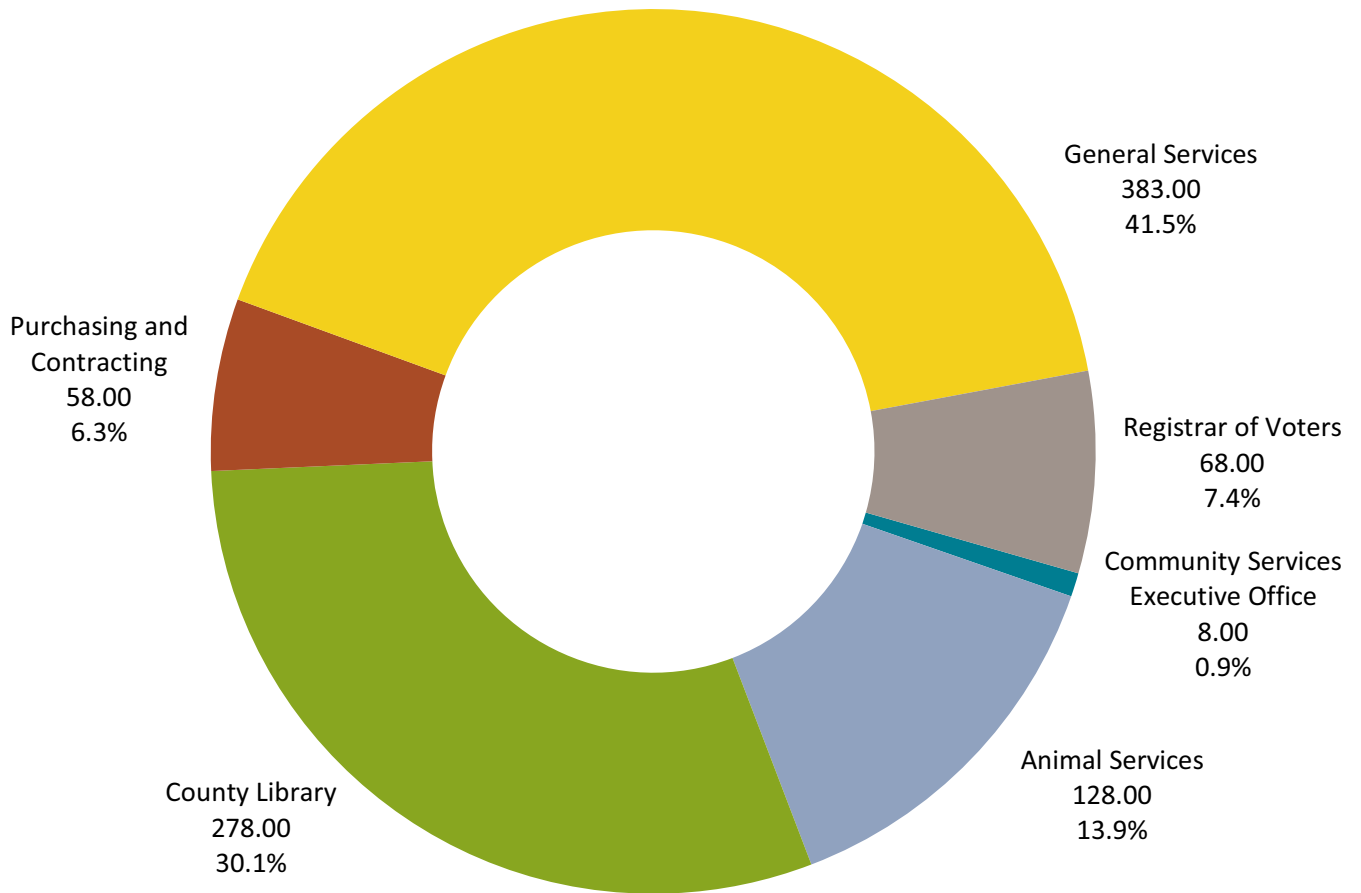
Adopted Budget by Department

Budget by Department Fiscal Year 2017-18: \$328.6 million



Adopted Staffing by Department

Staffing by Department
Fiscal Year 2017-18: 923.00 staff years



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 five 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, two mobile libraries, and four 24/7 Library-to-Go kiosks with collections and 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. Effective July 1, 2016, responsibility for housing assistance, such as rental and first-time homebuyer programs, has been shifted from CSG to Health and Human Services Agency (HHS) for improved alignment of County services.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parentheses (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

CSG Departments

- ◆ Animal Services
- ◆ County Library
- ◆ General Services
- ◆ Purchasing and Contracting



- ◆ County Successor Agency
- ◆ Registrar of Voters

Community Services Group Priorities



Healthy Families

- ◆ CSG will continue to support the County of San Diego's *Live Well San Diego* Vision through the increased collaboration with Employee Resource Groups as well as by increasing employee education and participation in activities that leverage internal resources to support the vision.



Safe Communities

- ◆ CSG will support our clients in maintaining and improving the quality of life for all. CSG will enrich our communities and the environment by focusing on sustainability planning in addition to providing time-critical maintenance response to current holdings of County owned or leased infrastructure.



Sustainable Environments

- ◆ Recognizing the importance of creating and promoting diverse opportunities for residents to exercise their right to be civically engaged, CSG will continue to identify and develop strategies to mitigate any challenges to the voter registration process. CSG will promote all efforts to continue to expand our work with volunteers and community-based organizations to identify community needs as well as strategies to address potential challenges.
- ◆ Engaging voters and increasing the number of registered voters brings the need for an increase in the number of poll workers. CSG recognizes this need and will ensure polling sites are sufficiently staffed with qualified personnel for the June 2018 Gubernatorial Primary and November 2018 Gubernatorial General election. In anticipation of these elections,

CSG will implement an outreach strategy to increase volunteer opportunities at the polls, expand partnerships with organizations that work with persons with Limited English Proficiency in order to recruit bilingual poll workers, and continue to develop a business-focused poll worker recruitment program.

- ◆ CSG will work to continually provide services that increase consumer and business confidence as a whole. In order to achieve this, CSG will actively participate in vendor/supplier outreach sessions and work in cooperation with local business associations to promote our services. Furthermore, CSG will review our current supplier base and assess underutilized and underserved business communities where CSG can host outreach events.
- ◆ In continuing to strive for excellence in providing an exceptional customer experience, whether internal or external, CSG will continue to focus over the next 10 years on our efforts to renew or replace all non-historic buildings more than 50 years old. In doing so, the County will promote

energy conservation, potable water conservation and use of alternative energy generation systems, reducing annual building energy use intensity by 1.5% in the coming fiscal year.



Operational Excellence

- ◆ To promote a culture of exceptional customer service by providing services that span from maintaining modern infrastructure, to ensuring accuracy and transparency of our record systems, CSG continues to make sure that our departments are providing a positive customer experience.
- ◆ CSG will continue to work to provide the appropriate resources to ensure superior service delivery to our customers and, as a group, CSG will consistently assess our clients’ needs and our effectiveness in order to remain competitive. By aligning services within CSG and with outside partners, CSG will ensure that our actions have a positive impact for the County.



2017–19 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 2017–19 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.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF1	Create a trauma-informed County culture	Animal Services, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	County Library, 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	County Library, 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 Live Well San Diego	County Library, Purchasing and Contracting, 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	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, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
SC6		Identify and increase multi-agency collaboration to develop, support and enhance strategies with the biggest impact to protect youth and reduce recidivism	Animal Services, Finance and General Government Group, Land Use and Environment Group, Public Safety Group





Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SC7	Develop a universal assessment process that drives case planning, sentencing and linkage to appropriate services both in and out of custody	Animal Services, 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	Purchasing and Contracting, Finance and General Government Group, Land Use and Environment Group
	SE2	Anticipate customer expectations and demands	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, Land Use and Environment Group, Public Safety Group
	SE6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	Animal Services, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Public Safety Group
		OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county
OE2		Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	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	Animal Services, County Library, General Services, 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	Successor Agency, 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, 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	Animal Services, 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

Executive Office Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Decrease of \$3.4 million

- ◆ Salaries & Benefits—increase of \$0.1 million to account for retirement contribution costs and negotiated labor agreement costs.
- ◆ Services & Supplies—decrease of \$3.5 million due to completion of one-time facility and energy projects in Fiscal Year 2016–17. Fiscal Year 2017-18 one-time needs funded by available Community Services General Fund fund balance for various facility and energy projects are included in the Department of General Services.

Revenues

Decrease of \$3.4 million

- ◆ Charges for Current Services—increase of \$0.1 million to reflect charges to non-General Fund departments for support services calculated as part of the County's approved Cost Allocation Plan.
- ◆ Use of Fund Balance—decrease of \$3.0 million for a total of \$2.3 million. Planned uses of fund balance include:
 - ◆ \$2.3 million in management reserves for unanticipated Group information technology and facility needs. One-time uses of fund balance for facility and energy projects previously included in CSG Executive Office are now included in the Department of General Services.

- ◆ Fund Balance Component Decrease—increase of \$0.02 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ General Purpose Revenue Allocation—decrease of \$0.6 million to reflect redistribution of groupwide allocation to CSG departments for ongoing operational needs.

Executive Office Budget Changes and Operational Impact: 2017–18 to 2018–19

Decrease of \$2.3 million primarily due to a reduction in the use of management reserves.





Group Staffing by Department						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Animal Services		128.00			128.00	128.00
County Library		274.00			278.00	278.00
General Services		378.00			383.00	383.00
Purchasing and Contracting		56.00			58.00	58.00
Registrar of Voters		66.00			68.00	68.00
Total		910.00			923.00	923.00

Group Expenditures by Department						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Community Services Executive Office	\$ 6,752,993	\$ 8,226,563	\$ 17,944,220	\$ 6,991,399	\$ 4,792,638	\$ 2,445,488
Animal Services	17,033,125	17,604,133	17,964,964	17,162,668	18,728,128	18,869,172
County Library	40,104,635	40,970,875	44,178,170	39,810,610	43,366,672	43,068,154
General Services	171,717,945	198,312,358	238,542,362	184,746,137	215,628,350	213,063,112
Housing & Community Development	17,685,311	—	—	—	—	—
Purchasing and Contracting	9,876,945	13,107,029	13,803,973	11,487,454	14,801,253	12,315,800
County Successor Agency	6,562,851	7,820,129	8,879,110	7,121,935	7,347,420	7,347,420
Registrar of Voters	17,548,454	21,235,142	27,349,744	26,613,429	23,940,444	22,527,042
Total	\$ 287,282,260	\$ 307,276,229	\$ 368,662,544	\$ 293,933,632	\$ 328,604,905	\$ 319,636,188



Executive Office Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Total		8.00			8.00	8.00

Executive Office Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Community Services Executive Office	\$ 6,752,993	\$ 8,226,563	\$ 17,944,220	\$ 6,991,399	\$ 4,792,638	\$ 2,445,488
Total	\$ 6,752,993	\$ 8,226,563	\$ 17,944,220	\$ 6,991,399	\$ 4,792,638	\$ 2,445,488

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 1,553,621	\$ 1,442,091	\$ 1,442,091	\$ 1,380,485	\$ 1,460,227	\$ 1,477,229
Services & Supplies	5,199,372	4,534,472	15,791,747	5,610,915	1,082,411	968,259
Operating Transfers Out	—	—	413,085	—	—	—
Management Reserves	—	2,250,000	297,297	—	2,250,000	—
Total	\$ 6,752,993	\$ 8,226,563	\$ 17,944,220	\$ 6,991,399	\$ 4,792,638	\$ 2,445,488

Executive Office Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 4,964	\$ —	\$ —	\$ 7,263	\$ —	\$ —
Charges For Current Services	1,062,229	1,068,247	1,068,247	1,068,247	1,200,597	1,200,597
Fund Balance Component Decreases	—	—	—	—	23,475	23,475
Use of Fund Balance	3,905,741	5,260,500	14,978,157	4,018,074	2,250,000	—
General Purpose Revenue Allocation	1,780,059	1,897,816	1,897,816	1,897,816	1,318,566	1,221,416
Total	\$ 6,752,993	\$ 8,226,563	\$ 17,944,220	\$ 6,991,399	\$ 4,792,638	\$ 2,445,488

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 128.00 staff and a budget of \$18.7 million.



sailors from the USS Essex handed out pet sweaters. The community had donated the sweaters specifically for this event. In all, staff took care of 98 animals at this event. (HF1)

- Promoted and conducted three vaccination, licensing and microchip clinics in the department's top underserved areas in collaboration with those communities and external partners. Gave out 303 dog licenses and coupons for spaying and neutering to dog owners unable to provide a license for their pet on October 30, 2016 at Barrio Logan's Chicano Park, on May 20, 2017 at the North Clairemont Recreation Center and on June 10, 2017 at Brengle Terrace Park in Vista. DAS and the Humane Society are working together to better serve areas within the county that face certain challenges in terms of having sufficient resources for pets. (HF1)

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.

2016–17 Accomplishments



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Partnered with the Animals for Armed Forces Foundation to cover the cost of adopting a shelter pet on November 12 and 13, 2016. Members of the military or their families adopted 35 animals in two days. (HF1)
 - Participated in the San Diego Housing Commission's annual Project Homeless Connect at the City of San Diego Concourse on January 25, 2017. The medical team provided free rabies and wellness vaccinations, microchipping and exams to animals belonging to homeless people. Animal services representatives issued free licensing and a special team of DAS volunteers and



Safe Communities

- Make San Diego the most resilient community in America
 - Provided services to approximately 288 properties from the Border Fire and Pointe Fire. (SC1)
 - Evacuated 145 animals from 18 properties and serviced an additional 70 properties while also providing food and water as well as proactively checked the health and welfare of pets and livestock at approximately 200 homes during the Border Fire in Potrero. The 288 properties serviced were primarily in Potrero and Campo.
 - ◆ Rescued 11 dogs and two cats from homes being threatened by the Pointe Fire on August 17, 2016.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensured that 0% of treatable animals that came into our shelter were euthanized by providing medical care when resources allowed and placing animals with rescue partners or adopters. (SC3)

- Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family or transfer to a rescue partner. (SC3)
- Responded to 98% of 26,131 patrol calls on time according to department protocols for responding to various levels of priority calls, exceeding the goal of 96%. (SC3)
- Created procedures and evaluated best practices to implement the ICE Black Box phone app to investigate suspected incidents of crimes against animals. (SC3)
- Partnered with the County Communications Office to implement an online training to increase staff awareness of safety during animal encounters. (SC3)
- Ensured that 86% of an estimated 20,298 sheltered dogs and cats were reunited with their owner or adopted into a new home. Original objective stated the estimated number as 25,000; that number included all animals instead of only dogs and cats.
- Participated in a nationwide pet adoption campaign, Clear the Shelters Day, on July 23, 2016. DAS had approximately 6,700 visitors at the three regional shelters in Bonita, Carlsbad and San Diego. 304 animals found a forever home, which is almost six times the number of adoptions that occur on a busy day during normal operations.
- Conducted the 38th Animal Law Enforcement Academy with 9 recruits graduating to full-time animal control officers.
- All San Diego youth are protected from crime, neglect and abuse
 - Plans to create a dog bite prevention education video for distribution to at-risk communities were postponed due to redirection of available resources to other operational priorities. (SC6)

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
 - Formed a Volunteer Program Action Team to implement business process improvements, such as a quarterly newsletter, quarterly social events, a staff photo organizational chart, volunteer trainings, color coded aprons by volunteer role, facility modifications, a dedicated volunteer room (at the regional shelter in San Diego), access card reader volunteer badges, seasonal animal adoption flyers, a feasibility study of shelter days and hours of operation, information boards for animal behavior, medical and enrichment status and an annual volunteer appreciation event to enhance the DAS Volunteer Program and increase volunteer and staff engagement. (SE6)

- Collaborated with the Registrar of Voters to include DAS advertisements in the sample ballot for the November 8, 2016 Presidential General Election. (SE6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service and delivery to our customers
 - Supported the potential procurement and implementation of Phase 1 capital improvements of the County Animal Shelter, Bonita. Implementation is dependent on the outcome of the County’s consideration of alternate service delivery models. (OE3)
 - Researched procedures to implement electronic field payments; however, the existing database cannot accommodate payments in the field. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured customers are provided with superior services by being responsive, professional, courteous, attentive and knowledgeable; achieved a customer satisfaction rating of 4.76 (on a scale of 1 to 5, with 5 being “excellent”). (OE5)
 - Implemented a pilot program to open the shelter six days a week (Sunday hours added) that resulted in adoptions increasing by 24% and Sunday becoming the second most popular day for visitors and adoptions, behind Saturday. (OE3)
 - Developed the “Pawsitive Approach Equals a Pawsitive Experience” staff appreciation campaign to recognize team members who exhibit helpfulness, expertise, attentiveness, respect and timeliness (HEART) with customers. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Conducted a department training needs assessment and created an annual training program for staff and volunteers for professional development and consistency in core competencies. (OE6)

2017–19 Objectives

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Participate in one veterans and one homeless event. (HF1)
 - Promote and conduct two vaccination, licensing and microchip clinics in the department’s top underserved areas per year in collaboration with those communities and external partners. (HF1)





Safe Communities

- Make San Diego the most resilient community in America
 - Partner with the Probation Department through a mutual aid agreement to evacuate, transport, shelter and care for animals affected by disasters. (SC1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Achieve a goal of 0% euthanasia of any healthy or treatable animals by reuniting lost pets with their owner or through adoption to a new family or transfer to a rescue partner. (SC3)
 - Respond to 98% of patrol calls on time according to department protocols. (SC3)
 - Ensure that 85% of an estimated 19,500 sheltered dogs and cats are reunited with their owner or adopted into a new home or transferred to a rescue partner. (SC3)
- The regional criminal justice system achieves a balance between accountability and rehabilitation
 - Implement a program to place shelter dogs in the Probation Department’s Juvenile facilities to train dogs and to teach at-risk youth offenders life skills and trade through positive animal interactions.



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
 - Implement business process improvements to enhance the DAS Volunteer Program and increase volunteer and staff engagement. (SE6)



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service and delivery to our customers
 - Support the potential implementation of Phase 1 capital improvements of the County Animal Shelter, Bonita. Implementation is dependent on the outcome of the County’s consideration of alternate service delivery models. (OE3)
 - Research procedures to implement the printing of electronic forms in the field. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensure customers are provided with superior services by being responsive, professional, courteous, attentive and knowledgeable; achieve a customer satisfaction rating of 4.75 (on a scale of 1 to 5, with 5 being “excellent”). (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Implement an annual training program for staff and volunteers for professional development and consistency in core competencies. (OE6)

Related Links

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

◆ www.sddac.com

Follow DAS on Facebook at:

◆ www.facebook.com/sddac



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Sheltered dogs and cats either adopted or reunited with owners	84.9% of 20,333	80.0%	86% of 20,298	85% of 19,500	85% of 19,500
	On-time patrol response ¹	98.0%	96.0%	98.0%	98.0%	98.0%
	Adoptable shelter animals euthanized* ²	0.00	0.00	0.00	N/A	N/A
	Treatable animals euthanized ³	0.0%	0.0%	0.0%	N/A	N/A
	Healthy or treatable animals euthanized ²	N/A	N/A	N/A	0.0	0.0
	Customer Satisfaction Rating ⁴	4.76	4.72	4.76	4.75	4.75

Table Notes

- ¹ Patrol time response standards, varying by urgency of call, are established by contract with client cities.
- ² Healthy and treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized. 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 animal. This coalition of shelters and other animal welfare agencies will work together to transfer, foster, treat or find solutions other than euthanizing adoptable and healthy or treatable animals.
- ³ 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. DAS is combining the PMs of 0% euthanasia of adoptable and 0% euthanasia of treatable animals into one Performance Measure.
- ⁴ Scale of 1 to 5, with 5 being “excellent”.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net increase of \$1.1 million

- ◆ Salaries & Benefits—increase of \$1.2 million due to continuation of Sunday hours at all three regional animal shelters (\$0.8 million), and increases in retirement contributions and various other personnel costs (\$0.3 million).
- ◆ Services & Supplies—decrease of \$0.1 million due primarily to the completion of one-time facility major maintenance projects budgeted in Fiscal Year 2016-17.

Revenues

Net increase of \$1.1 million

- ◆ Licenses, Permits & Franchises—decrease of \$0.1 million due to current projections for license and shelter fee revenue, which is paid directly to the County by residents served under existing service contracts with local cities.
- ◆ Revenue from Use of Money & Property—decrease of \$0.1 million due to projections based on sale of equipment and assets.
- ◆ Charges for Current Services—increase of \$1.3 million due to recommended increases in charges to local cities to recover County costs for animal services provided through existing agreements.

- ◆ Use of Fund Balance—decrease of \$0.5 million due to the completion of one-time projects included in the Fiscal Year 2016-17 budget. There are no planned uses of fund balance recommended for Fiscal Year 2017-18.
- ◆ General Purpose Revenue Allocation—increase of \$0.5 million to provide partial funding for ongoing increases in operating expenses not otherwise recovered through license and shelter fee revenue or contract city agreements.
- ◆ Fund Balance Component Decreases—increase of \$0.04 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes. The County is exploring outsourcing opportunities for animal services in the unincorporated area of the county, including the expiration of existing agreements with six local contract cities (Carlsbad, Del Mar, Encinitas, San Diego, Santee, and Solana Beach) at the end Fiscal Year 2017-18. Until the results of the analysis are complete, budget recommendations for Fiscal Year 2018-19 assume continuation of service levels similar to Fiscal Year 2017-18.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Animal Services		128.00			128.00	128.00
Total		128.00			128.00	128.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Animal Services	\$ 17,033,125	\$ 17,604,133	\$ 17,964,964	\$ 17,162,668	\$ 18,728,128	\$ 18,869,172
Total	\$ 17,033,125	\$ 17,604,133	\$ 17,964,964	\$ 17,162,668	\$ 18,728,128	\$ 18,869,172

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 11,462,765	\$ 12,407,437	\$ 12,407,437	\$ 12,021,985	\$ 13,632,701	\$ 13,773,745
Services & Supplies	5,561,743	5,196,696	5,474,584	5,082,204	5,095,427	5,095,427
Capital Assets Equipment	13,883	—	82,943	82,843	—	—
Expenditure Transfer & Reimbursements	(5,265)	—	—	(24,364)	—	—
Total	\$ 17,033,125	\$ 17,604,133	\$ 17,964,964	\$ 17,162,668	\$ 18,728,128	\$ 18,869,172

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 1,973,846	\$ 2,110,000	\$ 2,110,000	\$ 1,962,166	\$ 1,980,000	\$ 1,980,000
Fines, Forfeitures & Penalties	1,377	1,500	1,500	1,483	1,300	1,300
Revenue From Use of Money & Property	63,795	96,061	96,061	—	—	—
Intergovernmental Revenues	10,694	—	—	—	—	—
Charges For Current Services	11,175,929	11,769,841	11,769,841	11,943,462	13,054,620	13,054,620
Miscellaneous Revenues	37,684	39,800	39,800	68,086	37,300	37,300
Fund Balance Component Decreases	—	—	—	—	41,143	41,143
Use of Fund Balance	552,695	508,553	869,384	109,093	—	—
General Purpose Revenue Allocation	3,217,105	3,078,378	3,078,378	3,078,378	3,613,765	3,754,809
Total	\$ 17,033,125	\$ 17,604,133	\$ 17,964,964	\$ 17,162,668	\$ 18,728,128	\$ 18,869,172





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 4 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 278.00 staff years and a budget of \$43.4 million.

Strategic Initiative Legend

HF	SC	SE	OE
○			
●			
□			
■			
◆			

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

2016–17 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 offering more than 20,000 free summer meals to youth under the age of 18 in high-need neighborhoods during the summer months. SDCL served 22,145 meals during the summer of 2016-17. (HF2)
 - Supported the County of San Diego’s Live Well San Diego Building Better Health Initiative by offering more than 325 healthy lifestyle programs for all ages every month. SDCL exceeded planned levels of service by 31 healthy lifestyle programs per month. (HF2)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Provided students and families a safe place for the pursuit of education and constructive civic engagement in support of the County’s Live Well San Diego Living Safely initiative by offering over 300 after-school programs each month. SDCL exceeded planned levels of service by 35 after-school programs per 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
 - Partnered with the Registrar of Voters to offer residents a simple way to vote by providing 13 drop-off mail ballot sites and 20 polling sites at library branches throughout San Diego County.
 - Provided relevant adult programs that promoted lifelong learning and civic engagement by serving more than 150,000 participants. SDCL exceeded past levels of service by 55,000 program participants.
 - Ensured that collections and library materials were current and relevant to meeting the needs and interests of a dynamic community by obtaining the planned annual average circulation of 7.82 times per item, exceeding the goal of 7.00 times per item.



Operational Excellence

- 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 has access to library resources and services and that the SDCL has the capacity

to meet these goals.

- ◆ Maintained the planned schedule of library operations.
- ◆ Provided virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Implemented a software upgrade in preparation for a new hosted Integrated Library System (Library’s database) which will provide faster and more reliable library services to customers. SDCL is in the process of upgrading their current library database system. (OE3)
 - Updated the Library’s website to maximize customer usability and access to the library collection and visiting authors. An Author Visits feature was added to the website home page, making it easy for customers to find information about these high-interest events. (OE4)
 - Captured and told SDCL’s stories by highlighting branch Signature Events through publicity, media coverage, and photography. The El Cajon Multicultural Fiesta included press releases distributed to local media outlets, designing a poster, highlighting the event on SDCL’s website, and posting updates on social media up to the event. The San Marcos Octoberbash! Fall Festival included making a flyer, creating a Facebook event, promoting on social media, and highlighting the event on SDCL’s website. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured customers are provided with quality programs that are current, relevant, and engaging by achieving an average customer satisfaction rating of 4.89 (on a scale of 1 to 5, with 5 being “excellent”) for SDCL programs. (OE5)
 - Ensured 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 4.68 (on a scale of 1 to 5, with 5 being “excellent”).

2017–19 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 of San Diego’s *Live Well San Diego* Building Better Health initiative by offering more than 20,000 free summer meals to youth under the age of 18 in high-need neighborhoods during the summer months. (HF2)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents

- Promote pathways to careers for our communities and citizens by offering the “Career Online High School” scholarship program.
- 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. (HF4)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
 - Participate in at least three events through partnerships with the County Employee Resource Groups. (HF5)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Provide teens a safe place for the pursuit of constructive civic engagement in support of the County’s *Live Well San Diego* Living Safely initiative by offering 40 meetings for teens who identify as LGBTQ and allies.



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
 - Provide relevant adult programs that promote lifelong learning and civic engagement by serving more than 150,000 participants.
 - 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 8.0 times per item.
 - Support the County of San Diego’s *Live Well San Diego* Thriving initiative by providing employment readiness for over 1,000 teenagers.



Operational Excellence

- 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 new cashiering system to allow customers to make credit card payments at all library branch locations. (OE3)
- Update the Library’s website to maximize customer usability and access to library resources. (OE4)
- Capture and tell SDCL’s stories by highlighting branch Signature Events through publicity, media coverage, and photography. (OE4)
- 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/

Follow SDCL on Facebook at:

- ◆ www.facebook.com/sdcountylibrary



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Annual average circulation per item ¹	7.82	7.00	7.82	8.00	8.10
	Library hours open ²	107,456	107,400	108,421	107,700	107,700
	Annual SDCL Virtual Branch Page Views ³	15,007,349	14,000,000	13,692,164	N/A	N/A
	Annual SDCL Virtual Branch Visits	N/A	N/A	N/A	2,000,000	2,000,000
	SDCL virtual library resource sharing and services per capita ⁴	1.18	1.10	1.21	1.10	1.15
	Average customer satisfaction rating ⁵	4.62	4.60	4.68	4.60	4.60
	Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County ⁶	4.94	4.75	4.89	4.75	4.75
	Annual count of foot traffic at the library ⁷	5,448,519	5,400,000	5,477,924	5,400,000	5,400,000
	Annual SDCL Programs ⁸	N/A	N/A	N/A	28,000	28,000

Table Notes

¹ 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 2016–17 Actual circulation is higher than the Fiscal Year 2016–17 Adopted level due to an increase in library materials budget from past fiscal years.

² Library hours open represents the overall level of accessibility that the community has to the library branches/kiosks. The Fiscal Year 2016–17 Actual number of hours open is higher than the Fiscal Year 2016–17 Adopted level due to no occurrences of unanticipated circumstances to decrease branch operating hours, plus the addition of Sunday service hours at Ramona Library effective September 18, 2016.

³ This measure was discontinued to allow the SDCL to implement a metric that focuses on accessibility rather than the number of page views/website clicks. “Virtual Branch Page Views” 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, or Classic Catalog. Virtual Branch Visits represent the number of user sessions on sdcl.org. A visit is defined as a sequence of consecutive page views without a 30-minute break.



⁴ 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 2016-17 Actual level is higher than the Fiscal Year 2016-17 Adopted level due to the increase in eBook usage.

⁵ 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.

⁶ 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.

⁷ 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.

⁸ SDCL Programs represent opportunities for customers to learn, create, and experience free programs at branches and bookmobile stops. Programs are for all customers and range in various types such as: storytimes, after-school programs, health and wellness, digital literacy, Summer reading and special events.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net increase of 4.00 staff years

- ◆ Increase of 4.00 staff years to support the operational needs at Library Headquarters.

Expenditures

Net increase of \$2.4 million

- ◆ Salaries & Benefits—increase of \$1.1 million due to required retirement contributions and negotiated labor agreements and the addition of 4.00 staff years.
- ◆ Services & Supplies—increase of \$1.0 million due to an increase in contracted services (\$0.2 million), distributed indirect costs for interdepartmental services (\$0.1 million), information technology ISF costs (\$0.3 million), major maintenance improvement projects (\$0.2 million), minor equipment (\$0.1 million), and Department of General Services ISF costs (\$0.1 million).
- ◆ Capital Assets Equipment—increase of \$0.3 million due to procurement of a new cashier system at all library branches.

Revenues

Net increase of \$2.4 million

- ◆ Taxes Current Property—increase of \$2.6 million in revenue from Property Taxes.
- ◆ Use of Fund Balance—decrease of \$0.2 million for a total budget of \$4.3 million.
 - ◆ \$1.0 million in management reserves for unanticipated needs.
 - ◆ \$2.4 million in books and library materials.
 - ◆ \$0.4 million to procure an automated materials handler.
 - ◆ \$0.3 million to procure a new cashier system.
 - ◆ \$0.2 million to implement a new integrated library system (database).

Budget Changes and Operational Impact: 2017–18 to 2018–19

A net decrease of \$0.3 million in total expenditures is due to a decrease in Capital Assets Equipment (\$0.7 million) offset by an increase in Salaries & Benefits due to required retirement contributions and negotiated labor agreements (\$0.4 million).



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Library Operations and Administration		18.50			21.50	21.50
Library Professional & Technical Support Service		36.80			39.50	39.50
Library Branch Operations		218.80			217.00	217.00
Total		274.00			278.00	278.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Library Operations and Administration	\$ 3,880,149	\$ 5,623,138	\$ 5,699,965	\$ 3,988,016	\$ 6,224,451	\$ 6,271,915
Library Professional & Technical Support Service	10,732,930	11,698,347	12,758,474	10,717,258	13,049,232	12,449,251
Library Branch Operations	25,491,555	23,649,390	25,719,732	25,105,336	24,092,989	24,346,988
Total	\$ 40,104,635	\$ 40,970,875	\$ 44,178,170	\$ 39,810,610	\$ 43,366,672	\$ 43,068,154

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 22,917,858	\$ 23,871,470	\$ 23,921,470	\$ 23,908,048	\$ 25,017,740	\$ 25,369,222
Services & Supplies	16,687,302	15,699,405	17,274,381	15,625,613	16,698,932	16,698,932
Capital Assets Equipment	499,475	400,000	1,039,599	276,949	650,000	—
Operating Transfers Out	—	—	942,720	—	—	—
Management Reserves	—	1,000,000	1,000,000	—	1,000,000	1,000,000
Total	\$ 40,104,635	\$ 40,970,875	\$ 44,178,170	\$ 39,810,610	\$ 43,366,672	\$ 43,068,154

Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 31,958,797	\$ 31,148,962	\$ 31,148,962	\$ 33,531,297	\$ 33,748,489	\$ 34,760,944
Taxes Other Than Current Secured	458,948	459,042	459,042	535,452	459,042	459,042
Revenue From Use of Money & Property	71,227	105,000	105,000	134,889	105,000	105,000
Intergovernmental Revenues	4,666,572	3,048,521	3,133,266	5,433,898	3,048,521	3,048,521
Charges For Current Services	893,485	1,138,112	1,138,112	864,423	1,138,112	1,138,112
Miscellaneous Revenues	1,076,077	553,821	553,821	254,923	553,821	553,821
Other Financing Sources	588,837	—	889,955	596,999	—	—
Use of Fund Balance	390,692	4,517,417	6,750,012	(1,541,271)	4,313,687	3,002,714
General Purpose Revenue Allocation	—	—	—	—	—	—
Total	\$ 40,104,635	\$ 40,970,875	\$ 44,178,170	\$ 39,810,610	\$ 43,366,672	\$ 43,068,154



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 410 real estate leases; management of major maintenance and capital improvement projects; facility maintenance, security and mail management services; and vehicle life cycle management, preventive maintenance and minor repairs, fueling of over 4,200 fleet vehicles, and management of 27 internal fuel sites. 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 383.00 staff years and a budget of \$215.6 million.



infrastructure, by responding to and initiating corrective action for 100% (1,798) of all emergency requests within 4 hours of notification. (SC3)

- Supported client departments in their public safety efforts.
 - ◆ Maintained availability of County-supported fire apparatus at 93% (62 of 67), exceeding the goal of 87%.
 - ◆ Ensured maximum availability of law enforcement patrol vehicles at 97% (555 of 572), exceeding the goal of 95%.



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, potable water conservation, use of alternative energy generation systems, continuing to require green building design for all new facilities and major renovations, and through recycling.
 - ◆ Reduced annual building energy use intensity by 6.6%, comparing Fiscal Year 2016–17 to Fiscal Year 2015–16, exceeding the goal of 1.5%.
 - ◆ Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2016. Achieved a 7.8% reduction in total greenhouse gas emissions compared to the prior calendar year.
 - ◆ Developed an implementation plan to install electric vehicle (EV) infrastructure and procure vehicles to reduce the County’s vehicle-related greenhouse gas emissions. A total of 37 charging stations were installed at 10 County locations.
 - ◆ Executed Power Purchase Agreements for the installation of more than 13 megawatts (MW) of renewable power facilities at seven County locations.
 - ◆ Cut county potable water consumption by 17% (more than 85,000,000 gallons) when compared to calendar year 2013. The measure included in the CAO

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.

2016–17 Accomplishments



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - 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

Recommended Operational Plan included a multi-year decrease and the 17% reduction reflects an annual reduction.

- ◆ Reduced petroleum based fuel use by 28% (141,276 gallons) by transitioning from biodiesel to renewable diesel. The measure included in the CAO Recommended Operational Plan included all fuel products and the 28% reduction excludes unleaded gas.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Maximized postage discounts by bar coding 97% (5,168,172 of 5,319,745) of all presort business letters.
 - Monitored leases on County-owned property ensuring rents are paid within 30 days of due date for 99% (189 of 190) of the leases.
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - All front line fiscal staff completed the required online financial literacy course on schedule. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Completed 97% (31,273 of 32,291) 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)
 - Coordinated with the San Diego County Fire Authority to install fueling infrastructure at the fire station in Jamul to ensure access to fuel for fire apparatus and support vehicles. The remaining three fire stations are planned for completion in summer 2018. (OE3)
 - Supported client departments in relocating to more efficient facilities located in areas that provide optimal service to customers. (OE3)
 - ◆ Anticipate to execute a lease in Fiscal Year 2017-18 for approximately 30,000 square feet to relocate the Probation Department from the Starling Drive Office and the aging Ohio Street Office in San Diego.
 - ◆ Completed plans and engaged contractor for the relocation of Sheriff's Court Services from the San Diego Office to the Madge Bradley Courthouse; construction start extended due to delayed completion of the new Central Courthouse to winter 2017/18.
 - ◆ Executed a lease and began tenant improvements at the new location for HHSA Child Welfare Services at 8911 Balboa Avenue, San Diego. Relocation from the aging County-owned North Central Facility at 6950 Levant Street, San Diego, to the new location will be completed in fall 2017.

- ◆ Relocated portions of the Department of Child Support Services (DCSS) from downtown San Diego to various offices in the South Bay and North County to better align service locations to client needs. The remainder of DCSS from downtown San Diego will be relocated in fall 2017.
- Completed 100% (11,048) of vehicle preventive maintenance actions in order to maximize vehicle life cycle, exceeding the goal of 95%.
- Began construction of the new COC Crime Lab and Evidence Warehouse for completion in summer 2018.
- Completed the construction of the new Imperial Beach Library.
- Advertised the design-build contract for the construction of the new Pine Valley Fire Station in October 2016 for award in spring 2017, delayed by stormwater management plan coordination with the temporary station development.
- Advertised the design-build contract for the construction of the new Santa Ysabel Nature Center in January 2017 for completion in summer 2018.
- Advertised the design-build contract for the construction of a new ARCC East County Operations and Archive facility in January 2017 to replace the current County facility, for completion in early 2020, delayed by negotiations with the City of Santee.
- The project for construction of the 4S Ranch Library expansion has been delayed indefinitely due to the inability to finalize site acquisition.
- Advertisement of the design-build contract for construction of the South County Animal Shelter in Bonita (Phase I) is extended to early 2018 for determination of scope related to potential alternative service delivery models.
- Identified a site and executed a seven-month option to purchase agreement for the Lakeside Library.
- Completed relocation of departments from the Central Courthouse to remodeled space in the Hall of Justice.

2017–19 Objectives



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Continue to 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% (1,700) of all emergency requests within 4 hours of notification.
 - Support client departments in their public safety efforts.
 - ◆ Maintain availability of County-supported fire apparatus at 91% (61 of 67).





- ◆ Ensure maximum availability of law enforcement patrol vehicles at 95% (543 of 572).
- ◆ Coordinate with the San Diego County Fire Authority to install fueling infrastructure at three remaining rural fire stations to ensure access to fuel for fire apparatus and support vehicles.



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, potable water conservation, use of alternative energy generation systems, continuing to require green building design for all new facilities and major renovations, and through recycling.
 - ◆ Reduce annual building Energy Use Intensity by 1.5%, comparing Fiscal Year 2017–18 to Fiscal Year 2016–17.
 - ◆ Prepare greenhouse gas (GHG) inventories of County operations for calendar years 2017 and 2018. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
 - ◆ Reduce petroleum based fuel use by 20% by increasing renewable diesel usage and decreasing biodiesel usage.
 - ◆ Complete the installation of renewable power facilities at seven County locations.
 - ◆ Coordinate with San Diego Gas & Electric for the installation of an EV charging network.
 - ◆ Expand the EV infrastructure by procuring one solar-powered charging station.
 - ◆ Convert 2% of light-duty vehicles to EV/plug-in hybrid electric vehicle (PHEV) alternatives by summer 2018.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Maximize postage discounts by bar coding a minimum of 98% (5,500,000 of 5,600,000) of all presort business letters.
 - Monitor leases on County-owned property ensuring rents are paid within 30 days of due date for 98% (193 of 197) of the leases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Complete 96% (26,500 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)

- Maintain a maintenance backlog of less than 10%. (OE3)
- Support client departments in relocating to more efficient facilities located in areas that provide optimal service to customers. (OE3)
 - ◆ Execute a lease to relocate the Probation Department from the Starling Drive Office and the Ohio Street Office in San Diego to Scripps Ranch.
 - ◆ Complete the relocation of Sheriff's Court Services from the San Diego Office to the Madge Bradley Courthouse.
 - ◆ Complete tenant improvements for HHS Child Welfare Services, the Department of Child Support Services, and the Public Defender.
 - ◆ Continue site search for the lease of a new satellite office for the Probation Department in southeast San Diego.
 - ◆ Relocate the Department of Child Support Services headquarters from downtown San Diego to better align service locations to client needs.
 - ◆ Complete construction of the new North Coastal HHS Regional Facility.
 - ◆ Begin construction of the new Borrego Springs Library, Sheriff Office and Community Park for completion in late 2018.
 - ◆ Begin construction of the new Pine Valley Fire Station for completion in fall 2018.
 - ◆ Complete construction of the new Santa Ysabel Nature Center in summer 2018.
 - ◆ Advertise and award the design-build contract for construction of the South County Animal Shelter in Bonita (Phase I), pending development of alternative service delivery models.
 - ◆ Complete construction of the new COC Crime Lab and Evidence Warehouse in summer 2018.
 - ◆ Complete expansion and renovation of the Solana Beach Library, with the San Dieguito Union High School District.
 - ◆ Execute an option to purchase land for the Sheriff Emergency Vehicle Operations Course (EVOC).
- Complete 95% (8,408 of 8,851) of vehicle preventive maintenance actions in order to maximize vehicle life cycle.
- Establish a baseline to deliver standard vehicle orders within the same fiscal year as ordered.

Related Links

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

- ◆ www.sdcounty.ca.gov/general_services



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Law enforcement patrol vehicles available	96% of 519	95% of 555	97% of 572	95% of 572	95% of 572
	Fire services program apparatus available	94% of 78	87% of 82	93% of 67	91% of 67	91% of 67
	Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification ¹	100% of 1,532	100% of 1,500	100% of 1,798	100% of 1,700	100% of 1,700
	Energy Use Intensity (EUI) decrease ²	1.8% of 72.92 kBTU/SF	1.5% of 71.61 kBTU/SF	6.6% of 69.82 kBTU/SF	1.5% of 65.20 kBTU/SF	1.5% of 64.22 kBTU/SF
	County operations greenhouse gas (GHG) emissions reduction ³	4% of 127,832 Metric Tons CO2e	1% of 122,495 Metric Tons CO2e	7.8% of 122,495 Metric Tons CO2e	1% of 112,940 Metric Tons CO2e	1% of 111,811 Metric Tons CO2e
	Major Maintenance Improvement Plan and capital projects completed within estimated budget ⁴	95.2% of 42	93% of 150	95.3% of 43	93% of 35	93% of 35
	Annual facilities' preventive maintenance actions completed ⁵	100% of 27,600	96% of 27,600	97% of 32,291	96% of 27,600	96% of 27,600
	Applicable monthly mail bar coded/total pieces of mail ⁶	97% of 5,807,536	98% of 5,600,000	97% of 5,319,754	98% of 5,600,000	99% of 5,700,000
	Leases managed less than 30 days delinquent ⁷	97% of 219	97% of 224	99% of 190	98% of 197	98% of 204

Table Notes

- ¹ The baseline reflects the actual emergency requests in historical/current fiscal years and estimated requests in future fiscal years.
- ² EUI is calculated by taking the total energy consumed (Natural Gas and Electricity) in one year (measured in kBTU) and dividing it by total gross square feet of all County properties with energy accounts. The reduction is mainly attributed to completed energy conservation projects and the addition of the Zero Net Energy Alpine and Imperial Beach Libraries.
- ³ Data on GHG emissions in the Stationary Combustion category (natural gas consumption and emergency generator usage/testing) and the replacement of older fleet vehicles with new more efficient models is gathered by calendar year (January-December) versus fiscal year (July-June).
- ⁴ The 2016-17 Actuals include 43 major maintenance and capital projects completed; the remaining projects rolled over to the following fiscal year as planned.
- ⁵ The baseline reflects estimated preventive maintenance actions performed each fiscal year.
- ⁶ The baseline reflects the actual letter volume in historical/current fiscal years and estimated letter volume in future fiscal years.
- ⁷ The baseline reflects the actual number of leases in historical/current fiscal years and estimated number of leases in future fiscal years.



Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Increase of 5.00 staff years in the Facilities Management Internal Service Fund

- ◆ 4.00 staff years for the Rock Mountain Detention Facility and various fire stations.
- ◆ 1.00 staff year to support the Project Management Division with additional labor compliance responsibilities.

Expenditures

Net increase of \$17.3 million

- ◆ Salaries & Benefits—increase of \$2.6 million due to the addition of 5.00 staff years as described above and as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—net increase of \$9.6 million.
 - ❖ Increase of \$5.8 million for contracted services related to the operation and maintenance of County-owned facilities (\$5.3 million) and consultant contracts to support project management efforts (\$0.5 million).
 - ❖ Increase of \$5.4 million for major maintenance projects based on the Fiscal Year 2017-18 Major Maintenance Improvement Plan and to align with projected spending.
 - ❖ Increase of \$1.1 million for one-time projects for the expansion of the building automation system (BAS)/“Smart Building” technology (\$0.5 million), continued remediation of the underground storage tanks at the Mountain Empire Little League Fields (\$0.4 million), and programming efforts to integrate BAS with real-time utility data (\$0.2 million).
 - ❖ Increase of \$0.8 million due to Public Liability insurance costs and other department overhead.
 - ❖ Increase of \$0.4 million due to an increase in postage costs.
 - ❖ Increase of \$0.3 million in vehicle accident costs based on prior year actuals.
 - ❖ Decrease of \$4.2 million to align costs with projected spending for utilities (\$2.4 million) and automotive fuel and parts (\$1.8 million).
- ◆ Other Charges—increase of \$0.2 million related to additional depreciation costs for the replacement of fuel tanks and ancillary equipment.
- ◆ Capital Assets Equipment—net increase of \$1.7 million for additional and replacement vehicles.

- ◆ Operating Transfers Out—net increase of \$3.3 million to reflect the increase in transfers associated with one-time projects (\$2.8 million) and non-billable project management services provided to County departments (\$0.5 million).

Revenues

Net increase of \$17.3 million

- ◆ Revenue from Use of Money & Property—decrease of \$0.2 million due to a decrease in lease revenue.
- ◆ Intergovernmental Revenues—decrease of \$0.2 million to align with projected revenue from the Courts for facilities maintenance.
- ◆ Charges for Current Services—increase of \$9.8 million associated with the cost of services provided to client departments.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million in recovered expenditures related to fleet services.
- ◆ Other Financing Sources—net increase of \$3.4 million primarily to fund one-time projects and non-billable project management services provided to County departments.
- ◆ Residual Equity Transfers In—increase of \$0.4 million in fleet services related to the gain on sale of assets.
- ◆ Use of Fund Balance—increase of \$3.7 million for a total of \$22.7 million.
 - ❖ \$18.2 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.
 - ❖ \$2.5 million is due to a technical adjustment to offset the liability recorded for On-Bill Financing projects.
 - ❖ \$0.9 million for fleet projects including one-time costs to upgrade replacement vehicles with PHEV/EV, the implementation of a PHEV County vehicle motor pool, and tire machines.
 - ❖ \$0.7 million for BAS projects in various facilities and integration with real time utility data.
 - ❖ \$0.4 million for continued remediation of the underground storage tanks at the Mountain Empire Little League Fields.
- ◆ General Purpose Revenue Allocation—increase of \$0.5 million to fund ongoing non-billable project management services.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Decrease of \$2.6 million primarily due to the anticipated completion of one-time projects.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Facilities Management Internal Service Fund		312.00			317.00	317.00
Fleet Management Internal Service Fund		66.00			66.00	66.00
Total		378.00			383.00	383.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Facilities Management Internal Service Fund	\$ 129,707,703	\$ 132,341,660	\$ 159,353,526	\$ 143,279,138	\$ 145,195,487	\$ 145,658,271
Fleet Management Internal Service Fund	38,493,609	63,975,698	76,594,071	39,136,076	66,022,419	65,109,841
General Fund Contribution to GS ISF's	3,516,633	1,995,000	2,594,764	2,330,923	4,410,444	2,295,000
Total	\$ 171,717,945	\$ 198,312,358	\$ 238,542,362	\$ 184,746,137	\$ 215,628,350	\$ 213,063,112

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 37,115,740	\$ 42,855,952	\$ 42,855,952	\$ 38,725,565	\$ 45,431,025	\$ 46,118,464
Services & Supplies	114,456,516	117,182,368	146,133,426	127,212,817	126,748,362	127,022,288
Other Charges	12,699,599	12,794,916	13,364,916	12,990,448	13,039,047	12,645,332
Capital Assets/Land Acquisition	—	—	—	(110,252)	—	—
Capital Assets Equipment	—	18,145,527	27,942,369	110,252	19,817,261	18,799,817
Operating Transfers Out	7,446,090	7,333,595	8,245,699	5,817,306	10,592,655	8,477,211
Total	\$ 171,717,945	\$ 198,312,358	\$ 238,542,362	\$ 184,746,137	\$ 215,628,350	\$ 213,063,112





Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 1,299,338	\$ 1,471,374	\$ 1,471,374	\$ 1,436,406	\$ 1,331,946	\$ 1,331,946
Intergovernmental Revenues	3,517,165	3,757,548	3,757,548	3,762,313	3,612,301	3,612,301
Charges For Current Services	153,855,176	163,490,175	191,736,358	171,794,547	173,246,961	174,912,611
Miscellaneous Revenues	2,459,701	1,224,629	1,771,156	2,087,782	1,137,716	1,137,716
Other Financing Sources	7,772,984	7,533,595	8,379,884	5,871,621	10,892,655	8,777,211
Residual Equity Transfers In	721,628	—	—	894,739	400,000	400,000
Use of Fund Balance	296,952	19,040,037	29,631,041	(2,896,272)	22,711,771	20,596,327
General Purpose Revenue Allocation	1,795,000	1,795,000	1,795,000	1,795,000	2,295,000	2,295,000
Total	\$ 171,717,945	\$ 198,312,358	\$ 238,542,362	\$ 184,746,137	\$ 215,628,350	\$ 213,063,112





Purchasing and Contracting

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to support 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 implements sound procurement processes to obtain the best price and highest quality goods and services while conforming to purchasing regulations and delivering excellent customer service. The County of San Diego has a portfolio of 3,229 contracts valued at \$8.9 billion, with an annual spend of \$1.1 billion. The department is also responsible for the re-use and disposal of surplus property and the administration of the Countywide records management program.

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

To ensure these critical services are provided, DPC has 58.00 staff years and a budget of \$14.8 million.



quarterly DPC's All-Hands staff meetings as well as allowing staff to share their experience in other wellness events sponsored by the local community. (HF5)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - ▣ Presented nine vendor/supplier outreach sessions in cooperation with local business associations and/or other public agencies. (SE1)
 - ▣ Publicized and implemented DPC's Small Business Enterprise (SBE) and Veteran Owned Business (VOB) competitive set aside. (SE1)
 - ▣ Co-hosted with the Health and Human Services Agency (HHSA) two Contractor and Community Forums with new vendors and existing contractors in the North Inland and North Coastal; and North Central Regions held on the respective dates of March 23 and May 31 of 2017. (SE1)
 - ▣ Supported the Public Safety Group (PSG) at the Proposition 47 procurement outreach with small neighborhood providers on January 18, 2017. (SE1)

Operational Excellence

- San Diego is the best managed county in the nation
 - ▣ Continued to assess DPC's effectiveness and improve its procurement processes to increase competitiveness for a new top tier national industry excellence award for DPC's leadership and implementation of world-class procurement. (OE1)
 - ▣ Offered 22 in-person procurement classes as well as made available an online training module on Solicitation and Contract Types. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

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.

2016–17 Accomplishments

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
 - ▣ Continued to encourage staff participation in activities promoted by the County of San Diego Employee Wellness Program by communicating upcoming events in the

PURCHASING AND CONTRACTING

- Engaged with IT provider for a Contract Award and Management System (CAMS) solution. (OE3)
- Continued to improve website for easy access to contracting information and improved transparency. (OE3)
- Worked with departments with the highest volumes of physical records to reduce paper retention. Reduced 5,121 boxes out of 172,000 (3.0%). (OE3)
- Ensured 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)
 - ◆ Provided annual on-site training for each supported County department.
 - ◆ Ensured all County departments' records retention schedules are current.

- Review current supplier base and assess underutilized vendor classifications and underserved business communities; and host a minimum of two targeted outreach events. (SE1)

Operational Excellence

- San Diego is the best managed county in the nation
 - Apply for the Outstanding Agency Accreditation Achievement Award (OA4) with the National Institute of Government Purchasing (NIGP) which recognizes excellence in public procurement. (OE1)
 - Continue to offer DPC Academy classes as well as create additional online training modules. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Implement CAMS solution. (OE3)
 - Implement Federated Records Management System for physical records and first repository module for electronic records. (OE3)
 - Ensure all departments are trained and have the tools necessary to stay current on Countywide Records Management policies and best practices. (OE4)
 - ◆ Provide an individualized annual on-site training for each supported County department.
 - ◆ Ensure all County departments' records retention schedules are current.

2017–19 Objectives

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
 - Continue to encourage staff participation in activities promoted by the County of San Diego Employee Wellness Program by communicating upcoming events in the quarterly DPC's All-Hands staff meetings as well as allowing staff to share their experience in other wellness events sponsored by the local community. (HF5)

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Participate in at least ten vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other public agencies). (SE1)

Related Links

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

- ◆ www.sdcounty.ca.gov/purchasing

Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Contracts posted and made available within 5 business days of award date ¹	85%	90%	96%	N/A	N/A
	New registered vendors in BuyNet during the fiscal year ²	N/A	N/A	N/A	5% of 2,971	5% of 2,971
	Ensure all County departments' and global records retention schedules are current. ³	100%	100%	100%	100%	100%
	Participate/host vendor outreach events	N/A	N/A	N/A	12	12





Table Notes

¹ This measure reports 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% has been met each month of the current fiscal year. The department will discontinue reporting on this metric but will continue to track it internally.

² This measure reports a 5% increase (149) of a baseline of 2,971 new registered vendors in Fiscal Year 2015–16. This measure reflects the department's efforts to expand its vendor database.

³ Records Services manages a total of 53 records retention schedules.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Increase of 2.00 staff years

- ◆ 1.00 staff year to support Procurement and Contracting activities.
- ◆ 1.00 staff year to support federal requirements on price and cost analysis

Expenditures

Increase of \$1.7 million

- ◆ Salaries & Benefits—increase of \$0.8 million due to the addition of 2.00 staff years and required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.5 million primarily related to one-time IT projects.
- ◆ Operating Transfers Out—increase of \$0.4 million as a result of one-time IT projects for Records Services.

Revenues

Increase of \$1.7 million

- ◆ Charges for Current Services—increase of \$0.5 million due to an increase in the cost of services provided to client departments.
- ◆ Other Financing Sources—increase of \$0.4 million for one-time IT projects in Records Services.
- ◆ Use of Fund Balance—increase of \$0.8 million, for a total of \$3.4 million. The total amount of \$3.4 million will fund \$1.0 million for CAMS, \$1.0 million to support Procurement rates, \$1.0 million for Federated Records Management, and \$0.4 million for one-time BuyNet upgrade project.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$2.5 million primarily due to the completion of various one-time IT projects.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Content/Records Services		4.00			4.00	4.00
Purchasing ISF		52.00			54.00	54.00
Total		56.00			58.00	58.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Content/Records Services	\$ 910,706	\$ 1,327,645	\$ 1,410,003	\$ 1,252,888	\$ 1,745,715	\$ 745,511
Purchasing ISF	8,133,679	10,532,022	11,146,608	8,987,203	11,388,176	10,902,927
General Fund Contribution	832,559	1,247,362	1,247,362	1,247,362	1,667,362	667,362
Total	\$ 9,876,945	\$ 13,107,029	\$ 13,803,973	\$ 11,487,454	\$ 14,801,253	\$ 12,315,800

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 6,476,000	\$ 7,226,537	\$ 7,119,537	\$ 6,893,173	\$ 8,014,705	\$ 8,138,252
Services & Supplies	2,435,637	4,500,114	5,304,058	3,214,170	4,986,170	3,377,170
Other Charges	132,749	133,016	133,016	132,749	133,016	133,016
Operating Transfers Out	832,559	1,247,362	1,247,362	1,247,362	1,667,362	667,362
Total	\$ 9,876,945	\$ 13,107,029	\$ 13,803,973	\$ 11,487,454	\$ 14,801,253	\$ 12,315,800

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 31,959	\$ 14,000	\$ 14,000	\$ 72,506	\$ 60,000	\$ 60,000
Charges For Current Services	8,728,832	7,600,628	7,600,628	8,213,801	8,058,529	8,404,076
Miscellaneous Revenues	1,204,848	937,000	937,000	1,189,576	937,000	937,000
Other Financing Sources	832,559	1,247,362	1,247,362	1,247,362	1,667,362	667,362
Use of Fund Balance	(1,653,812)	2,640,677	3,337,621	96,847	3,411,000	1,580,000
General Purpose Revenue Allocation	732,559	667,362	667,362	667,362	667,362	667,362
Total	\$ 9,876,945	\$ 13,107,029	\$ 13,803,973	\$ 11,487,454	\$ 14,801,253	\$ 12,315,800

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 Housing and Community Development Services. 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).

Under Health & Safety Code (HSC) Section 34179, one consolidated seven-member successor agency oversight board will become effective on or after July 1, 2018 to perform the functions of all other existing San Diego County area oversight



boards. If the County of San Diego becomes the administrator of the consolidated oversight board, Health & Safety Code (HSC) Section 34179 permits the County to recover startup and administrative costs from the Redevelopment Property Tax Trust Fund (RPTTF).

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.

2016–17 Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - Continued efforts to 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. Developed required documents and materials for Successor Agency approval. Conducted two Oversight Board meetings for approval of Successor Agency-approved items: one regular meeting for approval of the annual Recognized Obligation Payment Schedule

(ROPS), and a special meeting for an amendment to the ROPS. Submitted required materials to California State Department of Finance in a timely fashion, and received full approval. Under Health & Safety Code (HSC) Section 34177, Oversight Board meeting frequency was reduced from two regular meetings per year to one regular meeting, effective in 2016.

2017–19 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)
 - Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the County Oversight Board. Develop required documents and materials for Successor Agency approval. Conduct one regular Oversight Board meeting for approval of Successor Agency-approved items, then submit required materials to California State Department of Finance in a timely fashion.

Related Links

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

- ◆ www.sandiegocounty.gov/community/county_oversight_board.html

For additional information about Gillespie Field, refer to:

- ◆ www.sandiegocounty.gov/dpw/airports/gillespie.html

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No staffing is included in the adopted budget.

Expenditures

Decrease of \$0.5 million

- ◆ Other Charges—increase of \$0.3 million to reflect projected “turbo” redemption of principal of the Gillespie Field 2005 bond series. Pursuant to bond agreements, a portion of property tax revenue collected in excess of scheduled annual debt service payments must be directed toward principal in order to accelerate payment of the debt.
- ◆ Operating Transfers—decrease of \$0.8 million to reflect elimination of redundant successor agency debt service funds established in previous fiscal years. Fewer funds and cost centers are required for proper tracking of operating transfers and debt service payments than were originally included in the design of the post-dissolution fund structure.

Revenues

Decrease of \$0.5 million

- ◆ Taxes Other Than Current Secured—Increase of \$0.3 million to reflect State-approved transfer of Redevelopment Property Tax Transfer Fund (RPTTF) revenue to fund turbo redemption payment described above.
- ◆ Other Financing Sources—Decrease of \$0.8 million in Operating Transfers In to reflect elimination of redundant successor agency debt service funds established in previous fiscal years, as described above.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes.





Staffing by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
County Successor Agency	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00	0.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
County Successor Agency	\$ 6,562,851	\$ 7,820,129	\$ 8,879,110	\$ 7,121,935	\$ 7,347,420	\$ 7,347,420
Total	\$ 6,562,851	\$ 7,820,129	\$ 8,879,110	\$ 7,121,935	\$ 7,347,420	\$ 7,347,420

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ 25,254	\$ 40,000	\$ 40,000	\$ 20,577	\$ 40,000	\$ 40,000
Other Charges	2,126,272	1,906,149	2,170,333	2,159,007	2,210,291	2,210,291
Operating Transfers Out	4,411,325	5,873,980	6,668,777	4,942,352	5,097,129	5,097,129
Total	\$ 6,562,851	\$ 7,820,129	\$ 8,879,110	\$ 7,121,935	\$ 7,347,420	\$ 7,347,420

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Other Than Current Secured	\$ 1,902,218	\$ 1,946,149	\$ 2,210,600	\$ 2,196,960	\$ 2,245,898	\$ 2,245,898
Revenue From Use of Money & Property	6,983	—	911	12,215	4,393	4,393
Other Financing Sources	4,411,325	5,873,980	6,667,600	4,942,352	5,097,129	5,097,129
Use of Fund Balance	242,326	—	—	(29,591)	—	—
General Purpose Revenue Allocation	—	—	—	—	—	—
Total	\$ 6,562,851	\$ 7,820,129	\$ 8,879,110	\$ 7,121,935	\$ 7,347,420	\$ 7,347,420





Registrar of Voters

Mission Statement

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

Department Description

The Registrar of Voters (ROV) is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. With a current registered voter population of 1.65 million, the department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State and local offices and measures. The ROV is also responsible for providing access to the information needed for citizens to engage in the initiative, referendum and recall petition processes.

To ensure these critical services are provided, the ROV has 68.00 staff years and a budget of \$23.9 million.



Services, 3) “Fight the Bite” page by Department of Environmental Health, and 4) “Watershed Protection” page by Department of Public Works. (SE3)

- Conserved resources by promoting the sign-up of e-Sample Ballot and Voter Information Pamphlets and referred military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets. Continued to print the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for the November 8, 2016 Presidential General Election. (SE3)

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges

- Mitigated challenges to the voter registration process. (SE6)

- ◆ Continued to work with volunteers and community-based organizations through our Voter Accessibility Advisory Committee and Language Advisory Committee to identify needs and increase voter registration opportunities.

- ◆ Continued to identify and develop strategies through the ROV’s Voter Education and Outreach Committee to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.

- Increased the number of poll workers. (SE6)

- ◆ Implemented poll worker outreach strategies in our outreach plan to increase volunteer opportunities at the polls by 1) recruiting additional high schools into the High School Student Poll Worker Program in order to increase the number of student poll workers, 2) increasing the number of colleges receiving site visits and outreach materials, and 3) modifying the direct outreach documentation to the pool of potential poll workers.

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.

2016–17 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 8, 2016 Presidential General Election including 1) “Save Our Trees – Invasive Beetle” page by Department of Agriculture, Weights, and Measures, 2) “Spirit Fund” page by Department of Animal

- ◆ Continued to expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers by 1) assigning two bilingual assistants for outreach in the San Diego County communities to distribute flyers seeking additional bilingual poll workers and 2) Recruitment staff partnering with the ROV Language Services coordinators for additional community involvement with bilingual leaders.
- ◆ Continued to develop a business-focused poll worker recruitment program by 1) presenting outreach information directly to County staff during departmental staff meetings, 2) made initial efforts to increase the State Employee Poll Worker numbers by developing ideas for continued strategies and assigning specific responsibilities to a Program Coordinator, 3) reviewing the business-focused program strategies and communications. Shifted the implementation timeline to Spring 2017 in order to establish approaches which combine emphasis on increasing bilingual poll workers and the use of community business employees. Initial discussions were held with five local companies.
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel by recruiting 103% (or 7,318 of 7,080) for the November 8, 2016 Presidential General Election. (SE6)
- 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 8, 2016 Presidential General Election. (SE6)
- Increased the number of permanent vote-by-mail voters by 18% (or 158,112), for a total of 1,061,401, for the November 8, 2016 Presidential General Election, based on number of permanent vote-by-mail voters (903,289) from the June 7, 2016 Presidential Primary Election. (SE6)
- Continued to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements. (SE6)
 - ◆ Increased the overall percent of accessible polls for the November 8, 2016 Presidential General Election by 1%, for a total of 68%, based on the overall percent of accessible polls for the June 7, 2016 Presidential Primary Election.
- Increased voter awareness of convenient early Mail Ballot Drop Off (MBDO) Program. (SE6)
 - ◆ Collected 102,746 ballots (an increase of 528% compared to the November 4, 2014 Gubernatorial General Election of 16,368 ballots) from early mail ballot drop off sites for the November 8, 2016 Presidential General Election by 1) increasing the mail ballot drop off sites from 23 to 25, 2) increasing direct contact with managers at each program site which

improved relations among staff involved with the program, 3) designing a new MBDO ballot package flyer, and 4) media releases and radio spots.

- Processed 100% (of 38,809) of valid registrations received on or before the 15-day close of registration by the 7th day before the November 8, 2016 Presidential General Election to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.



Operational Excellence

- Align services to available resources to maintain financial stability
 - A Vote-by-Mail ballot labor cost of 55 cents per two-card ballot was realized in the November 8, 2016 Presidential General Election due to the additional mail ballot processing time of two cards per ballot. (OE1)
- 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 100% no later than 26 days prior to the November 8, 2016 Presidential General Election, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)
 - Offered 1,546,924 registered voters the option to subscribe to an electronic version of the Sample Ballot and Voter Information Pamphlet in lieu of a paper copy. Of those, 81,688 (or 5%) voters have subscribed. (OE3)
 - Continue to offer online campaign finance statements service. (OE4)
 - ◆ Increased the overall percent of online filings for the July 2016 and January 2017 semi-annual filings by 11% to a total of 53%, based on the January 2016 semi-annual online filing percentage.
 - Tallied 18% (282 of 1,552) of precincts for the November 8, 2016 Presidential General Election by 11:30 pm on Election Night. The 32% shortfall was attributed to 1) precinct ballots arriving back for processing later than anticipated and 2) having twice as many ballot cards to process. (OE4)
 - Reported 68% (346,281 of 507,880) 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 8, 2016 Presidential General Election. The 13% shortfall in reported mail ballots tallied on Election Night is attributed to additional mail ballot processing time due to two cards per ballot. (OE4)
 - Reported 26% (346,281 of 1,343,812) of all ballots cast in the first Election Night Results Bulletin for the November 8, 2016 Presidential General Election. The 7% shortfall in



reported ballots cast in the first Election Night Results Bulletin was attributed to additional mail ballot processing time due to two cards per ballot. (OE4)

- Tallied 59% (504,070 of 857,779) of all mail ballots received by the ROV by Monday after Election Day for the November 8, 2016 Presidential General Election. The 31% shortfall in mail ballots tallied by Monday after Election Day is attributed to 1) additional mail ballot processing time due to two cards per ballot and 2) the high volume of mail ballots dropped off at the poll on Election Day. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - Received a 4.72 overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through Fiscal Year 2016-17. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Submitted 7,318 poll worker stipends for payroll processing within 10 working days from Election Day for the November 8, 2016 Presidential General Election to encourage overall satisfaction and retention of volunteers. 94% (or 6,880) were mailed within 15 working days while the remaining 6% (or 438) were mailed within 17 working days due to additional technical steps required to ensure proper payment. (OE6)
 - Assigned 118% (2,289 of 1,943) of the required number of bilingual poll worker positions needed for the November 8, 2016 Presidential General Election. On Election Day, 94% (1,825 of 1,943) of bilingual poll workers served at the polls. (OE6)

- 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. (SE6)
 - ◆ Continue to work with volunteers and community-based organizations to identify needs and increase voter registration.
 - ◆ Continue to identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.
 - Increase the number of poll workers. (SE6)
 - ◆ Implement an outreach strategy to increase volunteer opportunities at the polls.
 - ◆ Continue to expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers.
 - ◆ Continue to develop a business-focused poll worker recruitment program.
 - Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the June 2018 Gubernatorial Primary and November 2018 Gubernatorial General elections by meeting the planned recruitment goals for poll workers. (SE6)
 - 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 2018 Gubernatorial Primary and November 2018 Gubernatorial General elections. (SE6)
 - Increase the number of permanent vote-by-mail voters by 5% (or 53,070), for a total of 1,114,471, for the June 2018 Gubernatorial Primary Election and by an additional 5% (or 55,724), for a total 1,170,195, for the November 2018 Gubernatorial General Election, based on number of permanent vote-by-mail voters (1,061,401) from the November 8, 2016 Presidential General Election. (SE6)
 - Continue to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements. (SE6)
 - ◆ Increase the overall percent of accessible polls for the June 2018 Gubernatorial Primary Election by 5%, for a total of 73%, based on the overall percent of accessible polls for the November 8, 2016 Presidential General Election.
 - ◆ Increase the overall percent of accessible polls for the November 2018 Gubernatorial General Election by 2%, for a total of 75%, based on the anticipated overall percent of accessible polls for the June 2018 Gubernatorial Primary Election.

2017–19 Objectives



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 2018 Gubernatorial Primary and November 2018 Gubernatorial General elections. (SE3)
 - Conserve resources by promoting the sign-up of e-Sample Ballot and Voter Information Pamphlets and refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets. Continue to print 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 2017–19. (SE3)



- Increase voter awareness of convenient early Mail Ballot Drop Off Program. (SE6)
 - ◆ Collect at least 50,000 ballots (an increase of at least 205% compared to the November 4, 2014 Gubernatorial General Election of 16,368 ballots) from early mail ballot drop off sites for the June 2018 Gubernatorial Primary and November 2018 Gubernatorial General elections.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the June 2018 Gubernatorial Primary and November 2018 Gubernatorial 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. (SE6)



Operational Excellence

- 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 100% or higher no later than 26 days prior to the June 2018 Gubernatorial Primary and November 2018 Gubernatorial General elections, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)
 - Continue to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Informational Pamphlet in lieu of a paper copy. (OE3)
 - Continue to offer online campaign finance statements service. (OE4)
 - ◆ Increase the overall percent of online filings for the July 2017 and January 2018 semi-annual filings by 8% to a total of 65%, based on the January 2017 semi-annual online filing percentage.
 - ◆ Maintain the overall percent of online filings for the July 2018 and January 2019 semi-annual filings to 65%, based on the anticipated January 2018 semi-annual online filing percentage.

- Tally 50% (750 of 1,500) of precincts for the June 2018 Gubernatorial Primary Election and 40% (600 of 1,500) of precincts for the November 2018 Gubernatorial General Election by 11:30 pm on Election Night. (OE4)
- Report 90% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the June 2018 Gubernatorial Primary and 95% for the November 2018 Gubernatorial General elections. (OE4)
- Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the June 2018 Gubernatorial Primary and November 2018 Gubernatorial General elections. (OE4)
- Tally 90% of all mail ballots received by the ROV by Monday after Election Day for the June 2018 Gubernatorial Primary and 95% for the November 2018 Gubernatorial 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 2018 Gubernatorial 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 2017–19. (OE6)
 - Assign 100% of bilingual poll workers to fill poll worker positions needed for the June 2018 Gubernatorial Primary and November 2018 Gubernatorial General elections. (OE6)

Related Links

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

- ◆ www.sdvote.com






Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Valid voter registrations received at close of registration that are processed by 7 days before the election ¹	100% of 134,094	100% of 75,000	100% of 38,809	100% of 75,000	100% of 75,000
	Overall Customer Satisfaction Rating ²	4.61	4.70	4.72	4.70	4.70
	Precincts tallied by 11:30 pm on Election Night ³	33% of 1,522	50% of 1,550	18% of 1,552	50% of 1,500	40% of 1,500
	Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁴	42 days	40 days	40 days	40 days	40 days
	Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁴	41 days	39 days	43 days	39 days	39 days
	Number of days prior to Election Day that 90% of Assistant Inspectors are recruited ⁴	35 days	35 days	40 days	35 days	35 days
	Number of days prior to Election Day that 100% of bilingual poll workers are assigned ⁴	0 days	18 days	5 days	18 days	18 days
	Mail ballots received that are tallied by the Monday after Election Day ⁵	75% of 490,560	90% of 750,000	59% of 857,779	90% of 450,000	95% of 700,000
	Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin ⁶	89% of 290,490	85% of 600,000	68% of 507,880	90% of 300,000	95% of 400,000
	Per ballot cost of processing returned vote-by-mail ballots ⁷	43 cents	40 cents	55 cents	N/A	N/A

Table Notes

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

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

³ This measure is based on using a one-card ballot. The November 8, 2016 Presidential General Election required a two-card ballot which attributed to additional mail ballot processing time.

⁴ These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. It should be noted that poll worker recruitment is always more difficult in a June Primary election. The total number of bilingual poll workers recruited for the November 8, 2016 Presidential General Election was 2,289. The number of bilingual poll workers who served on Election Day was 1,825, which was 94% of the goal of 1,943. The total number and % of poll workers serving on November's election was 7,318 or 103% of the goal of 7,080.



⁵This measure focuses on the number of vote-by-mail ballots still available on Election Night to be counted and the process to verify and count each of these ballots by the Monday after Election Day. During the November 8, 2016 Presidential General Election, in addition to a two-card ballot, there was a larger number of vote-by-mail and provisional ballots turned in on Election Day than was anticipated. Processing both vote-by-mail ballots simultaneously with provisional ballots is a labor intensive process that requires additional review and verification. For the June 2018 Gubernatorial Primary and November 2018 Gubernatorial General elections, the ROV will continue to encourage voters to return their vote-by-mail ballots before Election Day to be included as part of the count on Election Night.

⁶This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day. The 17% shortfall in reported mail ballots tallied on Election Night is attributed to additional mail ballot processing time due to two cards per ballot.

⁷This measure is based on using a one-card ballot. The November 8, 2016 Presidential General Election required a two-card ballot which attributed to the department achieving a 55 cent per vote-by-mail ballot labor cost due to the additional mail ballot processing time of two cards per ballot. CSG will discontinue this measure in Fiscal Year 2017–18.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

Net increase of 2.00 staff years

- ◆ Increase of 1.00 staff year in Voter Registration to support the activities related to the Statewide voter registration database and the implementation of conditional voter registration on election operations.
- ◆ Increase of 1.00 staff year in Vote-by-Mail to assist in the management of the growing mail ballot program.

Expenditures

Net increase of \$2.7 million

- ◆ Salaries & Benefits—increase of \$1.0 million due to an increase for 2.00 additional staff years and required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$1.7 million due to funding several continuing projects (warehouse asset tracking system, call center system and electronic submittal of candidate statement system), and new one-time projects (major building maintenance and preparation for a Windows 10 upgrade for election systems).
- ◆ Capital Assets Equipment—increase of \$1.0 million due to hardware upgrades and replacement of mail sorting equipment, and the purchase of a second mail sorting machine.
- ◆ Fund Balance Component Increases—decrease of \$1.0 million. This decrease is based on expenditure savings from Fiscal Year 2016-17's Presidential General Election, which will provide additional funding for the 2018 Gubernatorial Primary Election in Fiscal Year 2017-18. Increase of \$0.09 million

to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

Revenues

Net increase of \$2.7 million

- ◆ Fund Balance Component Decreases—increase of \$1.0 million to provide funding for the 2018 Gubernatorial Primary Election, which has a smaller number of participating billable jurisdictions compared to the 2016 Presidential General Election.
- ◆ Use of Fund Balance—increase of \$1.5 million for a total budget of \$2.1 million to fund several rebudgeted one-time projects (warehouse asset tracking system, call center system and electronic submittal of candidate statement system), new one-time projects (major building maintenance and preparation for a Windows 10 upgrade for election systems), upgrade hardware and replacement of mail sorting equipment, and the purchase of a second mail sorting machine.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million to provide funding for 2.00 new staff years.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$1.4 million is the result of a decrease in one-time costs for Capital Assets Equipment to upgrade hardware and replacement of mail sorting equipment, the purchase of a second mail sorting machine and one-time funding for several projects.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Registrar of Voters	66.00	68.00	68.00
Total	66.00	68.00	68.00

Budget by Program

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Registrar of Voters	\$ 17,548,454	\$ 21,235,142	\$ 27,349,744	\$ 26,613,429	\$ 23,940,444	\$ 22,527,042
Total	\$ 17,548,454	\$ 21,235,142	\$ 27,349,744	\$ 26,613,429	\$ 23,940,444	\$ 22,527,042

Budget by Categories of Expenditures

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 9,477,182	\$ 9,725,384	\$ 11,225,384	\$ 10,783,518	\$ 10,743,852	\$ 10,750,415
Services & Supplies	8,016,154	10,509,758	15,080,650	14,786,207	12,171,592	10,776,627
Capital Assets Equipment	55,117	—	43,710	43,704	1,025,000	—
Fund Balance Component Increases	—	1,000,000	1,000,000	1,000,000	—	1,000,000
Total	\$ 17,548,454	\$ 21,235,142	\$ 27,349,744	\$ 26,613,429	\$ 23,940,444	\$ 22,527,042

Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 419,653	\$ 377,160	\$ 377,160	\$ 467,274	\$ 377,160	\$ 377,160
Charges For Current Services	4,973,682	5,826,257	7,501,257	10,995,111	5,841,257	7,457,918
Miscellaneous Revenues	30,002	80,000	1,480,000	1,508,631	65,000	65,000
Fund Balance Component Decreases	1,000,000	—	—	—	1,093,743	93,743
Use of Fund Balance	(2,756,542)	650,000	3,689,602	(659,313)	2,100,000	—
General Purpose Revenue Allocation	13,881,659	14,301,725	14,301,725	14,301,725	14,463,284	14,533,221
Total	\$ 17,548,454	\$ 21,235,142	\$ 27,349,744	\$ 26,613,429	\$ 23,940,444	\$ 22,527,042





County of San Diego

Finance and General Government Group

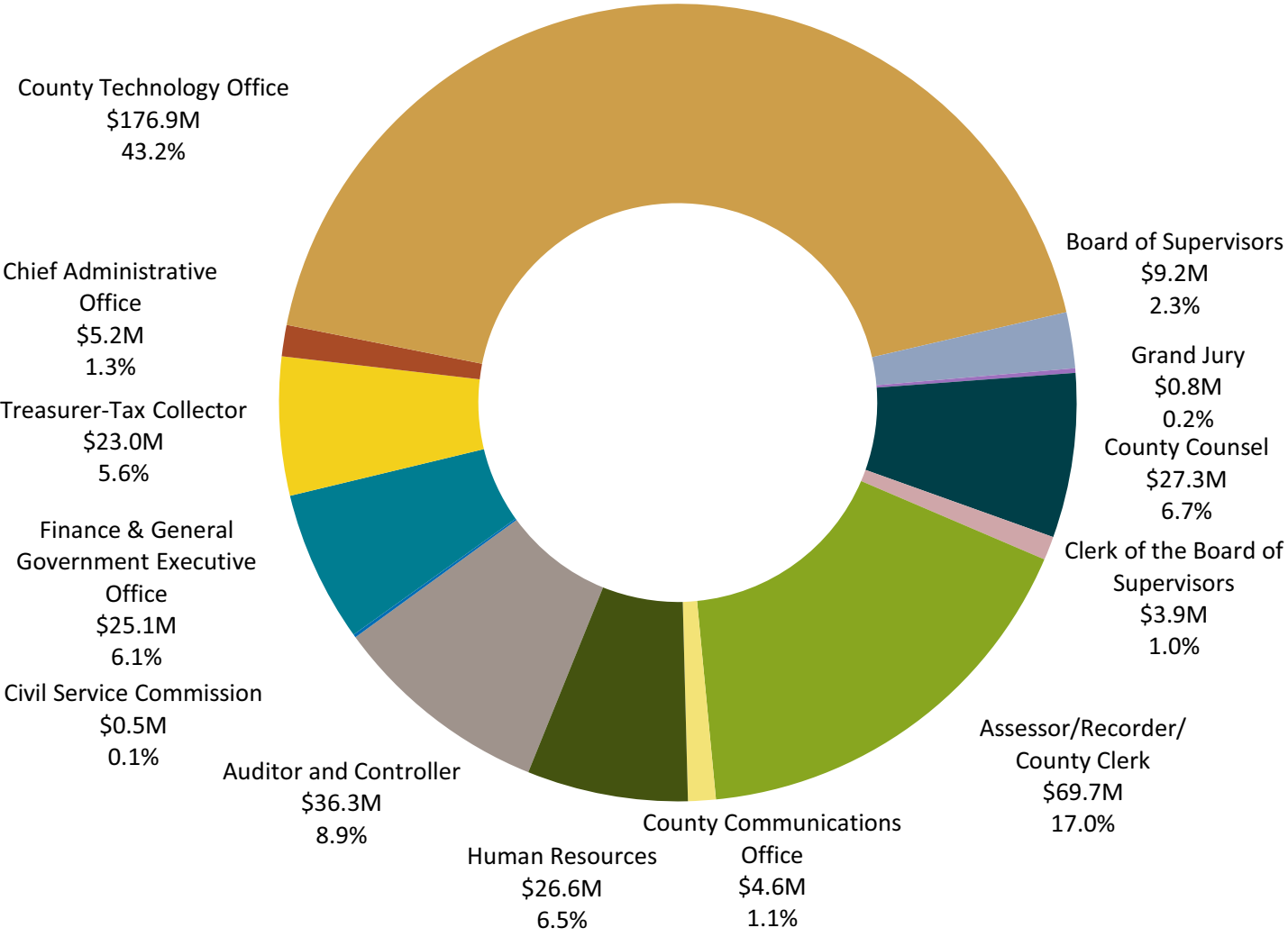
Finance and General Government Group at a Glance	401
.....	
Finance and General Government Group Summary & Executive Office	403
.....	
Board of Supervisors	409
.....	
Assessor/Recorder/County Clerk	415
.....	
Treasurer-Tax Collector	423
.....	
Chief Administrative Office	429
.....	
Auditor and Controller	433
.....	
County Technology Office	439
.....	
Civil Service Commission	445
.....	
Clerk of the Board of Supervisors	449
.....	
County Counsel	453
.....	
Grand Jury	461
.....	
Human Resources	465
.....	
County Communications Office	471
.....	



Finance & General Government Group at a Glance

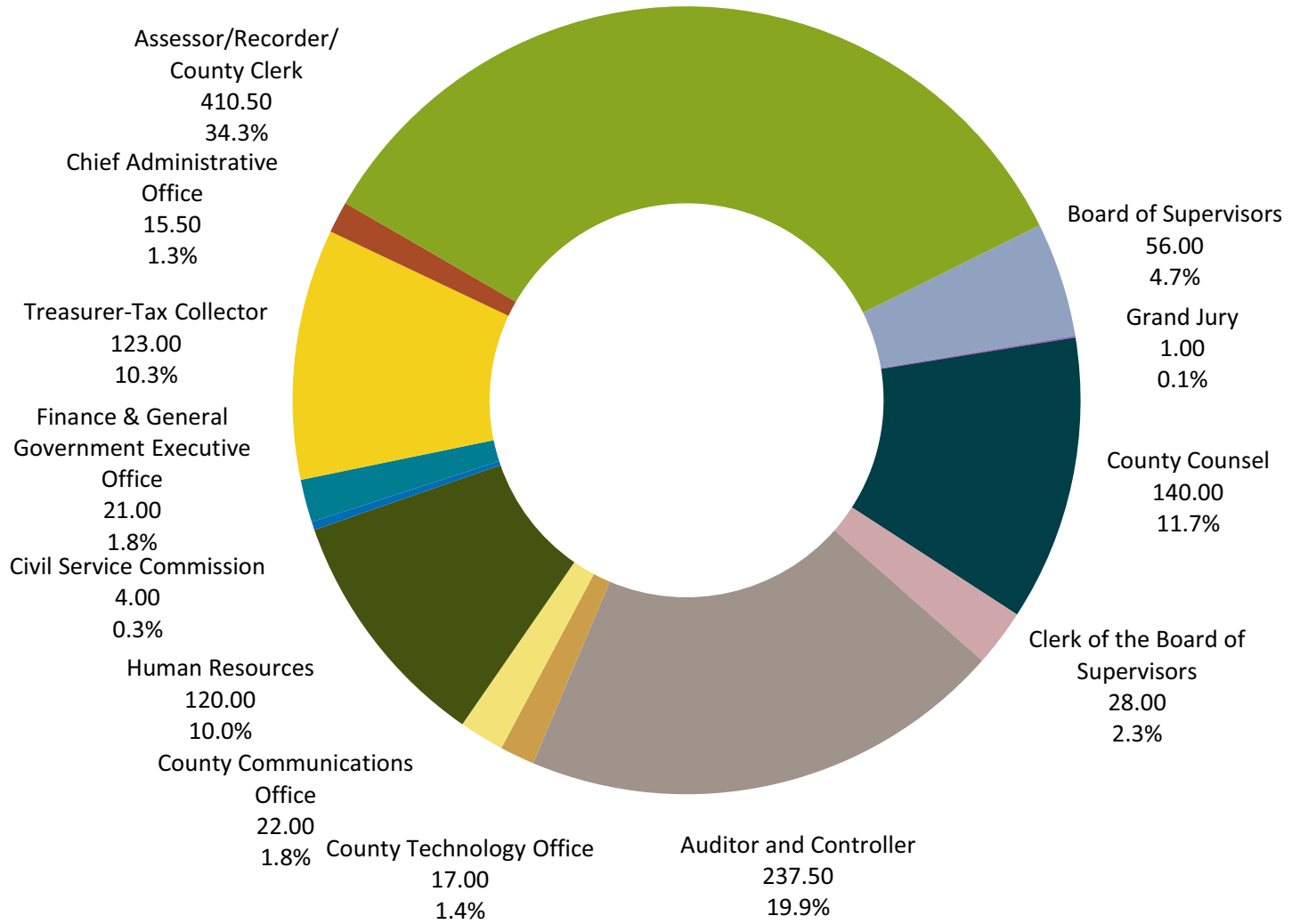
Adopted Budget by Department

Budget by Department Fiscal Year 2017-18: \$409.1 million



Adopted Staffing by Department

Staffing by Department
Fiscal Year 2017-18: 1,195.50 staff years



Finance and General Government Group Summary & Executive Office

Mission Statement

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

Group Description

The Finance and General Government Group (FGG) provides essential support services and infrastructure to external customers and internal County departments that enable achievement of the goals in the County's Strategic Plan and adherence to the General Management System (GMS). FGG 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:

- ◆ Promote a culture of ethical leadership and decision making across the enterprise.
- ◆ Align services to available resources to maintain fiscal stability.
- ◆ Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.
- ◆ Strengthen our customer service culture to ensure a positive customer experience.
- ◆ Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged, and trusted.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan reference these CDOs and show



how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

FGG Departments

- ◆ Assessor/Recorder/County Clerk
- ◆ Treasurer-Tax Collector
- ◆ Chief Administrative Office
- ◆ Auditor and Controller
- ◆ County Technology Office
- ◆ Civil Service Commission
- ◆ Clerk of the Board of Supervisors
- ◆ County Counsel
- ◆ Grand Jury
- ◆ Human Resources
- ◆ County Communications Office

FGG 2017–19 Priorities

Healthy Families

Through internal and external collaboration, make health, safety, and thriving the focus of priorities and programs

- ▣ Work with all departments to increase employee participation in *Live Well San Diego* events and the County's Employee Wellness Program.

Safe Communities

Assist in the prevention and enforcement strategies to protect our youth from crime, neglect and abuse

- ▣ Provide legal services to Health and Human Services Agency (HHS) for children who have been dependents of the Juvenile Court to ensure safety for children that may have been victims of abuse.

 **Operational Excellence**

Maintain fiscal stability of County resources

- Provide leadership on issues and decisions that impact the financial well-being of the County.
- Continue to increase the financial literacy of County employees at every level within the organization in order to reinforce prudent decision making and increase comprehension of departmental financial activities.
- Negotiate fiscally prudent successor Memoranda of Agreement with 6 of 25 bargaining units and 4 of 9 existing employee organizations.
- Utilize modern technology to improve service delivery
- Evaluate, upgrade and implement technology where applicable to enhance functionality, increase effectiveness and provide an effective return on investment.

- Evaluate, upgrade and implement technology where applicable to enhance functionality, increase effectiveness and provide an effective return on investment.
- Continue to earn the Distinguished Budget Award from the Government Finance Officers Association, demonstrating that the published budget document meets program criteria for excellence as a policy document, an operations guide, a financial plan and a communications device.

Continue to strengthen our customer service culture and cultural competence

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


2017–19 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 Fiscal Years 2017–19 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.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
  	HF5	Help employees understand how they contribute to Live Well San Diego	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, Health and Human Services Agency, Land Use and Environment Group, 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
	SC3	Identify and mitigate community threats that impact quality of life	County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SC6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Counsel, Land Use and Environment Group, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for businesses to grow and consumers to thrive	Assessor/Recorder/County Clerk, County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group
SE2	Anticipate customer expectations and demands in order to increase consumer and business confidence	Assessor/Recorder/County Clerk, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group	





Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	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, Land Use and Environment Group, Public Safety Group
	SE6	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, Health and Human Services Agency, Land Use and Environment 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, County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE3	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	Assessor/Recorder/County Clerk, Auditor and Controller, 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, Chief Administrative Office, 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	Foster employee well-being, inclusion and development	Treasurer-Tax Collector, Chief Administrative Office, Civil Service Commission, County Counsel, Human Resources, 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:

- ◆ www.sandiegocounty.gov/fg3

Executive Office Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

No overall net increase

- ◆ Salaries & Benefits—increase of \$0.2 million due to required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—decrease of \$0.2 million primarily due to an increase in information technology (IT) costs, and operational costs associated with the County Administration Center (CAC) Waterfront Park and Cedar and Kettner parking garage offset by a decrease in major maintenance costs associated with the CAC.
- ◆ Management Reserves—no change; a total of \$3.0 million is budgeted as a contingency for any unanticipated IT or emergent Finance and General Government Group operational needs.

Revenues

No overall net increase

- ◆ Revenue From Use of Money & Property—increase of \$0.1 million from offsite parking at the Cedar and Kettner parking garage during weeknights and weekends.



- ◆ Intergovernmental Revenues—increase of \$0.5 million due to an increase in revenue for operations and maintenance costs associated with CAC Waterfront Park and Cedar and Kettner parking garage.
- ◆ Fund Balance Component Decreases—increase of \$0.1 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—decrease of \$1.4 million due to completion of one-time major maintenance projects associated with the CAC. A total of \$3.0 million is budgeted due to Management Reserves for Groupwide unanticipated IT, facility, and emergent operational needs.

- ◆ General Purpose Revenue—net increase of \$0.7 million to address ongoing increases in negotiated salary and benefits and ongoing IT costs.

Executive Office Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$2.7 million in expenditures primarily driven by removal of one-time management reserves expenditures planned for Fiscal Year 2017–18.





Group Staffing by Department						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 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		15.50			15.50	15.50
Auditor and Controller		235.50			237.50	237.50
County Technology Office		17.00			17.00	17.00
Civil Service Commission		4.00			4.00	4.00
Clerk of the Board of Supervisors		28.00			28.00	28.00
County Counsel		140.00			140.00	140.00
Grand Jury		1.00			1.00	1.00
Human Resources		118.00			120.00	120.00
County Communications Office		22.00			22.00	22.00
Total		1,191.50			1,195.50	1,195.50

Group Expenditures by Department						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Finance & General Government Executive Office	\$ 20,689,760	\$ 25,027,531	\$ 53,947,188	\$ 16,288,767	\$ 25,066,789	\$ 22,337,680
Board of Supervisors	7,930,840	8,680,672	9,731,029	8,097,483	9,249,947	9,253,307
Assessor/Recorder/County Clerk	56,006,943	66,980,254	70,180,797	58,508,104	69,669,615	64,615,939
Treasurer-Tax Collector	19,452,353	23,673,596	24,931,201	20,253,034	22,992,232	22,606,859
Chief Administrative Office	4,577,590	4,948,071	5,025,577	4,657,103	5,193,816	5,243,754
Auditor and Controller	33,443,887	35,889,660	42,184,858	34,828,998	36,276,913	35,288,576
County Technology Office	159,586,716	181,224,073	210,033,933	158,756,978	176,875,569	162,861,570
Civil Service Commission	498,853	525,820	526,260	466,774	531,768	539,349
Clerk of the Board of Supervisors	3,382,232	3,734,295	4,292,557	4,050,333	3,933,716	3,973,604
County Counsel	25,156,086	25,745,621	26,248,701	25,536,479	27,253,889	28,031,898
Grand Jury	786,860	803,101	805,314	639,951	781,387	781,387
Human Resources	22,113,513	26,964,462	29,851,662	23,841,917	26,649,865	26,178,113
County Communications Office	2,904,632	3,620,533	3,709,047	3,032,925	4,608,494	3,566,808
Total	\$ 356,530,265	\$ 407,817,689	\$ 481,468,124	\$ 358,958,847	\$ 409,084,000	\$ 385,278,844



Executive Office Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Finance & General Government Executive Office		8.00			8.00	8.00
Office of Financial Planning		13.00			13.00	13.00
Total		21.00			21.00	21.00

Executive Office Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Finance & General Government Executive Office	\$ 17,782,651	\$ 21,833,606	\$ 50,748,083	\$ 13,507,300	\$ 21,742,385	\$ 18,978,193
Office of Financial Planning	2,907,109	3,193,925	3,199,105	2,781,467	3,324,404	3,359,487
Total	\$ 20,689,760	\$ 25,027,531	\$ 53,947,188	\$ 16,288,767	\$ 25,066,789	\$ 22,337,680

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 3,228,168	\$ 3,536,743	\$ 3,536,743	\$ 3,343,953	\$ 3,735,833	\$ 3,793,718
Services & Supplies	17,461,592	18,490,788	47,410,445	12,944,814	18,330,956	18,543,962
Management Reserves	—	3,000,000	3,000,000	—	3,000,000	—
Total	\$ 20,689,760	\$ 25,027,531	\$ 53,947,188	\$ 16,288,767	\$ 25,066,789	\$ 22,337,680

Executive Office Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 126,236	\$ 148,000	\$ 148,000	\$ 259,494	\$ 200,000	\$ 200,000
Intergovernmental Revenues	2,246,240	1,769,572	1,769,572	1,769,572	2,293,173	2,293,173
Charges For Current Services	948,024	1,080,032	1,080,032	1,187,030	1,103,797	1,103,797
Miscellaneous Revenues	—	—	—	414	—	—
Fund Balance Component Decreases	—	—	—	—	68,628	68,628
Use of Fund Balance	5,211,801	4,400,000	33,319,657	(4,557,670)	3,000,000	—
General Purpose Revenue Allocation	12,157,460	17,629,927	17,629,927	17,629,927	18,401,191	18,672,082
Total	\$ 20,689,760	\$ 25,027,531	\$ 53,947,188	\$ 16,288,767	\$ 25,066,789	\$ 22,337,680



Board of Supervisors

Department Description

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

District 1

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

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

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

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

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

Protecting society's most vulnerable individuals is important to Supervisor Cox and he created programs to improve the lives of foster children and assist grandparents raising grandchildren. He strengthened the region's health safety net and empowered San Diegans to adopt healthier lifestyles through the *Live Well San Diego* initiative.



Supervisor Cox understands that protecting the public's health extends to safeguarding San Diego's environment and he works to ensure that the County closely monitors water quality at its beaches and bays. He creates recreational and educational opportunities in the Otay Valley, Sweetwater and Tijuana River Valley Regional parks and preserves open space. He champions active transportation through creation of the Bayshore Bikeway and the formation of new urban corridors for bicyclists and pedestrians.

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

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 commerce across the California-Mexico border.

Supervisor Greg Cox's leadership extends regionally to service on the San Diego County Regional Airport Authority and, statewide, to the California Coastal Commission. He is active in the governance of the California State Association of Counties and the Institute for Local Government. He serves on the National Ocean Council's Governance Coordinating Committee, which advises the President on ocean policy issues. Last year, he was elected by his peers across the nation to a leadership position that will culminate in his becoming President of the National Association of Counties.

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 \$350 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

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

District 3

Supervisor Kristin Gaspar is honored to represent a district rich in higher education institutions, thriving technology hubs, and beachside communities that attract visitors from around the

world. From surfers to scientists, the district encompasses communities from the coast to the inland valleys where approximately 630,000 call home.

As a former Chief Financial Officer, Supervisor Gaspar is a proponent of strong fiscal discipline and accountability. The Supervisor believes in protecting the environment and preserving the dwindling number of open spaces. She led the way in building a new 44-acre community park in Encinitas and fought to make sure sand on the coastline was replenished. Supervisor Gaspar is eager to address issues such as the exploding homeless crisis and the growing need for mental health programs. She is also working on a county program that would provide much needed attention and help to those who suffer from Alzheimer's, the debilitating neurological disorder that affects more than 5 million Americans. Preserving and even enhancing the current quality of life for residents is very important for Supervisor Gaspar. This goes hand-in-hand with adequate public safety, improving our streets, infrastructure and neighborhoods.

District 3 is home to a variety of unique communities. There are five incorporated cities, including nearly a dozen distinct neighborhoods within the City of San Diego. The southwest boundary includes Sorrento Valley and Torrey Pines Mesa where there are thriving hubs of pharmaceutical and biotechnology companies that are pioneering and revolutionizing DNA and stem cell research. Also nestled in this district is Qualcomm, Inc., a Fortune 500 company and the region's largest private sector employer. The coastal portion of District 3 includes the cities of Del Mar, Solana Beach and Encinitas. These cities receive services from the County of San Diego that include health, libraries and law enforcement. The northeast corner of District 3 includes Escondido and San Pasqual Valley, communities with rich agricultural roots. There are two more Fortune 500 companies in this district, Sony and Northrup Grumman, both of which employ thousands of local residents. To the south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. Supervisor Gaspar is also proud to represent those serving our country at Marine Corps Air Station Miramar.

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 northernmost area of San Diego County, and is more commonly known as North County. It stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, 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. Supervisor Horn declared 2015 to be the "Year of the Veteran" to focus attention on a population he believes is vastly underserved. This coordinated effort strives to make resources available and easily accessible to 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, and agriculture remains close to his heart. Agriculture is a major industry in the Fifth District and the San Diego region, bringing in over \$1.7 billion in annual revenue 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. Innovation, tourism and specialized manufacturing are thriving in North County and are the future in the Fifth District. The biotechnology industry has firmly established itself in the District, providing high-paying jobs and cutting-edge opportunities to thousands of workers. North County is also becoming a regional powerhouse for higher education as the California State University San Marcos campus continues to grow along with the Palomar and MiraCosta community college campuses. Under the leadership of Supervisor Horn, plans have been drafted to extend the runway at McClellan-Palomar Airport. The airport is a crucial economic driver for North County, contributing an estimated \$108 million annually to the local economy. Supervisor Horn 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

Related Links

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

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





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Board of Supervisors District 1	9.00	9.00	9.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	10.00	10.00	10.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	56.00	56.00	56.00

Budget by Program

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Board of Supervisors District 1	\$ 1,476,027	\$ 1,516,883	\$ 1,744,383	\$ 1,499,898	\$ 1,562,389	\$ 1,562,389
Board of Supervisors District 2	1,424,907	1,516,883	1,739,740	1,665,276	1,623,065	1,623,065
Board of Supervisors District 3	1,309,907	1,479,907	1,679,907	1,267,090	1,562,389	1,562,389
Board of Supervisors District 4	1,274,574	1,516,883	1,716,883	1,311,663	1,562,389	1,562,389
Board of Supervisors District 5	1,398,991	1,516,883	1,716,883	1,330,753	1,562,389	1,562,389
Board of Supervisors General Offices	1,046,434	1,133,233	1,133,233	1,022,804	1,377,326	1,380,686
Total	\$ 7,930,840	\$ 8,680,672	\$ 9,731,029	\$ 8,097,483	\$ 9,249,947	\$ 9,253,307

Budget by Categories of Expenditures

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 6,855,574	\$ 7,631,461	\$ 7,186,461	\$ 6,813,970	\$ 7,858,984	\$ 7,862,344
Services & Supplies	1,075,267	1,049,211	2,544,568	1,283,513	1,390,963	1,390,963
Total	\$ 7,930,840	\$ 8,680,672	\$ 9,731,029	\$ 8,097,483	\$ 9,249,947	\$ 9,253,307



Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Charges For Current Services	\$ —	\$ —	\$ —	\$ 26	\$ —	\$ —
Miscellaneous Revenues	—	—	—	670	—	—
Fund Balance Component Decreases	—	—	—	—	145,054	145,054
Use of Fund Balance	(626,008)	—	1,050,357	(583,886)	—	—
General Purpose Revenue Allocation	8,556,848	8,680,672	8,680,672	8,680,672	9,104,893	9,108,253
Total	\$ 7,930,840	\$ 8,680,672	\$ 9,731,029	\$ 8,097,483	\$ 9,249,947	\$ 9,253,307



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 California Government Code to examine, record, index and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The County Clerk is mandated by California Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and provide certified copies of vital records, including birth, death and marriage certificates.

To ensure these critical services are provided, the Assessor/Recorder/County Clerk (ARCC) has 410.50 staff years and a budget of \$69.7 million.



2016–17 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. (SE1)
 - ▣ Located, identified, appraised, and completed 100% (295,178) of mandated assessments of all property thereby assuring the public and businesses a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations. (SE2)
 - ▣ Recorded births, deaths, marriages and filed Fictitious Business Name statements in a timely manner enabling the public and businesses to establish identity in order to conduct their affairs. (SE2)
 - ▣ Indexed 99.2% (95,253 of 96,033) vital records, certificates and licenses within 48 hours of receipt so the public can have the most current information. (SE2)
- Continued work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve old microfilm and ensure its survival for future generations. Request for Statement of Qualifications (RFSQ) for microfilm preservation services was released in late Fiscal Year 2016-17 but resulted in only one response. Due to conflicting priorities, revising and releasing a new RFSQ for competition in the industry was not completed in Fiscal Year 2016-17, delaying the estimated completion date of Phase I to Fiscal Year 2018-19. Phase II will restore and preserve historical recorded documents and maps and build a state-of-the-art archival storage facil-

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.

ity. This project is a three to five year effort and is estimated to be completed in Fiscal Year 2019–20 at its earliest.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collected, distributed and accounted for all mandated fees and transfer taxes thereby ensuring 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
 - Examined and processed 99.9% (396,577 of 396,898) of documents submitted for eRecording within 3 hours of receipt, providing customers a more efficient and secure recording and document return process. (OE3)
 - The goal to explore e-signature opportunities for Fictitious Business Name (FBN) applications and renewals to save customers time, and increase efficiency and service to customers has been delayed. This functionality is to be incorporated into Phase 2b of the Integrated Recorder, Clerk, and Vital records system, which is currently live with Phase I (Recorder) and scheduled to go-live with Phase 2a (Clerk and Vitals) in 2017. Exploring e-signature opportunities for FBN application and renewals will be researched, and if possible under current law, integrated into the implementation plan for Phase 2b. ARCC cannot implement this technology until the new system is functional for FBN. (OE3)
 - Document recording services are now offered to the public at the Chula Vista branch office effective February 9, 2017. (OE3)
 - Built and implemented a Recorder/County Clerk integrated Call Center in the Chula Vista branch office effective February 16, 2017. (OE3)
 - Reviewed and redesigned the Recorder/County Clerk phone script, decreasing the length of time customers are engaged with the automated phone system and increasing efficiency in responding to customer phone inquiries. (OE3)
 - Redesign and remodel of Recorder work space in the County Administration Center, Kearny Mesa, and San Marcos offices is currently at different stages in the design phase. This project will accommodate additional production equipment, relocation of staff to the branch offices, and re-open Recorder service to the public at the Kearny Mesa office. This project is scheduled to be completed in Fiscal Year 2017-18. (OE3)

- In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- The consortium of cost sharing users of oblique imagery between San Diego Geographic Information Source (SanGIS) and interested agencies was developed. Oblique imagery is aerial photos taken at a 45-degree angle which allows for accurate measurement of structures, elevation, and distances. The project participants finished the discussion of the project schedule, deliverables, deployment methods, and data access. The 2017 imagery collection project was delivered to the participants on June 1, 2017, with early access for ARCC and SanGIS on April 24, 2017. (OE3)
- The goal to provide the public with a variety of online forms for submittal in services such as Assessment Appeals and Parent/Child Exclusion is in process. 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. The Parent/Child Exclusion online form is scheduled to be completed in the spring of 2018. (OE3)
- Provided the public with an online customer service feedback application (ExpressIt) which increased the efficiency of providing such information as well as the department’s effectiveness and timeliness of response. (OE3)
- Reengineered and automated the manual processes in Assessment Services including the Assessment Services Department Document Processing and Property Appraisal Record System (PARS) Online, thereby providing a faster turnaround time, improving customer service and eliminating paper dependency. Reengineering and automation of Incompatible Activity Disclosure has been tested and is scheduled to be implemented in the summer of 2017. (OE3)
- 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 98%. (OE5)

2017–19 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. (SE1)
- Locate, identify, appraise, and complete 100% of mandated assessments of 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)
- Index 99% of vital records, certificates and licenses within 48 hours of receipt so the public can have the most current information. (SE2)
- Continue work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve old microfilm and ensure its survival for future generations. Procurement process will resume in Fiscal Year 2017-18 and extend to Fiscal Year 2018-19. Phase II will restore and preserve historical recorded documents and maps and build a state-of-the-art archival storage facility. This project is a three to five year effort and is estimated to be completed in Fiscal Year 2019–20 at its earliest.



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
 - Examine and process 95% of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process. (OE3)
 - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors and the County Technology Office, continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (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. Projects include Assessment Appeals, Parent/Child Exclusion, and Seniors Exclusion. (OE3)
- Reengineer and automate the manual processes in Assessment Services to provide a faster turnaround time, improve customer service and eliminate paper dependency with the Exemptions Check Sheet automation, and Business Canvass for the Business Division. (OE3)
- Enhance customer service in the branch offices by streamlining our services with the implementation of QMatic, a system that will automate and manage the queue and provide electronic notice that tells customers they are being called to a specific window for service. (OE3)
- Install a Commercial and Industrial (C&I) system to allow access to sale and lease information with a complete valuation tool that includes cost, market and income approach. This will allow for standardization of the appraisal worksheet used by the C&I staff. (OE3)
- Complete the redesign and remodel of Recorder work space in the County Administration Center and San Marcos offices. This project will accommodate additional production equipment, relocation of staff to branch offices and enhanced customer service. This project is scheduled to be completed in Fiscal Year 2017-18. (OE3)
- Complete the redesign and remodel Recorder work space in the Kearny Mesa office to provide recording service to the public. Upon completion of this project, customers will be able to record documents in all five ARCC locations in Fiscal Year 2017-18. (OE3)
- Provide all-inclusive marriage license and ceremony services at the County Administration Center. This will allow the public to obtain a marriage license, have their ceremony performed by County Clerk staff, the marriage license recorded, and the marriage certificate issued in the same visit to the office. (OE4)
- 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		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Mandated assessments completed by close of annual tax roll ¹	100% of 302,295	98%	100% of 295,178	100%	100%
	Vital records, certificates and licenses indexed within 48 hours of receipt ²	100% of 92,960	99%	99.2% of 96,033	99%	N/A
	Satisfactory customer service rating ³	93%	93%	98%	93%	93%
	Examine and process all documents submitted for eRecording within four/three hours of receipt ⁴	99.9% of 315,782	90%	99.9% of 396,898	95%	95%

Table Notes

- ¹ Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County’s first step to assessing and billing annual property taxes.
- ² Measures the timely manner in which the public can access vital records and certificates affording them the most current information. This measure to be discontinued effective Fiscal Year 2018–19.
- ³ The 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.
- ⁴ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property. The Fiscal Year 2015–16 goal was “within 4 hours of receipt” but was revised to “within 3 hours of receipt” effective Fiscal Year 2016–17.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No net change in staffing

- ◆ Transfer of 1.00 staff years from Management Support to Property Valuation.
- ◆ Transfer of 2.00 staff years from Recorder/County Clerk to Property Valuation.

Expenditures

Net increase of \$2.7 million

- ◆ Salaries & Benefits—net increase of \$1.2 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$1.5 million primarily due to increase of \$1.3 million in major maintenance costs associated with the replacement of the cooling tower at the Kearny Mesa Office and anticipated remodeling at various

locations to accommodate additional production equipment and relocation of staff, as well as additional \$0.2 million of one-time IT costs.

Revenues

Net increase of \$2.7 million

- ◆ Charges for Current Services—increase of \$1.9 million
 - ◆ Increase of \$0.5 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
 - ◆ Increase of \$0.4 million in Property Tax System Administration fee due to anticipated improvement in the real estate market.
 - ◆ Increase of \$1.0 million in Trust Fund revenues due to anticipated remodeling at various locations to accommodate additional production equipment and relocation of staff.
- ◆ Fund Balance Component Decrease—increase of \$0.8 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.





- ◆ Use of Fund Balance—net increase of \$0.2 million. A total of \$0.5 million is budgeted for labor-saving automation projects including Business Canvass, Assessment Services Business Process Reengineering (BPR) and ARCC Executive Office Forms and other one-time IT costs.
- ◆ General Purpose Revenue Allocation—decrease of \$0.2 million as a result of offsetting increases in other revenue sources including Charges for Current Services.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$5.1 million primarily due to the anticipated completion of one-time remodel projects for the branch offices and the replacement of the cooling tower at the Kearny Mesa Office.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Property Valuation ID		272.80			275.80	275.80
Recorder/County Clerk		109.80			107.80	107.80
Management Support		28.00			27.00	27.00
Total		410.50			410.50	410.50

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Property Valuation ID	\$ 35,863,720	\$ 37,423,791	\$ 38,970,432	\$ 37,436,530	\$ 39,621,861	\$ 39,366,596
Recorder/County Clerk	15,367,473	24,315,928	25,192,793	16,513,340	24,923,554	20,075,652
Management Support	4,775,751	5,240,535	6,017,572	4,558,234	5,124,200	5,173,691
Total	\$ 56,006,943	\$ 66,980,254	\$ 70,180,797	\$ 58,508,104	\$ 69,669,615	\$ 64,615,939

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 40,468,485	\$ 43,198,023	\$ 43,198,023	\$ 42,220,626	\$ 44,432,478	\$ 44,942,997
Services & Supplies	15,509,899	23,732,231	26,932,774	16,287,478	25,187,137	19,622,942
Capital Assets Equipment	28,559	50,000	50,000	—	50,000	50,000
Total	\$ 56,006,943	\$ 66,980,254	\$ 70,180,797	\$ 58,508,104	\$ 69,669,615	\$ 64,615,939





Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 1,015,769	\$ 1,000,000	\$ 1,000,000	\$ 1,051,534	\$ 1,000,000	\$ 1,000,000
Revenue From Use of Money & Property	8,263	10,000	10,000	8,343	10,000	10,000
Charges For Current Services	36,151,805	41,279,713	42,050,239	38,186,585	43,160,298	38,193,132
Miscellaneous Revenues	(1,981)	—	—	2,042	—	—
Fund Balance Component Decreases	—	—	—	—	830,174	830,174
Use of Fund Balance	(4,384,000)	300,000	2,730,017	(5,130,942)	521,084	1,084
General Purpose Revenue Allocation	23,217,088	24,390,541	24,390,541	24,390,541	24,148,059	24,581,549
Total	\$ 56,006,943	\$ 66,980,254	\$ 70,180,797	\$ 58,508,104	\$ 69,669,615	\$ 64,615,939





Treasurer-Tax Collector

Mission Statement

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

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for up to \$10.5 billion in public funds; the billing and collection of approximately \$5.7 billion in secured and \$0.18 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 \$23.0 million.



- To continue to fund the delivery of superior services throughout the San Diego County region, invested public monies held in the Treasury and maximized cash resources without sacrificing the principles of safety or liquidity, for a weighted average rate of return of 1.00% in Fiscal Year 2016–17. (OE1)
 - Provided 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)
 - Achieved a collection rate of 99.21% for secured taxes (above the goal of 98.5%) and 98.2% for unsecured taxes (above the goal of 97.0%) 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 and Controller, and the County Technology Office, continued the design and development of the Integrated Property Tax System (IPTs), which will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Strengthen our customer service culture to ensure a positive customer service experience
 - Achieved a customer satisfaction rating of 4.79 on a 5.0 scale, based on 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
 - Broadened the Countywide base of employees who are planning for financial security during retirement. (OE6)

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.

2016–17 Accomplishments



Operational Excellence

- Align service to available resources to maintain fiscal stability
 - To safeguard public funds and maintain public trust, efficiently managed the provisions of banking services for public entities and County departments. Provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds. (OE1)

- ◆ Achieved enrollment in the Deferred Compensation 457 Plan of 48.5% of eligible County employees through June 30, 2017.
- ◆ Maintained the average participant contribution in the Deferred Compensation 457 Plan at \$157 per pay period by June 30, 2017.
- ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums.
- ◆ Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees.
- ◆ Expanded the knowledge and skills in fiscal controls by newly certifying 155 Cash Handlers in the County and other government entities.

- In coordination with Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County. (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 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. (OE6)
 - ◆ Achieve enrollment in the Deferred Compensation 457 Plan of 48.5% of eligible County employees through June 30, 2018 and continue to maintain rate of 48.5% through June 30, 2019.
 - ◆ Maintain the average participant contribution in the Deferred Compensation 457 Plan above \$150 per pay period by June 30, 2018 and a modest improvement of \$155 through June 30, 2019. Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
 - ◆ Continue to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2018.
 - ◆ Expand the knowledge and skills in fiscal controls by newly certifying 120 Cash Handlers in the County and other government entities by June 30, 2018 and certifying another 120 new Cash Handlers by June 30, 2019.

2017–19 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - To safeguard public funds and maintain public trust, efficiently manage the provisions of banking services for public entities and County departments. Provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds. (OE1)
 - Provide a learning platform and forum to address current government finance issues by facilitating four seminars for local agencies including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds. (OE1)
 - Maintain a collection rate of 98.5% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County’s taxpayers. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

Related Links

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

- ◆ www.sdttc.com






Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Secured Taxes Collected (% of total) ¹	99.3%	98.5%	99.2%	98.5%	98.5%
	Unsecured Taxes Collected (% of total) ¹	98.2%	97.0%	98.2%	97.0%	97.0%
	Rate of Return on Investment Pool (%) ²	0.68%	0.65%	1.00%	N/A	N/A
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ³	4.51	4.70	4.79	4.70	4.70
	457 Deferred Compensation Plan average deferral amount per employee per pay period ⁴	\$154	\$100	\$157	\$150	\$155
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	47.7%	48.0%	48.5%	48.5%	48.5%
	Number of newly Certified Cash Handlers for the County and other government entities ⁵	137	120	155	120	120

Table Notes

- ¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The improved collection rate is a result of a recovering real estate market.
- ² The Federal Reserve has starting raising rates for the first time in nearly a decade. As a result, the County is able to invest funds at higher yields. This measure is being discontinued effective Fiscal Year 2017–18. The Treasurer-Tax Collector is developing a new measure that is more indicative of department performance and results.
- ³ The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.
- ⁴ There have been significant market gains in Fiscal Year 2016–17. Both the Dow Jones Industrial Average (Dow) and S&P 500 Index (S&P 500) posted 110 straight days without a 1% drop. The plan experienced a record of 258 contribution increases corresponding with record high close of both the Dow and S&P 500 indices in February 2017. The plan averaged 188 average monthly increases in Fiscal Year 2016–17 compared to 155 for Fiscal Year 2015–16. Additionally a large number of County employees are using catch-up contributions in advance of their retirement. Utilization of the special 3-year catch-up, which allows participants to contribute up to \$36,000 per year, increased 86% over Fiscal Year 2015–16.
- ⁵ The Treasurer-Tax Collector typically hosts one Certified Cash Handler training class per year. In Fiscal Year 2016–17 a second session was added to accommodate additional internal requests.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net decrease of \$0.7 million

- ◆ Salaries & Benefits—increase of \$0.6 million as a result of negotiated labor agreements and an increase in required retirement contributions.



- ◆ Services & Supplies—decrease of \$1.3 million primarily due to completion of one-time projects for Information Technology (IT) systems and reprioritization of upgrades to enhance the e-Payment System and the Tax Sale Database.

Revenues

Net decrease of \$0.7 million

- ◆ Fines, Forfeitures & Penalties—decrease of \$0.1 million due to re-categorization of revenues to other accounts.
- ◆ Charges for Current Services—decrease of \$0.8 million in Banking Pooled Services due to revenue offset for IT system upgrades described above.
- ◆ Fund Balance Component Decreases—increase of \$0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appro-

priations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

- ◆ Use of Fund Balance—decrease of \$0.1 million for a total budget of \$0.2 million due to increase for one-time main-frame IT charges offset by completion of one-time IT upgrades.
- ◆ General Purpose Revenue—increase of \$0.2 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Treasury		20.00			20.00	20.00
Deferred Compensation		3.00			3.00	3.00
Tax Collection		83.00			83.00	83.00
Administration - Treasurer / Tax Collector		17.00			17.00	17.00
Total		123.00			123.00	123.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Treasury	\$ 5,286,428	\$ 6,105,956	\$ 6,259,928	\$ 5,246,889	\$ 6,233,154	\$ 6,277,418
Deferred Compensation	304,480	454,053	454,053	287,017	515,930	523,446
Tax Collection	10,323,698	13,332,266	14,423,042	10,833,986	12,296,738	11,816,044
Administration - Treasurer / Tax Collector	3,537,746	3,781,321	3,794,177	3,885,141	3,946,410	3,989,951
Total	\$ 19,452,353	\$ 23,673,596	\$ 24,931,201	\$ 20,253,034	\$ 22,992,232	\$ 22,606,859

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 11,320,647	\$ 12,418,857	\$ 12,418,857	\$ 12,101,852	\$ 13,042,510	\$ 13,227,479
Services & Supplies	8,131,706	11,254,739	12,512,344	8,151,182	9,949,722	9,379,380
Total	\$ 19,452,353	\$ 23,673,596	\$ 24,931,201	\$ 20,253,034	\$ 22,992,232	\$ 22,606,859

Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Fines, Forfeitures & Penalties	\$ 593,510	\$ 1,035,450	\$ 1,035,450	\$ 663,118	\$ 920,150	\$ 920,150
Charges For Current Services	13,064,711	15,575,916	15,575,916	13,539,661	14,791,216	14,791,216
Miscellaneous Revenues	275,995	701,748	701,748	291,210	701,748	701,748
Fund Balance Component Decreases	—	—	—	—	133,503	133,503
Use of Fund Balance	(396,369)	300,000	1,557,605	(301,438)	190,000	(300,000)
General Purpose Revenue Allocation	5,914,506	6,060,482	6,060,482	6,060,482	6,255,615	6,360,242
Total	\$ 19,452,353	\$ 23,673,596	\$ 24,931,201	\$ 20,253,034	\$ 22,992,232	\$ 22,606,859



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 and the Office of Strategy and Intergovernmental Affairs.

To ensure these critical services are provided, the Chief Administrative Office has 15.50 staff years and a budget of \$5.2 million.



- Provided oversight and guidance to ensure the County moves the dial to create opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level. In Fiscal Year 2016-17 the County convened the Live Well Communities Task Force, composed of community leaders, to advise the County Live Well Communities Action Team on the development of an action plan to better engage the community, strengthen services, and serve for results in the communities of southeast San Diego. A draft action plan was developed and is being reviewed and implemented throughout County operations.
- The County Office of Strategy and Intergovernmental Affairs (OSIA) worked with County staff to update and bring the 2017 Legislative Program to the Board of Supervisors for approval on December 13, 2016. The Board approved the 2017 Legislative Program, which includes support for legislation that increases access to healthy foods, support for state and federal funding for the testing of beach water quality and support for full and permanent funding of the Land and Water Conservation Fund to protect open space and recreational activities. Additionally, each year OSIA develops a letter advocating for federal funding during the federal budget process for various federal programs that are significant to County operations. The most recent letter included requests for Beaches Environmental Assessment and Coastal Health (BEACH) Act (2000) grant funding and funding for the Land and Water Conservation Fund.
- Regularly communicated and discussed the importance of the County’s Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise. During Fiscal Year 2016-17, the Chief Administrative Officer, the Office of Ethics and Compliance and leadership “set the tone at the top” through periodic presentations on ethics and the County’s Statement of Values.

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.

2016–17 Anticipated Accomplishments

Operational Excellence

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

- In Fiscal Year 2016-17, the County successfully published 38 completed audits in multiple facets of County operations, providing transparency in all fiscal reporting and audits. (OE4)
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
 - Managed risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies.
 - Continued to cut costs, streamline processes, incorporate the newest technologies and expand services, as evidenced by the County of San Diego receiving 48 National Association of Counties (NACo) awards and 8 California State Association of Counties (CSAC) awards for excellence. The County of San Diego also received 39 additional honors including the Department of Purchasing and Contracting receiving an Achievement of Excellence award from the National Procurement Institute and the County’s Comprehensive Annual Financial Report receiving the Certificate of Excellence in Financial Reporting and the Distinguished Budget Award from the Government Finance Officers Association (GFOA).
 - Held four executive management exchange meetings to focus on operational priorities such as performance management systems, the county’s aging population, geographic information systems, and fiscal stability and infrastructure. These exchanges are meant to ensure leadership oversight and accountability on the County’s top priorities.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Through the County’s Information Technology provider, the County provides modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery and best value to our customers. The County re-competed the Information Technology contract and selected Enterprise Services as the County’s Information Technology Outsourcing provider.
 - Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers through oversight and guidance of the development of the County’s Capital Improvement Needs Assessment (CINA) and Major Maintenance Improvement Plan.
 - In Fiscal Year 2016-17 the County Communications Office improved direct communications by enhancing online access to program services by updating the County News Center website to focus on customer and user experience. These updates resulted in an increase in mobile traffic from 35% to 50%.
- Strengthen our customer service culture to ensure a positive customer experience

- Awarded 19 employees the Heart of Service Award for going above and beyond to provide a positive customer experience. A team of 10 employees was recognized for their efforts in providing refugee services. A team of 9 employees was recognized for their support in providing land use services to the Jackie Robinson YMCA to support their efforts to build a new facility. (OE5)
 - In support of the County’s Customer Experience Initiative, County staff is researching enterprise survey tools that could serve as enterprise-wide solutions to help measure customer satisfaction. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Sustained a high level of government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue the County’s journey toward becoming world class. In Fiscal Year 2016-17 the County rolled out an employee engagement program that focused on engaging, enhancing, and empowering our employees. (OE6)
 - Championed the Diversity & Inclusion initiative by implementing the objectives of the County’s first ever Diversity & Inclusion strategic plan. Diversity & Inclusion Champions were identified across the enterprise and began attending trainings to enhance their knowledge of Diversity & Inclusion best practices. The County now has ten Employee Resource Groups that contribute to increasing workforce diversity and promoting inclusion. (OE6)
 - Championed employee wellness activities through leadership support and sponsorship, to ensure team members thrive.

2017–19 Objectives

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



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Provide oversight and guidance to ensure the County moves the dial to create the opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level—to achieve the Live Well San Diego vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.



- Model ethical courage by always doing the right thing and acting in the best interests of all.
- Regularly communicate and discuss the importance of the County’s Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise.
- Be transparent in fiscal reporting and audits. (OE4)
- Support state legislation and policy changes that would give low-income families greater access to healthy foods; support federal funding and policy for clean water through the BEACH ACT as well as federal funding and policy for the Land and Water Conservation Fund to protect open space and recreational activities.
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
 - Manage risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors 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 about, 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 creativity and demonstrated outcomes towards ensuring a positive customer experience. (OE5)
 - Provide tools across the enterprise to measure customer satisfaction. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Sustain government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue the County’s journey to becoming world class. (OE6)
 - Champion the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group 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

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Increase of \$0.2 million

- ◆ Salaries & Benefits—increase of \$0.15 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.05 million due to increase in share of public liability costs.

Revenues

Increase of \$0.2 million

- ◆ Fund Balance Component Decreases—increase of \$0.05 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ General Purpose Revenue Allocation—increase of \$0.15 million primarily for negotiated labor agreements, increases in retirement contributions and public liability expenses.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Executive Office		6.00			6.00	6.00
Office of Intergovernmental Affairs		5.50			5.50	5.50
Office of Ethics & Compliance		4.00			4.00	4.00
Total		15.50			15.50	15.50

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Executive Office	\$ 1,857,172	\$ 1,786,848	\$ 1,791,090	\$ 1,882,247	\$ 1,930,984	\$ 1,958,884
Office of Intergovernmental Affairs	1,383,149	1,652,847	1,708,273	1,443,532	1,718,881	1,730,941
County Memberships and Audit	625,715	769,521	769,521	630,241	773,342	773,306
Office of Ethics & Compliance	711,555	738,855	756,692	701,083	770,609	780,623
Total	\$ 4,577,590	\$ 4,948,071	\$ 5,025,577	\$ 4,657,103	\$ 5,193,816	\$ 5,243,754

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 2,750,506	\$ 2,981,709	\$ 2,981,709	\$ 2,846,137	\$ 3,156,276	\$ 3,206,250
Services & Supplies	1,827,085	1,966,362	2,043,868	1,810,966	2,037,540	2,037,504
Total	\$ 4,577,590	\$ 4,948,071	\$ 5,025,577	\$ 4,657,103	\$ 5,193,816	\$ 5,243,754

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Charges For Current Services	\$ 177,206	\$ 179,934	\$ 179,934	\$ 179,934	\$ 176,052	\$ 176,052
Fund Balance Component Decreases	—	—	—	—	56,709	56,709
Use of Fund Balance	(166,886)	—	77,506	(290,968)	—	—
General Purpose Revenue Allocation	4,567,270	4,768,137	4,768,137	4,768,137	4,961,055	5,010,993
Total	\$ 4,577,590	\$ 4,948,071	\$ 5,025,577	\$ 4,657,103	\$ 5,193,816	\$ 5,243,754



Auditor and Controller

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the A&C has 237.50 staff years and a budget of \$36.3 million.



2016–17 Accomplishments



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, the Gross Recovery Rate for Fiscal Year 2015–16 was 174% which exceeded the collections performance benchmark of 34% established by California Judicial Council. These results were due to improved collection activity, the clean-up of aged accounts and a decrease in referrals. 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 provided by the Judicial Council.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Submitted 100% (1,360) 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)
 - Continued to support financial literacy in the County by developing A&C curriculum, and conducted 12 trainings that focused on core competencies of employees in accounting functions. (OE2)
 - Achieved a recovery rate of 7.17%, which is an increase of 0.06% from the Fiscal Year 2015-16 rate of 7.11%. However, this number is slightly below the goal of 7.25%. This measure represents the effectiveness of collection activi-

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.

ties performed by the Office of Revenue and Recovery (ORR). Though the rate was not achieved, the department collected \$17.2 million, which was \$0.4 million higher than the prior year.

- Accurately identified current and future revenue, as well as cost and cash flow trends, in a timely manner which facilitated the allocation of limited resources to San Diego County groups and departments.
- Processed 99.0% of (114,642 of 115,800) of County payments within five business days after receipt of invoice by Accounts Payable, thereby ensuring timely payment of vendors and contractors. The prompt payment of invoices ensured that the County captured any discounts that were available for early invoice payment. Although the goal was not achieved, all available discounts were captured.
- Earned the State Controller’s Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2015. (OE1)
- Received recognitions through Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) and the Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for the Fiscal Year ending June 30, 2016. (OE1)
- Published 38 completed audits performed by the Office of Audits and Advisory Services (OAAS) on the department’s website, including State-mandated and operational/performance audits, thereby ensuring the integrity of management control systems, improving performance across the enterprise, and ensuring the most efficient use of resources. Of the audit recommendations contained in internal audit reports, 93% (40 of 43) were implemented on or before their due date. (OE4)
- Provide modern infrastructure innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Implemented a digital signature solution within the A&C department that is available for use Countywide. The digital signature solution reduced time and effort required in the signature approval process. The solution also decreased paper consumption and printing costs, and lessened the impact on the environment. (OE3)
 - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)

- Continued the administration of the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored the investigation and resolution of 45 cases reported through the Ethics Hotline.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provided ongoing customer service training to all A&C staff to enhance customer service skills and techniques. (OE5)

2017–19 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 provided by the Judicial Council.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Upgrade the County’s Oracle Financials system which is currently running on the Oracle 11gR2 database release and is nearing the end of support from the application vendor. The planned upgrade to the Oracle 12c database release will provide the County’s Oracle Financials system with the latest secure data management capabilities while also maintaining application support. The Oracle Financials system is the County’s financial system of record, which is primarily used to account for the County’s financial transactions and provide data for internal and external reporting purposes.
 - Earn the State Controller’s Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2016. (OE1)
 - Continue to apply for recognition through the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR. (OE1)
 - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continue the design, development, testing, and implementation of the





Integrated Property Tax System (IPT). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)

- Publish the completed audits performed by OAAS on the department’s website, 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)
- Attain a rate of at least 95% for audit recommendations contained in internal audit reports issued by OAAS implemented on or before their due date. (OE4)
- 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.
- 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 ORR.
- Implement cashiering system replacement/upgrade in ORR. The current cashiering system is outdated and does not support modern payment channels or offer effective reporting and audit trail options. The new system will be fully integrated and will be the central channel for all incoming funds to facilitate reconciliation, and allow for payment processing via multiple and varied workstations.

These enhancements will eliminate duplicate work, increase efficiency and accuracy while processing payments.

- Administer 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.
- 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)
- Continue to support financial literacy in the County by developing A&C curriculum and conducting at least 14 trainings that focus on core competencies of employees in accounting functions. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
 - Provide ongoing customer service training to all A&C staff to enhance customer service skills and techniques. (OE5)

Related Links

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

- ◆ www.sandiegocounty.gov/auditor


Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Processing—County payments processed within five days of receipt of invoice in Accounts Payable	99.9% of 113,718	100%	99% of 115,800	100%	100%
	Reporting—Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,483	100%	100% of 1,360	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 ¹	90% of 50	95%	93% of 43	95%	95%
	Collections—Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) ²	7.11%	7.25%	7.17%	7.25%	7.25%

Table Notes

¹ 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.



²This 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: 2016–17 to 2017–18

Staffing

Increase of 2.00 staff years

- ◆ Increase of 2.00 staff years to support operational needs of the Property Tax Services unit in the Controller division.

Expenditures

Net increase of \$0.4 million

- ◆ Salaries & Benefits—increase of \$0.5 million as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—decrease of \$0.1 million primarily as a result of removal of one-time costs associated with various IT projects budgeted in Fiscal Year 2016-17.

Revenues

Net increase of \$0.4 million

- ◆ Intergovernmental Revenues—decrease of \$0.1 million to realign A-87 revenues with accounts in Charges for Current Services.
- ◆ Fund Balance Component Decreases—increase of \$0.5 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appro-

priations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

- ◆ Use of Fund Balance—net decrease of \$0.3 million for a total budget of \$1.4 million, including:
 - ◆ \$0.1 million for one-time IT project costs for the Workflow Xtender upgrade.
 - ◆ \$0.1 million for one-time mainframe IT charges.
 - ◆ \$0.4 million for one-time IT project costs related to development of reports for the Integrated Property Tax System.
 - ◆ \$0.8 million for one-time IT project costs for phase two of the upgrade of the Revenue and Recovery collection system.
- ◆ General Purpose Revenue Allocation—increase of \$0.3 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$0.9 million is primarily the result of reductions in Services & Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2017–18. These reductions are partially offset by increases in Salaries & Benefits due to required retirement contributions.





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Audits		15.00			15.00	15.00
Controller Division		96.00			98.00	98.00
Revenue and Recovery		98.50			98.50	98.50
Administration		15.00			15.00	15.00
Information Technology Mgmt Services		11.00			11.00	11.00
Total		235.50			237.50	237.50

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Audits	\$ 2,272,623	\$ 3,007,117	\$ 3,027,221	\$ 2,550,105	\$ 2,526,930	\$ 2,570,815
Controller Division	10,622,499	11,575,157	11,466,191	11,283,346	12,505,972	12,298,054
Revenue and Recovery	8,860,318	10,009,494	10,301,580	9,982,006	10,450,512	9,762,753
Administration	2,755,807	2,881,429	2,669,282	2,679,928	3,070,682	2,999,619
Information Technology Mgmt Services	8,932,640	8,416,463	14,720,583	8,333,615	7,722,817	7,657,335
Total	\$ 33,443,887	\$ 35,889,660	\$ 42,184,858	\$ 34,828,998	\$ 36,276,913	\$ 35,288,576

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 21,417,658	\$ 23,431,489	\$ 22,455,489	\$ 22,235,797	\$ 23,953,330	\$ 24,374,993
Services & Supplies	12,152,766	12,622,929	19,856,238	12,755,671	12,488,341	11,078,341
Other Charges	47,252	50,000	56,000	51,502	50,000	50,000
Capital Assets Equipment	—	—	31,888	—	—	—
Expenditure Transfer & Reimbursements	(173,788)	(214,758)	(214,758)	(213,972)	(214,758)	(214,758)
Total	\$ 33,443,887	\$ 35,889,660	\$ 42,184,858	\$ 34,828,998	\$ 36,276,913	\$ 35,288,576



Budget by Categories of Revenues

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 120,118	\$ 90,200	\$ 90,200	\$ 96,197	\$ 4,000	\$ 4,000
Charges For Current Services	6,195,493	6,378,537	6,378,537	6,385,008	6,435,078	6,435,078
Miscellaneous Revenues	320,899	225,000	225,000	294,366	220,000	220,000
Fund Balance Component Decreases	—	—	—	—	453,681	453,681
Use of Fund Balance	(89,531)	1,720,000	8,015,198	577,504	1,413,253	3,253
General Purpose Revenue Allocation	26,896,909	27,475,923	27,475,923	27,475,923	27,750,901	28,172,564
Total	\$ 33,443,887	\$ 35,889,660	\$ 42,184,858	\$ 34,828,998	\$ 36,276,913	\$ 35,288,576



County Technology Office

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the CTO has 17.00 staff years, an operating budget of \$13.3 million and an IT internal service fund of \$163.6 million.

2016–17 Accomplishments



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continued efforts to integrate the County Constituent Relationship Management (CCRM) system to support the Land Use and Environment Group and County’s document repository and archiving solution, Documentum. The scope of the original project was changed to include integration with the County’s geographic information system capabilities and exclude the Business Case Management System requirement. As a result, the effort to develop requirements and subsequently the project plan took longer than anticipated. The project is anticipated to be completed Summer 2017. (OE3)
 - Implemented several enhancements to ITrack, the County’s IT cost management/chargeback billing system. The enhancements provided County users with new and improved functionality for the IT Budget Form for a more efficient and effective end user experience. Completed February 2017. (OE3)
 - Continued to provide technical support for the ConnectWellSD implementation project. ConnectWellSD provides HHS, its community partners and other County departments the capability to access a comprehensive view of a client’s history, thereby creating a coordinated care network among multiple providers. ConnectWellSD implementation project was completed in Fall 2016. (OE3)



- Continued to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Continued to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)
- Achieved 98% performance of the IT Minimum Acceptable Service Levels by the Outsourcing Provider, just missing the target of 99%.
- Achieved 100% IT project performance to budget and schedule by the Outsourcing Provider.
- Continued to improve upon the information available in Applications Manager, the County’s system of record for business applications portfolio, by adding cloud applications and infrastructure into the repository. This has enabled the generation of a comprehensive report showing both portfolio and cloud applications used in the enterprise. Completed October 2016. (OE3)
- Provided project management and support to County Departments for the Microsoft Windows 10 operating system (OS) upgrade effort. This effort will ensure the successful migration of all enterprise-wide desktop and laptop devices to the new Windows 10 OS and that all business applications are compatible and functioning with the new OS by Fiscal Year 2019–20. (OE3)
- Tested CTO-managed applications and platforms to ensure compatibility with Microsoft Windows 10 OS and remediated as needed. Completed June 2017. (OE3)
- Implemented Phase I of Automated Provisioning technologies. This implementation will reduce the risk of unauthorized user access to the County network (applications, shared drives, etc.), automate account creation/termination and improve user account management, and ensure that the County complies with audit requirements. Due to the complexity of business

process re-engineering required to automate these processes, development of requirements took longer than anticipated. The project is anticipated to be completed Fall 2017. (OE3)

- Selected a contractor via a competitive procurement process and negotiated a new agreement for the continued outsourcing of the County's Information Technology and Telecommunications services. A new Information Technology and Telecommunications Agreement was approved by the Board of Supervisors in November 2016. (OE3)
- Integrated Microsoft Skype for Business with the County's telephone system, providing capability to place phone calls from either desk phone or computer. The integration of Skype for Business to the County telephone system was included in the new Information Technology and Telecommunications Agreement signed in November 2016. The project is anticipated to be completed Fall 2017. (OE3)
- Implemented the San Diego County data portal for public consumption. This implementation included the Open Budget and Open Performance portals. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued to deliver "Best in Class" IT services to County end-users by earning 99.8% satisfaction ratings, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. County scored a 4.19% for IT Customer Satisfaction, just missing the "Best in Class" score of 4.20% by 0.01%.

- Continue to provide Program Management and 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)
- Achieve 99% performance of the Service Levels (previously "Minimum Acceptable Service Levels") by the Outsourcing Provider.
- Achieve 87% IT project performance to budget and schedule by the Outsourcing Provider.
- Continue to improve upon the information available in Applications Manager, the County's system of record for business applications portfolio, by adding desktop applications into the repository. This will enable generation of a comprehensive report showing portfolio, cloud, infrastructure, and desktop applications used in the enterprise. (OE3)
- Continue to provide project management and support to County Departments for the Microsoft Windows 10 OS upgrade effort. This multi-year effort will ensure the successful migration of all enterprise-wide desktop and laptop devices to the new Windows 10 OS and that all business applications are compatible and functioning with the new OS by Fiscal Year 2019–20. (OE3)
- Continue to test CTO-managed applications and platforms to ensure compatibility with Windows 10 and remediate as needed. (OE3)
- Implement Phase I and Phase II of Automated Provisioning technologies. This will reduce the risk of unauthorized user access to the County network (applications, shared drives, etc.), automate account creation/termination and improve user account management, and ensure that the County complies with audit requirements. (OE3)
- Integrate Microsoft Skype for Business with the County's telephone system, providing capability to place phone calls from either desk phone or computer. (OE3)
- Improve the County's ability to comply with Senate Bill (SB) 272, The California Public Records Act: local agencies: inventory (2015) by enhancing the system of record for business applications to allow for automated reporting on systems that meet the criteria to be reported upon. (OE3)
- Upgrade the County's website authoring platform. This technology upgrade will provide County users with new and improved functionality and allow the County to remain on a current, vendor-supported version of the product. (OE3)
- Upgrade several core products that make up the County's Enterprise Document Processing Platform (EDPP). This technology upgrade will provide County users with new

2017–19 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Integrate CCRM to support the County's document repository and archiving solution, Documentum, and the County's geographic information system capabilities. (OE3)
 - Enhance reporting functionality in the County's IT cost management/chargeback billing application, ITrack, to support users' need for a robust, user-friendly application. (OE3)
 - Continue to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHSA, its community partners and other County departments the capability to access a comprehensive view of a client's history, thereby creating a coordinated care network between multiple providers. (OE3)



and improved functionality and allow County to remain on a current, vendor-supported version of the product. (OE3)

- Implement replacement scanning software for the enterprise that is required to support the business needs of the following departments: Health & Human Services Agency, Auditor & Controller, and Purchasing & Contracting. (OE3)
- Complete the transition of services to the new Information Technology and Telecommunications Services Agreement. (OE3)
- Integrate Active Directory with the Oracle Identity and Access Management Platform in support of the Phase I of Automated Provisioning technologies project. (OE3)
- Upgrade Oracle Business Intelligence (OBI) platform to ensure currency of platform and associated components. The upgrade project will also explore database infrastructure to increase performance and availability. (OE3)

- Strengthen our customer service culture to ensure a positive customer experience
 - Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure end-user satisfaction. (OE3)
 - Achieve 80% IT customer satisfaction survey results by the Outsourcing Provider, as contractually defined.
 - Achieve 100% County end-user satisfaction with delivery of IT services relative to peer organizations. The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to peer organizations, using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations who participated in Gartner’s IT Customer Satisfaction survey.

Related Links

For additional information about the CTO, refer to the website at: www.sandiegocounty.gov/cto


Performance Measures		2015–16 Actuals	2016–17 Adopted	2016–17 Estimated Actuals	2017–18 Recommended	2018–19 Recommended
	IT initiatives resulting from CTO-driven advanced planning ¹	4	4	2	4	4
	Outsourcing Provider IT Service Levels (previously “Minimum Acceptable Service Level”) performance ²	100%	99%	98%	99%	99%
	Outsourcing Provider IT project performance to budget and schedule ³	100%	86%	100%	87%	87%
	Employee Satisfaction with Outsourcing Contractor Services based on Gartner Inc.’s Best in Class IT Satisfaction Survey results ⁴	100%	N/A	N/A	N/A	N/A
	County end-user satisfaction with delivery of IT services relative to peer organizations ⁵	N/A	100%	99.8%	100%	100%
	Outsourcing Provider IT customer satisfaction survey results ⁶	N/A	N/A	N/A	80%	80%

Table Notes

- ¹ CTO-driven advanced planning initiatives for Fiscal Year 2016–2017: 2 of the 4 objectives were not met and have been carried over to Fiscal Year 2017–18. 1. County Constituent Relationship Management System (CCRM) Project - the scope of project was changed to include integration with the County’s Geographic Information System capabilities and exclude the Business Case Management System (BCMS) requirement. As a result, the effort to develop requirements and subsequently the project plan took longer than anticipated. 2. Integrate Microsoft Skype for Business with the County’s telephone system - the integration of Skype for Business to the County telephone system was included in the new Information Technology and Telecommunications Agreement signed in November 2016. The project is anticipated to be completed Fall 2017. CTO-driven advanced planning initiatives for Fiscal Year 2017–18: 1. Integrate the County Constituent Relationship Management System (CCRM) to support County’s document repository and archiving solution, Documentum, and Geographic Information System capabilities. 2. Implement replacement scanning software for the enterprise required to support the business needs of the following departments: Health & Human Services Agency, Auditor and Controller, and Purchasing & Contracting. 3. Integrate Microsoft Skype for Business with the County’s telephone system, providing capability to place phone calls from either desk phone or computer. 4. Complete the transition of services to the new Information Technology and Telecommunications Services Agreement.
- ² The percentage reported reflects the Service Levels (formerly “Minimum Acceptable Service Levels (MASLs)”) achieved by the Outsourcing Provider compared to the Service Levels missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.
- ³ The percentage reported reflects the Service Levels (formerly MASLs) for IT project management achieved by the Outsourcing Provider compared to the Service Levels for IT project management missed in a given fiscal year.
- ⁴ The percentage reflects the County’s 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. This measure will be replaced Fiscal Year 2016–17 to better define the performance measure. See Table Note 5.
- ⁵ This is a new Performance Measure effective Fiscal Year 2016-17. The percentage reflects the County’s end-user satisfaction with the delivery of IT services relative to peer organizations, using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations that participated in Gartner’s IT Customer Satisfaction survey.
- ⁶ This is a new Performance Measure effective Fiscal Year 2017–18. The percentage reported reflects the Outsourcing Provider’s achievement of all end-user/customer satisfaction survey performance targets per IT Service Levels (formerly MASLs) in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

County Technology Office Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net increase of \$0.5 million.

- ◆ Salaries & Benefits—increase of \$0.2 million as a result of negotiated labor agreements and an increase in required retirement contributions.
- ◆ Services & Supplies—net decrease of \$0.2 million primarily associated with the funding of one-time IT projects in Fiscal Year 2016–17, including AEM, EDPP, Emergent Funding, Applications Rationalization, Applications Manager, Windows 10 Upgrade, Skype for Business, FMW, IDAM, IT Outsourcing

Recompete, JELS, and OBI (\$4.0 million). These decreases are offset by increases in one-time costs related to AEM Upgrade, EDPP Upgrade, Windows 10 Upgrade, FMW, IDAM, OBI, JELS, and transition to the new IT Outsourcing Agreement (\$3.8 million).

- ◆ Management Reserves—increase of \$0.5 million for funding of emergent or unanticipated IT platform needs.

Revenues

Net increase of \$0.5 million.

- ◆ Fund Balance Component Decrease—increase of \$0.1 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$0.3 million. A total of \$4.3 million is budgeted.





- ❖ \$1.2 million for Adobe Experience Manager upgrade and extended support.
- ❖ \$1.2 million for EDPP upgrade, components replacement (Webtop and eInput), and acquisition of Reveille Documentum tool.
- ❖ \$0.1 million for Windows 10 Upgrade for enterprise- related remediation efforts.
- ❖ \$0.3 million for FMW platform technology support (Performance Analysis, Java version upgrade, and Business Activity Monitor integration with IDAM SSO).
- ❖ \$0.2 million for IDAM multifactor authentication project.
- ❖ \$0.3 million for OBI platform upgrade.
- ❖ \$0.2 million for JELS SharePoint online integration.
- ❖ \$0.3 million for costs related to transition to the new IT Outsourcing Agreement.
- ❖ \$0.5 million for funding of emergent or unanticipated IT platform needs.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$4.2 million in the CTO Office operating budget is due to anticipated completion of one-time projects in Fiscal Year 2017–18.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2016–17 to 2017–18

Expenditures

Net decrease of \$4.8 million

- ◆ Services & Supplies—Decrease of \$4.8 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 decrease of \$4.8 million

- ◆ Charges for Current Services—decrease of \$5.4 million primarily due to decreases in departmental operation and maintenance costs.
- ◆ Other Financing Sources—increase of \$0.6 million primarily due to increase in enterprise-wide license costs and new IT one-time projects.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$9.8 million in the Information Technology Internal Service Fund based on departmental projections for IT needs throughout the County.

Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
CTO Office		17.00			17.00	17.00
Total		17.00			17.00	17.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
CTO Office	\$ 15,587,159	\$ 12,829,302	\$ 18,692,012	\$ 11,527,004	\$ 13,302,552	\$ 9,063,381
Information Technology Internal Service Fund	143,999,557	168,394,771	191,341,921	147,229,974	163,573,017	153,798,189
Total	\$ 159,586,716	\$ 181,224,073	\$ 210,033,933	\$ 158,756,978	\$ 176,875,569	\$ 162,861,570

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 3,250,716	\$ 3,407,516	\$ 3,407,516	\$ 3,341,957	\$ 3,577,615	\$ 3,638,456
Services & Supplies	156,242,432	177,816,557	206,626,417	155,415,021	172,797,954	159,223,114
Other Charges	93,568	—	—	—	—	—
Management Reserves	—	—	—	—	500,000	—
Total	\$ 159,586,716	\$ 181,224,073	\$ 210,033,933	\$ 158,756,978	\$ 176,875,569	\$ 162,861,570

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 12,472	\$ 21,575	\$ 21,575	\$ 21,575	\$ —	\$ —
Charges For Current Services	141,192,690	163,951,118	180,426,712	141,988,055	158,565,345	148,525,827
Miscellaneous Revenues	2,842	100,000	100,000	2,777	100,000	100,000
Other Financing Sources	5,209,475	5,183,164	5,183,164	5,170,789	5,793,798	6,058,488
Fund Balance Component Decreases	—	—	—	—	65,554	65,554
Use of Fund Balance	2,053,439	4,000,000	16,334,266	3,605,566	4,300,000	—
General Purpose Revenue Allocation	11,115,798	7,968,216	7,968,216	7,968,216	8,050,872	8,111,701
Total	\$ 159,586,716	\$ 181,224,073	\$ 210,033,933	\$ 158,756,978	\$ 176,875,569	\$ 162,861,570



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.

2016–17 Accomplishments



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolved 80% (24 of 30) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost avoidance. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Distributed 100% (13) of Commission decisions within 48 hours of Commission approval, providing timely notification of outcomes to parties and the public. (OE4)
 - 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. (OE4)

- Ensured all decisions made by the Commission took into consideration fairness, due process and compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
- Maintained and updated desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information thereby increasing staff efficiency, sound decision-making and operational consistency.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieved a positive customer satisfaction rating of 99%. Customer satisfaction surveys focused primarily on responsiveness, courtesy, and knowledge of staff. (OE5)
 - Provided customers with hearings that were fair, impartial and efficient, achieving legally sound decisions.
 - Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
 - Created new desk reference sheets with pertinent information that should be conveyed to customers inquiring about filing an appeal, complaint or request with the Civil Service Commission ensuring that staff consistently provides accurate and timely information.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Participated in ongoing training in areas of human resources, technology, workplace safety, finance and pertinent legal updates, increasing staff's knowledge in order to provide superior customer service. (OE6)
 - Provided training to human resources academy participants on the Commission's role in the County's human resources system as well as procedures for handling appeals and complaints under the Commission's

jurisdiction. This training increased customers’ knowledge of the Commission’s authority and current processes and procedures. (OE6)

- Created a new training presentation with increased visuals and interaction with trainees that explains the role of the Civil Service Commission and its current practices relating to appeals and complaints under its jurisdiction. (OE6)

2017–19 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 compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.

- Maintain and update desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- 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, finance 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:

- ◆ www.sandiegocounty.gov/civilservice

Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Positive customer satisfaction rating ¹	99%	95%	99%	95%	95%
	Personnel disputes resolved without need of an evidentiary hearing ²	82% of 33	55%	80% of 30	55%	55%
	Commission decisions distributed within 48 hours of Commission approval	100% of 9	95%	100% of 13	95%	95%

Table Notes

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

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





Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net increase of \$0.01 million

- ◆ Salaries & Benefits—increase of \$0.02 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.01 million due to reduction in public liability costs.

Revenues

Increase of \$0.01 million

- ◆ Fund Balance Component Decrease—increase of \$0.01 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Civil Service Commission		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Civil Service Commission	\$ 498,853	\$ 525,820	\$ 526,260	\$ 466,774	\$ 531,768	\$ 539,349
Total	\$ 498,853	\$ 525,820	\$ 526,260	\$ 466,774	\$ 531,768	\$ 539,349

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 360,527	\$ 430,248	\$ 430,248	\$ 379,878	\$ 450,957	\$ 458,515
Services & Supplies	138,326	95,572	96,012	86,896	80,811	80,834
Total	\$ 498,853	\$ 525,820	\$ 526,260	\$ 466,774	\$ 531,768	\$ 539,349

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Charges For Current Services	\$ 44,675	\$ 44,976	\$ 44,976	\$ 44,976	\$ 43,412	\$ 43,412
Fund Balance Component Decreases	—	—	—	—	7,558	7,558
Use of Fund Balance	5,476	—	440	(59,046)	—	—
General Purpose Revenue Allocation	448,702	480,844	480,844	480,844	480,798	488,379
Total	\$ 498,853	\$ 525,820	\$ 526,260	\$ 466,774	\$ 531,768	\$ 539,349



Clerk of the Board of Supervisors

Mission Statement

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

Department Description

The Clerk of the Board of Supervisors Department is the official repository of the Board of Supervisors' records and provides administrative support to the Board of Supervisors, the Assessment Appeals Boards, County Hearing Officers, Special Districts, City Selection Committee, and provides administration of the Labor Relations Ordinance. Additionally, the department provides a high volume of public-facing services such as passport application acceptance services, passport photo services, and notary public services. The majority of its functions are defined and mandated by various California Statutes, Revenue and Taxation Codes, County Ordinances, Board Resolutions, the Board's Rules of Procedures, and by Board of Supervisors' policies.

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

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

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 28.00 staff years and a budget of \$3.9 million.



2016–17 Accomplishments



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▣ Increased transparency and open access to Board of Supervisors official records by installing a new microfilm machine with digital technology. (OE4)
 - ▣ Replaced current automated agenda management system to increase reliability and efficiency of the Board of Supervisors agenda creation process. (OE3)
 - ▣ Replaced the aging voting system in the Board Chamber with a modern, touch screen system that interfaces with the agenda management system to provide electronic access to all agenda materials in the Board Chamber. (OE3)
 - ▣ Ensured efficiency and transparency of the Property Tax Assessment Appeals process by processing 98% (4,182 of 4,267) Property Tax Assessment Appeal Applications within 7 days of receipt. (OE4)
 - ▣ Provided open access to County business by making 39 audio recordings of all 39 Board of Supervisors meetings available on the Internet within three days of the related meeting. (OE4)
 - ▣ Enhanced the efficiency and transparency of the Property Tax Assessment Appeal process by participating in the development of the Integrated Property Tax System. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - ▣ Implemented a new customer queuing system for Passport Services to better manage customer volume and provide wait time information to customers. (OE3)
 - ▣ Ensured satisfaction with services provided by achieving a consistently high average rating of 4.9 out of 5.0 on surveys of 13,116 customers. (OE5)

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.

- Provided opportunities to San Diego residents by processing and mailing 100% of 26,980 completed U.S. Passport applications on the same day they are received. (OE5)
- Implemented objectives from the Business Process Reengineering effort of the U.S. Passport acceptance process to improve services provided to customers, including upgraded signage, streamlined check-in process, consolidated informational flyers, and improved Internet content. (OE5)

- Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting. (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)
- Explore automated solutions to increase online access to Board of Supervisors official records. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - 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)
 - Ensure satisfaction with services provided by achieving a consistently high average rating of 4.9 out of 5.0 in surveys of customers. (OE5)

2017–19 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)

Related Links

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

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


Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Average score on internal customer surveys ¹	4.9 of 3,640 surveys	4.9	4.9 of 13,116 surveys	4.9	4.9
	Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	98% of 4,764 applications	98%	98% of 4,267 applications	98%	98%
	Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	100% of 41 recordings	100%	100% of 39 recordings	100%	100%
	United States Passport applications processed and mailed on the same day they are received	100% of 24,413 applications	100%	100% of 26,980 applications	100%	100%

Table Notes

¹ Scale of 1-5, with 5 being “excellent”. The volume of customer survey cards increased significantly from the previous fiscal year because the department deployed new strategies to solicit a higher volume of customer feedback.

² During Fiscal Year 2016–17, total applications received were 4,267. 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: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net increase of \$0.2 million

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

Revenues

Net increase of \$0.2 million

- ◆ Charges for Current Services—increase of \$0.05 million as a result of an anticipated increase in revenue associated with U.S. Passport acceptance services.

- ◆ Fund Balance Component Decreases—Increase of \$0.05 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ General Purpose Revenue—increase of \$0.1 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Legislative Services		12.00			12.00	12.00
Public Services		13.00			13.00	13.00
Executive Office		3.00			3.00	3.00
Total		28.00			28.00	28.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Legislative Services	\$ 1,376,363	\$ 1,467,027	\$ 1,816,681	\$ 1,838,755	\$ 1,589,735	\$ 1,604,709
Assessment Appeals	(0)	—	—	14	—	—
Public Services	1,326,136	1,375,966	1,434,561	1,438,558	1,518,585	1,532,255
Executive Office	679,733	891,302	1,041,315	773,005	825,396	836,640
Total	\$ 3,382,232	\$ 3,734,295	\$ 4,292,557	\$ 4,050,333	\$ 3,933,716	\$ 3,973,604

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 2,754,786	\$ 3,052,397	\$ 3,052,397	\$ 3,034,545	\$ 3,153,702	\$ 3,193,549
Services & Supplies	615,875	681,898	1,240,160	1,015,788	780,014	780,055
Capital Assets Equipment	11,570	—	—	—	—	—
Total	\$ 3,382,232	\$ 3,734,295	\$ 4,292,557	\$ 4,050,333	\$ 3,933,716	\$ 3,973,604

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Charges For Current Services	\$ 1,030,046	\$ 806,907	\$ 806,907	\$ 1,111,683	\$ 870,350	\$ 870,350
Miscellaneous Revenues	20,464	11,185	11,185	23,912	14,200	14,200
Fund Balance Component Decreases	—	—	—	—	49,734	49,734
Use of Fund Balance	(468,003)	—	558,262	(1,465)	—	—
General Purpose Revenue Allocation	2,799,724	2,916,203	2,916,203	2,916,203	2,999,432	3,039,320
Total	\$ 3,382,232	\$ 3,734,295	\$ 4,292,557	\$ 4,050,333	\$ 3,933,716	\$ 3,973,604



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 140.00 staff years and a budget of \$27.3 million.



- Supported 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.
 - ◆ Completed 100% (2) of all applicable advisory assignments for County departments related to the County's initiative to strengthen the local food system by the agreed upon due dates. The completed assignments were related to the Agricultural Promotion Ordinance and establishing a regulatory ordinance for food safety permitting in catering operations.
 - ◆ The objective to achieve a 90% or more success rate in County Code Enforcement cases related to the County's initiative to strengthen the local food system was not achieved because no related cases were resolved during the fiscal year.

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.

2016–17 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



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Used the plan developed to implement Laura's Law to provide in-court representation and ongoing legal advisory opinions to the Health and Human Services Agency (HHS) regarding petitions for court-ordered assisted outpatient mental health treatment. (SC3)
 - ◆ Developed related forms for County and Court use.
 - ◆ Assisted in the development of ongoing practices and procedures in collaboration with the Court, Public Safety Group, and Patient Rights Advocate, ensuring a successful implementation of this new legal practice area and to mitigate community threats.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level

- Initiated and expanded a pilot project with the Justice Electronic Library System (JELS) document management system that enabled HHSA to upload Juvenile Dependency detention reports and dual reports making them available electronically to County Counsel and Probation. (SC6)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Provided effective legal services to HHSA in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (SC6)
 - ◆ Prevailed in 99% (928 of 929) of Juvenile Dependency petitions contested in Superior Court.
 - ◆ Prevailed in 98% (297 of 304) of Juvenile Dependency appeals and writs filed.



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Ensured coordination of County Counsel responsibilities with respect to new projects that required County approval by initiating early involvement of County Counsel staff with other departmental partners and maintaining consistent communication among County Counsel staff on all aspects of required review. (SE3)
 - ◆ Completed 100% (3) of all draft Environmental Impact Report reviews in 40 days or less.
 - ◆ Conducted 12 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - 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. (OE1)
 - ◆ Completed 100% (40 of 40) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Completed 97% (1,288 of 1,322) of all advisory assignments for County departments by the agreed upon due dates.
 - Provided 44 specialized risk mitigation sessions, including risk roundtables, case evaluation committee discussions, post-litigation debriefings and mock trials to address risk issues, helping to promote risk management and decrease future legal liability. (OE2)

- All supervisory staff (37) completed the online financial literacy training in the County’s Learning Management System to become more knowledgeable and proficient in understanding the County’s finances. Due to office reorganization, the number of supervisors decreased from 38 to 37 during Fiscal Year 2016-17. (OE2)
- Aggressively represented the County in litigation, and maintained fiscal stability while advancing the overall interests of the County of San Diego and the public it serves. (OE1)
 - ◆ Prevailed in 99% (82 of 83) of court decisions in all lawsuits filed against the County.
 - ◆ The objective to achieve a 90% success rate in lawsuits where the County is the plaintiff by winning in court or obtaining a favorable settlement was not achieved because no such cases were resolved during the fiscal year.
 - ◆ Handled 100% (110 of 110) of the defense of all resolved lawsuits filed in California against the County, unless a conflict of interest required outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Completed deployment and implementation of Sanction 4.1, the new trial preparation software that replaced Sanction 2.9, for compatibility with the County’s upgrade to Microsoft Windows 10. (OE3)
 - Identified an enterprise file sharing and collaboration solution that allows the County to securely share files larger than 10 MB with anyone (internal or external), from anywhere, and on any device. Developed a pilot program, “WatchDox”, which integrates with Outlook and allows users to share, access and sync documents on the web, desktop and mobile devices. A pilot team of attorneys, paralegals, and administrative staff successfully tested the application over a period of several months. The next steps will be to identify how best to deploy the solution. (OE3)
- 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 a five-year succession plan to train and prepare future office leaders. Implemented needs-based, focused training programs, developed legal resource databases for common issues, strengthened team support structures, and kept current with changing legal technology. (OE6)
 - ◆ Sent two staff members to the Supervisor Academy in Fiscal Year 2016–17.
 - ◆ Established four in-house trainings for new and current employees, including: (1) Overview of Legal Techniques and Recent Law on Advisory, General Litigation, Tort



Litigation, Claims and Dependency areas; (2) Implicit Bias; (3) Civil Jury Selection; (4) Drugs and Their Impact on Law Enforcement.

2017–19 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 by the agreed upon due dates 95% of all applicable advisory assignments for County departments related to the County’s initiative to strengthen the local food system.
 - ◆ Achieve a 90% or more success rate in County Code Enforcement cases related to the County’s initiative to strengthen the local food system.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Work with Office of Strategy and Intergovernmental Affairs to seek legislative authority for Juvenile Court Judges to execute removal warrants to reduce the County’s litigation risk for exigency removals.



Safe Communities

- Expand data-driven prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - Work with HHSA to fully implement the JELS document management system that enables HHSA to upload Juvenile Dependency detention reports and dual reports, making them available electronically to County Counsel and Probation. (SC6)
 - In collaboration with the Department of Purchasing and Contracting and the Sheriff’s Department, assist and provide legal support in the procurement of body-worn camera technology to improve accountability and address crime at the local level. (SC3)
 - In collaboration with the Sheriff’s Department, assist and provide legal support in the development of new policies, practices and procedures to ensure successful implementation of body-worn cameras to promote positive interactions among members of the community and law enforcement. (SC3)

- Review and assist with the revision of Sheriff’s Department policies and procedures for consistency with evolving state and federal laws. (SC3)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Provide effective legal services to HHSA in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (SC6)
 - ◆ Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
 - ◆ Prevail in 95% of Juvenile Dependency appeals and writs filed.
- 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 in 40 days or less.
 - ◆ Conduct at least ten internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.
 - Conduct at least ten meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to facilitate more efficient, legally sound, and effective contracting practices. (SE1)



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 at least 40 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability. (OE2)

- All County Counsel administrative and claims staff (18) will take the online financial literacy training in the County’s Learning Management System to become more knowledgeable and proficient in understanding the County’s finances. (OE2)
 - 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Complete deployment and implementation of a centralized repository to schedule, track, report and display in real time County Counsel risk mitigation programs, training presentations to County departments, and statewide leadership and training participation. (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 2017–18.
 - ◆ Establish at least three in-house trainings for new and current employees.
 - ◆ The Office’s Diversity & Inclusion Committee will develop at least two diversity and inclusion goals to be implemented by the office related to improved decision-making and attraction of talent.

Related Links

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

◆ www.sandiegocounty.gov/CountyCounsel

Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	All advisory assignments related to promoting the County’s initiative of strengthening the local food system completed by the due date	100% (1 of 1)	95%	100% (2 of 2)	95%	95%
	Success rate in County Code Enforcement cases related to promoting the County’s initiative of strengthening the local food system ¹	100% (1 of 1)	90%	N/A	90%	90%
	Success rate in Juvenile Dependency petitions contested in Superior Court	99% (780 of 782)	98%	99% (928 of 929)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	98% (407 of 414)	95%	98% (297 of 304)	95%	95%
	Draft Environmental Impact Report reviews completed in 40 days or less	100% (1 of 1)	100%	100% (3 of 3)	100%	100%
	Number of internal meetings to evaluate new and ongoing land use projects ²	30	10	12	10	10




Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Number of meetings with Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environmental Group staff to facilitate more efficient, legally sound, and effective contracting services ³	N/A	N/A	N/A	10	10
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (35 of 35)	98%	100% (40 of 40)	98%	98%
	Advisory assignments for all County departments completed by the due date	99% (1,430 of 1,442)	95%	97% (1,288 of 1,322)	95%	95%
	Resolved court cases filed against the County in which County will prevail (County success rate)	94% (76 of 81)	90%	99% (82 of 83)	90%	90%
	Non-conflict cases against the County handled by County Counsel	100% (109 of 109)	95%	100% (110 of 110)	95%	95%
	Success rate in County cases against other parties ¹	67% (2 of 3)	90%	N/A	90%	90%
	Number of risk mitigation education sessions provided by County Counsel	57	40	44	40	40
	Number of in-house trainings for new and current employees ⁴	10	3	4	3	3
	Number of designated staff to complete Financial Literacy online LMS training ⁵	N/A	100%	100%	100%	100%

Table Notes

- ¹ Performance Measure was not achieved in Fiscal Year 2016–17 because no related cases were resolved during the fiscal year.
- ² Performance measure results for Fiscal Year 2016–17 increased due to the addition of two meetings scheduled during the last quarter.
- ³ Performance measure added in Fiscal Year 2017–18 to support strategic alignment to the Sustainable Environments Strategic Initiative and to improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.
- ⁴ County Counsel provided a greater number of in-house trainings than what was originally estimated due to the addition of new attorney staff who required specialized training on public entity law, as well as case developments that necessitated focused legal training topics.
- ⁵ Staff designated to complete the training include: 38 supervisory staff in Fiscal Year 2016–17 and 18 administrative and claims staff in Fiscal Year 2017–18. Due to office reorganization, the number of supervisors decreased from 38 to 37 during Fiscal Year 2016–17 however, all designated staff (37) completed training.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No changes in staffing

Expenditures

Net increase of \$1.5 million

- ◆ Salaries & Benefits—increase of \$1.6 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.1 million primarily as a result of increases in cross-functional Information Technology services.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.2 million to reflect cost reimbursement from HHSA and the Department of Environmental Health for exclusive legal services provided to these departments. Since this is a transfer of expenditures, it has the effect of a \$0.2 million decrease in expenditures.

Revenues

Net increase of \$1.5 million

- ◆ Charges for Current Services—increase of \$0.7 million due to anticipated increases in road fund liability matters.
- ◆ Fund Balance Component Decrease—increase of \$0.2 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—\$0.1 million is budgeted for one-time costs associated with negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$0.5 million primarily due to negotiated labor agreements.

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
County Counsel		140.00			140.00	140.00
Total		140.00			140.00	140.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
County Counsel	\$ 25,156,086	\$ 25,745,621	\$ 26,248,701	\$ 25,536,479	\$ 27,253,889	\$ 28,031,898
Total	\$ 25,156,086	\$ 25,745,621	\$ 26,248,701	\$ 25,536,479	\$ 27,253,889	\$ 28,031,898

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 23,988,585	\$ 25,345,767	\$ 25,345,767	\$ 25,047,149	\$ 26,935,143	\$ 27,703,903
Services & Supplies	1,984,352	1,695,303	2,198,383	1,679,108	1,784,402	1,802,912
Expenditure Transfer & Reimbursements	(816,851)	(1,295,449)	(1,295,449)	(1,189,777)	(1,465,656)	(1,474,917)
Total	\$ 25,156,086	\$ 25,745,621	\$ 26,248,701	\$ 25,536,479	\$ 27,253,889	\$ 28,031,898

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Charges For Current Services	\$ 12,266,406	\$ 12,076,576	\$ 12,076,576	\$ 12,554,194	\$ 12,742,181	\$ 12,998,917
Miscellaneous Revenues	43,956	2,000	2,000	790	1,000	1,000
Fund Balance Component Decreases	—	—	—	—	266,799	266,799
Use of Fund Balance	(214,926)	83,540	586,620	(602,009)	138,828	145,344
General Purpose Revenue Allocation	13,060,650	13,583,505	13,583,505	13,583,505	14,105,081	14,619,838
Total	\$ 25,156,086	\$ 25,745,621	\$ 26,248,701	\$ 25,536,479	\$ 27,253,889	\$ 28,031,898



Grand Jury

Mission Statement

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

Department Description

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



2016–17 Accomplishments

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▣ Reviewed and investigated 100% (103) of citizen’s complaints, issues and other County matters of civil concern brought before the Grand Jury. (SC2)
 - Returned 63 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2017–19 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. (SC2)
 - Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6.

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.

Related Links

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

- ◆ www.sandiegocounty.gov/grandjury

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

No significant changes

Revenues

No significant changes

Budget Changes and Operational Impact: 2017–18 to 2018–19

No significant changes



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Grand Jury		1.00			1.00	1.00
Total		1.00			1.00	1.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Grand Jury	\$ 786,860	\$ 803,101	\$ 805,314	\$ 639,951	\$ 781,387	\$ 781,387
Total	\$ 786,860	\$ 803,101	\$ 805,314	\$ 639,951	\$ 781,387	\$ 781,387

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ —	\$ 2,396	\$ 2,396	\$ —	\$ 5,826	\$ 5,826
Services & Supplies	786,860	800,705	802,918	639,951	775,561	775,561
Total	\$ 786,860	\$ 803,101	\$ 805,314	\$ 639,951	\$ 781,387	\$ 781,387

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Miscellaneous Revenues	\$ 34,819	\$ —	\$ —	\$ 1,170	\$ —	\$ —
Use of Fund Balance	(48,743)	—	2,213	(164,320)	—	—
General Purpose Revenue Allocation	800,784	803,101	803,101	803,101	781,387	781,387
Total	\$ 786,860	\$ 803,101	\$ 805,314	\$ 639,951	\$ 781,387	\$ 781,387



Human Resources

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the Department of Human Resources has 120.00 staff years and a budget of \$26.6 million.



- Maintained the rate of overall employee participation in various wellness activities at 16.2%. (HF5)
- Expanded employee meditation sessions from three to nine locations at County facilities. (HF5)
- Expanded the employee diabetes management program from two to three locations at County facilities. (HF5)

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.

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Supported the Countywide Security Program by providing 128 training sessions with a total of 3,128 attendees to increase awareness on emergency responses. (SC3)

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Out of a total of 25 bargaining units, 12 with agreements expiring June 2017, negotiated fiscally prudent successor Memoranda of Agreement (MOA) with 2 bargaining units and 1 employee organization. Negotiations continue with 10 bargaining units represented by Service Employees International Union (SEIU) Local 221. Reached early settlement agreements for successor MOAs with seven bargaining units and three employee organizations that were not due to expire until June 2018. (OE1)
 - Increased financial literacy of all department staff, by ensuring they completed the online Financial Literacy training course in the Learning Management System (LMS). (OE2)
 - Completed transition of all (28) DHR contracts to the Exigis System for electronic certification of insurance tracking.
 - To ensure timely and effective services, reduced the hours of lost productivity related to workers' compensation claims by 2.1%, a decrease of 2,835 hours from Fiscal Year 2014-15 baseline of 133,901 hours.

2016–17 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
 - Expanded the Farmers Market from nine to eleven locations at County facilities to support healthy food choices at work and at home.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision

- Maintained a 98% accuracy rate in transactions in the human resources information system, PeopleSoft.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continue to integrate the human resources information system, PeopleSoft, into the enterprise’s Oracle Identity Management solution to increase security and eliminate staff intervention of password request and system logins. The completion date of this project has been delayed to Fiscal Year 2017-18 due to the infrastructure changes necessary to support the volume of anticipated users. (OE3)
 - Enhanced the Workers’ Compensation Claim Management System on September 27, 2016. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - In order to improve services and provide the best customer service, attained a 97% satisfaction rate on recruitment surveys.
 - Provided excellent customer service to County departments by completing 95% of Classification Activity Requests within anticipated timelines.
 - To provide excellent customer service and serve customer departments timely, accomplished recruitment timelines with a 99% success rate.
 - Completed Phase III of the Classification Modernization Project by reviewing 74 classification specifications.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Strengthened awareness of diversity, inclusion, and cultural competence by providing six learning opportunities, which included TED (Technology, Entertainment and Design) Talks, an overview of cultural competency, and inclusive communication classroom trainings. (OE6)
 - To increase Countywide knowledge and understanding of the function and role of the Risk Assessment Team, conducted five presentations throughout all five County groups.
 - Advertised open recruitments in diverse publications in order to attract a diverse applicant pool 100% of the time.
 - Increased the number of LMS training hours by 5,000 compared to prior year actuals. (OE6)
 - Increased the number of professional development training opportunities available in LMS by adding 20 new trainings.

2017–19 Objectives



Healthy Families

- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
 - Maintain the rate of overall employee participation in various wellness activities at 16%. (HF5)
 - Expand the Aging Backwards classes from two to four locations. (HF5)
 - Expand the Healthy Balance Weight Management Program from one to three locations. (HF5)



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Negotiate fiscally prudent successor Memoranda of Agreement with 6 of 25 bargaining units and 4 of 9 existing employee organizations by June 30, 2018. (OE1)
 - Complete a risk mitigation strategy for personally identifiable information in the County’s Human Resources system through an assessment of current security technologies and vendors by June 30, 2018. (OE3)
 - Collaborate with departments to create a centralized location to access departmental Injury and Illness Prevention Program reports to assist DHR in complying with State regulations. (OE3)
 - Successfully procure a contract for a new LMS by June 30, 2018. (OE3)
 - To ensure timely and effective services, reduce the hours of lost productivity related to workers’ compensation claims by 2%.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Coordinate the upgrade of PeopleSoft database to the most current version by December 31, 2018.
- Strengthen our customer service culture to ensure a positive customer experience
 - In order to improve services and provide the best customer service, attain a 97% satisfaction rate on recruitment surveys.
 - Provide excellent customer service to County departments by completing 97% of Classification Activity Requests within agreed upon timelines.
 - Provide excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted





- Advertise open recruitments in diverse publications in order to attract a diverse applicant pool 100% of the time.
- Oversee rollout of Sexual Harassment Prevention for Supervisors training with new content and ensuring a 100% completion rate by June 30, 2018.
- To foster talent development within the County, restructure the existing Professional Enrichment Seminars to Emerging Leaders series of trainings.
- Increase the number of LMS training hours by 3,000 compared to prior year actuals by June 30, 2018. (OE6)

- Increase the number of professional development training opportunities available in LMS by adding 20 new trainings in Fiscal Year 2017–18.

Related Links

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

◆ www.sandiegocounty.gov/hr



Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Rate of overall employee participation in Employee Wellness Program activities ¹	16% of 17,044	16%	16.2% of 17,044	16%	16%
	Rate of employee participation in the Love Your Heart blood pressure campaign ²	22% (3,743 of 17,044)	N/A	N/A	N/A	N/A
	Recruitment plan/service agreements/timelines met	98% of 400	99%	99%	99%	99%
	Include diversity outreach in all recruitments	100%	100%	100%	100%	100%
	Increase the number of LMS training hours completed by participants ³	0%	N/A	N/A	N/A	N/A
	Increase in the number of professional development training opportunities available in LMS	20	20	20	20	20
	Reduction in the hours of lost productivity related to workers' compensation claims	4.8%	2.0%	2.1%	2.0%	2.0%
	Classification Activity Request completed within prescribed timeframe	N/A	95%	95%	97%	97%
	Overall customer satisfaction rate for recruitment surveys	N/A	97%	97%	97%	97%
	Increase in the number of completed LMS training hours compared to prior year actuals ⁴	N/A	5,000	5,000	3,000	3,000

Table Notes

¹ This measure is calculated based on various activities including Amazing Race, Flu Shot Campaign, Dare to Stair, Maintain Don't Gain, Love Your Heart, Thrive Across America, Wellness Expos, and Biometric Screening Online Health Risk Assessment.

² Due to the volume of employee and public participation, this measure was discontinued effective Fiscal Year 2016–17.

³ This measure was discontinued effective Fiscal Year 2016–17 and replaced with a new measure that reflects an increase over the previous fiscal year.

⁴For Fiscal Year 2017–18 the number of hours was reduced by 2,000 due to the restructuring of several trainings. For Fiscal Year 2018–19, this measure will be replaced to account for the further planned restructuring and enhancements of the trainings provided.

Budget Changes and Operational Impact: 2016-17 to 2017-18

Staffing

Increase of 2.00 staff years for operational support for the Wellness and Workforce Information Network programs

Expenditures

Net decrease of \$0.3 million

- ◆ Salaries & Benefits—increase of \$0.7 million for 2.00 additional staff years described above and required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$1.0 million
 - ❖ Decrease of \$1.8 million due to completion of one-time projects in Fiscal Year 2016-17 including the IT project for the Oracle Database Upgrade used by PeopleSoft (\$1.2 million), Workforce Academy for Youth program (\$0.3 million), LMS upgrade and training opportunities (\$0.2 million) and Flexible Spending Account implementation (\$0.1 million).
 - ❖ Increase of \$0.6 million due to one-time projects associated with initial security of personally identifiable information in PeopleSoft (\$0.3 million) and PeopleSoft upgrades (\$0.3 million).
 - ❖ Increase of \$0.2 million due to miscellaneous services and supplies for operational needs.

Revenues

Net decrease of \$0.3 million

- ◆ Charges for Current Services—increase of \$0.1 million in A-87 revenues for reimbursement of administrative services provided to other County departments.
- ◆ Miscellaneous Revenues—increase of \$0.4 million due to increased cost reimbursement from the Employee Benefits Division and Workers' Compensation portions of the Employee Benefits Internal Service Fund.
- ◆ Fund Balance Component Decreases—increase of \$0.2 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—decrease of \$1.2 million for a total budget of \$0.8 million including:
 - ❖ \$0.3 million for a one-time initial security of personally identifiable information project in PeopleSoft.
 - ❖ \$0.3 million for PeopleSoft upgrades.
 - ❖ \$0.2 million for unanticipated countywide insurance needs through Management Reserves.
- ◆ General Purpose Revenue Allocation—net increase of \$0.2 million primarily due to negotiated labor agreements.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$0.5 million primarily due to the anticipated completion of one-time projects in Fiscal Year 2017–18.





Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Department of Human Resources		118.00			120.00	120.00
Total		118.00			120.00	120.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Department of Human Resources	\$ 22,113,513	\$ 26,964,462	\$ 29,851,662	\$ 23,841,917	\$ 26,649,865	\$ 26,178,113
Total	\$ 22,113,513	\$ 26,964,462	\$ 29,851,662	\$ 23,841,917	\$ 26,649,865	\$ 26,178,113

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 14,168,664	\$ 14,869,693	\$ 14,869,693	\$ 14,397,891	\$ 15,529,580	\$ 15,824,801
Services & Supplies	8,162,956	12,199,636	15,063,856	9,707,921	11,166,152	10,599,179
Capital Assets Equipment	11,003	—	22,980	11,627	—	—
Expenditure Transfer & Reimbursements	(229,109)	(304,867)	(304,867)	(275,521)	(245,867)	(245,867)
Management Reserves	—	200,000	200,000	—	200,000	—
Total	\$ 22,113,513	\$ 26,964,462	\$ 29,851,662	\$ 23,841,917	\$ 26,649,865	\$ 26,178,113

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ 12,299	\$ 4,274	\$ 4,274	\$ 4,274	\$ 5,247	\$ 5,247
Charges For Current Services	1,670,967	1,635,463	1,635,463	1,637,492	1,769,126	1,769,126
Miscellaneous Revenues	7,182,916	8,090,459	8,090,459	7,385,243	8,482,727	8,569,868
Fund Balance Component Decreases	—	—	—	—	215,636	215,636
Use of Fund Balance	(1,512,366)	1,970,000	4,857,200	(449,358)	770,000	—
General Purpose Revenue Allocation	14,759,697	15,264,266	15,264,266	15,264,266	15,407,129	15,618,236
Total	\$ 22,113,513	\$ 26,964,462	\$ 29,851,662	\$ 23,841,917	\$ 26,649,865	\$ 26,178,113



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 \$4.6 million.



2016–17 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 two drills to prepare for and respond to major natural or human-made disasters impacting the San Diego County region. (SC1)
 - ▣ Organized two meetings of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. These meetings built critical relationships needed during regional emergencies and provided a forum for sharing ideas and resources. (SC1)
 - Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's emergency website and app, social media, new releases, news conferences and video.




Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - ▣ Provided timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department provided more than one content item (article, video or graphic) per day for a total of 487 items. (SE6)

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.

 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▣ Provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - Supported County departments’ goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This included the live broadcast of all Board of Supervisors meetings to ensure the public had access to its County government.
 - Provided easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 38% (27,835 above 73,902 actual base).
- 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 206 content items, such as an article or video.

2017–19 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 human-made disasters impacting the San Diego County region. (SC1)
 - ▣ Organize one to two meetings per fiscal year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources. (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, news releases, news conferences and video.

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - ▣ Provide timely and relevant information to the public about the County’s programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department will provide at least one content item (article, video or graphic) per day for a total of 365 items during Fiscal Year 2017–18 and another 365 items during Fiscal Year 2018–19. (SE6)

 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 2017–18 and an additional 20% during Fiscal Year 2018–19.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting 200 content items, such as an article or video, during Fiscal Year 2017–18, and at least another 200 during Fiscal Year 2018–19.

Related Links

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

- ◆ www.countynewscenter.com





Performance Measures		2015-16 Actuals	2016-17 Adopted	2016-17 Actuals	2017-18 Adopted	2018-19 Approved
	Participate in two emergency preparedness drills to test readiness	2	2	2	2	2
	News items (article or video) posted on County News Center ¹	510	365	487	365	365
	Increase in followers of County social media sites ²	54% (25,945 above 47,957 actual base)	20%	38% (27,835 above 73,902 actual base)	20%	20%
	Articles, videos and information posted on department's intranet site	218	200	206	200	200

Table Notes

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

² The department exceeded its goal due in large part to a change in Facebook during the fiscal year which allows videos to play in line, rather than having to provide a link to another website to watch a video. This resulted in higher engagement and a larger than expected increase in followers.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Staffing

No change in staffing

Expenditures

Net increase of \$1.0 million

- ◆ Services & Supplies—decrease of \$0.1 million primarily as a result of removal of one-time costs associated with various IT projects budgeted in Fiscal Year 2016–17.
- ◆ Capital Assets Equipment—increase of \$1.1 million primarily due to the addition of one-time capital expenditures for CNC TV production equipment.

Revenues

Net increase of \$1.0 million

- ◆ Licenses, Permits & Franchises—increase of \$1.1 million in Public Educational Governmental (PEG) Access Fee revenue, primarily due to the addition of one-time capital expenditures for CNC TV production equipment.

- ◆ Fund Balance Component Decreases—increase of \$0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—decrease of \$0.2 million due to elimination of one-time funding for enhancements to InSite, the County's internal website.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Net decrease of \$1.0 million primarily due to elimination of one-time capital expenditures for CNC TV production equipment planned for Fiscal Year 2017–18.



Staffing by Program						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
County Communications Office		22.00			22.00	22.00
Total		22.00			22.00	22.00

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
County Communications Office	\$ 2,904,632	\$ 3,620,533	\$ 3,709,047	\$ 3,032,925	\$ 4,608,494	\$ 3,566,808
Total	\$ 2,904,632	\$ 3,620,533	\$ 3,709,047	\$ 3,032,925	\$ 4,608,494	\$ 3,566,808

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 2,760,597	\$ 2,920,025	\$ 2,920,025	\$ 2,761,556	\$ 2,961,651	\$ 3,016,453
Services & Supplies	408,002	661,508	735,472	580,235	524,843	511,355
Capital Assets Equipment	79,747	389,000	403,551	18,969	1,472,000	389,000
Expenditure Transfer & Reimbursements	(343,715)	(350,000)	(350,000)	(327,834)	(350,000)	(350,000)
Total	\$ 2,904,632	\$ 3,620,533	\$ 3,709,047	\$ 3,032,925	\$ 4,608,494	\$ 3,566,808

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 87,199	\$ 430,000	\$ 430,000	\$ 230,987	\$ 1,526,500	\$ 430,000
Fund Balance Component Decreases	—	—	—	—	59,279	59,279
Use of Fund Balance	(72,189)	150,000	238,514	(238,594)	—	—
General Purpose Revenue Allocation	2,889,621	3,040,533	3,040,533	3,040,533	3,022,715	3,077,529
Total	\$ 2,904,632	\$ 3,620,533	\$ 3,709,047	\$ 3,032,925	\$ 4,608,494	\$ 3,566,808



County of San Diego

Capital Program

Capital Program	477
.....	
2017-18 Adopted Budget at a Glance: Capital Program	479
.....	
Capital Improvement Needs Assessment: Fiscal Years 2017–22	483
.....	
CINA Capital Projects	485
.....	
Operating Impact of Capital Program: Fiscal Years 2017-19	493
.....	
Capital Appropriations: Fiscal Year 2017–18	495
.....	
Capital Program Summary: All Capital Program Funds	507
.....	
Summary of Capital Program Funds	511
.....	
Outstanding Capital Projects by Fund	515
.....	

Capital Program

Capital Program Introduction

The County has a centralized, comprehensive capital facilities and space planning program (Capital Program) that is guided by Board Policy G-16, *Capital Facilities and Space Planning*, which is described in more detail below. The Capital Program maintains a forward-looking perspective on the County's current capital facilities and the anticipated needs for capital in the near- and long-term. 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 that are managed and accounted for in the enterprise funds or special revenue funds (i.e. roads/airports). See the departmental operational plan narratives 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 currently is used to account for the funding of land acquisitions and capital projects that do not fall within the scope of any of the other capital program funds (listed below). Capital projects that are funded through the Capital Outlay Fund include the purchase or construction of buildings for the delivery of County services and the acquisition and development of open space and parkland, outside of the Multiple Species Conservation Program (MSCP) (see description below).



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.

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, are to fund 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, both of which were 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 Improvement Needs Assessment (CINA).

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 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.

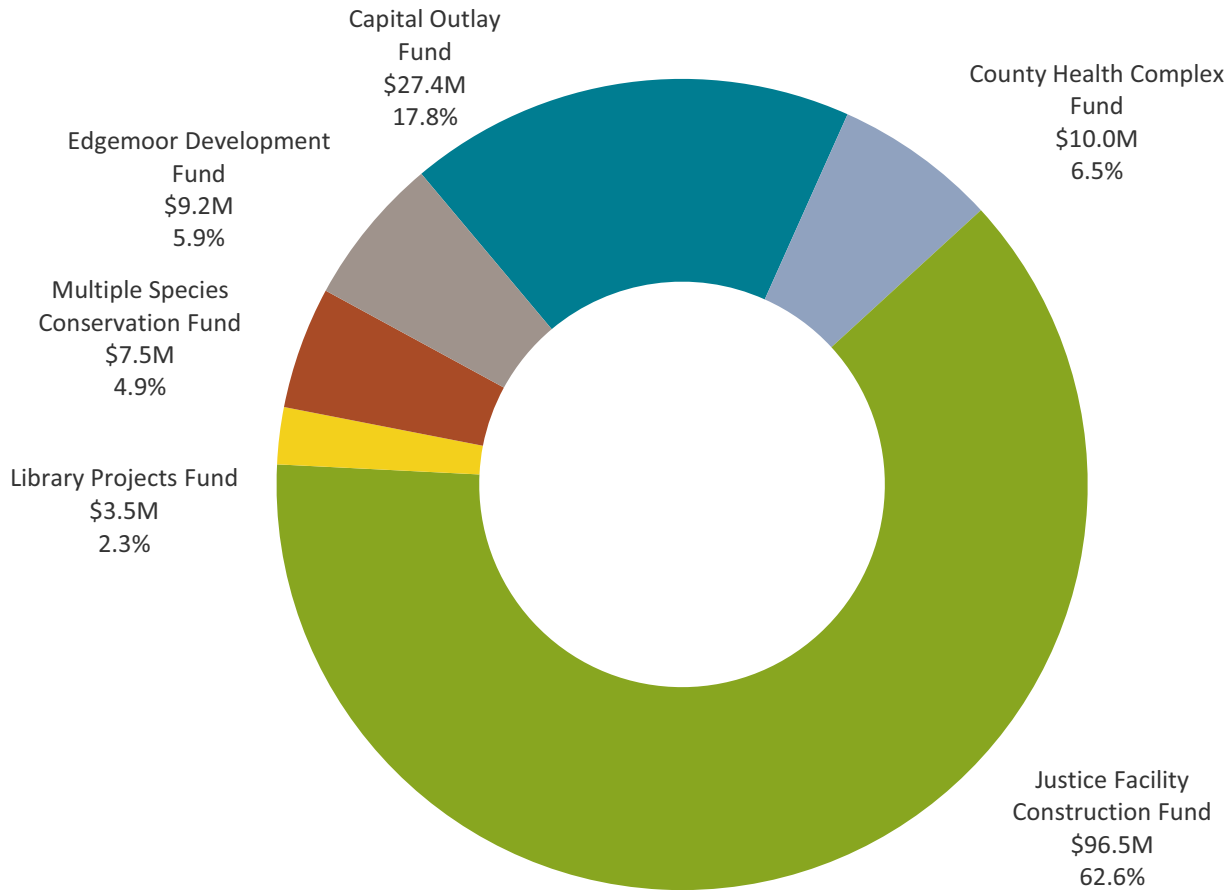
Appropriations remaining for any given capital project at the end of the fiscal year automatically carry forward into the next fiscal year along with any related encumbrances, until the project is completed.

The tables in the Outstanding Capital Projects by Fund section 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.



2017–18 Adopted Budget at a Glance: Capital Program

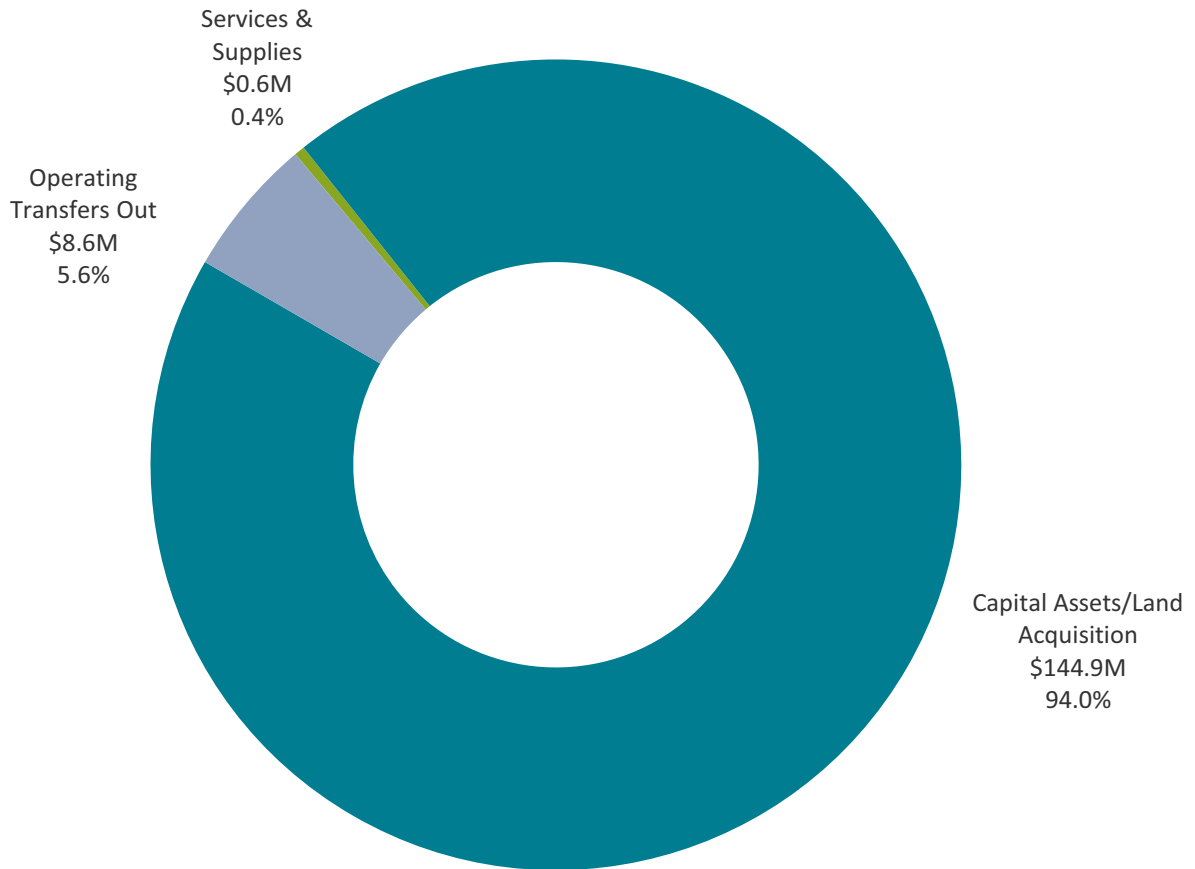
Capital Program by Fund Fiscal Year 2017–18: \$154.1 million



Adopted Budget by Fund: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Capital Outlay Fund	\$ 27.4	17.8
County Health Complex Fund	10.0	6.5
Justice Facility Construction Fund	96.5	62.6
Multiple Species Conservation Program Fund	7.5	4.9
Library Projects Capital Outlay	3.5	2.3
Edgemoor Development Fund	9.2	5.9
Total	\$ 154.1	100.0

*The sum of individual figures within a column may not equal the total for that column due to rounding.

Capital Program by Categories of Expenditures Fiscal Year 2017–18: \$154.1 million



Adopted Budget by Categories of Expenditures:
Capital Program

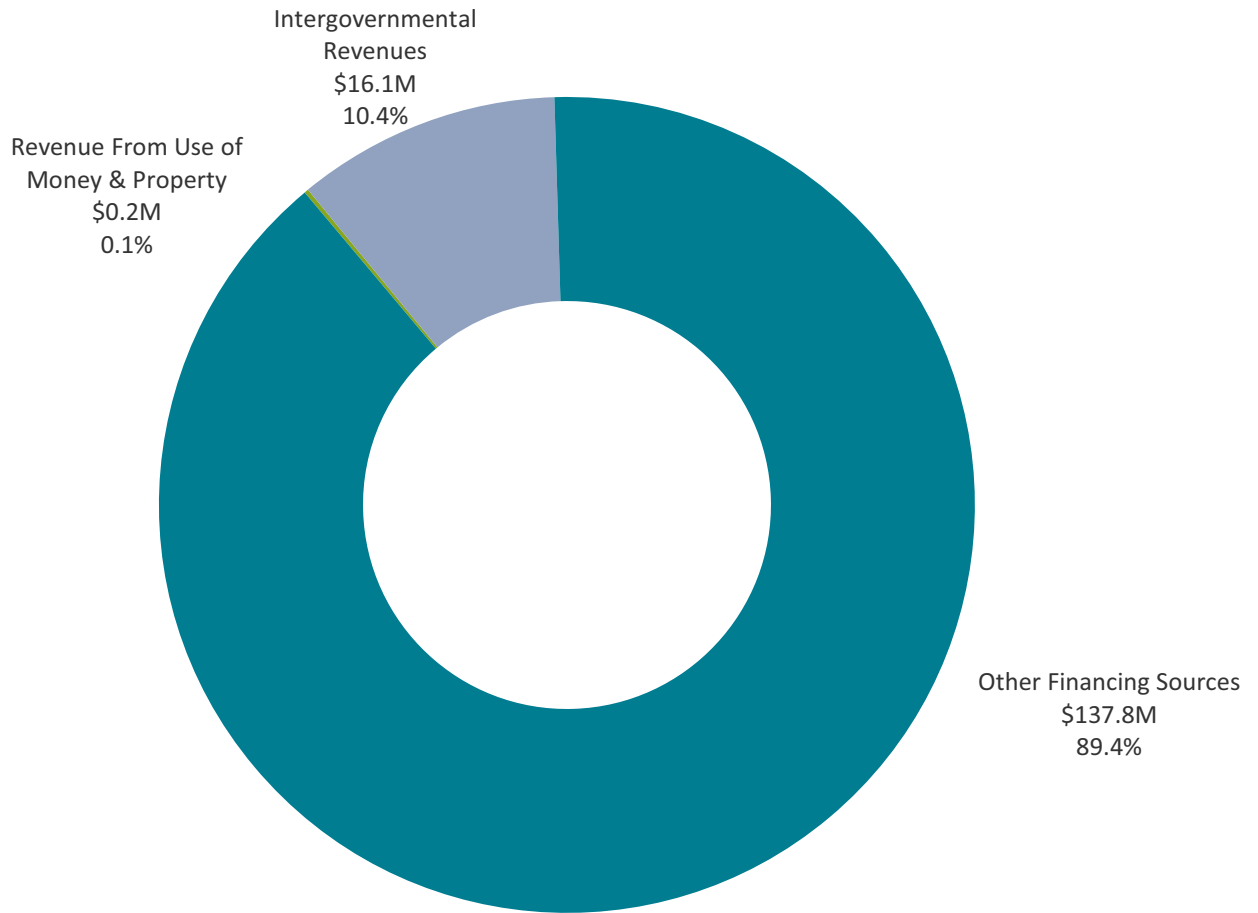
	Budget in Millions	Percent of Total Capital Budget
Services & Supplies	\$ 0.6	0.4
Capital Assets/Land Acquisition	144.9	94.0
Operating Transfers Out	8.6	5.6
Total	\$ 154.1	100.0

*The sum of individual figures within a column may not equal the total for that column due to rounding.





Capital Program by Categories of Revenues Fiscal Year 2017–18: \$154.1 million



Adopted Budget by Categories of Revenues: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	\$ 0.2	0.1
Intergovernmental Revenues	16.1	10.5
Other Financing Sources	137.8	89.4
Total	\$ 154.1	100.0

*The sum of individual figures within a column may not equal the total for that column due to rounding.





Capital Improvement Needs Assessment: Fiscal Years 2017–22

The County's capital improvement planning process is guided by Board of Supervisors Policy G-16, *Capital Facilities and Space Planning*. The process is designed to align capital projects planning with the County of San Diego's strategic initiatives and the County's Five-Year Strategic Plan. Policy G-16 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 specific evaluation criteria, detailed below, 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 objectives and description, estimated costs (if available) 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 photovoltaic 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, 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 mid- and long-term, the County will continue to take an active 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 and 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, Environmental/Entitlement Review
	Budget development
	Schedule development
Execution	Acquisition strategy
	Approval/authorization
	Design
Closeout	Construction
	Closeout project
	Punch-list items



CAPITAL IMPROVEMENT NEEDS ASSESSMENT: FISCAL YEARS 2017–22

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	No measurable Quality of Life Benefits
4	State/Federal Mandate-Legally Binding Commitment	Projects that satisfy a funded mandate with enforceable sanctions/ Projects with a legal binding commitment to complete work	Projects that have an agreement by the Board of Supervisors to complete work / Projects in partnership with other jurisdictions	Projects that satisfy an unfunded mandate, or a mandate without enforceable sanctions/ Projects with an understanding between jurisdictions 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 Capital Projects

This year, the Facilities Planning Board ranked all major (greater than \$10 million) and minor (less than \$10 million) capital projects. The evaluation criteria used by the Facilities Planning Board to rate and rank projects in the CINA are designed to align capital projects planning with the County of San Diego's strategic initiatives and Five-Year Financial Forecast, to correct existing deficiencies, meet federal/State mandates and contractual obligations, reduce operating and maintenance costs, increase customer service levels, and to protect and enhance the quality of life for San Diego County residents. The total estimated cost of these projects is \$1.1 billion. 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.

In an effort to revitalize the County building infrastructure and reduce ongoing maintenance and repair costs the County has implemented a Facilities Operational Improvement Program for aged facilities. This program helps to identify County-owned structures which are greater than 40 years old and are considered for replacement or major renovation. The County-owned structures identified as aged facilities are listed in bold font for easier reference.

CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Jamul Fire Station 36 Land Acquisition	Planning	\$300,000	Negotiate and purchase land occupied by fire station.
Modular Trailer Replacement for Otay Fire Station 38	Planning	500,000	Replace existing modular trailer on-site.
San Diego Juvenile Justice Campus	Planning	95,000,000	This project is a phased renovation and rebuilding of existing site and facility to include new community supervision services (Juvenile Probation Center and Ohio Street), Probation, Urban Camp setting and consolidated detention for up to 350 youth and Probation Administration.
Palomar Mountain Fire Station	Planning	1,000,000	Facility remodel and temporary modular living quarters.
Sheriff Technology Center (COC Buildings 12 and 18 replacement)	Planning	49,000,000	Replace Buildings 12 and 18 at the County Operations Center (COC) with new facility for Sheriff's Data and Wireless Services Divisions including an Emergency Operations Center (EOC) media center. Estimated 57,000 square foot building.
Health Services Complex Relocation/ Psychiatric Hospital Support	Planning	102,300,000	Relocation of the Health Services Complex. Construction of central plant and support facilities for Psychiatric Hospital. Scope coordinated with development capacity at Southeast San Diego Live Well Center.
Jacumba Fire Station	Planning	7,350,000	Relocation (leased purchase of new site) and construction of new facility.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.

CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Inmate Transfer Tunnel	Planning	25,046,000	Construction of the inmate pedestrian tunnel from San Diego Central Jail (SDCJ) to the new Courthouse basement. Connecting the tunnel to SDCJ would require: construction of a multi-story subgrade portal to receive the tunnel, relocation of the institutional laundry, modifications to the basement to add holding cells, and extension of an elevator for separation of inmate and staff vertical transport.
San Pasqual Fire Station Replacement	Planning	7,350,000	Relocation and construction of new fire station and plan for future training facility.
Lindo Lake Improvements	Planning	9,900,000	Restore Lindo Lake by deepening the bottom of the lake to remove sediment and improve drainage filtration systems that lead to the lake.
County Administration Center (CAC) Renovations (phased)	Planning	145,000,000	Cost estimate ranges from \$108 million - \$145 million. Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes seven distinct phases. Plan includes funding for fixture and finishes refresh of existing Board Chamber.
Southeast San Diego Live Well Center	Planning	61,500,000	New facility to relocate and consolidate facilities (South East Family Resource Center, Public Health and Mental Health) into new SESD Live Well Center, 60,000 - 140,000 square feet depending on entitlement restrictions. Potential Probation joint occupancy.
Campo - Mountain Empire New Sheriff and Fire Station	Planning	7,500,000	Fire, Sheriff and General Services shops.
Multiple Species Conservation Program (MSCP) Land Acquisition	Planning	294,000,000	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. Since 1997 the County has provided various levels of ongoing funding since Fiscal Year 2008–09; this fiscal year’s allocation is \$7.5 million of General Fund fund balance.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.





CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
San Marcos Road Maintenance Station & Fleet Garage	Planning	7,500,000	A new Fleet garage to provide the necessary infrastructure to maintain County vehicles which are geographically located in this area. The footprint of the new garage will be similar in size to the current building. The scope of the project will include planning, land acquisition, construction, and vehicle maintenance shop equipment and tool procurement. It is recommended that the new garage sit on three acres of land and will be approximately 15,000 square feet.
Santee Operations Center Renovation/Relocation	Planning	9,000,000	New facility needed. Current facilities are outdated, inefficient. Evaluate for relocation or redevelopment on site.
Playground Equipment (various locations)	Planning	2,045,000	Demolition and construction of outdated playground equipment and new accessible playground. These improvements will be located at Lakeside Ballfields, Otay Lakes Park, Agua Caliente, Vallecitos, Flinn Springs and Hillsdale.
Otay Valley Regional Park (OVRP) Easement Acquisition and Trails Construction "Area A"	Planning	1,500,000	Acquisition of trail easements and construction/improvement of approximately 3.5 miles of planned trails in Otay Valley Regional Park Zone A (I-805 to Heritage Road).
Otay Valley Regional Park (OVRP) Easement Acquisition and Trails Construction "Area B"	Planning	4,000,000	Acquisition of trail easements and construction/improvement of approximately 12 miles of planned trails in Otay Valley Regional Park Zone B (Heritage Road to Otay Lakes County Park).
Playground Shade Structures for Lamar and Hilton Head	Planning	215,000	Installation of shade structures over playground equipment at Lamar and Hilton Head parks.
Playground Shade Structures for Flinn Springs and Steele Canyon	Planning	330,000	Installation of shade structures over playground equipment at Flinn Springs and Steele Canyon.
Ranchita - Warner Springs Sheriff Substation Replacement	Planning	5,000,000	New building to replace existing aged facility.
Lakeside Branch Library	Planning	14,000,000	Construction of new library with teen and children spaces, community room.
Bike Skills Course East County	Planning	500,000	Environmental analysis, permitting, design and construction of a bicycle skills course in East County. The skills course will include a pump track, progressive jumps and skills elements.
Bike Skills Course North County	Planning	500,000	Environmental analysis, permitting, design and construction of a bicycle skills course in North County. The skills course will include a pump track, progressive jumps and skills elements.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Bike Skills Course South County	Planning	450,000	Environmental analysis, permitting, design and construction of a bicycle skills course in South County. The skills course will include a pump track, progressive jumps and skills elements.
Casa De Oro Library	Planning	13,000,000	Construction of new 15,000 square foot library with teen and children spaces, community room.
Mount Woodson Parking Lot	Planning	800,000	Design, environmental, right of way and construction of a new access point to county parcels as well as site grading, placement of decomposed granite, benches and informational kiosks to provide trail users a safer parking location for the East Mount Woodson trail.
Sweetwater Loop Reroute Vernal Pool Trail	Planning	300,000	Alternative reroute will include construction of bridge, trail improvements, signage and fencing.
Lakeside Equestrian Facility	Planning	4,500,000	Design and construction of a 13.88 acre equestrian facility on vacant land at the northeast corner of Willow Road and Moreno Avenue in Lakeside.
Otay Lakes Park Sewer	Planning	1,750,000	Design, environmental analysis and construction to remove outdated sewer systems in Otay Lakes Park. This site is under consideration for development of a new campground in cooperation with a non-profit. Extent of improvements will depend on whether the campground partnership moves forward.
Otay Lakes River Regional Park (OVRP) Active Recreation Site 3	Planning	23,790,000	Develop site as an active recreation park. As part of the OVRP Master Plan, certain parcels in the valley were identified as possible active recreation sites. Subsequently the County has purchased an approximately 46-acre site located east of Interstate 5.
Felicita Park Sewer	Planning	2,000,000	Design, environmental analysis and construction to remove outdated sewer systems in Felicita Park. Park is a designated historic site and requires extensive environmental review and analysis.
Sweetwater Loop Trail Acquisition and construction of Segment 10	Planning	5,250,000	Acquisition of property, environmental permitting and construction of Sweetwater Loop Trail Segment 10.
Guajome Sewer Improvements	Planning	800,000	Design and Construction of sewer improvements through Guajome Park.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.





CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Sweetwater Loop Trail Acquisition/ Construction and Development (Segment 8 and 9)	Planning	6,150,000	Construction of equestrian and bikeways segments along the periphery of the Sweetwater Reservoir to integrate and connect trails existing at the Sweetwater Regional Park.
North County Regional Center (NCRC) - Law Library Renovation	Planning	1,750,000	Addition and Renovation
Otay Valley Regional Park (OVRP) Easement Acquisition and Trails Construction "Area C"	Planning	4,500,000	Acquisition of trail easements and construction/improvement of approximately 12 miles planned trails in Otay Valley Regional Park Zone C (Otay Lakes Area Loop).
Tijuana River Valley (TJRV) Active Recreation Site and Community Park, Campgrounds, and Equestrian Center	Planning	46,700,000	63 acre project will design and construct a series of multi-use ballfields, playgrounds, campgrounds, restrooms, equestrian and other park amenities.
Agua Caliente Campground Expansion and Water Upgrades Phase II	Planning	3,725,000	Improvements include the construction of additional campsites and water distribution facilities.
Estrella Park Improvements	Planning	645,000	Construction of Americans with Disability Act (ADA) parking, decomposed granite trails, landscape, irrigation, a small creek bridge, park benches and picnic tables.
Bonita Library Expansion	Planning	3,500,000	The current Children's area of the Bonita Library is only 500 square feet of a 10,000 square foot building. Given the usage level and high percentage of children's materials checked out at this library (children's materials account for over 30% of all circulation), a much larger space is required. An expansion area of 3,200 square feet would accommodate both a new Children's area as large as the one being built in Imperial Beach and a relocated teen area. A feasibility study has determined that a 3,200 square foot expansion is possible on the north side of the building.
San Luis Rey Park (SLRP) Acquisition and Improvement	Planning	39,189,843	Acquisition and development of property for the planned 1600-acre San Luis Rey River Park (SLRRP). An estimated 695 acres will be transferred to the County from Caltrans for inclusion in the SLRRP with the balance being acquired by the County from willing sellers.
County Building - Boulevard	Planning	1,500,000	Modular on site adjacent to Fire. New library kiosk located on site.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Nelson Sloan Reclamation	Planning	2,000,000	Reclamation of the Nelson Sloan property (former Quarry) to meet the basic requirements of the reclamation plan under the Surface Mining and Reclamation Act (SMARA). Project includes one-time start-up costs for environmental review/surveys/permits and Storm Water Pollution Prevention Plan preparation, grading plan, sediment transport and placement and other related site preparation/construction.
Don Dussalt Park Improvements Phase II	Planning	615,000	Phase I - Construction of ADA parking and tot lot play structure are complete. Phase II is in planning, includes a junior play structure, picnic areas, exercise equipment, paths, landscaping and irrigation.
Park Volunteer Pads (various locations)	Planning	450,000	Construction of new volunteer pads that include covered Photovoltaic parking and water generator.
Alpine Acquisition - Active Recreation Park	Planning	6,500,000	Acquisition for future active recreation park within Alpine.
Whitaker Estate Road Design and Construction	Planning	250,000	Removal of existing pavement, design and construction of entry road improvements at the Whitaker Estate to meet Fire Marshal's recommendations and prevent erosion onto private properties.
Guajome Campground Expansion	Planning	1,800,000	Construction of 25 new campsites.
Sweetwater Summit Campground Expansion Phase II	Planning	3,500,000	Design and construction of approximately 27 new recreational vehicle (RV) campsites, including the extension of utilities, roads and other camp amenities.
Camping Cabins (various locations)	Planning	400,000	Target installation of 2-4 camping cabins at County campgrounds.
California Riding and Hiking Trail Acquisition and Improvements	Planning	4,000,000	Preserve this historic trail through the transfer of State trail easements to the County and acquisition of new easements. Construction of new trail segments and major improvements to existing segments.
Trans County Trail Land Acquisitions or Easements	Planning	6,215,000	Trans County Trail land acquisitions or easements for the proposed regional trail to cross California State Route 67. Includes funding for design, CEQA review, and construction of a bridge.
Synthetic Turf Upgrades (various locations)	Planning	2,000,000	Replace existing grass fields with synthetic turf fields at various County parks.
Lakeside Ballfields Turf Replacement	Planning	3,000,000	Replacement of Lakeside Baseball Park turf, which is at the end of its useful life.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.





CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Woodhaven Park Water Conservation and Exercise Path	Planning	800,000	Design, environmental and construction of a well and new irrigation system and exercise path.
Santa Ysabel East-West Trail (Cauzza) Construction and Nature Center Trail Connection	Planning	3,400,000	Design, environmental and construction of trail alignment to provide an east-west trail connecting between west Santa Ysabel property/trails to east Santa Ysabel property/trails. Provide California Environmental Quality Act (CEQA) review and construct 4 water crossings for the east-west trail - \$2,700,000 Nature Center Trail Connection to existing trails - \$700,000
Otay Primitive Campground	Planning	5,750,000	Design, environmental and construction of primitive youth/group campground at Otay Lakes Park.
San Dieguito Park Porous Paving	Planning	1,200,000	Construction of a new porous paved access road from the lower part of San Dieguito Park up to the Miracle Field baseball area and a porous paved road to the basketball court to improve accessibility for overflow parking.
San Diego River Watershed Parking Lot Conversion to Permeable Pavement	Planning	750,000	Conversion of impermeable pavements to permeable at El Monte parking lot.
San Luis Rey Watershed Parking Lot Conversion to Permeable Pavement	Planning	500,000	Conversion of impermeable pavements to permeable at Wilderness Garden parking lot.
Ramona Intergenerational Community Center (RICC) Land Acquisition	Planning	4,000,000	Acquisition of additional land to connect community oriented facilities adjoining the new library with Santa Maria Creek Greenway.
Sheriff's Quartermaster and Regional Training Facility; Phase 1 Land Acquisition	Planning	6,100,000	A regional training facility located adjacent or proximate to existing and planned facilities (e.g., the San Diego Regional Firearms Training Center and the proposed Emergency Vehicle Operations Course). A Quartermaster program where essential equipment and supplies are stored and issued, as well as general and evidence storage and tactical vehicle staging would also be evaluated for inclusion in the project.
Borrego Springs Shadeway	Planning	650,000	Design and environmental work for a covered pathway from Christmas Circle to Borrego Springs Park.
Stowe Trail Acquisition and Trail Realignment	Planning	7,500,000	Acquisition of land for the relocation of the historic Stowe Trail that links the County's Goodan Ranch and Sycamore Canyon Preserves and Mission Trails Park.
Lindo Lake Photovoltaic	Planning	1,000,000	Install covered parking areas with photovoltaic panels at Lindo Lake Park.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Bomb Arson Land Acquisition	Planning	500,000	Purchase of 4.31 Ac from Caltrans for site currently being used under encroachment permit. County control of the site ensures long-term use by the Bomb Arson program.
Rancho San Diego Patrol Station Secondary Access Road	Planning	1,000,000	Provide for a connection to the State Route 94/Campo Road east of the existing driveway accessed at the intersection of Campo Road and Jamacha Blvd. Otay Water District owns property and a facility on the hill above the Sheriff's Station and has performed environmental studies for an extension of the Sheriff's Station driveway.
Sweetwater Road Trail	Planning	500,000	Construction of an approximately 3/4 mile trail that will connect Sweetwater River Trail to Sweetwater Loop Trail.
Sycamore Canyon Trails	Planning	1,680,000	Acquisition of land or easements for an alternative Stowe Trail and trail connection improvements to Sycamore Canyon Trail - Calle De Rob, including those connections to the ranger station area and Wu property.
Glenn Abbey Trail	Planning	560,000	Environmental documentation, design, and construction of the Glenn Abbey Trail.
Sage Hill Staging Area and Trail System Improvements	Planning	160,000	Environmental design and construction of trail and staging area for Sage Hill park.
Ramona Grasslands Preserve Public Access Construction Phase 1, 2 & 3	Planning	2,702,600	Addition of 5.5-mile multi-use trail system connecting the three portions of the Preserve. The trail system would utilize existing ranch roads and trails, with some new trail construction and a crossing of Santa Maria Creek. In addition to new trails, pathways are proposed along Highland Valley and Rangeland Roads. A staging area and associated infrastructure will be constructed in the northeast portion of the Preserve.
Lakeside Soccer Fields Acquisition	Planning	4,700,000	Acquisition for future development of an active recreation soccer park in Lakeside.
Ohio Street Renovation/Replacement	Planning	9,900,000	Demolition of existing building and construct an approx. 15,000 SF office with social services, contractors, community space, and other services to be provided to adults and juveniles to aid rehabilitation and treatment.
Total Estimated Project Costs		\$ 1,094,718,443	

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



Operating Impact of Capital Program: Fiscal Years 2017–19

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 which include facility and staff impacts, necessary additional staffing (staff years), ongoing program revenue related to the project, and debt service payments related to long-term financing of construction 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. The following major capital projects are currently in progress and are scheduled for completion during Fiscal Years 2017-19.

2017–19 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
Sheriff's Crime Lab	The operating impact for this facility will include \$3.7 million in FF&E costs and \$1.8 million for operations, maintenance, contracted services and utility costs to operate the 160,000 square foot facility.	\$ 79,500,000	2018	\$ 3,700,000	\$ 1,793,132	—	\$ 1,793,132
Borrego Springs Library	The operating impact for this facility will include \$0.8 million for FF&E costs, \$0.6 million for operations, maintenance, contracted services and utilities costs and 4.5 additional FTEs to staff the library expansion.	\$ 9,950,000	2018	\$ 820,000	\$ 589,865	4.50	\$ 589,865
Borrego Springs Park	The operating impact for this facility will include \$0.1 million for O&M to operate a 16.02 acre park.	\$ 2,000,000	2018	\$ —	\$ 80,000	—	\$ 80,000
HHS North Coastal Regional Facility	The operating impact for this facility will include \$1.2 million in FF&E costs, and \$0.3 million for operations, maintenance, contracted services and utilities costs to operate a redeveloped facility which will replace older facilities.	\$ 24,000,000	2018	\$ 1,200,000	\$ 285,880	—	\$ 285,880
Santa Ysabel Nature Center	The operating impact for this facility will include \$0.2 million in FF&E costs and \$0.7 for operations, maintenance, contracted services and utilities costs and 2 additional FTEs to staff the Nature Center.	\$ 7,249,000	2019	\$ 160,500	\$ 696,000	2.00	\$ 696,000
2017–18 Total Operating Impact		—	—	\$ —	\$ —	—	\$ —
2018–19 Total Operating Impact		—	—	\$ 5,880,500	\$ 3,444,877	6.50	\$ 3,444,877



Capital Appropriations: Fiscal Year 2017–18

The Fiscal Years 2017–19 Operational Plan includes **\$154.1 million** in new appropriations for various capital projects in the Capital Program for Fiscal Year 2017–18. This excludes the \$9.2 million appropriated in both Fiscal Year 2017–18 and Fiscal Year 2018–19 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.

Sheriff Technology Center (COC Buildings 12 and 18 Replacement)

Fiscal Year 2017–18 Appropriations: \$49,000,000

Project Number: 1021130

Estimated Total Project Cost: \$49,000,000

Funding Source(s): General Fund fund balance (\$30,000,000); Public Safety General Fund fund balance (\$16,100,000) and Poway Redevelopment Fund (\$2,900,000)

Scope: Replace Buildings 12 and 18 at the County Operations Center (COC) with new facility for Sheriff’s Data and Wireless Services Divisions including an Emergency Operations Center (EOC) media center. Estimated 57,000 square foot building.

Schedule and Milestones: Program consultant retained.



San Diego Juvenile Justice Campus

Fiscal Year 2017–18 Appropriations: \$20,000,000

Project Number: 1021131

Estimated Total Project Cost: \$95,000,000

Funding Source(s): Public Safety General Fund fund balance \$20,000,000

Scope: This project is a phased renovation and rebuilding of existing site and facility to include new community supervision services (Juvenile Probation Center and Ohio Street), Probation, Urban Camp setting and consolidated detention for up to 350 youth and Probation Administration.

Schedule and Milestones: Program Consultant retained. Four conceptual phases identified.



Emergency Vehicle Operations Course (EVOC)

Fiscal Year 2017–18 Appropriations: \$11,000,000

Project Number: 1020251

Estimated Total Project Cost: \$26,500,000

Funding Source(s): Proposition 172 Fund (\$5,000,000); Regional Partners (\$10,000,000); Public Safety General Fund fund balance (\$11,000,000)

Scope: Land acquisition and the construction of a new EVOC facility encompassing approximately a minimum of 15 acres. The facility would consist of paved roadways, a concrete skid pad, and a multi-purpose asphalt area. Utility infrastructure, an administrative building, and covered vehicle storage would be needed to support the training site. Additional land may need to be acquired for environmental and resource mitigation.

Schedule and Milestones: Site search and planning.

Ohio Street Renovation/Replacement

Fiscal Year 2017–18 Appropriations: \$9,900,000

Project Number: 1021132

Estimated Total Project Cost: \$9,900,000

Funding Source(s): Local Revenue Fund, Community Corrections Subaccount \$9,900,000

Scope: Demolish existing building and construct an approximately 15,000 square feet office with social services, contractors, community space, and other services to be provided to adults and juveniles to aid rehabilitation and treatment.

Schedule and Milestones: Site search and planning.





Sheriff's Quartermaster and Regional Training Facility; Phase 1 Land Acquisition

Fiscal Year 2017–18 Appropriations: \$6,100,000

Project Number: 1021133

Estimated Total Project Cost: \$6,100,000

Funding Source(s): Proposition 172 Revenue \$6,100,000

Scope: For decades, training for San Diego County public safety personnel has been conducted in an inefficient manner at an assortment of training venues scattered throughout the County. This project envisions a regional training facility located adjacent or proximate to existing and planned facilities (e.g., the San Diego Regional Firearms Training Center and the proposed Emergency Vehicle Operations Course). Thoughtful siting of the new facility would maximize the use of existing training facility capacity, while minimizing construction and ongoing costs that might result from unnecessarily duplicating functions. The consolidated training facility would host a range of basic through advanced academic and field curricula in law enforcement, detentions operations, investigations, tactical operations, and fire science and operations. A Quartermaster program where essential equipment and supplies are stored and issued, as well as general and evidence storage and tactical vehicle staging would also be evaluated for inclusion in the project. The opportunity to co-locate planned Fire and Sheriff's stations (constructed by a Community Facilities District) would be explored, which could lend further synergy and enhanced security to the Public Safety Training program/complex.

Schedule and Milestones: Planning.

Bomb Arson Land Acquisition

Fiscal Year 2017–18 Appropriations: \$500,000

Project Number: 1021134

Estimated Total Project Cost: \$500,000

Funding Source(s): Proposition 172 Revenue \$500,000

Scope: Purchase of 4.31 acres from Caltrans for site currently being used under Encroachment Permit. County control of the site ensures long-term use by the Bomb Arson program.

Schedule and Milestones: Planning.





Jamul Fire Station 36 Land Acquisition

Fiscal Year 2017–18 Appropriations: \$300,000

Project Number: 1021135

Estimated Total Project Cost: \$300,000

Funding Source(s): Public Safety General Fund fund balance \$300,000

Scope: Jamul Fire Station 36 Land Acquisition

Schedule and Milestones: Site search and planning.

Palomar Mountain Fire Station

Fiscal Year 2017–18 Appropriations: \$1,000,000

Project Number: 1021136

Estimated Total Project Cost: \$1,000,000

Funding Source(s): Public Safety General Fund fund balance \$1,000,000

Scope: Facility remodel and temporary modular living quarters.

Schedule and Milestones: Planning.





Modular Trailer Replacement for Otay Fire Station 38

Fiscal Year 2017–18 Appropriations: \$500,000

Project Number: 1021137

Estimated Total Project Cost: \$500,000

Funding Source(s): Public Safety General Fund fund balance \$500,000

Scope: Replace existing modular trailer on-site.

Schedule and Milestones: Planning.

Health Services Complex Relocation/Psychiatric Hospital Support

Fiscal Year 2017–18 Appropriations: \$2,000,000

Project Number: 1021147

Estimated Total Project Cost: \$102,300,000

Funding Source(s): General Fund fund balance \$2,000,000

Scope: Relocation of the Health Services Complex. Construction of central plant and support facilities for Psychiatric Hospital. Scope is dependent on final development capacity at Southeast San Diego Live Well Center.

Schedule and Milestones: Programming.



Southeast San Diego Live Well Center

Fiscal Year 2017–18 Appropriations: \$8,000,000

Project Number: 1021148

Estimated Total Project Cost: \$61,500,000

Funding Source(s): General Fund fund balance \$8,000,000

Scope: New facility to relocate and consolidate facilities (South East Family Resource Center, Public Health and Mental Health) into new SESD Live Well Center, 60,000 - 140,000 square feet depending on entitlement restrictions. Potential Probation joint occupancy.

Schedule and Milestones: Programming and Site Search.



Multiple Species Conservation Program

Fiscal Year 2017–18 Appropriations: \$7,500,000

Project Number: 1015029

Estimated Total Project Cost: \$294,000,000

Funding Source(s): General Fund leveraged with federal, State

Scope: Acquisition of 12,410 remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041. County has purchased approximately 19,600 acres in south, north and east county.

Schedule and Milestones: Ongoing acquisitions.

Playground Equipment (various locations)

Fiscal Year 2017–18 Appropriations: \$2,045,000

Project Number: 1021149

Estimated Total Project Cost: \$2,045,000

Funding Source(s): General Fund fund balance \$2,045,000

Scope: Demolition and construction of outdated playground equipment and new accessible playgrounds. These improvements will be located at Lakeside Ballfields, Otay Lakes Park, Agua Caliente, Vallecitos, Flinn Springs and Hillsdale.

Schedule and Milestones: Planning.





Bike Skills Course South County

Fiscal Year 2017–18 Appropriations: \$450,000

Project Number: 1021150

Estimated Total Project Cost: \$450,000

Funding Source(s): General Fund fund balance \$450,000

Scope: Environmental analysis, permitting, design and construction of a bicycle skills course in South County. The skills course will include a pump track, progressive jumps and skills elements.

Schedule and Milestones: Planning.



Sweetwater Loop Reroute Vernal Pool Trail

Fiscal Year 2017–18 Appropriations: \$300,000

Project Number: 1021151

Estimated Total Project Cost: \$300,000

Funding Source(s): General Fund fund balance \$300,000

Scope: Alternative reroute will include construction of bridge, trail improvements, signage and fencing

Schedule and Milestones: Planning.

Otay Lakes Park Sewer

Fiscal Year 2017–18 Appropriations: \$1,750,000

Project Number: 1021152

Estimated Total Project Cost: \$1,750,000

Funding Source(s): General Fund fund balance \$1,750,000

Scope: Design, environmental analysis and construction to remove outdated sewer systems in Otay Lakes Park. This site is under consideration for development of a new campground in cooperation with a non-profit. Extent of improvements will depend on whether the campground partnership moves forward.

Schedule and Milestones: Programming.





Guajome Sewer Improvements

Fiscal Year 2017–18 Appropriations: \$800,000

Project Number: 1021153

Estimated Total Project Cost: \$800,000

Funding Source(s): General Fund fund balance \$800,000

Scope: Design and Construction of sewer improvements through Guajome Park.

Schedule and Milestones: Planning.

Playground Shade Structures for Lamar County Park

Fiscal Year 2017–18 Appropriations: \$105,000

Project Number: 1021155

Estimated Total Project Cost: \$105,000

Funding Source(s): General Fund fund balance \$105,000

Scope: Installation of shade structure over playground equipment at Lamar park.

Schedule and Milestones: Planning.



Playground Shade Structures for Hilton Head County Park

Fiscal Year 2017–18 Appropriations: \$110,000

Project Number: 1021156

Estimated Total Project Cost: \$110,000

Funding Source(s): General Fund fund balance \$110,000

Scope: Installation of shade structure over playground equipment at Hilton Head park.

Schedule and Milestones: Planning.

Playground Shade Structures for Flinn Springs County Park

Fiscal Year 2017–18 Appropriations: \$155,000

Project Number: 1021157

Estimated Total Project Cost: \$155,000

Funding Source(s): General Fund fund balance \$155,000

Scope: Installation of shade structure over playground equipment at Flinn Springs park.

Schedule and Milestones: Planning.





Tijuana River Valley Regional Park Campground and Education Center

Fiscal Year 2017–18 Appropriations: \$1,000,000

Project Number: 1021103

Estimated Total Project Cost: \$1,000,000

Funding Source(s): General Fund fund balance \$1,000,000

Scope: The project will construct a campground and education center on a 57 acre parcel approximately 1.3 miles east of the ocean. The campground will include 80 to 100 campsites, shade structures, horseshoe pits and playgrounds. The site will also feature space for nature education for families and school/youth groups.

Schedule and Milestones: Planning.

Clemmens Lane Soccer Field and Restroom Improvement

Fiscal Year 2017–18 Appropriations: \$257,083

Project Number: 1021272

Estimated Total Project Cost: \$257,083

Funding Source(s): Community Development Block Grant (CDBG) \$257,083

Scope: Design and construction to convert existing sand volleyball court to artificial turf soccer field, construct a single restroom and installation of cushion pads on existing fence.

Schedule and Milestones: Planning.



Playground Shade Structures for Steele Canyon County Park

Fiscal Year 2017–18 Appropriations: \$175,000

Project Number: 1021158

Estimated Total Project Cost: \$175,000

Funding Source(s): General Fund fund balance \$175,000

Scope: Installation of shade structure over playground equipment at Steele Canyon park.

Schedule and Milestones: Planning.

San Marcos Road Maintenance Station & Fleet Garage

Fiscal Year 2017–18 Appropriations: \$7,500,000

Project Number: 1021159

Estimated Total Project Cost: \$7,500,000

Funding Source(s): General Fund fund balance (\$5,770,000), Community Services General Fund fund balance (\$1,730,000)

Scope: A new Fleet garage to provide the necessary infrastructure to maintain County vehicles which are geographically located in this area. The footprint of the new garage will be similar in size to the current building. The scope of the project will include planning, land acquisition, construction, and vehicle maintenance shop equipment and tool procurement. It is preliminarily recommended that the new garage sit on three acres of land and will be approximately 15,000 square feet.

Schedule and Milestones: Site search and planning.



Bonita Library Expansion

Fiscal Year 2017–18 Appropriations: \$3,500,000

Project Number: 1021161

Estimated Total Project Cost: \$3,500,000

Funding Source(s): General Fund fund balance \$3,500,000

Scope: The current Children’s area of the Bonita Library is only 500 square feet of a 10,000 square feet building. Given the usage level and high percentage of children’s materials checked out at this library (children’s materials account for over 30% of all circulation), a much larger space is required. An expansion area of 3,200 square feet would accommodate both a new Children’s area as large as the one being built in Imperial Beach and a relocated Teens area. A feasibility study has determined that a 3,200 square feet expansion is possible on the north side of the building.

Schedule and Milestones: Planning.





County Administration Center (CAC) Renovations (phased)

Fiscal Year 2017–18 Appropriations: \$11,000,000

Project Number: 1021162

Estimated Total Project Cost: \$145,000,000

Funding Source(s): General Fund fund balance \$11,000,000

Scope: Cost estimate ranges from \$108 million - \$145 million. Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes seven distinct phases. Plan includes funding for fixture and finishes refresh of existing Board Chamber.

Conceptual Phases:

1. \$11 million - Initial Design for Life Safety and critical building systems, Board Chamber Design, and historic review
2. \$16 million - Renovate Lower Level temporary spaces, final design and material order for Phase 3. Board Chamber renovation of existing footprint option
3. \$14 million - Renovate Tower, emergency generators, elevators, final design, material order for Phase 4; Major construction of Chambers (north east wing or expanded footprint options)
4. \$13 million - Renovate 4th Floor, including final fire laterals, HVAC; final design and material order for Phase 5
5. \$20 million - Renovate 3rd Floor; final design and material order for Phase 6
6. \$14 million - Renovate 2nd Floor; final design and material order for Phase 7
7. \$20 million - Renovate 1st Floor, final renovation of Lower Level and finish buildout

Note: \$2.9 - \$44 million - Board Chambers Renovation to integrate with overall plan (options estimated \$2.9 million, \$12.8 million, \$16.6 million, and \$44.5 million)

Schedule and Milestones: Planning.







Capital Program Summary: All Capital Program Funds

Budget by Fund

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Capital Outlay Fund	\$ 21,333,401	\$ 31,724,680	\$ 95,089,219	\$ 12,297,847	\$ 27,447,083	\$ —
County Health Complex Fund	4,348,234	—	24,723,567	2,949,162	10,000,000	—
Justice Facility Construction Fund	40,719,473	15,000,000	139,212,316	35,362,399	96,500,000	—
Library Projects Fund	9,861,524	8,299,000	26,093,017	5,915,494	3,500,000	—
Multiple Species Conservation Program Fund	4,810,540	10,000,000	45,820,961	8,555,037	7,500,000	—
Edgemoor Development Fund	8,920,659	9,152,575	9,197,084	8,722,861	9,195,100	9,196,675
Total	\$ 89,993,832	\$ 74,176,255	\$ 340,136,163	\$ 73,802,799	\$ 154,142,183	\$ 9,196,675

Budget by Categories of Expenditures

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ 2,228,304	\$ 633,000	\$ 867,336	\$ 393,113	\$ 633,000	\$ 633,000
Other Charges	113,042	—	—	—	—	—
Capital Assets/Land Acquisition	78,237,994	63,629,760	322,722,438	56,950,416	144,947,083	—
Capital Assets Equipment	849,341	—	—	—	—	—
Operating Transfers Out	8,565,150	9,913,495	16,546,390	16,459,270	8,562,100	8,563,675
Total	\$ 89,993,832	\$ 74,176,255	\$ 340,136,163	\$ 73,802,799	\$ 154,142,183	\$ 9,196,675



CAPITAL PROGRAM SUMMARY: ALL CAPITAL PROGRAM FUNDS

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 574,957	\$ 250,303	\$ 571,619	\$ 590,142	\$ 257,812	\$ 257,812
Intergovernmental Revenues	12,263,496	12,808,352	14,056,755	4,262,342	16,106,371	3,936,991
Charges for Current Services	143,672	—	37,894	37,894	—	—
Miscellaneous Revenues	3,870,381	9,711,347	20,569,042	559,390	—	—
Other Financing Sources	66,802,908	51,406,253	298,223,450	62,711,268	137,778,000	5,001,872
Use of Fund Balance	6,338,418	—	6,677,403	5,641,764	—	—
Total	\$ 89,993,832	\$ 74,176,255	\$ 340,136,163	\$ 73,802,799	\$ 154,142,183	\$ 9,196,675

Revenue Detail						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Interest on Deposits & Investments	\$ 50,852	\$ —	\$ —	\$ 18,523	\$ —	\$ —
Rents and Concessions	524,105	250,303	571,619	571,619	257,812	257,812
State Coastal Protection Bonds Proposition 12	—	—	1	—	—	—
State Coastal Protection Bonds Proposition 40	—	—	121,195	—	—	—
State Aid Other State Grants	767,316	—	283,312	283,312	—	—
State Aid for Corrections	—	—	—	—	9,900,000	—
Federal Department of Interior 15.916	67,607	—	—	—	—	—
Federal Aid HUD CDBG 14.218	276,407	300,000	1,033,125	729,894	257,083	—
Federal Other	—	2,508,352	2,508,352	—	3,049,288	3,936,991
Federal Other Federal Grants	286,091	—	3,391	3,391	—	—
Federal Department of Interior 15.668	—	—	107,379	107,379	—	—
Federal HHS 93.778 Medical Assistance Program	3,975,715	—	—	3,138,366	—	—
Other Intergovernmental Revenue	—	10,000,000	10,000,000	—	—	—
Aid From Redevelopment Agencies	6,890,359	—	—	—	2,900,000	—
Special Districts	143,673	—	37,894	37,894	—	—
Miscellaneous Revenue Other	3,653,374	9,711,347	19,481,533	480,109	—	—
Other Miscellaneous	217,006	—	832,948	79,282	—	—

CAPITAL PROGRAM SUMMARY: ALL CAPITAL PROGRAM FUNDS



Revenue Detail						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Other Sales	—	—	254,562	—	—	—
Operating Transfer From General Fund	66,950,770	45,012,333	287,442,997	60,686,152	124,290,000	—
Operating Transfer From Road Fund	—	—	339,000	337,502	—	—
Operating Transfer From Capital Outlay Funds	—	1,393,920	1,393,920	1,306,800	—	—
Operating Transfer From Parkland Dedication	1,292,116	—	713,000	107,592	—	—
Operating Transfer From Library Fund	—	—	942,720	—	—	—
Operating Transfer From Prop 172	683,611	5,000,000	7,391,813	273,222	6,600,000	—
Reimbursement From SANCAL	1,907,807	—	—	—	—	—
Sale of Fixed Assets	(4,031,395)	—	—	—	5,888,000	5,001,872
Use of Fund Balance	6,338,418	—	6,677,403	5,641,764	—	—
Total	\$ 89,993,832	\$ 74,176,255	\$ 340,136,163	\$ 73,802,799	\$ 154,142,183	\$ 9,196,675







Summary of Capital Program Funds

Capital Outlay Fund

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ 674,960	\$ —	\$ 18,709	\$ 18,709	\$ —	\$ —
Other Charges	20,083	—	—	—	—	—
Capital Assets/Land Acquisition	20,456,248	30,330,760	91,161,483	8,457,231	27,447,083	—
Capital Assets Equipment	182,111	—	—	—	—	—
Operating Transfers Out	—	1,393,920	3,909,026	3,821,906	—	—
Total	\$ 21,333,401	\$ 31,724,680	\$ 95,089,219	\$ 12,297,847	\$ 27,447,083	\$ —

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 237,036	\$ —	\$ 321,316	\$ 321,316	\$ —	\$ —
Intergovernmental Revenue	8,287,781	300,000	1,241,024	816,597	257,083	—
Charges for Current Services	143,672	—	37,894	37,894	—	—
Miscellaneous Revenue	623,869	9,711,347	13,111,692	180,775	—	—
Other Financing Sources	12,041,044	21,713,333	77,862,187	8,426,159	27,190,000	—
Use of Fund Balance	—	—	2,515,106	2,515,106	—	—
Total	\$ 21,333,401	\$ 31,724,680	\$ 95,089,219	\$ 12,297,847	\$ 27,447,083	\$ —

County Health Complex Fund

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ —	\$ —	\$ 46,116	\$ 46,116	\$ —	\$ —
Capital Assets/Land Acquisition	4,348,234	—	24,454,774	2,680,369	10,000,000	—
Operating Transfers Out	—	—	222,677	222,677	—	—
Total	\$ 4,348,234	\$ —	\$ 24,723,567	\$ 2,949,162	\$ 10,000,000	\$ —



SUMMARY OF CAPITAL PROGRAM FUNDS

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Miscellaneous Revenues	\$ 2,946,512	\$ —	\$ 311,735	\$ 311,735	\$ —	\$ —
Other Financing Sources	1,401,722	—	24,189,155	2,414,750	10,000,000	—
Use of Fund Balance	—	—	222,677	222,677	—	—
Total	\$ 4,348,234	\$ —	\$ 24,723,567	\$ 2,949,162	\$ 10,000,000	\$ —

Justice Facility Construction Fund

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ 1,197,835	\$ —	\$ 4,750	\$ 4,750	\$ —	\$ —
Other Charges	92,960	—	—	—	—	—
Capital Assets/Land Acquisition	38,761,449	15,000,000	135,330,877	31,480,960	96,500,000	—
Capital Assets Equipment	667,230	—	—	—	—	—
Operating Transfers Out	—	—	3,876,689	3,876,689	—	—
Total	\$ 40,719,473	\$ 15,000,000	\$ 139,212,316	\$ 35,362,399	\$ 96,500,000	\$ —

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ —	\$ 10,000,000	\$ 10,000,000	\$ —	\$ 12,800,000	\$ —
Miscellaneous Revenues	—	—	6,891,054	66,881	—	—
Other Financing Sources	40,719,473	5,000,000	118,444,573	31,418,829	83,700,000	—
Use of Fund Balance	—	—	3,876,689	3,876,689	—	—
Total	\$ 40,719,473	\$ 15,000,000	\$ 139,212,316	\$ 35,362,399	\$ 96,500,000	\$ —





Library Projects Fund

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ —	\$ —	\$ 120,252	\$ 120,252	\$ —	\$ —
Capital Assets/Land Acquisition	9,861,524	8,299,000	25,954,343	5,776,820	3,500,000	—
Operating Transfers Out	—	—	18,422	18,422	—	—
Total	\$ 9,861,524	\$ 8,299,000	\$ 26,093,017	\$ 5,915,494	\$ 3,500,000	\$ —

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Other Financing Sources	\$ 9,861,524	\$ 8,299,000	\$ 26,074,595	\$ 5,897,072	\$ 3,500,000	\$ —
Use of Fund Balance	—	—	18,422	18,422	—	—
Total	\$ 9,861,524	\$ 8,299,000	\$ 26,093,017	\$ 5,915,494	\$ 3,500,000	\$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Capital Assets/Land Acquisition	\$ 4,810,540	\$ 10,000,000	\$ 45,820,961	\$ 8,555,037	\$ 7,500,000	\$ —
Total	\$ 4,810,540	\$ 10,000,000	\$ 45,820,961	\$ 8,555,037	\$ 7,500,000	\$ —

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ 307,379	\$ 307,379	\$ —	\$ —
Miscellaneous Revenues	—	—	254,562	—	—	—
Other Financing Sources	4,810,540	10,000,000	45,259,020	8,247,658	7,500,000	—
Total	\$ 4,810,540	\$ 10,000,000	\$ 45,820,961	\$ 8,555,037	\$ 7,500,000	\$ —



Edgemoor Development Fund

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ 355,509	\$ 633,000	\$ 677,509	\$ 203,286	\$ 633,000	\$ 633,000
Operating Transfers Out	8,565,150	8,519,575	8,519,575	8,519,575	8,562,100	8,563,675
Total	\$ 8,920,659	\$ 9,152,575	\$ 9,197,084	\$ 8,722,861	\$ 9,195,100	\$ 9,196,675

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 337,922	\$ 250,303	\$ 250,303	\$ 268,826	\$ 257,812	\$ 257,812
Intergovernmental Revenues	3,975,715	2,508,352	2,508,352	3,138,366	3,049,288	3,936,991
Miscellaneous Revenues	300,000	—	—	—	—	—
Other Financing Sources	(2,031,395)	6,393,920	6,393,920	6,306,800	5,888,000	5,001,872
Use of Fund Balance	6,338,418	—	44,509	(991,131)	—	—
Total	\$ 8,920,659	\$ 9,152,575	\$ 9,197,084	\$ 8,722,861	\$ 9,195,100	\$ 9,196,675





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. Although Edgemoor Development Fund is budgeted in the Capital Program, it does not contain any active capital projects and therefore not displayed in these tables. The tables provide details for every open project in the Capital Program as of June 30, 2017.

Capital Outlay Fund

Capital Outlay Fund: Public Safety Group (PSG)									
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
East County Regional Center (ECRC) Tenant Improvements and Window Replacement Project Scope: The East County Regional Center Tenant Improvements and Window Replacements 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 Fund	1019370	2014-15	\$ —	\$ 7,791,813	\$ 33,517	\$ —	\$ —	\$ 8,300,000	\$ 541,704
Jamul Fire Station 36 Land Acquisition Project Scope: Jamul Fire Station 36 Land Acquisition Funding Source(s): Public Safety General Fund fund balance	1021135	2017-18	\$ —	\$ —	\$ —	\$ 300,000	\$ —	\$ —	\$ —
Modular Trailer Replacement for Otay Fire Station 38 Project Scope: Replace existing modular trailer on-site. Funding Source(s): Public Safety General Fund fund balance	1021137	2017-18	\$ —	\$ —	\$ —	\$ 500,000	\$ —	\$ —	\$ —
Palomar Mountain Fire Station Project Scope: Facility remodel and temporary modular living quarters. Funding Source(s): Public Safety General Fund fund balance	1021136	2017-18	\$ —	\$ —	\$ —	\$ 1,000,000	\$ —	\$ —	\$ —
Pine Valley Fire Station Project Scope: Develop a new facility on the existing fire district site. The new facility is anticipated to be approximately 13,000 square feet and will include; 4 double apparatus bay, 8 sleeping quarters, Captain, and BC quarters. Funding Source(s): General Fund	1020288	2016-17	\$ —	\$ 9,000,000	\$ 319,463	\$ —	\$ —	\$ 9,000,000	\$ 319,463
Total PSG Capital Outlay Fund	5	—	\$ —	\$ 16,791,813	\$ 352,980	\$ 1,800,000	\$ —	\$ 17,300,000	\$ 861,167

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Agua Caliente Photovoltaic System	1019563	2015-16	\$ —	\$ 1,089,973	\$ 995,564	\$ —	\$ —	\$ 1,200,000	\$ 1,105,591
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								
Bike Skills Course South County	1021150	2017-18	\$ —	\$ —	\$ —	\$ 450,000	\$ —	\$ —	\$ —
Project Scope:	Environmental analysis, permitting, design and construction of a bicycle skills course in South County. The skills course will include a pump track, progressive jumps and skills elements.								
Funding Source(s):	General Fund								
Borrego Springs Park	1019606	2015-16	\$ —	\$ 1,985,361	\$ 185,796	\$ —	\$ —	\$ 2,082,541	\$ 282,977
Project Scope:	Construct an 16.02-acre park with play structures, lawn bowling, picnic area, small observatory, shade structures, and a restroom.								
Funding Source(s):	General Fund								
Bradley Ave Acquisition	1020638	2016-17	\$ —	\$ 339,000	\$ 337,502	\$ —	\$ —	\$ 339,000	\$ 337,502
Project Scope:	The acquisition of a variety of real property interests from residential, commercial and vacant properties to improve traffic flow by replacing the Bradley Avenue bridge over State Route 67, widening the freeway ramps, and widening Bradley Avenue between Mollison and Magnolia Avenues.								
Funding Source(s):	Road Fund								
Clemmens Lane Shade Structure	1018358	2012-13	\$ —	\$ 74,528	\$ 54,820	\$ —	\$ —	\$ 75,000	\$ 55,293
Project Scope:	This project includes design and construction of shade structures over the existing tot lot and junior playground.								
Funding Source(s):	General Fund								
Clemmens Lane Soccer Field and Restroom Improvement	1021272	2017-18	\$ —	\$ —	\$ —	\$ 257,083	\$ —	\$ —	\$ —
Project Scope:	Design and construction to convert existing sand volleyball court to artificial turf soccer field, construct a single restroom and installation of cushion pads on existing fence.								
Funding Source(s):	Community Development Block Grant								
Dos Picos Camping Cabins	1019566	2015-16	\$ —	\$ 350,000	\$ 16,909	\$ —	\$ —	\$ 350,000	\$ 16,909
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								
Felicita Park Outdoor Exercise and Shade Structure	1021276	2016-17	\$ —	\$ 613,085	\$ —	\$ —	\$ —	\$ 613,085	\$ —

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.



OUTSTANDING CAPITAL PROJECTS BY FUND



Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Project Scope: Funding Source(s):	Construction of outdoor exercise stations, shade sails over an existing playground, trails, interpretive signage and pickleball courts. General Fund								
Felicitia Park Turf and Playground Improvements	1017898	2012–13	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 790,877	\$ 790,877
Project Scope: Funding Source(s):	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. Parkland Dedication Fund, General Fund								
Glen Abbey Trail Improvement	1021182	2016–17	\$ —	\$ 560,000	\$ —	\$ —	\$ —	\$ 560,000	\$ —
Project Scope: Funding Source(s):	Construction of .6 miles of trail from Bonita road south to the City of Chula Vista Rice Canyon Loop Trail. Parks and Recreation Trust Fund								
Guajome Regional Park Electrical, Water and Sewer	1018874	2014–15	\$ —	\$ 1,414,779	\$ 13,314	\$ —	\$ —	\$ 1,500,000	\$ 98,535
Project Scope: Funding Source(s):	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. General Fund								
Guajome Sewer Improvements	1021153	2017–18	\$ —	\$ —	\$ —	\$ 800,000	\$ —	\$ —	\$ —
Project Scope: Funding Source(s):	Design and construction of sewer improvements through Guajome Park. General Fund								
Heise Park Electrical and Water	1019561	2015–16	\$ —	\$ 1,813,090	\$ 258,402	\$ —	\$ —	\$ 2,000,000	\$ 445,312
Project Scope: Funding Source(s):	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. General Fund								
Hilton Head Artificial Turf	1019690	2014–15	\$ —	\$ 2,596,194	\$ 135,260	\$ —	\$ —	\$ 2,674,672	\$ 213,738
Project Scope: Funding Source(s):	Hilton Head is a 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. General Fund								
¹ Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.									
Jess Martin Ballfield Improvements	1019010	2014–15	\$ —	\$ 463,263	\$ 433,414	\$ —	\$ —	\$ 483,000	\$ 453,150
Project Scope:	Jess Martin Park is a 9-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 ballfield.								

OUTSTANDING CAPITAL PROJECTS BY FUND

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Funding Source(s):	General Fund, Community Development Block Grant								
Jess Martin Junior Ballfield Improvements	1019671	2015–16	\$ —	\$ 280,963	\$ 270,417	\$ —	\$ —	\$ 300,000	\$ 289,454
Project Scope:	Jess Martin Park is a 9-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 ballfield.								
Funding Source(s):	Community Development Block Grant								
Lakeside Equestrian Facility	1020367	2016–17	\$ 350,000	\$ 350,000	\$ 109,143	\$ —	\$ —	\$ 350,000	\$ 109,143
Project Scope:	Design, environmental and construction of a 13.88-acre equestrian facility on vacant land at the Northeast corner of Willow Road and Moreno Avenue. Fiscal Year 2016–17 Operational Plan appropriations will fund design and environmental aspects of the project.								
Funding Source(s):	General Fund								
Lakeside Soccer Fields Acquisition	1009548	2005–06	\$ —	\$ 322,780	\$ —	\$ —	\$ —	\$ 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	\$ —	\$ 249,381	\$ 116,130	\$ —	\$ —	\$ 300,000	\$ 166,749
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 Playground and Fitness Equipment	1020362	2016–17	\$ 300,000	\$ 300,000	\$ 11,128	\$ —	\$ —	\$ 300,000	\$ 11,128
Project Scope:	Lamar County Park is an 8.89-acre neighborhood park located in Spring Valley that provides an exercise loop, a playground, a pavilion, restroom, picnic tables, lawn areas, barbecues, and drinking fountains. This project includes the construction of additional exercise equipment to complete the exercise loop at the park, additional trees to provide shade to workout stations, an ADA accessible pathway and a children's obstacle course.								
Funding Source(s):	Community Development Block Grant								
Lindo Lake Improvements	1019565	2015–16	\$ 950,000	\$ 1,190,169	\$ 324,178	\$ —	\$ —	\$ 1,200,000	\$ 334,009
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								
Live Oak Park Playground Improvements	1018940	2013–14	\$ —	\$ 134,205	\$ 121,123	\$ —	\$ —	\$ 158,000	\$ 144,918
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								
Mountain Empire Playground Shade Structure	1020104	2015-16	\$ —	\$ 110,000	\$ 106,187	\$ —	\$ —	\$ 110,000	\$ 106,187
Project Scope:	Project will add metal shade structures over the existing playground at the Mountain Empire Community Center.								

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.



OUTSTANDING CAPITAL PROJECTS BY FUND



Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Funding Source(s): Community Development Block Grant, Miscellaneous Revenue									
Otay Lakes Park Sewer	1021152	2017-18	\$ —	\$ —	\$ —	\$ 1,750,000	\$ —	\$ —	\$ —
Project Scope:	Design, environmental analysis and construction to remove outdated sewer systems in Otay Lakes Park. This site is under consideration for development of a new campground in cooperation with a non-profit. Extent of improvements will depend on whether the campground partnership moves forward.								
Funding Source(s):	General Fund								
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, State Proposition 50								
Playground Equipment (various locations)	1021149	2017-18	\$ —	\$ —	\$ —	\$ 2,045,000	\$ —	\$ —	\$ —
Project Scope:	Demolition and construction of outdated playground equipment and new accessible playground. These improvements will be located at Lakeside Ballfields, Otay Lakes Park, Agua Caliente, Vallecitos, Flinn Springs and Hillsdale.								
Funding Source(s):	General Fund								
Playground Shade Structure for Flinn Springs Park	1021157	2017-18	\$ —	\$ —	\$ —	\$ 155,000	\$ —	\$ —	\$ —
Project Scope:	Installation of shade structure over playground equipment at Flinn Springs Park.								
Funding Source(s):	General Fund								
Playground Shade Structure for Hilton Head Park	1021156	2017-18	\$ —	\$ —	\$ —	\$ 110,000	\$ —	\$ —	\$ —
Project Scope:	Installation of shade structure over playground equipment at Hilton Head Park.								
Funding Source(s):	General Fund								
Playground Shade Structure for Lamar Park	1021155	2017-18	\$ —	\$ —	\$ —	\$ 105,000	\$ —	\$ —	\$ —
Project Scope:	Installation of shade structure over playground equipment at Lamar Park.								
Funding Source(s):	General Fund								

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Playground Shade Structure for Steele Canyon Park	1021158	2017-18	\$ —	\$ —	\$ —	\$ 175,000	\$ —	\$ —	\$ —
Project Scope:	Installation of shade structure over playground equipment at Steele Canyon Park.								
Funding Source(s):	General Fund								
Rainbow Park Artificial Turf	1019693	2014-15	\$ —	\$ 1,481,218	\$ 895,841	\$ —	\$ —	\$ 1,494,000	\$ 908,623
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	\$ —	\$ 154,473	\$ 7,889	\$ —	\$ —	\$ 385,000	\$ 238,416
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								
San Diego Botanic Garden Expansion	1018209	2013-14	\$ —	\$ 2,017,967	\$ 61,421	\$ —	\$ —	\$ 2,100,000	\$ 143,455
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 Dieguito Park ADA and Playground Improvements	1020741	2016-17	\$ —	\$ 600,000	\$ 7,674	\$ —	\$ —	\$ 600,000	\$ 7,674
Project Scope:	Removal and replacement of existing playground equipment and surface, installation of shade sail over playground equipment and construction of ADA parking.								
Funding Source(s):	Parkland Dedication Fund								
San Dieguito Wedding Pavilion	1021154	2016-17	\$ —	\$ 150,000	\$ —	\$ —	\$ —	\$ 150,000	\$ —
Project Scope:	Replacement of existing wedding pavilion. New construction will be larger and in a more central location of the law area.								
Funding Source(s):	General Fund								
San Luis Rey Land Improvement	1019796	2015-16	\$ —	\$ 176,154	\$ 15,325	\$ —	\$ —	\$ 181,000	\$ 20,172
Project Scope:	One-time land protection costs include vegetation management and installation of or rehabilitation of existing fencing, gates, signage, lighting, and removal of a structure on site.								
Funding Source(s):	Parks and Recreation Trust Fund								
San Luis Rey River Park Planning and Development	1000036	2002-03	\$ —	\$ 2,761,140	\$ 16,495	\$ —	\$ —	\$ 4,348,974	\$ 1,605,133
Project Scope:	The Master Plan for the proposed San Luis Rey River Park includes development of trails, 2 active recreation sites, and interpretive areas.								
Funding Source(s):	General Fund								

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.



OUTSTANDING CAPITAL PROJECTS BY FUND



Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
San Luis Rey River Park SR76 Right of Way Trail - Middle Portion	1020262	2016-17	\$ 260,000	\$ 387,509	\$ 26,942	\$ —	\$ —	\$ 387,509	\$ 26,942
Project Scope:	This project is for the construction of a San Luis Rey River Park 1.5-mile trail beginning near the Holly Lane/State Route 76 (SR76) interchange ending north at the wildlife under crossing near the Groves mitigation property. This trail runs parallel to SR76, bound by Oceanside to the west and Interstate 15 to the east. The trail is part of the proposed 1,600-acre San Luis Rey River Park, which provides a combination of active and passive recreational opportunities and approximately 20 miles of trails to park goers while preserving the San Luis Rey River corridor and surrounding land within the park.								
Funding Source(s):	Parks and Recreation Trust Fund								
Santa Ysabel Nature Center	1014142	2009–10	\$ —	\$ 7,072,930	\$ 99,178	\$ —	\$ —	\$ 7,249,000	\$ 275,248
Project Scope:	This project involves the design and construction of a nature center including museum exhibits and external site enhancements.								
Funding Source(s):	General Fund								
Steele Canyon Artificial Turf	1019562	2015–16	\$ —	\$ 1,776,772	\$ 51,048	\$ —	\$ —	\$ 1,872,000	\$ 146,276
Project Scope:	Steele Canyon Park is an 8.3-acre neighborhood park located in 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 225 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	\$ —	\$ 493,768	\$ —	\$ —	\$ —	\$ 565,000	\$ 71,232
Project Scope:	This project involves the acquisition of parcels and easements adjacent to MCAS Miramar in effort to create an alternative, parallel trail alignment.								
Funding Source(s):	General Fund								
Sweetwater Loop Reroute Vernal Pool Trail	1021151	2017–18	\$ —	\$ —	\$ —	\$ 300,000	\$ —	\$ —	\$ —
Project Scope:	Alternative reroute will include construction of bridge, trail improvements, signage and fencing.								
Funding Source(s):	General Fund								
Sweetwater Regional Park Photovoltaic Phase II	1018875	2014–15	\$ —	\$ 408,646	\$ 385,052	\$ —	\$ —	\$ 624,556	\$ 600,961
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. The project will install a photovoltaic system to offset electric consumption and provide a clean source of renewable energy.								
Funding Source(s):	General Fund								
Swiss Park Trail Connection and Improvements	1014352	2010–11	\$ —	\$ 30,656	\$ —	\$ —	\$ —	\$ 400,000	\$ 369,344

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND

Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Project Scope: Funding Source(s):	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. General Fund								
Tijuana River Valley Regional Park Campground and Nature Education Center	1021103	2016-17	\$ —	\$ 712,297	\$ 14,529	\$ 1,000,000	\$ —	\$ 712,297	\$ 14,529
Project Scope: Funding Source(s):	The project will construct a campground and education center on a 57 acre parcel approximately 1.3 miles east of the ocean. The campground will include 80 to 100 campsites, shade structures, horseshoe pits and playgrounds. The site will also feature space for nature education for families and school/youth groups. General Fund								
Tijuana River Valley Sports Complex Concept Plan	1010973	2006-07	\$ —	\$ 271,238	\$ —	\$ —	\$ —	\$ 466,603	\$ 195,365
Project Scope: Funding Source(s):	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 ballfields, playgrounds, restrooms and other park amenities. General Fund								
Tijuana River Valley Well and Water Distribution	1020252	2016-17	\$ 400,000	\$ 400,000	\$ —	\$ —	\$ —	\$ 400,000	\$ —
Project Scope: Funding Source(s):	The Tijuana River valley (TJRV) Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The Park features multi-use trails, a community garden, and a sports facility with five ballfields and multi-use open turf area. This project will construct a well and water distribution system to decrease water costs and potable water use. General Fund								
Valley Park Acquisition	1005335	2003-04	\$ —	\$ 493,773	\$ —	\$ —	\$ —	\$ 500,000	\$ 6,227
Project Scope: Funding Source(s):	This project is for the land acquisition of Valley Center Park. General Fund								
Volcan Mountain West Acquisition	1000040	2002-03	\$ —	\$ 196,233	\$ —	\$ —	\$ —	\$ 2,094,884	\$ 1,898,650
Project Scope: Funding Source(s):	This project is for land acquisition in Volcan Mountain West. General Fund								
Total LUEG Capital Outlay Fund	51	—	\$ 2,260,000	\$ 34,784,202	\$ 5,070,681	\$ 7,147,083	\$ —	\$ 59,284,357	\$ 29,571,640

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND



Capital Outlay Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
RICC Caltrans Replacement Property Julian Acquisition	1018659	2013-14	\$ —	\$ 873,021	\$ 80,574	\$ —	\$ —	\$ 1,158,073	\$ 365,625
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 Julian 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 County Library on Main Street.								
Funding Source(s):	General Fund								
RICC Caltrans Replacement Property Ramona Acquisition	1018658	2013-14	\$ —	\$ 437,763	\$ 88,886	\$ —	\$ —	\$ 737,766	\$ 388,889
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								
San Marcos Road Maintenance Station & Fleet Garage	1021159	2017-18	\$ —	\$ —	\$ —	\$ 7,500,000	\$ —	\$ —	\$ —
Project Scope:	A new Fleet garage to provide the necessary infrastructure to maintain County vehicles which are geographically located in this area. The footprint of the new garage will be similar in size to the current building. The scope of the project will include planning, land acquisition, construction, and vehicle maintenance shop equipment and tool procurement. It is preliminarily recommended that the new garage sit on three acres of land and will be approximately 15,000 square feet.								
Funding Source(s):	General Fund and Community Services General Fund fund balance								
South County Animal Shelter (Bonita), Phase 1	1020254	2016-17	\$ 15,900,000	\$ 15,900,000	\$ 23,641	\$ —	\$ —	\$ 15,900,000	\$ 23,641
Project Scope:	Demolish and replace existing 10,000 square foot single story kennel building on County-owned Bonita site with new two-story structure, including new kennels, medical facility, and holding area. Phase I of multi-phase master plan.								
Funding Source(s):	General Fund								
Water Quality Treatment Project - Cactus County Park	1019695	2015-16	\$ —	\$ 589,593	\$ 521,571	\$ —	\$ —	\$ 730,000	\$ 661,978
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								
Water Quality Treatment Project - Edgemoor Skilled Nursing Facility	1019696	2015-16	\$ —	\$ 317,562	\$ 311,750	\$ —	\$ —	\$ 370,000	\$ 364,188
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								

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND

Capital Outlay Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Water Quality Treatment Project - Lindo Lake County Park	1019694	2015–16	\$ —	\$ 302,635	\$ 16,106	\$ —	\$ —	\$ 400,000	\$ 113,471
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								
Total CSG Capital Outlay Fund	7	—	\$ 15,900,000	\$ 18,420,574	\$ 1,042,527	\$ 7,500,000	\$ —	\$ 19,295,839	\$ 1,917,792

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

Capital Outlay Fund: Finance and General Government Group (FGG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
ARCC East County Operations and Archive	1018194	2013–14	\$ 13,564,680	\$ 20,917,043	\$ 1,656,073	\$ —	\$ —	\$ 21,064,680	\$ 1,803,710
Project Scope:	The Assessor/Recorder/County Clerk's El Cajon branch office is located in a County-owned building at 200 South Magnolia in El Cajon. The 8,920 square foot building, previously used as a bank, was originally constructed in 1957 and acquired by the County in 2000. The existing building is constrained and inefficient, and cannot economically accommodate expanded and future operational needs. The new East County facility will be designed to accommodate state of the art archival storage and maintenance of these precious historical documents.								
Funding Source(s):	General Fund, Miscellaneous Revenue								
County Administration Center (CAC) Renovations (phased)	1021162	2017-18	\$ —	\$ —	\$ —	\$ 11,000,000	\$ —	\$ —	\$ —
Project Scope:	Cost estimate ranges from \$108 M - \$145M. Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes seven distinct phases. Plan includes \$2,900,000 for fixture and finishes refresh of existing Board Chamber.								
Funding Source(s):	General Fund								
Total FGG Capital Outlay Fund	2	—	\$ 13,564,680	\$ 20,917,043	\$ 1,656,073	\$ 11,000,000	\$ —	\$ 21,064,680	\$ 1,803,710

Capital Outlay Fund: Countywide

	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Total Capital Outlay Fund	65	—	\$ 31,724,680	\$ 90,913,632	\$ 8,122,260	\$ 27,447,083	\$ —	\$ 116,944,876	\$ 34,154,308

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.





County Health Complex Fund

County Health Complex Fund: Health and Human Services Agency (HHS)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Health Services Complex Relocation/ Psychiatric Hospital Support	1021147	2017-18	\$ —	\$ —	\$ —	\$ 2,000,000	\$ —	\$ —	\$ —
Project Scope:	Relocation of the Health Services Complex. Construction of central plant and support facilities for Psychiatric Hospital. Scope is dependent on final development capacity at Southeast San Diego Live Well Center.								
Funding Source(s):	General Fund								
North Coastal HHS Facility	1019560	2015-16	\$ —	\$ 23,904,754	\$ 2,143,800	\$ —	\$ —	\$ 24,000,000	\$ 2,239,046
Project Scope:	Redevelopment of existing North Coastal property to replace various old and undersized facilities and consolidate/collocate services, including a Military and Veterans Resource Center, Mental Health Services, Public Health Services, Aging & Independence Services and Regional Administration.								
Funding Source(s):	MHS Grant, Land sale (Grand Avenue), General Fund								
North Inland Crisis Residential Facility	1019395	2014-15	\$ —	\$ 596,136	\$ 582,684	\$ —	\$ —	\$ 4,878,425	\$ 4,864,973
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 feet 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								
Southeast San Diego Live Well Center	1021148	2017-18	\$ —	\$ —	\$ —	\$ 8,000,000	\$ —	\$ —	\$ —
Project Scope:	New facility to relocate and consolidate facilities (South East Family Resource Center, Public Health and Mental Health) into new SESD Live Well Center, 60,000 - 140,000 square feet depending on entitlement restrictions. Potential Probation joint occupancy.								
Funding Source(s):	General Fund								
Total HHS County Health Complex Fund	4	—	\$ —	\$ 24,500,890	\$ 2,726,484	\$ 10,000,000	\$ —	\$ 28,878,425	\$ 7,104,019

County Health Complex Fund: Countywide

	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Total County Health Complex Fund	4	—	\$ —	\$ 24,500,890	\$ 2,726,484	\$ 10,000,000	\$ —	\$ 28,878,425	\$ 7,104,019

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND

Justice Facility Construction Fund

Justice Facility Construction Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Bomb Arson Land Acquisition	1021134	2017-18	\$ —	\$ —	\$ —	\$ 500,000	\$ —	\$ —	\$ —
Project Scope:	Purchase of 4.31 acres from Caltrans for site currently being used under Encroachment Permit. County control of the site ensures long-term use by the Bomb Arson program.								
Funding Source(s):	Proposition 172 Fund								
Borrego Springs Sheriff Substation	1020955	2016-17	\$ —	\$ 800,000	\$ 51,992	\$ —	\$ —	\$ 800,000	\$ 51,992
Project Scope:	Design and construct a 1,600 square foot Sheriff Office to replace an existing 1,836 square foot lease, as part of a County complex with Library and Community Park.								
Funding Source(s):	Public Safety General Fund fund balance								
Camp Barrett Staff Housing	1018562	2013-14	\$ —	\$ 598,008	\$ 45,657	\$ —	\$ —	\$ 965,000	\$ 412,649
Project Scope:	Purchase and installation of one manufactured dormitory home and three manufactured buildings at the Camp Barrett Facility for the Probation Department.								
Funding Source(s):	General Fund								
Sheriff Technology Center (COC Buildings 12 and 18 Replacement)	1021130	2017-18	\$ —	\$ —	\$ —	\$ 49,000,000	\$ —	\$ —	\$ —
Project Scope:	Replace Buildings 12 and 18 at the County Operations Center (COC) with new facility for Sheriff's Data and Wireless Services Divisions including an Emergency Operations Center (EOC) media center. Estimated 57,000 square foot building.								
Funding Source(s):	General Fund, Public Safety General Fund fund balance, Poway Redevelopment Fund								
Emergency Vehicle Operations Course (EVOC)	1020251	2016-17	\$ 15,000,000	\$ 15,000,000	\$ 239,705	\$ 11,000,000	\$ —	\$ 15,000,000	\$ 239,705
Project Scope:	Land acquisition and construction of a new EVOC facility encompassing a minimum of 30 acres. The facility would consist of paved roadways, a concrete skid pad, and a multi-purpose asphalt area. The training site would be supported by utility infrastructure, an administrative building, and covered vehicle storage. Additional land may need to be acquired for environmental and resource mitigation.								
Funding Source(s):	Proposition 172 Fund and Regional Partners, General Fund								
Ohio Street Renovation/Replacement	1021132	2017-18	\$ —	\$ —	\$ —	\$ 9,900,000	\$ —	\$ —	\$ —
Project Scope:	Demo existing building and construct an approx. 15,000 square feet office with social services, contractors, community space, and other services to be provided to adults and juveniles to aid rehabilitation and treatment.								
Funding Source(s):	Local Revenue Fund, Community Corrections Subaccount								
Rainbow Heights Radio Site Infrastructure Replacement	1021206	2016-17	\$ —	\$ 325,000	\$ —	\$ —	\$ —	\$ 325,000	\$ —
Project Scope:	The proposed project will demolish and properly dispose of the existing tower, generator, and metal container being used as an equipment shelter. The project will replace these items with a new 40' self-supporting tower, a new 25kW generator, and a County-owned concrete equipment shelter that is being repurposed after decommissioning of another radio site. A new concrete pad for these items will be installed as well.								
Funding Source(s):	General Fund								

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.



OUTSTANDING CAPITAL PROJECTS BY FUND



Justice Facility Construction Fund: Public Safety Group (PSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Regional Communications System Upgrade	1019587	2015–16	\$ —	\$ 35,867,093	\$ 3,324,313	\$ —	\$ —	\$ 35,867,093	\$ 3,324,313
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								
San Diego Juvenile Justice Campus	1021131	2017–18	\$ —	\$ —	\$ —	\$ 20,000,000	\$ —	\$ —	\$ —
Project Scope:	Phased renovation and rebuilding of existing site and facility to include new community supervision services (Juvenile Probation Center and Ohio Street), Probation Headquarters/Administration, Urban Camp setting and consolidated detention for up to 350 youth.								
Funding Source(s):	General Fund								
Sheriff's Crime Lab	1018895	2014–15	\$ —	\$ 80,350,296	\$ 25,428,814	\$ —	\$ —	\$ 107,510,000	\$ 52,588,518
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 a 150,000 square foot structure to house crime lab, criminal evidence warehouse and central investigations unit offices. The current County Operations Center master plan includes Fleet Maintenance Facility which must be relocated to free up crime lab site.								
Funding Source(s):	General Fund								
Sheriff's Quartermaster and Regional Training Facility; Phase 1 Land Acquisition	1021133	2017–18	\$ —	\$ —	\$ —	\$ 6,100,000	\$ —	\$ —	\$ —
Project Scope:	For decades, training for San Diego County public safety personnel has been conducted in an inefficient manner at an assortment of training venues scattered throughout the County. This project envisions a regional training facility located adjacent or proximate to existing and planned facilities (e.g., the San Diego Regional Firearms Training Center and the proposed Emergency Vehicle Operations Course). Thoughtful siting of the new facility would maximize the use of existing training facility capacity, while minimizing construction and ongoing costs that might result from unnecessarily duplicating functions. The consolidated training facility would host a range of basic through advanced academic and field curricula in law enforcement, detentions operations, investigations, tactical operations, and fire science and operations. A Quartermaster program where essential equipment and supplies are stored and issued, as well as general and evidence storage and tactical vehicle staging would also be evaluated for inclusion in the project. The opportunity to co-locate planned Fire and Sheriff's stations (constructed by a Community Facilities District) would be explored, which could lend further synergy and enhanced security to the Public Safety Training program/complex.								
Funding Source(s):	Proposition 172 Fund								
Total PSG Justice Facility Construction Fund	11	—	\$ 15,000,000	\$ 132,940,398	\$ 29,090,481	\$ 96,500,000	\$ —	\$ 160,467,093	\$ 56,617,176

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND

Justice Facility Construction Fund: Countywide

	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Total Justice Facility Construction Fund	11		\$ 15,000,000	\$ 132,940,398	\$ 29,090,481	\$ 96,500,000	\$ —	\$ 160,467,093	\$ 56,617,176

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

Library Projects Fund

Library Projects Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
4S Ranch Library Expansion	1020253	2016-17	\$ 7,000,000	\$ 7,000,000	\$ —	\$ —	\$ —	\$ 7,000,000	\$ —
Project Scope:	The proposed expansion of the existing library would add approximately 5,000 square feet of library space through the long-term lease of an adjacent parcel, which currently serves as a fountain/plaza area for the homeowner's association. The existing library is heavily used by community residents, and its expansion would greatly improve the ability to meet growing demand for library services.								
Funding Source(s):	General Fund								
Alpine Branch Library	1015202	2001-02	\$ —	\$ 880,461	\$ 606,346	\$ —	\$ —	\$ 10,194,686	\$ 9,920,571
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 expands access to information resources that enrich quality of life.								
Funding Source(s):	General Fund								
Bonita Library Expansion	1021161	2017-18	\$ —	\$ —	\$ —	\$ 3,500,000	\$ —	\$ —	\$ —
Project Scope:	The current Children's area of the Bonita Library is only 500 square feet of a 10,000 square feet building. Given the usage level and high percentage of children's materials checked out at this library (children's materials account for over 30% of all circulation), a much larger space is required. An expansion area of 3200 square feet would accommodate both a new Children's area as large as the one being built in Imperial Beach and a relocated Teens area. A feasibility study has determined that a 3200 square feet expansion is possible on the north side of the building.								
Funding Source(s):	General Fund								
Borrego Springs Community Library	1018705	2013-14	\$ —	\$ 11,479,791	\$ 1,069,563	\$ —	\$ —	\$ 11,720,000	\$ 1,309,773
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								
Casa De Oro Library Land Acquisition	1020105	2015-16	\$ —	\$ 112,708	\$ —	\$ —	\$ —	\$ 125,000	\$ 12,292
Project Scope:	Assist with the search and potential acquisition of land for a new 15,000 square foot library in Casa de Oro, to replace the existing 6,200 square foot leased facility.								
Funding Source(s):	General Fund								

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND



Library Projects Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Imperial Beach Library	1018191	2013–14	\$ —	\$ 5,056,636	\$ 4,138,915	\$ —	\$ —	\$ 9,072,720	\$ 8,154,998
Project Scope:	The Imperial Beach Library project is located in District 1. The project scope includes replacing the current 5,000 square feet 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. Completion is expected in Spring 2017.								
Funding Source(s):	General Fund								
Lakeside Library Land Acquisition	1020106	2015–16	\$ 1,299,000	\$ 1,545,000	\$ 82,249	\$ —	\$ —	\$ 1,545,000	\$ 82,249
Project Scope:	The existing 5,000 square foot library was built in 1962 and needs to be replaced. Based on population and circulation statistics, a library more than twice the current size is required, including additional space for parking. County staff estimate a need for up to two acres. A seller has been identified and negotiations are underway.								
Funding Source(s):	General Fund								
Total CSG Library Projects Fund	7	—	\$ 8,299,000	\$ 26,074,595	\$ 5,897,072	\$ 3,500,000	\$ —	\$ 39,657,406	\$ 19,479,883

Library Projects Fund: Countywide

	Project Number	Fiscal Year Established	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Total Library Projects Fund	7	—	\$ 8,299,000	\$ 26,074,595	\$ 5,897,072	\$ 3,500,000	\$ —	\$ 39,657,406	\$ 19,479,883

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND

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 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Multiple Species Conservation Program Acquisitions (MSCP)	Various	1998-99	\$ 10,000,000	\$ 45,820,961	\$ 8,555,037	\$ 7,500,000	\$ —	\$ 131,608,048	\$ 94,342,125
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								
Total LUEG MSCP Fund	1	—	\$ 10,000,000	\$ 45,820,961	\$ 8,555,037	\$ 7,500,000	\$ —	\$ 131,608,048	\$ 94,342,125

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.

Multiple Species Conservation Program Fund: Countywide

	Project Number	Fiscal Year Established	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Total MSCP Fund	1		\$ 10,000,000	\$ 45,820,961	\$ 8,555,037	\$ 7,500,000	\$ —	\$ 131,608,048	\$ 94,342,125

Capital Program

Total Outstanding Capital Projects: Capital Program

	Outstanding Capital Projects	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Amended Budget	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Approved Budget	Total Appropriations ¹	Total Expenditures ¹
Total Capital Program	88	\$ 65,023,680	\$ 320,250,476	\$ 54,391,335	\$ 144,947,083	\$ —	\$ 477,555,848	\$ 211,697,511

¹Total as of June 30, 2017. The sum of individual figures may not equal the total due to rounding.



County of San Diego

Finance Other

Finance Other	533
.....
Lease Payments	536
.....

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 the section of this document on Debt Management Policies and Obligations for more information.

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 2017–18 is budgeted at \$5.41 million, \$4.4 million of which reflects anticipated TOT revenues. The additional \$0.96 million is a one-time appropriation based on General Fund fund balance from over-realized TOT revenues in Fiscal Year 2015–16 and \$0.01 million is rebudgeted based on Fiscal Year 2016-17 returned funds.

Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program is governed by Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*, and provides grant funds to County departments, public agencies, and non-profit 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 2017–18 is budgeted at \$10.0 million.

Contributions to County Library System

No appropriations are budgeted for Fiscal Years 2017–18 and 2018–19.

Contingency Reserve: General Fund

A Contingency Reserve of \$24.0 million is budgeted for Fiscal Year 2017–18 and \$24.5 million for Fiscal Year 2018–19. These appropriations comply with the target of 2% of General Purpose Revenue (GPR) for the Contingency Reserve as outlined in the Code of Administrative Ordinance Sec. 113.1, *Fund Balances and Reserves*. At \$24.0 million and \$24.5 million, the Contingency Reserve represents 2.0% of the Fiscal Year 2017–18 budgeted GPR of \$1.20 billion and Fiscal Year 2018–19 estimated GPR of \$1.23 billion respectively. These appropriations are a source of funding for unanticipated needs, events or for various uncertainties that may occur during the fiscal year. It also provides a cushion in the event of revenue shortfalls.

Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2017–18, \$161.4 million is budgeted in the Contributions to Capital Program. Of this total, \$46.1 million is for the Sheriff Technology Center, \$20.0 million is for the San Diego Juvenile Justice Campus, \$11.0 million is for the County Administration Center (CAC) Renovations, \$11.0 million is for the Emergency Vehicle Operations Course, \$8.0 million is for the Southeast San Diego Live Well Center, \$7.5 million is for the acquisition of land under the Multiple Species Conservation Program (MSCP), \$7.5 million is for the San Marcos Road Maintenance Station and Fleet Garage, \$3.5 million is for the Bonita Library Expansion, \$2.0 million is for the installation of Playground Equipment in various locations, \$2.0 million is for the Health Services Complex Relocation, \$1.8 million is for the Otay Lakes Park Sewer, \$1.0 million is for the Tijuana River Valley Park Campground and Education Center, \$1.0 mil-

lion is for the Palomar Mountain Fire Station, \$0.8 million is for the Guajome Sewer Improvements, \$0.5 million is for the Modular Trailer Replacement for Otay Fire Station 38, \$0.5 million is for the Bike Skills Course South County, \$0.3 is for the Playground Shade Structures for Flinn Springs and Steele Canyon, \$0.3 million is for the Jamul Fire Station 36 Land Acquisition, \$0.3 million is for the Sweetwater Loop Reroute Vernal Pool Trail, \$0.2 million is for the Playground Shade Structures for Lamar and Hilton Head and \$36.1 million is for future capital projects.

No appropriations are budgeted for the Contributions to Capital Program in Fiscal Year 2018-19.

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 and the San Diego Regional Building Authority on the County's outstanding Certificates of Participation and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. The budget of \$31.3 million in Fiscal Year 2017-18 is a net increase of \$0.1 million from the Fiscal Year 2016-17 Adopted Operational Plan as a result of increases in certain scheduled lease payments.

The Fiscal Year 2018-19 payments are estimated at \$31.3 million with no significant change from Fiscal Year 2017-18. Additional expenditure and revenue detail are included in the Lease Payment table of this section.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. Budgeted at \$234.4 million, the major components of the Countywide General Expenses program in Fiscal Year 2017-18 include:

- ◆ An increase of \$98.2 million in fund balance commitment to support debt service costs of existing Pension Obligation Bonds (POBs) to increase the total commitment for POBs to \$198.2 million. This fund balance commitment serves as an alternative funding source for a portion of existing POB costs that have been supported by General Purpose Revenue. Portions of this fund balance commitment will be appropriated over a ten year period until the \$198.2 million is exhausted, through final maturity of the POBs in Fiscal Year 2026-27. In Fiscal Year 2017-18, \$19.8 million is appropriated.
- ◆ A Pension Stabilization Fund of \$75.0 million in Fiscal Year 2017-18 is set aside in anticipation of higher payments to the County's retirement fund in future years resulting from any changes the San Diego County Retirement Association Board may make to the assumed rate of return or not meeting the fund's economic or demographic assumptions.
- ◆ Remaining appropriations of \$61.2 million will support enterprise wide expenses including:
 - ◆ Appropriations to support future salary and benefit growth.
 - ◆ Appropriation for the Innovative Housing Initiative.
 - ◆ 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).

Countywide Shared Major Maintenance

In Fiscal Year 2017-18, 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 2018-19 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, 2016, the estimated liability was \$175.3 million and the cash balance was \$139.3 million. The liability is estimated to increase June 30, 2017 to \$175.5 million and the cash balance as of June 30, 2017 is \$137.2 million, resulting in a potential deficit. In order to continue to address this shortfall, a \$5.0 million Contingency Reserve is budgeted again and included in both Fiscal Year 2017-18 and 2018-19 to continue to address this unfunded liability over a 10-year period. Appropriations for Fiscal Year 2017-18 total \$45.7 million for the workers' compensation internal service fund, which include this Contingency Reserve, which is an increase of \$0.3 million from the Fiscal Year 2016-17 Adopted Operational Plan primarily due to an increase in salary and benefit costs in administering the workers' compensation ISF.

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 ten-year claims experience and 20% on budgeted staffing levels. Budgeted appropriations for Fiscal Year 2017-18 reflect a \$0.1 million decrease from the Fiscal Year 2016-17 Adopted Operational Plan, primarily due to decrease in 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 \$0.5 million are budgeted for Fiscal Year 2017–18 and \$0.5 million are budgeted for Fiscal Year 2018–19.

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, 2016 was \$38.2 million. As of June 30, 2016, the fund had a cash balance of \$39.8 million. The estimated liability for June 30, 2017 increased to \$52.7 million and the cash balance as of June 30, 2017 is projected to be \$44.8 million resulting in a potential deficit. To address this shortfall, a \$1.4 million Contingency Reserve is budgeted in both Fiscal Year 2017–18 and 2018–19 to address this unfunded liability over a 10-year period. Appropriations for Fiscal Year 2017–18 total \$31.6 million for the Public Liability Internal Service Fund, which is an increase of \$10.1 million from the Fiscal Year 2016–17 Adopted Operational Plan due to establishing this Contingency Reserve amount and a significant increase in projected claims payment.

Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 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 for more information on the POBs, including the history, outstanding principal and scheduled payments.

Finance Other Appropriations/Expenditures

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Cash Borrowing	\$ —	\$ 2,700,000	\$ 2,700,000	\$ —	\$ 2,700,000	\$ 2,700,000
Community Enhancement	4,170,890	4,892,703	4,892,703	4,884,203	5,407,401	4,435,038
Neighborhood Reinvestment Program	8,070,540	10,000,000	10,567,690	8,621,362	10,000,000	10,000,000
Contributions to County Library System	588,837	—	1,058,805	596,999	—	—
Contingency Reserve: General Fund	—	22,674,808	22,674,808	—	23,983,463	24,546,377
Contributions to Capital Program	66,950,770	88,012,333	365,385,907	60,686,152	161,377,450	—
Lease Payments: Capital Projects	35,023,161	31,127,560	31,127,560	31,070,077	31,273,890	31,256,392
Countywide General Expenses	13,648,022	172,939,903	186,597,750	20,545,781	234,405,739	155,747,505
Countywide Shared Major Maintenance	881,990	2,000,000	4,445,444	2,248,575	2,000,000	2,000,000
Employee Benefits Internal Service Funds (ISF)						
<i>Workers Compensation Employee Benefits ISF</i>	41,989,187	45,356,681	45,356,681	33,628,866	45,659,988	45,659,988
<i>Unemployment Insurance Employee Benefits ISF</i>	1,377,548	2,099,622	2,099,622	1,401,255	2,010,184	2,010,184
Local Agency Formation Commission Administration	398,556	425,642	425,642	425,642	467,172	490,531
Public Liability ISF	19,922,609	21,453,018	26,453,018	36,778,949	31,572,824	31,572,824
Pension Obligation Bonds	81,460,673	81,384,894	81,384,894	81,384,331	81,458,792	81,459,711
Total	\$ 274,482,781	\$ 485,067,164	\$ 785,170,524	\$ 282,272,192	\$ 632,316,903	\$ 391,878,550



Lease Payments

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Lease Payments-Bonds	\$ 35,023,161	\$ 31,125,560	\$ 31,125,560	\$ 31,070,077	\$ 31,271,890	\$ 31,254,392
Facilities Management (Lease Mgmt)	—	2,000	2,000	—	2,000	2,000
Total	\$ 35,023,161	\$ 31,127,560	\$ 31,127,560	\$ 31,070,077	\$ 31,273,890	\$ 31,256,392

Expenditure Detail						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Lease Payments Detail						
2005 North & East County Justice Facility Refinance	\$ 2,709,223	\$ —	\$ —	\$ —	\$ —	\$ —
2009 County Operations Center Phase 1A	9,690,120	—	—	—	—	—
2009 Justice Facilities Refunding	7,234,701	7,319,738	7,319,738	7,319,738	7,339,625	7,327,125
2011 MTS Tower Refunding	2,647,123	2,688,800	2,688,800	2,699,441	2,703,000	2,704,875
2011 CAC Waterfront Park	1,969,017	2,056,563	2,056,563	1,999,177	2,097,900	2,096,300
2012 Cedar and Kettner Development	1,670,075	1,634,312	1,634,312	1,661,625	1,666,425	1,670,225
2014 Edgemoor and RCS Refunding	9,102,903	9,061,620	9,061,620	9,065,774	9,100,815	9,093,667
2016 County Operations Center Refunding	—	8,364,527	8,364,527	8,354,528	8,364,125	8,362,200
Total—Lease Payments Detail	\$ 35,023,161	\$ 31,125,560	\$ 31,125,560	\$ 31,070,077	\$ 31,271,890	\$ 31,254,392
Facilities Management (Lease Mgmt) Detail						
2009 Justice Facilities Refunding	\$ —	\$ 2,000	\$ 2,000	\$ —	\$ 2,000	\$ 2,000
Total—Facilities Management (Lease Mgmt) Detail	\$ —	\$ 2,000	\$ 2,000	\$ —	\$ 2,000	\$ 2,000
Total—Expenditure Detail	\$ 35,023,161	\$ 31,127,560	\$ 31,127,560	\$ 31,070,077	\$ 31,273,890	\$ 31,256,392

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 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	4,439,092	4,490,875	4,490,875	4,490,875	4,564,325	4,566,525
Rents and Concessions	1,098,254	1,115,819	1,115,819	1,105,235	1,124,933	1,134,171
Operating Transfer Capital Outlay	8,565,150	8,519,575	8,519,575	8,519,575	8,562,100	8,563,675
General Purpose Revenue Allocation	18,720,665	14,801,291	14,801,291	14,754,392	14,822,532	14,792,021
Total	\$ 35,023,161	\$ 31,127,560	\$ 31,127,560	\$ 31,070,077	\$ 31,273,890	\$ 31,256,392



Revenue Detail

	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Fund						
2005 North & East County Justice Facility Refinance	2,709,223	\$ —	\$ —	\$ —	\$ —	\$ —
2009 County Operations Center Phase 1A	9,690,120	—	—	—	—	—
2009 Justice Facilities Refunding	3,553,753	3,640,058	3,640,058	3,637,766	3,650,831	3,629,093
2011 MTS Tower Refunding	2,229,817	2,252,661	2,252,661	2,245,973	2,266,861	2,268,736
2014 Edgemoor and RCS Refunding	537,753	542,045	542,045	546,199	538,715	529,992
2016 County Operations Center Refunding	—	8,364,527	8,364,527	8,354,528	8,364,125	8,362,200
Facilities Management (Lease Mgmt)	—	2,000	2,000	—	2,000	2,000
Total—General Fund	\$ 18,920,803	\$ 14,801,291	\$ 14,801,291	\$ 14,784,466	\$ 14,822,532	\$ 14,792,021
Rents and Concessions						
2009 Justice Facilities Refunding	\$ 680,948	\$ 679,680	\$ 679,680	\$ 681,767	\$ 688,794	\$ 698,032
2011 MTS Tower Refunding	417,306	436,139	436,139	423,468	436,139	436,139
Total—Rents and Concessions	\$ 1,098,254	\$ 1,115,819	\$ 1,115,819	\$ 1,105,235	\$ 1,124,933	\$ 1,134,171
AB189						
2009 Justice Facilities Refunding	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
Total—AB189	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
Aid from Redevelopment						
2009 Justice Facilities Refunding	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
2011 CAC Waterfront Park	1,969,017	2,056,563	2,056,563	1,999,177	2,097,900	2,096,300
2012 Cedar & Kettner Development	1,670,075	1,634,312	1,634,312	1,661,624	1,666,425	1,670,225
Total—Aid from Redevelopment	\$ 4,439,092	\$ 4,490,875	\$ 4,490,875	\$ 4,460,801	\$ 4,564,325	\$ 4,566,525
Operating Transfer Capital Outlay						
2014 Edgemoor and RCS Refunding	\$ 8,565,150	\$ 8,519,575	\$ 8,519,575	\$ 8,519,575	\$ 8,562,100	\$ 8,563,675
Total—Operating Transfer Capital Outlay	\$ 8,565,150	\$ 8,519,575	\$ 8,519,575	\$ 8,519,575	\$ 8,562,100	\$ 8,563,675
Total Lease Payments Funding Sources	\$ 35,023,161	\$ 31,127,560	\$ 31,127,560	\$ 31,070,077	\$ 31,273,890	\$ 31,256,392





County of San Diego

Appendices

Appendix A: All Funds Budget Summary	541
.....	
Appendix B: Budget Summary and Changes in Fund Balance	555
.....	
Appendix C: General Fund Budget Summary	567
.....	
Appendix D: Health and Human Services Agency General Fund	571
.....	
Appendix E: Operational Plan Acronyms and Abbreviations	575
.....	
Appendix F: Glossary of Operational Plan Terms	581
.....	
Appendix G: Operational Plan Format	591
.....	



Appendix A: All Funds Budget Summary

Countywide Totals

Staffing						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
	Total	17,396.00			17,413.00	17,413.00

Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 1,869,746,516	\$ 2,034,064,966	\$ 2,028,747,504	\$ 1,951,235,594	\$ 2,124,227,277	\$ 2,150,504,112
Services & Supplies	1,870,677,634	1,875,783,887	2,266,389,215	1,728,902,010	2,080,986,201	1,987,806,752
Other Charges	691,555,086	769,459,563	745,324,956	684,978,705	728,221,906	725,366,736
Capital Assets/Land Acquisition	78,237,994	110,781,935	398,725,689	56,840,164	183,361,533	4,000,000
Capital Assets Equipment	20,669,651	35,249,885	62,023,841	9,902,279	39,842,240	25,048,817
Expenditure Transfer & Reimbursements	(27,398,486)	(32,634,412)	(32,634,412)	(30,796,968)	(35,585,656)	(34,429,107)
Contingency Reserves	—	27,674,808	27,674,808	—	30,433,362	30,996,276
Fund Balance Component Increases	1,903,650	101,400,000	115,155,158	115,155,158	98,581,020	1,350,000
Operating Transfers Out	429,531,139	406,895,167	696,262,141	409,531,252	505,874,970	363,619,415
Management Reserves	—	31,450,000	28,193,545	—	30,450,000	22,000,000
Total	\$ 4,934,923,185	\$ 5,360,125,799	\$ 6,335,862,444	\$ 4,925,748,195	\$ 5,786,392,853	\$ 5,276,263,001



APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 652,927,595	\$ 660,074,129	\$ 661,325,942	\$ 688,618,611	\$ 701,003,040	\$ 717,993,507
Taxes Other Than Current Secured	458,947,758	454,307,526	467,214,428	471,126,107	477,659,677	488,371,480
Licenses Permits & Franchises	57,343,770	53,766,376	53,766,376	58,083,519	56,657,242	59,978,410
Fines, Forfeitures & Penalties	50,244,674	47,737,768	48,504,408	48,125,227	45,506,382	42,652,201
Revenue From Use of Money & Property	45,292,043	32,773,152	33,095,378	54,520,836	37,118,052	37,628,543
Intergovernmental Revenues	2,452,532,328	2,364,944,221	2,403,479,027	2,270,369,575	2,421,387,861	2,442,386,586
Charges For Current Services	881,477,307	906,135,928	975,860,248	913,840,460	957,505,613	949,867,769
Miscellaneous Revenues	55,459,931	50,771,843	81,579,644	55,600,485	48,316,881	42,629,956
Other Financing Sources	414,189,221	391,461,323	652,001,307	396,314,307	524,900,016	353,812,058
Residual Equity Transfers In	721,628	—	—	894,739	400,000	400,000
Fund Balance Component Decreases	34,024,625	8,488,092	8,488,092	8,488,092	69,379,386	19,823,102
Use of Fund Balance	(168,237,696)	389,665,441	950,547,595	(40,233,763)	446,558,703	120,719,389
Total	\$ 4,934,923,185	\$ 5,360,125,799	\$ 6,335,862,444	\$ 4,925,748,195	\$ 5,786,392,853	\$ 5,276,263,001





Public Safety Group

Staffing						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
	Total	7,490.00			7,443.00	7,443.00

Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 942,489,966	\$ 1,016,858,489	\$ 1,013,271,840	\$ 981,041,632	\$ 1,072,715,579	\$ 1,085,687,841
Services & Supplies	286,939,667	347,770,779	445,000,130	337,796,752	353,069,480	333,405,563
Other Charges	110,086,487	111,200,797	116,933,460	107,406,717	111,102,275	111,094,893
Capital Assets Equipment	17,782,845	6,857,614	14,523,801	6,962,119	4,961,479	1,658,000
Expenditure Transfer & Reimbursements	(17,793,269)	(22,229,059)	(22,229,059)	(17,969,871)	(21,879,066)	(21,373,188)
Fund Balance Component Increases	1,100,000	100,000	370,398	370,398	—	—
Operating Transfers Out	290,902,674	295,393,918	300,987,022	281,068,137	312,585,512	300,802,059
Management Reserves	—	5,000,000	3,696,248	—	3,500,000	1,000,000
Total	\$ 1,631,508,370	\$ 1,760,952,538	\$ 1,872,553,840	\$ 1,696,675,884	\$ 1,836,055,259	\$ 1,812,275,168

APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 580,206	\$ 1,778,248	\$ 2,896,448	\$ 1,786,864	\$ 1,350,741	\$ 1,350,741
Taxes Other Than Current Secured	7,878	—	—	8,387	—	—
Licenses Permits & Franchises	470,892	500,500	500,500	443,209	500,500	500,500
Fines, Forfeitures & Penalties	23,596,799	24,548,588	25,315,228	20,959,647	18,424,659	15,266,699
Revenue From Use of Money & Property	6,414,673	628,231	628,231	3,749,160	3,365,611	3,365,611
Intergovernmental Revenues	486,868,123	515,488,775	537,997,238	512,658,428	530,611,157	525,838,553
Charges For Current Services	170,913,893	170,134,106	171,323,856	172,525,927	178,298,840	185,218,417
Miscellaneous Revenues	19,931,479	20,411,993	36,398,935	29,959,377	22,159,300	17,547,292
Other Financing Sources	286,183,603	287,993,411	291,276,654	278,495,025	303,677,463	298,547,736
Fund Balance Component Decreases	4,000,000	—	—	—	15,547,647	15,547,647
Use of Fund Balance	(25,362,215)	48,298,837	115,046,902	(15,079,988)	48,734,717	20,526,726
General Purpose Revenue Allocation	657,903,040	691,169,849	691,169,849	691,169,849	713,384,624	728,565,246
Total	\$ 1,631,508,370	\$ 1,760,952,538	\$ 1,872,553,840	\$ 1,696,675,884	\$ 1,836,055,259	\$ 1,812,275,168





Health and Human Services Agency

Staffing						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
	Total	6,317.50			6,320.50	6,320.50

Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 538,903,196	\$ 598,162,000	\$ 598,162,000	\$ 572,719,299	\$ 611,704,202	\$ 619,737,590
Services & Supplies	980,751,991	819,975,423	888,088,362	791,731,205	877,013,959	863,321,737
Other Charges	369,890,170	417,026,257	377,872,431	348,028,963	394,022,912	394,138,067
Capital Assets Equipment	522,438	438,000	2,173,989	1,073,824	662,000	166,000
Expenditure Transfer & Reimbursements	(6,762,648)	(7,640,844)	(7,640,844)	(9,390,027)	(10,168,064)	(9,505,036)
Operating Transfers Out	20,874,795	21,633,844	21,723,844	19,808,585	21,162,955	21,162,955
Management Reserves	—	20,000,000	20,000,000	—	20,000,000	20,000,000
Total	\$ 1,904,179,941	\$ 1,869,594,680	\$ 1,900,379,782	\$ 1,723,971,849	\$ 1,914,397,964	\$ 1,909,021,313

APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 1,711,984	\$ 1,596,315	\$ 1,596,315	\$ 1,796,708	\$ 1,651,132	\$ 1,694,098
Taxes Other Than Current Secured	51,834	29,311	29,311	30,332	27,905	27,905
Licenses Permits & Franchises	953,206	916,500	916,500	1,305,893	925,000	925,000
Fines, Forfeitures & Penalties	6,992,464	7,260,349	7,260,349	6,915,560	7,144,882	7,144,882
Revenue From Use of Money & Property	3,999,141	2,975,119	2,975,119	2,386,996	2,951,319	2,951,319
Intergovernmental Revenues	1,746,665,349	1,664,635,386	1,660,605,947	1,563,625,949	1,688,754,669	1,698,920,262
Charges For Current Services	70,598,202	58,949,282	68,449,282	74,962,858	84,070,289	83,911,641
Miscellaneous Revenues	6,838,422	4,855,617	4,855,617	7,002,856	8,808,198	8,803,461
Other Financing Sources	8,345,820	6,000,000	6,090,000	6,091,955	6,000,000	6,000,000
Fund Balance Component Decreases	1,574,702	—	—	—	1,089,783	1,089,783
Use of Fund Balance	(11,453,928)	53,013,550	78,238,090	(9,510,508)	40,539,705	24,313,155
General Purpose Revenue Allocation	67,902,745	69,363,251	69,363,251	69,363,251	72,435,082	73,239,807
Total	\$ 1,904,179,941	\$ 1,869,594,680	\$ 1,900,379,782	\$ 1,723,971,849	\$ 1,914,397,964	\$ 1,909,021,313



Land Use and Environment Group

Staffing						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
	Total	1,487.00			1,531.00	1,531.00

Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 157,010,544	\$ 178,289,282	\$ 176,536,469	\$ 165,236,580	\$ 186,713,361	\$ 188,202,070
Services & Supplies	194,918,088	192,865,373	272,751,216	165,484,239	268,589,525	213,770,604
Other Charges	14,917,327	56,160,629	59,013,934	38,078,912	28,946,039	27,342,394
Capital Assets/Land Acquisition	—	4,152,175	33,003,251	—	2,327,000	4,000,000
Capital Assets Equipment	815,672	8,969,744	15,709,012	1,321,992	11,204,500	3,986,000
Expenditure Transfer & Reimbursements	(1,183,747)	(599,435)	(599,435)	(1,405,599)	(1,262,245)	(1,265,341)
Fund Balance Component Increases	683,650	300,000	13,784,760	13,784,760	350,000	350,000
Operating Transfers Out	23,664,202	15,103,476	17,292,261	13,632,109	14,923,459	12,590,536
Total	\$ 390,825,736	\$ 455,241,244	\$ 587,491,468	\$ 396,132,992	\$ 511,791,639	\$ 448,976,263

APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 8,103,845	\$ 7,977,392	\$ 8,111,005	\$ 8,657,540	\$ 8,359,869	\$ 8,424,774
Taxes Other Than Current Secured	19,432,183	8,003,678	20,646,129	10,303,585	12,204,309	10,944,359
Licenses Permits & Franchises	47,262,516	43,340,021	43,340,021	46,614,380	45,255,887	49,673,555
Fines, Forfeitures & Penalties	2,133,220	1,621,218	1,621,218	2,229,315	1,541,018	1,541,018
Revenue From Use of Money & Property	22,759,069	21,533,063	21,533,063	26,219,615	22,672,850	23,174,104
Intergovernmental Revenues	99,984,281	109,616,151	128,338,785	98,877,470	121,096,822	148,869,738
Charges For Current Services	94,834,498	94,360,587	101,189,960	86,320,802	93,380,002	90,102,400
Miscellaneous Revenues	4,703,819	2,827,244	4,609,612	2,036,261	2,598,871	1,441,550
Other Financing Sources	22,213,537	15,103,476	16,289,878	13,387,788	42,923,459	12,590,535
Fund Balance Component Decreases	11,149,923	8,488,092	8,488,092	8,488,092	13,675,002	675,002
Use of Fund Balance	6,866,123	88,809,022	179,762,404	39,436,845	88,227,559	40,850,786
General Purpose Revenue Allocation	51,382,722	53,561,300	53,561,300	53,561,300	59,855,991	60,688,442
Total	\$ 390,825,736	\$ 455,241,244	\$ 587,491,468	\$ 396,132,992	\$ 511,791,639	\$ 448,976,263





Community Services Group

Staffing						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
	Total	910.00			923.00	923.00

Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 98,017,899	\$ 97,528,871	\$ 98,971,871	\$ 93,712,774	\$ 104,300,250	\$ 105,627,327
Services & Supplies	158,419,024	157,662,813	205,098,847	171,552,501	166,822,894	163,978,703
Other Charges	17,682,246	14,834,081	15,668,265	15,282,204	15,382,354	14,988,639
Capital Assets/Land Acquisition	—	—	—	(110,252)	—	—
Capital Assets Equipment	568,475	18,545,527	29,108,620	513,748	21,492,261	18,799,817
Expenditure Transfer & Reimbursements	(95,359)	—	—	(24,364)	—	—
Fund Balance Component Increases	—	1,000,000	1,000,000	1,000,000	—	1,000,000
Operating Transfers Out	12,689,974	14,454,937	17,517,643	12,007,020	17,357,146	14,241,702
Management Reserves	—	3,250,000	1,297,297	—	3,250,000	1,000,000
Total	\$ 287,282,260	\$ 307,276,229	\$ 368,662,544	\$ 293,933,632	\$ 328,604,905	\$ 319,636,188

APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 31,958,797	\$ 31,148,962	\$ 31,148,962	\$ 33,531,297	\$ 33,748,489	\$ 34,760,944
Taxes Other Than Current Secured	2,361,166	2,405,191	2,669,642	2,732,412	2,704,940	2,704,940
Licenses Permits & Franchises	1,973,846	2,110,000	2,110,000	1,962,166	1,980,000	1,980,000
Fines, Forfeitures & Penalties	1,377	1,500	1,500	1,483	1,300	1,300
Revenue From Use of Money & Property	1,473,302	1,686,435	1,687,346	1,656,015	1,501,339	1,501,339
Intergovernmental Revenues	27,821,088	7,183,229	7,267,974	9,670,748	7,037,982	7,037,982
Charges For Current Services	180,697,579	190,893,260	220,814,443	204,879,592	202,540,076	206,167,934
Miscellaneous Revenues	6,857,612	2,835,250	4,781,777	5,108,998	2,730,837	2,730,837
Other Financing Sources	14,278,346	14,654,937	17,184,801	12,658,334	17,657,146	14,541,702
Residual Equity Transfers In	721,628	—	—	894,739	400,000	400,000
Fund Balance Component Decreases	1,000,000	—	—	—	1,158,361	158,361
Use of Fund Balance	(2,897,384)	32,617,184	59,255,818	(902,433)	34,786,458	25,179,041
General Purpose Revenue Allocation	21,034,903	21,740,281	21,740,281	21,740,281	22,357,977	22,471,808
Total	\$ 287,282,260	\$ 307,276,229	\$ 368,662,544	\$ 293,933,632	\$ 328,604,905	\$ 319,636,188





Finance and General Government Group

Staffing						
		Fiscal Year 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
	Total	1,191.50			1,195.50	1,195.50

Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits	\$ 133,324,911	\$ 143,226,324	\$ 141,805,324	\$ 138,525,309	\$ 148,793,885	\$ 151,249,284
Services & Supplies	224,497,118	263,067,439	338,063,455	222,358,545	257,294,396	235,826,102
Other Charges	140,820	50,000	56,000	51,502	50,000	50,000
Capital Assets Equipment	130,879	439,000	508,419	30,596	1,522,000	439,000
Expenditure Transfer & Reimbursements	(1,563,464)	(2,165,074)	(2,165,074)	(2,007,106)	(2,276,281)	(2,285,542)
Management Reserves	—	3,200,000	3,200,000	—	3,700,000	—
Total	\$ 356,530,265	\$ 407,817,689	\$ 481,468,124	\$ 358,958,847	\$ 409,084,000	\$ 385,278,844

Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Licenses Permits & Franchises	\$ 1,102,968	\$ 1,430,000	\$ 1,430,000	\$ 1,282,521	\$ 2,526,500	\$ 1,430,000
Fines, Forfeitures & Penalties	593,510	1,035,450	1,035,450	663,118	920,150	920,150
Revenue From Use of Money & Property	134,499	158,000	158,000	267,838	210,000	210,000
Intergovernmental Revenues	2,391,129	1,885,621	1,885,621	1,891,618	2,302,420	2,302,420
Charges For Current Services	212,742,023	243,009,172	260,255,292	216,814,644	239,656,855	224,906,907
Miscellaneous Revenues	7,879,909	9,130,392	9,130,392	8,002,596	9,519,675	9,606,816
Other Financing Sources	5,209,475	5,183,164	5,183,164	5,170,789	5,793,798	6,058,488
Fund Balance Component Decreases	—	—	—	—	2,352,309	2,352,309
Use of Fund Balance	(708,304)	12,923,540	69,327,855	(8,196,626)	10,333,165	(150,319)
General Purpose Revenue Allocation	127,185,057	133,062,350	133,062,350	133,062,350	135,469,128	137,642,073
Total	\$ 356,530,265	\$ 407,817,689	\$ 481,468,124	\$ 358,958,847	\$ 409,084,000	\$ 385,278,844



Capital Program

Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ 2,228,304	\$ 633,000	\$ 867,336	\$ 393,113	\$ 633,000	\$ 633,000
Other Charges	113,042	—	—	—	—	—
Capital Assets/Land Acquisition	78,237,994	63,629,760	322,722,438	56,950,416	144,947,083	—
Capital Assets Equipment	849,341	—	—	—	—	—
Operating Transfers Out	8,565,150	9,913,495	16,546,390	16,459,270	8,562,100	8,563,675
Total	\$ 89,993,832	\$ 74,176,255	\$ 340,136,163	\$ 73,802,799	\$ 154,142,183	\$ 9,196,675

Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 574,957	\$ 250,303	\$ 571,619	\$ 590,142	\$ 257,812	\$ 257,812
Intergovernmental Revenues	12,263,496	12,808,352	14,056,755	4,262,342	16,106,371	3,936,991
Charges For Current Services	143,672	—	37,894	37,894	—	—
Miscellaneous Revenues	3,870,381	9,711,347	20,569,042	559,390	—	—
Other Financing Sources	66,802,908	51,406,253	298,223,450	62,711,268	137,778,000	5,001,872
Use of Fund Balance	6,338,418	—	6,677,403	5,641,764	—	—
Total	\$ 89,993,832	\$ 74,176,255	\$ 340,136,163	\$ 73,802,799	\$ 154,142,183	\$ 9,196,675





Finance Other

Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Services & Supplies	\$ 22,923,443	\$ 93,809,060	\$ 116,519,869	\$ 39,585,654	\$ 157,562,947	\$ 176,871,043
Other Charges	178,724,994	170,187,799	175,780,866	176,130,407	178,718,326	177,752,743
Capital Assets/Land Acquisition	—	43,000,000	43,000,000	—	36,087,450	—
Contingency Reserves	—	27,674,808	27,674,808	—	30,433,362	30,996,276
Fund Balance Component Increases	120,000	100,000,000	100,000,000	100,000,000	98,231,020	—
Operating Transfers Out	72,834,344	50,395,497	322,194,981	66,556,131	131,283,798	6,258,488
Total	\$ 274,602,781	\$ 485,067,164	\$ 785,170,524	\$ 382,272,192	\$ 632,316,903	\$ 391,878,550

Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Revenue From Use of Money & Property	\$ 2,204,949	\$ 1,820,006	\$ 1,820,006	\$ 3,196,916	\$ 1,959,121	\$ 1,968,358
Intergovernmental Revenues	4,439,092	4,490,875	4,490,875	4,490,875	4,564,325	4,566,525
Charges For Current Services	151,509,553	148,789,521	153,789,521	158,263,436	159,559,551	159,560,470
Miscellaneous Revenues	1,750,290	—	234,269	2,223,940	—	—
Other Financing Sources	11,155,532	11,120,082	17,753,359	17,799,149	11,070,150	11,071,725
Fund Balance Component Decreases	16,300,000	—	—	—	35,556,284	—
Use of Fund Balance	(73,567,755)	154,003,308	442,239,122	31,454,503	223,937,099	10,000,000
General Purpose Revenue Allocation	160,811,121	164,843,372	164,843,372	164,843,372	195,670,373	204,711,472
Total	\$ 274,602,781	\$ 485,067,164	\$ 785,170,524	\$ 382,272,192	\$ 632,316,903	\$ 391,878,550

Total General Purpose Revenue

General Purpose Revenue						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 610,572,763	\$ 617,573,212	\$ 617,573,212	\$ 642,846,202	\$ 655,892,809	\$ 671,762,950
Taxes Other Than Current Secured	437,094,696	443,869,346	443,869,346	458,051,393	462,722,523	474,694,276
Licenses Permits & Franchises	5,580,343	5,469,355	5,469,355	6,475,350	5,469,355	5,469,355
Fines, Forfeitures & Penalties	16,927,304	13,270,663	13,270,663	17,356,105	17,474,373	17,778,152
Revenue From Use of Money & Property	7,731,453	3,721,995	3,721,995	16,454,155	4,200,000	4,200,000
Intergovernmental Revenues	72,099,772	48,835,832	48,835,832	74,892,144	50,914,115	50,914,115
Charges For Current Services	37,887	—	—	35,307	—	—
Miscellaneous Revenues	3,628,021	1,000,000	1,000,000	707,067	2,500,000	2,500,000
Total	\$ 1,153,672,239	\$ 1,133,740,403	\$ 1,133,740,403	\$ 1,216,817,723	\$ 1,199,173,175	\$ 1,227,318,848



Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Fund Type

County Funds by Type						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Air Pollution Control District	\$ 37,089,266	\$ 58,560,893	\$ 61,637,133	\$ 35,930,069	\$ 46,376,350	\$ 45,397,086
Capital Project Funds	89,993,832	74,176,255	340,136,163	73,802,799	154,142,183	9,196,675
Community Facilities Districts	2,522	207,793	996,106	169,523	469,000	519,000
County Service Areas	16,683,690	18,847,920	20,830,860	16,554,241	19,745,133	19,701,203
Debt Service County Family	81,460,673	81,384,894	81,384,894	81,384,331	81,458,792	81,459,711
General Fund	3,774,979,416	4,117,144,687	4,645,980,977	3,796,574,369	4,359,798,137	4,051,346,549
Miscellaneous Local Agencies	6,663,934	7,908,832	9,147,813	7,242,184	7,367,420	7,367,420
Miscellaneous Special Districts	15,781,509	8,863,029	12,905,263	9,180,501	8,045,641	8,046,394
Permanent Road Divisions	1,360,681	6,018,307	6,298,197	1,060,638	7,220,112	7,220,112
County Proprietary Enterprise Funds	30,997,444	34,029,515	51,713,641	32,154,825	36,150,587	35,386,621
County Proprietary Internal Service Funds	391,830,224	461,108,375	534,393,777	419,817,679	485,907,625	469,428,115
Sanitation Districts	23,776,956	26,551,307	44,254,431	16,802,305	28,644,049	28,944,149
Special Revenue Funds	464,303,039	465,323,992	526,183,189	435,074,730	551,067,824	512,249,966
Total	\$ 4,934,923,185	\$ 5,360,125,799	\$ 6,335,862,444	\$ 4,925,748,195	\$ 5,786,392,853	\$ 5,276,263,001

Appropriations by Group and Fund

Public Safety Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Fund	\$ 1,325,982,172	\$ 1,444,509,784	\$ 1,546,734,773	\$ 1,401,545,225	\$ 1,505,411,348	\$ 1,488,762,319
Sheriff's Asset Forfeiture Program	1,233,324	1,100,000	1,287,633	377,371	2,100,000	2,100,000
Sheriff's Asset Forfeiture - State	—	2,326	32,326	3,735	27,326	27,326
District Attorney Asset Forfeiture Program Fed	315,355	500,000	500,000	277,395	500,000	500,000
District Attorney Asset Forfeiture Program - US Treasury	—	25,000	25,000	—	25,000	25,000
District Attorney Asset Forfeiture State	3,300	100,000	100,000	24,679	100,000	100,000
END DATED: Marshal Asset Forfeiture Fund	2,600	—	—	—	—	—
Probation Asset Forfeiture Program	83,336	100,000	154,287	82,102	100,000	100,000
Sheriff's Inmate Welfare	6,211,362	6,358,180	7,617,886	5,835,455	7,410,918	7,494,828
Probation Inmate Welfare	524,901	95,000	115,352	57,526	95,000	95,000
Public Safety Prop 172 Special Revenue	276,307,723	280,736,405	284,024,143	267,666,145	294,038,150	286,939,363
CSA 107 Elfin Forest Fire District	673,134	—	—	—	—	—
CSA 107 Elfin Forest Fire Protection / EMS	1,057,369	400,000	448,230	244,652	—	—
CSA 115 Pepper Drive Fire Protection / EMS	231,903	365,000	512,939	154,627	365,000	365,000
CSA 135 Mt Laguna Fire/ Medical SRV ZN	—	—	20,000	16,926	—	—
CSA 135 Palomar Mt Fire/ Medical SRV ZN	—	—	52,000	52,000	—	—
CSA 135 San Pasqual Fire/ Medical SRV ZN	—	—	47,000	33,534	—	—
CSA 135 Descanso Fire/ Medical SRV ZN	—	—	53,000	38,346	—	—
CSA 135 Dulzura Fire/ Medical SRV ZN	—	—	12,300	12,255	—	—
CSA 135 Tecate Fire/ Medical SRV ZN	—	—	12,000	800	—	—
CSA 135 Potrero Fire/ Medical SRV ZN	—	—	15,700	15,576	—	—
CSA 135 Jacumba Fire/ Medical SRV ZN	—	—	17,000	16,785	—	—
CSA 135 Rural West Fire/ Medical SRV ZN	—	—	238,000	166,219	—	—



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Public Safety Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
CSA 135 Fire Protection / Emergency Medical Svcs	565,182	—	—	—	—	—
CSA 135 Fire Authority Fire Protection / EMS	471,203	2,410,448	2,677,650	1,400,314	2,877,728	2,877,728
CSA 135 Del Mar 800 MHZ Zone B	68,889	50,000	50,000	38,816	46,133	46,133
CSA 135 Poway 800 MHZ Zone F	114,526	155,502	159,201	131,145	137,385	137,385
CSA 135 Solana Beach 800 MHZ Zone H	42,613	45,400	49,099	27,278	103,379	41,541
CSA 135 CFD 04-01 Special Tax A	—	—	12,600	—	—	—
CSA 135 CFD 04-01 Special Tax B	—	—	12,600	—	—	—
CSA 135 EOM CFD 09-01 Special Tax A	—	—	238,000	—	—	—
CSA 135 EOM CFD 09-01 Special Tax B	—	—	388,000	—	—	—
SHF Jail Stores Commissary Enterprise	8,424,513	8,061,760	10,044,580	10,024,261	9,322,113	9,333,488
Penalty Assessment	6,736,509	7,064,420	7,064,420	5,206,620	4,738,376	4,738,376
Criminal Justice Facility	1,174,581	7,769,685	8,734,493	2,122,468	7,736,823	7,736,823
Courthouse Construction	1,283,876	1,103,628	1,103,628	1,103,628	920,580	854,858
Total	\$ 1,631,508,370	\$ 1,760,952,538	\$ 1,872,553,840	\$ 1,696,675,884	\$ 1,836,055,259	\$ 1,812,275,168

Health and Human Services Agency						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Fund	\$ 1,887,633,242	\$ 1,852,029,575	\$ 1,881,867,198	\$ 1,707,461,418	\$ 1,896,581,712	\$ 1,891,162,095
Co Successor Housing Agy Gillespie Housing	—	74,013	164,013	28,477	15,000	15,000
Co Successor Housing Agy USD RIP Housing	—	14,690	104,690	91,771	5,000	5,000
Tobacco Securitization Special Revenue	6,735,575	6,200,000	6,200,000	6,117,314	6,200,000	6,200,000
CSA 17 San Dieguito Ambulance	3,957,616	4,509,276	4,596,182	4,134,522	4,509,276	4,552,242
CSA 69 Heartland Paramedic	5,853,508	6,767,126	7,447,698	6,138,348	7,086,976	7,086,976
Total	\$ 1,904,179,941	\$ 1,869,594,680	\$ 1,900,379,782	\$ 1,723,971,849	\$ 1,914,397,964	\$ 1,909,021,313



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Fund	\$ 155,712,536	\$ 196,101,261	\$ 230,275,438	\$ 192,414,282	\$ 187,139,963	\$ 161,961,573
Road Fund	115,151,404	104,832,769	153,047,498	98,330,892	176,093,114	145,045,143
Air Pollution Control District Operations	21,309,721	25,785,379	26,794,777	22,038,102	25,974,005	24,641,577
APCD Air Quality Improvement Trust	13,435,355	10,681,077	10,681,077	7,593,062	10,080,000	10,080,000
Air Quality State Moyer Program	1,507,354	3,643,272	5,643,989	5,120,858	3,728,358	4,091,758
Air Quality Power General Mitigation	—	148,923	148,923	139,971	10,236	—
Air Quality Proposition 1B GMERP	836,836	18,302,242	18,368,367	1,038,077	6,583,751	6,583,751
San Diego County Lighting Maintenance District 1	1,876,125	2,077,968	2,113,896	1,922,363	2,860,759	2,861,512
Inactive Waste Site Management	5,354,320	6,462,181	7,283,159	5,491,176	5,909,193	5,708,003
Waste Planning and Recycling	1,125,715	1,203,108	1,412,968	1,157,266	1,246,341	1,057,276
Hillsborough Landfill Maintenance	—	85,430	85,430	82,515	—	—
Duck Pond Landfill Cleanup	12,408	13,952	13,952	11,577	14,231	14,516
Parkland Ded Area 4 Lincoln Acres	—	1,000	1,000	—	1,000	200
Parkland Ded Area 15 Sweetwater	349	4,500	4,500	150	4,500	4,500
Parkland Ded Area 19 Jamul	1,282	1,500	106,500	106,120	1,500	1,500
Parkland Ded Area 20 Spring Valley	6,157	4,500	604,500	603,204	4,500	4,500
Parkland Ded Area 25 Lakeside	13,720	6,500	6,500	6,364	4,000	4,000
Parkland Ded Area 26 Crest	674	1,500	1,500	871	1,500	1,500
Parkland Ded Area 27 Alpine	1,524	4,500	4,500	2,831	4,500	4,500
Parkland Ded Area 28 Ramona	53,726	10,300	801,800	122,969	3,500	3,500
Parkland Ded Area 29 Escondido	635,293	1,000	1,000	312	500	500
Parkland Ded Area 30 San Marcos	7	700	700	79	700	700
Parkland Ded Area 31 San Dieguito	2,411	5,400	605,400	9,136	5,800	5,800
Parkland Ded Area 32 Carlsbad	—	—	—	—	200	200
Parkland Ded Area 35 Fallbrook	125,276	3,000	356,000	101,796	3,000	3,000



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Parkland Ded Area 36 Bonsall	233	3,000	3,000	554	4,500	4,500
Parkland Ded Area 37 Vista	657,059	700	700	700	700	700
Parkland Ded Area 38 Valley Center	42,073	3,500	149,833	2,177	5,500	5,500
Parkland Ded Area 39 Pauma Valley	463	2,500	2,500	102	700	700
Parkland Ded Area 40 Palomar Julian	1,474	2,500	8,479	2,084	2,500	2,500
Parkland Ded Area 41 Mountain Empire	490	3,500	3,500	2,556	2,000	2,000
Parkland Ded Area 42 Anza Borrego	1,427	4,500	4,500	180	5,500	5,500
Parkland Ded Area 43 Central Mountain	1,641	2,900	2,900	986	2,000	2,000
Parkland Ded Area 45 Valle de Oro	4,175	4,500	4,500	3,652	4,500	4,500
PRD 6 Pauma Valley	265,835	102,960	108,045	51,699	158,050	158,050
PRD 8 Magee Road Pala	4,335	181,720	181,720	4,346	222,397	222,397
PRD 9 Santa Fe Zone B	82,024	43,678	43,678	3,459	78,444	78,444
PRD 10 Davis Drive	4,509	16,629	16,629	6,295	9,903	9,903
PRD 11 Bernardo Road Zone A	5,765	20,785	20,785	3,135	49,784	49,784
PRD 11 Bernardo Road Zone C	12,556	3,397	3,397	2,774	5,418	5,418
PRD 11 Bernardo Road Zone D	2,835	43,593	43,593	3,178	49,430	49,430
PRD 12 Lomair	3,116	165,706	165,706	3,240	192,281	192,281
PRD 13 Pala Mesa Zone A	25,031	104,069	312,266	268,097	114,952	114,952
PRD 13 Stewart Canyon Zone B	31,741	25,590	25,590	11,723	33,803	33,803
PRD 16 Wynola	5,349	131,018	131,018	68,355	111,512	111,512
PRD 18 Harrison Park	47,121	160,994	160,994	8,089	196,202	196,202
PRD 20 Daily Road	83,636	276,024	276,024	24,058	396,073	396,073
PRD 21 Pauma Heights	25,363	386,382	386,382	27,210	533,830	533,830
PRD 22 West Dougherty St	2,515	7,753	7,753	2,727	7,814	7,814
PRD 23 Rock Terrace Road	2,987	33,255	33,255	27,149	20,159	20,159
PRD 24 Mt Whitney Road	2,915	46,035	46,035	3,720	59,623	59,623
CSA 26 Rancho San Diego	174,924	257,134	267,494	262,369	272,175	272,679
CSA 26 Cottonwood Village Zone A	126,224	142,457	142,852	117,989	279,669	279,669
CSA 26 Monte Vista Zone B	115,987	179,635	179,635	115,604	298,373	298,373



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
SD Landscape Maintenance Zone 1	134,821	149,255	149,255	149,129	161,300	161,850
Landscape Maintenance Dist Zone 2 - Julian	86,047	113,722	113,722	104,363	123,487	124,726
PRD 30 Royal Oaks Carroll	2,865	36,358	36,358	2,958	36,119	36,119
PRD 38 Gay Rio Terrace	4,377	30,494	30,494	13,403	32,802	32,802
PRD 39 Sunbeam Lane	—	1,979	1,979	1,979	—	—
PRD 45 Rincon Springs Rd	4,294	23,722	23,722	3,030	40,030	40,030
PRD 46 Rocosco Road	3,330	41,911	41,911	3,614	14,036	14,036
PRD 49 Sunset Knolls Road	3,194	39,911	39,911	3,989	14,740	14,740
PRD 50 Knoll Park Lane	10,940	52,213	52,213	2,677	56,074	56,074
PRD 53 Knoll Park Lane Extension	17,444	134,122	134,122	2,986	157,203	157,203
PRD 54 Mount Helix	3,910	92,284	92,284	3,672	120,844	120,844
PRD 55 Rainbow Crest Rd	5,412	367,830	367,830	97,888	380,323	380,323
PRD 60 River Drive	2,973	50,338	50,338	3,563	72,027	72,027
PRD 61 Green Meadow Way	2,512	174,886	174,886	2,579	190,231	190,231
PRD 63 Hillview Road	3,054	370,458	370,458	13,339	414,400	414,400
PRD 70 El Camino Corto	2,725	9,845	9,845	2,794	19,676	19,676
PRD 75 Gay Rio Dr Zone A	2,619	147,942	147,942	3,664	177,217	177,217
PRD 75 Gay Rio Dr Zone B	3,210	216,834	216,834	4,255	253,434	253,434
PRD 76 Kingsford Court	3,040	49,453	49,453	12,379	52,013	52,013
PRD 77 Montiel Truck Trail	4,296	94,019	94,019	23,534	124,560	124,560
PRD 78 Gardena Way	2,532	47,392	47,392	3,062	55,660	55,660
PRD 80 Harris Truck Trail	5,339	240,157	240,157	17,464	258,205	258,205
CSA 81 Fallbrook Local Park	574,947	621,859	621,859	603,815	694,561	676,141
CSA 83 San Dieguito Local Park	615,935	692,770	915,755	618,862	726,850	719,295
CSA 83A Zone A4S Ranch Park 95155	714,912	798,000	818,736	818,337	859,000	861,100
PRD 88 East Fifth St	2,600	15,768	15,768	2,626	20,918	20,918
PRD 90 South Cordoba	2,952	41,251	41,251	2,916	49,947	49,947
PRD 94 Roble Grande Road	3,263	375,706	375,706	10,964	419,205	419,205
PRD 95 Valle Del Sol	180,155	157,410	157,410	3,426	210,970	210,970
PRD 99 Via Allondra Via Del Corvo	3,496	32,837	32,837	3,775	35,163	35,163
PRD 100 Viejas Lane View	2,938	28,385	28,385	4,412	32,016	32,016
PRD 101 Johnson Lake Rd	3,450	45,684	110,684	21,858	7,335	7,335
PRD 101 Hi Ridge Rd Zone A	3,212	6,639	6,639	3,639	10,391	10,391



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
PRD 102 Mountain Meadow	183,571	86,084	87,692	60,335	146,457	146,457
PRD 103 Alto Drive	132,461	161,712	161,712	3,654	189,970	189,970
PRD 104 Artesian Rd	6,000	77,827	77,827	5,968	95,746	95,746
PRD 105 Alta Loma Dr	19,104	5,700	5,700	3,284	76,645	76,645
PRD 105 Alta Loma Dr Zone A	9,654	30,719	30,719	3,843	62,444	62,444
PRD 106 Garrison Way Et Al	32,615	22,522	22,522	3,818	41,438	41,438
PRD 117 Legend Rock	2,825	4,807	4,807	4,266	9,028	9,028
CSA 122 Otay Mesa East	—	5,608	5,608	—	5,608	—
PRD 123 Mizpah Lane	3,025	33,072	33,072	3,095	49,272	49,272
PRD 125 Wrightwood Road	3,545	92,883	92,883	90,029	19,781	19,781
PRD 126 Sandhurst Way	4,400	34,478	34,478	33,685	8,534	8,534
PRD 127 Singing Trails Drive	2,938	28,301	28,301	3,254	35,834	35,834
CSA 128 San Miguel Park Dist	1,087,312	1,148,708	1,166,616	1,126,358	1,166,200	1,179,845
PRD 130 Wilkes Road	4,516	142,941	142,941	7,604	185,220	185,220
PRD 133 Ranch Creek Road	3,132	25,631	25,631	5,495	34,633	34,633
PRD 134 Kenora Lane	2,667	39,836	39,836	2,733	57,333	57,333
CSA 136 Sundance Detention Basin	16,637	36,020	41,328	15,271	32,033	20,520
San Diego County Flood Control District	13,286,202	5,232,629	8,777,562	6,237,655	4,466,450	4,466,450
Blackwolf Stormwater Maint ZN 349781	4,009	9,464	9,705	3,563	9,464	9,464
Lake Rancho Viejo Stormwater Maint ZN 442493	138,425	160,500	258,083	243,415	90,500	90,500
Ponderosa Estates Maint ZN 351421	3,830	8,690	8,908	1,635	8,690	8,690
Other Services - Harmony Grove Fund	2,522	199,793	203,293	38,170	171,000	221,000
Flood Control - Harmony Grove Fund	—	8,000	8,000	—	8,000	8,000
Fire Protection - Harmony Grove Fund	—	—	133,613	131,353	290,000	290,000
PRD 1002 Sunny Acres	689	—	—	—	—	—
PRD 1003 Alamo Way	4,772	14,536	14,536	2,879	15,495	15,495
PRD 1005 Eden Valley Lane	2,891	60,606	60,606	2,958	75,485	75,485
PRD 1008 Canter	2,963	19,613	19,613	2,765	25,707	25,707
PRD 1010 Alpine High	5,161	205,399	205,399	6,837	287,279	287,279
PRD 1011 La Cuesta	2,720	54,443	54,443	2,830	68,846	68,846



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
PRD 1012 Millar Road	3,015	35,237	35,237	3,082	51,191	51,191
PRD 1013 Singing Trails	2,985	34,480	34,480	3,012	34,848	34,848
PRD 1014 Lavender Point Lane	2,598	44,299	44,299	2,664	47,419	47,419
PRD 1015 Landavo Drive	21,619	33,676	33,676	4,104	41,270	41,270
PRD 1016 El Sereno Way	3,049	54,089	54,089	2,745	65,023	65,023
Survey Monument Preservation Fund	3,511	280,000	280,000	104,373	315,000	315,000
Special Aviation	50,000	50,000	50,000	50,000	50,000	50,000
Special Aviation Debt Service	330,578	181,033	181,033	181,032	—	—
County Fish and Game Propagation	8,573	18,000	18,000	14,027	18,000	18,000
Airport Enterprise Fund	15,705,957	17,638,934	33,265,614	14,434,385	18,532,502	17,730,425
Liquid Waste Enterprise Fund	6,866,975	8,328,821	8,403,447	7,696,180	8,295,972	8,322,708
CWSMD-Zone B (Campo Hills Water)	230,173	723,500	776,833	415,075	294,000	294,000
Campo WSMD-Zone A (Rancho Del Campo Water)	242,745	650,278	960,277	356,794	315,778	315,778
San Diego County Sanitation District	23,776,956	26,551,307	44,254,431	16,802,305	28,644,049	28,944,149
DPW Equipment Internal Service Fund	4,558,982	5,571,130	5,635,435	5,271,667	6,031,315	6,150,880
DPW ISF Equipment Acquisition Road Fund	2,130,386	8,617,507	12,042,816	2,313,588	10,558,843	6,405,200
DPW ISF Equipment Acquisition Inactive Waste	32,239	129,000	456,083	32,000	175,000	265,000
DPW ISF Equipment Acquisition Airport Enterprise	92,637	210,000	319,504	96,275	633,000	395,000
DPW ISF Equipment Acquisition General Fund	153,227	131,000	131,000	2,704	108,657	24,300
DPW ISF Equipment Acquisition Liquid Waste	328,156	968,621	2,053,489	407,095	1,233,000	730,000
Total	\$ 390,825,736	\$ 455,241,244	\$ 587,491,468	\$ 396,132,992	\$ 511,791,639	\$ 448,976,263



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Community Services Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Fund	\$ 63,267,993	\$ 50,308,200	\$ 67,101,055	\$ 54,345,781	\$ 53,539,016	\$ 46,804,064
Co Successor Housing Agy Gillespie Housing	70,704	—	—	—	—	—
Co Successor Housing Agy USDRIP Housing	30,378	—	—	—	—	—
County Library	40,104,635	40,970,875	44,178,170	39,810,610	43,366,672	43,068,154
Co Successor Agy Redev Obligation Ret Fund	2,151,525	1,946,149	2,210,600	2,178,668	2,250,291	2,250,291
Co Successor Agy Gillespie Red Obligation Ret Fd	—	1,139,277	1,139,277	—	—	—
Co Successor Agy USDRIP Red Obligation Ret Fund	—	550,000	550,000	—	—	—
Co Successor Agy Gillespie Fld Debt Srv	1,142,528	1,139,277	1,403,728	1,392,135	1,443,419	1,443,419
Co Successor Agy Gillespie Fld Interest Acct	687,528	664,277	664,277	657,135	639,590	639,590
Co Successor Agy Gillespie Fld Principal Acct	455,000	475,000	475,000	475,000	500,000	500,000
Co Successor Agy Gillespie Fld Debt Srv Reserve	—	—	1,177	1,177	—	—
Co Successor Agy Gillespie Fld Turbo Redemption	—	—	264,451	260,000	303,829	303,829
Co Successor Agy USDRIP	550,000	550,000	550,000	550,000	550,000	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,142,527	1,139,277	1,403,728	1,390,948	1,443,419	1,443,419
Co Successor Agy Gillespie Fld Admin	433,744	216,872	216,872	216,872	216,872	216,872
Purchasing Internal Service Fund	9,044,386	11,859,667	12,556,611	10,240,092	13,133,891	11,648,438
Fleet Services Internal Service Fund	7,893,443	9,406,459	9,523,745	8,316,224	11,107,482	11,117,394
Fleet ISF Equipment Acquisition General	12,259,980	30,574,902	40,721,113	12,620,737	32,553,572	31,631,082
Fleet ISF Materials Supply Inventory	16,873,966	22,632,152	24,687,029	16,820,159	20,585,531	20,585,531
Fleet ISF Accident Repair	645,640	661,157	761,157	639,840	1,775,834	1,775,834
Fleet ISF Accidents Sheriff	820,580	701,028	901,028	739,117	—	—
Facilities Management Internal Service Fund	96,747,505	110,171,231	112,734,090	97,586,296	115,890,640	117,251,424
Major Maintenance Internal Service Fund	32,960,198	22,170,429	46,619,436	45,692,842	29,304,847	28,406,847
Total	\$ 287,282,260	\$ 307,276,229	\$ 368,662,544	\$ 293,933,632	\$ 328,604,905	\$ 319,636,188



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Finance and General Government Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Fund	\$ 212,530,708	\$ 239,422,918	\$ 290,126,202	\$ 211,728,873	\$ 245,510,983	\$ 231,480,655
Information Technology Internal Service Fund	143,999,557	168,394,771	191,341,921	147,229,974	163,573,017	153,798,189
Total	\$ 356,530,265	\$ 407,817,689	\$ 481,468,124	\$ 358,958,847	\$ 409,084,000	\$ 385,278,844

Capital Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Capital Outlay Fund	\$ 21,333,401	\$ 31,724,680	\$ 95,089,219	\$ 12,297,847	\$ 27,447,083	\$ —
Capital MSCP Acquisition Fund	4,810,540	10,000,000	45,820,961	8,555,037	7,500,000	—
County Health Complex Capital Outlay Fund	4,348,234	—	24,723,567	2,949,162	10,000,000	—
Justice Facility Construction Capital Outlay Fnd	40,719,473	15,000,000	139,212,316	35,362,399	96,500,000	—
Library Projects Capital Outlay Fund	9,861,524	8,299,000	26,093,017	5,915,494	3,500,000	—
Edgemoor Development Fund	8,920,659	9,152,575	9,197,084	8,722,861	9,195,100	9,196,675
Total	\$ 89,993,832	\$ 74,176,255	\$ 340,136,163	\$ 73,802,799	\$ 154,142,183	\$ 9,196,675

Finance Other						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
General Fund	\$ 129,852,765	\$ 334,772,949	\$ 629,876,309	\$ 229,078,790	\$ 471,615,115	\$ 231,175,843
Pension Obligation Bonds	\$ 81,460,673	\$ 81,384,894	\$ 81,384,894	\$ 81,384,331	\$ 81,458,792	\$ 81,459,711
Employee Benefits Internal Service Fund	\$ 43,366,734	\$ 47,456,303	\$ 47,456,303	\$ 35,030,121	\$ 47,670,172	\$ 47,670,172
Public Liability Internal Service Fund	\$ 19,922,609	\$ 21,453,018	\$ 26,453,018	\$ 36,778,949	\$ 31,572,824	\$ 31,572,824
Total	\$ 274,602,781	\$ 485,067,164	\$ 785,170,524	\$ 382,272,192	\$ 632,316,903	\$ 391,878,550





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 ¹	\$ 1,481.7	\$ 669.5	\$ 0.6	\$ 17.8	\$ 19.8	\$ 47.2	\$ 104.9	\$ 5.6
Fiscal Year 2012-13 Ending Fund Balance	1,601.4	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 ²	1,888.4	693.6	0.9	17.0	24.3	10.4	96.7	1.8
Fiscal Year 2015-16 Ending Fund Balance ²	2,006.4	682.6	0.4	10.7	24.9	24.2	92.1	2.1
Fiscal Year 2016-17 Ending Fund Balance ²	2,147.2	669.1	0.6	5.1	30.4	33.3	102.5	2.1

¹ Amounts may not agree to the category grouping in the CAFR due to different budgetary roll-ups.

² Represents unaudited totals.

Fiscal Year 2017-18 (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Fund	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Beginning Fund Balance	\$ 2,147.2	\$ 669.1	\$ 0.6	\$ 5.1	\$ 30.4	\$ 33.3	\$ 102.5	\$ 2.1
Add								
Budgeted Revenue	4,303.4	538.1	81.5	154.1	36.2	485.9	110.5	7.4
Fund Balance Component Decrease	56.4	13.0	—	—	—	—	1.6	—
Total Available Funding	6,507.0	1,220.2	82.1	159.2	66.6	519.2	213.0	9.5
Less								
Budgeted Expenditures	4,261.6	551.1	81.5	154.1	36.2	485.9	110.2	7.4
Fund Balance Component Increase	98.2	—	—	—	—	—	0.3	—
Projected Ending Fund Balance	\$ 2,147.2	\$ 669.1	\$ 0.6	\$ 5.1	\$ 30.4	\$ 33.3	\$ 102.5	\$ 2.1

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Fiscal Year 2018-19 (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Fund	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Beginning Fund Balance	\$ 2,147.2	\$ 669.1	\$ 0.6	\$ 5.1	\$ 30.4	\$ 33.3	\$ 102.5	\$ 2.1
Add								
Budgeted Revenue	4,031.5	512.2	81.5	9.2	35.4	469.4	109.8	7.4
Fund Balance Component Decrease	19.8	—	—	—	—	—	—	—
Total Available Funding	6,198.5	1,181.3	82.1	14.3	65.8	502.7	212.3	9.5
Less								
Budgeted Expenditures	4,050.3	512.2	81.5	9.2	35.4	469.4	109.5	7.4
Fund Balance Component Increase	1.0	—	—	—	—	—	0.3	—
Projected Ending Fund Balance	\$ 2,147.2	\$ 669.1	\$ 0.6	\$ 5.1	\$ 30.4	\$ 33.3	\$ 102.5	\$ 2.1





Appendix C: General Fund Budget Summary

Appropriations by Group and Fund

Public Safety Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Public Safety Executive Office	\$ 73,893,339	\$ 80,682,905	\$ 91,750,369	\$ 77,553,214	\$ 80,498,252	\$ 79,789,476
San Diego County Fire Authority	28,780,839	30,469,846	50,220,529	43,844,719	35,912,493	31,460,400
District Attorney	162,599,051	185,870,372	183,055,585	168,957,287	193,008,301	192,257,471
Sheriff	713,495,701	770,269,342	827,101,588	751,500,464	823,705,313	811,735,136
Child Support Services	47,078,114	54,129,642	54,312,849	48,008,406	51,804,642	51,704,642
Citizens' Law Enforcement Review Board	635,216	683,052	683,052	596,622	717,451	722,827
Office of Emergency Services	6,157,578	5,888,064	11,310,253	6,909,467	7,811,529	7,197,614
Medical Examiner	9,902,433	10,116,528	10,253,296	10,229,286	10,975,423	10,580,232
Probation	207,868,487	224,170,114	234,011,724	215,524,679	213,386,376	213,838,430
Public Defender	75,571,413	82,229,919	84,035,530	78,421,082	87,591,568	89,476,091
Total	\$ 1,325,982,172	\$ 1,444,509,784	\$ 1,546,734,773	\$ 1,401,545,225	\$ 1,505,411,348	\$ 1,488,762,319

Health and Human Services Agency						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Self-Sufficiency Services	\$ 0	\$ 539,536,653	\$ 516,340,606	\$ 487,978,193	\$ 524,147,156	\$ 528,132,977
Regional Operations	580,611,914	—	—	(1,653,343)	—	—
Strategic Planning & Operational Support	9,923	—	—	1,878	—	—
Aging and Independence Services	392,460,402	139,213,244	139,822,499	129,224,551	137,696,011	139,165,598
Behavioral Health Services	422,335,399	500,607,470	511,876,472	473,522,837	529,098,092	527,944,137
Administrative Support	131,669,470	162,423,779	202,264,980	148,714,132	179,852,773	173,281,262
Child Welfare Services	267,013,490	353,978,179	343,688,725	333,212,654	364,705,045	365,934,663
Public Health Services	93,530,522	129,146,310	134,280,131	118,260,967	132,397,787	129,066,948
Public Administrator / Public Guardian	2,121	—	—	1,940	—	—
Housing & Community Development Services	—	27,123,940	33,593,786	18,197,609	28,684,848	27,636,510
Total	\$ 1,887,633,242	\$ 1,852,029,575	\$ 1,881,867,198	\$ 1,707,461,418	\$ 1,896,581,712	\$ 1,891,162,095



APPENDIX C: GENERAL FUND BUDGET SUMMARY

Land Use and Environment Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Land Use and Environment Executive Office	\$ 6,154,447	\$ 7,482,729	\$ 7,494,781	\$ 4,543,205	\$ 6,032,276	\$ 5,909,335
Agriculture, Weights and Measures	18,847,620	20,798,636	21,069,673	19,701,086	22,058,450	20,989,827
Environmental Health	40,148,499	45,081,910	46,382,000	41,116,204	45,095,456	44,809,510
University of California Cooperative Extension	853,332	1,046,921	1,129,748	1,027,967	1,139,291	869,971
Parks and Recreation	36,427,398	34,792,268	57,478,019	50,249,817	39,975,775	36,766,693
Planning and Development Services	29,966,136	38,809,890	45,189,949	32,127,482	44,860,121	37,133,326
Public Works	23,315,104	48,088,907	51,531,269	43,648,520	27,978,594	15,482,911
Total	\$ 155,712,536	\$ 196,101,261	\$ 230,275,438	\$ 192,414,282	\$ 187,139,963	\$ 161,961,573

Community Services Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Community Services Executive Office	\$ 6,752,993	\$ 8,226,563	\$ 17,944,220	\$ 6,991,399	\$ 4,792,638	\$ 2,445,488
Animal Services	17,033,125	17,604,133	17,964,964	17,162,668	18,728,128	18,869,172
General Services	3,516,633	1,995,000	2,594,764	2,330,923	4,410,444	2,295,000
Housing & Community Development	17,584,229	—	—	—	—	—
Purchasing and Contracting	832,559	1,247,362	1,247,362	1,247,362	1,667,362	667,362
Registrar of Voters	17,548,454	21,235,142	27,349,744	26,613,429	23,940,444	22,527,042
Total	\$ 63,267,993	\$ 50,308,200	\$ 67,101,055	\$ 54,345,781	\$ 53,539,016	\$ 46,804,064



APPENDIX C: GENERAL FUND BUDGET SUMMARY



Finance and General Government Group						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Finance & General Government Executive Office	\$ 20,689,760	\$ 25,027,531	\$ 53,947,188	\$ 16,288,767	\$ 25,066,789	\$ 22,337,680
Board of Supervisors	7,930,840	8,680,672	9,731,029	8,097,483	9,249,947	9,253,307
Assessor / Recorder / County Clerk	56,006,943	66,980,254	70,180,797	58,508,104	69,669,615	64,615,939
Treasurer - Tax Collector	19,452,353	23,673,596	24,931,201	20,253,034	22,992,232	22,606,859
Chief Administrative Office	4,577,590	4,948,071	5,025,577	4,657,103	5,193,816	5,243,754
Auditor and Controller	33,443,887	35,889,660	42,184,858	34,828,998	36,276,913	35,288,576
County Technology Office	15,587,159	12,829,302	18,692,012	11,527,004	13,302,552	9,063,381
Civil Service Commission	498,853	525,820	526,260	466,774	531,768	539,349
Clerk of the Board of Supervisors	3,382,232	3,734,295	4,292,557	4,050,333	3,933,716	3,973,604
County Counsel	25,156,086	25,745,621	26,248,701	25,536,479	27,253,889	28,031,898
Grand Jury	786,860	803,101	805,314	639,951	781,387	781,387
Human Resources	22,113,513	26,964,462	29,851,662	23,841,917	26,649,865	26,178,113
County Communications Office	2,904,632	3,620,533	3,709,047	3,032,925	4,608,494	3,566,808
Total	\$ 212,530,708	\$ 239,422,918	\$ 290,126,202	\$ 211,728,873	\$ 245,510,983	\$ 231,480,655

Finance Other						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Cash Borrowing Program	\$ —	\$ 2,700,000	\$ 2,700,000	\$ —	\$ 2,700,000	\$ 2,700,000
Community Enhancement	4,170,890	4,892,703	4,892,703	4,884,203	5,407,401	4,435,038
Neighborhood Reinvestment Program	8,070,540	10,000,000	10,567,690	8,621,362	10,000,000	10,000,000
Contributions to County Library	588,837	—	1,058,805	596,999	—	—
Contingency Reserve - General Fund	—	22,674,808	22,674,808	—	23,983,463	24,546,377
Lease Payments-Bonds	35,023,161	31,127,560	31,127,560	31,070,077	31,273,890	31,256,392
Contributions to Capital Program	67,070,770	88,012,333	365,385,907	60,686,152	161,377,450	—
Countywide General Expense	14,530,012	174,939,903	191,043,194	122,794,355	236,405,739	157,747,505
Local Agency Formation Commission Administration	398,556	425,642	425,642	425,642	467,172	490,531
Total	\$ 129,852,765	\$ 334,772,949	\$ 629,876,309	\$ 229,078,790	\$ 471,615,115	\$ 231,175,843



APPENDIX C: GENERAL FUND BUDGET SUMMARY

Total - Group/Agency						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Total	\$ 3,774,979,416	\$ 4,117,144,687	\$ 4,645,980,977	\$ 3,796,574,369	\$ 4,359,798,137	\$ 4,051,346,549

Financing Sources

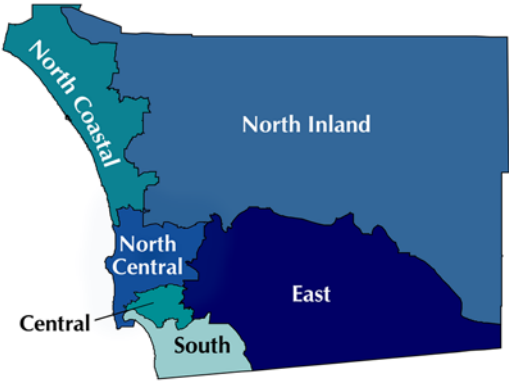
Financing Sources by Category						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Taxes Current Property	\$ 610,572,763	\$ 617,573,212	\$ 617,573,212	\$ 642,846,242	\$ 655,892,809	\$ 671,762,950
Taxes Other Than Current Secured	437,124,200	443,871,346	443,871,346	458,055,558	462,724,523	474,696,276
Licenses Permits & Franchises	41,041,578	39,980,411	39,980,411	42,581,335	42,868,004	45,948,714
Fines, Forfeitures & Penalties	38,916,844	37,154,135	38,920,775	39,518,139	38,312,145	35,457,965
Revenue From Use of Money & Property	13,352,514	7,482,725	7,482,725	19,975,979	7,893,684	7,902,921
Intergovernmental Revenues	2,082,818,099	1,974,848,881	1,993,942,032	1,899,994,721	2,009,474,030	2,007,907,582
Charges For Current Services	361,444,420	364,241,934	378,058,735	382,303,630	402,014,544	406,050,714
Miscellaneous Revenues	32,600,117	27,439,683	45,115,286	38,988,885	33,595,526	28,973,113
Other Financing Sources	299,310,327	299,994,921	308,998,241	298,264,484	317,786,478	312,711,340
Total Revenues	\$ 3,917,180,862	\$ 3,812,587,248	\$ 3,873,942,763	\$ 3,822,528,972	\$ 3,970,561,743	\$ 3,991,411,575
Fund Balance Component Decreases	\$ 24,241,445	\$ 379,071	\$ 379,071	\$ 379,071	\$ 56,379,386	\$ 19,823,102
Use of Fund Balance	(166,442,891)	304,178,368	771,659,143	(26,333,674)	332,857,008	40,111,872
Total Financing Sources	\$ 3,774,979,416	\$ 4,117,144,687	\$ 4,645,980,977	\$ 3,796,574,369	\$ 4,359,798,137	\$ 4,051,346,549



Appendix D: Health and Human Services Agency 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 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Self-Sufficiency Services		2,519.00			2,517.00	2,517.00
Aging Programs		147.00			140.00	140.00
Adult Protective Services		69.00			70.00	70.00
In-Home Supportive Services		211.00			210.00	210.00
Behavioral Health Services		818.00			823.00	823.00
Child Welfare Services		1,364.00			1,368.00	1,368.00
Public Health Services		645.50			648.50	648.50
Administrative Support		426.00			426.00	426.00
Office of Military and Veteran Affairs		16.00			17.00	17.00
Housing & Community Development Services		102.00			101.00	101.00
HHSA Total		6,317.50			6,320.50	6,320.50

APPENDIX D: HEALTH AND HUMAN SERVICES AGENCY GENERAL FUND

General Fund Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Self-Sufficiency Services	\$ 486,778,984	\$ 539,536,653	\$ 516,340,606	\$ 487,205,429	\$ 524,147,156	\$ 528,132,977
Operational Budget	268,872,836	287,909,744	294,427,332	284,303,484	296,947,816	300,933,637
Assistance Payments Budget	217,906,147	251,626,909	221,913,274	202,901,945	227,199,340	227,199,340
<i>CalWORKs Assistance Payments</i>	163,585,456	189,415,785	159,702,150	150,324,209	169,415,641	169,415,641
<i>Employment and Child Care Payments</i>	29,054,513	32,933,001	32,933,001	26,025,520	28,813,000	28,813,000
<i>General Relief Payments</i>	11,034,711	14,039,577	14,039,577	11,412,259	12,209,813	12,209,813
<i>Cash Assistance Program for Immigrants (CAPI)</i>	3,180,319	3,051,723	3,051,723	3,697,747	3,722,145	3,722,145
<i>Expanded Subsidized Employment (ESE)</i>	3,371,231	4,176,280	4,176,280	3,200,919	4,156,000	4,156,000
<i>Work Incentive Nutritional Supplement (WINS)</i>	2,872,113	2,825,293	2,825,293	2,764,196	2,868,965	2,868,965
<i>Approved Relative Caregiver (ARC)</i>	2,995,867	3,371,250	3,371,250	3,334,298	3,327,060	3,327,060
<i>Family Stabilization (FS)</i>	1,152,279	1,300,000	1,300,000	1,023,839	1,600,000	1,600,000
<i>Trafficking and Crime Victims Assistance Program (TCVAP)</i>	532,811	410,000	410,000	902,974	816,311	816,311
<i>Refugee Aid Payments</i>	126,848	514,000	104,000	215,984	270,404	270,404
Aging Programs	\$ 33,454,188	\$ 37,153,415	\$ 37,243,172	\$ 31,874,611	\$ 32,222,520	\$ 32,144,462
Operational Budget	33,454,188	37,153,415	37,243,172	31,874,611	32,222,520	32,144,462
Assistance Payments Budget	—	—	—	—	—	—
Adult Protective Services	\$ 9,294,741	\$ 9,999,980	\$ 10,518,995	\$ 9,643,576	\$ 11,079,219	\$ 10,540,469
Operational Budget	9,294,741	9,999,980	10,518,995	9,643,576	11,079,219	10,540,469
Assistance Payments Budget	—	—	—	—	—	—
In-Home Supportive Services	\$ 348,197,180	\$ 92,059,849	\$ 92,060,332	\$ 88,234,093	\$ 94,394,272	\$ 96,480,667
Operational Budget	348,197,180	92,059,849	92,060,332	88,234,093	94,394,272	96,480,667
Assistance Payments Budget	—	—	—	—	—	—
Behavioral Health Services	\$ 427,092,666	\$ 500,607,470	\$ 511,876,472	\$ 482,707,332	\$ 529,098,092	\$ 527,944,137
Operational Budget	427,092,666	500,607,470	511,876,472	482,707,332	529,098,092	527,944,137
Assistance Payments Budget	—	—	—	—	—	—
Child Welfare Services	\$ 333,118,292	\$ 353,978,179	\$ 343,688,725	\$ 334,226,236	\$ 364,705,045	\$ 365,934,663
Operational Budget	189,433,288	203,030,546	203,941,092	199,243,540	212,999,151	214,228,769
Assistance Payments Budget	143,685,004	150,947,633	139,747,633	134,982,696	151,705,894	151,705,894

Note: The sum of individual amounts may not total due to rounding.





General Fund Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
<i>Foster Care Aid Payments</i>	54,652,711	66,530,449	56,330,449	53,696,449	63,430,449	63,430,449
<i>Kinship Guardianship Assistance Payments (Kin-GAP)</i>	4,762,587	5,030,129	5,030,129	4,979,349	5,030,129	5,030,129
<i>Adoption Assistance Payments</i>	84,269,706	79,387,055	78,387,055	76,306,898	83,245,316	83,245,316
Public Health Services	\$ 117,301,442	\$ 129,146,310	\$ 134,280,131	\$ 123,312,259	\$ 132,397,787	\$ 129,066,948
Operational Budget	117,301,442	129,146,310	134,280,131	123,312,259	132,397,787	129,066,948
Assistance Payments Budget	—	—	—	—	—	—
Administrative Support	\$ 154,092,106	\$ 159,886,257	\$ 199,678,169	\$ 169,452,555	\$ 177,033,288	\$ 170,517,139
Operational Budget	154,092,106	159,886,257	199,678,169	169,452,555	177,033,288	170,517,139
Assistance Payments Budget	—	—	—	—	—	—
Office of Military and Veteran Affairs	\$ 2,174,959	\$ 2,537,522	\$ 2,586,811	\$ 2,813,055	\$ 2,819,485	\$ 2,764,123
Operational Budget	2,174,959	2,537,522	2,586,811	2,813,055	2,819,485	2,764,123
Assistance Payments Budget	—	—	—	—	—	—
Housing & Community Development Services	\$ —	\$ 27,123,940	\$ 33,593,786	\$ 19,085,104	\$ 28,684,848	\$ 27,636,510
Operational Budget	—	27,123,940	33,593,786	19,085,104	28,684,848	27,636,510
Assistance Payments Budget	—	—	—	—	—	—
HHS General Fund Total	\$ 1,911,504,558	\$ 1,852,029,575	\$ 1,881,867,198	\$ 1,748,554,248	\$ 1,896,581,712	\$ 1,891,162,095
Operational Budget Total	\$ 1,549,913,407	\$ 1,449,455,033	\$ 1,520,206,291	\$ 1,410,669,607	\$ 1,517,676,478	\$ 1,512,256,861
Assistance Payments Total	\$ 361,591,151	\$ 402,574,542	\$ 361,660,907	\$ 337,884,641	\$ 378,905,234	\$ 378,905,234

Note: The sum of individual amounts may not total due to rounding.



Appendix E: Operational Plan Acronyms and Abbreviations

AB: Assembly Bill
A&C: Auditor and Controller
ACA: *Patient Protection and Affordable Care Act of 2010*
ACAO: Assistant Chief Administrative Officer
ACP: Alternative Compliance Project
ACT: Assertive Community Treatment
ADA: Americans with Disabilities Act
ADS: Alcohol & Drug Services
AIS: Aging & Independence Services
ALMS: Airport Lease Management System
ALS: Advanced Life Support
AOT: Assisted Outpatient Treatment
APCD: Air Pollution Control District
APS: Adult Protective Services
ARC: Approved Relative Caregiver program
ARCC: Assessor/Recorder/County Clerk
ARI: Advanced Recovery Initiative
ARRA: *American Recovery and Reinvestment Act of 2009*
AS: Administrative Support
ASAP NET: Advanced Situational Awareness for Public Safety Network
ASIST: Applied Suicide Intervention Skills Training
AVA: Acutely Vulnerable Adult
AWM: Agriculture, Weights and Measures
BEA: Bureau of Economic Analysis
BHS: Behavioral Health Services
BIM: Building Information Modeling
BOS: Board of Supervisors
BPR: Business Process Reengineering
BSCC: Bureau of State and Community Corrections
CA: California
CAC: County Administration Center
CAFR: Comprehensive Annual Financial Report
CAL FIRE: California Department of Forestry and Fire Protection
CaIMHSA: 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
CAPI: Cash Assistance Program for Immigrants
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
CFT: Child and Family Teams
CHIP: Community Health Improvement Plans
CINA: Capital Improvement Needs Assessment
CIP: Capital Improvement Plan, Capital Improvement Program, Construction In Progress
CIR: Compliance Inspection Report
CIVICS: Community Involved Vocational Inmate Crew Service
CLERB: Citizens' Law Enforcement Review Board
CLPP: Childhood Lead Poisoning Prevention
CNAP: County Nutrition Action Partnership

APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

CNC TV: County News Center Television	EFC: Extended Foster Care
CoC: Continuum of Care	EIR: Environmental Impact Report
COC: County Operations Center	EMS: Emergency Medical Services
COF: Capital Outlay Fund	EMT: Emergency Medical Technician
COO: Chief Operating Officer	EOC: Emergency Operations Center
COOP: Continuity of Operations Plan	ERAF: Educational Revenue Augmentation Fund
COPs: Certificates of Participation	ERG: Employee Resource Groups
CPI: Consumer Price Index	ERP: Enterprise Resource Planning
CPI-U: Consumer Price Index for All Urban Consumers	ESG: Emergency Solutions Grant
CQI: Continuous Quality Improvement	ESU: Emergency Screening Unit
CREP: Comprehensive Renewable Energy Plan	EUI: Energy Use Intensity
CSA: County Service Area	EVOC: Emergency Vehicle Operations Course
CSAC: California State Association of Counties	EWG: Enterprise-Wide Goal
CSG: Community Services Group	eWIN: Extension Wildfire Information Network
CSU: Crisis Stabilization Unit	EV: Electric Vehicle
CTC: Community Transition Center	FASB: Financial Accounting Standards Board
CTO: County Technology Office	FEMA: Federal Emergency Management Agency
CUPA: Certified Unified Program Agency	FF&E: Furniture, fixtures and equipment
CVPD: Chula Vista Police Department	FGG: Finance and General Government Group
CWS: Child Welfare Services	FHA: Farm and Home Advisor, Federal Housing Authority
CYF: Children Youth and Families	FIs: Field Interviews
D&I: Diversity and Inclusion	FPB: Facilities Planning Board
DA: District Attorney	FSP: Full Service Partnerships
DAS: Department of Animal Services	FSWG: Food Systems Working Group
DCAI: Discipline Case Advocacy Institute	FTE: Full-time equivalent
DCAO: Deputy Chief Administrative Officer	FY: Fiscal Year
DCCA: Downpayment and Closing Cost Assistance	GAAP: Generally Accepted Accounting Principles
DCSS: Department of Child Support Services	GASB: Governmental Accounting Standards Board
DEH: Department of Environmental Health	GC: Government Code
DGS: Department of General Services	GDP: Gross Domestic Product
DHR: Department of Human Resources	GEMS: Global Election Management System
DLP: Data Loss Prevention	GFOA: Government Finance Officers Association
DMS: Division of Measurement Standards	GHG: Greenhouse gas
DMV: Department of Motor Vehicles	GIS: Geographic Information System
DO: Department Objective	GM: General Manager
DPC: Department of Purchasing and Contracting	GMS: General Management System
DPR: Department of Parks and Recreation	GO: General Obligation (bonds)
DPSNF: Distinct Part Skilled Nursing Facility	GPR: General Purpose Revenue
DPW: Department of Public Works	GPS: Geographic Positioning System
ECAP: Environmental Corrective Action Program	GR: General Relief
EDPP: Enterprise Document Processing Platform	GSR: Global Scale Rating





GWOW: Government Without Walls
HACSD: Housing Authority of the County of San Diego
HAVA: Help America Vote Act
HCDS: Housing and Community Development Services
HCV: Housing Choice Voucher
HEART: Helpfulness, Expertise, Attentiveness, Respect, and Timeliness
HF: Healthy Families
HHSA: Health and Human Services Agency
HiAP: Health in All Policies
HIDTA: High Intensity Drug Trafficking Areas
HMD: Hazardous Materials Division
HOME: Home Investment and Partnership Grant
HOPTR: Homeowner’s Property Tax Relief
HOPWA: Housing Opportunities for Persons with Aids
HUD: U.S. Department of Housing and Urban Development
IHOT: In-Home Outreach Team
IHSS: In-Home Supportive Services
ILP: Information-Led Policing
IM: Independence Mapping
IP: Individual Provider
IPTS: Integrated Property Tax System
IRS: Internal Revenue Service
ISF: Internal Service Fund
IT: Information Technology
IT ISF: Information Technology Internal Service Fund
JELS: Justice Electronic Library System
JJC: Juvenile Justice Commission
JPA: Joint Powers Agreement
JUDGE: Jurisdictions United for Drug/Gang Enforcement
KIP: Knowledge Integration Program
LECC: Law Enforcement Coordination Center
LEED: Leadership in Energy and Environmental Design
LEP: Limited English Proficiency
LMS: Learning Management System
LRBs: Lease Revenue Bonds
LTC: Long Term Care
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
MCS: Medical Care Service
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
MTS: San Diego Metropolitan Transit System
NACo: National Association of Counties
NAICS: North American Industry Classification System
NCOA: National Change of Address
NEOP: Nutrition Education and Obesity Prevention
NICHD: National Institute of Child Health and Human Development
NFP: Nurse Family Partnership
NOPA: Notices of Proposed Action
NPP: Nuclear Power Plant
NUSIPR: National University System Institute for Policy Research
OAAS: Office of Audits and Advisory Services
OE: Operational Excellence
OEC: Office of Ethics and Compliance
OES: Office of Emergency Services
OFFP: Office of Financial Planning
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
PDP: Priority Development Project
PDS: Planning & Development Services
PEI: Prevention and Early Intervention
PERT: Psychiatric Emergency Response Team
PG: Public Guardian
PHAB: Public Health Accreditation Board

APPENDIX E: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

PHC: Public Health Center	SDCFA: San Diego County Fire Authority
PHS: Public Health Services	SDCJ: San Diego Central Jail
PII: Personal Identifiable Information	SDCL: San Diego County Library
PILT: Payments in Lieu of Taxes	SDCPH: San Diego County Psychiatric Hospital
PLDO: Parkland Dedication Ordinance	SDG&E: San Diego Gas and Electric
PM: Performance Measure(s)	SDRBA: San Diego Regional Building Authority
POB: Pension Obligation Bond	SE: Sustainable Environments
POFA: Project One for All	SF: Square foot/feet
PRD: Permanent Road Division	SHSGP: State Homeland Security Grant Program
PROP: Proposition	SIDS: Sudden Infant Death Syndrome
PSAs: Public Service Announcements	SME: Subject Matter Expert
PSG: Public Safety Group	SNAP-ED: Supplemental Nutrition Assistance Program- Education
PV: Photovoltaic	SNF: Skilled Nursing Facilities
QA: Quality Assurance	SOC: Standards of Cover
QR: Quick Response	SR: State Route
RCCC: Regional Continuum of Care Council	SSS: Self-Sufficiency Services
RCFE: Residential Care Facilities for the Elderly	STAR: Sheriff's Transfer, Assessment and Release
RCS: Regional Communications System	SUAS: State Utility Assistance Subsidy
RFP: Request for Proposal	TABs: Tax Allocation Bonds
RG3: Regional Realignment Response Group	TB: Tuberculosis
RIFA: Red Imported Fire Ants	TEVAP: Trafficking and Crime Victims Assistance Program
RLA: Resident Leadership Academies	TICP: Tactical Interoperable Communications Plan
ROV: Registrar of Voters	TIF: Transportation Impact Fee
RPTT: Real Property Transfer Tax	Title IV-E Waiver: California Well-Being Demonstration Project
RPTTF: Redevelopment Property Tax Transfer Fund	TJRV: Tijuana River Valley
RRC: Regional Recovery Centers	TMDL: Total Maximum Daily Load
RSVP: Retired & Senior Volunteer Program	TN: Technological Needs
RWQCB: Regional Water Quality Control Board	TOT: Transient Occupancy Tax
S&B: Salaries & Benefits	TRANS: Tax and Revenue Anticipation Notes
S&S: Services & Supplies	TRC: Teen Recovery Centers
SANCAL: San Diego County Capital Asset Leasing Corporation	UAAL: Unfunded Actuarial Accrued Liability
SANDAG: San Diego Association of Governments	UASI: Urban Areas Security Initiative Grant
SanGIS: San Diego Geographic Information Source	UCLA: University of California, Los Angeles
SAPT: Substance Abuse Prevention and Treatment	UCCE: University of California Cooperative Extension
SARMS: Substance Abuse and Recovery Management System	UDC: Unified Disaster Council
SB: Senate Bill	US: United States
SC: Safe Communities	USDA: United States Department of Agriculture
SD: San Diego	USDRIP: Upper San Diego River Improvement Project
SDCERA: San Diego County Employees' Retirement Association	UST: Underground Storage Tanks
	VAP: Voluntary Assistance Program





VASDHS: Veterans Administration San Diego Healthcare System

VASH: Veterans Affairs Supportive Housing program

VBM: Vote-by-Mail

VLf: Vehicle License Fees

WIC: Welfare and Institutions Code

WQE: Water Quality Equivalency



Appendix F: Glossary of Operational Plan Terms

Accomplishment: The successful achievement of a goal.

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 (PB) system.

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, commonly used in pension fund discussions, 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 but is always assessed by an actuary.

Actuals: The County’s year-end actual dollars for expenditures and revenues for a fiscal year. Also, it represents the year-end actual measures or results for operational 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 County’s annual budget as formally adopted 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 fiscal year and a tentative budget that is approved in principle for the second fiscal year.

Amended Budget: A budget that reflects the adopted budget plus the carry forward budget from the previous fiscal 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: The portion of fund balance that reflects an intended use of resources. For non-general 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 strives 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 that includes expenditures and the means of financing them. The County’s annual budget is contained within the Operational Plan and is voted upon by the Board of Supervisors.

Business Process Reengineering (BPR): The fundamental rethinking and redesign of business processes to achieve improvements in critical measures of performance, such as cost, quality, service and/or 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 California’s 58 county governments 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 provides 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 the lease or rental of County-owned facilities, and from other sources 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 one 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.

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 changes in State or federal funding.

Charges for Current Services: Revenues received as a result of fees charged for certain services provided to residents 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; and other services.

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 (CAO/COO), to the Deputy CAO of each Group.

Collective Impact: The commitment of organizations and individuals from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration, alignment of efforts and common measures of success.

Committed Fund Balance: Self-imposed limitations set on funds prior to the end of an accounting period. These limitations are imposed by the highest level of decision-making (i.e. the Board of Supervisors), and require formal action at that same level to remove.

Commitment: ‘Excellence in All We Do’; One of the core values of the County’s General Management System (GMS).

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, industries, 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 for 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. The CAC is a public building completed in 1938 as a federal Works Progress Administration (WPA) project and is listed on the National Register of Historic Places.

County News Center Television (CNC TV): The County’s government access television station, which broadcasts Board of Supervisors meetings and programs of community interest. CNC TV can be seen in San Diego County on Cox Communications channel 24 in the south county, or channel 19 in the north as well as on Spectrum (Time Warner) channels 24 or 85 and AT&T U-verse channel 99.

County Operations Center (COC): The central County operations center campus located at 5500 Overland Avenue, San Diego, California. The COC is a 44 acre regional public complex which includes 18 structures and houses 19 departments from all 5 County business groups. The campus includes office, operational functions and parking for County services available to the public as well as the Emergency Operations Center for the region.



County Service Area (CSA): An assessment district comprised of property owners in the unincorporated area 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 three major municipal credit rating agencies include Standard & Poor’s Ratings Services, Fitch Ratings and Moody’s Investors Service.

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 an intended outcome. Cross-Departmental Objectives may be shared between two or more departments and/or external partners, to contribute to a larger Enterprise-Wide Goal included in the County’s Strategic Plan.

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 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 Experience Initiative: An enterprise-wide initiative that uses County resources so employees can create improved interactions with community members and stakeholders resulting in a positive overall service encounter with the County of San Diego.

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 a local government owes on borrowed money.

Debt Service Fund: A fund established to account for the accumulation of resources, for 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 from 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): Title used for the General Managers (GMs) of one of three County functional business groups: Public Safety, Community Services and Land Use and Environment. The GM of the Finance and General Government Group is the Auditor & Controller, 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 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 these 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 information technology systems.



Enterprise-Wide Goals (EWG): A set of focused goals for departments to collaborate on for the greatest positive impact to the community. Each Enterprise-Wide Goal supports a specific Audacious Vision, as laid out in the County's Strategic Plan.

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 investment pool or specific investments.

Finance Other: 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.

Financial Planning Calendar: A timetable outlining the process and tasks to be completed during the annual 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 and Firestorm 2007: Devastating wildfire events that occurred in San Diego County in October 2003 and October 2007 that financially affected the County and resulted in programs and services to recover from the damage and improve fire-related disaster preparedness.

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.

Fixed Assets: Assets with a useful life extending beyond one year, that are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment.

Functional Threading: 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. Functional Threading is a component of the County's General Management System (GMS).

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. Available Fund Balance may be used in the budget by a Group or department for the upcoming fiscal 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, Restricted, Committed, Assigned and Unassigned.

Fund Balance Component 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 used only 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/COO. 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: (formerly 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 that govern the form and content of the financial statements of an entity. GAAP is a combination of authoritative standards set by policy boards such as the Governmental Accounting Standards Board (GASB), and the commonly accepted ways of recording and reporting accounting information.

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 (GM), the highest organizational unit to which a County department/program reports. There are four Groups and one Agency that include: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Community Services Group (CSG), Finance and General Government Group (FGG) and Health and Human Services Agency (HHS).

Healthy Families (HF): The Strategic Plan Initiative that focuses on ensuring 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.

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.

Integrity: 'Character First'; One of the core values of the County's General Management System (GMS).

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 another 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 of an entity 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 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, often set by law, from the State or federal government(s) that the County perform a task in a particular way or meet a particular standard.

Management Reserves: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used for 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 the amount of 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 & Benefits, Services & 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.*

Modified Accrual Basis: The basis of accounting under which revenues are recognized when they become available and measurable and, with a few exceptions, expenditures are recognized

when liabilities are incurred. A modified accrual accounting system can also divide available funds into separate entities within the organization to ensure that the money is being spent where it was intended.

Monitoring and Control: The process of reviewing operations to make sure the organization is on track to meet its goals, and identifying the actions needed to address any identified issues. Monitoring and Control is a component of the County's General Management System (GMS).

Motivation, Rewards and Recognition: The General Management System (GMS) component that ensures the County is rewarding excellence in employee performance by providing tangible rewards, employee development opportunities, department recognition rewards, and national and local recognition opportunities.

Multiple Species Conservation Program (MSCP): A program intended to preserve a network of habitat and open space in the San Diego region, 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 to elected federal representatives and throughout the federal bureaucracy.

Nonspendable Fund Balance: The portion of net resources that cannot be spent either because of its form or due to requirements that it must be maintained intact.

Objective: A measurable target that must be met on the way to implementing a strategy and/or attaining a goal.

Objects (Line Items): A summary classification (or "roll-up" account) of expenditures and revenues based on type of goods or services (e.g. Salaries & Benefits, Services & Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (e.g. Fines, Forfeitures & 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 Excellence (OE): The Strategic Plan Initiative to promote continuous improvement in the organization through problem solving, teamwork and leadership with a focus on customers' needs and supporting employees.



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 operational goals, objectives and performance measures for County departments. The Operational Plan provides the County's financial plan for the next two fiscal years. The first year is formally adopted by the Board of Supervisors as the County's operating budget while the second year is approved in principle for planning purposes.

Operational Planning: The process of allocating resources, both dollars and staff time, to the programs and services that support the County's strategic goals. This process encompasses plans for expenditures and the means of financing them and results in the County's Operational Plan document. Operational Planning is a component of the County's General Management System.

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, 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 non-county 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, operating 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): Operational 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 property owners in the unincorporated area 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 that are open to the public in order to provide residents 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 fiscal 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 fiscal year.

Rebudget: To include funds for a project or services budgeted in the previous fiscal year but not spent within that year nor meeting the criteria for an encumbrance at fiscal 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 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 for procurement by the County and requests information from firms interested in the engagement.

Restricted Fund Balance: The portion of fund balance subject to externally enforceable limitations on its 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.

Safe Communities (SC): The Strategic Plan Initiative focused on making 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.

Salaries & Benefits: A group of expenditure accounts that includes expenses related to compensation of County employees.

SANCAL: The San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors appointed by the 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 of service delivery. Certain goals are defined and the service level gives the percentage to which those goals should be achieved.

Services & Supplies: A group of expenditure accounts that includes non-personnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

Special District: An independent unit of local government 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 generally 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.

Stewardship: 'Service Before Self'; One of the core values of the County's General Management System (GMS).

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 organization's 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 County's four Strategic Initiatives are Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence and can be found in the Strategic Plan.

Strategic Plan: A document that explains the County's four strategic initiatives, in addition to its vision, mission and values. The four strategic initiatives focus on how the County achieves its vision of a region that is Building Better Health, Living Safely and Thriving.

Strategic Planning: As used by the County, a process that identifies and communicates the County's strategic direction for the next five years and results in the Strategic Plan. Strategic Planning is a component of the County's General Management System.

Subject Matter Expert (SME): A person who possesses expert knowledge in a particular area, field, job, system or topic because of their education and/or experience.

Successor Agency: The agency responsible for managing the dissolution of a redevelopment agency as laid out in Assembly Bill x1 26 (2011), *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.

Sustainable Environments (SE): The Strategic Plan Initiative focused on strengthening the local economy through planning, development and infrastructure, protecting San Diego's natural and agricultural resources and promoting opportunities for residents to engage in community life and civic activities.



Tax and Revenue Anticipation Notes (TRANS): Short-term, interest bearing notes 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.

Taxes Current Property: A group of revenue accounts that includes the property tax amount for the current year based on the assessed value of the property as established each year on January 1st by the Office of the Assessor/Recorder/County Clerk.

Taxes Other Than Current Secured: A group of revenue accounts that includes unsecured property taxes. The term “unsecured” refers to property that is not “secured” real estate, that is a house or parcel of land which is currently owned. In general, unsecured property tax is either for business personal property (e.g. office equipment, owned or leased), boats, berths, or possessory interest for use of a space. It can, however, also be based upon supplemental assessments based on prior ownership of secured property.

Tobacco Settlement Funds: 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 which 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. By Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, funds are dedicated to healthcare-based programs.

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.

Use of Fund Balance: The amount of fund balance used as a funding source for one-time projects/services.

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: Ranking among the world's best; outstanding. 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 its continuous drive to create a higher level of excellence.

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, 2017 through June 30, 2019. The introductory portion of the document highlights the following:

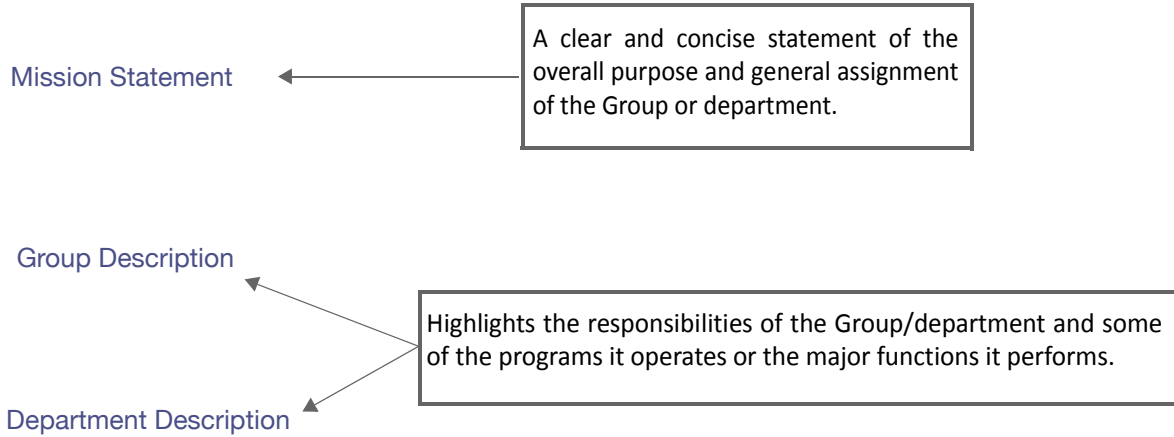
- ◆ Board of Supervisors and Organizational Chart
- ◆ Message from the Chief Administrative Officer
- ◆ Fiscal Year 2017–18 Recommended Budget at a Glance
- ◆ County Profile, County History and Economic Indicators
- ◆ Governmental Structure
- ◆ General Management System
- ◆ Strategic Framework and Alignment
- ◆ 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:





2016–17 Accomplishments

Brief descriptions of the Group’s/department’s accomplishments for Fiscal Year 2016–17. The discussions address the progress made on the 2016–18 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.

2017–19 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.

PERFORMANCE MEASURES ¹	2015–16 Actuals	2016–17 Adopted	2016–17 Actuals	2017–18 Adopted	2018–19 Approved
Defined Measure...	90% of xxx	92% of xxx	93% of xxx	94% of xxx	94% of xxx



Table Notes

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

Budget Changes and Operational Impact: 2016–17 to 2017–18

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: 2017–18 to 2018–19

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 the Adopted Budget for Fiscal Year 2015–16 and 2016-17; the Recommended Budget for Fiscal Year 2017-18; the percent change from the Fiscal Year 2016-17 Adopted Budget to the Fiscal Year 2017-18 Recommended Budget; and the Fiscal Year 2018-19 Recommended Budget.

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 2016–17 Adopted Budget			Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Name of Program						
Name of Program						
Total						

Budget by Program						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Name of Program						
Name of Program						
Total						

Budget by Categories of Expenditures						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Salaries & Benefits						
Services & Supplies						
Other Charges						
Capital Assets Equipment						
Total						

Budget by Categories of Revenues						
	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2016–17 Amended Budget	Fiscal Year 2016–17 Actuals	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Approved Budget
Intergovernmental Revenues						
Charges For Current Services						
Miscellaneous Revenues						
Other Financing Sources						
Use of Fund Balance						
General Purpose Revenue Allocation						
Total						



Capital Program

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

- ◆ Capital Improvement Needs Assessment (CINA): The CINA is the County's five year Capital Improvement Plan (CIP). This section details the policies and procedures for funding and selection of capital projects. Tables are presented for the CIP prioritization score sheet as well as all major and minor capital projects listed on the CINA for Fiscal Years 2017–22.
- ◆ 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 2017–19.
- ◆ Capital Appropriations: Discusses new appropriations to the capital budget for Fiscal Year 2017–18, 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 for Fiscal Year 2016-17; the Recommended Budget for Fiscal Year 2017-18; the percent change from the Fiscal Year 2016-17 Adopted Budget to the Fiscal Year 2017-18 Recommended Budget; the Recommended Budget for Fiscal Year 2018-19; the Total Appropriations for the project through February 28, 2017; and the Total Expenditures for the project through February 28, 2017.

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 the Adopted Budget for Fiscal Year 2015–16 and 2016-17; the Recommended Budget for Fiscal Year 2017-18; the percent change from the Fiscal Year 2016-17 Adopted Budget to the Fiscal Year 2017-18 Recommended Budget; and the Fiscal Year 2018-19 Recommended Budget.
 - ◆ Appendix A: All Funds Budget Summary: Tables outline staff years; and expenditures and revenues by category for the total County and by each business group, the Capital Program, Finance Other, and General Purpose Revenue.
 - ◆ Appendix B: Budget Summary and Changes in Fund Balance appropriations by fund type; and appropriations by fund type within each business group, the Capital Program and Finance Other.
 - ◆ Appendix C: General Fund Budget Summary: Tables of General Fund expenditures by department within each business group and for Finance Other; also provided are financing sources by category for the General Fund.
- ◆ Appendix D: Health and Human Services Agency (HHS): General Fund—Tables present staff years and summarize HHS's General Fund budget by operations and assistance payments.
- ◆ Appendix E: Operational Plan Acronyms and Abbreviations: 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.





Index

Numerics

- 1991 and 2011 Health and Human Services Realignment Revenues 96
- 2017-18 Adopted Budget at a Glance 7
- 2017–18 Adopted Budget at a Glance Capital Program 479

A

- Administrative Support 257
- Adopted Budget by Functional Area: All Funds 7
- Adopted Staffing by Group/Agency: All Funds 10
- Aging & Independence Services 221
- Agriculture, Weights and Measures 287
- Air Pollution Control District 297
- All Funds
 - Total Appropriations 57
 - Total Funding Sources 83
 - Total Staffing 77
- Allocation of GPR 108
- Animal Services 363
- Appendix A: All Funds Budget Summary 541
- Appendix B: Budget Summary and Changes in Fund Balance 555
- Appendix C: General Fund Budget Summary 567
- Appendix D: Health and Human Services Agency General Fund 571
- Appendix E: Operational Plan Acronyms and Abbreviations 575
- Appendix F: Glossary of Operational Plan Terms 581
- Appendix G: Operational Plan Format 591
- Assessor/Recorder/County Clerk 415
- Auditor and Controller 433
- Awards and Recognition 2016—2017 41

B

- Behavioral Health Services 229
- Board of Supervisors 3, 409

Budget

- Fund Type 69
- General Fund 89
- General Purpose Revenue 101
- Revenue Category/Source 9
- Budget Calendar 55
- Budget Process 51

C

- California Economy 19
- Capital Appropriations: Fiscal Year 2017–18 495
- Capital Improvement Needs Assessment: Fiscal Years 2017–22 483
- Capital Program 477
- Capital Outlay Fund 511
- Capital Program Introduction 477
- Capital Program Summary: All Funds 507
- Capital Projects 117
- Category of Expenditure — All Funds 8
- Category of Revenue — All Funds 9
- Charges for Services, Fees and Fines 86
- Chief Administrative Office 429
- Child Support Services 157
- Child Welfare Services 239
- CINA Capital Projects 485
- Citizens' Law Enforcement Review Board 163
- Civil Service Commission 445
- Clerk of the Board of Supervisors 449
- Community Services Group at a Glance 355
- Community Services Group Summary & Executive Office 357
- County Budgetary Fund Structure 72
- County Communications Office 471
- County Counsel 453
- County Library 369
- County of San Diego 3
- County Successor Agency 387



County Technology Office 439

D

Debt Management Policies and Obligations 52, 121

Demographics 15

District Attorney 141

E

Economic Indicators 18

Environmental Health 305

F

Facts and Figures 11

Federal Revenue 85

Finance & General Government Group at a Glance 401

Finance and General Government Group Summary & Executive Office 403

Finance Other 533

Fund Balance Component Decreases 87

Fund Type 69

Funding Source 9, 83

See also Revenue

G

General Fund

Financing Sources 89

Financing Sources by Category 91

Program Revenue 93

General Fund Reserves and Resources 119

General Management System 29

General Purpose Revenue 51, 101

By Source 101

Allocations 108

General Services 375

Governmental Structure 27

Grand Jury 461

H

Health and Human Services Agency at a Glance 205

Health and Human Services Agency Summary 207

Healthy Families 33, 133

Housing & Community Development Services 267

Human Resources 465

L

Land Use and Environment Group at a Glance 277

Land Use and Environment Group Summary & Executive Office 279

Lease Payments 536

Live Well San Diego 37

Long & Short Debt 121

Long-Term Obligations 124

M

Medical Examiner 173

Message from the Chief Administrative Officer 5

Miscellaneous Revenues 86

O

Office of Emergency Services 167

Operating Impact of Capital Program: Fiscal Years 2017-19 493

Operating Transfers and Other Financing Sources, Use of Money & Property and Miscellaneous Revenues 86

Operational Excellence 33, 134

Organizational Chart 4

Other Intergovernmental Revenue 85

Outstanding Capital Projects by Fund 478, 515

Overview of General Fund 89

P

Parks and Recreation 321

Planning & Development Services 331

Probation 179

Profile and Economic Indicators 15

Property and Other Taxes 87

Property Tax Revenue 104

Public Defender 187

Public Health Services 247



Public Safety Group at a Glance 131
 Public Safety Group Summary & Executive Office 133
 Public Works 341
 Purchasing and Contracting 383

R

Registrar of Voters 391
 Revenue 9, 83
 Category/Source 83
 Fund Type 69
 General Fund 89

S

Safe Communities 33, 133
 San Diego County Fire Authority 195
 San Diego County Profile and Economic Indicators 15
 San Diego Economy 21
 Self-Sufficiency Services 215
 Sheriff 147
 Short-Term 127

State Revenue 85
 State Revenue - PSG 94
 Strategic Framework and Alignment 33
 Summary of Capital Program Funds 511
 Summary of Financial Policies 111
 Sustainable Communities 455, 472
 Sustainable Environments 33, 134

T

Total Appropriations by Categories of Expenditures 64
 Total Appropriations by Group/Agency 57
 Total Funding by Source 83
 Total Staffing by Group/Agency 77
 Treasurer-Tax Collector 423

U

U.S. Economy 18
 University of California Cooperative Extension 315
 Use of Fund Balance 87



