



# COUNTY OF SAN DIEGO

CAO Recommended Operational Plan  
Fiscal Years 2018–19 & 2019–20



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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**San Diego County  
California**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

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, 2017**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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



**Published May 2018**  
Office of Financial Planning  
Ebony Shelton, Director



# Table of Contents

*County of San Diego*

- Board of Supervisors . . . . .3
- Organizational Chart . . . . .4
- Message from the Chief Administrative Officer . . . . .5
- 2018–19 Recommended 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
- Enterprise Performance Indicators . . . . .37
- Live Well San Diego . . . . .39
- Awards and Recognition . . . . .43
- Financial Forecast and Budget Process . . . . .51
- Financial Planning Calendar: 2018 Dates . . . . .55
- All Funds: Total Appropriations . . . . .57
- All Funds: Total Staffing . . . . .77
- All Funds: Total Funding Sources . . . . .83
- General Fund . . . . .89
- General Purpose Revenue . . . . .101
- Summary of Financial Policies . . . . .111
- Capital Projects . . . . .117
- General Fund Reserves and Resources . . . . .119
- Debt Management Policies and Obligations . . . . .123

*Public Safety Group*

- Public Safety Group at a Glance . . . . .133
- Public Safety Group Summary & Executive Office . . . . .135
- District Attorney . . . . .143
- Sheriff . . . . .149
- Child Support Services . . . . .157
- Citizens' Law Enforcement Review Board . . . . .163
- Office of Emergency Services . . . . .169
- Medical Examiner . . . . .173
- Probation . . . . .179
- Public Defender . . . . .187
- San Diego County Fire Authority . . . . .193

*Health and Human Services Agency*

- Health and Human Services Agency at a Glance . . . . .203
- Health and Human Services Agency Summary . . . . .205
- Self-Sufficiency Services . . . . .213
- Aging & Independence Services . . . . .219
- Behavioral Health Services . . . . .227
- Child Welfare Services . . . . .237
- Public Health Services . . . . .243
- Administrative Support . . . . .253
- Housing & Community Development Services . . . . .263

*Land Use and Environment Group*

- Land Use and Environment Group at a Glance . . . . .273
- Land Use and Environment Group Summary & Executive Office . . . . .275
- Agriculture, Weights and Measures . . . . .283
- Air Pollution Control District . . . . .293
- Environmental Health . . . . .301





University of California Cooperative Extension . . . . .	311
Parks and Recreation . . . . .	317
Planning & Development Services . . . . .	327
Public Works . . . . .	339

*Community Services Group*

Community Services Group at a Glance . . . . .	353
Community Services Group Summary & Executive Office . . . . .	355
Animal Services . . . . .	361
County Library . . . . .	367
General Services . . . . .	375
Purchasing and Contracting . . . . .	383
County Successor Agency . . . . .	389
Registrar of Voters . . . . .	393

*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 . . . . .	411
Assessor/Recorder/County Clerk . . . . .	417
Treasurer-Tax Collector . . . . .	425
Chief Administrative Office . . . . .	431
Auditor and Controller . . . . .	435
County Technology Office . . . . .	443
Civil Service Commission . . . . .	449
Clerk of the Board of Supervisors . . . . .	453
County Counsel . . . . .	457
Grand Jury . . . . .	465
Human Resources . . . . .	469
County Communications Office . . . . .	475

*Capital Program*

Capital Program . . . . .	483
2018–19 Recommended Budget at a Glance: Capital Program . . . . .	485
Capital Improvement Needs Assessment: Fiscal Years 2018–23 . . . . .	489
CINA Capital Projects . . . . .	491
Operating Impact of Capital Program: Fiscal Years 2018–20 . . . . .	505
Capital Appropriations: Fiscal Year 2018–19 . . . . .	507
Capital Program Summary: All Capital Program Funds . . . . .	521
Summary of Capital Program Funds . . . . .	523
Outstanding Capital Projects by Fund . . . . .	527

*Finance Other*

Finance Other . . . . .	551
Lease Payments . . . . .	555

*Appendices*

Appendix A: All Funds Budget Summary . . . . .	559
Appendix B: Budget Summary and Changes in Fund Balance . . . . .	571
Appendix C: General Fund Budget Summary . . . . .	581
Appendix D: Health and Human Services Agency: General Fund . . . . .	585
Appendix E: Operational Plan Acronyms and Abbreviations . . . . .	589
Appendix F: Glossary of Operational Plan Terms . . . . .	595
Appendix G: Operational Plan Format . . . . .	605
Index . . . . .	611





*County of San Diego*

Board of Supervisors	3
.....	
Organizational Chart	4
.....	
Message from the Chief Administrative Officer	5
.....	
2018–19 Recommended 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
.....	
Enterprise Performance Indicators	37
.....	
Live Well San Diego	39
.....	
Awards and Recognition	43
.....	
Financial Forecast and Budget Process	51
.....	
Financial Planning Calendar: 2018 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	123
.....	



# Board of Supervisors



**Greg Cox**  
Supervisor  
District One



**Dianne Jacob**  
Supervisor  
District Two



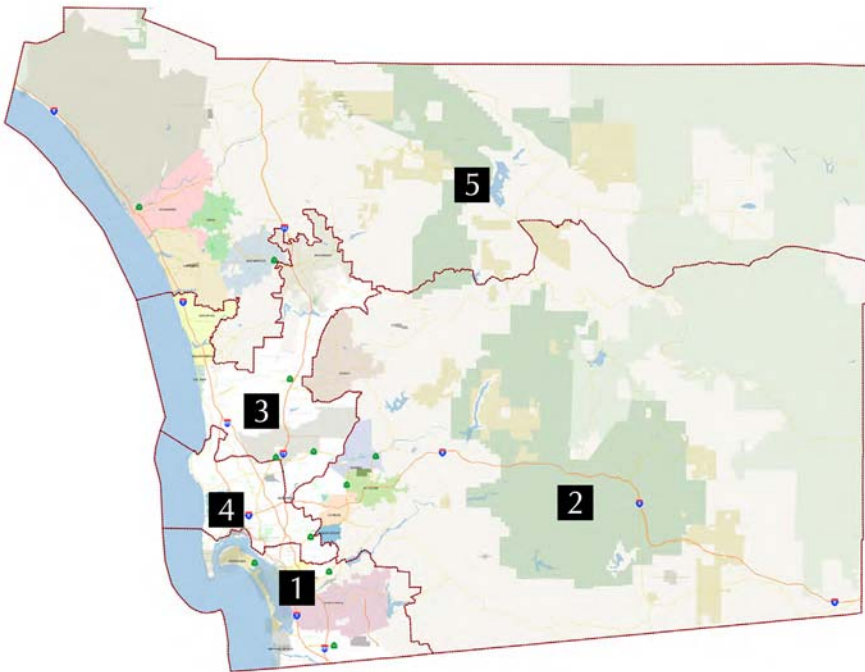
**Kristin Gaspar**  
Supervisor  
District Three



**Ron Roberts**  
Supervisor  
District Four



**Bill Horn**  
Supervisor  
District Five



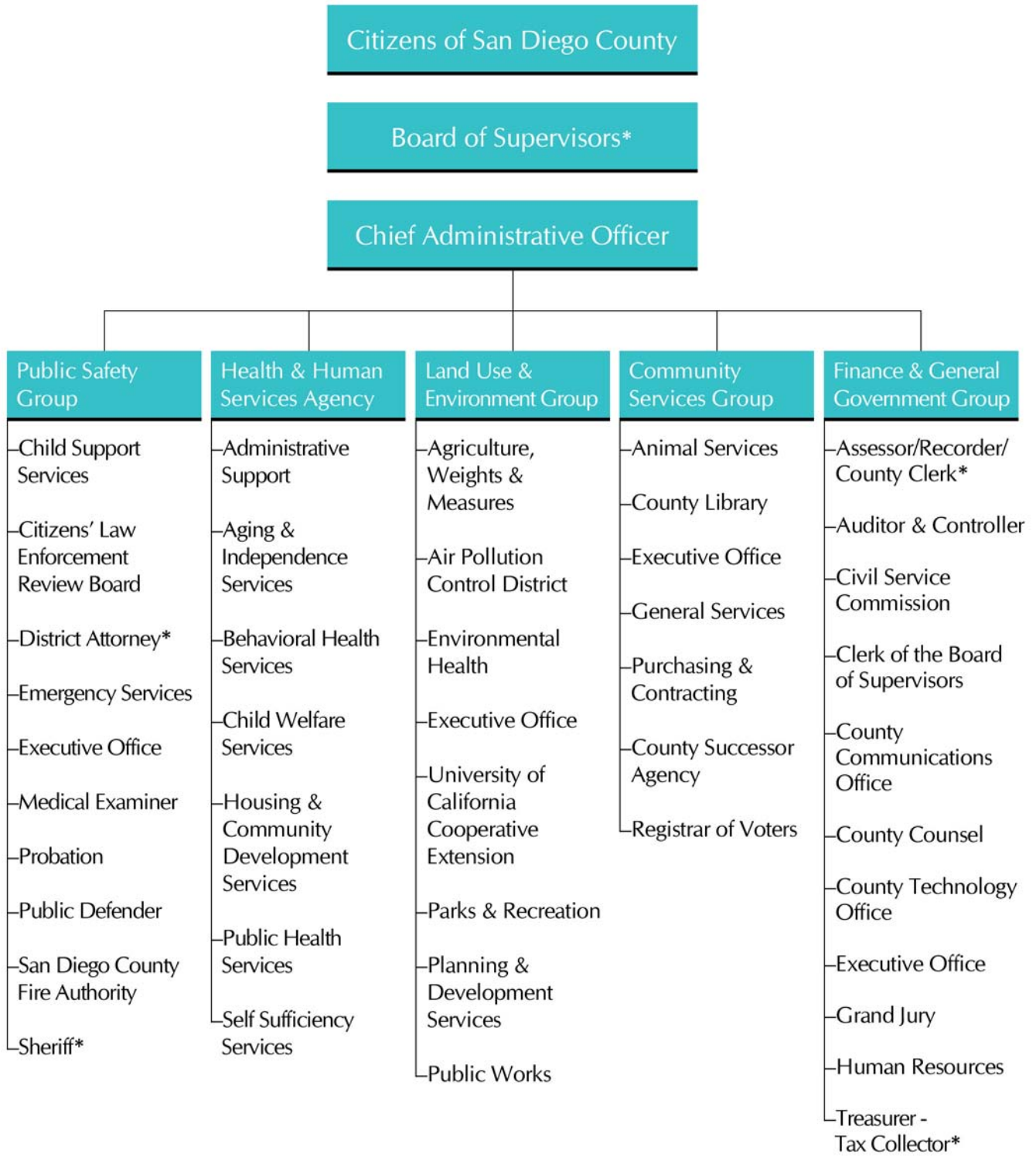
Note: This map reflects the Supervisorial District boundaries as adopted by the Board of Supervisors on September 27, 2011.







# Organizational Chart



\*Elected Official(s)

Rev. 7/2016





## Message from the Chief Administrative Officer

### Dynamic, Diverse, Dedicated...To You!

San Diego County is home to more than 3 million residents living in culturally rich communities that stretch from our beaches and bays, to the mountains and valleys in the most eastern parts of our region. Our County spans an area roughly the size of Connecticut that is just as dynamic and diverse as the residents who live here. This demands that our County government be dynamic, diverse and dedicated to meeting the needs of our residents across the entire region.



As County government, a main priority is resilience in the face of adversity. We must be prepared to meet and overcome challenges such as public health emergencies like the recent hepatitis A outbreak. We are working diligently and continue to dedicate resources to prevent epidemics and the spread of disease while also providing protection, support, and care for children in the foster care system, and for those who are homeless.

Over the years we have made great strides in our ability to prepare and respond to natural and man-made disasters; we will continue to build on those successes understanding there will always be areas to improve. We strive to provide our residents with a trusted justice system in all areas: protecting our communities, providing legal defense, and restorative justice practices.

We have worked hard to provide our residents with family friendly parks, safe roads, and clean air while maintaining open space to ensure all species are able to thrive. With 33 branches and 2 bookmobiles, the County Library system serves over one million residents across a 4,000-square-mile county. We also meet many residents at pivotal points in their lives. Whether getting married, recording births, or getting a passport for travel abroad, we are ready to serve you. We continue to maintain our strong fiscal management practices and recruit for a dedicated diverse workforce to ensure we are prepared to face whatever the future may hold.

This year's \$6.3 billion budget prioritizes spending that addresses both the needs of today and the potential challenges of tomorrow. One current pressing need involves mental health services. Mental illness and substance abuse can affect anyone, regardless of gender, race or socioeconomic status. San Diegans struggling with mental illness and/or substance abuse are at greater risk of experiencing homelessness. To break this cycle, or prevent it before it starts, the County is tripling its investment in substance abuse disorder treatment by expanding and developing individualized drug and alcohol treatment programs to increase an individual's opportunity for success.

Another issue in our region; families struggling to find housing they can afford. In San Diego County, only 26 percent of residents earning more than \$100,000 can afford a median-priced home. The County will increase options for the "missing middle", and continue providing rental and housing assistance for low-income residents throughout the region. We will cut red tape for new housing by reducing permitting process time and costs to increase the supply of housing stock for middle-income households. We identified County surplus property for affordable housing units and are leveraging a \$25 million Trust Fund to increase housing opportunities for seniors, veterans and other vulnerable populations.

As we address housing needs in our region, we must also continue to break down barriers to success in the justice system with restorative justice practices. For those who are in, or at risk of being in, the criminal justice system cycle, even the smallest hurdles can become barriers to reintegrating as productive members of society. In order to break the cycle of recidivism, and to prevent people from entering the system in the first place, the County is committed to helping break down barriers to success. We are working to reduce the number of people with mental illness in jails through new assessments and services to help them succeed in the community and stay out of custody. We will be working with our community partners to support mentoring programs for at-risk youth. For example, using mentors called credible messengers who are from the same neighborhood and background, and can help guide these youth to success.

We are dedicated to allocating resources to the unique challenges and priorities of each and every community in our region. I'm very excited to announce we will be increasing access to County resources and services by building a brand new County Live Well Center for the communities of southeastern San Diego. We will also begin implementing the Probation department's master plan to re-develop the Kearny Mesa Juvenile detention facility into a Juvenile Justice Campus, with a focus on youth development and family engagement. The budget also includes funding for new parks and new trails in the unincorporated area, adding to the County's robust portfo-





## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

lio of 126 parks and preserves. We will be adding new library branches in Lakeside and Casa de Oro and upgrading the branch in Bonita. To prepare for fire storms in our region, we will improve or build new fire stations, and continue improving paramedic response times in the backcountry.

Our natural resources are one of the many things that make our region so attractive to live, work and play. Protecting these resources will continue to be a top priority. We will be adding an additional 500 acres of open space to the nearly 50,000 acres already preserved. Also, we are going to continue to support our \$1.7 billion agricultural industry by removing restrictions to allow farmers to compost onsite, which will reduce waste going to landfills. The County remains committed to County projects featuring zero-net-energy buildings, electric vehicles and charging stations, photovoltaic systems and water-saving projects.

As you can see, we have a very ambitious, dynamic and diverse plan for this year's budget; however, none of this can be accomplished without fiscal discipline and strong management practices. We continue to work to mitigate the cost of employee pensions. We have created a new pension tier and continue to set aside resources to support existing pension obligation bonds. Creating stability through the use of these practices will provide the resources and capabilities to continue to provide high quality service delivery for all of our residents.

The Fiscal Year 2018-19 CAO Recommended Operational Plan totals \$6.26 billion, an increase of 8.1% over the prior fiscal year, and includes 17,580.50 staff years, an increase of 1.0%.

As we know, our County is one of the most dynamic and diverse regions in our nation. We need to be ambitious and continue to challenge ourselves to achieve excellence in all that we do. That is why we continue to plan and allocate resources to meet each and every one of our diverse community's needs. In uncertain times, the one thing we can be certain of is change. In order to ensure we change and adapt to meet the needs of our communities, we must continue to strive to meet our vision of a region where everyone can be healthy, safe, and thriving.

Helen N. Robbins-Meyer  
Chief Administrative Officer



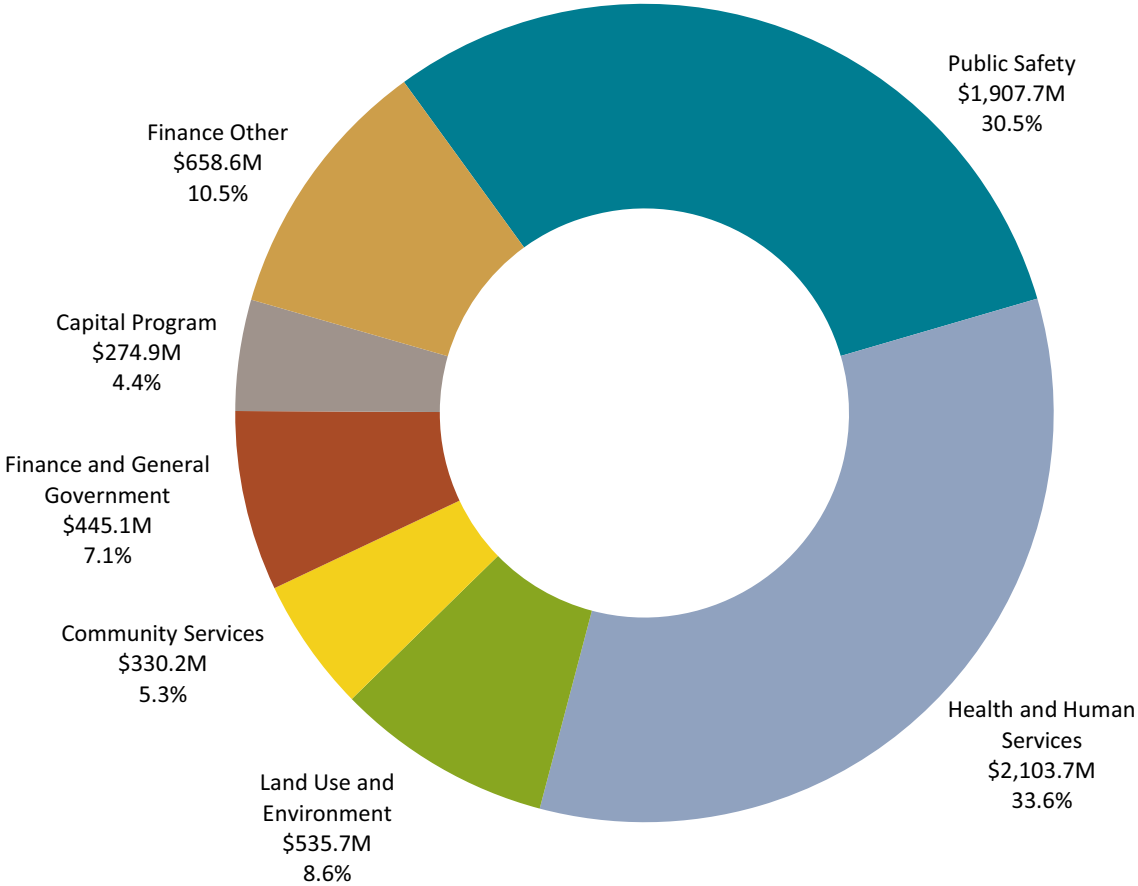




# 2018–19 Recommended Budget at a Glance

## Recommended Budget by Functional Area: All Funds

**Total Recommended Budget: \$6.26 billion**

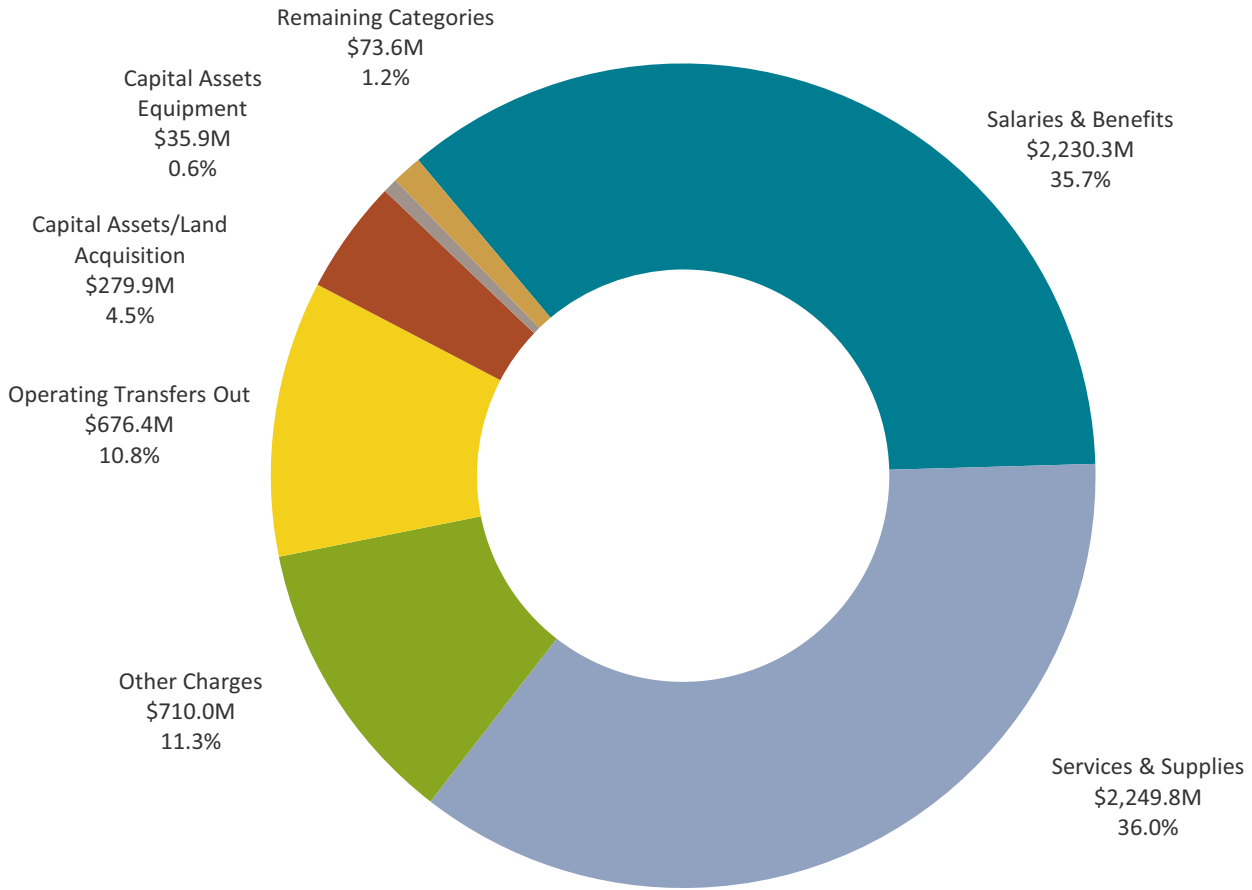


Recommended Budget by Functional Area: All Funds		
	Budget in Millions	Percent of Total Budget
Public Safety	\$ 1,907.7	30.5
Health and Human Services	2,103.7	33.6
Land Use and Environment	535.7	8.6
Community Services	330.2	5.3
Finance and General Government	445.1	7.1
Capital Program	274.9	4.4
Finance Other	658.6	10.5
<b>Total</b>	<b>\$ 6,255.9</b>	<b>100.0</b>

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



Recommended Budget by Categories of Expenditures: All Funds



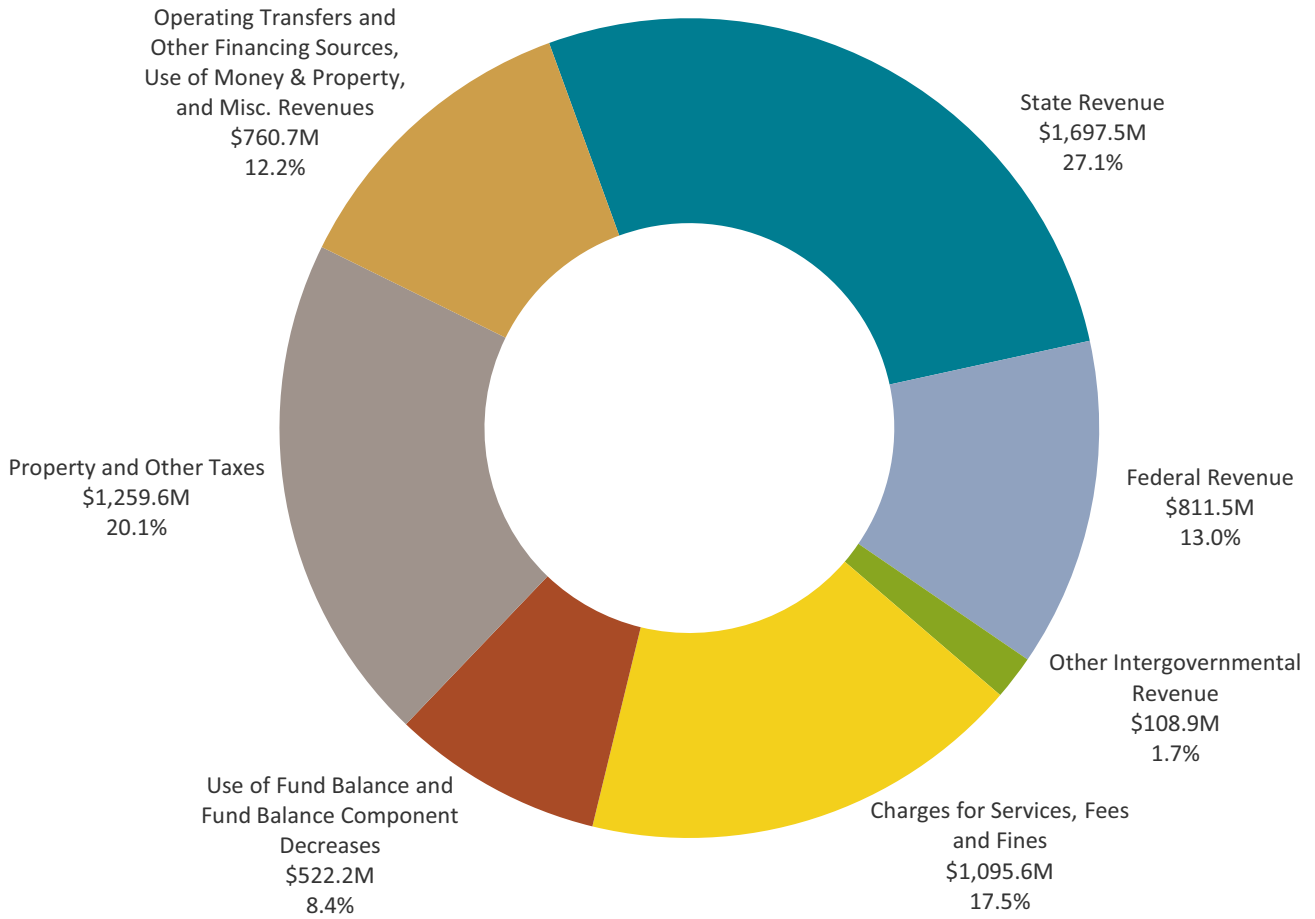
Recommended Budget by Categories of Expenditures: All Funds		
	Budget in Millions	Percent of Total Budget
Salaries & Benefits	\$ 2,230.3	35.7
Services & Supplies	2,249.8	36.0
Other Charges	710.0	11.3
Operating Transfers Out	676.4	10.8
Capital Assets/Land Acquisition	279.9	4.5
Capital Assets Equipment	35.9	0.6
Remaining Categories:		
<i>Fund Balance Component Increases</i>	76.4	1.2
<i>Management Reserves</i>	27.0	0.4
<i>Contingency Reserves</i>	7.3	0.1
<i>Expenditure Transfers and Reimbursements</i>	(37.0)	(0.6)
<b>Total</b>	<b>\$ 6,255.9</b>	<b>100.0</b>

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





Recommended Budget by Categories of Revenues: All Funds



Recommended Budget by Categories of Revenues: All Funds		
	Budget in Millions	Percent of Total Budget
State Revenue	\$ 1,697.5	27.1
Property and Other Taxes	1,259.6	20.1
Charges for Services, Fees and Fines	1,095.6	17.5
Federal Revenue	811.5	13.0
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	760.7	12.2
Use of Fund Balance/Fund Balance Component Decrease	522.2	8.4
Other Intergovernmental Revenue	108.9	1.7
<b>Total</b>	<b>\$ 6,255.9</b>	<b>100.0</b>

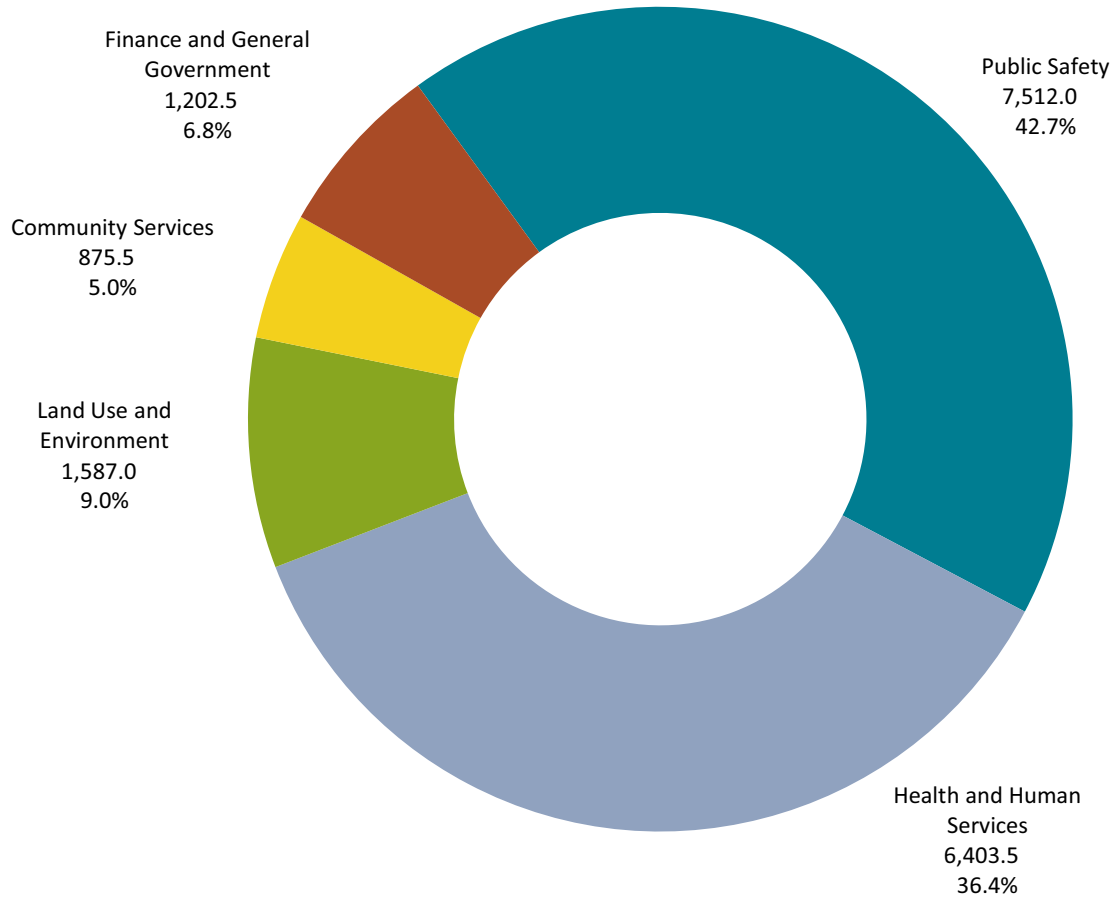
Note: In the chart and table, the sum of individual amounts may not total due to rounding.





Recommended Staffing by Group/Agency: All Funds

Total Recommended Staffing: 17,580.5



Recommended Staffing by Group/Agency: All Funds		
	Staff Years <sup>1</sup>	Percent of Total Staffing
Public Safety	7,512.0	42.7
Health and Human Services	6,403.5	36.4
Land Use and Environment	1,587.0	9.0
Community Services	875.5	5.0
Finance and General Government	1,202.5	6.8
<b>Total</b>	<b>17,580.5</b>	<b>100.0</b>

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

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





# San Diego County Facts and Figures

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

<b>POPULATION<sup>1</sup>:</b>			
Year:	<b>2015</b>	<b>2016</b>	<b>2017</b>
Total:	3,263,848	3,288,612	3,316,192

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

Source: California Department of Finance, 2015, 2016 and 2017 estimates. Sacramento, California, January 2015, January 2016, and January 2017.

<b>INCORPORATED CITIES:</b>	<b>18</b>
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<b>CIVILIAN LABOR FORCE:</b>		
Year:	<b>2016</b>	<b>2017</b>
Total:	1,570,400	1,571,300

Source: California Employment Development Department, Historical Data for Labor Force, annual average (for the months of January to December) for 2016 and 2017.

<b>UNEMPLOYMENT RATE:</b>		
Year:	<b>2016</b>	<b>2017</b>
Percentage:	4.7%	4.0%

Source: California Employment Development Department, Historical Data for Unemployment Rate, annual average (for the months of January to December) for 2016 and 2017 (data not seasonally adjusted).

<b>EMPLOYMENT MIX: (Industry)<sup>1</sup></b>		
	<b>2016 Employees</b>	<b>2017 Employees</b>
Government <sup>2</sup>	246,900	252,700
Professional and Business Services	239,500	236,400
Trade, Transportation and Utilities	231,300	228,400
Educational and Health Services	204,900	205,900
Leisure and Hospitality	187,800	194,300
Manufacturing	105,100	108,300
Financial Activities	75,100	76,200
Construction	71,800	80,000
Other Services	54,300	59,200
Information Technology	24,200	24,000
Farming	8,000	8,100
Mining and Logging	400	300
<b>Total</b>	<b>1,449,300</b>	<b>1,473,800</b>

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

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

Source: California Employment Development Department, Labor Market Information Division - January 19, 2018 news release.

<b>TEN LARGEST EMPLOYERS:</b>		
	<b>2016 Employees</b>	<b>2017 Employees</b>
University of California San Diego	30,671	32,524
Sharp Healthcare	17,809	17,962
County of San Diego <sup>1</sup>	17,396	17,413
Scripps Health	14,863	15,238
Qualcomm Inc.	12,186	12,600
City of San Diego	11,347	11,544
Kaiser Permanente	8,406	8,965
UC San Diego Health System	7,438	8,923
San Diego Community College District	5,902	6,817
General Atomics (and affiliated companies)	5,480	5,888

Sources: San Diego Business Journal Book of Lists (2018) & County of San Diego Fiscal Year 2017-18 Adopted Operational Plan.

Note: The State of California was excluded from the Business Journal list.



CONSUMER PRICE INDEX:			
Year:	2015	2016	2017
Amount:	269.44	274.73 (2.0% increase)	283.01 (3.0% increase)

Source: U.S. Department of Labor, Bureau of Labor Statistics, February 2018 (CPI-U for the San Diego-Carlsbad Metropolitan Area, not seasonally adjusted, annual).

MEDIAN HOUSEHOLD INCOME <sup>1</sup> :			
Year:	2014 <sup>2</sup>	2015 <sup>3</sup>	2016 <sup>4</sup>
Amount:	\$ 63,996	\$ 64,309	\$ 66,529

<sup>1</sup>Each amount adjusted annually for inflation according to its respective year.

<sup>2</sup>Source: San Diego County QuickFacts 2010-2014 Estimate.

<sup>3</sup>Source: San Diego County QuickFacts 2011-2015 Estimate.

<sup>4</sup>Source: San Diego County QuickFacts 2012-2016 Estimate.

MEDIAN HOME PRICE <sup>1</sup> :			
Year:	January 2016	January 2017	January 2018
Amount:	\$ 462,750	\$ 495,000	\$ 529,000

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

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

TOP TEN PROPERTY TAXPAYERS (as of July 2017):	
	2017
San Diego Gas & Electric Company	\$ 123,164,931
Qualcomm Inc.	\$ 22,765,715
Irvine Co.	\$ 14,748,777
Conrad Prebys Trust	\$ 13,668,946
Southern California Edison Co.	\$ 12,681,634
Pacific Bell Telephone Company	\$ 10,637,895
Kilroy Realty, LP	\$ 10,411,137
Host Hotels and Resorts	\$ 9,192,146
BSK Del Partners, LLC	\$ 7,986,197
Poseidon Resources	\$ 6,551,015

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





**FISCAL YEAR 2017–18  
ASSESSED VALUATION:** \$502.9 billion

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

**ESTIMATED TOTAL  
HOUSING UNITS:** 1,187,644

Source: U.S. Census Bureau, 2012–2016 American Community Survey 5-Year Estimates.

LAND USE: (in descending order) <sup>1</sup>	
	2017 Acres
Parkland	1,405,410
Vacant or Undeveloped Land	576,444
Residential	371,789
Public/Government	119,184
Agriculture	113,435
Other Transportation	106,928
Commercial/Industrial	34,023
<b>Total</b>	<b>2,727,213</b>

<sup>1</sup>The acres available for land use may vary year to year due to survey updates that include tide level changes.  
Source: San Diego Association of Governments, 2017.

AGRICULTURAL PRODUCTION:		
	2016 Value	2016 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$ 1,233,942,000	12,356
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$ 328,401,815	33,174
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$ 118,291,000	3,545
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$ 36,288,000	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	\$ 20,721,000	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	\$ 4,593,000	201,645
Apiary (e.g., honey, pollination, bees & queens, etc.)	\$ 3,632,000	N/A
Timber Products (e.g., firewood and timber)	\$ 763,867	N/A
<b>Grand Totals</b>	<b>\$ 1,746,632,682</b>	<b>250,720</b>

Source: San Diego Agricultural Commissioner/Sealer of Weights & Measures 2016 San Diego County Crop Statistics & Annual Report.



**MAJOR MILITARY BASES AND INSTALLATIONS:**

	<b>City</b>
United States Coast Guard Sector San Diego	San Diego
Marine Corps Air Station Miramar (3rd Marine Aircraft Wing)	San Diego
Marine Corps Base Camp Pendleton (largest West Coast expeditionary training facility)	North County
Marine Corps Recruit Depot San Diego	San Diego
Naval Base Coronado (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 <sup>1</sup> , Borrego Springs	Palomar Observatory, Palomar Mountain
Aquatica - Seaworld's Waterpark, San Diego	Petco Park, San Diego
Balboa Park and Museums, San Diego	Point Loma and Cabrillo National Monument, San Diego
Birch Aquarium at Scripps, La Jolla	San Diego Zoo Safari Park, Escondido
Del Mar Racetrack, Del Mar	San Diego Zoo, San Diego
Gaslamp Quarter National Historic District, San Diego	SDCCU Stadium, 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
Old Town San Diego State Historic Park, San Diego	

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

**TOTAL VISITORS 2017: 34,997,000**

Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (calendar year through 2017).





# 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 2017, the County's population estimate for January 1, 2017 was 3.32 million, which grew 0.9 percent from 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 2016 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 17.1 percent compared to 2017.

SAN DIEGO COUNTY POPULATION:				
	2000	2016	2017	Year Incorporated
Carlsbad	78,247	112,866	113,725	1952
Chula Vista	173,556	264,911	267,917	1911
Coronado	24,100	25,215	24,543	1890
Del Mar	4,389	4,273	4,297	1959
El Cajon	94,869	102,277	102,803	1912
Encinitas	58,014	61,893	62,288	1986
Escondido	133,559	150,669	151,492	1888
Imperial Beach	26,992	27,417	27,510	1956
La Mesa	54,749	59,949	60,286	1912
Lemon Grove	24,918	26,594	26,795	1977
National City	54,260	60,734	61,210	1887
Oceanside	161,029	175,842	176,461	1888
Poway	48,044	50,074	50,253	1980
San Diego	1,223,400	1,390,878	1,406,318	1850
San Marcos	54,977	93,242	94,042	1963
Santee	52,975	56,725	57,100	1980
Solana Beach	12,979	13,487	13,527	1986
Vista	89,857	98,838	101,797	1963
Unincorporated	442,919	510,833	513,828	1850
<b>Total</b>	<b>2,813,833</b>	<b>3,286,717</b>	<b>3,316,192</b>	

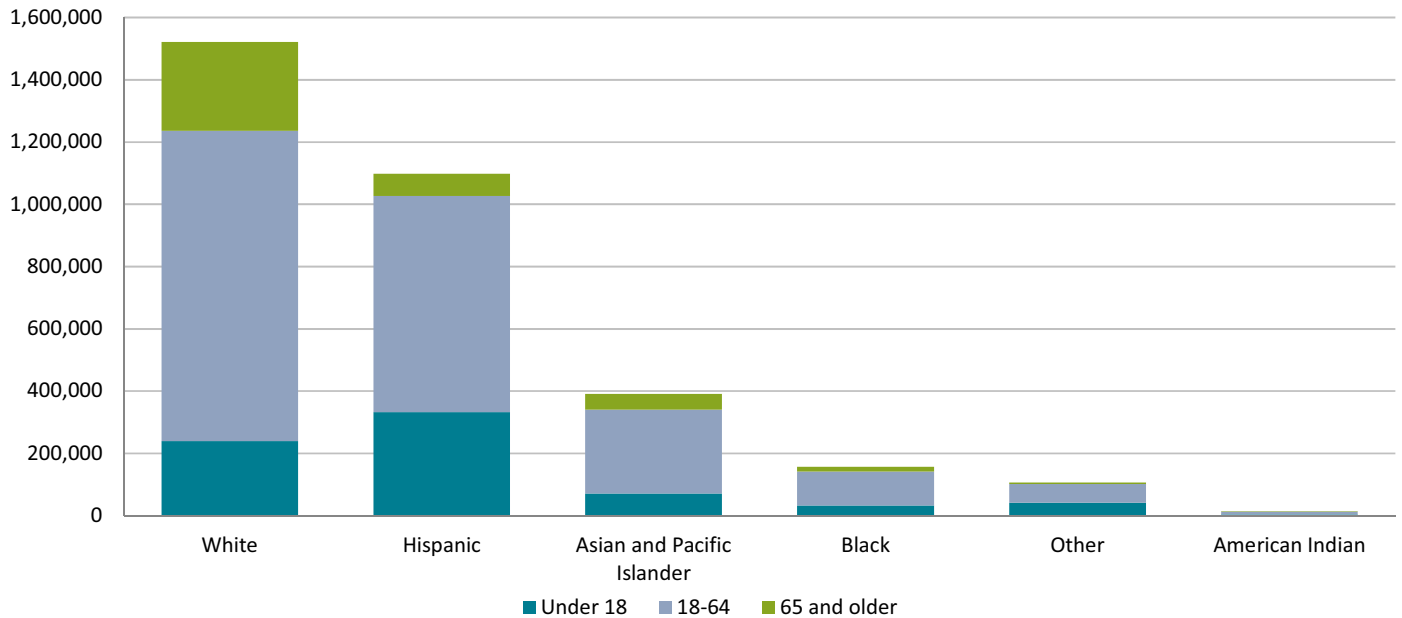
Source: US Census - 2010 data and California Department of Finance 2016 and 2017 estimates.

The accompanying charts show the most recent race, ethnicity and age composition for the regional population as of 2016 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.



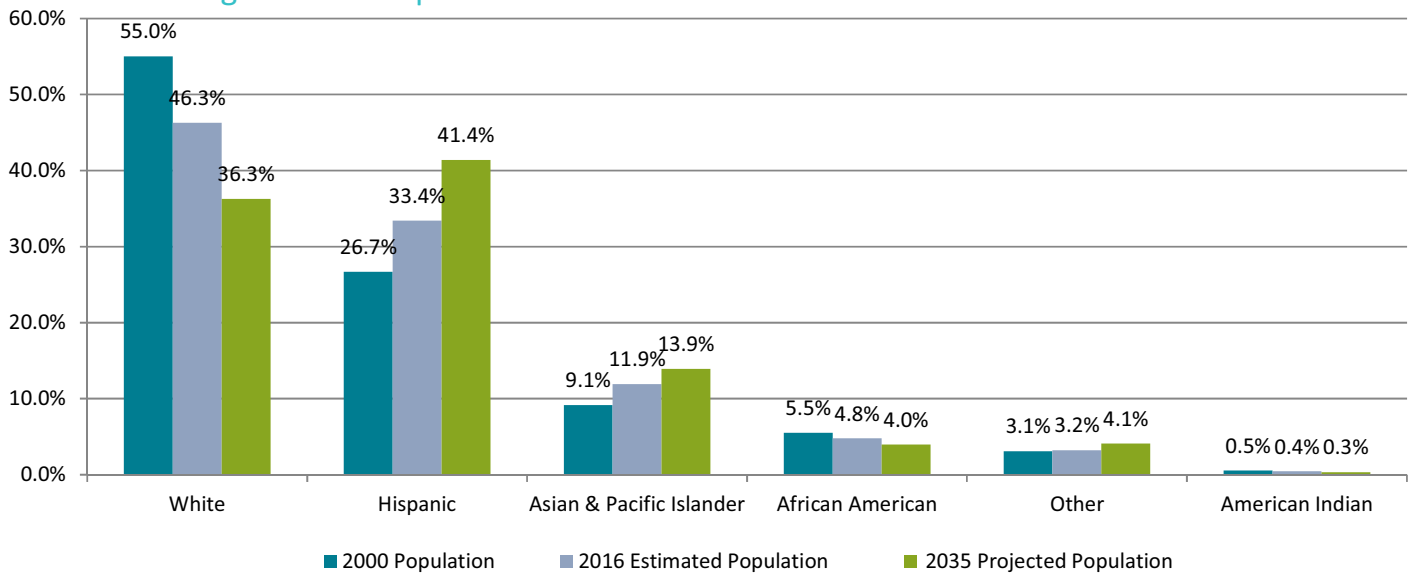


### San Diego County Population Distribution by Race, Ethnicity and Age 2016 Total Population: 3,288,612



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

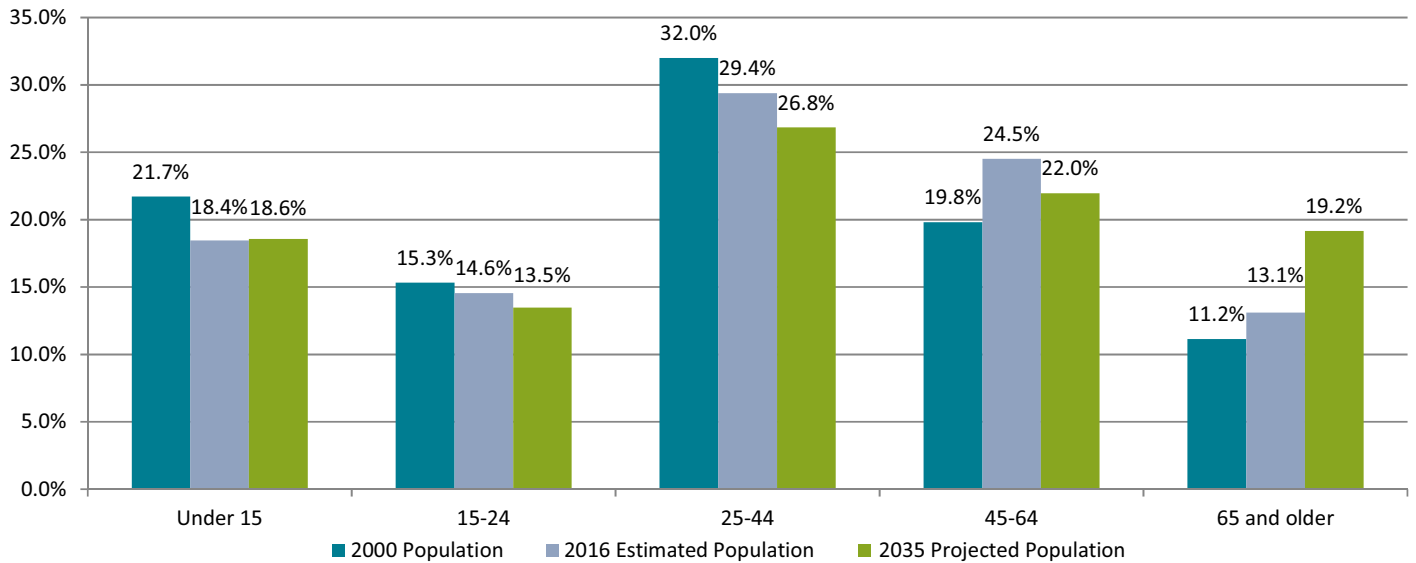




The accompanying chart shows the change in regional population trends in various age segments, with the number of individuals under 65 years of age projected to decline gradually from 2016 esti-

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.

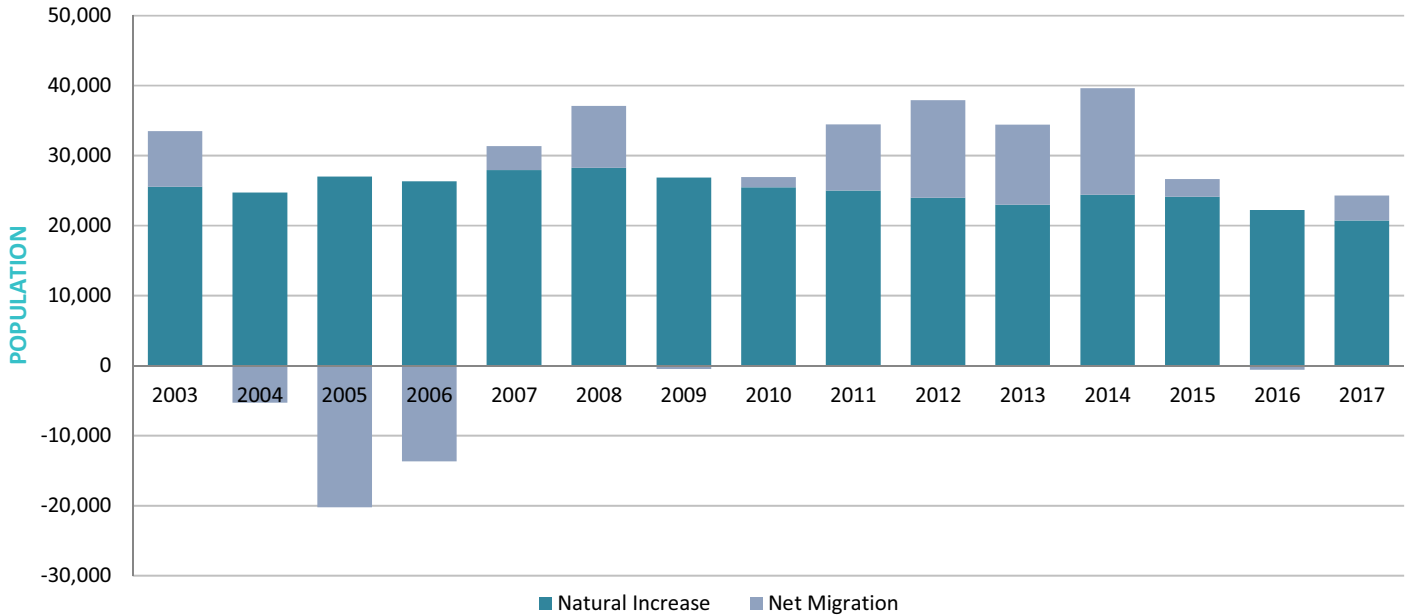
Note: In these charts, the sum of individual percentages may not total 100% due to rounding.



Annually, San Diego County’s population has grown approximately 0.9 percent on average since 2003, 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: 2003 through 2017**



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, 2010-2017.

**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 net total dollar value of all goods and services produced in the U.S. over a given time period. See the accompanying chart for a historical comparison of GDP over the past 10 years. GDP growth is driven by a variety of economic sectors, including personal consumption expenditures, gross private domestic investment, net exports of goods and services, and government consumption expenditures and gross investment.

Calendar year 2017 saw some growth in real GDP, closing the year with 2.3 percent annual growth over the previous year, compared to a mediocre increase of 1.5 percent seen in 2016, 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 2017 [Advance Estimate], January 26, 2018, <<https://www.bea.gov/newsreleases/national/gdp/gdpnewsrelease.htm>>, accessed on February 27, 2018). According to the BEA, “The acceleration in real GDP from 2016 to 2017 reflected upturns in nonresidential fixed investment and in exports and a smaller decrease in private inventory investment. These movements were partly offset by

decelerations in residential fixed investment and in state and local government spending. Imports, which are a subtraction in the calculation of GDP, accelerated,” (ibid).

According to the minutes of the January 30-31 meeting of the Federal Open Market Committee (FOMC) of the Federal Reserve Board (“the Fed”), “GDP expanded at about a 2½ percent pace in the fourth quarter of last year. Growth of real final domestic purchases by households and businesses, generally a good indicator of the economy’s underlying momentum, was solid,” (February 21, 2018, <<https://www.federalreserve.gov/monetarypolicy/files/fomcminutes20180131.pdf>>, accessed on February 27, 2018). “Beyond 2017, the forecast for real GDP growth was revised up, reflecting a reassessment of the recently enacted tax cuts, along with higher projected paths for equity prices and foreign economic growth and a lower assumed path for the foreign exchange value of the dollar,” projected the FOMC (ibid).

Looking at 2017, “consumption of domestic goods and services [was] the driver of current growth,” explained the Institute for Applied Economics, Los Angeles County Economic Development Corporation (LAEDC). (Economic Forecast & Industry Outlook, February 2018, <<https://laedc.org/wp-content/uploads/2018/02/>





LAEDC-2018-19-Economic-Forecast.pdf>, accessed on February 27, 2018, p. 2). “Cautious optimism” was urged by the LAEDC, stating “Though not likely to get to the bullish 3.0 percent real GDP growth threshold some policymakers predict, the U.S. economy is predicted to grow steadily over the next two years” with 2.3 percent growth projected in 2018 and 2.1 percent in 2019 (ibid).

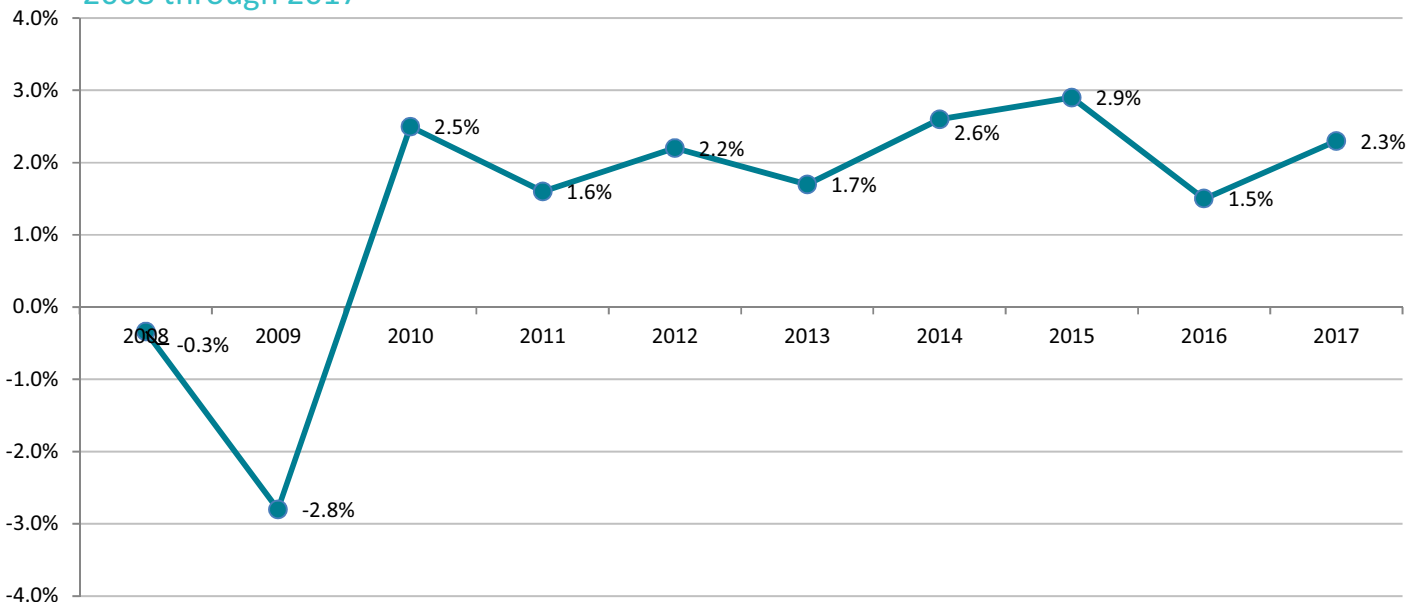
The UCLA Anderson Forecast March 2018 Report projects that, “...real GDP growth is on track to continue its 3 percent pace established in the second quarter of 2017. For all of 2018 we forecast a growth rate of 2.9 percent, but that will slow to 2.6 percent in 2019 and a sluggish 1.6 percent in 2020” (The UCLA Anderson Forecast for the Nation and California: March 2018 Report, p. 13). UCLA Anderson attributes the forecasted slowdown to an economy that is, “already operating at full employment,” and is, “...bound by slow labor force growth and sluggish productivity” (ibid).

Based on the continued strength of the U.S. economy, it is anticipated that the Fed has begun to raise interest rates in 2018. According to the LAEDC, the Fed, “...is liable to continue the recent ‘tightening’ cycle, which began in December 2016, of increasing interest rates as consumer spending and inflation continue to rise. The era of basement-level interest rates and cheap credit appear to be over,” (LAEDC, p. 1). At their meeting in March 2018, the Fed raised interest rates, citing “realized and expected market conditions and inflation” (March 21, 2018, <<https://www.federalreserve.gov/monetarypolicy/files/monetary20180321a1.pdf>>, accessed on April 18, 2018). Following

that action, the Fed stated it expects, “that, with further gradual adjustments in the stance of monetary policy, economic activity will expand at a moderate pace in the medium term and labor market conditions will remain strong. Inflation on a 12-month basis is expected to move up in coming months and to stabilize around the [Fed’s] 20% objective over the medium term” (ibid). UCLA Anderson anticipates, “Going forward, with the end of the oil price rout and rising wages coming from an increasingly tight labor market, inflation as measured by both the headline and core consumer price indices will exceed 2 percent over the forecast horizon and likely reach 3 percent in 2020” (UCLA Anderson, March 2018, p. 16). UCLA projects, “four quarter point hikes in the federal funds rate [in 2018] and continued increases throughout the forecast horizon to a target of 3.25–3.5 percent in 2020” (ibid). Kiplinger added, “The timing of those [rate] increases affects everything from yields on savings accounts to the interest rates that borrowers can expect to pay,” (*The Kiplinger Letter*, Vol. 95, No. 2, January 12, 2018, p. 2).

In terms of jobs, “U.S. unemployment continues to dive lower than the ‘golden’ 5.0 percent level, which conventional economic wisdom touts as so-called ‘full employment’ (essentially an economy in which all eligible people who want work can find employment at current wage rates)” explains the LAEDC (LAEDC, p. 3). The LAEDC projects unemployment will drop to 4.0 and 3.9 percent in 2018 and 2019, respectively, but cautions that, “the diminution of unemployment indicates a continued contraction of the U.S. labor supply, meaning real wages should continue to increase and drive up inflation through consumer spending,”

### U.S. Gross Domestic Product Annual Percent Change 2008 through 2017



Notes: The percent change in Gross Domestic Product (GDP) is measured by calendar year based on chained 2009 dollars.  
Source: Bureau of Economic Analysis



(ibid). Noting similar trends, UCLA Anderson projects that, "...job growth will continue, albeit at a slower clip than in recent years and the unemployment rate will hit 3.5% in early 2019" (UCLA Anderson, March 2018, p.13).

Nationally, total housing construction starts are anticipated to slow. The LAEDC commented, "The boom in housing construction between 2012 and 2016 appears to have ended in 2017 with a mere 0.017 percent growth..." (LAEDC, p. 4). The LAEDC attributes the predicted "anemic" growth in new housing to lower demand and fewer Americans who can afford a home loan as a result of long-term employment effects of the Great Recession (ibid). Similarly, UCLA Anderson comments, "Although housing activity will continue to expand through 2019, it will be far from a boom. Higher interest rates and higher home prices will take their toll on housing starts" (UCLA Anderson, March 2018, p. 15). "Thus, after recording 1.2 million housing starts in 2017, we are forecasting 1.3 million units in 2018 and 1.38 million and 1.36 million units in 2019 and 2020, respectively" continues UCLA Anderson (ibid).

Forecasting modest increases in housing starts from an estimated 1.19 million units [in 2017] to 1.27 million and 1.34 million in 2018 and 2019, respectively," the UCLA Anderson Forecast December 2017 Report cites, "the unwillingness of the baby boom generation to move as they age in place and highly restrictive zoning in the booming coastal cities," as influential factors (UCLA Anderson Forecast for the Nation and California: December 2017 Report, p. 14).

However, some economists are projecting beneficial impacts to the nation's housing market from the passage of the Tax Cuts and Jobs Act of 2017. "Tax reform will be an overall positive for the housing market," stated the economists at Kiplinger. "Consumers will have more disposable income to purchase a home, driving up demand. Home builders, especially larger ones, will benefit from the lower corporate tax rate, leading to fatter profits that will likely help spur increased residential construction," (The Kiplinger Letter, Vol. 95, No. 4, January 26, 2018, p. 2).

Of concern to some economists is the length of the current recovery period following the Great Recession, and the possibility of an economic downturn. "We are now in month 102 of the economic expansion, eclipsed only in recent times by the March 1991 to March 2001 expansion lasting 120 months," according to the California Economic Forecast (Welcome Higher Growth in 2018, January 2018, <<http://californiaforecast.com/january-2018>>, accessed on February 22, 2018). Speaking of the financial markets, Kiplinger suggests, "There's no reason to expect a major crash at this point, but the broad economy is more vulnerable to one than it usually is" (The Kiplinger Letter, Vol. 95, No. 3, January 19, 2018, p. 2). "Though economic fundamentals are sound, there are clouds on the horizon," continued Kiplinger, which concluded, "The Treasury's issuing of historic levels of debt is sparking rising concerns about both interest rates climbing higher and

huge budget deficits in coming years" (The Kiplinger Letter, Vol. 95, No. 6, February 9, 2018, p. 2). UCLA Anderson concludes soberingly, "as we enter 2019 the economy could very well begin to sputter under the strains of higher inflation and interest rates and by 2020 it could very well stall out" (UCLA Anderson, March 2018, p. 16).

## 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 more than 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 2017, January 24, 2018, <[https://www.bea.gov/newsreleases/regional/gdp\\_state/2018/pdf/qgdgdpstate0118.pdf](https://www.bea.gov/newsreleases/regional/gdp_state/2018/pdf/qgdgdpstate0118.pdf)>, accessed on February 27, 2018).

In 2017, California's economy grew an estimated rate of 2.5 percent according to the LAEDC, faster than the nation as a whole, which grew at 2.3 percent. While impressive, California's economy continued to slow from the 3.3 percent year-over-year growth achieved in 2016, and from the more than 4 percent year-over-year percentage growth seen in 2014 and 2015 (LAEDC, p. 9). When proposing his \$131.7 billion budget for Fiscal Year 2018-19, which included a total transfer of \$5.0 billion to the State's Rainy Day Fund, Governor Brown stated, "California has faced ten recessions since World War II and we must prepare for the eleventh" ("Governor's Budget Summary 2018-19," January 10, 2018, p. 3).

Nonetheless, State GDP is expected to grow by 2.7 percent in 2018 and 2.6 percent in 2019 (LAEDC, p. 9). Nearly all major industry sectors in the State added jobs in 2017, 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 construction; and in the public sector (ibid). California's job growth is anticipated to rise modestly to 1.8 percent in 2018 and 1.7 percent in 2019 (ibid).

Along with the State's job growth, California's unemployment rate averaged 4.8 percent in 2017, the lowest since 2000 (ibid). The LAEDC predicts that, "Unemployment is expected to decline further, though slowly over the next two years, reaching 4.2 percent in 2019," (ibid). UCLA Anderson notes that, "California employment hit an all-time record high in January 2018," (UCLA Anderson, March 2018, p. 46) and projects that the unemployment rate in California will fall to 4.5 percent in 2018 and 4.2 percent in 2019 (UCLA Anderson, March 2018, p. 77).

California residents also have seen modest real personal income gains, up 3.9 percent in 2017, "due to tight labor markets exerting upward pressure on wages," according to the LAEDC (LAEDC, p. 10). "Over the next two years, additional wage gains of 2.9 percent in





2018 and 2.8 percent in 2019 are expected,” by the LAEDC (ibid). While UCLA Anderson projects an increase in real personal income in the State of 3.1 percent in 2018 and 3.6 percent in 2019 (UCLA Anderson, March 2018, p. 77).

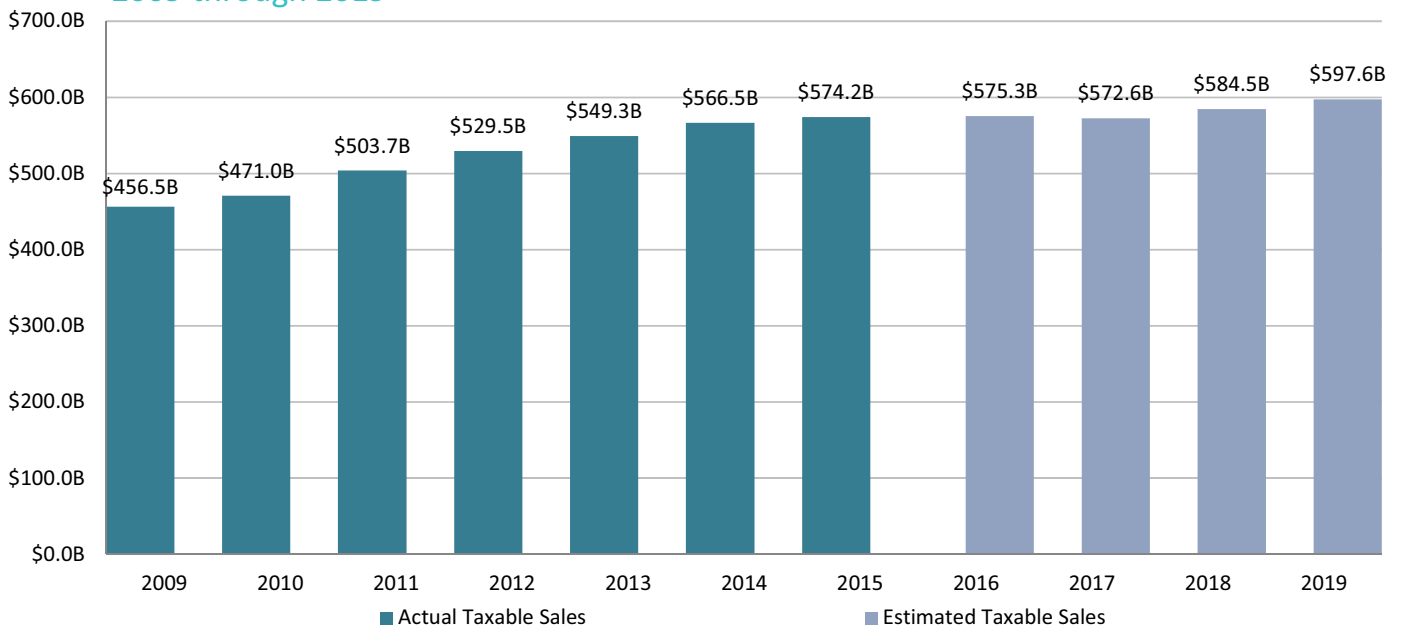
The projected job growth and wage gains may be positive news for some California residents. Even with ongoing growth in the California economy, many residents face challenges from the State’s cost of living. “Two key factors help explain the economic challenges faced by many California families and individuals. First, the cost of living has been rising, particularly the cost of housing. Second, earnings generally have not kept pace with this increase in living expenses” states the California Budget & Policy Center (“Making Ends Meet,” Sacramento, CA, December 2017, p. 5). Speaking about the State’s challenges in 2018, State Controller Betty T. Yee noted that, “...14 percent of Californians live in poverty and lack basic resources. According to federal guidelines, a family of four is considered living in poverty if its income is below \$24,000. While many communities in north San Diego are more affluent... there are several areas that have double digit poverty rates.” Yee continued, “...30 percent of full-time workers are supplementing their income via a second source and now 1-in-5 jobs are held by contract or freelance workers. In the future that could grow to half the workforce.” (Elizabeth Marie Himchak, “Experts Discuss Economy at Annual 'State Of The Region,’” The San Diego Union-Tribune, February 28, 2018, <http://www.sandiegouniontribune.com/rancho-bernardo/sd-cm-pow-news-state-region18-wrap-20180226-story.html>), accessed on March 7, 2018.)

A strong employment sector can support continued consumer spending and taxable sales, with positive results for sales tax revenue. The accompanying chart presents the historical trend in taxable sales in California. UCLA Anderson projects real taxable sales in California will grow by 0.9 percent in 2018 and 1.7 percent in 2019 (UCLA Anderson, March 2018, p. 77).

In terms of housing in California, “Construction activity and employment in 2017 posted another increase after struggling in the years during and immediately following the recession,” concludes the LAEDC (LAEDC, p. 12). “The value of nonresidential construction permits in 2017 rose by 8.5 percent to \$29.9 billion. The strongest gains by sector were retail and new industrial buildings, while office and hotels and motels declined over the year. New residential construction also showed a moderate gain in 2017 but, for a variety of reasons, remains at historically low levels, significantly outpaced by population growth, which has become a major economic development and social issue,” (ibid). UCLA Anderson estimates California’s total residential building permits will continue to increase from 111,200 units in 2017 to 123,900 units in 2018 and 132,100 units in 2019 (UCLA Anderson, March 2018, p. 79). Nonresidential building permit valuation as calculated in real 2009 dollars declined 0.3 percent in 2017 but is expected to grow 10.6 percent in 2018, and 1.2 percent in 2019 (ibid).

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 have an effect on the economy after about 18 months, the results may not be immediately felt.

### California Annual Taxable Sales Trend 2009 through 2019



Note: Taxable sales are stated in calendar year 2009 dollars.  
Source: UCLA Anderson Forecast, December 2017





**San Diego Economy**

As of 2016, the San Diego region is home to more than 3.3 million residents, the second largest county in California in terms of population according to the U.S. Census Bureau (“Annual Estimates of the Resident Population for Counties,” July 1, 2016, <https://www.census.gov/data/datasets/2016/demo/popest/counties-total.html>, accessed on February 26, 2018). In 2016 the San Diego metropolitan region accounted for more than \$190.6 billion, or 8.3 percent of California’s real GDP, based on data from the BEA and 8.5 percent of the State’s population, based on U.S. Census Bureau data.

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.

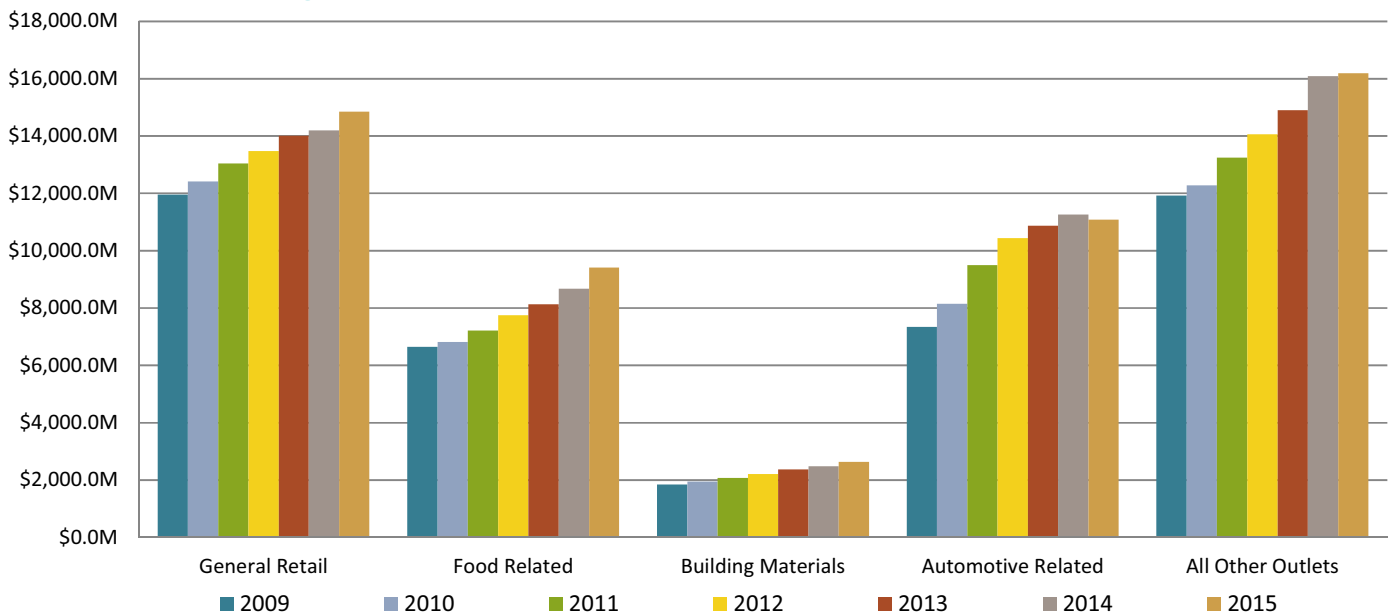
Overall, San Diego’s “outlook for the local economy is positive at least through the end of 2018,” according to the University of San Diego Burnham-Moores Center for Real Estate’s Index of Leading Economic Indicators for San Diego County (“Jan 18 Synopsis,” <http://www.sandiego.edu/business/centers-and-institutes/burnham-moores-real-estate/industry/usdlei.php>, accessed on March 6, 2018). Dr. Lynn Reaser, chief economist of Point Loma Nazarene University’s Fermanian Business & Economic Institute sees regional gains in a number of areas in the San Diego forecast, including, “The Navy’s presence will be increasing here. We will see the benefits of the overall biotech as that field continues to expand. More consumer spending will fuel travel, tourism, and entertainment. Exports will be growing. These tax cuts will basically benefit San Diego as well as the

rest of the nation” (“Many Forces Driving Local Growth,” *San Diego Business Journal*, January 22, 2018, [http://www.cbjonline.com/a3sdbj/resources/supplements/PDF/20180222\\_Eco\\_Trends.pdf](http://www.cbjonline.com/a3sdbj/resources/supplements/PDF/20180222_Eco_Trends.pdf), accessed on March 6, 2018).

However, the region’s growth could trail that of years past. Commenting on 2017’s results, Economist Kelly Cunningham with the National University System Institute for Policy Research sated, “San Diego’s economy slowed from 3 percent in 2013 to only 0.4 percent in 2015 and 0.3 percent in 2016, according to the latest Bureau of Economic Analysis estimates of metropolitan area GDP. Based on lagging job growth in 2017, the local economy is estimated to have further slowed to just 0.2 percent, nearly falling into recession and decidedly trailing California and the U.S.” (Roger Showley, “Biggest Economic Surprise of 2017?” *The San Diego Union-Tribune*, December 24, 2017, <http://www.sandiegouniontribune.com/business/growth-development/sd-fi-econ24dec-20171224-story.html>, accessed on March 7, 2018). Likewise, local economist W. Erik Bruvold, “compared San Diego’s ‘slow and steady’ economy to that of a tortoise, which is unlikely to change in 2018,” (Himchak, *Union-Tribune*).

Slower growth could result in a slowdown of sales tax collection. According to State Controller Yee, while “The state is poised to have 15.8 percent revenue robust growth this year, and took in \$75 billion — more than 4 percent than projected for the first seven months of the [2017-18] fiscal year... sales tax revenues are lower than anticipated,” (Himchak, *Union-Tribune*). Nonetheless, Bruvold’s forecast for 2018 projected, “taxable sales up 2.4 percent” (ibid). The accompanying chart presents a historical look at San Diego County’s taxable sales by category.

**San Diego County Taxable Sales by Category  
2009 through 2015**



Source: State Board of Equalization.

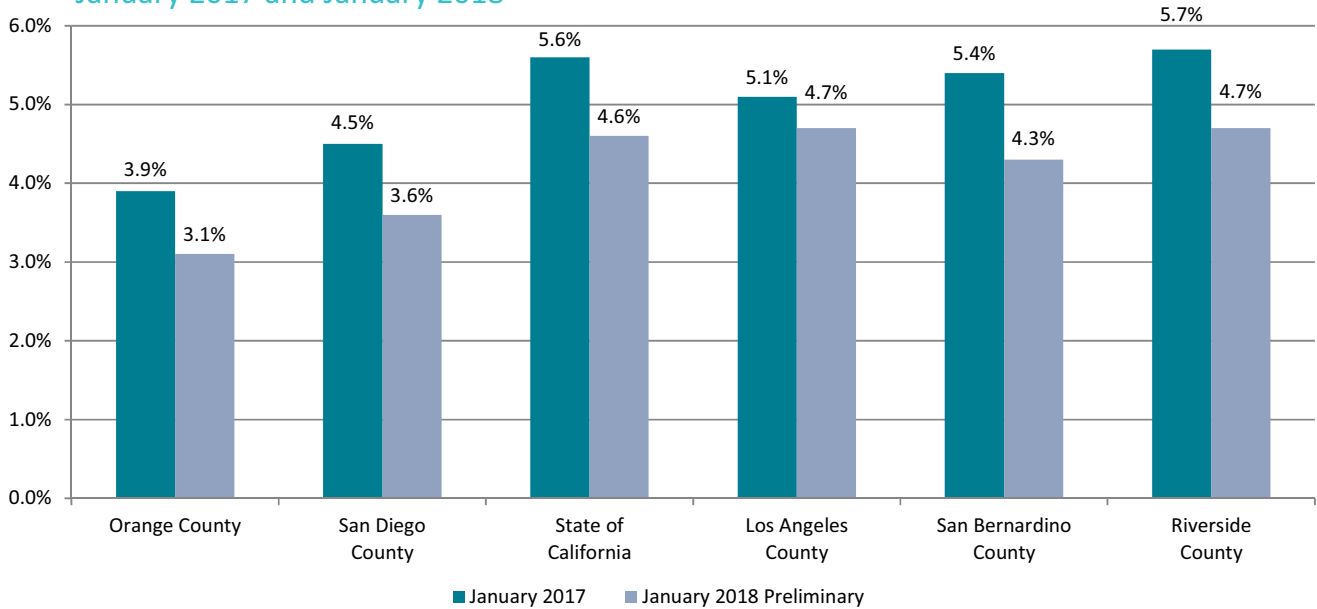




The region’s employment showed positive results in 2017 with an unemployment rate of 3.3 percent in the fourth quarter, “the lowest the region has seen in the last 17 years and down from 4.1 percent in Q3,” according to the San Diego Regional Economic Development Corporation (EDC), which continued, “...the 0.8 percentage point decrease placed the region as the 7th lowest unemployment rate among the 25 most populous [metropolitan areas],” (“Unemployment,” *San Diego’s Quarterly Economic Snapshot*, February 2018, p. 1). Looking toward the future, “Beacon Economics is forecasting total nonfarm employment in San

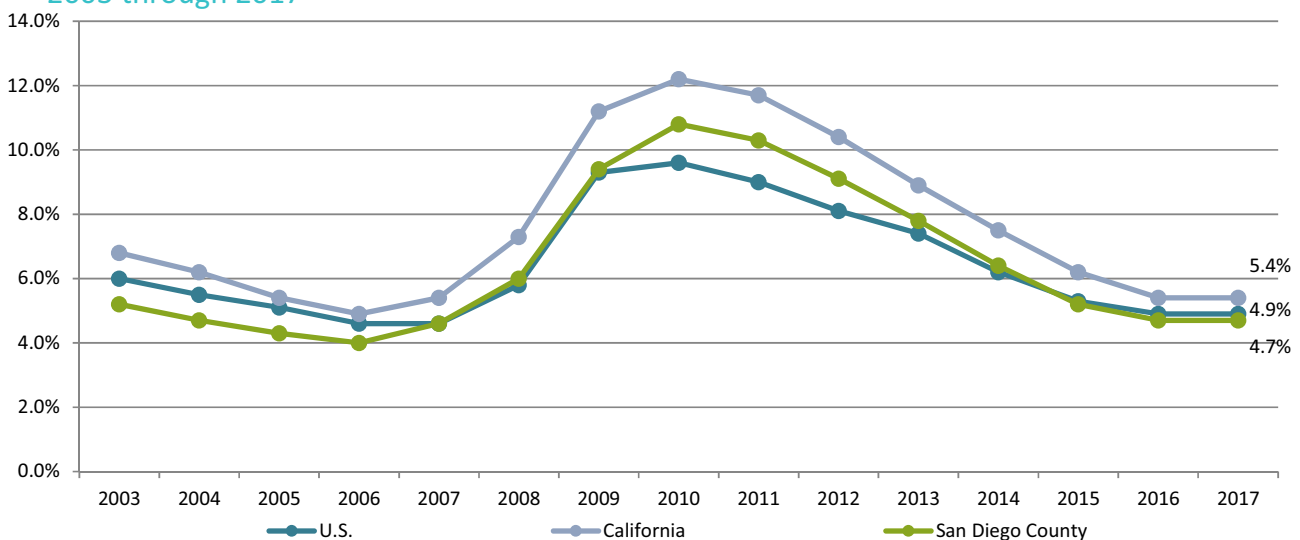
Diego County to increase by 1.7 percent from the third quarter of 2017 to the third quarter of 2018, reaching about 1.5 million positions. During this same period, the unemployment rate is expected to remain stable at 3.7 percent” (“San Diego Employment Up, Home Prices Growing,” *The Regional Outlook San Diego*, Winter 2018, <[https://beaconecon.com/products/regional\\_outlook\\_san\\_diego](https://beaconecon.com/products/regional_outlook_san_diego)>, accessed on February 28, 2018). 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 January 2017 and January 2018



Source: California Employment Development Department

### Annual Average Unemployment Rate Comparison U.S., California and San Diego County 2003 through 2017



Notes: Unemployment rates are measured by calendar year.

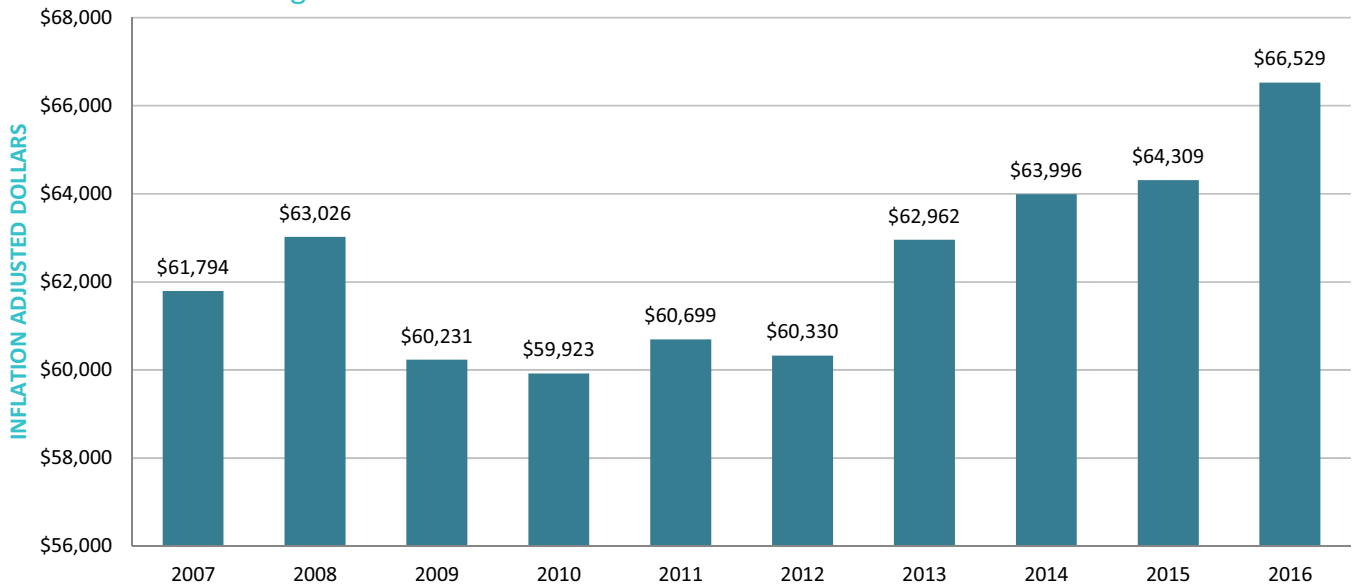
Sources: California Employment Development Department and Bureau of Labor Statistics, U.S. Department of Labor.



Coupled with the region’s low unemployment, local residents have experienced some growth in personal income, although the distribution across income levels has changed. Economist Bruvold commented that, “...not that many science/tech jobs were lost during the Great Recession, and there has been a recovery in low-wage jobs. But there are 10,220 fewer middle-wage jobs than before the recession hit and only nominal gains in hourly wages” (Himchak, *Union-Tribune*).

Inflation can have a dampening effect on the region’s wage gains. 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 3.0 percent from 2016 to 2017 and 0.8 percent from November 2017 to January 2018 (“CPI-All Urban Consumers: All items in San Diego-Carlsbad, CA, not seasonally adjusted,” Bureau of Labor Statistics, <<https://data.bls.gov/pdq/SurveyOutputServlet>>, accessed on March 7, 2018). UCLA Anderson projects that consumer prices will grow by 2.9 percent in 2018 and 2.4 percent in 2019 (UCLA Anderson, March 2018, p. 77).

### San Diego County Median Household Income 2007 through 2016

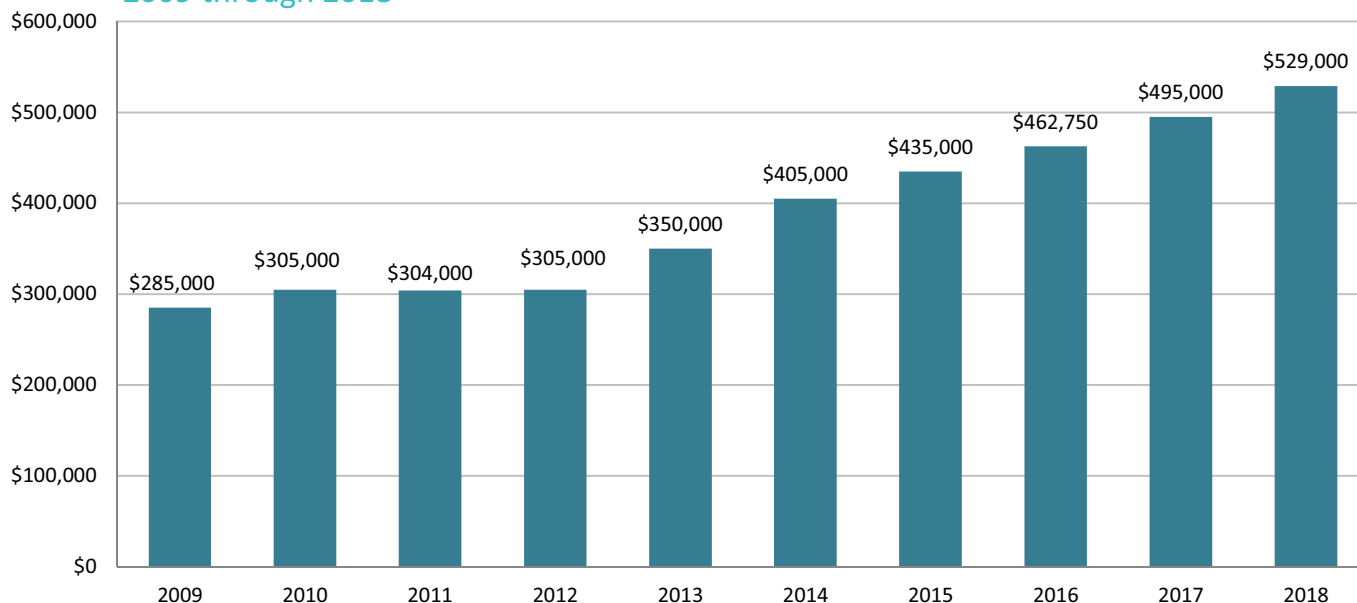


Note: Median Household Income is measured by calendar year and is presented in inflation adjusted dollars.  
Source: U.S. Census Bureau





## San Diego County Median Price of Existing Homes Sold 2009 through 2018



Note: Median home price of all existing homes sold in January of each year.

Source: California Association of Realtors

San Diego housing is among the least affordable. The median price of a single family detached home in the region reached \$610,000 in the fourth quarter of 2017, keeping San Diego's housing market as the second most expensive in the nation according to the San Diego Regional EDC (San Diego Regional EDC, p. 3). Growth in home prices, "accelerated in 2017, ending the year up 6.5 percent compared to last year," although, "Home sales fluctuated in Q4, ending 7.2 percent lower than a year ago," (ibid). As of February 2018, it is estimated that a salary of more than \$117,500 would be needed to afford the principal, interest, taxes and insurance payments on a local median priced single family detached home of \$610,000 in the San Diego-Carlsbad metropolitan region ("The Salary You Must Earn to Buy a Home in the 50 Largest Metros," February 22, 2018, <<https://www.hsh.com/finance/mortgage/salary-home-buying-25-cities.html#san-diego>>, accessed on March 8, 2018). The chart above compares the median price of all homes sold only in the month of January in each year since 2009.

S&P CoreLogic Case-Shiller Home Price Index managing director David Blitzer discussed rising home prices and the impact on affordability for the region's renters, stating "some areas are seeing prices race ahead of wages, salaries and inflation and are prompting would-be buyers to rent instead," (Roger Showley, "San Diego Home Prices: 3rd Fastest Growing at 8.1% in U.S.," *San Diego Union Tribune*, December 26, 2017, <<http://www.sandiegouniontribune.com/business/growth-development/sd-fi-caseshiller-oct17-story.html>>), accessed on March 7, 2018). Citing a study of the, "'rental gap' between what it costs to buy versus rent the median-price home," Blitzer continued, "For San Diego households, the cost to own required 47 percent of household income versus 40 percent to rent" (ibid).

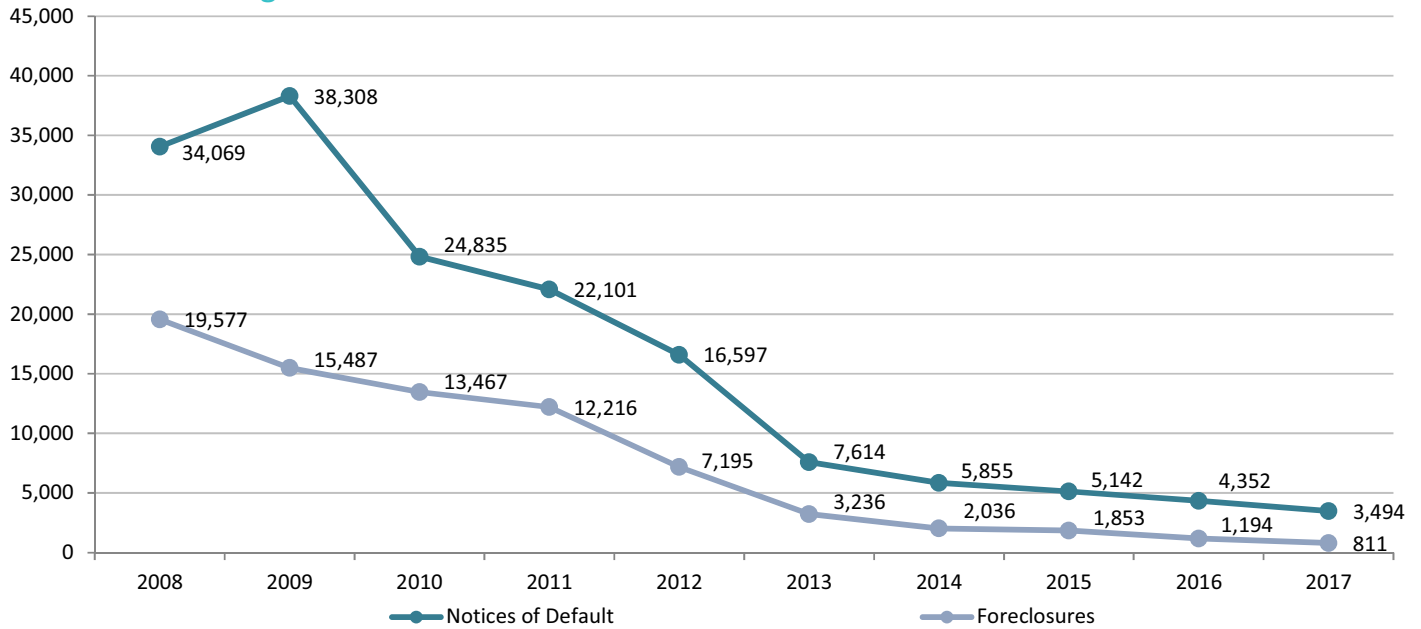
While home sale prices have increased, overall sales activity has remained essentially unchanged. According to Beacon Economics, "...regional buying activity has barely increased, with overall home sales rising by just 0.1% between the third quarters of 2016 and 2017. This is indicative of the serious affordability issue that is challenging many regions across California as the demand for homes far outweighs the available supply" (Beacon, p. 2). Yet, "Despite the constraint that declining affordability places on home sales, Beacon Economics is forecasting San Diego County's median home price to increase moderately over the next year, fueled by local job growth and income gains" (ibid). See the accompanying chart for the median price of existing homes sold in the region in recent years.

Dr. Reaser projects the region, "will see more building [in 2018]. We really dropped back to only about 9,000 units last year as multifamily took a tumble. We need at least 12,000 just to be keeping up with our population growth" (San Diego Business Journal, p. 31). She continued, "...home prices will continue to rise. After an 8-percent jump last year, prices will probably rise an additional 5 percent" (ibid). The National Association of Realtors projects a 2.51 percent increase in sales and 3.19 percent increase in prices in the San Diego metropolitan area in 2018 (Javier Vivas, "Realtor.com® 2018 National Housing Forecast," November 29, 2017, <<https://www.realtor.com/research/2018-national-housing-forecast/>>, accessed on March 8, 2018).

Outside of the single family home sector, according to the *first tuesday Journal*, a resource for California real estate professionals, "Thus far, multi-family construction has experienced a quicker recovery than single family residential (SFR) construction. Expect the demand shift from SFRs to rentals to continue, injecting growth into multi-family construction in upcoming years, peaking around 2019-2020.



## San Diego County Total Notices of Default and Foreclosures 2008 through 2017



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.

Vacancy rates will then increase, as tenants will increasingly go for homeownership,” (“San Diego Housing Indicators,” *ftJournal*, March 4, 2018, <<http://journal.firsttuesday.us/san-diego-housing-indicators-2/29246/>>, accessed on March 8, 2018).

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 0.7 percent in 2017. Total deeds recorded in 2017 were 123,561, a decrease of 7.4 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 3,494 Notices of Default in 2017, down 19.7 percent from the 2016 level of 4,352. 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 23.2 percent in 2017, a decrease of 4.2 percent from 2016. The accompanying chart shows the historical levels of both Notices of Default and Foreclosures.

The visitor industry is the region’s second largest export industry and, “employs 194,000 residents in fields directly related to the hospitality industry, including lodging, food service, attractions,

and transportation,” according to the San Diego Tourism Authority (“San Diego County 2018 Visitor Industry General Facts,” <<https://www.sandiego.org/-/media/files/research/facts/2018-general-facts.pdf?la=en>>, accessed on March 8, 2018). San Diego welcomes more than 35 million visitors annually who spend more than \$10.8 billion at local businesses (ibid). The San Diego Travel Forecast indicates that total visits to the region are anticipated to grow 1.1 percent in 2018 and 1.6 percent in 2019 and attributes the sustained industry growth to, “Solid employment growth, gradually firming wage growth, and high confidence levels...along with positive growth in San Diego’s convention attendance and room nights...” (Tourism Economics, San Diego Travel Forecast: December 2017, San Diego Tourism Authority, <<https://www.sandiego.org/-/media/files/research/forecast/sdcvb-forecast-dec-2017-update.pdf?la=en>>, accessed on March 8, 2018). Nonetheless, total spending by visitors to the region is projected to grow by 4.1 percent and 4.0 percent in 2018 and 2019, respectively however, “uncertainty persists in both domestic and international markets, weighing on US hotel sector performance” (ibid).

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 2018–19 and 2019–20.





# 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 non-elected 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 and the Sheriff in the Public Safety Group, and the Assessor/Recorder/County Clerk and the Treasurer-Tax Collector in the Finance and General Government Group.









# 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/](http://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 (ACAO/COO), 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:

- ◆ Building Better Health
- ◆ Living Safely
- ◆ Sustainable Environments/Thriving
- ◆ Operational Excellence

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

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

## Operational Planning

The Operational Plan provides the County's detailed financial recommendations for the next two fiscal years. 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 clear 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:

- ◆ **Building Better Health**—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.
- ◆ **Living Safely**—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/Thriving**—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.



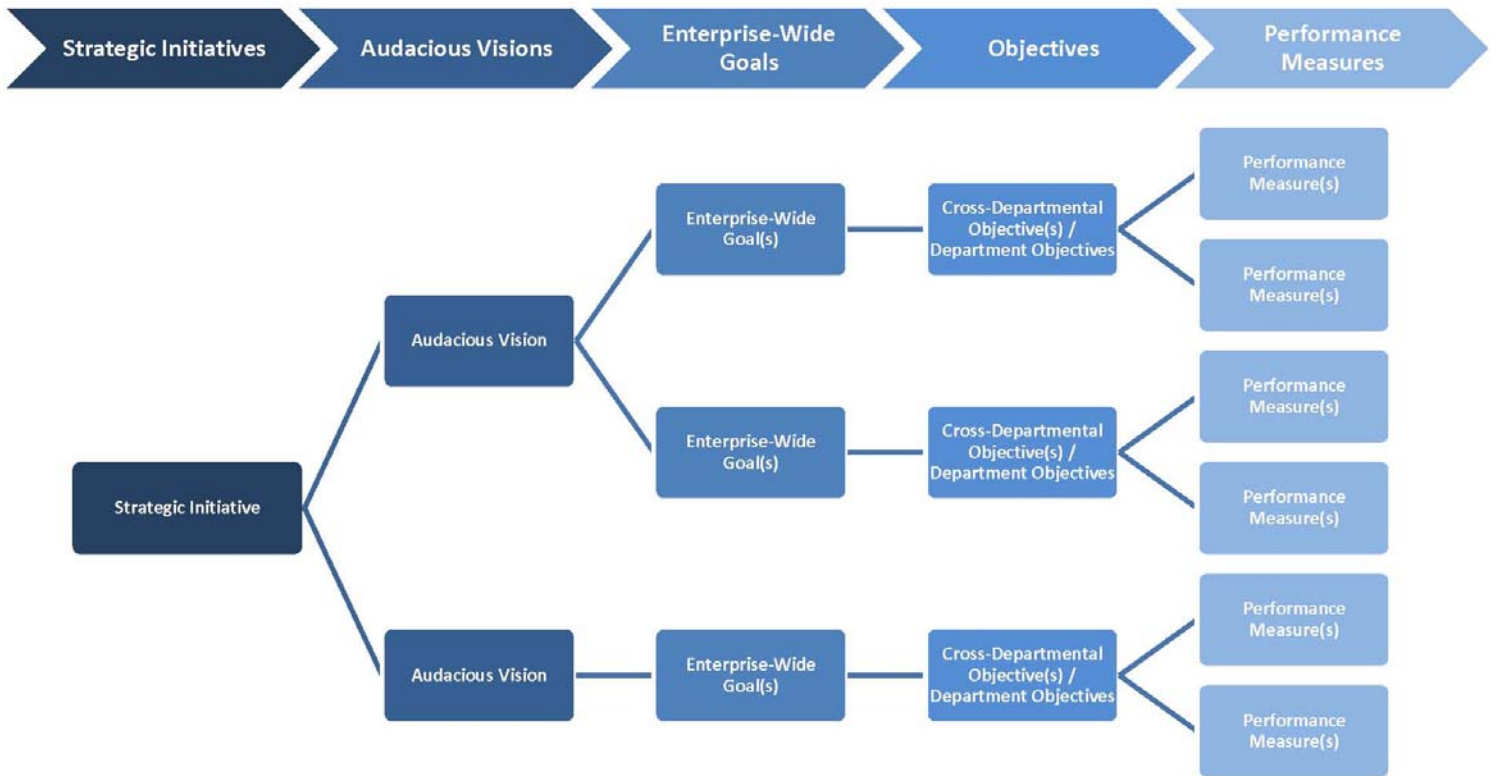


### Strategic Alignment

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**—drive an outcome; the outcome may be 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 measure the individual department’s contribution.

### 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

BBH	LS	SE/T	OE
○	●	□	■
- Audacious Vision			
- Enterprise-Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
◆ - Objective Sub-Dot Point Level 1			



### Building Better Health: BBH

- 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 (BBH1)
- 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 (BBH2)
    - Partner with producers, distributors and retailers to increase access to and purchase of healthy local foods in food desert areas (BBH3)



### Living Safely: LS

- 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 (LS1)
- 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 (LS2)
    - Identify and mitigate community threats that impact quality of life (LS3)
  - 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 (LS4)
- All San Diego children, youth and older adults are protected from neglect and abuse
  - Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from 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 (LS5)
    - Identify and increase multi-agency collaboration to develop, support and enhance strategies with the biggest impact to protect youth and reduce recidivism (LS6)
- The regional criminal justice system and the juvenile justice system achieve 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
  - Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime
    - Develop a universal assessment process that drives case planning, sentencing and linkage to appropriate services both in and out of custody (LS7)







Sustainable Environments/Thriving: SE/T

- San Diego is a vibrant region with planning, development, infrastructure and services that strengthen the local economy
  - Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
    - Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive (SE/T1)
    - Anticipate customer expectations and demands in order to increase consumer and business confidence (SE/T2)
- 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 (SE/T3)
- 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 parks, open spaces and outdoor experiences by assessing policies and community needs throughout San Diego County (SE/T4)
    - Educate and engage residents of all ages by leveraging internal and external partnerships to promote physical activities and recreational interests (SE/T5)
- 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 (SE/T6)



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)
- 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 (OE7)
  - 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* (OE8)





# Enterprise Performance Indicators

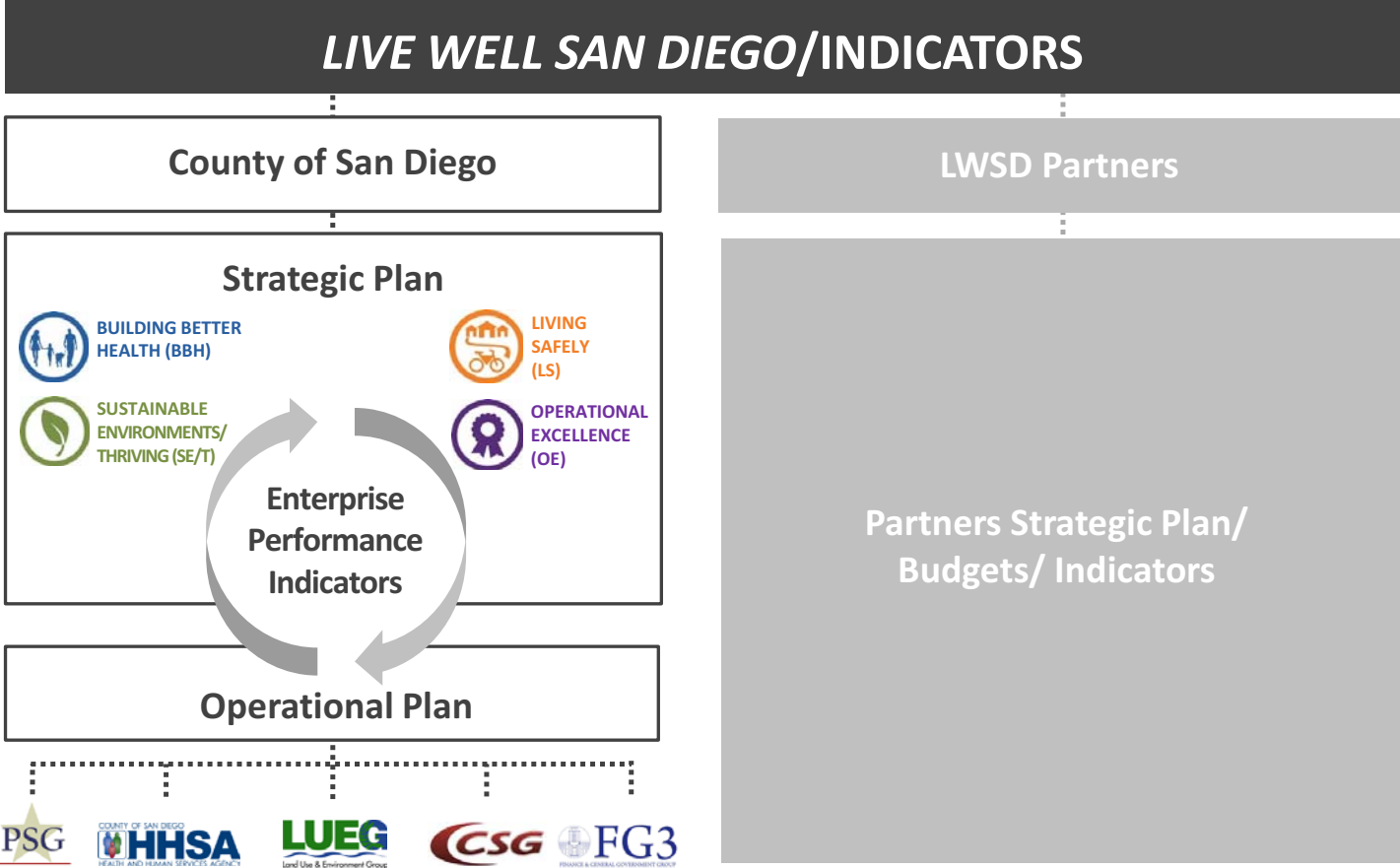
## Strategic Alignment Update

In 2017, the organization began developing Enterprise Performance Indicators (EPIs) to measure the progress made towards achieving the Audacious Visions. These indicators will be formally integrated in the Fiscal Years 2019-21 Operational Plan.

The County of San Diego adopted *Live Well San Diego* as its vision in 2010. To better align to this vision, the County is adapting its strategic initiatives to reflect the cornerstones of *Live Well San Diego*. The initiatives will change from Healthy Families, Safe Communities, Sustainable Environment and Operational Excellence to Building Better Health, Living Safely, Sustainable Environments/Thriving and Operational Excellence.

Additionally, the third enterprise wide goal (EWG) currently under Healthy Families will move to Operational Excellence. Because policy impacts all that the organization does, the goal to “Pursue policy and program change for healthy, safe and thriving environments to positively impact residents” fits cohesively in with Operational Excellence.

An additional EWG was also added under Living Safely, “Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime.”







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

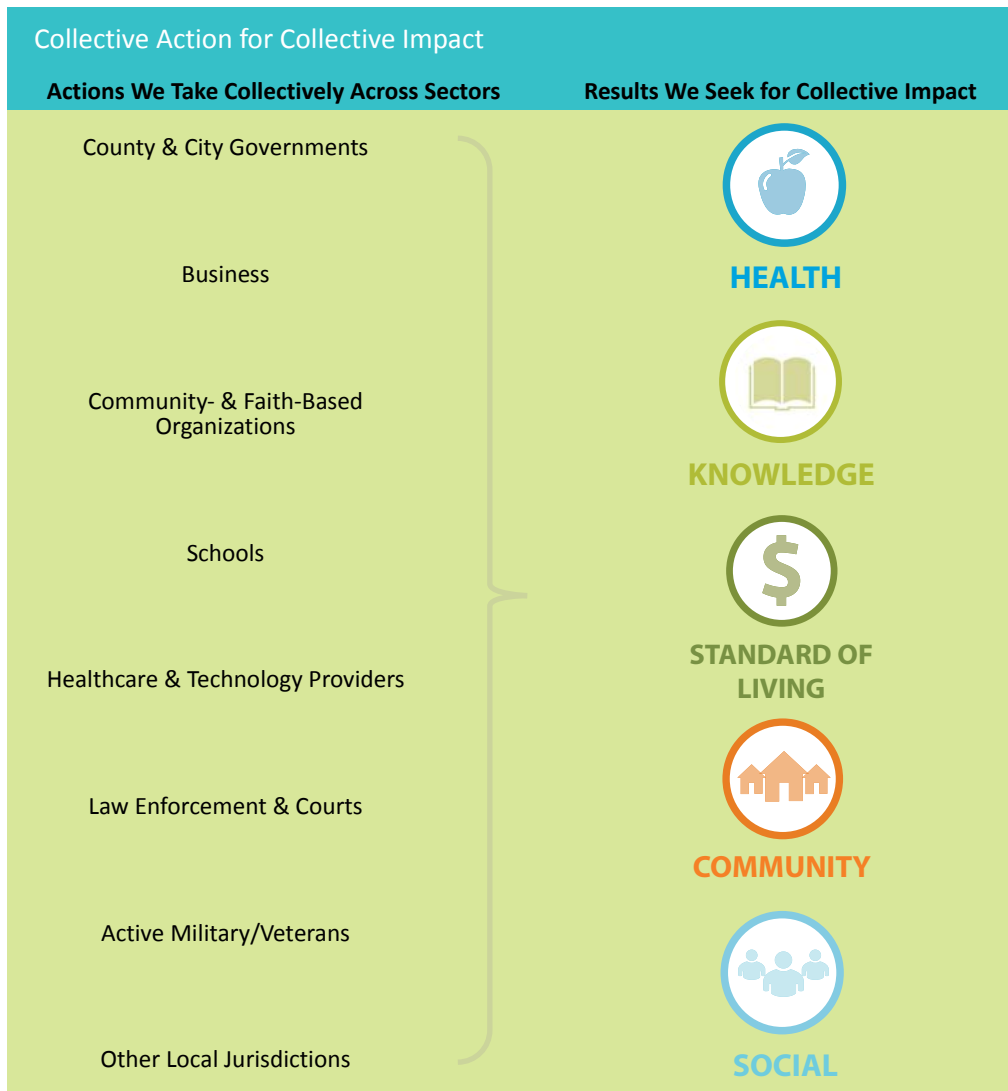


## Collective Action for Collective Impact

*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 2017–18

The County of San Diego workforce continually works to manage 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 year for its leadership and excellence in operations.

### 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 rolls during 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 practice 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 is 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 by 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 ([sdfarmersmarket.org](http://sdfarmersmarket.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 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 fifty 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 Explorer 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 2014/2015 to 9 days in Fiscal Year 2015/2016.
- ◆ **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 facili-





ties, 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 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 strength also benefits from stable and prudent management.

- ◆ The Edgemoor Distinct Part/Skilled Nursing Facility has earned a **Gold Award for "Excellence in Quality" from the American Health Care Association (AHCA).** The Gold Award is the third award level progressing toward the Baldrige Award for Professional Excellence in Healthcare. In winning a Gold Award, Edgemoor demonstrated superior performance in the areas of leadership, strategic planning, and consumer and staff satisfaction. All levels of award are highly competitive and have a rigorous evaluation process. Edgemoor won a Bronze Award for "Commitment to Quality" in 2010 and a Silver Award for "Achievement in Quality" in 2014. Edgemoor is located in Santee.
- ◆ 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 Communications Office (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 Op 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 with 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.





- ◆ 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) has 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 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.





# Financial Forecast and Budget Process

## 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 2017 Forecast results project that General Purpose Revenues and Program Revenues will be sufficient to meet base forecasted expenditure growth. Assumptions are discussed below.

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. Assessed Value is forecasted to grow at 4.75% in Fiscal Year 2018–19 and 3.00% annually during the remainder of the forecast period. 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

One of 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 SDCERA Board of Retirement’s anticipated assumed rate of return of 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. The forecast also reflects negotiated Salary & Benefits increases in place at the time of the forecast.

## 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 anticipated over the next five years 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.

Results of the CINA and anticipated financing strategies are contemplated in the Five Year Financial Forecast. Select projects identified for funding in Fiscal Year 2018–19 are detailed in the Capital Program section of this document.

## Debt

The County’s long-term financial obligations are issued and administered according to guidelines provided by the Board of Supervisors. 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.

To support the annual payments related to the County taxable pension obligation bonds (POBs) in Fiscal Year 2017–18, the County began using fund balance committed specifically for the repayment of its 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. By using committed fund balance to help support payments of the pension obligation bonds, ongoing discretionary revenue will be made available to help absorb the anticipated rising annual costs of retirement, which are expected to be impacted by actual investment performance and anticipated changing economic and demographic assumptions.

## 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.

### Public Review and Hearing

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

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

### Change Letter

Change 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. Board of Supervisors Budget Deliberations are 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 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 occurs in June.

### 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: 2018 Dates

### Calendar Year 2018

- Feb 6** Office of Financial Planning (OFP) issues Operational Plan instructions
- Feb 12** Countywide Operational Plan Kickoff  
County's budgeting application, Performance Budgeting (PB), opens for Recommended Operational Plan development
- Feb 13** Capital Appropriations spreadsheet open to Groups
- Mar 7** PB closes to departments for Group review  
Deadline for Groups and Departments to submit draft narratives to OFP, including: Anticipated Accomplishments, Objectives, Recommended Changes and Operational Impacts (from Year 1 to Year 2), and Performance Measures
- Mar 21** PB closes to Groups for CAO Recommended Operational Plan  
Deadline for Groups and Departments to complete financial and narrative information for Capital Section, including: Recommended Appropriations, Operational Impact (from Year 1 to Year 2), Photos of new projects, and Final Capital Improvement Needs Assessment report  
Deadline for Groups and Departments to submit all final data and narrative for Capital section  
Deadline for Groups and Departments to submit all final narratives to OFP, including: Anticipated Accomplishments, Objectives, Recommended Changes and Operational Impacts (from Year 1 to Year 2), Performance Measures, and Capital Section
- Mar 28** Deadline for Groups to submit the following sections to OFP: All Funds: Total Appropriations; All Funds: Total Staffing; and Appendix D (Health and Human Services Agency only)
- Apr 4** Deadline for Groups and Departments to submit Classification Activity Reports (CARs) for CAO Recommended Operational Plan to Department of Human Resources (DHR) in a package
- Apr 20** Draft copy of balanced CAO Recommended Operational Plan sent to the Deputy Chief Administrative Officer/ Auditor and Controller
- Apr 25** Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer
- May 1** PB opens for Change Letter development
- May 8** Run Legal Ad notifying public of hearing dates and the date/location that the budget document will be available  
Budget document available to the public and distributed to Board Offices (no formal Board action)
- May 23** PB closes to Groups and Departments (Change Letter)  
Deadline for Groups and Departments to submit all final Change Letter and financial narratives to OFP  
OFP sends request to Groups for Referrals to Budget
- May 25** Deadline for Groups and Departments to submit CARs for Change Letter to DHR





## FINANCIAL PLANNING CALENDAR: 2018 DATES

- Jun 11–20** Budget Hearings
- Jun 11–12** Community Enhancement (CE) Hearings
  
- Jun 13** Presentation and Public Hearings on CAO Recommended Operational Plan (9:00 AM)
  
- Jun 18** File/docket Draft Board Letter to adopt the budget
  
- Jun 19** Final CE Allocations to OFP
  
- Jun 20** Last day for written testimony on budget to Clerk of the Board, including Change letter  
Budget board letter, resolution(s) to adopt budget, and any referrals to budget filed with the Clerk of the Board
  
- Jun 26** Budget Deliberations (2:00 PM) & Budget Adoption
  
- Jul 25** Deadline for Groups and Departments to submit all final Adopted Operational Plan narratives to OFP

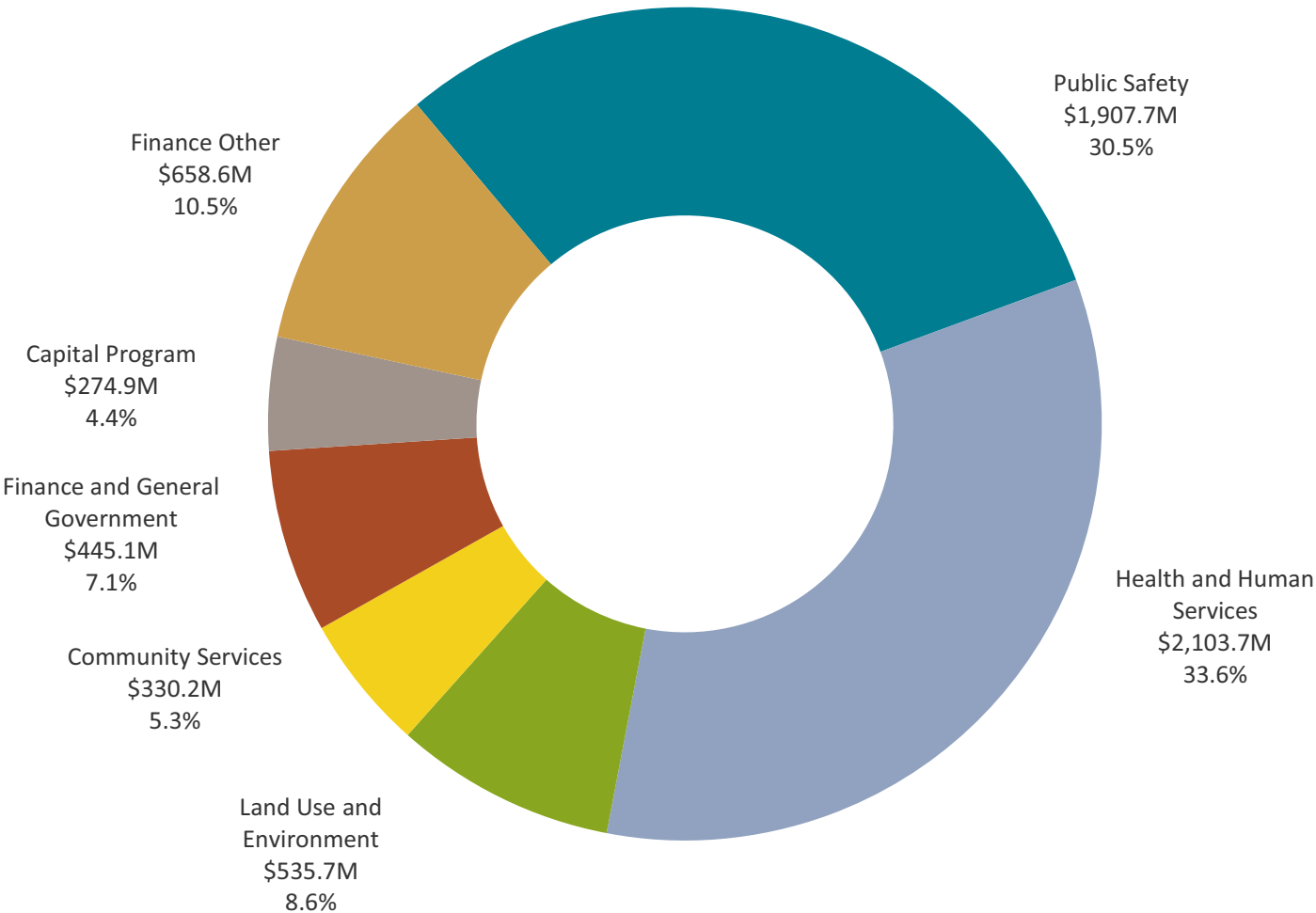


# All Funds: Total Appropriations

## Total Appropriations by Group/Agency

Appropriations total **\$6.26 billion in the Recommended Budget for Fiscal Year 2018–19** and \$5.63 billion for Fiscal Year 2019–20. This is an increase of \$469.5 million or 8.1% for Fiscal Year 2018–19 from the Fiscal Year 2017–18 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases for all Groups.

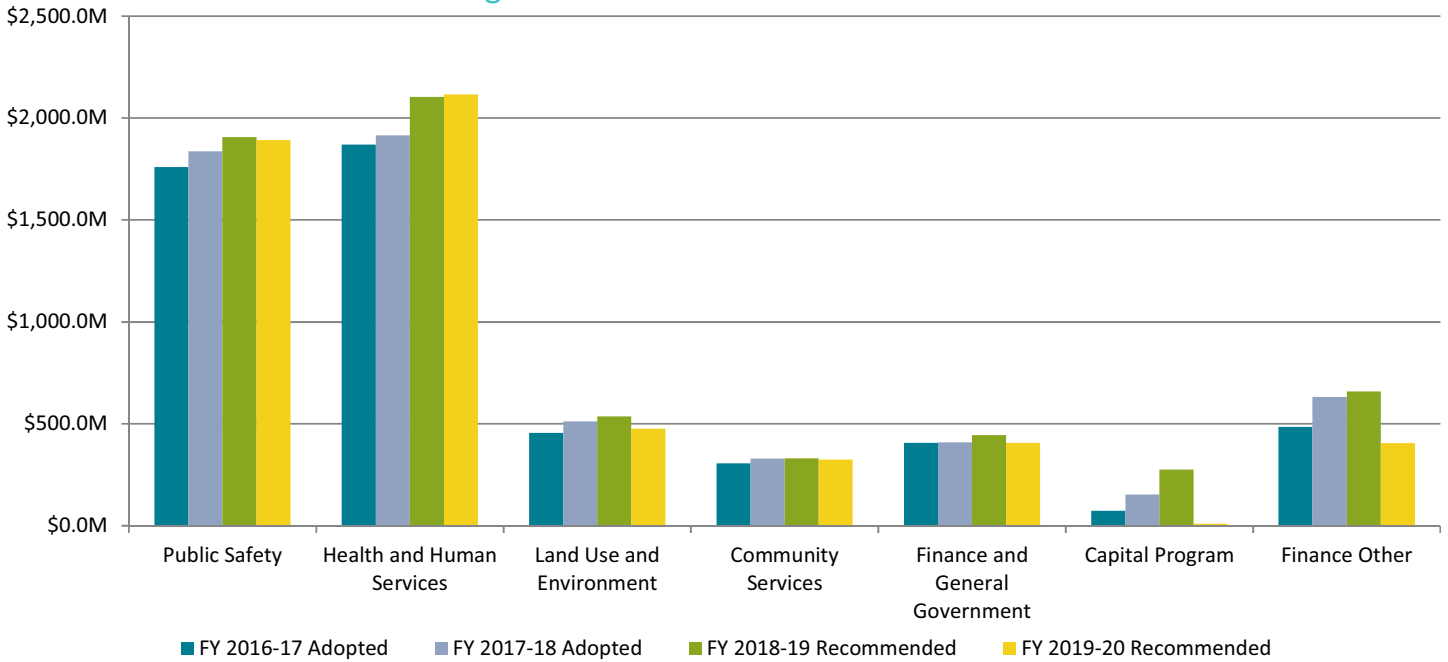
**Total Appropriations by Group/Agency  
Fiscal Year 2018-19: \$6.26 billion**



The chart above shows each Group/Agency’s share of the Fiscal Year 2018–19 Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2018–19 and 2019–20 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2018–19 Recommended Budget and the Fiscal

Year 2017–18 Adopted Budget. An overview of the County’s Operational Plan for Fiscal Year 2018–19 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 2016-17 through 2019-20



Total Appropriations by Group/Agency (in millions)						
	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget	
Public Safety	\$ 1,761.0	\$ 1,836.1	\$ 1,907.7	3.9	\$ 1,891.5	
Health and Human Services	1,869.6	1,914.4	2,103.7	9.9	2,115.2	
Land Use and Environment	455.2	511.8	535.7	4.7	476.5	
Community Services	307.3	328.6	330.2	0.5	324.8	
Finance and General Government	407.8	409.1	445.1	8.8	407.5	
Capital Program	74.2	154.1	274.9	78.3	9.2	
Finance Other	485.1	632.3	658.6	4.2	405.9	
<b>Total</b>	<b>\$ 5,360.1</b>	<b>\$ 5,786.4</b>	<b>\$ 6,255.9</b>	<b>8.1</b>	<b>\$ 5,630.6</b>	

#### Public Safety Group (PSG)

A net increase of \$71.6 million or 3.9% from the Fiscal Year 2017-18 Adopted Budget. The increase primarily relates to growth in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993* funding, the planned use of one-time resources, an increase of 69.00 staff years, and required retirement contributions and negotiated labor agreements.

Major changes include:

- ◆ Increases in staff in the Sheriff’s Department, Public Defender, District Attorney, Probation, Office of Emergency Services, Public Safety Group Executive Office and CLERB to align operations with current workload, and to address the behavioral health needs of persons in the criminal justice system, including support for the implementation of the Drug Medi-Cal Organized Delivery System.





- ◆ Amounts allocated for one-time expenditures to support negotiated one-time salary and benefit payments; major maintenance projects; various capital projects; helicopter and equipment purchases; electronic records storage; fire service enhancements; planned Sheriff's academies, loss of revenue related to the elimination of juvenile fees and fees for decedent transportation costs; support for regional law enforcement services; and radio replacements.
- ◆ Increases in various facility, vehicle maintenance, information technology and self-insured liability costs.
- ◆ Increases in contracted services related to fire and emergency medical services, and for community programs providing behavioral health support and prevention, intervention, diversion, mentoring services and activities to support employment opportunities for youth.

The Public Safety Group will continue to provide core services, supporting the County's Strategic Initiatives and operating an efficient, effective 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 expanding the region's substance use disorder treatment system, including bolstering services that address the root causes of criminal behavior and respond to individual needs; and by identifying those with mental health needs entering the criminal justice system and helping them to transition into community-based programs.
- ◆ Plan, build and maintain safe communities to improve the quality of life for all residents by continuing to practice the crime prevention and interruption strategies that helped us reach this milestone. And we will work to extend our 30 year low in local crime rates and historically low juvenile crime rates.
- ◆ Strengthening prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse by providing diversion and supportive community-based programs, meeting the mental health and other needs of youth in the juvenile justice system and developing innovative mentoring programs for at-risk and justice-involved youth.
- ◆ Provide and promote services that increase the well-being of our residents and increase consumer and business confidence by providing the best wildfire response in the nation.
- ◆ Providing modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers by developing high quality facilities that improve public safety services. The Public Safety Group is planning several critical new facilities that will boost the efficiency and effectiveness of services.

## Health and Human Services Agency (HHS)

**A net increase of \$189.3 million or 9.9%** from the Fiscal Year 2017–18 Adopted Budget. Over 60% of the increase, or \$119.6 million, is directly tied to the implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) in the Behavioral Health Services (BHS) department to expand access to high-quality care for Medi-Cal enrollees with substance use disorders (SUD). As part of this investment, 49.00 new staff years are added. Also included in Salaries & Benefits are 16.00 new staff years to support affordable housing developments and innovative housing strategies, and 18.00 new staff years to enhance the Agency's capacity to prepare for and respond to public health emergencies. Additional appropriations are also included in the In-Home Supportive Services (IHSS) program for adjustments to the County's Maintenance of Effort and negotiated health benefit contributions for IHSS home care workers, and in infrastructure spending to continue to build upon facilities projects and capital improvements that support building a better service delivery system. Lastly, the Agency continues to increase investments in services across HHS departments to drive improved outcomes for the most vulnerable populations.

Major changes include:

- ◆ Increase for the DMC-ODS implementation, including enhancements to residential and outpatient treatment, withdrawal management, case management services, and infrastructure to support DMC-ODS service delivery expansion, oversight and monitoring.
- ◆ The addition of 49.00 staff years to support the DMC-ODS, 16.00 staff years in Housing and Community Development Services (HCDS), and 18.00 staff years in Public Health Services (PHS).
- ◆ Increases in resources addressing housing and homeless efforts across departments including short-term bridge housing, housing navigation services, the CalWORKs Housing Support Program, funding for the Housing and Disability Advocacy Program, and increases for Project One for All (POFA), a Board initiative that provides wraparound services to homeless individuals who are experiencing serious mental illness (SMI).
- ◆ Increases for additional Long Term Care (LTC) capacity in BHS and increases for mental health services, including innovative programs funded through the Mental Health Services Act (MHSA) to help address SMI, additional capacity for mobile family trauma counseling services to assist victims and their families in dealing with long term traumatic impacts of violence, and a new crisis response pilot pairing mental health clinicians with paramedical staff to respond to mental health crisis calls that do not require law enforcement intervention.



## ALL FUNDS: TOTAL APPROPRIATIONS

- ◆ Increases in resources to strengthen families served across the Agency include: intensive case management services provided to CalWORKs recipients; child care support to resource families in Child Welfare Services (CWS); an expansion to the Cultural Broker Program which provides services to enhance child safety and family stability in CWS; an expansion of financial literacy programming throughout the region in support of economic self-sufficiency; the addition of mobile domestic violence support teams to connect individuals and families to needed resources.
- ◆ Increase for hepatitis A related sustainability and preparedness activities, and grant funded prevention activities for Tobacco Control, the Local Oral Health Program (LOHP), Disaster Response, and Nutrition Education and Obesity Prevention (NEOP) programs.
- ◆ Increase in various facilities costs including lease costs, one-time major maintenance projects and capital projects, and enhanced security guard services across multiple HHSAs facilities.
- ◆ Increase in one-time investments to support ambulance services for County Service Areas (CSA) such as replacement of defibrillators and IT related costs for the pre-hospital data collection and integration reporting requirements.
- ◆ Decrease related to the process for recording the State's Managed Care offset for inpatient fee for service costs, with no impact to services.
- ◆ Decrease in Other Charges to align benefit payments with projected caseload trends, primarily in the CalWORKs cash assistance program.
- ◆ Decreases associated with the completion of prior year one-time projects and commitment of one-time funds primarily for housing and community development projects.

A major goal in the development of HHSAs's operational plan is to advance the *Live Well San Diego* vision. As in the past, HHSAs 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 and efforts to advance the Seniors in Crisis program, promote food security and senior nutrition, and access to home-based and caregiver services through the IHSS program.
- ◆ Strengthening the service delivery system for residents with serious mental illness and/or substance abuse disorders including investing significant resources to implement the DMC-ODS, building capacity at all levels of care, from prevention to long term support, appropriately resolving crisis situations through the continued use of Psychiatric Emergency Response Teams (PERT) to respond to 911 calls for individuals

that may be experiencing a mental health crisis as well as piloting a new crisis response pilot pairing mental health and paramedical staff.

- ◆ 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 PHS to enhance the Agency's ability to manage public health emergencies, focusing on 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.
- ◆ 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 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 \$23.9 million or 4.7%** from the Fiscal Year 2017–18 Adopted Budget. The increase primarily relates to the addition of 56.00 staff years across all LUEG departments. Other increases relate to the San Diego County Flood Control District debris control facilities and maintenance program, the Watershed Protection Program to fund Total Maximum Daily Load (TMDL), the Strategic Plan to reduce waste in the Waste Planning and Recycling program, the San Diego County Sanitation District metro water transportation program, and the implementation of the Climate Action Program (CAP). This is partially offset by a net decrease in the Road Fund primarily due to a completion of one-time advance from the General Fund for future maintenance and road rehabilitation projects.

Major changes include:

- ◆ The addition of 56.00 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.





- ◆ Support of the San Diego County Flood Control District debris control facilities and maintenance program.
- ◆ Continued investments 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.
- ◆ Supporting the Strategic Plan to reduce waste in the Waste Planning and Recycling program.
- ◆ Increases related to the San Diego County Sanitation District metro water transportation program and new capital projects.
- ◆ The implementation of the Climate Action Program (CAP).
- ◆ The expansion of the Summer Night Lights program, regional emerging pest and trail alignment study, and preparation of historical structure assessments reports and vegetation management.
- ◆ Increases in the Air Quality Improvement Trust for the Carl Moyer VIP program, Car Scrapping program and an Electric Vehicle incentive.
- ◆ Decrease in the Road Fund primarily due to a completion of one-time advance from the General Fund for future maintenance and road rehabilitation projects.
- ◆ 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.

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 public health and the environment from the harmful effects of air pollution by attaining and maintaining air quality standards throughout the county.
- ◆ 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, safeguarding environmental quality, 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.
- ◆ Enhancing the quality of our communities and ensuring the health and safety of residents by facilitating high quality development, protecting natural resources and implementing the General Plan and land development ordinances in the unincorporated region.
- ◆ 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 \$1.6 million or 0.5% from the Fiscal Year 2017–18 Adopted Budget. The increase is primarily due to growth in staffing for several departments (20.50 staff years); asset depreciation expense; gas and electric utility expense; operating transfers for facility projects; contracted services for the operations and maintenance of County-owned facilities; and commitments for future elections. Partially offsetting decreases include a reduction of 68.00 staff years resulting from the expiration of animal services contracts with six local cities, lower projected management reserves for unanticipated groupwide expenses, reclassification of major maintenance projects as capital items, and completion of one-time facility needs budgeted in Fiscal Year 2017–18 for CSG departments.

Major changes include:

- ◆ A net decrease in personnel costs, including a net decrease of 47.50 staff years, with increases in negotiated labor agreements and retirement contributions for existing positions.
- ◆ An increase in major maintenance facility projects and contracted services to align with forecasted needs in Fiscal Year 2018–19.
- ◆ Expansion in one-time energy efficiency projects in various County facilities.
- ◆ An increase in vehicle depreciation costs paid by departments for future replacement of vehicles.
- ◆ Increases in utility costs such as electricity and natural gas based on projected usage and rates.





## ALL FUNDS: TOTAL APPROPRIATIONS

Key areas of focus include:

- ◆ Exploring outsourcing opportunities for animal services in the unincorporated area of the county through a managed competition process, in which County employees create a proposal designed to compete directly with an external service provider.
- ◆ Maintaining library hours to provide patron access to library materials and services, while exploring alternatives for a modern Integrated Library System (ILS).
- ◆ Planning for improved library facilities in Casa de Oro, Lakeside, and 4S Ranch.
- ◆ Increased focus on the marketing and use of County properties.
- ◆ Improving energy 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, effective July 1, 2018.
- ◆ Implementing updated systems for contract award and management to decrease the amount of lead time for each procurement while increasing the percentage of competitively bid contracts.
- ◆ Continuing improvement of the infrastructure for processing a growing number of ballots submitted by permanent vote-by-mail voters in the November 2018 Gubernatorial General and March 2020 Presidential Primary elections, while successfully implementing conditional voter registration as required by California Elections Code.

### Finance and General Government Group (FGG)

A **net increase of \$36.0 million or 8.8%** from the Fiscal Year 2017–18 Adopted Budget. The increase is due primarily to the addition of 7.00 staff years, facility maintenance and operations costs, one-time information technology (IT) projects, and required retirement contributions and negotiated labor agreements.

Major changes include:

- ◆ A change in planned IT services for a number of County departments through the County's information technology outsourcing contract, including:
  - ◆ Upgrade the County's budgeting system.
  - ◆ Upgrade of the County's timekeeping system.
  - ◆ Upgrade of core components and new tools within the County's Enterprise Document Processing Platform environment.
  - ◆ One-time projects of multiple IT systems, including PeopleSoft Tools and Identity and Access Management system upgrades.

- ◆ Various IT updates including Justice Electronic Library System expansion, myRequests enhancement into Oracle Business Intelligence, and various security related enhancements.
- ◆ Increase in personnel costs associated with required retirement contributions, negotiated labor agreements and increase in staffing.

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.
- ◆ Providing the highest quality legal services to the Board of Supervisors and County departments.
- ◆ Maintaining an investment in modern IT to support County operations.
- ◆ Strengthening the customer service culture by ensuring every customer has a positive experience.

### Capital Program

A **net increase of \$120.7 million or 78.3%** from the Fiscal Year 2017–18 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 2018–19 Capital Program includes \$265.7 million for capital projects, which are listed below.

Funding in whole, or to support any remaining costs, for the following capital projects:

- ◆ \$66.0 million for the Southeastern Live Well Center;
- ◆ \$8.9 million for Ohio Street Renovation/Replacement;
- ◆ \$6.3 million for Lindo Lake Improvements—East Basin, Phase 1;
- ◆ \$3.5 million for the Mount Woodson Parking Lot;
- ◆ \$1.4 million for project management of the Inmate Transfer Tunnel;
- ◆ \$1.4 million for the Mt. Laguna Fire Station #49;
- ◆ \$1.0 million for the Lindo Lake Photovoltaic;
- ◆ \$0.7 million for the Borrego Springs Park;
- ◆ \$0.6 million for design and construction of the Borrego Springs Shadeway;
- ◆ \$0.5 million for the Borrego Springs Community Library;
- ◆ \$0.5 million for the Otay Valley Regional Park Bike Skills Course;
- ◆ \$0.5 million for Park Volunteer Pads at various parks;





- ◆ \$0.4 million for construction of camping cabins at Guajome County Park;
- ◆ \$0.3 million for construction of playground shade structures and San Dieguito, Patriot and Liberty Parks;
- ◆ \$0.1 million for the Borrego Springs Sheriff Office;
- ◆ \$18.8 million for 48 major maintenance projects to be capitalized;
- ◆ \$0.8 million Water Conservation and Sustainable Park Features at Patriot and Jess Martin Park; and
- ◆ \$0.6 million to replace playground equipment at Dos Picos and Heise Parks.

Funding in part for the below listed capital projects:

- ◆ \$84.0 million for the San Diego Juvenile Justice Campus;
- ◆ \$17.9 million for construction of the Lakeside Branch Library;
- ◆ \$4.1 million for the construction of the Lakeside Equestrian Facility;
- ◆ \$4.0 million for the Casa de Oro Library;
- ◆ \$0.2 million for Sage Hill Staging Area and Trail System Improvements;
- ◆ \$16.0 million for Phase 2 of the County Administration Center (CAC) Renovations;
- ◆ \$7.5 million for the Multiple Species Conservation Program (MSCP);
- ◆ \$6.5 million for acquisition of land in Alpine for the Department of Parks and Recreation;
- ◆ \$5.0 million for the County Live Well Campus at Rosecrans;
- ◆ \$4.0 million for the Tijuana River Valley Regional Park Campground and Education Center;
- ◆ \$1.8 million for San Luis Rey River Park Acquisition and Improvement;

- ◆ \$1.0 million for Sycuan Kumeyaay Village Dehesa Road/ Sloan Canyon Road Trail (Phase 1 & 4);
- ◆ \$0.7 million for Otay Primitive Campground;
- ◆ \$0.6 million for Sycamore Canyon Trails; and
- ◆ \$0.1 million for Stelzer Park Ranger Station and Visitor Center.

The Fiscal Year 2018–19 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 2018–19 total \$274.9 million.

In Fiscal Year 2019–20, appropriations decrease by \$265.7 million from Fiscal Year 2018–19 and the program includes funding of \$9.2 million for the Edgemoor Development Fund.

### Finance Other

A **net increase of \$26.3 million or 4.2%** from the Fiscal Year 2017–18 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some are one-time and can fluctuate significantly.

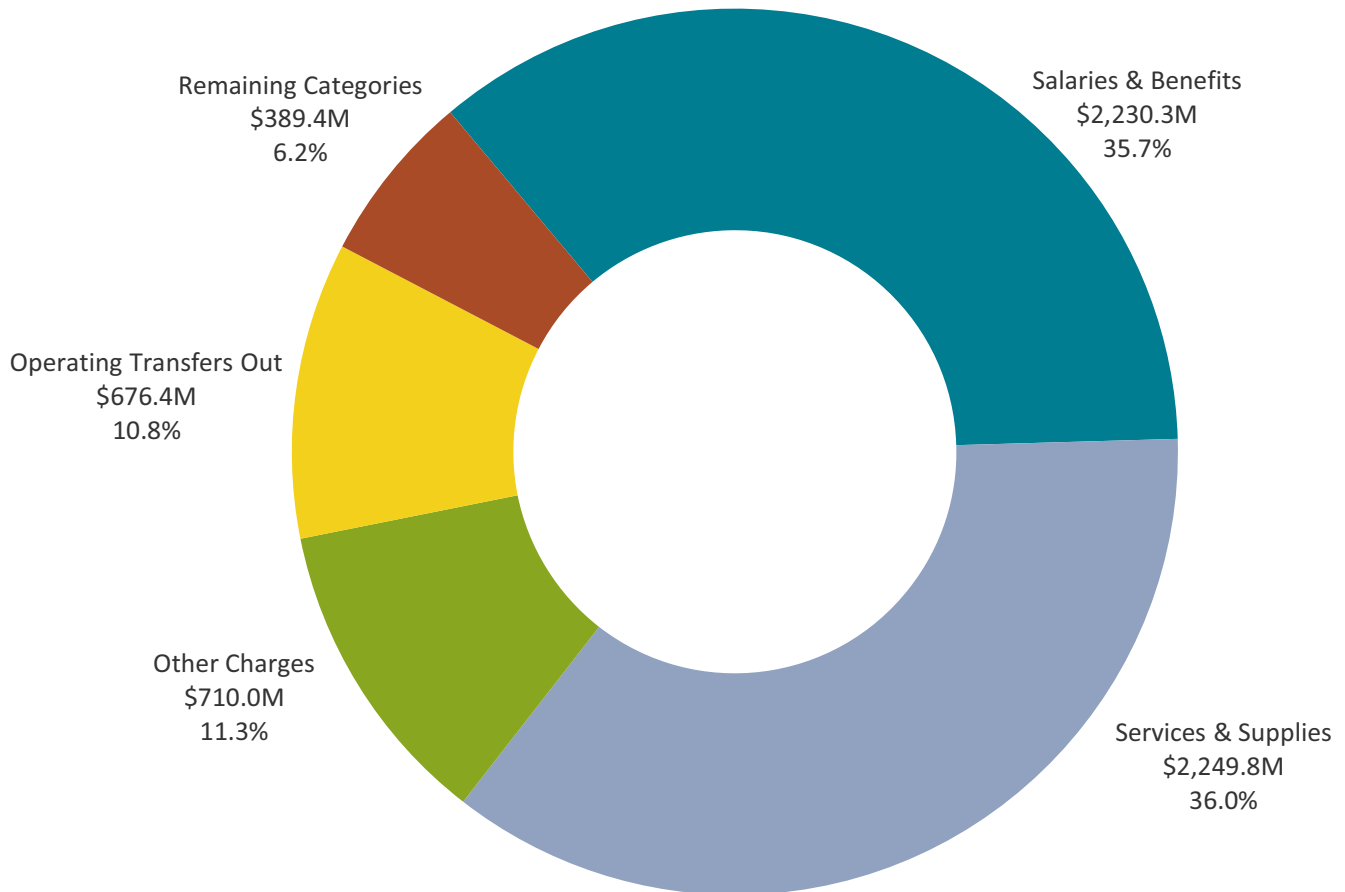
The majority of the increases in the Fiscal Year 2018–19 budget support capital projects as described above and an increase in Countywide Shared Major Maintenance for Countywide Security Assessments. These increases are offset by a decrease in Contingency Reserve due to the amendment of Administrative Code Section 113.1 General Fund Fund Balances and Reserves, decrease in the amount being set aside for the POB Commitment, and due to the completion of a one-time appropriation for the Innovative Housing Initiative in Fiscal Year 2017–18.



**Total Appropriations by Categories of Expenditures**

The chart below shows the CAO Recommended Budget detailed by categories of expenditures. As noted previously, the **Fiscal Year 2018–19 CAO Recommended Budget is increasing overall by \$469.5 million or 8.1%** from the Fiscal Year 2017–18 Adopted Budget and decreasing by \$625.3 million or 10.0% to \$5.63 billion in Fiscal Year 2019–20.

**Total Appropriations by Categories of Expenditures**  
**Fiscal Year 2018-19: \$6.26 billion**



**Salaries & Benefits**

Salaries & Benefits are **increasing overall by a net of \$106.0 million or 5.0%** in Fiscal Year 2018–19. This change reflects a net staffing increase of 167.50 staff years, negotiated labor agreements and increased retirement contributions. This net increase is attributable to increased staffing in the Public Safety Group (PSG), the Health and Human Services Agency (HHS), the Land Use and Environment Group (LUEG) and the Finance and General Government Group (FGG), partially offset by decreased staffing in the Community Services Group.

In Fiscal Year 2019–20, Salaries & Benefits are increasing by a net of \$68.0 million or 3.0%, which reflects the estimated impact of labor agreements that have been negotiated through Fiscal Year 2019–20. There are no estimates included in Fiscal Year 2019–20 for employee organizations with agreements that are set to expire during Fiscal Year 2018–19. No change in staffing is recommended in Fiscal Year 2019–20.

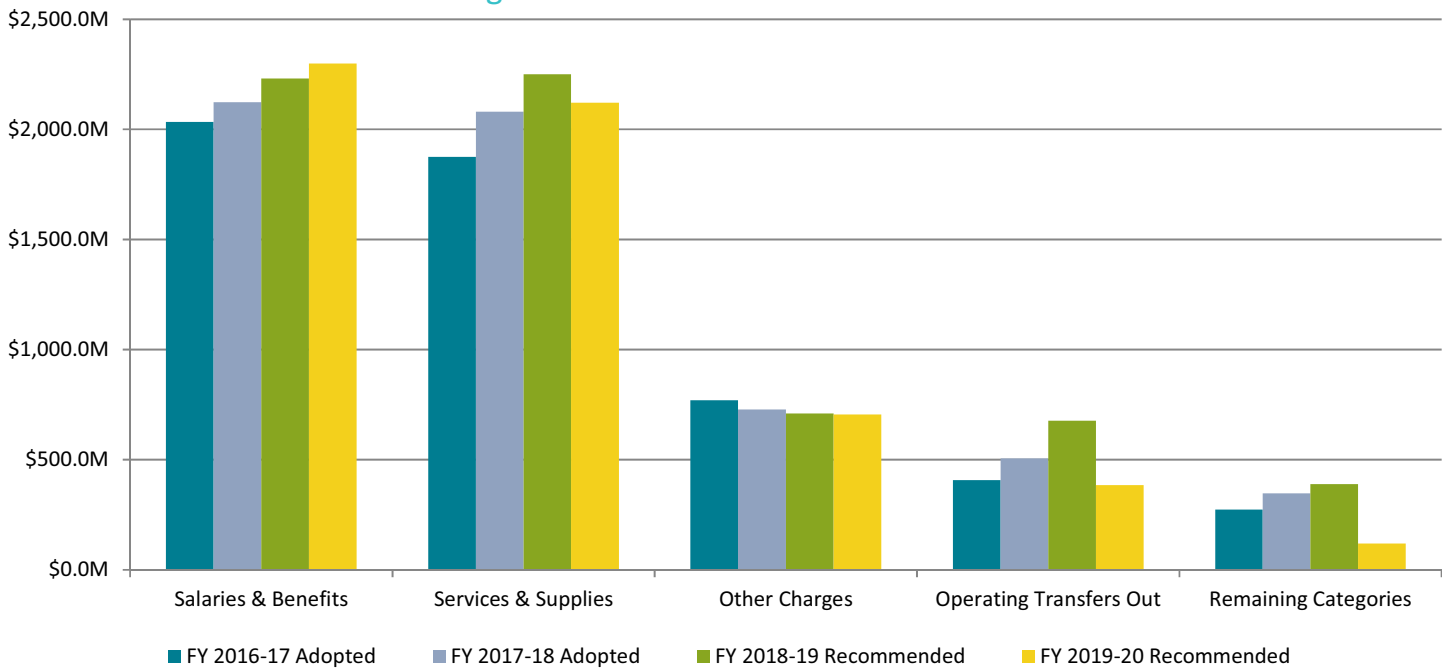
See the All Funds: Total Staffing section for a summary of recommended staffing changes by business group.





## Total Appropriations by Categories of Expenditures

Fiscal Years 2016-17 through 2019-20



### Total Appropriations by Categories of Expenditures (in millions)

	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget
Salaries & Benefits	\$ 2,034.1	\$ 2,124.2	\$ 2,230.3	5.0	\$ 2,298.3
Services & Supplies	1,875.8	2,081.0	2,249.8	8.1	2,121.5
Other Charges	769.5	728.2	710.0	(2.5)	705.4
Operating Transfers Out	406.9	505.9	676.4	33.7	385.6
Remaining Categories:					
Capital Assets/Land Acquisition	110.8	183.4	279.9	52.7	100.5
Capital Assets Equipment	35.2	39.8	35.9	(9.9)	24.8
Expenditure Transfer & Reimbursements	(32.6)	(35.6)	(37.0)	4.1	(37.2)
Contingency Reserves	27.7	30.4	7.3	(76.2)	7.3
Fund Balance Component Increases	101.4	98.6	76.4	(22.6)	0.4
Management Reserves	31.5	30.5	27.0	(11.3)	24.0
<b>Total</b>	<b>\$ 5,360.1</b>	<b>\$ 5,786.4</b>	<b>\$ 6,255.9</b>	<b>8.1</b>	<b>\$ 5,630.6</b>

### Services & Supplies

Services & Supplies are **increasing by a net of \$168.8 million or 8.1%**. 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.



## ALL FUNDS: TOTAL APPROPRIATIONS

While individual accounts are increasing or decreasing by varying amounts, the most significant increases include: \$142.2 million in HHSA primarily in Behavioral Health Services (BHS) for the Drug Medi-Cal Organized Delivery System (DMC-ODS) implementation, for programs serving homeless individuals under Project One for All and new programs to help address serious mental illness, in Aging & Independence Services (AIS) related to In-Home Support Services (IHSS), and in Public Health Services for efforts to address hepatitis A, contracted services for the expansion of various programs including Nutrition Education and Obesity Prevention, Sexually Transmitted Disease (STD)/HIV, and the Local Oral Health Program, replacement of defibrillators and increased costs in ambulance services for County Service Areas; \$25.8 million in PSG primarily in the Probation Department for the DMC-ODS, community transition services, the Alternatives to Detention Program and services for young people and families, in the Sheriff's Department primarily due to increased costs for public liability insurance and facilities, and in the San Diego County Fire Authority primarily for one-time fire service enhancements; and \$25.6 million in FGG primarily in the County Technology Office and FGG Executive Office for one-time and ongoing information technology expenditures, and in the Assessor/Recorder/County Clerk for the restoration and preservation of books and microfilm, and major maintenance costs for branch offices and the East County Operations and Archive building.

These increases are partially offset by a decrease of \$26.2 million in Finance Other in Countywide General Expense primarily due to a one-time appropriation for the Innovative Housing Initiative in Fiscal Year 2017–18.

A decrease of \$128.2 million or 5.7% in Fiscal Year 2019–20 is primarily due to the anticipated completion of one-time projects.

### Other Charges

Other Charges are **decreasing by \$18.2 million or 2.5%**. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement and Neighborhood Reinvestment Programs. The overall decrease is largely driven by a decrease of \$16.6 million in HHSA primarily in Self-Sufficiency Services due to declining caseload trends in various programs including CalWORKs and Welfare to Work, and in BHS related to a change in the recording of inpatient fee-for-service costs; and a decrease of \$4.7 million in LUEG largely in the Air Pollution Control District due to a net reduction in one-time funding from the State.

A decrease of \$4.6 million or 0.6% is projected in Fiscal Year 2019–20.

### 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 \$170.5 million or 33.7%**. The most significant increases support the County's capital program for Fiscal Year 2018–19 including an increase of \$121.6 million in Finance Other for Contributions to the Capital Program, a net increase of \$18.4 million in HHSA primarily in AIS to reflect annualized costs to the IHSS Public Authority for negotiated health benefit contributions for IHSS home care workers, and in Administrative Support due to capitalization of projects in the Major Maintenance ISF; a net increase of \$16.1 million in LUEG largely in the Department of Public Works primarily for transfers to the Road Fund for various one-time projects and to the Flood Control District for debris control facilities and maintenance; and \$7.9 million in PSG primarily in the Sheriff's Department mainly for transfers between the Asset Forfeiture Fund, Jail Commissary Enterprise Funds, Inmate Welfare Fund and the General Fund.

A decrease of \$290.8 million or 43.0% is projected for Fiscal Year 2019–20 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 \$96.5 million or 52.7%**.

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 64.1% is projected for Fiscal Year 2019–20 due to the removal of appropriations to support one-time projects.

### Capital Assets Equipment

Capital Assets Equipment is **decreasing by \$3.9 million or 9.9%** 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 \$11.1 million or 31.0% is expected for Fiscal Year 2019–20.

### Expenditure Transfers & Reimbursements

Expenditure Transfers & Reimbursements are **decreasing by \$1.4 million or 4.1%**. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's





funding source requires the expenditures to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

The Expenditure Transfers & Reimbursements 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 Services (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 2018–19, two funds have a contingency reserve. The Employee Benefits ISF contingency reserve remains at \$5.0 million and the Public Liability ISF contingency reserve is increasing by \$0.8 million or 55.5% to \$2.3 million, to address the ISF's unfunded liability over a 10-year period. The General Fund contingency reserve is decreasing by \$24.0 million to zero as a result of a change in how the County

maintains fund balances and reserves that was adopted by the Board of Supervisors in Fiscal Year 2017–18. See the discussion of Reserves in the Summary of Financial Policies section for additional information.

### 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 2018–19, the most significant commitment of fund balance includes \$75.0 million committed for an annual portion of the payment of the debt service costs of the County's existing Pension Obligation Bonds (POBs). Established in Fiscal Year 2017–18, this funding source is being used over a ten-year period as an alternative funding source for POB costs that previously had been supported by General Purpose Revenue. More information about the committed fund balance for POBs can be found in the Finance Other section.

### Group Management Reserves

Management Reserves are **decreasing by \$3.5 million or 11.3%** in Fiscal Year 2018–19. 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.



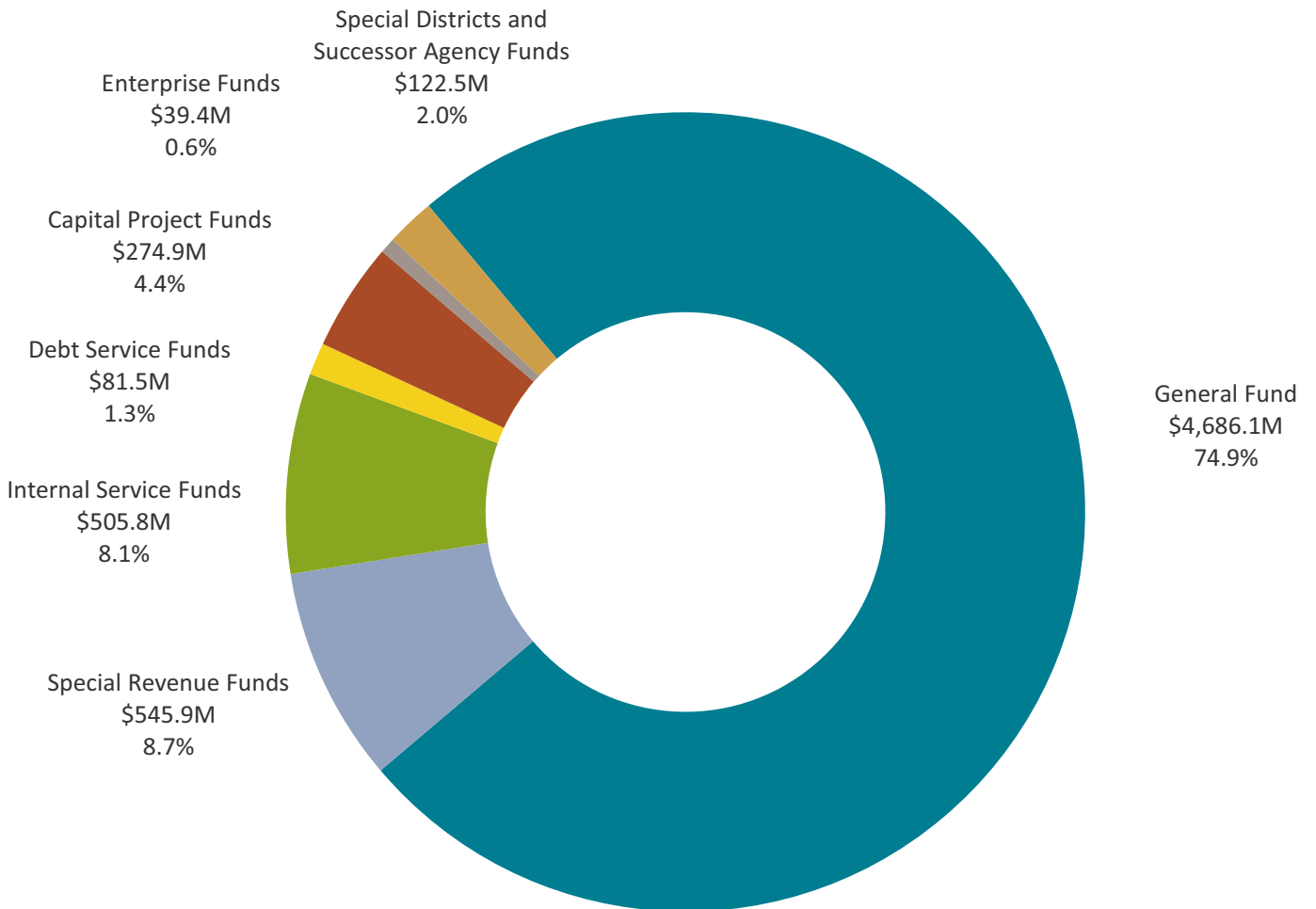




## Total Appropriations by Fund Type

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 2018-19: \$6.26 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.

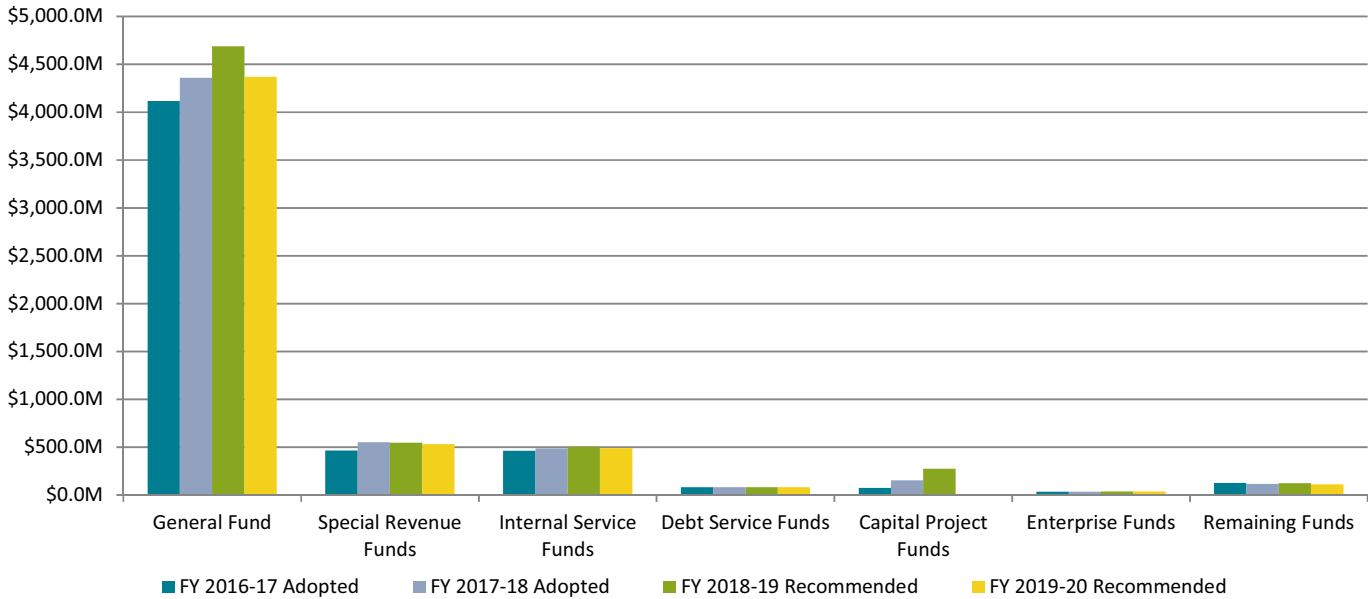
**Debt Service Funds** account for the accumulation of resources for the payment of principal and interest on general long-term debt.

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) and capitalized major maintenance projects.



### Total Appropriations by Fund Type Fiscal Years 2016-17 through 2019-20



\*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
General Fund	\$ 4,117.1	\$ 4,359.8	\$ 4,686.1	7.5	\$ 4,368.0	
Special Revenue Funds	465.3	551.1	545.9	(0.9)	533.3	
Internal Service Funds	461.1	485.9	505.8	4.1	488.9	
Debt Service Funds	81.4	81.5	81.5	0.0	81.5	
Capital Project Funds	74.2	154.1	274.9	78.3	9.2	
Enterprise Funds	34.0	36.2	39.4	8.9	38.1	
Special Districts and Successor Agency	127.0	117.9	122.5	3.9	111.6	
<b>Total</b>	<b>\$ 5,360.1</b>	<b>\$ 5,786.4</b>	<b>\$ 6,255.9</b>	<b>8.1</b>	<b>\$ 5,630.6</b>	

### Proprietary Fund Types

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

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

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

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

Examples include the Airport, 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.

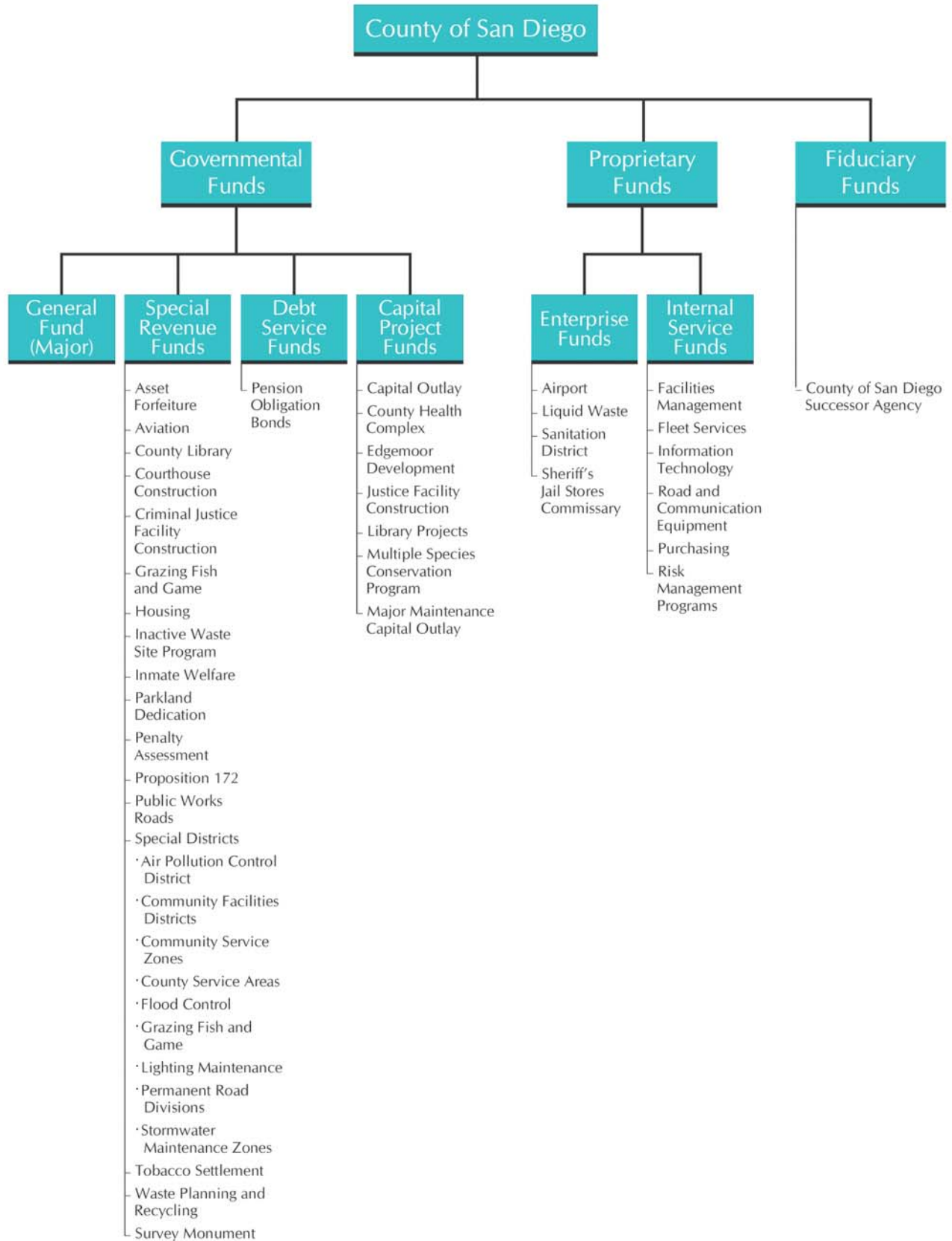
**Successor Agency Funds** are used to pay the outstanding obligations of the dissolved Redevelopment Agencies and taxing entities where the County is the Successor Agency. Redevelopment Agencies were originally established to account for the proceeds of redevelopment area incremental taxes, interest revenues and temporary loans which were used to eliminate slums and blighted areas, improve housing, expand employment opportu-

nities and provide an environment for the social, economic and psychological growth and well-being of all residents 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.

Effective on or after July 1, 2018, one consolidated seven-member successor agency oversight board will perform the functions of all other existing San Diego County area oversight boards. The County of San Diego will act as the administrator of the consolidated oversight board. For further information, see the County Successor Agency under Community Services Group.



County Budgetary Fund Structure





## Department Fund Relationship

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

Department Fund Relationship							
	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
	General Fund	Special Revenue Fund	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
<b>Public Safety Group (PSG)</b>							
Child Support Services	✓						
Citizens’ Law Enforcement Review Board	✓						
District Attorney	✓	✓					
Medical Examiner	✓						
Office of Emergency Services	✓						
Probation	✓	✓					
Public Defender	✓						
PSG Executive Office	✓	✓					
San Diego County Fire Authority	✓	✓					
Sheriff	✓	✓			✓		
<b>Health and Human Services Agency (HHSA)</b>							
Administrative Support	✓	✓					
Aging & Independence Services	✓						
Behavioral Health Services	✓						
Child Welfare Services	✓						
Housing & Community Development Services	✓	✓					
Public Health Services	✓	✓					
Self-Sufficiency Services	✓						
<b>Land Use and Environment Group (LUEG)</b>							
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	✓	✓			✓	✓	
<b>Community Services Group (CSG)</b>							
Animal Services	✓						
County Library		✓					
County of San Diego Successor Agency							✓
CSG Executive Office	✓						
General Services						✓	
Purchasing and Contracting						✓	
Registrar of Voters	✓						
<b>Finance and General Government (FGG) Group</b>							
Assessor/Recorder/County Clerk	✓						
Auditor and Controller	✓						
Board of Supervisors	✓						
Clerk of the Board of Supervisors	✓						
Chief Administrative Office	✓						
Civil Service Commission	✓						
County Counsel	✓					✓	
County Communications Office	✓						
County Technology Office	✓					✓	
FGG Group Executive Office	✓						
Grand Jury	✓						
Human Resources	✓					✓	
Treasurer-Tax Collector	✓						
<b>Capital Program</b>	✓			✓			
<b>Finance Other</b>	✓		✓			✓	





## Appropriations Limits

Spending limits for the County are governed by the 1979 passage of California Proposition 4, *Limitation of Government Appropriations* (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

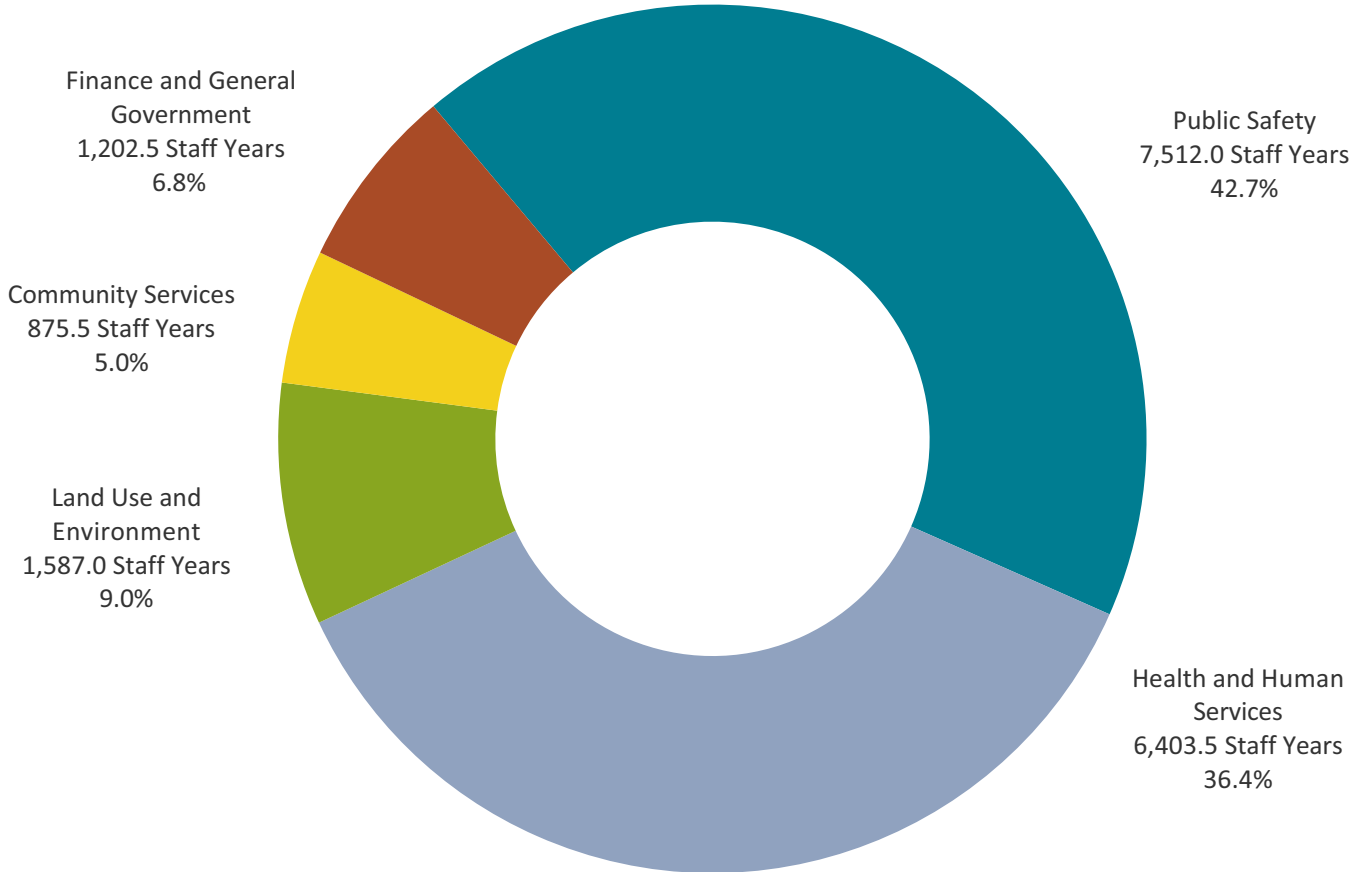
Recommended staff years<sup>1</sup> for **Fiscal Year 2018–19 increased by 167.5** from the Adopted Budget for Fiscal Year 2017–18, an increase of 1.0% to a total of 17,580.5 staff years.

This net increase is attributable to increased staffing in all Groups with the exception of the Community Services Group. While overall staffing levels are increasing, there are some depart-

ments 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 2019–20 are expected to remain constant at 17,580.5.

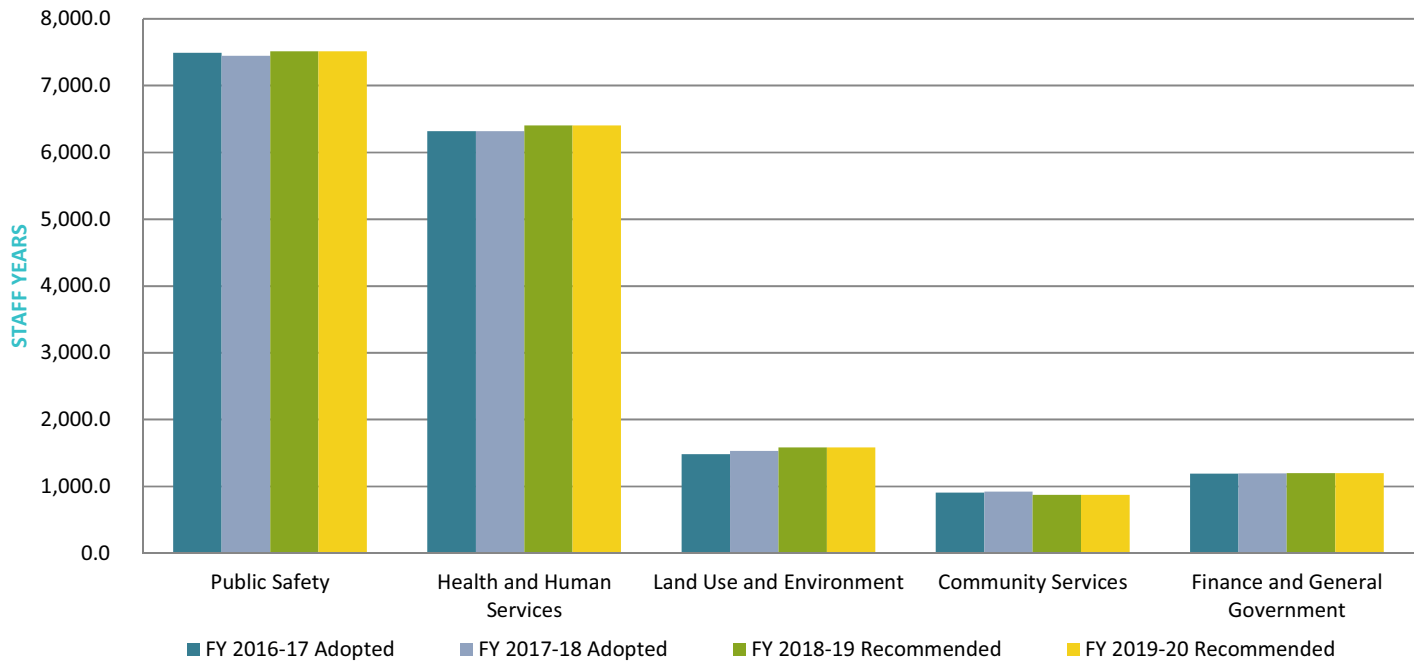
### Total Staffing by Group/Agency Fiscal Year 2018-19: 17,580.5 Staff Years



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



### Total Staffing by Group/Agency Fiscal Years 2016-17 through 2019-20



Group/Agency	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget
Public Safety	7,490.0	7,443.0	7,512.0	0.9	7,512.0
Health and Human Services	6,317.5	6,320.5	6,403.5	1.3	6,403.5
Land Use and Environment	1,487.0	1,531.0	1,587.0	3.7	1,587.0
Community Services	910.0	923.0	875.5	(5.1)	875.5
Finance and General Government	1,191.5	1,195.5	1,202.5	0.6	1,202.5
<b>Total</b>	<b>17,396.0</b>	<b>17,413.0</b>	<b>17,580.5</b>	<b>1.0</b>	<b>17,580.5</b>

### Public Safety Group (PSG)

PSG has a **net increase of 69.0 staff years, or 0.9%**, to align staffing with available revenues and to address key operational requirements.

- ◆ District Attorney: increases by 7.0 staff years to implement the Drug Medi-Cal Organized Delivery System. Staff will serve as liaisons in collaborative courts and provide support to victims.
- ◆ Sheriff’s Department: increases by a net of 40.0 staff years.
  - ◆ Net increase of 23.0 staff years in the Detention Services Bureau to provide round-the-clock mental health services in the detention facilities and to implement the Drug Medi-

Cal Organized Delivery System as well as transfer of 1.0 staff year to the Sheriff’s Court Services Bureau.

- ◆ Net increase of 14.0 staff years in the Law Enforcement Services Bureau to suppress juvenile delinquency and gang violence, for investigative operations, to maintain supervisory span of control to the unincorporated areas, to operationally manage major events, to increase law enforcement services requested by the Pala Band of Mission Indians and to provide support for the Operation Stonegarden Grant Program.





- ❖ Net increase of 1.0 staff year in the Sheriff's Court Services Bureau due to a transfer from the Detention Services Bureau.
- ❖ Net increase of 2.0 staff years in the Management Services Bureau to support the High Intensity Drug Trafficking Areas (HIDTA) program and the Regional Communication System (RCS) radio network infrastructure.
- ◆ Public Safety Group Executive Office: increases by 4.0 staff years for program coordination supporting the Drug Medi-Cal Organized Delivery System; for Proposition 47 Grant Program coordination; and due to a transfer of 1.0 staff year from the County Technology Office.
- ◆ Probation Department: increases by a net of 7.0 staff years.
  - ❖ Adult Field Services – net decrease of 44.0 staff years due to transfers to Institutional Services, Juvenile Field Services, and Department Administration.
  - ❖ Institutional Services – net increase of 71.0 staff years due to transfers of functions and programs from Juvenile Field Services and Adult Field Services.
  - ❖ Juvenile Field Services – net decrease of 35.0 staff years due to transfer of functions to Institutional Services offset by transfer from Adult Field Services.
  - ❖ Department Administration – net increase of 15.0 staff years to implement the Drug Medi-Cal Organized Delivery System, the expansion of community transition center services, and professional standards activities.
- ◆ Citizens' Law Enforcement Review Board: increases by 1.0 staff year to increase the efficiency of caseload review.
- ◆ Office of Emergency Services: increases by 2.0 staff years to address increased need for disaster prevention and response, emergency planning activities and mitigation efforts.
- ◆ Public Defender: increases by 8.0 staff years to address activities supporting the Drug Medi-Cal Organized Delivery System and case review due to Proposition 64, which reduced the penalties for felony marijuana offenses.

In Fiscal Year 2019–20, no change in staffing is recommended.

### Health and Human Services Agency (HHSA)

HHSA has a **net increase of 83.0 staff years or 1.3%**. The increase is comprised of 49.0 additional staff years to support the implementation of Drug Medi-Cal Organized Delivery System (DMC-ODS), 18.0 additional staff years to enhance the Agency's capacity to prepare for and respond to public health emergencies, and 16.0 additional staff years to support planning, administering and monitoring of housing strategies and affordable housing development projects and programs.

- ❖ Aging & Independence Services: decreases by 2.0 staff years due to internal HHSA transfers.

- ❖ Behavioral Health Services: increases by a net of 41.0 staff years, 42.0 staff years due to implementation of DMC-ODS noted above, offset by a decrease of 1.00 staff year due to internal HHSA transfer.
- ❖ Public Health Services: increases by 18.0 additional staff years, of which 12.0 are public health nurses, to enhance emergency preparedness and response capacity.
- ❖ Administrative Support: increases by a net of 10.0 staff years, 7.0 staff years due to the implementation of DMC-ODS noted above, and 3.0 staff years due to internal HHSA transfers.
- ❖ Housing & Community Development Services: increases by 16.0 staff years to support planning, administering and monitoring of housing strategies and affordable housing development projects and programs.

In Fiscal Year 2019–20, no change in staffing is recommended.

### Land Use and Environment Group (LUEG)

LUEG has an **increase of 56.0 staff years or 3.7%**.

- ◆ Agriculture, Weights and Measures: increases by 7.0 staff years. This includes an increase of 3.0 staff years in the Plant Health & Pest Prevention program to fulfill state dog team contract requirements and implement, monitor and enforce other state programs; an increase of 2.0 staff years in the Pesticide Regulation Program to manage the increased workload relating to pesticide use near school sites and structural fumigation enforcement; an increase of 1.0 staff year in the Pest Detection program to support anticipated workload; an increase of 1.0 staff year in Budget/Accounting to manage the overall increased workload in the unit.
- ◆ Air Pollution Control District: increases by 3.0 staff years. This includes an increase of 2.0 staff years to support the Bio-Watch program and an increase of 1.0 staff year to support Climate Action Plan (CAP) program.
- ◆ Environmental Health: increases by 10.0 staff years. This includes an increase of 9.0 staff years to support Food and Housing Division and an increase of 1.0 staff year to support Vector Control program.
- ◆ Parks and Recreation: increases by 16.0 staff years. This includes an increase of 11.0 staff years in the Operations Division for various parks to support daily operations and maintenance of new and expanded parks facilities and programs including Summer Night Lights program; an increase of 3.0 staff years in the Resource Management Division and Development Division to support the Park Expansion program; and an increase of 2.0 staff years in Administration to provide office support and human resources.
- ◆ Planning & Development Services: increases by 7.0 staff years. This includes an increase of 5.0 staff years in Advance Planning to support development of Groundwater Sustainability Plans and implementation of the Climate Action Plan;





## ALL FUNDS: TOTAL STAFFING

an increase of 1.0 staff year in Code Compliance to support ongoing code compliance related work; and an increase of 1.0 staff year in Support Services to provide fiscal support to divisions due to increased workload.

- ◆ Public Works: increases by 13.0 staff years. This includes an increase of 12.0 staff years in the Road Fund: 7.0 staff to achieve an average Pavement Condition Index of 70 for the entire County road network in five years, 3.0 staff years to work on sanitation and cleanup programs to respond to emerging public health risk, 1.0 staff year to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements, and 1.0 staff year to lead in development of policy updates and ordinance changes, and to support with emergency response and recovery efforts; and an increase of 1.0 staff year in the Waste Planning and Recycling Fund to implement the Strategic Plan to Reduce Waste by achieving 75% waste diversion by 2025.

In Fiscal Year 2019–20, no change in staffing is recommended.

### Community Services Group (CSG)

CSG has a **net decrease of 47.5 staff years or 5.1%**.

- ◆ County Library: increases by 5.5 staff years to provide increased staffing levels at the new Borrego Springs library, and to support information technology activities at Library headquarters.
- ◆ Department of General Services: increases by 12.0 staff years:
  - ❖ Increase of 2.0 staff years for maintenance of detention facilities.
  - ❖ Increase of 2.0 staff years for facility analysis to identify and address needs of aging facilities.
  - ❖ Increase of 5.0 staff years in Project Management Division to keep pace with demands created by growing list of major maintenance and capital projects.
  - ❖ Increase of 1.0 staff year in Real Estate Services to manage growing workload driven by increase in planned uses of County property, including marketing of surplus property.
  - ❖ Increase of 1.0 staff year for expanded use of information system used to track facility condition and maintenance.
  - ❖ Increase of 1.0 staff year for administrative analysis needs in Facilities Management.

- ◆ Department of Purchasing and Contracting: increases by 3.0 staff years to keep pace with growing demand for procurement services as department increases overall percentage of competitively bid contracts.
- ◆ Department of Animal Services: decreases by 68.0 staff years to reflect expiration of service contracts with six cities (Carlsbad, Del Mar, Encinitas, San Diego, Santee, and Solana Beach) effective June 30, 2018.

In Fiscal Year 2019–20, no change in staffing is recommended.

### Finance and General Government Group (FGG)

FGG has a **net increase of 7.0 staff years or 0.6%**.

- ◆ Auditor and Controller: increase of 1.0 staff year to support operational needs of the Projects, Revenue and Grants Accounting unit in the Controller division.
- ◆ County Communications Office: increase of 1.0 staff year to support county communication efforts to provide accurate and timely information to the public.
- ◆ County Technology Office: decrease of 2.0 staff years due to a transfer of 1.0 staff year to the Public Safety Group Executive Office for support of public safety information technology needs and transfer of 1.0 staff year to the Finance and General Government Group Executive Office for support of countywide data and performance analytics.
- ◆ Finance and General Government Group Executive Office: increase of 2.0 staff years to support countywide data and performance analytics due to increase of 1.0 new staff year and transfer of 1.0 staff year from the County Technology Office.
- ◆ Office of County Counsel: increase of 5.0 staff years.
  - ❖ Increase of 2.0 staff years to support program coordination between County Counsel and Health and Human Services Agency Child Welfare Services relating to juvenile dependency and mental health conservatorship matters.
  - ❖ Increase of 3.0 staff years to support the increase in tort liability and general litigation workload.

In Fiscal Year 2019–20, no change in staffing is recommended.





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 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Public Safety</b>	<b>7,490.0</b>	<b>7,443.0</b>	<b>7,512.0</b>	<b>0.9</b>	<b>7,512.0</b>
Public Safety Executive Office	10.0	10.0	14.0	40.0	14.0
District Attorney	943.0	975.0	982.0	0.7	982.0
Sheriff	4,319.0	4,364.0	4,404.0	0.9	4,404.0
Child Support Services	513.0	512.0	512.0	0.0	512.0
Citizen’s Law Enforcement Review Board	4.0	4.0	5.0	25.0	5.0
Office of Emergency Services	19.0	19.0	21.0	10.5	21.0
Medical Examiner	54.0	57.0	57.0	0.0	57.0
Probation	1,242.0	1,101.0	1,108.0	0.6	1,108.0
Public Defender	365.0	380.0	388.0	2.1	388.0
San Diego County Fire Authority	21.0	21.0	21.0	0.0	21.0
<b>Health and Human Services</b>	<b>6,317.5</b>	<b>6,320.5</b>	<b>6,403.5</b>	<b>1.3</b>	<b>6,403.5</b>
Self Sufficiency Services	2,519.0	2,517.0	2,517.0	0.0	2,517.0
Aging & Independence Services	427.0	420.0	418.0	(0.5)	418.0
Behavioral Health Services	818.0	823.0	864.0	5.0	864.0
Child Welfare Services	1,364.0	1,368.0	1,368.0	0.0	1,368.0
Public Health Services	645.5	648.5	666.5	2.8	666.5
Administrative Support	442.0	443.0	453.0	2.3	453.0
Housing & Community Development Services	102.0	101.0	117.0	15.8	117.0
<b>Land Use and Environment</b>	<b>1,487.0</b>	<b>1,531.0</b>	<b>1,587.0</b>	<b>3.7</b>	<b>1,587.0</b>
Land Use and Environment Executive Office	12.0	12.0	12.0	0.0	12.0
Agriculture, Weights and Measures	167.0	168.0	175.0	4.2	175.0
Air Pollution Control District	146.0	147.0	150.0	2.0	150.0
Environmental Health	280.0	287.0	297.0	3.5	297.0
Parks and Recreation	180.0	189.0	205.0	8.5	205.0
Planning & Development Services	195.0	216.0	223.0	3.2	223.0
Public Works	507.0	512.0	525.0	2.5	525.0



**ALL FUNDS: TOTAL STAFFING**

Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Community Services</b>	<b>910.0</b>	<b>923.0</b>	<b>875.5</b>	<b>(5.1)</b>	<b>875.5</b>
Community Services Executive Office	8.0	8.0	8.0	0.0	8.0
Animal Services	128.0	128.0	60.0	(53.1)	60.0
County Library	274.0	278.0	283.5	2.0	283.5
General Services	378.0	383.0	395.0	3.1	395.0
Purchasing and Contracting	56.0	58.0	61.0	5.2	61.0
Registrar of Voters	66.0	68.0	68.0	0.0	68.0
<b>Finance and General Government</b>	<b>1,191.5</b>	<b>1,195.5</b>	<b>1,202.5</b>	<b>0.6</b>	<b>1,202.5</b>
Finance and General Government Group Executive Office	21.0	21.0	23.0	9.5	23.0
Board of Supervisors	56.0	56.0	56.0	0.0	56.0
Assessor/Recorder/County Clerk	410.5	410.5	410.5	0.0	410.5
Treasurer-Tax Collector	123.0	123.0	123.0	0.0	123.0
Chief Administrative Office	15.5	15.5	15.5	0.0	15.5
Auditor and Controller	235.5	237.5	238.5	0.4	238.5
County Technology Office	17.0	17.0	15.0	(11.8)	15.0
Civil Service Commission	4.0	4.0	4.0	0.0	4.0
Clerk of the Board of Supervisors	28.0	28.0	28.0	0.0	28.0
County Counsel	140.0	140.0	145.0	3.6	145.0
Grand Jury	1.0	1.0	1.0	0.0	1.0
Human Resources	118.0	120.0	120.0	1.7	120.0
County Communications Office	22.0	22.0	23.0	4.5	23.0
<b>Total</b>	<b>17,396.0</b>	<b>17,413.0</b>	<b>17,580.5</b>	<b>1.0</b>	<b>17,580.5</b>



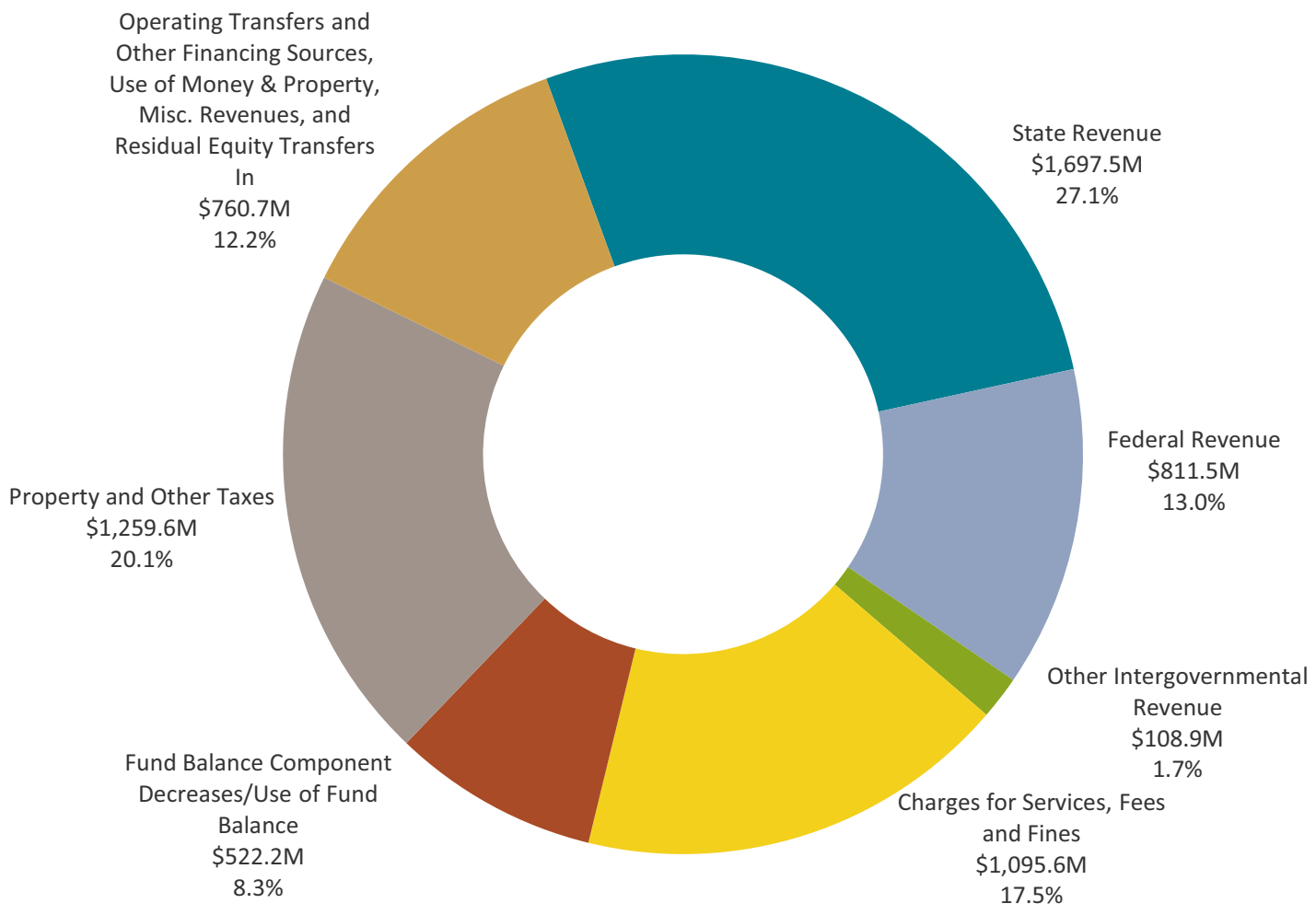


# All Funds: Total Funding Sources

## Total Funding by Source

Total resources available to support County services for **Fiscal Year 2018–19** are **\$6.26 billion**, an increase of **\$469.5 million or 8.1%** from the Fiscal Year 2017–18 Adopted Budget. Total resources decrease by \$625.3 million or 10.0% to \$5.63 billion in Fiscal Year 2019–20. For Fiscal Year 2018–19, the combination of State Revenue (\$1.7 billion), Federal Revenue (\$811.5 million) and Other Intergovernmental Revenue (\$108.9 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 12.2% of the funding sources (\$760.7 million). Another 17.5% (\$1.1 billion) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 8.3% (\$522.2 million) of the funding sources.

### Total Funding by Source Fiscal Year 2018-19: \$6.26 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

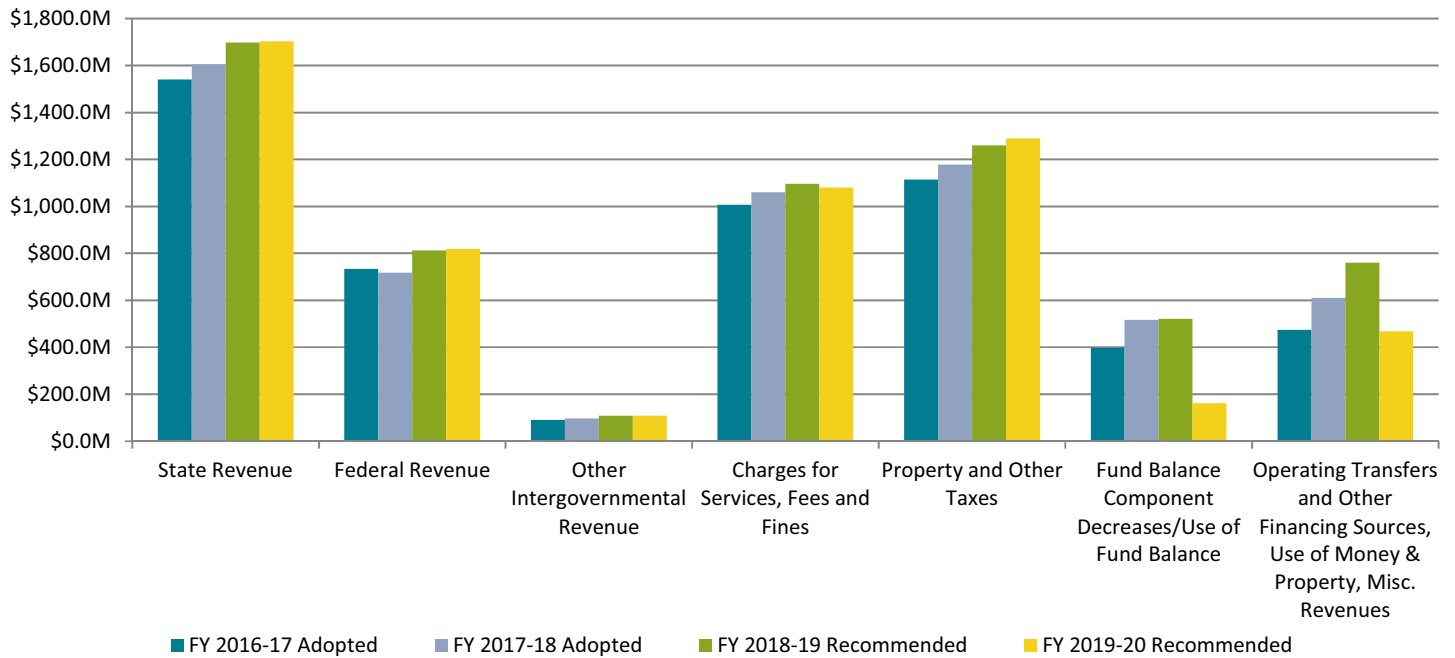
revenues account for 20.1% (\$1.3 billion) of the financing sources for the County’s budget. The majority of the revenues in this category (95.1%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.



**ALL FUNDS: TOTAL FUNDING SOURCES**

Total Funding by Source (in millions)					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Program Revenue	\$ 3,828.2	\$ 4,071.2	\$ 4,414.1	8.4	\$ 4,118.1
Fund Balance Component Decreases/Use of Fund Balance	398.2	516.0	522.2	1.0	162.1
General Purpose Revenue	1,133.7	1,199.2	1,319.6	10.0	1,350.4
<b>Total</b>	<b>\$ 5,360.1</b>	<b>\$ 5,786.4</b>	<b>\$ 6,255.9</b>	<b>8.1</b>	<b>\$ 5,630.6</b>

**Total Funding by Source**  
Fiscal Years 2016-17 through 2019-20





Total Funding by Source (in millions)						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
State Revenue	\$ 1,540.1	\$ 1,605.1	\$ 1,697.5	5.8	\$ 1,702.8	
Federal Revenue	734.3	718.9	811.5	12.9	818.6	
Other Intergovernmental Revenue	90.6	97.4	108.9	11.8	108.6	
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues	475.0	610.7	760.7	24.5	468.7	
Charges for Services, Fees and Fines	1,007.6	1,059.7	1,095.6	3.4	1,079.9	
Property and Other Taxes	1,114.4	1,178.7	1,259.6	6.9	1,290.0	
Fund Balance Component Decrease	8.5	69.4	95.6	37.9	45.3	
Use of Fund Balance	389.7	446.6	426.6	(4.5)	116.8	
<b>Total</b>	<b>\$ 5,360.1</b>	<b>\$ 5,786.4</b>	<b>\$ 6,255.9</b>	<b>8.1</b>	<b>\$ 5,630.6</b>	

## Overall Change

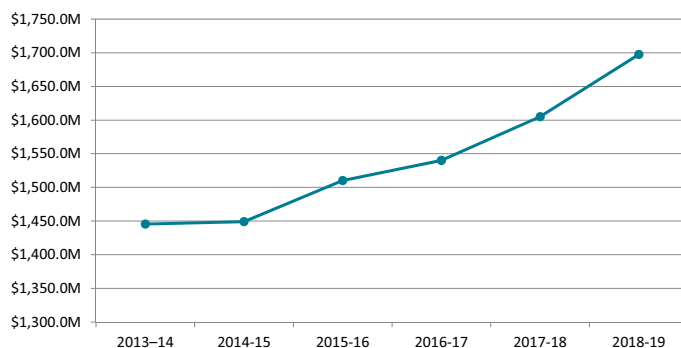
In the Total Funding by Source table, the \$469.5 million increase in the Fiscal Year 2018–19 Recommended Budget shows increases in total funding sources. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

## Change by Source

### State Revenue

State Revenue **increases by \$92.4 million or 5.8%** overall in Fiscal Year 2018–19. The increases in State Revenue are in the Health and Human Services Agency (HHSA) of \$49.6 million, in the Land Use and Environment Group (LUEG) of \$32.1 million, in the Public Safety Group (PSG) of \$20.4 million and in the Community Services Group (CSG) of \$0.2 million. These are offset by a decrease in the Capital Program of \$9.9 million. The increase of \$66.9 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 \$25.5 million primarily in LUEG in the Department of Public Works (DPW) due to an increase of \$35.2 million for increase in transportation funding from the Road Repair and Accountability Act of 2017 and for anticipated gas tax receipts from the Highway User Tax Account, in PSG due to an increase of \$5.3 million in the Proposition 172 Fund, which supports regional law enforcement services and in CSG due to an increase of \$0.2 million in the Department of General Services (DGS) for Courts facilities maintenance. These are offset by a \$9.9 million decrease in the Capital Program for one-time expenditures and a \$5.3 million decrease in LUEG in Air Pollution Control District for mobile incentives.

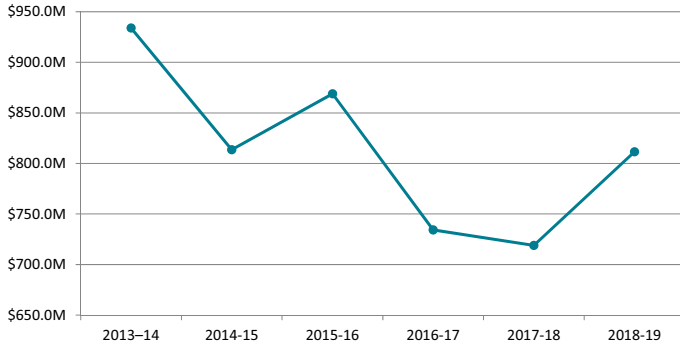




**Federal Revenue**

Federal Revenue **increases by a net of \$92.6 million or 12.9%** overall in Fiscal Year 2018–19. Of the increases in Federal Revenue, \$92.8 million are in the General Fund which is described in the next section.

**All Funds:**  
Federal Revenue History

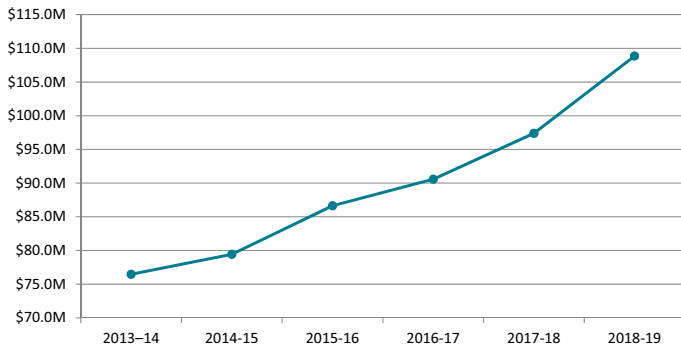


The overall decrease of \$0.2 million outside of the General Fund includes a \$1.3 million increase in the Capital Program for one-time expenditures, offset by a \$1.0 million decrease in LUEG for DPW due to completed construction work under the Federal Highway Planning and Construction for Federal Highway Administration projects in the Road Fund and a \$0.5 million decrease in PSG for the Sheriff’s Department in the Asset Forfeiture Fund.

**Other Intergovernmental Revenue**

Other Intergovernmental Revenue **increases by a net of \$11.5 million or 11.8%** overall in Fiscal Year 2018–19. Of the increases, \$13.2 million are in the General Fund.

**All Funds:**  
Other Intergovernmental Revenue History

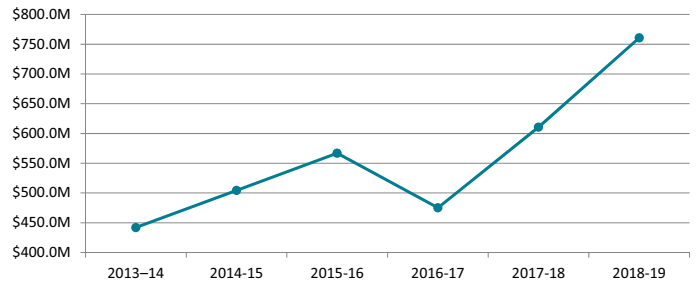


The overall decrease of \$1.7 million outside the General Fund is due to a \$2.9 million decrease in the Capital Program for one-time expenditures. This is partially offset by a \$1.0 million increase in LUEG for APCD due to revenues received from the Department of Motor Vehicles in the Air Quality Improvement Trust Fund and a \$0.2 million increase in HHS in Public Health Services due to an increase in residential ambulance transport services.

**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 of \$150.0 million or 24.5%** overall in Fiscal Year 2018–19.

**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 \$131.0 million or 25.0%** of which \$10.4 million is in the General Fund. The most significant change outside of the General Fund include increases of \$132.2 million in the Capital Program for one-time projects. In CSG, the \$1.7 million increase is primarily in DGS due to one-time projects and non-billable project management services provided to County departments. In PSG, the \$0.5 million increase is due to an increase in funds to be transferred from the Sheriff’s Jail Commissary Enterprise Fund to the Inmate Welfare Fund. In FGG, the \$0.1 million increase in Information Technology ISF is primarily due to increases in enterprise-wide license costs. The decrease of \$13.9 million in LUEG is primarily in DPW due to the completed advance from the General Fund to the Road Fund for future maintenance and road rehabilitation projects.
- ◆ Revenue from Use of Money & Property **increases by \$19.8 million or 53.3%** in Fiscal Year 2018–19. The General Fund increases by \$16.6 million. Outside of the General Fund, an increase of \$1.8 million is in LUEG mainly for increases in rents and leases, parking lot use and landing fees in County Airports, vehicle usage rental revenue in the Equipment ISF program and interest on deposits in DPW, \$1.0 million in Finance Other is due to anticipated higher interest earnings in the Employee Benefits ISF and Public Liability ISF, \$0.3 million in the PSG Executive Office is due to increase in interest on deposits, and \$0.1 million in the Edgemoor Development Fund is due to increase in renegotiated rents and leases.



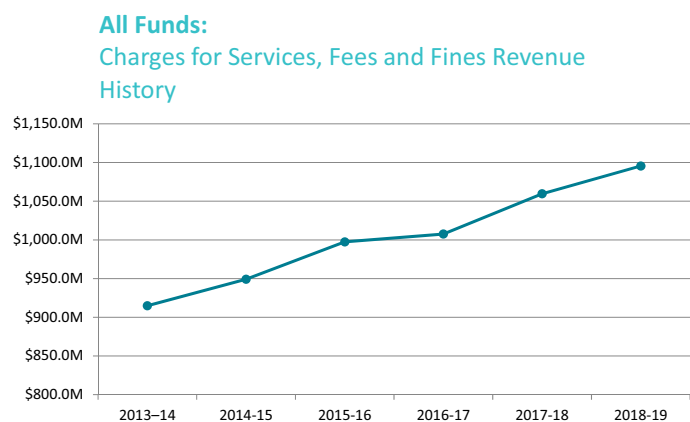


◆ Miscellaneous Revenues **decrease by a net of \$0.9 million or 1.8%** in Fiscal Year 2018–19. The General Fund decreases by \$4.0 million. An increase of \$3.1 million outside of the General Fund primarily includes an increase of \$1.7 million in PSG for Sheriff’s Jail Stores Commissary Enterprise Fund due to increased sales of commissary goods to inmates, an increase of \$0.7 million in CSG primarily due to donations from fundraisers for the new Borrego Springs Library and an increase of \$0.7 million in LUEG mainly due to increase in tribal grant funded projects in the Road Fund.

◆ Fines, Forfeitures & Penalties **increase by a net \$0.7 million or 1.6%** in Fiscal Year 2018–19. There is an overall \$1.3 million increase in the General Fund. A \$0.6 million decrease outside of the General Fund is in PSG for the Public Safety Group Executive Office due to decrease in penalty assessment revenue.

### Charges for Services, Fees and Fines

Charges for Services, Fees and Fines **increase by a net of \$35.9 million or 3.4%** overall in Fiscal Year 2018–19.

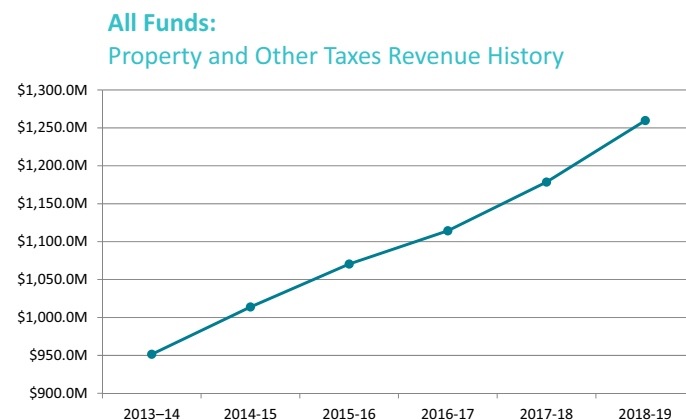


◆ Charges for Current Services **increase by a net of \$34.3 million or 3.6%** in Fiscal Year 2018–19. There is an overall decrease of \$0.5 million in the General Fund. Outside of the General Fund, the overall increase is \$34.8 million. An increase of \$14.2 million is in CSG primarily for DGS due to an increase of cost of services provided to client departments, \$12.1 million in FG is due to increases in departmental IT operation and maintenance costs, \$6.7 million is in LUEG primarily for DPW due to increases in sewer service charges in the Sanitation District and in solid waste tonnage fees, \$1.2 million is in Finance Other primarily for the Public Liability ISF due to an increased in contingency reserve and \$0.7 million is in HSA for Public Health Services for increased non-residential ambulance transports fees. These are partially offset by a \$0.1 million decrease in PSG for the San Diego County Fire Authority due to a decrease in collection of special taxes related to fire and emergency services.

◆ Licenses, Permits & Franchises **increase by \$0.9 million or 1.5%** in Fiscal Year 2018–19. There is an overall \$0.8 million increase in the General Fund. A \$0.1 million increase outside of the General Fund is in LUEG due to passenger facility charges in the Airport Enterprise Fund.

### Property and Other Taxes

Property and Other Taxes **increase by \$80.9 million or 6.9%** in Fiscal Year 2018-19.



The overall increase of \$79.1 million is in the General Fund. Outside of the General Fund, there is an increase of \$1.8 million. The increase of \$1.2 million in CSG is for the County Library due to increased property tax revenue, \$0.4 million in LUEG is primarily for DPW due to projected taxes from property owners for the Street Lighting District and the Flood Control District, \$0.1 million in HSA is for Public Health Services to support services in CSA 17 and 69, and \$0.1 million in PSG is for San Diego County Fire Authority due to an increase in property tax apportionments.

### Fund Balance Component Decreases

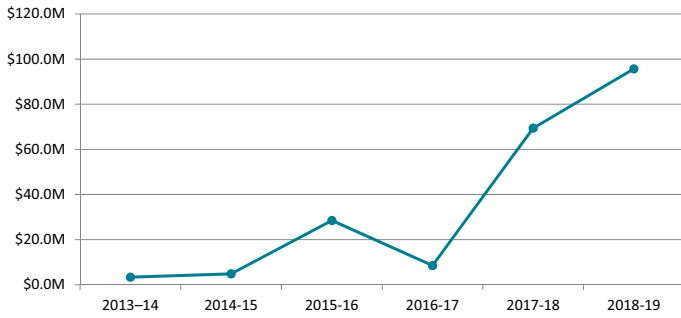
The Use of Fund Balance Component Decreases **increase by a net \$26.2 million or 37.9%** in Fiscal Year 2018-19.

The increase of \$39.3 million in the General Fund is primarily due to drawing on the fund balance committed to Capital Project Funding to be used for capital projects on the Capital Improvement Needs Assessment (CINA). The decrease of \$13.0 million outside of the General Fund is in DPW due to major maintenance projects in the Road Fund.

The total Fund Balance Component Decrease of \$95.6 million in Fiscal Year 2018–19 consists of \$57.3 million for Capital projects approved the Board on the CINA, \$25.4 million for Pension Obligation Bonds, \$11.5 million draw on committed realignment, \$0.8 million draw from Assigned to Hall of Justice Lease Payment and \$0.7 million draw on the Sheriff’s Capital Projects commitment (see more detail in the General Fund Use of Fund Balance/ Fund Balance Component Decreases section).



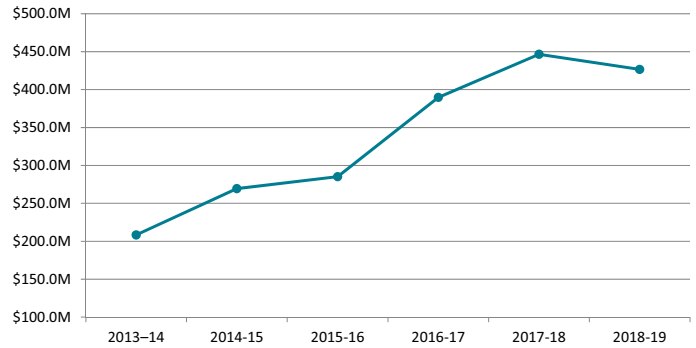
All Funds:  
Fund Balance Component Decreases Revenue  
History



### Use of Fund Balance

Finally, the Use of Fund Balance **decreases by a net of \$20.0 million or 4.5%** in Fiscal Year 2018–19. There is an increase of \$10.4 million in the General Fund as described in the next section.

All Funds:  
Use of Fund Balance Revenue History



Outside of the General Fund, there is a decrease of \$30.4 million due to a \$23.8 million decrease in LUEG primarily due to a decrease in DPW for the completion of an advance from the General Fund for road improvement projects, a \$6.4 million decrease in CSG due to the Fleet Management ISF Countywide replacement acquisition program and a \$0.2 million decrease in PSG primarily in the PSG Executive Office due to the completion of funding for one-time projects supporting regional law enforcement services in the Proposition 172 Special Revenue Fund.



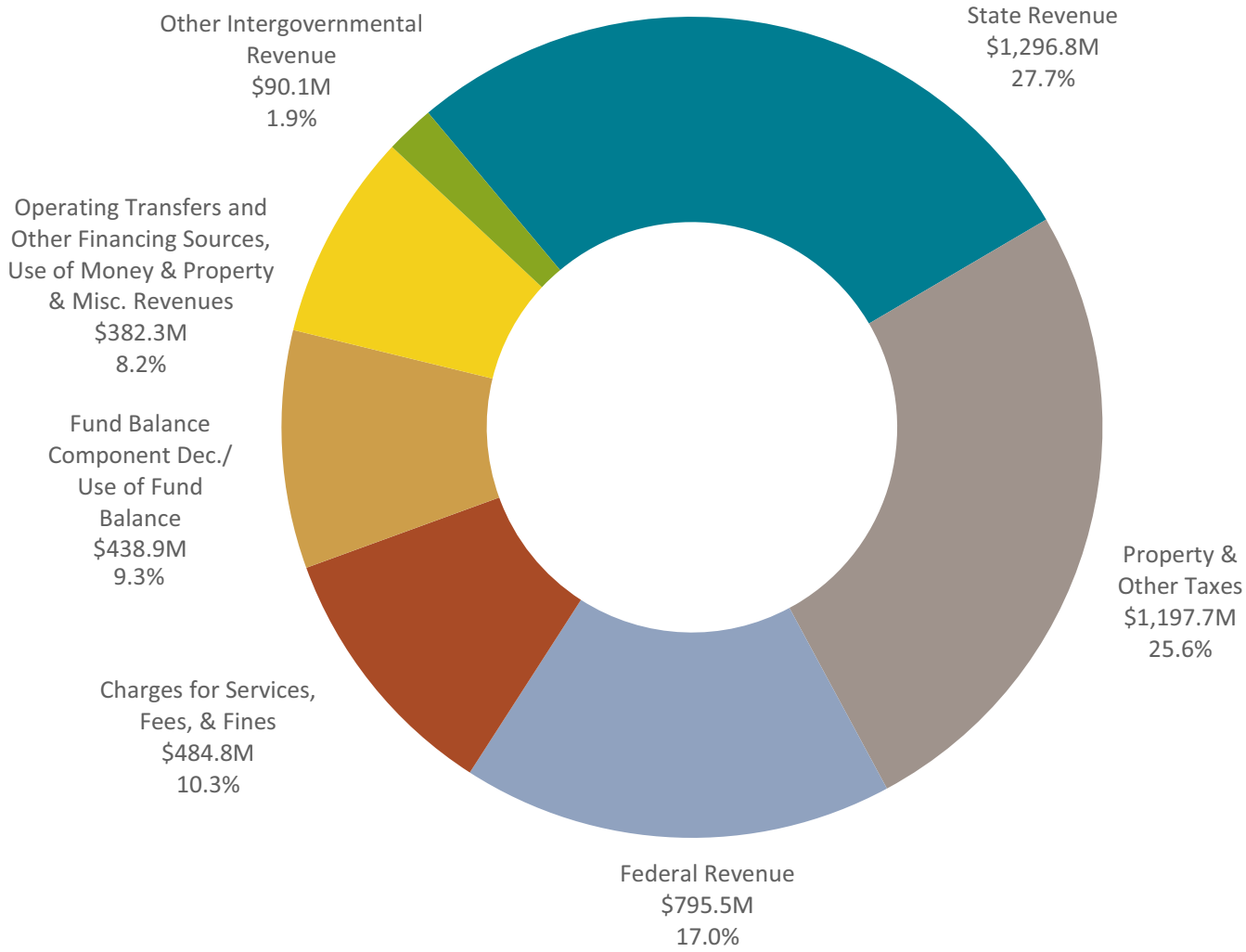


# General Fund

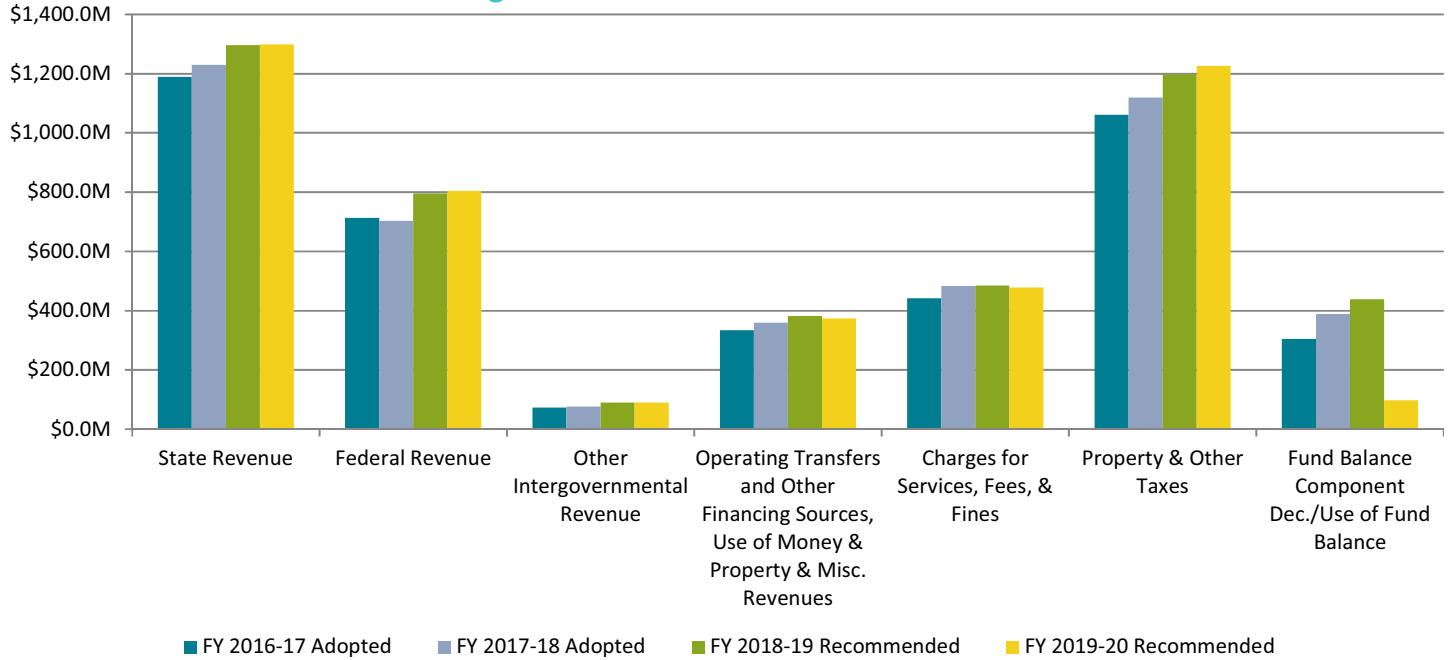
## Overview of General Fund Financing Sources

The General Fund is the County’s largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this Recommended Operational Plan, General Fund Financing Sources **total \$4.69 billion for Fiscal Year 2018–19, a \$326.3 million or 7.5% increase** from the Fiscal Year 2017–18 Adopted Budget. In comparison, the ten-year average annual growth rate through Fiscal Year 2017–18 was 2.2%. General Fund Financing Sources decrease by \$318.1 million or 6.8% in Fiscal Year 2019–20 primarily due to reduction in the use of one-time resources.

### General Fund Financing Sources Fiscal Year 2018–19: \$4.69 billion



### General Fund Financing by Sources Fiscal Years 2016-17 through 2019-20



General Fund Financing Sources (in millions)						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
State Revenue	\$ 1,188.9	\$ 1,229.9	\$ 1,296.8	5.4	\$ 1,299.0	
Federal Revenue	713.0	702.6	795.5	13.2	803.9	
Other Intergovernmental Revenue	72.9	76.9	90.1	17.1	90.0	
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	334.9	359.3	382.3	6.4	373.8	
Charges for Services, Fees, & Fines	441.4	483.2	484.8	0.3	477.8	
Property & Other Taxes	1,061.4	1,118.6	1,197.7	7.1	1,226.6	
Fund Balance Component Decreases	0.4	56.4	95.6	69.6	45.3	
Use of Fund Balance	304.2	332.9	343.3	3.1	51.7	
<b>Total</b>	<b>\$ 4,117.1</b>	<b>\$ 4,359.8</b>	<b>\$ 4,686.1</b>	<b>7.5</b>	<b>\$ 4,368.0</b>	

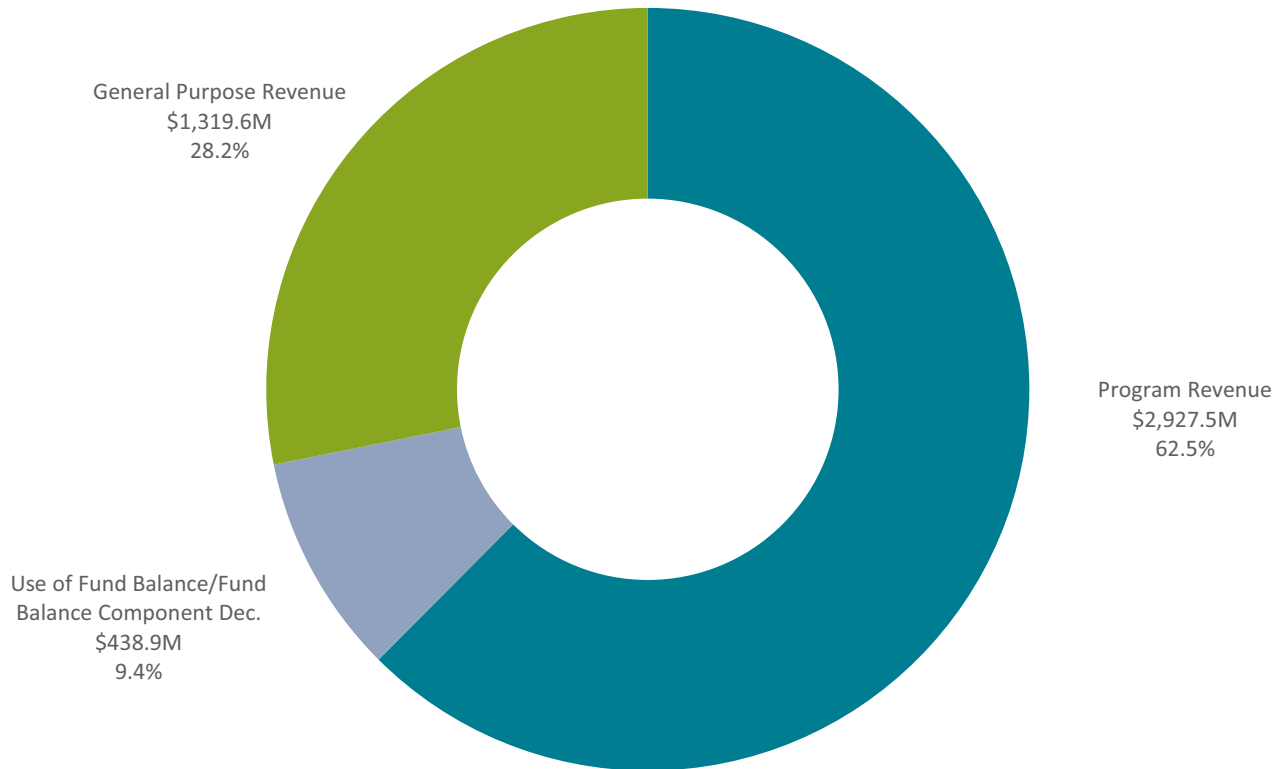


## General Fund Financing Sources by Category

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

In Fiscal Year 2018–19, Program Revenue increases by \$156.1 million or 5.6%, the Fund Balance Component Decreases/Use of Fund Balance increases by \$49.7 million or 12.8% and General Purpose Revenue (GPR) increases by \$120.4 million or 10.0% from the Fiscal Year 2017–18 Adopted Budget.

### General Fund Financing Sources by Category Fiscal Year 2018-19: \$4.69 billion



General Fund Financing Sources by Category (in millions)

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Program Revenue	\$ 2,678.8	\$ 2,771.4	\$ 2,927.5	5.6	\$ 2,920.6
Use of Fund Balance/Fund Balance Component Decreases	304.6	389.2	438.9	12.8	97.0
General Purpose Revenue	1,133.7	1,199.2	1,319.6	10.0	1,350.4
<b>Total</b>	<b>\$ 4,117.1</b>	<b>\$ 4,359.8</b>	<b>\$ 4,686.1</b>	<b>7.5</b>	<b>\$ 4,368.0</b>

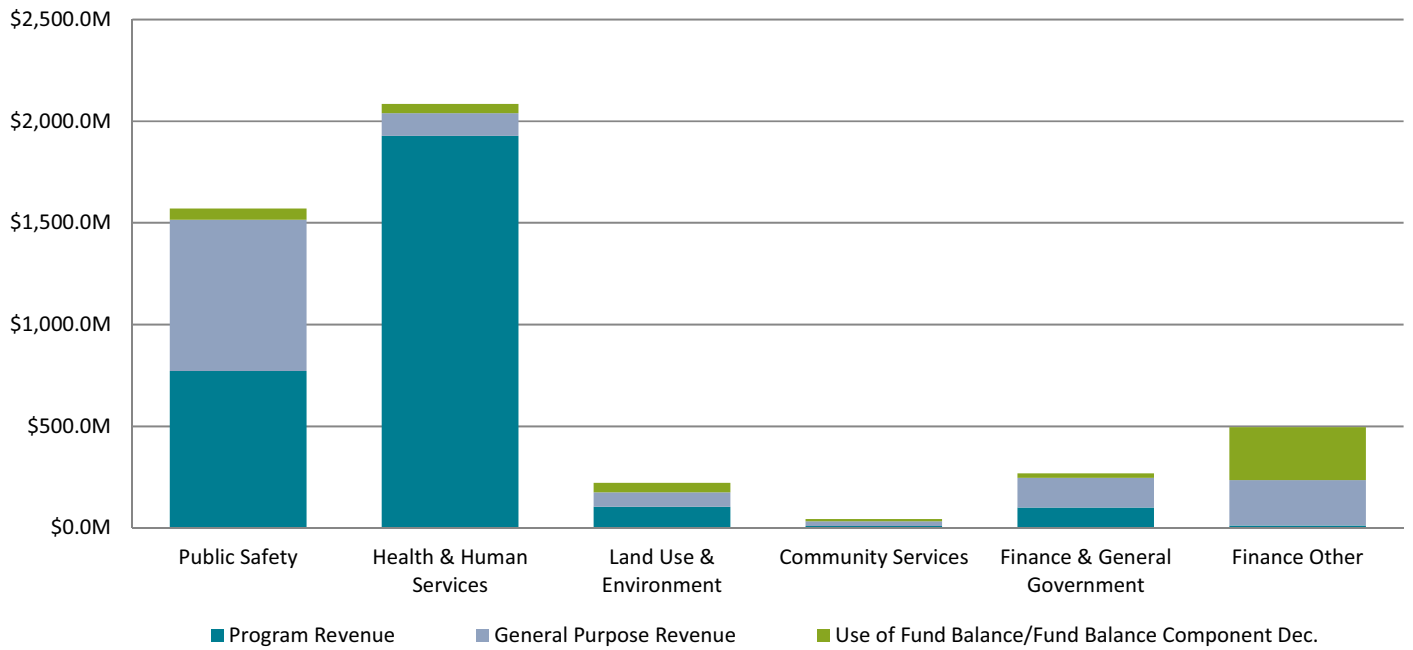
In Fiscal Year 2019-20, GPR increases by 2.3% (\$30.8 million), Program Revenue decreases by 0.2% (\$6.9 million) and the planned Use of Fund Balance declines by 77.9% (\$341.9 million).

Uses of fund balance in Fiscal Year 2019-20 are tentative and subject to revision during the next Operational Plan development cycle.

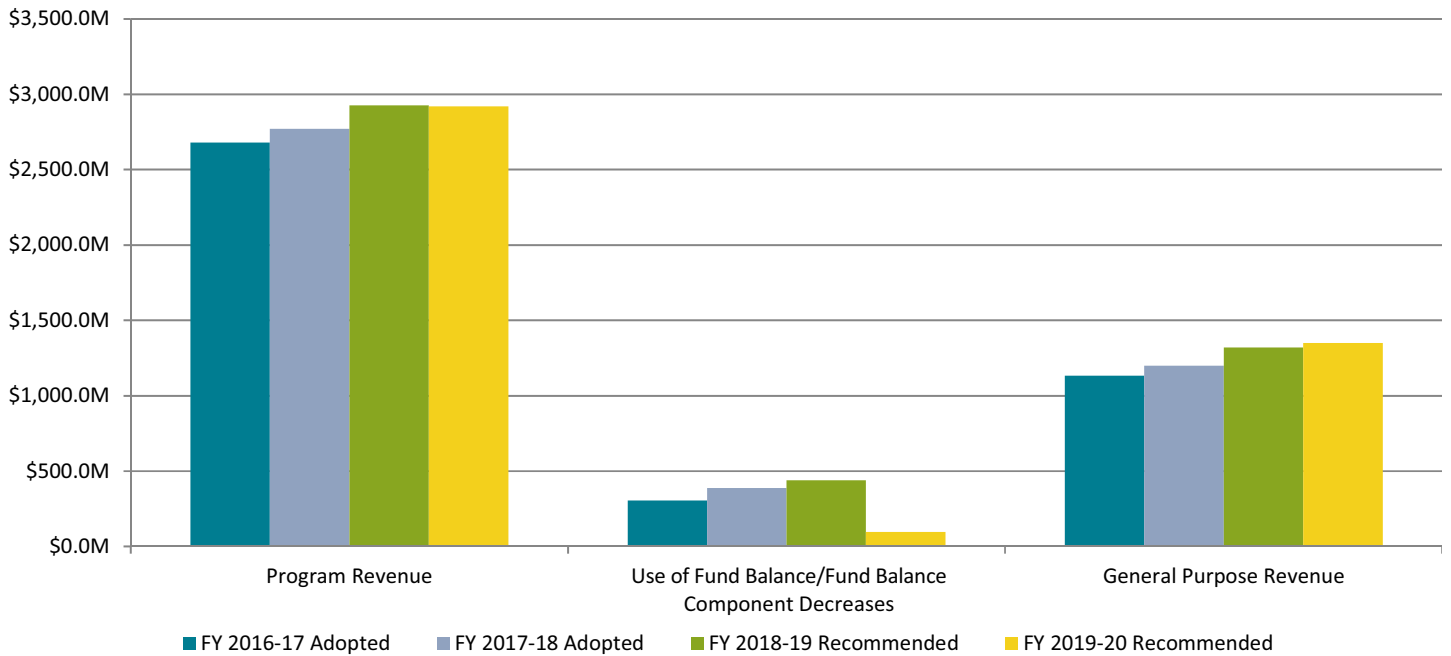




### General Fund Financing by Group and Category Fiscal Year 2018-19: \$4.69 billion



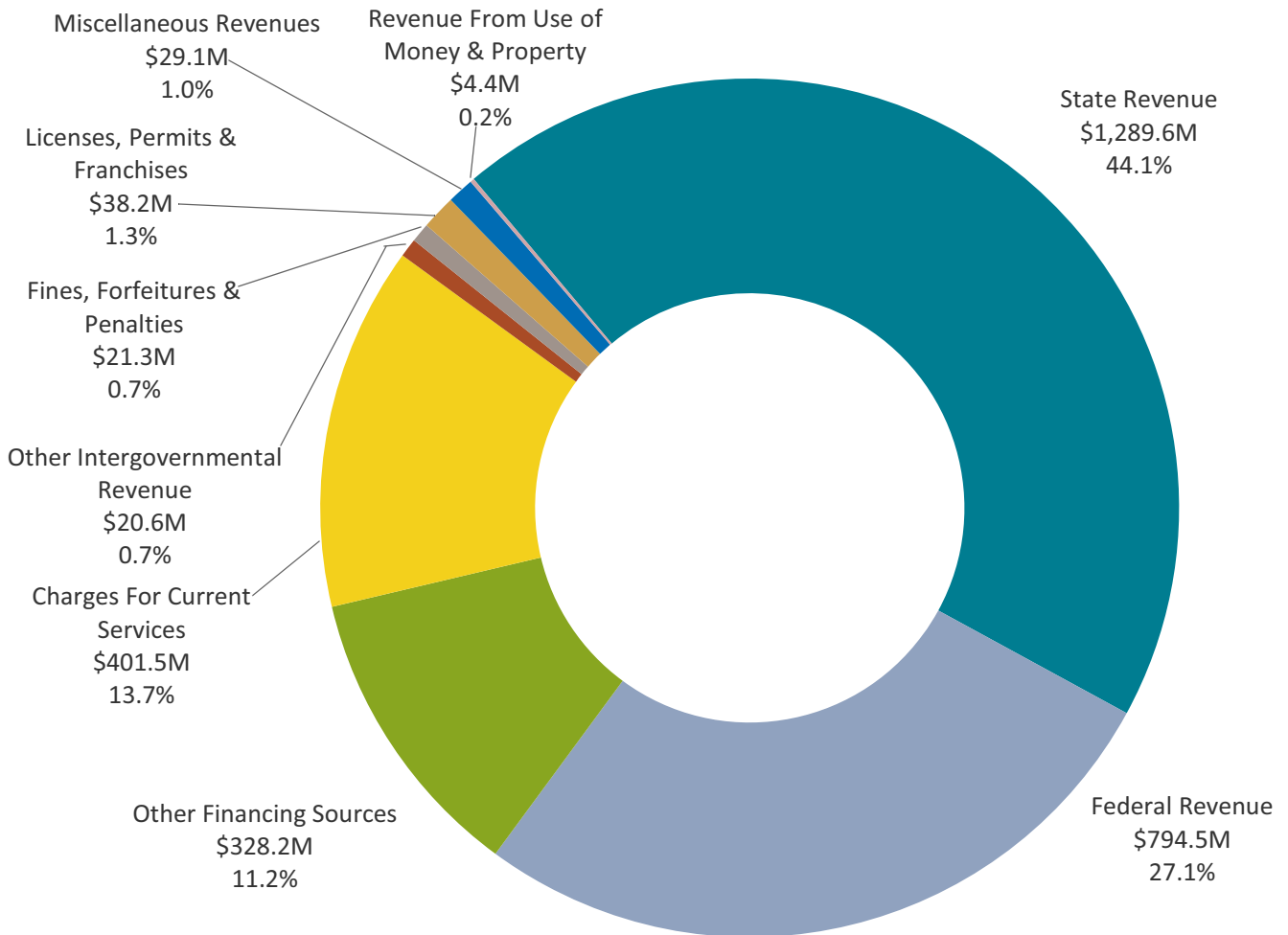
### General Fund Financing Sources by Category Fiscal Years 2016-17 through 2019-20



## 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 62.5% of General Fund financing sources in Fiscal Year 2018-19, and is derived primarily from State and federal subventions and grants, and from charges and fees earned by specific programs. Of the County's Program Revenue, the Health and Human Services Agency manages 65.9%, the Public Safety Group manages 26.4% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 5.6% (\$156.1 million) from the Fiscal Year 2017-18 Adopted Budget compared to an average annual growth for the last ten years of 1.6%.

### General Fund Program Revenue by Source Fiscal Year 2018-19: \$2.93 billion



General Fund Program Revenue by Source (in millions)					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
State Revenue	\$ 1,181.7	\$ 1,222.8	\$ 1,289.6	5.5	\$ 1,291.8
Federal Revenue	712.1	701.7	794.5	13.2	802.9
Other Financing Sources	300.0	317.8	328.2	3.3	321.8
Charges For Current Services	364.2	402.0	401.5	(0.1)	397.2
Other Intergovernmental Revenue	32.2	34.1	20.6	(39.7)	20.5
Fines, Forfeitures & Penalties	23.9	20.8	21.3	2.4	17.5
Licenses, Permits & Franchises	34.5	37.4	38.2	2.1	39.1
Miscellaneous Revenues	26.4	31.1	29.1	(6.3)	25.7
Revenue From Use of Money & Property	3.8	3.7	4.4	20.1	4.0
<b>Total</b>	<b>\$ 2,678.8</b>	<b>\$ 2,771.4</b>	<b>\$ 2,927.5</b>	<b>5.6</b>	<b>\$ 2,920.6</b>

### General Fund Change in Program Revenue

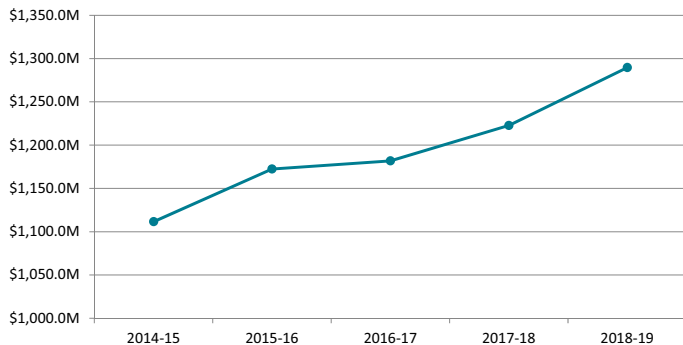
The \$156.1 million increase in Program Revenue in the Fiscal Year 2018-19 Adopted Budget is the result of increases and decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

### General Fund Change in Program Revenue by Source

#### State Revenue

State Revenue **increases by \$66.8 million or 5.5%.**

General Fund Program Revenue:  
State Revenue History



There is an overall net increase of \$49.6 million in the Health & Human Services Agency (HHS) primarily due to increases in Realignment revenue to fund the County’s statutory increase to

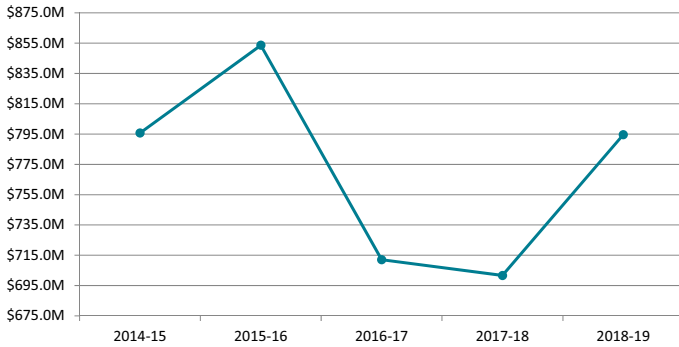
the In-Home Supportive Services (IHSS) Maintenance of Effort; projected statewide sales tax receipts and vehicle license fees that are dedicated for health and human service programs to support Salaries & Benefits and increase to contracted services, due to the implementation of the Drug Medi-Cal Organized Delivery System; and Mental Health Services Act (MHSA) revenue to align with program needs. An overall net increase of \$15.1 million is included in Public Safety Group (PSG) primarily in the Probation Department due to allocations from the Enhancing Law Enforcement Activities Subaccount (ELEAS) Fund for juvenile activities and the Youth Offender Block Grant to support youth rehabilitation programs and supervisory services, and in the Sheriff’s Department from the Local Revenue Fund 2011, Community Corrections Subaccount due to increased costs for required retirement contributions and negotiated labor agreements, costs for the housing and training of County inmates participating in State operated fire camps, and costs to suppress juvenile delinquency and gang violence. An overall net increase of \$2.2 million is included in Land Use and Environmental Group (LUEG) primarily in Agriculture, Weights and Measures due to increased Unclaimed Gas Tax and Pesticide Mill Assessment revenue, and in the Department of Parks and Recreation due to an increase in grant revenue for the Tijuana River Valley Regional Park campground studies and the Brown fill restoration.



## Federal Revenue

Federal Revenue **increases by a net of \$92.8 million or 13.2%.**

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



The net increase of \$94.3 million in HHSA is primarily associated with the implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS), in Short Doyle Medi-Cal revenue to align with program trends and increased rates for outpatient mental health services, and revenues tied to the negotiated health benefit contribution increase for IHSS home care workers.

The net decrease in PSG of \$1.2 million includes a decrease of \$1.0 million in the Probation department primarily due to a decrease in Foster Care Assistance revenue, a decrease of \$0.4 million in District Attorney for the DUI Vertical Prosecution program to align with projected allocations, and a decrease of \$0.2 million in San Diego County Fire Authority due to the expiration of the Community Development Block Grant program; offset by an increase of \$0.4 million in the Sheriff's Department mainly for the Urban Areas Security Initiative Grant, Homeland Security Grant Program and the Operation Stonegarden Grant Program.

The net decrease in LUEG of \$0.2 million is primarily in the Department of Agriculture, Weights and Measures due to reduction in funding for various programs.

## Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of \$10.4 million or 3.3%.**

The net increase of \$10.4 million in PSG is primarily in the Sheriff's Department (\$11.5 million) due to projected receipts and an increase in Operating Transfers from the Proposition 172 Fund, to support regional law enforcement and detention services and from the Asset Forfeiture Fund and Inmate Welfare Fund. This is offset by a decrease of \$1.3 million in the District Attorney's use of the Proposition 172 Fund due to the completion of one-time projects. More information about Proposition 172 funding appears in the following section.

## Charges For Current Services

Charges For Current Services **decreases by a net of \$0.5 million or 0.1%.** Revenues decrease by \$11.3 million in CSG and \$2.5 million in HHSA, offset by increases of \$7.7 million in FGG, \$3.0 million in PSG and \$2.6 million in LUEG.

- ◆ In CSG, the net decrease of \$11.3 million includes a decrease of \$12.7 million in the Department of Animal Services due to expiration of service agreements with six contract cities, and a \$0.2 million decrease in Community Services Group Executive Office due to a reduction in Cost Allocation Plan revenue from billable departments; offset by an increase of \$1.6 million in the Registrar of Voters as a result of a greater number of billable jurisdictions participating in the 2018 Gubernatorial General Election.
- ◆ In HHSA, the net decrease of \$2.5 million is primarily in Administrative Support (\$2.8 million) related to Intergovernmental Transfer (IGT) revenue funding one-time IT project costs and in Self-Sufficiency Services (\$1.0 million) to align third party reimbursement revenue to current collection trends for the County Medical Services (CMS) program; partially offset by an increase in Behavioral Health Services (\$1.0 million) due to additional IGT revenue to support increases in Salaries & Benefits in the Edgemoor Distinct Part Skilled Nursing Facility and an increase in Public Health Services (\$0.3 million) in Emergency Medical Services (EMS) fees.
- ◆ In FGG, the net increase of \$7.7 million includes an increase of \$6.0 million in the Assessor/Recorder/County Clerk primarily due to anticipated costs in contracted services for restoration and preservation of old books and recorder microfilm and major maintenance costs for remodeling at various locations; increase of \$1.2 million in County Counsel due to continued workload increases in real estate transactions, developer-related land use matters, constitutional claims, and child welfare matters; and a \$0.4 million increase in Treasurer-Tax Collector due to re-categorization of revenues offset by decreases for the completion of one-time IT projects.
- ◆ In PSG, the net increase of \$3.0 million includes a \$6.4 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, and in the Local Revenue Fund 2011, Trial Court Security Subaccount, Growth Special Account and Supplemental Account based on estimates included in the Fiscal Year 2018-19 Governor's Proposed Budget; offset by a decrease of \$1.8 million in the PSG Executive Office to align anticipated levels of revenue received in Contributions for Trial Courts; the \$1.1 million decrease in Probation (\$0.9 million) and Public Defender (\$0.2 million) are due to state legis-



lation which eliminated juvenile fees as of January 1, 2018; and a \$0.5 million decrease in Medical Examiner due to the elimination of the fees for decedent transportation.

- ◆ In LUEG, the net increase of \$2.6 million includes an increase of \$1.2 million in the Department of Planning & Development Services due to increased demand for services, approved increase in charges for various land development projects in the county, building plan check fees and internal agreement charges to other non-General Fund county departments; \$1.0 million in the Department of Environmental Health primarily in the Vector Control Program Benefit Assessment Funds; and \$0.4 million in the Department of Parks and Recreation due to additional revenue from park services, camping and recreational programs.

### Other Intergovernmental Revenue

Other Intergovernmental Revenue **decreases by a net of \$13.5 million or 39.7%**. A net decrease of \$6.3 million in PSG is a result of decreases in the Sheriff's Department primarily from the re-categorization of the Poway Redevelopment Trust Fund and the Centre City Redevelopment Agreement Trust Fund to General Purpose Revenue. A net decrease of \$4.5 million in Finance Other (FO) and \$2.2 million in FGG (Executive Office) is due to the re-categorization of the Centre City Redevelopment Agreement Trust Fund to General Purpose Revenue. A net decrease of \$0.5 million in HHS is a result of a decrease in Housing & Community Development Services, primarily in Aid from Housing Authority, due to the elimination of funding for one-time projects.

### Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **increases by a net of \$0.5 million or 2.4%**, primarily in PSG in the Sheriff's Department (\$0.8 million) due to an increase in planned expenditures for the Cal-ID program.

### Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by \$0.8 million or 2.1%**. A net increase of \$3.4 million in LUEG is due to an increase of \$2.0 million in the Department of Environmental Health from permit fee revenue, industry growth and the Fiscal Year 2018–19 Cost Recovery Proposal, \$1.2 million in the Department of Planning & Development Services due to increased demand for services, and approved increases in building permit fees, partially offset by fee waiver permits, and a \$0.3 million increase in the Department of Agriculture, Weights and Measures primarily in fee revenue from the Hazardous Materials program that was not included in Fiscal Year 2017-18 and adjustment fees in the Pest Exclusion and Weight & Measures programs. This is offset by a

net decrease of \$1.4 million in CSG in the Department of Animal Services due to loss of revenue from residents served under expiring contracts with local cities and a net decrease of \$1.2 million in FGG in the County Communication Office from Public Educational Governmental (PEG) Access Fee revenue primarily due to the removal of one-time capital expenditures for CNC TV production equipment.

### Miscellaneous Revenues

Miscellaneous Revenues **decreases by a net of \$2.0 million or 6.3%**.

A net decrease of \$2.0 million in PSG is related to a decrease of \$1.9 million in the Sheriff's Department primarily in the RCS Replacement Trust Fund for planned expenditures, and a decrease of \$0.1 million in the San Diego County Fire Authority due to technical adjustment to align revenue with anticipated actuals.

### Revenue from Use of Money & Property

Revenue from Use of Money & Property **increases by \$0.8 million or 20.1%**. This is primarily due to increases in PSG in the Sheriff's Department to realign revenue to the correct account and an increase in anticipated revenue in the RCS program.

### 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 (**\$655.7 million in Fiscal Year 2018-19 and \$658.6 million in Fiscal Year 2019-20**) 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.



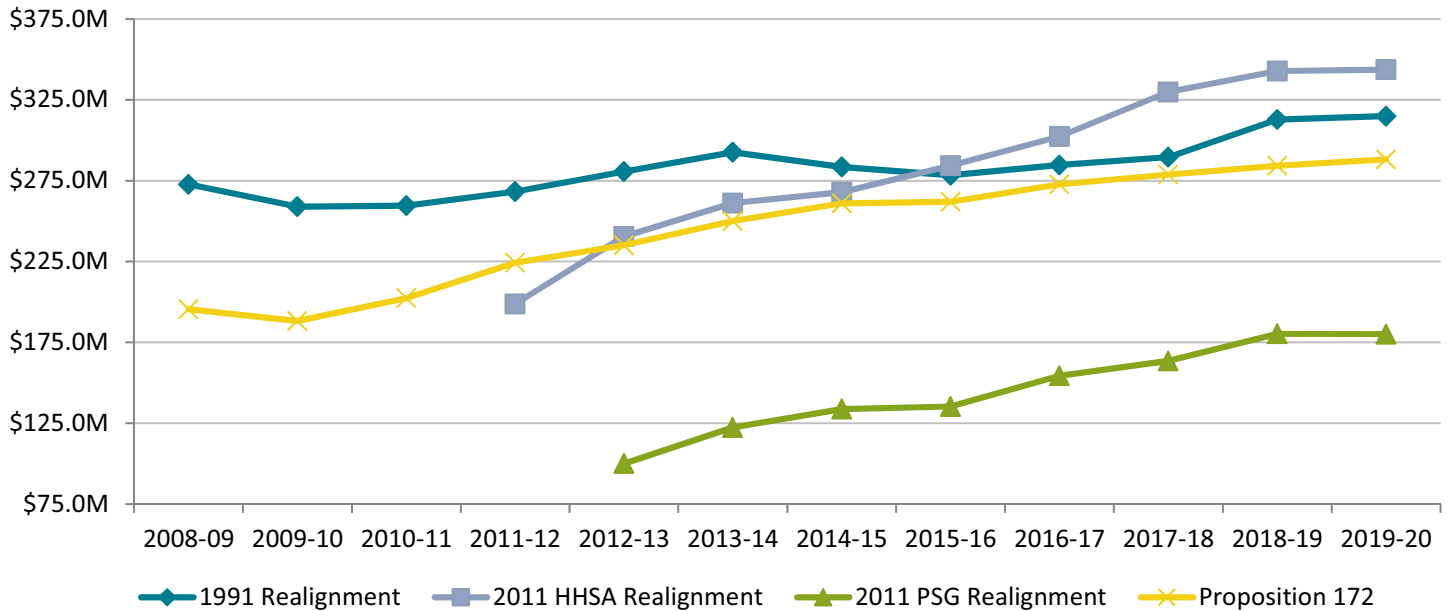
For Fiscal Year 2018–19, it is projected that 31.5% of the HHSAs’ General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010–11, the last year prior to the implementation of 2011 Realignment. These revenues are projected to increase by 5.9% (\$36.3 million) compared to the Fiscal Year 2017–18 budget (\$619.4 million) to align with projected statewide sales tax and vehicle license fees. This assumes an underlying statewide sales tax growth rate of 4.6%

and vehicle license fees growth rate of 5.1% in Fiscal Year 2018–19 compared to anticipated Fiscal Year 2017-18 statewide receipts. A modest growth of 0.4% (\$2.9 million) is anticipated for Fiscal Year 2019–20.

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 2008-09 to Fiscal Year 2019-20



Note: Fiscal Year 2008–09 to 2016–17 figures represent actual revenues. Fiscal Year 2017–18 through Fiscal Year 2019–20 figures represent projected revenue as included in the Fiscal Years 2018–20 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 (**\$180.3 million in Fiscal Year 2018–19 and \$180.2 million in Fiscal Year 2019–20**) 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 2018–19 by 10.3% (\$16.8 million) compared to Fiscal Year 2017–18. This

increase is based on formulaic assumptions provided by the State of California and the use of prior years’ available funds. No significant change is anticipated for Fiscal Year 2019–20.

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 (**\$284.2 million in Fiscal Year 2018–19 and \$288.2 million in Fiscal Year 2019–20**) 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 2018–19, these revenues are 1.9% (\$5.3 million) above the Fiscal Year 2017–18 budgeted amount. This assumes an underlying statewide sales tax growth rate of 2% for Fiscal Year 2018–19 as well as a slight reduction in the county pro rata share for San Diego. It is anticipated that these revenues will grow modestly in Fiscal Year 2019–20. The chart on the previous page shows the realized revenues for Proposition 172 for Fiscal Years 2008–09 through 2016–17 and projected levels for Fiscal Years 2017–18 through 2019–20.

### Tobacco Settlement Revenues

Tobacco Settlement Revenues (**\$10.4 million in Fiscal Year 2018–19 and \$10.4 million in Fiscal Year 2019–20**) as directed 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 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 deposited the net proceeds of \$412.0 million into the Tobacco Securitization Endowment Fund from the 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 restructured this securitization and added \$123.5 million to the Tobacco Securitization 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 2018–19 reflects \$4.4 million in non-securitized Tobacco Settlement funds to fund the Whole Person Wellness pilot project and \$6.0 million in Securitized Tobacco funds for Operating Transfers to fund various Health and Social Services programs. No change is proposed from the prior year.

### General Fund General Purpose Revenue

General Purpose Revenue (GPR) makes up 28.0% 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, (**\$438.95 million in Fiscal Year 2018–19 and \$51.7 million in Fiscal Year 2019–20**), represents 9.4% of General Fund Financing Sources in Fiscal Year 2018–19. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a mitigation for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations.

The Fund Balance Component Decrease of \$95.6 million in Fiscal Year 2018-19 consists of a \$57.3 million draw on fund balance committed to Capital Project Funding to be used for capital projects approved the Board on the Capital Improvement Needs Assessment (CINA), \$25.4 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, \$11.5 million draw on committed realignment for the Welfare to Work contracts for intensive case management services, for support of Alzheimer’s Project and Seniors in Crisis pilot project, for one-time negotiated labor agreements in Child Welfare Services and the Cultural Broker program, and to support one-time major maintenance and facilities projects throughout HHSA, \$0.8 million draw from fund balance assigned to support a portion of the 2009 Justice Facilities Refunding lease payment attributable to the Hall of Justice and \$0.7 million draw on the Sheriff’s Capital Projects commitment to support a portion of the cost to purchase a helicopter.

The following list details the various General Fund Use of Fund Balance budgeted for Fiscal Year 2018–19:

- ◆ Labor costs due to negotiated one-time salary and benefit payments.
- ◆ One-time funding for various trainings, education and outreach, supplies and support costs.
- ◆ Temporary support for Sheriff Academies.
- ◆ DNA Testing.
- ◆ Assessments for Historic Structures and regional assessments of emerging pests.
- ◆ Public Outreach projects (Alert SD, National Preparedness).
- ◆ County Security Initiative resources.





- ◆ One-time funding to support the Comprehensive Strategy for Juvenile Justice.
- ◆ Support related to the elimination of juvenile fees.
- ◆ Temporary support for Southwest Border Prosecution Initiative.
- ◆ Support due to loss of revenue for Sexual Violent Predator.
- ◆ One-time staffing costs at various Fire Stations.
- ◆ Fire Service Enhancements.
- ◆ Support for Contributions to Trial Court.
- ◆ One-time costs for Mentoring Youth Probationers.
- ◆ Various one-time Agricultural events and programs.
- ◆ Various one-time projects related to the Climate Action Plan (CAP).
- ◆ Housing Affordability: Establishing a Density Transfer Credit Program, a Transfer of Development Rights, or an equivalent program in the County of San Diego.
- ◆ Public Nuisance Abatements.
- ◆ Sustainable Groundwater Management Act (Phase 2), advance planning division costs.
- ◆ Polymerase Chain Reaction (PCR) Implementation.
- ◆ Alternative Water Source Program Development.
- ◆ LUEG Stakeholder and Customer Engagement Technology Strategy (SCETS).
- ◆ Tree Replacement Program.
- ◆ Startup costs for Borrego Springs Community Park and Horse Creek Ridge.
- ◆ Otay Regional Trail Alignment Environmental Study.
- ◆ Purchase of Agriculture Conservation Easements (PACE) program.
- ◆ Various one-time projects related to the Total Maximum Daily Load/Stormwater Permit.
- ◆ Interim funding for the Department of Animal Services, pending results of managed competition.
- ◆ 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, and upgrades.
  - ❖ IT Charges for Mainframe in various departments.
  - ❖ Enterprise Information Technology contracts and system upgrades.
- ◆ Various one-time facilities, maintenance and upgrades which include:
  - ❖ ADA Accessibility Improvements.
  - ❖ Emergency Operations Center break fix/upgrades.
  - ❖ Facility Assessment (County Security Initiative).
  - ❖ Flood Control District facilities condition assessment, debris control and Improvements to Flood Control facilities to address hepatitis A.
  - ❖ Pedestrian Sidewalks at select locations.
  - ❖ New Bike Lanes at select locations.
  - ❖ Keyless Motor Pool System.
- ◆ Various equipment purchase/replacement including:
  - ❖ Regional Communications System Radio replacement.
  - ❖ Security Cameras.
  - ❖ Equipment replacement (X-Ray).
  - ❖ Safety equipment acquisition and replacement.
  - ❖ Vehicle acquisition.
- ◆ Rebudgets:
  - ❖ Vehicle acquisition.
  - ❖ Various information technology initiatives.
  - ❖ Electronic charging stations.
  - ❖ Agricultural Unwanted & Hazardous Materials Collection Event.
  - ❖ Tijuana River Valley (TJRV) – Water Testing.
  - ❖ AB885 Onsite Wastewater Treatment.
  - ❖ Tribal Liaison.
  - ❖ Fire victim and Fire Rebuild fee waivers.
  - ❖ Multiple Species Conservation Program funding.
  - ❖ Community Plan, various General Plan updates, Resource Protection Ordinance, Zoning Ordinance, and adopt policies for Environmental Justice Element to comply with State mandate.
  - ❖ Community Rating System Recertification.
  - ❖ One time maintenance projects.
  - ❖ Proctor Valley Road vacating for public road use.





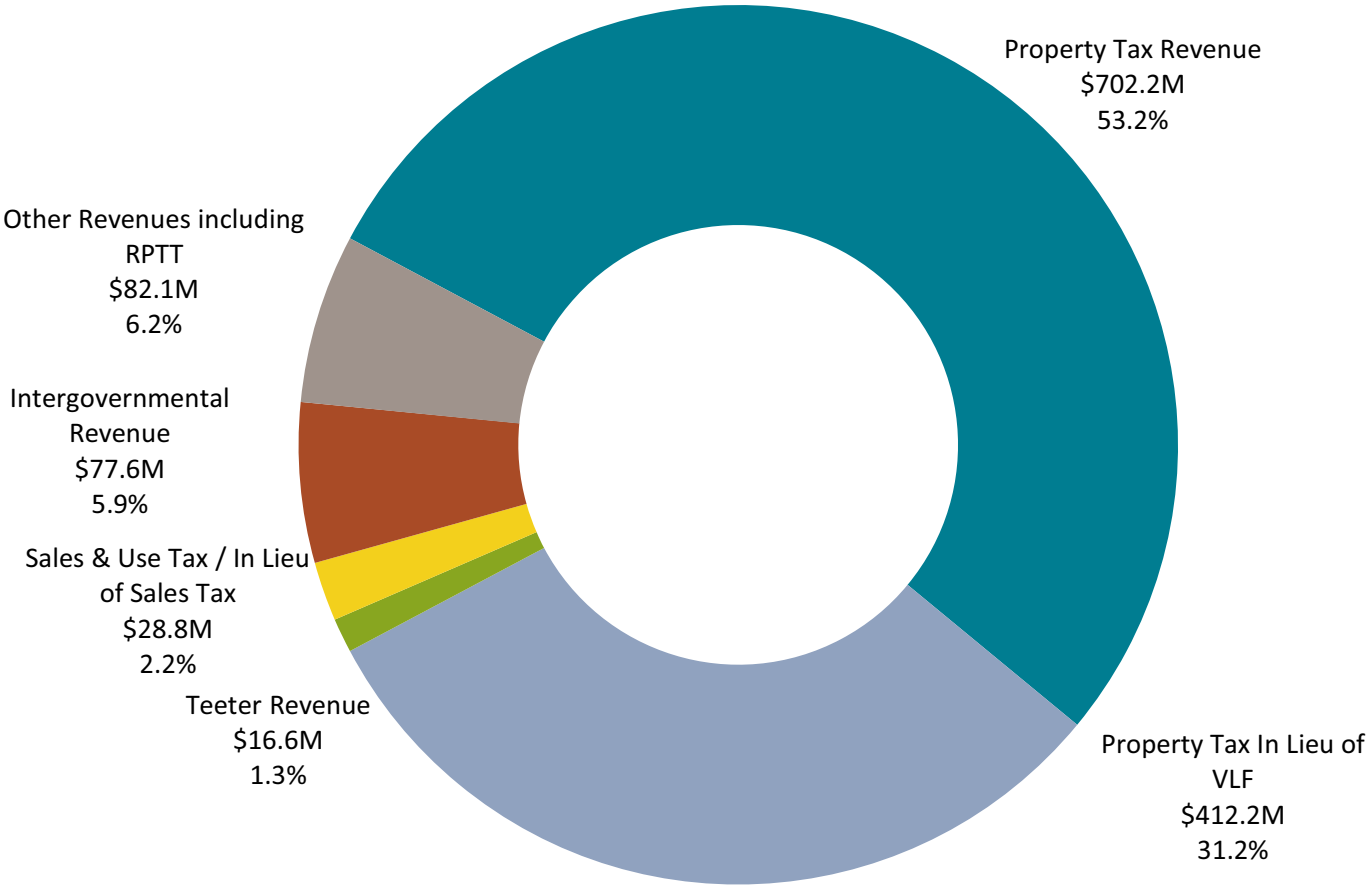


# General Purpose Revenue

## General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 28.2% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Successor Agencies, and 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 2018-19: \$1,319.6 million

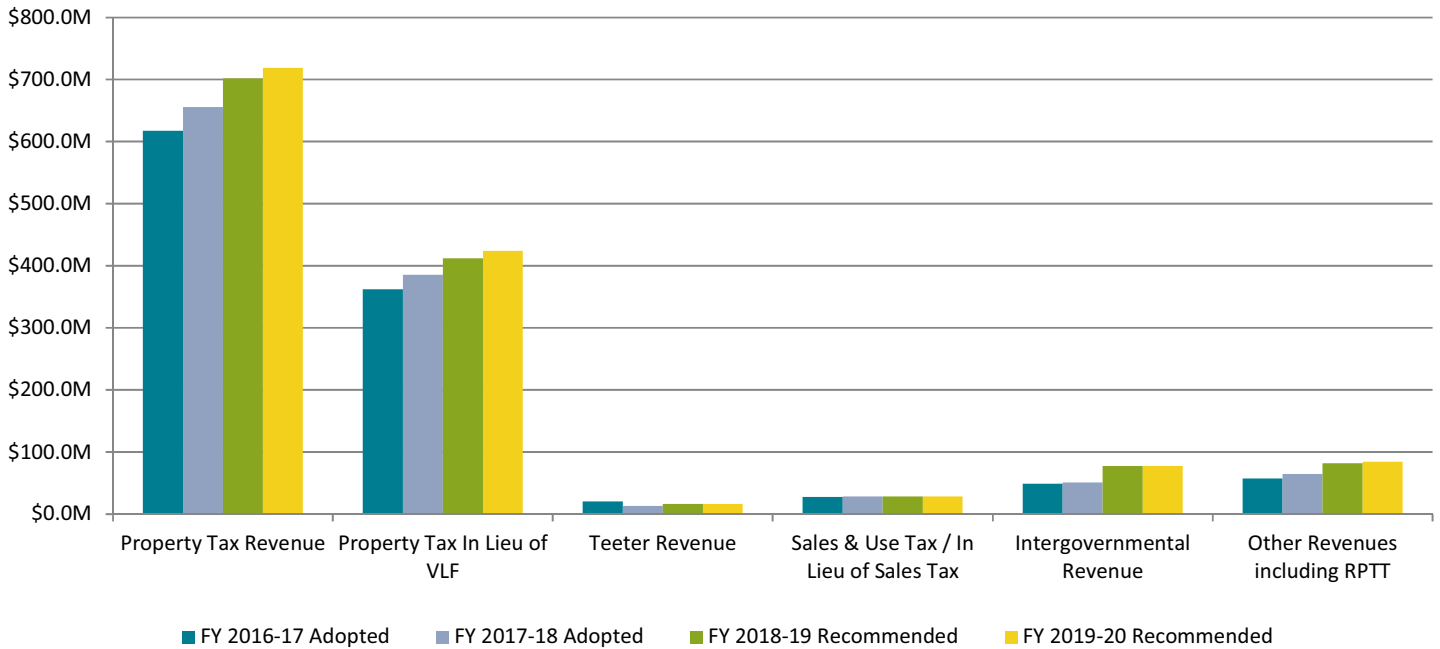


For Fiscal Year 2018–19, the \$1,319.6 million budgeted for GPR is an increase of \$120.4 million or 10.0% from the Fiscal Year 2017–18 budgeted amount of \$1,199.2 million. The majority of the growth is being driven by growth in assessed value, increased interest earnings on deposits and investments, recategorization of redevelopment pass-through revenues formerly recognized as

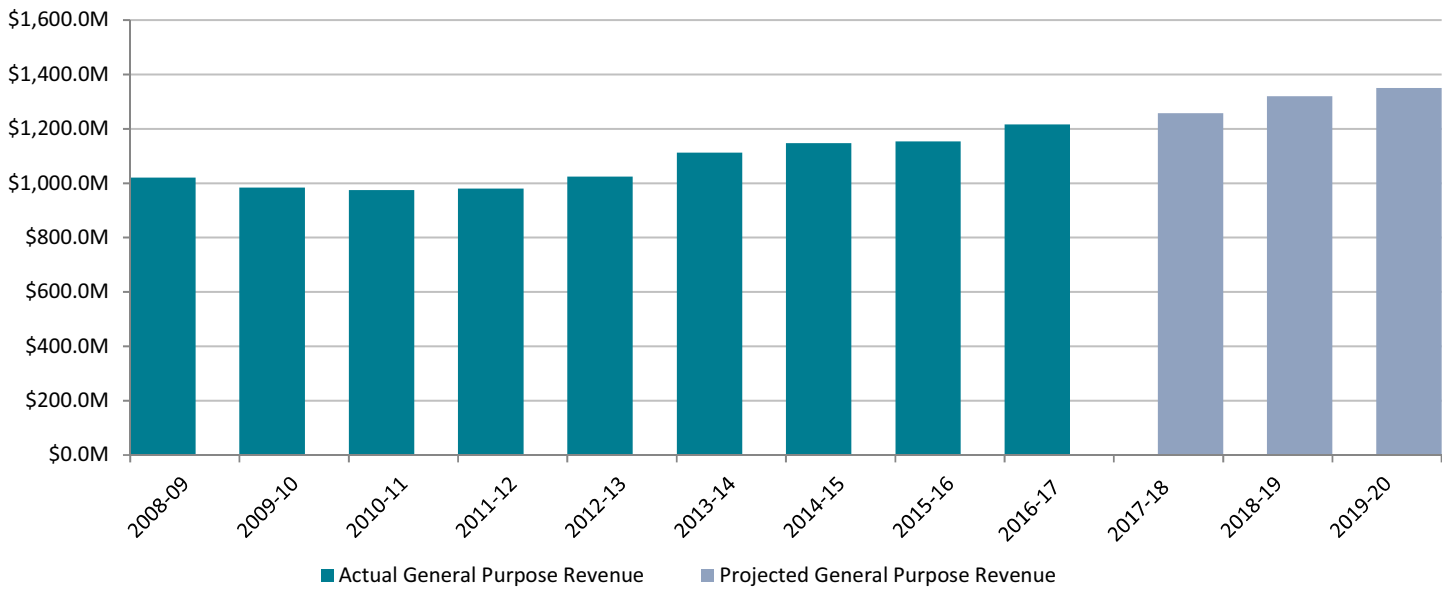
program revenue and an increase in pass-through and residual redevelopment revenues. These resources are projected to increase to \$1,350.4 million in Fiscal Year 2019–20. The charts on the following page present GPR by source and a historical view of GPR. The accompanying table includes a summary by account of historical and projected GPR.



### General Purpose Revenue by Source Fiscal Years 2016-17 through 2019-20



### General Purpose Revenue History Fiscal Year 2008-09 to Fiscal Year 2019-20



Notes: General Purpose Revenue (GPR) for Fiscal Years 2008–09 through 2016–17 represents actual revenue. Fiscal Year 2017-18 represents the 2nd Quarter estimate produced in December 2017. For Fiscal Years 2018-19 and 2019-20, the projections are included in the Fiscal Years 2018-20 Recommended Operational Plan.





General Purpose Revenue						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
Property Taxes Current Secured	\$ 594,913,295	\$ 633,193,719	\$ 675,375,815	6.7	\$ 692,282,112	
Property Taxes Current Supplemental	4,652,939	4,699,460	8,889,993	89.2	8,978,893	
Property Taxes Current Unsecured	17,953,910	17,945,766	17,876,687	(0.4)	17,807,609	
Property Taxes Current Unsecured Supplemental	53,068	53,864	54,672	1.5	55,492	
<b>Total Property Tax Revenue</b>	<b>\$ 617,573,212</b>	<b>\$ 655,892,809</b>	<b>\$ 702,197,167</b>	<b>7.1</b>	<b>\$ 719,124,106</b>	
<b>Total Property Tax In Lieu of VLF</b>	<b>\$ 362,195,423</b>	<b>\$ 385,570,058</b>	<b>\$ 412,221,092</b>	<b>6.9</b>	<b>\$ 424,254,808</b>	
Teeter Tax Reserve Excess	\$ 13,100,000	\$ 9,634,131	\$ 12,339,590	28.1	\$ 11,842,954	
Teeter Property Tax All Prior Years	7,028,400	3,684,815	4,287,788	16.4	4,330,665	
<b>Total Teeter Revenue</b>	<b>\$ 20,128,400</b>	<b>\$ 13,318,946</b>	<b>\$ 16,627,378</b>	<b>24.8</b>	<b>\$ 16,173,619</b>	
Sales & Use Taxes	\$ 27,595,633	\$ 28,944,685	\$ 28,823,419	(0.4)	\$ 28,823,419	
<b>Total Sales &amp; Use Tax/In Lieu of Sales Tax</b>	<b>\$ 27,595,633</b>	<b>\$ 28,944,685</b>	<b>\$ 28,823,419</b>	<b>(0.4)</b>	<b>\$ 28,823,419</b>	
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	2,500,000	2,500,000	2,500,000	0.0	2,500,000	
Aid from Redevelopment Agencies/Aid from Redevelopment Successor Agencies	38,238,216	40,316,499	66,997,299	66.2	66,997,299	
<b>Total Intergovernmental Revenue</b>	<b>\$ 48,835,832</b>	<b>\$ 50,914,115</b>	<b>\$ 77,594,915</b>	<b>52.4</b>	<b>\$ 77,594,915</b>	
Property Taxes Prior Secured	\$ 400,000	\$ 400,000	\$ 400,000	0.0	\$ 400,000	
Property Taxes Prior Secured Supplemental	5,800,142	5,858,218	7,897,097	34.8	7,976,068	
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	2,715,492	2,756,225	2,797,568	1.5	2,839,532	
Transient Occupancy Tax	3,801,728	4,435,038	5,100,057	15.0	5,100,057	
Real Property Transfer Taxes (RPTT)	20,682,528	20,889,353	21,098,246	1.0	21,309,229	
Franchises, Licenses, Permits	5,469,355	5,469,355	5,469,355	0.0	5,469,355	
Fees, Fines & Forfeitures	1,636,130	1,554,325	1,323,673	(14.8)	1,257,489	
Penalties & Cost Delinquency Taxes	11,634,533	15,920,048	16,916,448	6.3	17,323,975	
Interest On Deposits & Investments	3,721,995	4,200,000	20,079,556	378.1	21,716,309	
Interfund Charges/Miscellaneous Revenues	1,000,000	2,500,000	500,000	(80.0)	500,000	
<b>Total Other Revenues including RPTT</b>	<b>\$ 57,411,903</b>	<b>\$ 64,532,562</b>	<b>\$ 82,132,000</b>	<b>27.3</b>	<b>\$ 84,442,014</b>	
<b>Total General Purpose Revenue</b>	<b>\$ 1,133,740,403</b>	<b>\$ 1,199,173,175</b>	<b>\$ 1,319,595,971</b>	<b>10.0</b>	<b>\$ 1,350,412,881</b>	

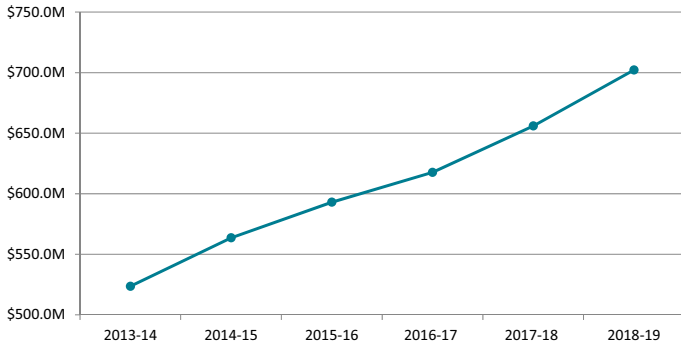




**Property Tax Revenue**

Property Tax Revenue, (**\$702.2 million in Fiscal Year 2018–19 and \$719.1 million in Fiscal Year 2019–20**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 53.2% of the total General Purpose Revenue in Fiscal Year 2018–19 and 53.3% in Fiscal Year 2019–20.

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



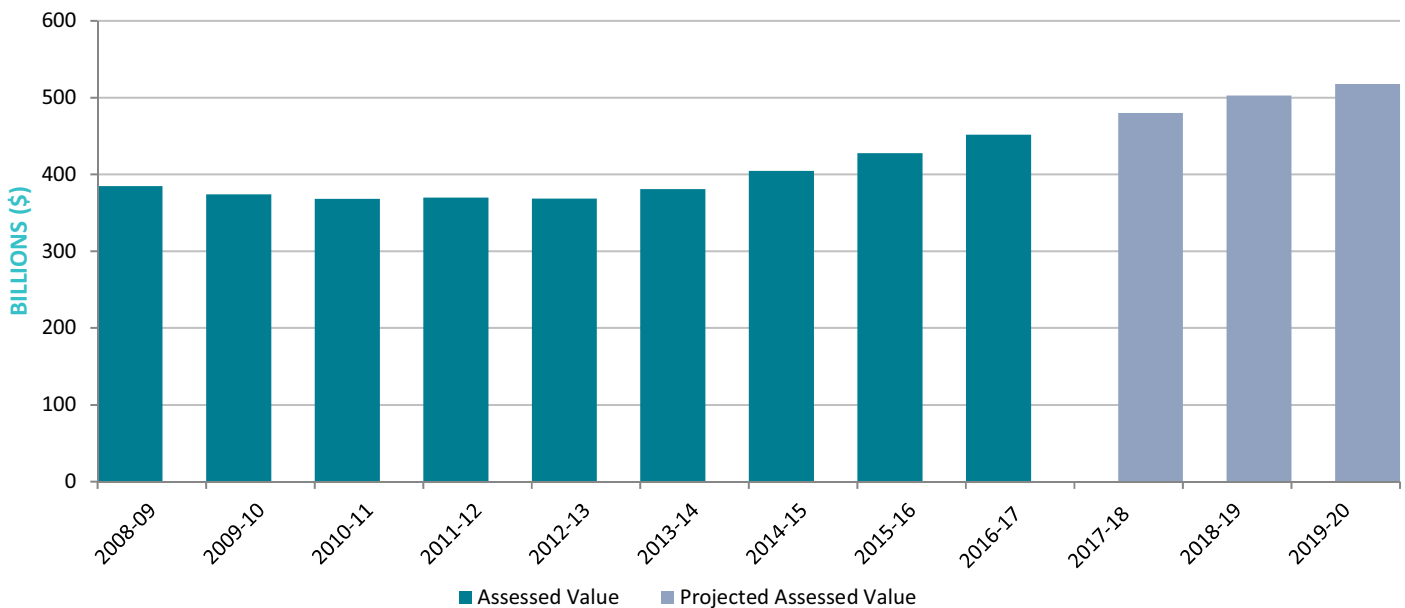
The term “current” refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2018–19, property tax revenue is budgeted to be \$46.3 million

or 7.1% higher than the budget for Fiscal Year 2017–18. Property tax revenue is projected to increase 2.4% or \$16.9 million for Fiscal Year 2019–20. 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, 2016 and 2017, the final growth rate was 5.7%, 5.6% and 6.35% respectively. For Fiscal Year 2018–19, an assumed rate of 4.75% is projected in overall assessed value of real property.

**Locally Assessed Secured Property Values**

Fiscal Year 2008-09 to Fiscal Year 2019-20



Note: The projected locally assessed secured values assume a 4.75% growth rate for Fiscal Year 2018–19 and 3.0% rate for Fiscal Year 2019–20.  
Source: San Diego County Auditor and Controller



### Current Secured Property Tax Revenue

Current Secured property tax revenue (**\$675.4 million in Fiscal Year 2018–19 and \$692.3 million in Fiscal Year 2019–20**) is expected to increase by \$42.2 million in Fiscal Year 2018–19 from the adopted level for Fiscal Year 2017–18.

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 2018–19 revenue amount assumes an increase of 4.75% in the local secured assessed value (gross less regular exemptions) compared to the actual current local secured assessed value amount for Fiscal Year 2017–18 of 6.35%, which was higher than the Fiscal Year 2017–18 current secured revenue budgeted assumption of a 4.0% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2016–17. For Fiscal Year 2019–20, 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 2018–19, refunds and corrections combined are projected at \$5.8 million compared to the Fiscal Year 2010–11 high level of \$19.4 million.

### Current Supplemental Property Tax Revenue

Current Supplemental property tax revenue (**\$8.9 million in Fiscal Year 2018–19 and \$9.0 million in Fiscal Year 2019–20**) is expected to increase by \$4.2 million in Fiscal Year 2018–19 from the adopted level for Fiscal Year 2017–18. 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. 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 2018–19 and \$17.8 million in Fiscal Year 2019–20**) is not based on a lien on real property. The unsecured tax roll is that part of the assessment roll consisting largely of business personal property owned by tenants. Based on trends and most up-

to-date information, there is no significant change in projection for the next two fiscal years.

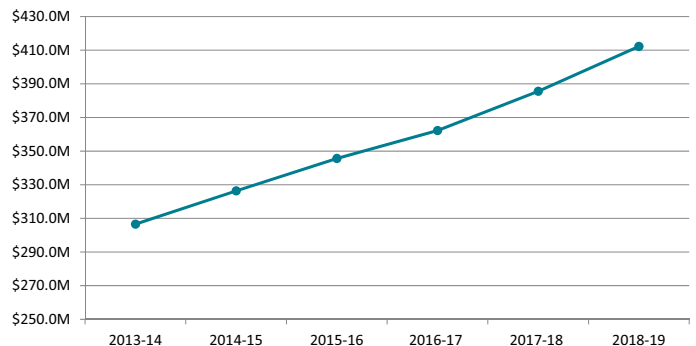
### Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**\$0.1 million in Fiscal Year 2018–19 and \$0.1 million in Fiscal Year 2019–20**) is derived from supplemental bills that are transferred to the unsecured tax roll when a change in ownership occurs and a tax payment is due from the prior owner, or a subsequent change in ownership following the initial change in ownership occurs prior to the mailing of the initial supplemental tax bill. When this occurs, the bill is prorated and a portion of the original supplemental tax bill that is attributable to the initial change in ownership or completion of new construction becomes an unsecured supplemental tax bill.

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

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 31.2% (**\$412.2 million**) of the General Purpose Revenue amount in Fiscal Year 2018–19 and 31.4% of the projected amount (**\$424.3 million**) in Fiscal Year 2019–20.

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 4.75% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2018–19, revenues are anticipated to be \$26.7 million higher than budgeted for Fiscal Year 2017–18. The increase is partially associated with the change in actual assessed value in Fiscal Year 2017–18 which increased by 6.35% compared to a budgeted increase of 4.0%.



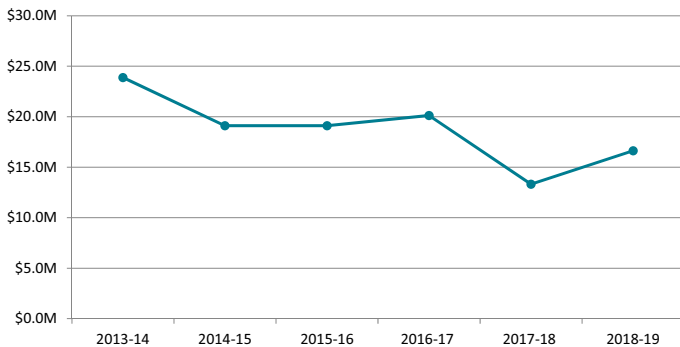
**Teeter Revenue**

Teeter Revenue (**\$16.6 million in Fiscal Year 2018–19 and \$16.2 million in Fiscal Year 2019–20**) represents approximately 1.3% of General Purpose Revenue in Fiscal Year 2018–19 and 1.2% of the projected amount in Fiscal Year 2019–20. Teeter Revenue is expected to increase by \$3.3 million in Fiscal Year 2018–19 from the adopted level for Fiscal Year 2017–18.

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**

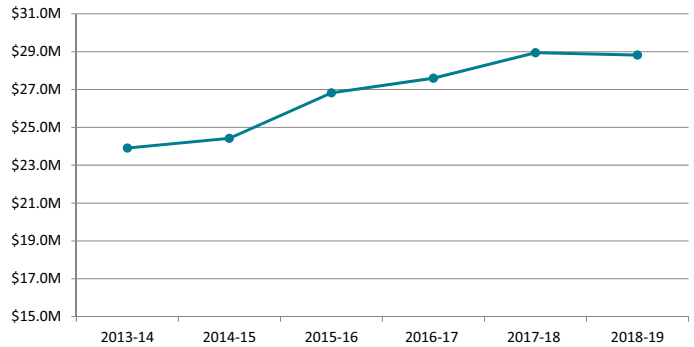


**Sales and Use Tax Revenue**

Sales & Use Tax Revenue (**\$28.8 million in Fiscal Year 2018–19 and \$28.8 million in Fiscal Year 2019–20**) represents approximately 2.2% of General Purpose Revenue in Fiscal Year 2018–19 and 2.1% in Fiscal Year 2019–20. 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.

Sales & Use Tax Revenue in Fiscal Year 2018–19 is estimated to be flat compared to the Fiscal Year 2017-18 Adopted Operational Plan and is estimated to be flat in Fiscal Year 2019–20 as well.

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



**Intergovernmental Revenue**

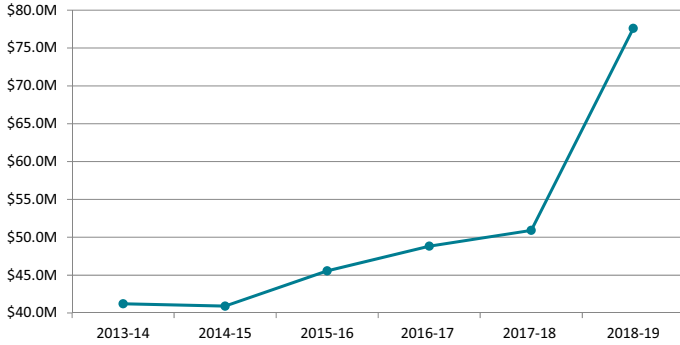
Intergovernmental Revenue (**\$77.6 million in Fiscal Year 2018–19 and \$77.6 million in Fiscal Year 2019–20**) comprises 5.9% of the General Purpose Revenue amount in Fiscal Year 2018–19 and 5.7% of the projected amount in Fiscal Year 2019–20. For Fiscal Year 2018–19, the amount budgeted is \$26.7 million or 52.4% higher than the Fiscal Year 2017–18 Adopted Operational Plan. This increase is attributable to the recategorization of redevelopment pass-through revenues formerly recognized as program revenue (\$15.6 million), and an increase in pass-through (6.4 million) and residual redevelopment revenues (\$4.7 million).

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).

**General Purpose Revenue:  
Intergovernmental Revenue History**



Under the HOPTR program, homeowners are exempted from paying property taxes on the first \$7,000 of the assessed value of their personal residence and the State reimburses local taxing entities for the related loss of revenue. The largest portion of this funding is from aid from Redevelopment Successor Agencies generated by “pass-through” agreements in place prior to redevelopment dissolution.

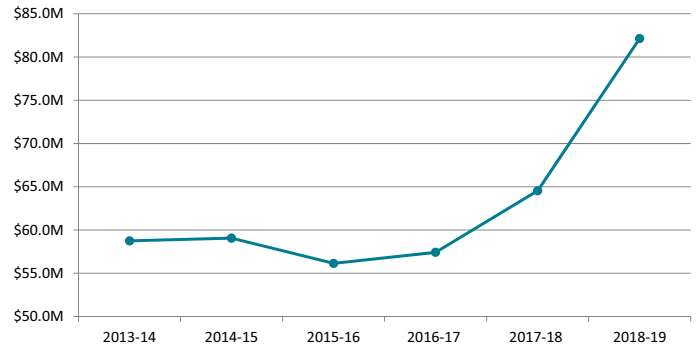
Redevelopment agencies were dissolved by the California Legislature in ABx1 26 on June 28, 2011. The California Supreme Court upheld the constitutionality of the dissolution on December 29, 2011 and extended the date of dissolution to February 1, 2012. Based on Section 34183 of the Health and Safety 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 2018–20 Recommended Operational Plan.

**Other Revenues**

Other Revenues for **Fiscal Year 2018–19 total \$82.1 million and increase to \$84.4 million in Fiscal Year 2019–20**, and are approximately 6.2% of the total General Purpose Revenue amount in

Fiscal Year 2018–19 and 6.3% in Fiscal Year 2019–20. The Fiscal Year 2018–19 amount represents a 27.3% or \$17.6 million increase from the Fiscal Year 2017–18 Adopted Operational Plan. This increase is primarily attributable to growing interest rates and growth in average daily cash balance.

**General Purpose Revenue:  
Other Revenues History**



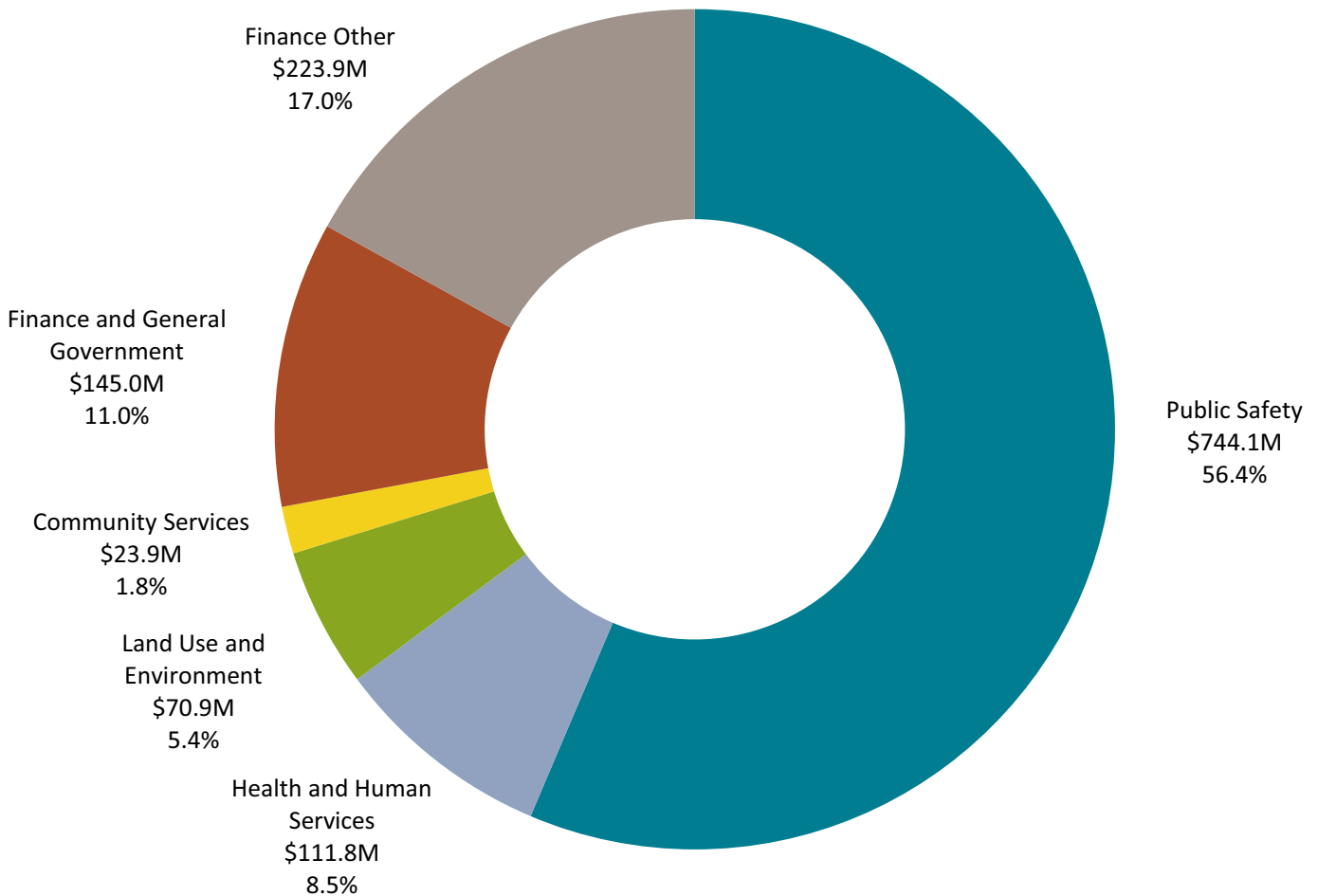
Various revenue sources make up this category including Real Property Transfer Tax (RPTT), interest on deposits, fees, fines, forfeitures, prior year property taxes, penalties and cost on delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues. One large component of this revenue category for Fiscal Year 2018–19 is RPTT, a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2018–19 is budgeted at \$21.1 million, a 1.0% (\$0.2 million) slight increase from the Fiscal Year 2017–18 Adopted Operational Plan, reflecting a continued improvement in receipts in Fiscal Year 2017–18. Revenues are projected to slightly increase by \$0.2 million or 1.0% in Fiscal Year 2019–20. 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, \$16.9 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 2018–19 (\$1.0 million or 6.3%) and 2018–19 (\$0.4 million or 2.4%).



**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 2018–19 budget for the Public Safety Group represents 30.5% of total County expenditures, the allocation of GPR for services in that Group equals 56.4% 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 8.5% of total GPR.

**General Purpose Revenue Allocations by Group/Agency  
Fiscal Year 2018-19: \$1,319.6 million**



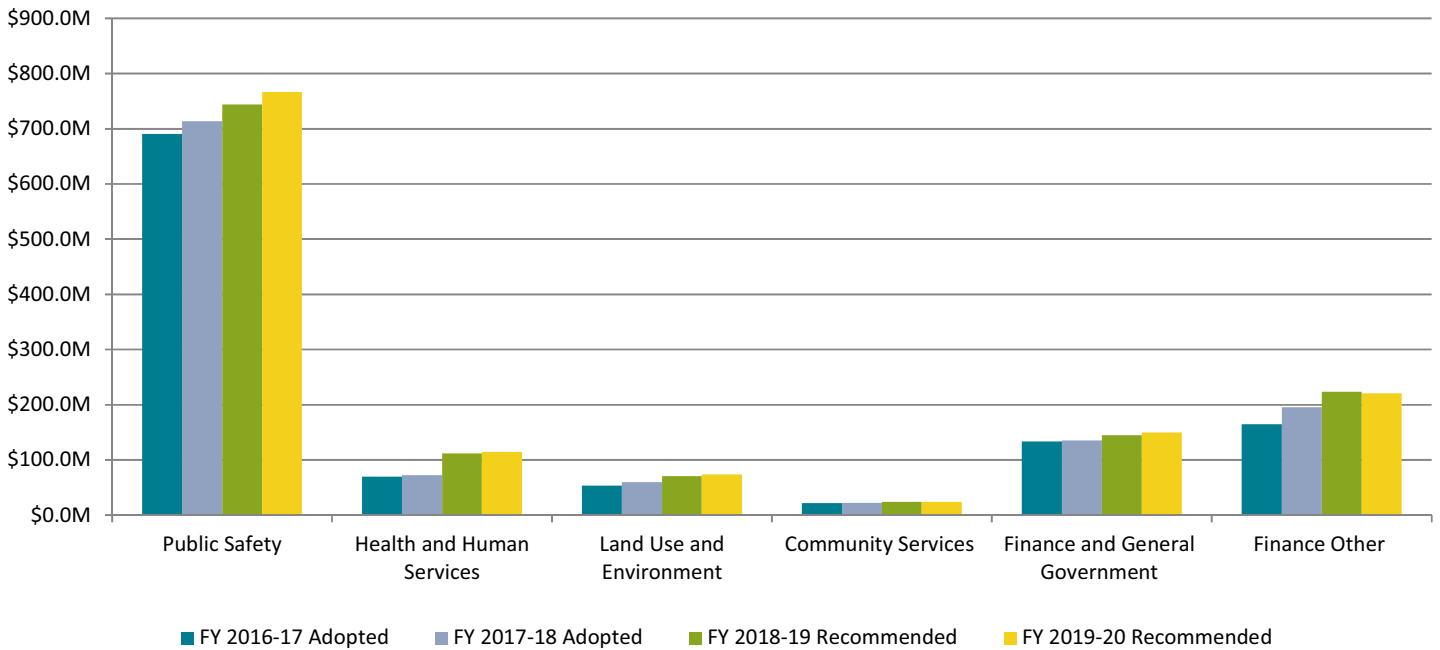
The allocation of GPR for Fiscal Years 2018–19 and 2019–20 reflects a multi-year strategy to manage County resources within the slowly growing economic environment. The primary goals of this strategy are to preserve core services to the public, maintain the commitment to the County's capital program, and address increases in contributions to the retirement fund.

**GPR is budgeted at \$1,319.6 million in Fiscal Year 2018–19**, an increase from Fiscal Year 2017–18 budget of \$1,199.2 million. While in Fiscal Year 2018–19 employer contributions to the

retirement fund are budgeted to increase by 4.8%, the annual rate of increase beyond Fiscal Year 2018–19 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 2019–20.



## General Purpose Revenue by Group/Agency Fiscal Years 2016-17 through 2019-20



General Purpose Revenue Allocations by Group/Agency (in millions)						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
Public Safety	\$ 691.2	\$ 713.4	\$ 744.1	4.3	\$ 766.8	
Health and Human Services	69.4	72.4	111.8	54.3	114.6	
Land Use and Environment	53.6	59.9	70.9	18.5	73.6	
Community Services	21.7	22.4	23.9	7.1	24.4	
Finance and General Government	133.1	135.5	145.0	7.0	150.2	
Finance Other	164.8	195.7	223.9	14.4	220.6	
<b>Total</b>	<b>\$ 1,133.7</b>	<b>\$ 1,199.2</b>	<b>\$ 1,319.6</b>	<b>10.0</b>	<b>\$ 1,350.4</b>	

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

- ◆ Fiscal Year 2018–19 Recommended Operational Plan allocates \$92.2 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 (\$20.8 million) as well as allocation for programs (\$71.3 million). The remaining GPR growth will be appropriated to partially support one time capital and to support future salary and benefit growth.

- ◆ Fiscal Year 2019–20 Recommended Operational Plan allocates \$34.1 million of GPR which includes \$30.8 million of GPR growth and a portion of the prior year growth set aside for future salary and benefit to growth, to the County's five business groups to fund increases in negotiated labor agreements.

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.sandiego-county.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.

## Management Practices

The County's long-term financial management is guided by both Board Policy and County Administrative Code. Board Policy B-65, *Long-term Financial Obligations and Management Policy*, establishes guidelines to govern and manage a long-term financial strategy at the County. Guidance is provided on financial planning, monitoring and reporting as well the use of certain types of funding sources including the following financial reporting and management practices:

- ◆ The County shall engage in Long-Term Financial Planning to align financial capacity with service objectives.
- ◆ The County shall prepare a structurally balanced multi-year budget (operational plan).
- ◆ The Board of Supervisors will receive quarterly budget status reports that may include recommend changes to appropriations to address unanticipated needs.
- ◆ The County shall publish an annual cash flow projection and quarterly status of actual/projected cash flows.
- ◆ The County shall maintain fund balances and reserves in the General Fund to support fiscal health and stability.
- ◆ The County shall invest general purpose revenue savings generated by maturing long-term obligations and/or refinancings to accelerate payment of outstanding long-term obligations (including pension unfunded actuarial accrued liability and/or economic defeasance of outstanding long-term obligations) and/or to avoid the issuance of new long-term obligations by cash financing of capital projects.
- ◆ The County shall invest one-time over-realized general purpose revenue generated by greater-than-anticipated assessed value growth to accelerate payment of pension unfunded actuarial accrued liability.

Certain key management practices have been included in the San Diego County Administrative Code. Section 91.5, *Deputy Chief Administrative Officer/Auditor and Controller Records and Reports* calls for the provision of periodic updates related to fund status, General Fund cash flow, and budget status reports. Section 113.5, *Management Practices* provide guidelines for use on general purpose revenues that are

generated by maturing or refunded long-term financial obligations or by greater than anticipated assessed value growth.

Board Policy B-65 and Administrative Code Section 113.5 also provide guidelines for managing the County’s long-term financial obligations. More details on these can be found in the Debt Management sub-section.

## 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* and San Diego County Administrative Code Section 113.4, *Fund Balances and 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 pro-

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

- ◆ The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines included in Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*.

All appropriations available for the Neighborhood Reinvestment Program will be included annually in the County's Operational Plan. Resources available may vary and may range up to \$10.0 million, distributed evenly among the five Board of Supervisors districts, subject to the budget priorities of the Board of Supervisors as detailed in Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*.

## Reserves

- ◆ The County provides a wide variety of 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 113.1 *General Fund Balances and Reserves*, as adopted by the Board of Supervisors on December 5, 2017, the County will maintain a portion of Unassigned Fund Balance as a reserve that equals a minimum of two months of audited General Fund expenses (which is equivalent to 16.7% of audited General Fund expenses). The General Fund Reserve will protect the County against expenditure and revenue volatility, natural disasters and other unforeseen emergencies, economic downturns, and other issues which impact fiscal health and stability.
- ◆ Appropriation of the General Fund Reserve minimum balance and/or transfers from the General Fund Reserve appropriation, requires a 4/5<sup>th</sup> vote of the Board of Supervisors.
- ◆ In the event the General Fund Reserve falls below established levels, the Chief Administrative Officer shall present a plan to the Board of Supervisors for restoration of those targeted levels within one to three years.
- ◆ In addition, the Administrative Code authorizes the Board of Supervisors to commit fund balance and the Chief Administrative Officer to assign fund balance for specific purposes that do not result in the General Fund Reserve falling below the minimum required balance.





- ◆ Finally, the Administrative Code recognizes the General Fund Reserve and all County fund balances as one-time funding sources. These sources of revenue should be appropriated for one-time uses or in conjunction with a long-term financial plan to cover short-term expenditure increases or revenue shortfalls to prevent budgetary imbalances. In general, fund balance is established when assets are greater than liabilities at the end of a year. In practice, fund balance can be generated when revenues exceed expenditures in any year.
- ◆ One time revenues may include grants, revenue from the sale of assets, one-time expenditure savings, and revenue sources which may be available for more than one year but are either non-recurring or will be required to address future expenditure growth that is anticipated to exceed future revenue growth.
- ◆ One-time expenditures may include the following: program startup costs, short-term expenditure increases or revenue shortfalls to prevent budgetary imbalances, early debt retirement, capital costs, or other one-time expenditures as recommended by the CAO.

For additional details on County Reserves, refer to the section on Reserves and Resources.

## Debt Management

- ◆ The County adopted Board of Supervisors Policy B-65, *Long-Term Obligations and Financial Management Policy*, to ensure prudent management of the County's finances, including its long-term financial obligations. The Policy sets forth practices to be adhered to in managing the County's long-term financial outlook, and certain of these practices were incorporated in the San Diego County Administrative Code in 2018. In general, these documents provide guidelines related to the following:
  - ◆ Reinvesting general purpose revenue savings generated by maturing debt obligations and/or refinancing 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.
  - ◆ Long-Term Obligations shall not be used to finance current operations or for recurring needs.
  - ◆ Annual principal and interest payments on Long-Term Obligations of the General Fund shall not exceed 5% of General Fund revenue.
- ◆ Besides long-term obligations, from time to time the County may issue Tax and Revenue Anticipation Notes (TRANs) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.

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

## Investments

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

## Capital Improvements

- ◆ The County Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of California Government Code §23004.
- ◆ The need for capital improvements is assessed annually. Board of Supervisors Policy B-37, *Use of the Capital Program Funds*, establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.
- ◆ The physical assets of the County are extensive; thus it is essential that the County follows an effective strategy to manage and plan for current and long-term capital and space





needs. The Department of General Services shall be the responsible agency to manage the capital facilities planning and space needs of the County. The department is responsible for establishing the general objectives and standards for the location, design and occupancy of County-owned or leased facilities, as well as serving as the steward of a County-wide master plan and individual campus plans per Board of Supervisors Policy G-16, *Capital Facilities and Space Planning*.

- ◆ The Capital Program Funds were established by the Board of Supervisors to provide centralized budgeting for the accumulation and expenditure of funds. The CAO Administrative Manual Policy 0030-23; *Use of the Capital Program Funds, Capital Project Development and Budget Procedure*, establishes procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets and closure of capital projects within the Capital Program Funds.

Additional details on the County's Capital Program can be found in the Capital Program section.

## Measurement Focus and Basis of Accounting

Pursuant to the Governmental Accounting Standards Board (GASB), the County uses various types of funds that reflect different types of resources or intended uses. Governmentwide, proprietary and fiduciary fund accounting is done in compliance with Generally Accepted Accounting Principles (GAAP) and reported using the economic resources measurement focus and the modified accrual basis of accounting. Under this method, Governmental Fund 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.

Proprietary Funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and deliv-

ering 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.

## Basis of Budgeting

The County's budget is prepared, reviewed and approved in accordance with the County Budget Act and is generally aligned with the County's basis of accounting, however there are some differences as noted below.

## 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. Expenses are budgeted at an amount sufficient for the fiscal year and balance with available funding sources. Any budget amendments are approved by the Group and department managers or the Board of Supervisors.

## 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, which is done on an accrual basis, reflecting both revenues and expenses when earned.







# 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 creation of a new capital fund named Major Maintenance Capital Outlay Fund was implemented for financial reporting purposes. This new fund enables the County to capitalize those projects that meet the capitalization requirement per accounting rules. Such projects which are considered routine maintenance but require capitalization are funded through the originating departmental operating budget. The Fiscal Year 2018-19 capital projects budget for the County is \$265.7 million. This excludes the \$9.2 million appropriated in Fiscal Year 2018-19 and 2019-20 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 2018–19)	Dollar Amount	Number of Projects
Capital Outlay Fund	\$ 51,562,000	29
Major Maintenance Capital Outlay Fund	18,806,981	48
Justice Facility Construction Fund	94,417,000	4
County Health Complex Fund	71,000,000	2
Library Construction Fund	22,370,000	3
Multiple Species Conservation Program Fund	7,500,000	1
<b>Total</b>	<b>\$ 265,655,981</b>	<b>87</b>

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 table reflects General Fund Balances as of June 30, 2017, as reported in the County’s most recent Comprehensive Annual Financial Report (CAFR).

General Fund Fund Balance Categories (in thousands)	
	CAFR (June 30, 2017)
Nonspendable	\$ 19,894
Restricted	266,904
Committed	677,058
Assigned	483,464
Unassigned	697,293
<b>Total General Fund Balance</b>	<b>\$ 2,144,613</b>

Nonspendable fund balance represents amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash, for example, inventories and prepaid amounts.

Restricted fund balance represents amounts with constraints placed on their use that are either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

Committed fund balance represents amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board of Supervisors. Amounts include commitments for capital project funding, pension obligation bond payments, and various other programs and services including realigned health and social service programs, the public safety regional communications system, and parks expansion and improvements.

Assigned fund balance represents amounts that are constrained by the County's intent to be used for specific purposes, but are neither restricted nor committed. Amounts include one-time appropriations included in the Fiscal Year 2017–18 Operational Plan, amounts obligated under multi-year contracts, and assignments of fund balance for potential litigation exposure.

Unassigned fund balance represents the residual classification for the General Fund or amounts that have not been restricted, committed or assigned for specific purposes within the General Fund, and is used to maintain the minimum fund balance

required pursuant to the General Fund Balance Policy described below. Over the last several years, unassigned fund balance has declined from \$798.1 million to \$697.3 million due to strategic investments made in one-time enhancements of service delivery, maintaining necessary infrastructure, and providing resource for long-term liabilities such as pension obligations. Unassigned fund balance also provides the funding for many of the one-time uses in Fiscal Year 2018-19, as listed in the General Fund Use of Fund Balance/Fund Balance Component Decreases section.

## Minimum General Fund Balance Policy

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, *General Fund Balances and Reserves*, a portion of Unassigned Fund Balances shall be maintained as a reserve (General Fund Reserve) at a minimum of two months of audited General Fund Expenses (which is the equivalent of 16.7% of audited General Fund expenses). The General Fund Reserve protects the County against expenditure and revenue volatility, natural disasters and other unforeseen emergencies, economic downturns, unfunded pension liabilities, and aging infrastructure. The \$586.1 million set aside of General Fund Unassigned Fund Balance for Fiscal Year 2018–19 equates to 16.7% of audited General Fund expenses and is in compliance with the code.



### Restoration of Fund Balances and Reserves

In accordance with the Code of Administrative Ordinance Sec. 113.3, *Restoration of General Fund Reserve Minimum Balance*, in the event that the General Fund Reserve balance falls below the minimum required balance, 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 one (1) to three (3) years, depending on the use, reasons for use, and severity of the event. In the event that the General Fund Reserve is used to serve as a short-term financing bridge, the plan shall include mitigation of long-term structural budgetary imbalances by aligning ongoing expenditures to ongoing revenues.

### Fiscal Year 2018–19 Recommended Uses of Fund Balance

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 activity, but rather those with specific action being recommended in the budget.

### Increases to Fund Balance Commitments

The Pension Obligation Bonds commitment was established in Fiscal Year 2016–17 to set aside funds to support existing Pension Obligation Bonds (POB). The total amount set aside in the POB commitment through Fiscal Year 2017–18 was \$198.2 million. The additional \$75.0 million commitment recommended in Fiscal Year 2018–19 will result in a total of \$273.2 million committed for POBs. This fund balance commitment serves as an alternative funding source for existing POB costs currently supported by General Purpose Revenue. The first draw on this committed fund balance in the amount of \$19.8 million was included in Fiscal Year 2017–18 as a Fund Balance Component Decrease, Fiscal Year 2018–19 draws will reflect the additional \$5.6 million commitment and will total \$25.4 million. Draws will continue until final maturity of the POBs, in Fiscal Year 2026–27.

A total of \$1.0 million committed to the Registrar of Voters will be used in Fiscal Year 2019–20 to provide funding for the March 2020 Presidential Primary Election.

Increases to Fund Balance Commitments (in millions)		
	Fiscal Year 2018–19 Recommended Budget	Source
Committed: Pension Obligation Bonds	\$ 75.0	Unassigned
Committed: Registrar of Voters	1.0	Unassigned
<b>Total</b>	<b>\$ 76.0</b>	





### Decreases (Uses) in Fund Balance Commitments and Assignments

Fund Balance Component Decreases represent the recommended appropriation of fund balance components available as reported in the Fiscal Year 2016-17 CAFR. Fund Balance Component Decreases of \$95.6 million in Fiscal Year 2018-19 consists of \$57.3 million draw on fund balance committed to Capital Project Funding to be used for Capital projects approved the Board on the Capital Improvement Needs Assessment (CINA), \$25.4 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 otherwise would have been supported by

GPR, \$11.5 million draw on committed realignment for the Welfare to Work contracts for intensive case management services, for support of Alzheimer’s Project and Seniors in Crisis pilot project, for one-time negotiated labor agreements in Child Welfare Services and the Cultural Broker program, and to support one-time major maintenance and facilities projects throughout HHS, \$0.8 million draw from Assigned to Hall of Justice Lease Payment to pay the 2009 Justice Facilities Refunding and \$0.7 million draw on the Sheriff’s Capital Projects commitment to support a portion of the cost to purchase a helicopter.

Decreases (Uses) in Fund Balance Commitments and Assignments (in millions)		
	Fiscal Year 2018–19 Recommended Budget	Source
Committed: Pension Obligation Bonds	\$ 25.4	Committed
Committed: Capital Project Funding	57.3	Committed
Committed: Realignment	11.5	Committed
Assigned: Hall of Justice Lease Payment	0.8	Assigned
Committed: Sheriff’s Capital Projects	0.7	Committed
<b>Total</b>	<b>\$ 95.6</b>	

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

### Group/Agency Management Reserves

Group/Agency Management Reserves are 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 minimum requirement for the General Fund Reserve, as defined in County ordinance.

Group/Agency Management Reserves (in millions)		
	Fiscal Year 2018–19 Recommended Budget	Source
Public Safety	\$ 1.3	Unassigned
Health and Human Services	20.0	Unassigned
Land Use and Environment	0.0	Unassigned
Community Services	1.3	Unassigned
Finance and General Government	3.5	Unassigned
<b>Total</b>	<b>\$ 26.0</b>	

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









# 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 Board of Supervisors adopted Board Policy B-65, *Long-Term Obligations and Financial Management Policy*, on August 11, 1998. The policy was most recently updated in 2017, expanding the scope to provide additional guidelines on general long-term financial management and the management of long-term obligations. In 2018, portions of Board Policy B-65 related to administering the County's long-term financial obligations were incorporated into County Administrative Code Article VII, Section 113.5 to codify existing County practices and Board policy. See the "Summary of Financial Policies" section for more details on this policy. Policy B-65, along with Administrative Code Article VII, Section 113.5, are the foundation for managing the County's debt program. For purposes of this policy and code, long-term financial obligations are those that exceed one fiscal year.

## Long-Term Obligation Limits

- ◆ All long-term obligations 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, established by the Chief Administrative

Officer, 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(s) financed.
- ◆ Total annual principal and interest payments on all long-term obligations of the General Fund will not exceed 5% of General Fund revenue.

## Long-Term Obligation Limits

- ◆ Long-term financial obligations shall not be used to finance current operations or recurring needs.
- ◆ The Board of Supervisors may consider long-term 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 long-term 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

- ◆ The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous pursuant to the Refunding Policy of the Debt Advisory Committee.
- ◆ 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, may 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 rat-



## DEBT MANAGEMENT POLICIES AND OBLIGATIONS

ing 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 reinvest general purpose revenue savings generated by maturing long-term obligations and/or refinancings to accelerate repayment of outstanding obligations (including pension unfunded actuarial accrued liability and/or economic defeasance of outstanding debt obligations) and/or to avoid the issuance of new long-term obligations by cash financing of capital projects.
- ◆ The County shall invest one-time over-realized general purpose revenue generated by greater-than-anticipated assessed value growth to accelerate payment of pension unfunded actuarial accrued liability.
- ◆ The County shall encourage and maintain good relations with credit rating agencies, investors in the County's long-term obligations and those in the financial community who participate in the issuance or monitoring of the County's long-term obligations.

### Use of Proceeds

- ◆ The County shall comply with the internal controls outlined in the Debt Advisory Committee Post Issuance Tax Certificate Policy, including those guidelines relating to the segregation of bond proceeds.
- ◆ The County shall employ the services of a Trustee for the disbursement of bond proceeds in accordance with the applicable financing documents.
- ◆ The County shall enforce the filing of notices of completion on all projects within five years of their financing.

- ◆ All investment of bond proceeds shall comply with state and federal requirements. In addition, all investments of bond proceeds deposited in the Pooled Money Fund Investment Fund shall comply with the San Diego County Treasurer's Pooled Money Fund Investment Policy.
- ◆ The Debt Advisory Committee shall annually review the disbursement and investment of bond proceeds. Excess earnings will be rebated as required by the U.S. Treasury to avoid the loss of tax-exempt status.

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 municipal credit 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.

In Spring of 2017, Fitch, Standard and Poor's and Moody'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.

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

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 2014–15	Fiscal Year 2015–16	Fiscal Year 2016–17	Fiscal Year 2017–18	Fiscal Year 2018–19
Net Bonded Debt (in millions) <sup>1</sup>	\$ 1,086.1	\$ 1,016.9	\$ 939.0	\$ 878.0	\$ 813.0
Net Bonded Debt per Capita <sup>2</sup>	\$ 344	\$ 312	\$ 286	\$ 267	\$ 245
Ratio of Net Bonded Debt to Assessed Value <sup>3</sup>	0.25%	0.22%	0.20%	0.18%	0.15%

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

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

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

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code §29909 would be 1.25% of the taxable property of the county.

**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 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	Fiscal Year 2019–20 Recommended Budget
General Fund Revenue <sup>1</sup>	\$ 3,899.3	\$ 3,812.6	\$ 3,970.6	\$ 4,625.6	\$ 4,442.6
Total Debt Service <sup>2</sup>	\$ 116.9	\$ 112.6	\$ 112.6	\$ 111.8	\$ 109.9
Ratio of Total Debt Service to General Fund Revenue	3.00%	2.95%	2.84%	2.42%	2.47%
General Fund Share of Debt Service Cost <sup>3</sup>	\$ 90.3	\$ 86.0	\$ 86.2	\$ 86.2	\$ 86.2
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.31%	2.25%	2.17%	1.86%	1.94%

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

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

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







Outstanding Principal Bonded Debt (in millions)		
	Projected as of June 30, 2018	Projected as of June 30, 2019
Certificates of Participation	\$ 174.0	\$ 159.7
Lease Revenue Bonds	99.2	95.7
Pension Obligation Bonds	558.5	508.8
Redevelopment Successor Agency Bonds	11.0	11.0
<b>Total</b>	<b>\$ 842.7</b>	<b>\$ 775.2</b>

## Long-Term Obligations

The County's outstanding General Fund secured long-term principal bonded debt as of June 30, 2018, and projected as of June 30, 2019, 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. As of June 30, 2018, the County is anticipated to have \$273.2 million of COPs and LRBs outstanding.

### 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, 2018, the County is anticipated to have \$558.5 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 payments that had been paid by GPR in prior years. Portions of this fund balance commitment will be appropriated each year and will serve as an alternative to GPR as a funding source for POB costs. Fiscal Year 2017-18 is the first year that these committed amounts were used, 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 \$16.0 million in TABs to refund all of the Agency's outstanding 1995 bonds and to repay loans owed to the County's Airport Enterprise Fund. These loans from the County Airport Enterprise Fund were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In connection with the 2005 TABs, the County pledged to make limited payments to the Agency from the Airport Enterprise Fund. This pledge remains a limited obligation of the Successor Agency and is not secured by the County's General Fund. This pledge, along with certain Redevelopment Property Tax Trust Fund revenues generated in the Gillespie Field Redevelopment Project Area, support annual principal and

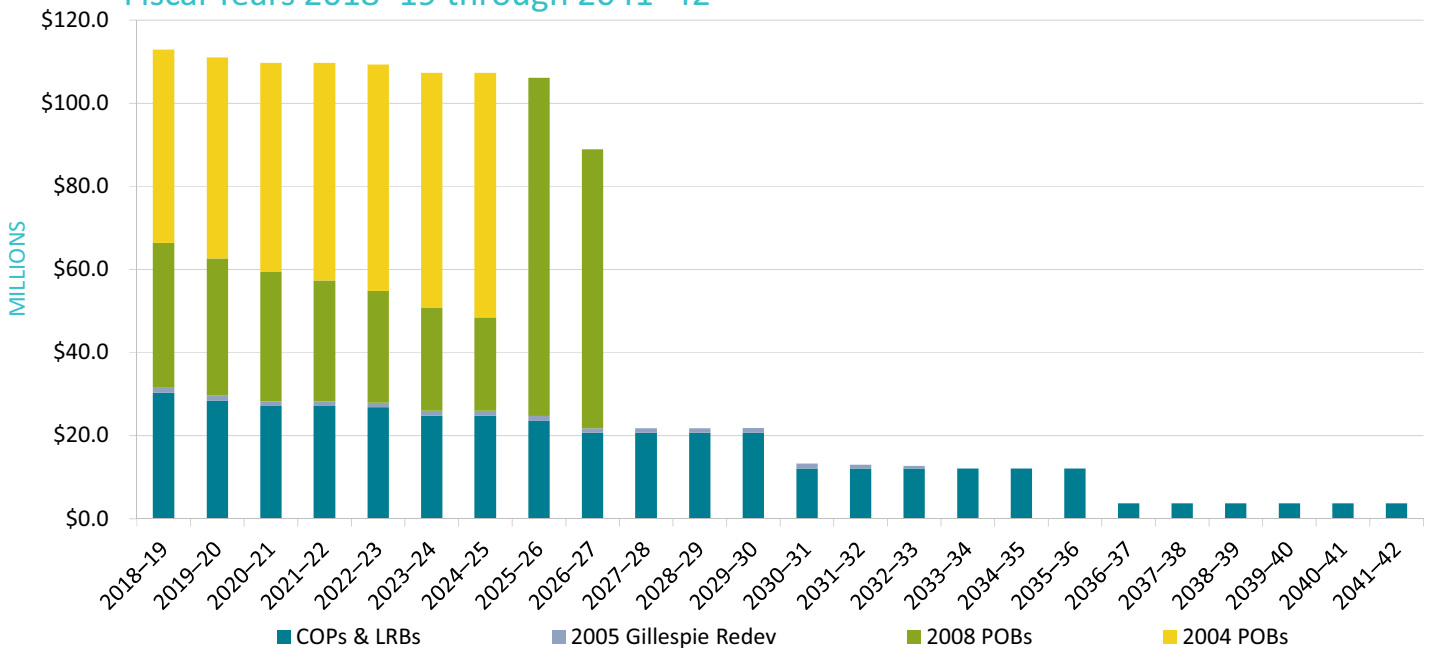
interest payments of approximately \$1.1 million through Fiscal Year 2032–33; the final maturity of the 2005 TABs is in December 2032. Beginning in 2016, the Successor Agency began making accelerated principal redemption (“turbo”) payments on an annual basis for approximately \$0.3 million, as required by the bond agreement when sufficient revenues exist.

### 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, 2018, 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<sup>1</sup>**  
Fiscal Years 2018–19 through 2041–42



<sup>1</sup>Represent principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2018. 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
<b>Certificates of Participation &amp; Lease Revenue Bonds</b>			
2009 Justice Facilities Refunding	2025	\$ 80,940	\$ 36,600
2011 MTS Tower Refunding	2019	19,260	3,880
2011 County Administration Center Waterfront Park	2042	32,665	28,955
2012 Cedar and Kettner Development Project	2042	29,335	26,255
2014 Edgemoor and RCS Refunding, issued September 2014	2029	93,750	78,330
2016 COC Refunding, issued March 2016	2035	105,330	99,200
<b>Total Certificates of Participation and Lease Revenue Bonds</b>		<b>\$ 361,280</b>	<b>\$ 273,220</b>
<b>Taxable Pension Obligation Bonds</b>			
Series 2004	2024	\$ 454,113	\$ 298,565
Series 2008	2027	343,515	259,960
<b>Total Pension Obligation Bonds</b>		<b>\$ 797,628</b>	<b>\$ 558,525</b>
<b>Redevelopment Successor Agency Tax Allocation Bonds</b>			
2005 Gillespie Field Refunding	2032	\$ 16,000	\$ 11,475
<b>Total Tax Allocation Bonds</b>		<b>\$ 16,000</b>	<b>\$ 11,475</b>

<sup>1</sup>This table reflects the County's outstanding financings as of June 30, 2018.

## Short-Term Obligations

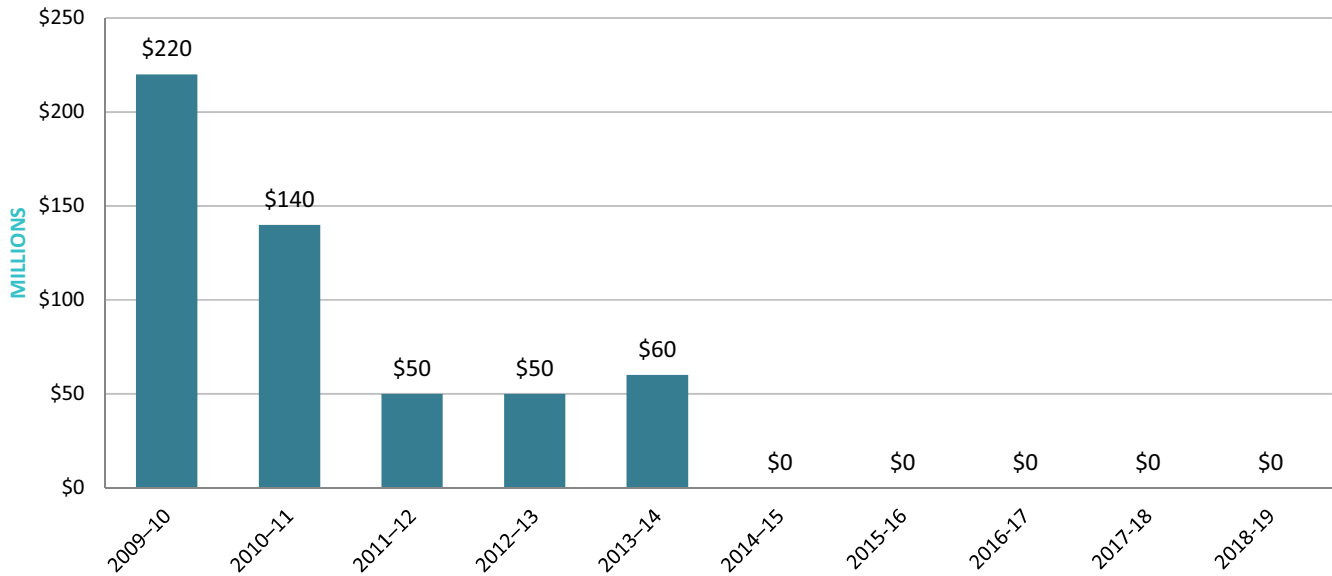
During the ordinary course of business, local governments, including the County, typically experience temporary mismatches in cash flow due to the timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely focused on months surrounding tax payment dates. 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 2009-10. The County has not issued TRANS on its own behalf for the past four fiscal years.

## Conduit Issuances

Board of Supervisors Policy B-65 also provides for the County to assist qualified nonprofit 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 2009–10 through 2018–19



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.



*County of San Diego*

**Public Safety Group**

Public Safety Group at a Glance	133
.....	
Public Safety Group Summary & Executive Office	135
.....	
District Attorney	143
.....	
Sheriff	149
.....	
Child Support Services	157
.....	
Citizens' Law Enforcement Review Board	163
.....	
Office of Emergency Services	169
.....	
Medical Examiner	173
.....	
Probation	179
.....	
Public Defender	187
.....	
San Diego County Fire Authority	193
.....	

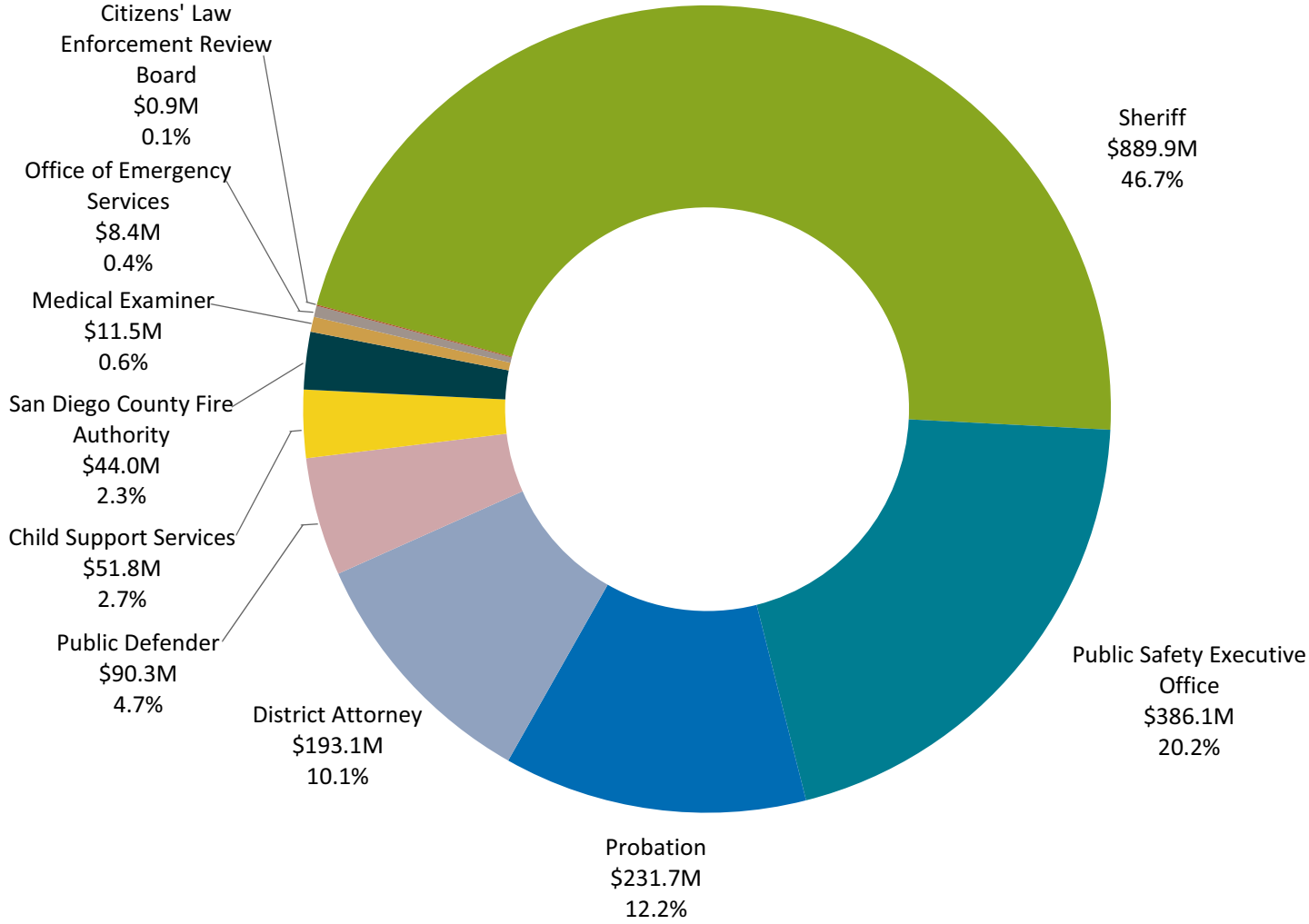




# Public Safety Group at a Glance

## Recommended Budget by Department

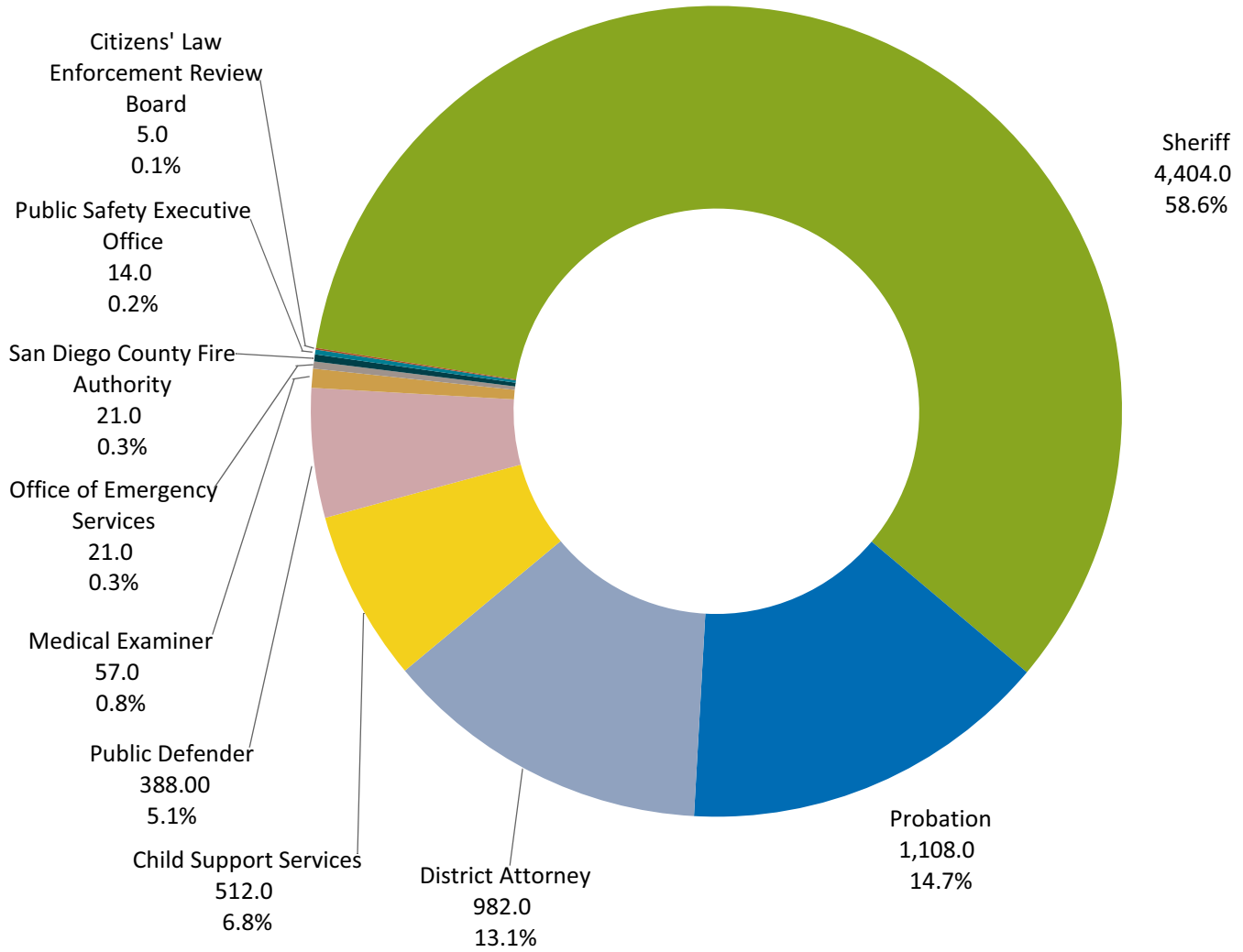
### Budget by Department Fiscal Year 2018-19: \$1.9 billion





**Recommended Staffing by Department**

**Staffing by Department**  
**Fiscal Year 2018-19: 7,512.0 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: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, 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., "LS1" or "BBH3") 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*.

### Building Better Health

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

### **Connect more people struggling with mental health and substance use in custody and in the community with treatment options**

To achieve this, public safety departments will work with the Health and Human Services Agency and other partnersto:

- ◆ Expand the region's substance use disorder treatment system, through the implementation of the Drug Medical Organized Delivery System (DMC-ODS). This includes bolstering services that address the root causes of criminal behavior and respond to individual needs
- ◆ Identify those with mental health needs entering the criminal justice system and help them transition into community-based programs

### Living Safely

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

**Maintain San Diego Region’s Status as one of the Nation’s Safest**

The San Diego region’s crime rates are among the lowest in the United States. We will continue to practice the crime prevention and interruption strategies that helped us reach this milestone. And we will work to extend our 30-year-low local crime rates and historic low juvenile crime rates, by:

- ◆ Targeting prolific offenders through strategies such as Information Led Policing, which focuses on serious and/or violent offenders to increase community safety
- ◆ Participating in multi-agency task forces and collaborative policing to lessen the ongoing threats of human trafficking, narcotics and gangs
- ◆ Increasing opportunities for community engagement and providing additional resource referrals to those facing the threat of homelessness
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse

**Improve youth outcomes**

The County will continue to help youth achieve their full potential. Declining numbers of youth in the juvenile justice system indicate significant progress made, and we will work with schools, families, community organizations and law enforcement to ensure this trend persists, by:

- ◆ Providing diversion and supportive community-based programs that prevent youth from entering the juvenile justice system and interrupt the cycle of intergenerational poverty
- ◆ 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/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence

**Provide the best wildfire response in the nation**

Thanks to the County’s significant investments in fire and emergency response, our region now has more firefighting air resources available than any other county in the nation. These resources helped to lessen the devastation of the December 2017 Lilac Fire. On a day-to-day basis, the San Diego County Fire Authority provides high quality fire and emergency medical service across approximately 1.5 million acres of San Diego County. Service highlights include:

- ◆ Paramedic-level career firefighters staffing 15 strategically located stations, including four new stations, to protect rural San Diego County
- ◆ Three County fire helicopters, two CAL FIRE air tankers, and one of a kind agreements with the Marines and Navy to utilize up to 30 additional helicopters, and agreements for night flying fire helicopter support
- ◆ Automated Vehicle Location (AVL) devices in all fire engines and fire trucks enable rapid coordination when responding to incidents
- ◆ Lowered average turnout time at fire stations in rural San Diego County due to a new technology alerting system

Operational Excellence

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

**Develop high quality facilities that improve public safety services**

The Public Safety Group is planning several critical new facilities that will boost the efficiency and effectiveness of services. Among the projects to be completed in the coming years are:

- ◆ A state-of-the-art Regional Crime Lab with five levels of office, laboratory, and warehouse space, as well as property and evidence units
- ◆ An Emergency Vehicle Operations Course with 40 acres of training facilities
- ◆ A rebuilt Pine Valley fire station with twice as much space, including more room for fire vehicles and equipment, and facilities for firefighters working 24-hour shifts. Once completed, an ambulance will join the response line-up.
- ◆ An updated Juvenile Justice Campus in Kearny Mesa with expanded Probation and community services

**2018–20 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 2018–20 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
	BBH1	Create a trauma-informed County culture	District Attorney, Probation, Public Defender, San Diego County Fire Authority, Community Services Group, Health and Human Services Agency, Land Use and Environment Group
	LS1	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
	LS2	Create opportunities for safe access to places that provide community connection and engagement	Office of Emergency Services, Probation, Medical Examiner, San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	LS3	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
	LS5	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	District Attorney, Probation, Public Defender, Health and Human Services Agency
	LS6	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
	LS7	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
	SE/T1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SE/T2	Anticipate customer expectations and demands 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
	SE/T6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	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	Probation, 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	Probation, 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	Probation, Sheriff, Child Support Services, Medical Examiner, Office of Emergency Services, 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	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	Sheriff, Probation, Office of Emergency Services, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
OE7		Pursue policy changes that support clean air, clean water, active living and healthy eating	Child Support Services, San Diego County Fire Authority, Community Services Group, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
OE8		Help employees understand how they contribute to <i>Live Well San Diego</i>	Child Support 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](http://www.sandiegocounty.gov/public_safety)

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

**Staffing**

Increase of 4.00 staff years

- ◆ Increase of 2.00 staff years to support and coordinate services provided to the populations involved in the criminal justice system within the Drug Medi-Cal Organized Delivery System.
- ◆ Increase of 1.00 staff year for Proposition 47, *the Safe Neighborhoods and Schools Act*, grant program coordination, as approved by the Board of Supervisors on August 1, 2017 (03).
- ◆ Increase of 1.00 staff year due to transfer of a position from the County Technology Office.

**Expenditures**

Net decrease of \$1.9 million

- ◆ Salaries & Benefits—increase of \$0.8 million due to the addition of 4.00 staff years, negotiated labor agreements, and required retirement contributions.
- ◆ Services & Supplies—net decrease of \$3.2 million.
  - ◆ Decrease of \$3.2 million due to the completion of major maintenance projects.
  - ◆ Decrease of \$0.6 due to the transfer of amounts for certain major maintenance projects previously reported in the Major Maintenance Improvement Plan to be capitalized in the Capital Outlay Fund.

- ◆ Increase of \$0.6 million for evaluation services in Proposition 47, *the Safe Neighborhoods and Schools Act*, grant program and services for the Mentoring For Youth program.
- ◆ Other Charges—increase of \$0.2 million to align to anticipated levels of expenditures for statutorily-required payments in Contributions to Trial Courts which includes \$0.1 million in county facility payments related to the transfer of space of Madge Bradley.
- ◆ Operating Transfers Out—net increase of \$0.3 million
  - ◆ Increase of \$0.6 million due to the corresponding decrease of amounts for projects previously reported in the Major Maintenance ISF that will be capitalized.
  - ◆ Increase of \$0.3 million for transfers to public safety departments to support regional law enforcement services based on increased revenue from Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*.
  - ◆ Decrease of \$0.6 million in Penalty Assessment transfers to the Criminal Justice Facility Construction Fund due to projected decrease in penalty assessment revenues.

**Revenues**

Net decrease of \$1.9 million

- ◆ Fines, Forfeiture & Penalties—net decrease of \$0.9 million.
  - ◆ Decrease of \$0.8 million due to decreasing collections in penalty assessment revenue.
  - ◆ Decrease of \$0.3 million due to decreasing collections in Contributions to Trial Courts.
  - ◆ Increase of \$0.1 million due to anticipated increase in collections in the Criminal Justice Facility Construction Fund.
  - ◆ Increase of \$0.1 million in Courthouse Construction Fund.
- ◆ Revenue From Use of Money & Property—increase of \$0.2 million due to interest on deposits.





- ◆ Intergovernmental Revenues—increase of \$5.7 million.
  - ❖ Increase of \$5.3 million in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services.
  - ❖ Increase of \$0.4 million related to increase in staff years and evaluation services for the Proposition 47, *the Safe Neighborhoods and Schools Act*, grant program.
- ◆ Charges for Current Services—decrease of \$1.8 million primarily in Contribution to Trial Courts to align to anticipated levels of revenue.
- ◆ Other Financing Sources—decrease of \$0.6 million in Criminal Justice Facility Construction due to decrease in penalty assessment revenues.
- ◆ Fund Balance Component Decreases—increase of \$10,162 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 \$4.0 million. A total of \$18.5 million is budgeted.
  - ❖ \$10.2 million in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services.
  - ❖ \$0.4 million for training program for mentors.
  - ❖ \$5.6 million for the maintenance of County criminal justice facilities in the Criminal Justice Facility Construction Special Revenue Fund.
  - ❖ \$2.3 million in Contributions to Trial Courts to offset the decline in court revenues supporting statutorily required payments.
- ◆ General Purpose Revenue Allocation—decrease of \$0.5 million.
  - ❖ Decrease of \$0.5 million primarily due to the completion of major maintenance projects.

### Executive Office Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Group Staffing by Department					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Public Safety Executive Office	10.00	10.00	14.00	40.0	14.00
District Attorney	943.00	975.00	982.00	0.7	982.00
Sheriff	4,319.00	4,364.00	4,404.00	0.9	4,404.00
Child Support Services	513.00	512.00	512.00	0.0	512.00
Citizens' Law Enforcement Review Board	4.00	4.00	5.00	25.0	5.00
Office of Emergency Services	19.00	19.00	21.00	10.5	21.00
Medical Examiner	54.00	57.00	57.00	0.0	57.00
Probation	1,242.00	1,101.00	1,108.00	0.6	1,108.00
Public Defender	365.00	380.00	388.00	2.1	388.00
San Diego County Fire Authority	21.00	21.00	21.00	0.0	21.00
<b>Total</b>	<b>7,490.00</b>	<b>7,443.00</b>	<b>7,512.00</b>	<b>0.9</b>	<b>7,512.00</b>

Group Budget by Department					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Public Safety Executive Office	\$ 377,357,043	\$ 387,932,181	\$ 386,061,395	(0.5)	\$ 384,023,573
District Attorney	186,495,372	193,633,301	193,092,715	(0.3)	202,179,729
Sheriff	786,042,510	842,852,567	889,883,392	5.6	873,165,055
Child Support Services	54,129,642	51,804,642	51,804,642	0.0	51,804,642
Citizens' Law Enforcement Review Board	683,052	717,451	917,060	27.8	933,591
Office of Emergency Services	5,888,064	7,811,529	8,411,474	7.7	7,447,743
Medical Examiner	10,116,528	10,975,423	11,468,578	4.5	11,132,807
Probation	224,365,114	213,581,376	231,715,925	8.5	230,632,441
Public Defender	82,229,919	87,591,568	90,334,891	3.1	90,699,912
San Diego County Fire Authority	33,645,294	39,155,221	44,001,138	12.4	39,506,357
<b>Total</b>	<b>\$ 1,760,952,538</b>	<b>\$ 1,836,055,259</b>	<b>\$ 1,907,691,210</b>	<b>3.9</b>	<b>\$ 1,891,525,850</b>



Executive Office Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Public Safety Executive Office	10.00	10.00	14.00	40.0	14.00
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>14.00</b>	<b>40.0</b>	<b>14.00</b>

Executive Office Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Public Safety Executive Office	\$ 12,946,202	\$ 13,637,974	\$ 11,845,657	(13.1)	\$ 11,559,854
Penalty Assessment	7,064,420	4,738,376	4,168,552	(12.0)	4,168,552
Criminal Justice Facility Construction	7,769,685	7,736,823	7,618,387	(1.5)	7,686,067
Courthouse Construction	1,103,628	920,580	1,039,016	12.9	971,336
Public Safety Proposition 172	280,736,405	294,038,150	294,370,302	0.1	292,618,283
Contribution for Trial Courts	67,736,703	66,860,278	67,019,481	0.2	67,019,481
<b>Total</b>	<b>\$ 377,357,043</b>	<b>\$ 387,932,181</b>	<b>\$ 386,061,395</b>	<b>(0.5)</b>	<b>\$ 384,023,573</b>

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 2,088,626	\$ 2,625,972	\$ 3,384,211	28.9	\$ 3,078,712
Services & Supplies	16,102,577	12,104,698	8,912,721	(26.4)	11,368,293
Other Charges	70,919,790	69,968,283	70,178,604	0.3	70,188,873
Operating Transfers Out	288,246,050	303,233,228	303,585,859	0.1	299,387,695
<b>Total</b>	<b>\$ 377,357,043</b>	<b>\$ 387,932,181</b>	<b>\$ 386,061,395</b>	<b>(0.5)</b>	<b>\$ 384,023,573</b>



Executive Office Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Fines, Forfeitures & Penalties	\$ 16,667,526	\$ 12,857,729	\$ 11,925,126	(7.3)	\$ 11,925,126
Revenue From Use of Money & Property	150,000	250,000	500,000	100.0	500,000
Intergovernmental Revenues	272,812,170	278,883,732	284,565,490	2.0	288,513,942
Charges For Current Services	15,498,227	12,521,133	10,715,927	(14.4)	10,715,927
Miscellaneous Revenues	—	123,000	123,000	0.0	123,000
Other Financing Sources	3,935,470	1,609,426	1,039,602	(35.4)	1,039,602
Fund Balance Component Decreases	—	36,405	46,567	27.9	57,999
Use of Fund Balance	14,691,191	22,492,534	18,497,682	(17.8)	12,396,552
General Purpose Revenue Allocation	53,602,459	59,158,222	58,648,001	(0.9)	58,751,425
<b>Total</b>	<b>\$ 377,357,043</b>	<b>\$ 387,932,181</b>	<b>\$ 386,061,395</b>	<b>(0.5)</b>	<b>\$ 384,023,573</b>



# District Attorney

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the District Attorney's Office has 982.00 staff years and a budget of \$193.1 million.



- ▣ Implemented the Resiliency Is Strength and Empowerment (RISE) Court in partnership with public agencies, the defense bar and the Superior Court. The RISE Court is a collaborative, engaged, and trauma-informed court that uses a multidisciplinary approach to address the needs of youth who may have a history of, or may be at risk for, commercial sexual exploitation. (BBH1)

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - ▣ Implemented 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, and mental health counseling. (BBH1)
  - ▣ Developed a supportive services protocol to meet the needs of children who have lost a loved one due to domestic violence homicides. (BBH1)

### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ▣ Delivered training to the Family Justice Center staff, Probation Department and local law enforcement agencies regarding how 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. (LS3)
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - ▣ Created the It Shouldn't Hurt to Go Home booklet in partnership with the Commission on the Status of Women. The booklet is in English, Spanish and Arabic and provides victims of domestic and dating violence resources to help break the cycle of violence. The booklet was distributed to all local law enforcement agencies, outreach groups and the downtown homeless tent camp. (LS5)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - ▣ Collaborated with the Sheriff and the Superior Court to develop protocols for PROGRESS Program for men in jail with mild to moderate mental health and co-occurring disorders. The program will help the clients engage in an intensive treatment regimen of 12-step meetings,

outpatient therapy and neighborhood support to assist them to transition back into community life and to reduce recidivism. (LS7)

- The new Countywide Strangulation Protocol for Law Enforcement was signed and enacted by the District Attorney, Sheriff, and Police Chiefs. The Protocol outlines best practices for the first responders on the scene of strangulation crimes. The District Attorney’s Office created a 9-minute training video viewed by over 5,000 first responders to reinforce the detection, documentation and response to strangulation crimes. (LS7)
- Achieved a 94% (10,848 of 11,553) rate of conviction on felony cases prosecuted, exceeding the goal of 90%.
- Achieved an 81% (18,621 of 23,132) rate of conviction on misdemeanor cases prosecuted, exceeding the goal of 80%.
- Resolved 71% (8,203 of 11,553) of adult felony cases prior to the preliminary hearing, exceeding the goal of 65%.

- Increase presentations to middle school students on the danger of drugs, specifically opioids and similar substances. (LS5)
- Collaborate with the San Diego County Health and Human Services Agency, Aging and Independence Services to implement the first ever San Diego County Elder and Dependent Adult Abuse Blueprint. The Blueprint commits San Diego County to a written set of goals and a coordinated community response to elder and dependent adult abuse, including model practices and response by law enforcement, prosecution and others. (LS5)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Continue the implementation of the District Attorney’s Sexual Assault kit inventory testing program to ensure all available DNA evidence inventory in San Diego County is tested. (LS7)
  - Collaborate with justice partners to plan and implement a Mobile Homeless Court Program to be held in the three major homeless shelters in San Diego to bring justice services to each location, making them more accessible to homeless individuals wanting to resolve any pending cases or records. (LS7)
  - Assess opportunities for non-violent mentally ill offenders, who have violated the terms of their probation, to participate in the Mental Health Collaborative Court Program to help stabilize them in the community and address possible intervention services in lieu of incarceration. (LS7)
  - Convene a Mental Health Summit to include justice partners, the Health and Human Services Agency, the defense bar, mental health consumers, service providers and other community based organizations to address and assess the points at which mentally-ill offenders could receive supportive services to minimize involvement with the justice system. (LS7)
  - Establish new protocols for Misdemeanor Court to provide early intervention and diversion programming options for low level offenders. (LS7)
  - With the passage of Proposition 64, *the Adult use of Marijuana Act*, review petitions for eligibility for resentencing, and where appropriate, file petitions for relief in accordance with the law. (LS7)
    - 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.
- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime

## 2018–20 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Implement the updated Child Abuse Victim Witness Protocols with new elements focusing on children exposed to human trafficking and domestic violence. Promote the protocols and train law enforcement, first responders and schools on the new protocols. (BBH1)
  - Enter into contracts with housing providers for assistance including rental and deposit assistance, hotel vouchers and transitional housing for victims of sexual assault, sexual exploitation and/or human trafficking. (BBH1)



### Living Safely

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Implement the Disrupt Sex Trafficking public awareness campaign in collaboration with the Health and Human Services Agency and human trafficking community based organizations to include billboards to increase public awareness and create classroom curriculum to be made available to local schools. (LS5)
  - Implement the Sexual Assault Response Team Campus Rape Prevention Campaign in partnership with local colleges, universities, campus student groups and law enforcement agencies to end sexual assault on local college campuses. (LS5)



- Implement the Success Agents Program, a mentorship and literacy program in partnership with the US Attorney and the San Diego Police Department. The Success Agents Program provides one-on-one mentoring between the employees of the Office of the District Attorney and partnering agencies, and 4th through 8th grade youth to support academic achievement, promote school attendance and address other risk factors that may impact their success. (LS7)
- Implement an early intervention truancy case management program to promote school attendance, avoid barriers to education attainment and address other risk factors. (LS7)

## Related Links

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

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


Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Achieve a conviction on felony cases (defendants) prosecuted <sup>1</sup>	94% of 11,690	90%	94% of 11,553	90%	90%
	Achieve a conviction on misdemeanor cases (defendants) prosecuted <sup>1</sup>	83% of 23,514	80%	81% of 23,132	80%	80%
	Resolve adult felony cases (defendants) prior to the preliminary hearing <sup>1</sup>	74% of 11,690	65%	71% of 11,553	65%	65%

Table Notes

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

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

### Staffing

Net increase of 7.00 staff years

- ◆ General Criminal Prosecution—increase of 16.00 staff years
  - ◆ Increase of 7.00 staff years to implement the Drug Medical Organized Delivery System as approved by the Board of Supervisors on March 27, 2018. Staff will serve as liaisons in collaborative courts as well as provide support to victims.
  - ◆ Increase of 9.00 staff years due to transfer from Special Criminal Prosecution to meet operational needs.
- ◆ Special Criminal Prosecution—decrease of 9.00 staff years due to transfer to General Criminal Prosecution.

### Expenditures

Decrease of \$0.5 million

- ◆ Salaries & Benefits—increase of \$2.9 million due to the addition of 7.00 staff years, negotiated labor agreements, and required retirement contributions.
- ◆ Services & Supplies—no significant change.
- ◆ Capital Assets Equipment—decrease of \$1.2 million due to the completion of one-time purchases.
- ◆ Management Reserves—decrease of \$2.2 million. A total of \$1.2 million is budgeted for DNA evidence inventory (\$1.0 million) and one-time facility maintenance and renovation projects (\$0.2 million).

### Revenues

Decrease of \$0.5 million

- ◆ Intergovernmental Revenues—decrease of \$0.8 million.
  - ◆ Decrease of \$0.4 million in grant revenue from the California Office of Traffic Safety for the DUI Vertical Prosecution program to align with projected allocations.



- ◆ Decrease of \$0.2 million in grant revenue from the California Department of Insurance due to the reduction of supplemental grant funding for the Disability and Healthcare Insurance Fraud Program.
- ◆ Decrease of \$0.2 million in revenue from the California Department of Justice due to State program adjustments.
- ◆ Other Financing Sources—decrease of \$1.4 million in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, due to the completion of one-time projects.
- ◆ Fund Balance Component Decreases—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—decrease of \$3.3 million. A total of \$5.2 million is budgeted.
  - ◆ \$3.2 million for DNA evidence inventory, facility maintenance and renovation projects, and temporary staff.
  - ◆ \$1.2 million for one-time negotiated salary and benefits costs and radio replacement.
  - ◆ \$0.8 million in Asset Forfeiture Funds to support law enforcement purposes.
- ◆ General Purpose Revenue Allocation—increase of \$4.2 million as a result of negotiated labor agreements and increased retirement costs.

### Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
General Criminal Prosecution	581.00	600.00	616.00	2.7	616.00
Specialized Criminal Prosecution	266.00	279.00	270.00	(3.2)	270.00
Juvenile Court	43.00	43.00	43.00	0.0	43.00
District Attorney Administration	53.00	53.00	53.00	0.0	53.00
<b>Total</b>	<b>943.00</b>	<b>975.00</b>	<b>982.00</b>	<b>0.7</b>	<b>982.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
General Criminal Prosecution	\$ 116,807,271	\$ 121,118,999	\$ 119,196,047	(1.6)	\$ 124,661,557
Specialized Criminal Prosecution	52,982,575	55,439,257	55,912,771	0.9	58,727,625
Juvenile Court	6,530,033	6,507,585	6,901,516	6.1	7,347,535
District Attorney Administration	9,550,493	9,942,460	10,332,381	3.9	10,693,012
District Attorney Asset Forfeiture Program	625,000	625,000	750,000	20.0	750,000
<b>Total</b>	<b>\$ 186,495,372</b>	<b>\$ 193,633,301</b>	<b>\$ 193,092,715</b>	<b>(0.3)</b>	<b>\$ 202,179,729</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 154,299,323	\$ 163,069,036	\$ 165,969,232	1.8	\$ 173,875,912
Services & Supplies	23,437,634	24,055,850	24,091,568	0.1	23,521,902
Other Charges	2,278,594	2,278,594	2,278,594	0.0	2,278,594
Capital Assets Equipment	2,258,000	1,508,000	281,500	(81.3)	281,500
Expenditure Transfer & Reimbursements	(778,179)	(778,179)	(778,179)	0.0	(778,179)
Management Reserves	5,000,000	3,500,000	1,250,000	(64.3)	3,000,000
<b>Total</b>	<b>\$ 186,495,372</b>	<b>\$ 193,633,301</b>	<b>\$ 193,092,715</b>	<b>(0.3)</b>	<b>\$ 202,179,729</b>



Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 21,159,741	\$ 20,855,927	\$ 20,073,643	(3.8)	\$ 20,073,643
Charges For Current Services	1,160,000	1,160,000	1,120,000	(3.4)	1,120,000
Miscellaneous Revenues	2,041,000	2,041,000	2,041,000	0.0	2,041,000
Other Financing Sources	55,899,583	57,487,678	56,113,895	(2.4)	56,113,895
Fund Balance Component Decreases	—	2,886,760	3,673,016	27.2	4,557,554
Use of Fund Balance	9,200,838	8,500,870	5,188,773	(39.0)	6,908,773
General Purpose Revenue Allocation	97,034,210	100,701,066	104,882,388	4.2	111,364,864
<b>Total</b>	<b>\$ 186,495,372</b>	<b>\$ 193,633,301</b>	<b>\$ 193,092,715</b>	<b>(0.3)</b>	<b>\$ 202,179,729</b>



# Sheriff

## Mission Statement

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

## Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering over 4,200 square miles and a population of over 3.2 million. The Sheriff, elected by the residents of San Diego County, is the chief executive of the department. The department operates seven detention facilities as well as eighteen patrol stations, a crime laboratory and an array of support operations necessary to provide full law enforcement services for the County of San Diego. The department's 4,400 employees provide general law enforcement, detention, and court security services, as well as regional investigative support and tactical emergency response. Primary police services are provided to 944,000 county residents, including those in nine contract cities. The department is responsible for booking arrestees and releasing inmates, ensuring court appearances, and providing necessary daily care for about 5,600 inmates per day. The Sheriff's detention facilities process 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 4,404.00 staff years and a budget of \$889.9 million.



## 2017–18 Anticipated Accomplishments



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ▣ Increased the number of warrants cleared by the Department by 5% (from 22,601 to 23,731). (LS3)
  - ▣ Continued to maximize Information Led Policing (ILP) strategies that target serious and/or violent offenders to increase safety in the communities served and mitigate crime. (LS3)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - ▣ Identified low-level drug offenders and/or offenders with mental health issues and utilized community corrections partners to help identify appropriate long-term services in the community that will reduce recidivism of those offenders. The Sheriff's Department was able to refer 280 severely mentally ill offenders to contracted discharge planners for services both pre and post-release. (LS7)
  - ▣ Expanded 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. By December 2017, all court divisions were utilizing the service and 500 inmates were able to be released through Sheriff's pre-trial services. (LS7)



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - ▣ Reached the standard of answering 90% of 9-1-1 calls within 10 seconds. (OE3)

## Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

- Reduced 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
  - Maintained sworn staffing at or above 95% of positions filled throughout the year to minimize vacancies and maintain staffing levels. (OE6)

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Seek and develop opportunities for increased community engagement to foster public trust and open relations. (LS6)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Expand reentry services to those in alternative custody to assist in their rehabilitation and successful reentry into our communities. (LS7)

## 2018–20 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Provide mental health screening to 4,000 inmates within 14 days of admission into jail custody by a qualified mental health professional or mental health staff.



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Increase the number of deputy initiated activity (DIA) conducted by 5% to 222,000. These are actions resulting from a deputy's own initiative or observation and are not tied to a request from the public or another agency. (LS3)
  - Work with community partners and provide homeless resource referrals to those in our communities facing the threat of homelessness. (LS3)



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Reach the standard of answering 95% of 9-1-1 calls within 15 seconds. (OE3)
- Strengthen our customer service culture to ensure a positive customer service experience
  - Provide updated and specifically designed critical incident training to deputies to enhance their preparedness and response to the increasing public safety needs during critical incidents. (OE5)

## Related Links

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

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

Performance Measures	2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
Mental Health Clinician contacts and referrals for psychiatric services <sup>1</sup>	N/A	N/A	N/A	4,000	4,400
Field Interviews <sup>2</sup>	9,691	15,500	15,200	N/A	N/A
Number of Jail "A" Bookings <sup>3</sup>	80,177	81,500	81,000	81,000	81,000
Warrants Cleared <sup>4</sup>	22,601	20,000	23,731	N/A	N/A
Deputy Initiated Activity <sup>5</sup>	N/A	N/A	N/A	222,000	222,000
Public Calls for Service <sup>6</sup>	228,036	287,000	245,000	245,000	245,000
Calls answered within 15 seconds <sup>7</sup>	N/A	N/A	N/A	95%	95%



Table Notes

- <sup>1</sup> National correctional standards require that all inmates receive mental health screening within 14 days of admission into jail custody and that the screening is conducted by a qualified mental health professional or mental health staff.
- <sup>2</sup> Field interviews are an easy and readily-available method of collecting information to increase community knowledge through law enforcement efforts. This measure will be discontinued in Fiscal Year 2018–19 as it is not tied to a future goal or objective.
- <sup>3</sup> “A” booking is known as “Arrest #1”, or the first charge on which an arrestee is booked into jail. Each arrestee receives an “Arrest #1” and it can be used to calculate an unduplicated count of individuals booked into jail in a given time period.
- <sup>4</sup> There is a coordinated effort of Department personnel in maximizing clearances. This measure will be discontinued in Fiscal Year 2018–19 as it is not tied to a future goal or objective.
- <sup>5</sup> Deputy Initiated Activity includes those actions resulting from the deputy's own initiative or observation and is not tied to a request from the public or another agency.
- <sup>6</sup> Calls for service reflect the demand for law enforcement services by the public.
- <sup>7</sup> This is a new measure for Fiscal Year 2018–19. In order to provide the fastest and most reliable service, 95% of incoming 9-1-1 calls will be answered within 15 seconds. This goal will also allow the Sheriffs’ Department to meet and exceed the State of California's Public Safety Answering Point Standards as defined in the States 9-1-1 Operations Manual.

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

### Staffing

Net increase of 40.00 staff years

- ◆ Net increase of 23.00 staff years in the Detention Services Bureau.
  - ◆ Increase of 20.00 staff years to provide round-the-clock mental health services including comprehensive assessments, risk identification, and psycho-social program activities in the detention facilities.
  - ◆ Increase of 4.00 staff years for the Drug Medi-Cal Organized Delivery System, who, in collaboration with community treatment providers, provide discharge planning to connect high need inmates to the appropriate providers upon release.
  - ◆ Decrease of 1.00 staff year due to a transfer to the Sheriff’s Court Services Bureau.
- ◆ Net increase of 14.00 staff years in the Law Enforcement Services Bureau.
  - ◆ Increase of 4.00 staff years to suppress juvenile delinquency and gang violence by providing recreation, education, mentoring and family services to at-risk teenage youth.
  - ◆ Increase of 4.00 staff years for investigative operations.
  - ◆ Increase of 3.00 staff years to maintain supervisory span of control to the unincorporated areas.
  - ◆ Increase of 2.00 staff years to coordinate, plan and operationally manage major events occurring in the Sheriff's jurisdiction.

- ◆ Increase of 1.00 staff year due to an increase in law enforcement services requested by the Pala Band of Mission Indians.
- ◆ Increase of 1.00 staff year to provide support for the Operation Stonegarden Grant Program.
- ◆ Decrease of 1.00 staff year due to a transfer to the Management Services Bureau.
- ◆ Net increase of 1.00 staff year in the Sheriff's Court Services Bureau due to a transfer from the Detention Services Bureau.
- ◆ Net increase of 2.00 staff years in the Management Services Bureau.
  - ◆ Increase of 1.00 staff year to manage and coordinate the High Intensity Drug Trafficking Areas (HIDTA) program.
  - ◆ Increase of 1.00 staff year to support Sheriff and Regional Communications System (RCS) radio network infrastructure including information technology (IT) security, servers operating systems and virtual machines.
  - ◆ Increase of 1.00 staff year due to a transfer from the Law Enforcement Services Bureau.
  - ◆ Decrease of 1.00 staff year due to a reduction in law enforcement services requested by contract cities.

### Expenditures

Net increase of \$47.0 million

- ◆ Salaries & Benefits—net increase of \$25.8 million.
  - ◆ Increase of \$5.5 million due to the addition of 40.00 staff years described above.
  - ◆ Increase of \$2.4 million for operational needs.
  - ◆ Increase of \$1.8 million for one-time negotiated salary and benefit payments.
  - ◆ Increase of \$16.8 million due to required retirement contributions and negotiated labor agreements.





- ❖ Net decrease of \$0.7 million due to anticipated salary savings offset by an increase in planned training academies.
- ◆ Services & Supplies—net increase of \$5.2 million.
  - ❖ Increase of \$6.3 million due to increased costs for Public Liability insurance and facilities.
  - ❖ Increase of \$2.7 million due to increased costs for IT projects, helicopter maintenance, medical accreditation fees, radio replacements and costs associated with the Rock Mountain Detention Facility operational needs.
  - ❖ Increase of \$2.2 million due to increased costs in Medicines, Drugs & Pharmaceuticals.
  - ❖ Increase of \$1.8 million in Professional & Specialized Services associated with the Inmate Welfare Program.
  - ❖ Increase of \$1.2 million for the development and deployment of a new Electronic Medical Records system.
  - ❖ Increase of \$0.7 million in Contracted Services and Professional & Specialized Services associated with the Cal-ID program.
  - ❖ Decrease of \$2.5 million due to the completion of RCS one-time projects and purchases in Fiscal Year 2017-18.
  - ❖ Decrease of \$2.3 million due to the completion of the one-time replacement of the Sheriff's Mobile Data (High Performance Data) Core servers and the replacement of security cameras and controls at the Vista Detention Facility in Fiscal Year 2017-18.
  - ❖ Decrease of \$2.1 million due to the completion of one-time start-up and furniture, fixtures and equipment purchases for the new Crime Laboratory and the new San Diego Central Courthouse in Fiscal Year 2017-18.
  - ❖ Decrease of \$1.1 million related to State and Federal homeland security initiatives.
  - ❖ Decrease of \$1.0 million due to the realignment of expenditures to Other Charges and Salaries & Benefits based on operational needs.
  - ❖ Decrease of \$0.7 million for certain major maintenance projects previously reported in the Major Maintenance Improvement Plan to be capitalized in the Capital Outlay Fund.
- ◆ Other Charges—increase of \$3.8 million.
  - ❖ Increase of \$2.5 million due to a realignment of expenditures from Services & Supplies based on operational needs and an increase in Contributions to Internal Service Funds for fleet replacements and acquisitions.
  - ❖ Increase of \$1.3 million for increased inmate medical costs.
- ◆ Capital Assets Equipment—net increase of \$5.8 million.
  - ❖ Increase of \$5.2 million for the purchase of a helicopter.
  - ❖ Increase of \$1.0 million for transportation equipment.
  - ❖ Increase of \$0.3 million in planned expenditures based on revenue from the RCS Trust Fund.
- ◆ Net decrease of \$0.7 million due to the completion of a one-time purchase of equipment from State and Federal homeland security programs and initiatives in Fiscal Year 2017-18.
- ◆ Operating Transfers Out—increase of \$6.4 million.
  - ❖ Increase of \$4.9 million due to transfers between the Asset Forfeiture Fund, Jail Commissary Enterprise Fund, Inmate Welfare Fund and the General Fund.
  - ❖ Increase of \$1.5 million due to the corresponding decrease of amounts for projects previously reported in the Major Maintenance ISF that will be capitalized. This comprise of a transfer of \$0.7 million from Services and Supplies; \$0.3 million from Capital Assets Equipment and an increase of \$0.5 million for new projects.

## Revenues

Net increase of \$47.0 million

- ◆ Fines, Forfeitures & Penalties—increase of \$0.8 million due to an increase in planned expenditures for the Cal-ID program.
- ◆ Revenue from Use of Money & Property—increase of \$0.8 million.
  - ❖ Increase of \$0.6 million due to the realignment of revenue from Miscellaneous Revenues.
  - ❖ Increase of \$0.2 million due to an increase in anticipated radio site lease revenue.
- ◆ Intergovernmental Revenues—net decrease of \$4.4 million.
  - ❖ Decrease of \$5.1 million due to re-categorization of the Poway Redevelopment Trust Fund to General Purpose Revenue.
  - ❖ Decrease of \$1.5 million due to re-categorization of the Centre City Redevelopment Agreement Trust Fund to General Purpose Revenue.
  - ❖ Increase of \$2.0 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 for the housing and training of County inmates participating in State operated fire camps, and costs to suppress juvenile delinquency and gang violence by providing recreation, education, mentoring and family services to at-risk teenage youth.
  - ❖ Increase of \$0.2 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.
- ◆ Charges for Current Services—net increase of \$6.4 million.
  - ❖ Increase of \$3.2 million to recover costs of the required retirement contributions and negotiated labor agreements and service adjustments for contracted law enforcement services to nine contract cities, transit entities, a community college district and tribes.



- ❖ Increase of \$3.0 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount, Trial Court Security Growth Special Account and Supplemental Trial Court Security based on estimates included in the Fiscal Year 2018-19 Governor's Proposed Budget.
- ❖ Increase of \$0.2 million due to an increase in planned expenditures from the Civil Automation Trust Fund.
- ◆ Miscellaneous Revenues—net decrease of \$0.2 million.
  - ❖ Decrease of \$1.9 million due to a decrease in planned expenditures reimbursed from the RCS Trust Fund.
  - ❖ Decrease of \$0.6 million due to a realignment of revenue to Revenue From Use of Money & Property.
  - ❖ Increase of \$1.6 million due to increase in sales of commissary goods to inmates.
  - ❖ Increase of \$0.7 million due to an increase in planned expenditures reimbursed from the Aerial Support to Regional Agencies (ASTREA) Trust Fund.
- ◆ Other Financing Sources—net increase of \$12.9 million.
  - ❖ Increase of \$8.0 million due to projected receipts (\$4.8 million) and the use of fund balance available for one-time projects and to provide temporary funding for operational costs (\$3.2 million) 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 \$3.1 million due to an increase in funds to be transferred from the Asset Forfeiture Fund to the General Fund.
  - ❖ Increase of \$1.5 million due to an increase in funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Inmate Welfare Fund.
  - ❖ Increase of \$0.3 million due to an increase in funds to be transferred from the Inmate Welfare Fund to the General Fund.
- ◆ Fund Balance Component Decreases—increase of \$3.3 million.
  - ❖ Increase of \$2.6 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.
- ❖ Increase of \$0.7 million from the Sheriff Capital Project Commitment to support a portion of the costs to purchase a helicopter.
- ◆ Use of Fund Balance—increase of \$11.0 million. A total of \$17.0 million is budgeted.
  - ❖ \$6.5 million in Public Safety Group General Fund fund balance:
    - ❖ \$3.8 million to provide funding for planned academies.
    - ❖ \$0.7 million for the development and deployment of a new Electronic Medical Records system.
    - ❖ \$0.5 million to offset certain major maintenance projects to be capitalized in the Capital Outlay Fund.
    - ❖ \$0.4 million to offset one-time negotiated salary and benefit payments.
    - ❖ \$0.4 million to offset costs for the County work site security assessment team.
    - ❖ \$0.4 million to offset one-time IT projects.
    - ❖ \$0.3 million to offset one-time start-up costs related to the Rock Mountain Detention Facility.
  - ❖ \$4.7 million in the Asset Forfeiture Fund to offset costs related to leases, a portion of the cost to purchase a helicopter and to maintain the funding for annual anticipated expenditures in the Asset Forfeiture program.
  - ❖ \$3.2 million in General Fund fund balance:
    - ❖ \$1.7 million to offset costs related to radio replacements.
    - ❖ \$1.5 million to offset one-time negotiated salary and benefit payments.
  - ❖ \$2.6 million in the Inmate Welfare Fund to support positions and core services.
- ◆ General Purpose Revenue Allocation—increase of \$16.4 million as a result of required retirement contributions and negotiated labor agreements, the addition of staff years, public liability costs, regional justice facility costs previously funded by the Poway Redevelopment Trust Fund and for law enforcement security costs for the CAC Waterfront Park previously funded by Centre City Redevelopment Agreement Trust Fund offset by a decrease related to anticipated salary savings discussed above.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.

### Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Detention Services	2,083.00	2,092.00	2,115.00	1.1	2,115.00
Law Enforcement Services	1,388.00	1,421.00	1,435.00	1.0	1,435.00
Sheriff's Court Services	418.00	417.00	418.00	0.2	418.00
Human Resource Services	133.00	133.00	133.00	0.0	133.00
Management Services	254.00	257.00	259.00	0.8	259.00
Sheriff's ISF / IT	17.00	17.00	17.00	0.0	17.00
Office of the Sheriff	26.00	27.00	27.00	0.0	27.00
<b>Total</b>	<b>4,319.00</b>	<b>4,364.00</b>	<b>4,404.00</b>	<b>0.9</b>	<b>4,404.00</b>

### Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Detention Services	\$ 297,740,023	\$ 317,683,074	\$ 332,838,310	4.8	\$ 339,942,177
Law Enforcement Services	245,368,533	263,156,804	276,313,297	5.0	262,336,237
Sheriff's Court Services	61,244,440	66,406,119	68,693,107	3.4	69,056,627
Human Resource Services	26,701,518	28,029,981	30,269,757	8.0	29,199,101
Management Services	41,557,424	45,467,119	44,244,162	(2.7)	42,333,387
Sheriff's ISF / IT	91,825,499	96,249,781	104,565,103	8.6	101,423,341
Office of the Sheriff	5,831,905	6,712,435	6,903,412	2.8	7,003,646
Sheriff's Asset Forfeiture Program	1,102,326	2,127,326	5,277,262	148.1	1,127,326
Jail Commissary Enterprise Fund	8,061,760	9,322,113	10,938,808	17.3	10,877,838
Sheriff's Inmate Welfare Fund	6,358,180	7,410,918	9,573,674	29.2	9,640,316
Countywide 800 MHZ CSA's	250,902	286,897	266,500	(7.1)	225,059
<b>Total</b>	<b>\$ 786,042,510</b>	<b>\$ 842,852,567</b>	<b>\$ 889,883,392</b>	<b>5.6</b>	<b>\$ 873,165,055</b>



Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 593,155,651	\$ 640,344,898	\$ 666,147,277	4.0	\$ 672,534,288
Services & Supplies	167,040,982	172,875,635	178,068,403	3.0	168,445,804
Other Charges	26,054,834	26,489,834	30,241,049	14.2	30,231,171
Capital Assets Equipment	2,091,614	2,610,149	8,434,583	223.1	490,000
Expenditure Transfer & Reimbursements	(8,709,297)	(8,204,712)	(8,171,121)	(0.4)	(8,259,508)
Operating Transfers Out	6,408,726	8,736,763	15,163,201	73.6	9,723,300
<b>Total</b>	<b>\$ 786,042,510</b>	<b>\$ 842,852,567</b>	<b>\$ 889,883,392</b>	<b>5.6</b>	<b>\$ 873,165,055</b>

Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 500,500	\$ 500,500	\$ 500,500	0.0	\$ 500,500
Fines, Forfeitures & Penalties	7,812,562	5,498,430	6,344,482	15.4	2,402,833
Revenue From Use of Money & Property	435,226	3,115,606	3,927,906	26.1	3,869,742
Intergovernmental Revenues	71,344,369	75,776,012	71,415,569	(5.8)	63,006,535
Charges For Current Services	138,579,038	149,004,213	155,373,200	4.3	158,393,565
Miscellaneous Revenues	13,716,801	18,156,591	17,924,561	(1.3)	14,680,636
Other Financing Sources	204,575,628	220,619,373	233,563,126	5.9	226,739,333
Fund Balance Component Decreases	—	9,116,711	12,392,359	35.9	14,655,891
Use of Fund Balance	12,706,072	5,989,518	16,976,862	183.4	5,951,350
General Purpose Revenue Allocation	336,372,314	355,075,613	371,464,827	4.6	382,964,670
<b>Total</b>	<b>\$ 786,042,510</b>	<b>\$ 842,852,567</b>	<b>\$ 889,883,392</b>	<b>5.6</b>	<b>\$ 873,165,055</b>



# Child Support Services

## Mission Statement

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

## Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the Federal and State Title IV-D child support program. Federal and State law governs the department, with oversight by the California Department of Child Support Services. DCSS collaborates with 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. DCSS also oversees and manages the Bureau of Public Assistance Investigations. This unit 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.



- Established parentage on 99% (44,833 of 45,049) of cases, consistent with the statewide goal.
- Decrease in the percentage of open cases with an enforceable order to 89% (55,018 of 61,794), falling short of the goal of 91% due to an overall decrease in cases without an order established.
- Increased the percentage of current support collected to current support owed to 71% (\$116 million of \$163 million), consistent with the statewide goal.
- Decrease in the percentage of arrears cases with a collection to 72% (33,568 of 46,603), falling short of the goal of 75% due to a continued decrease in federal intercept collections which are often the only payment source for cases with only past due support owed.
- Maintained total overall collections for child support at \$177 million.
- Continued to promote family self-sufficiency by working with local community organizations including San Diego Family Law Facilitator, San Diego Workforce Partnership, CARE Community Center, Ballard Center and local libraries to ensure that supportive services are available to families.
- Continued to partner with local detention facilities to educate and assist incarcerated participants with genetic testing, establishing and modifying child support orders.
- Continued 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.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

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

### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collected \$3.39 for every \$1.00 spent on operations, just short of our goal of \$3.50 due to ensuring child support orders are correct and reliable. The total amount of child support due has decreased resulting in a decrease in total collections.



- Identified areas to increase operational efficiency and effectiveness of case processing.
- Reduced the average time from case opening to first payment received by families to equal or less than the monthly statewide average.
- Identified areas to increase efficiency and work with Superior Court to ensure right-sized orders are obtained in a timely manner to provide sustainable reliable income to families.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Gathered requirements and systems needed to implement a case management system for the Bureau of Public Assistance Fraud Investigation. A new timeline was introduced due to the scope of the project allowing for integration of multiple systems in the development stage. The case management system will be implemented in Fiscal Year 2018-19. (OE3)
  - Deployed an automated check in system for child support customers. (OE3)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Implemented Parents Investing in Education Program (formerly College Savings Program). The program will begin with a goal of opening 75 college savings accounts for dependents of child support customers by the end of Fiscal Year 2019-20. The goal of the program is to help advance children’s academic success and build a post high school mindset. (OE7)
  - Partnered with County agencies and community organizations to break the cycle of intergenerational poverty among child support customers. Community partners such as Go-Staff, Goodwill Industries, Dad’s Club, Allen Financial Insurance and Neighborhood Health Insurance Center are now staffed onsite at all office locations.
  - Explored issues surrounding the homeless population and looked for innovative ways to improve our customer service to homeless child support customers, including outreach and referral processing.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s vision, *Live Well San Diego*
  - Disseminated news stories via the employee intranet regarding the work employees do in assisting child support customers to lead a healthy and thriving lifestyle. (OE8)

- 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.
- Ensure the percentage of current support collected to current support owed is at or above 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.
- Reduce percentage of cases not paying current support from 17% to 14%.
- Continue to partner with community partners and County departments to offer child support customers wraparound services and resources that have a direct impact on improving quality of life.
- Implement tools and strategies aimed at breaking the cycle of intergenerational poverty among child support customers.
- Partner with County agencies and community organizations in efforts to address intergenerational poverty among child support customers.

 Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Collect at least \$3.50 for every \$1.00 spent on operations.
  - Identify areas to increase operational efficiency and effectiveness of case processing.
  - Reduce the number of days from initial order to first payment from the previous fiscal year average of 34 days to 30 days, allowing custodial parent(s) to receive child support payments faster and increasing customer confidence.
  - Identify areas to increase efficiency and work with Superior Court to ensure right-sized orders are obtained in a timely manner to provide sustainable and reliable income to families.
  - Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
    - Continue the implementation of a case management system for the Bureau of Public Assistance Investigations, including the integration of data and processes from four legacy systems and establishment of the new system in the government cloud environment. (OE3)
    - Expand the use of an automated check in system for child support customers to all branch locations. (OE3)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Open a minimum of 75 college savings accounts for dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood by the end of Fiscal Year 2019-20. (OE7)

2018–20 Objectives

 Building Better Health


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



- Continue to explore issues surrounding the homeless population to identify innovative ways to improve our customer service to homeless child support customers, including outreach and referral processing.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
- Disseminate news stories via the department’s employee intranet regarding the work employees do in assisting child support customers to lead a healthy and thriving lifestyle. (OE8)

### Related Links

For additional information about the Department of Child Support Services, refer to the website at:  
 ♦ [www.sandiegocounty.gov/dcsc](http://www.sandiegocounty.gov/dcsc)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Current support collected (federal performance measure #3) (in millions) <sup>1</sup>	73% of \$117	71%	71% of \$163	71%	71%
	Cases with an enforceable order (federal performance measure #2) <sup>1</sup>	90% of 65,498	91%	89% of 61,794	91%	91%
	Arrears cases with a collection (federal performance measure #4) <sup>1</sup>	75% of 48,454	75%	72% of 46,603	75%	75%
	Total Collections (in millions)	\$177	\$177	\$177	\$177	\$177
	Reduce percentage of cases not paying current support <sup>2</sup>	N/A	N/A	N/A	14%	14%

**Table Notes**

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

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

<sup>2</sup>This measure will be added in Fiscal Year 2018-19 to reduce cases not paying current support.

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

### Staffing

No net change in staffing

- ♦ Transfer of 1.00 staff year from Recurring Maintenance and Operations to Administrative Services to better align with business needs.

### Expenditures

No net expenditure increase

- ♦ Salaries & Benefits—increase of \$0.4 million due to negotiated labor agreements and required retirement contributions.
- ♦ 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 \$0.4 million decrease in expenditures.

## Revenues

No revenue increase.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





## Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Production Operations	347.00	345.00	345.00	0.0	345.00
Quality Assurance	12.00	12.00	12.00	0.0	12.00
Administrative Services	37.00	38.00	39.00	2.6	39.00
Recurring Maintenance and Operations	5.00	6.00	5.00	(16.7)	5.00
Legal Services	47.00	47.00	47.00	0.0	47.00
Bureau of Public Assistance Investigation (BPAI)	65.00	64.00	64.00	0.0	64.00
<b>Total</b>	<b>513.00</b>	<b>512.00</b>	<b>512.00</b>	<b>0.0</b>	<b>512.00</b>

## Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Production Operations	\$ 40,400,451	\$ 40,243,153	\$ 36,815,801	(8.5)	\$ 36,202,772
Quality Assurance	1,259,430	1,274,389	1,328,377	4.2	1,401,836
Administrative Services	5,012,635	2,384,588	5,562,896	133.3	5,761,074
Recurring Maintenance and Operations	774,642	921,284	797,754	(13.4)	836,407
Legal Services	6,682,484	6,981,228	7,299,814	4.6	7,602,553
Bureau of Public Assistance Investigation (BPAI)	—	—	—	—	—
<b>Total</b>	<b>\$ 54,129,642</b>	<b>\$ 51,804,642</b>	<b>\$ 51,804,642</b>	<b>0.0</b>	<b>\$ 51,804,642</b>

## Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 51,316,407	\$ 50,326,071	\$ 50,693,007	0.7	\$ 51,511,284
Services & Supplies	12,687,228	11,954,913	11,993,123	0.3	11,228,140
Other Charges	—	15,000	15,000	0.0	15,000
Capital Assets Equipment	320,000	150,000	168,000	12.0	168,000
Expenditure Transfer & Reimbursements	(10,193,993)	(10,641,342)	(11,064,488)	4.0	(11,117,782)
<b>Total</b>	<b>\$ 54,129,642</b>	<b>\$ 51,804,642</b>	<b>\$ 51,804,642</b>	<b>0.0</b>	<b>\$ 51,804,642</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 50,171,537	\$ 50,146,537	\$ 50,146,537	0.0	\$ 50,146,537
Charges For Current Services	1,558,105	1,658,105	1,658,105	0.0	1,658,105
Use of Fund Balance	2,400,000	—	—	0.0	—
<b>Total</b>	<b>\$ 54,129,642</b>	<b>\$ 51,804,642</b>	<b>\$ 51,804,642</b>	<b>0.0</b>	<b>\$ 51,804,642</b>



# Citizens' Law Enforcement Review Board

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the Citizens' Law Enforcement Review Board has 5.00 staff years and a budget of \$0.9 million.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - ▣ Completed 100% of 120 complaint investigations within one year of receipt, unless delayed due to lengthy investigations that were required for complex cases, exceeding the goal of 95%. (OE4)
  - ▣ Processed 100% of 180 new complaints in a timely manner; maintained a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature. (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 provides 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)
  - ▣ Provided quarterly training on law enforcement oversight issues to the community. (OE4)

### Strategic Initiative Legend

			
BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - ▣ Increased community awareness of the CLERB through quarterly stakeholder outreach meetings held in the community. (SE/T6)

## 2018–20 Objectives

### Sustainable Environments/Thriving

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



- Conduct or attend four community outreach activities to increase awareness of CLERB. (SE/T6)



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Complete 100% of complaint investigations within one year of receipt of filed complaint, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2). (OE4)
  - Complete 100% of death investigations within one year of notification of death, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2). (OE4)
  - Process 100% of new complaints in a timely manner; maintain a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature. (OE4)
  - Present five policy and procedure recommendations to the Sheriff's Department and/or Probation Department. (OE4)

- Complete a comprehensive CLERB Staff Policies and Procedure Manual that provides direction and expectations for CLERB staff. (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 include relevant information for the public, while respecting peace officer confidentiality rights.
- Provide quarterly training on law enforcement oversight issues to the community. (OE4)

### Related Links

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

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







Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Conduct or attend four community outreach activities <sup>1</sup>	N/A	N/A	N/A	100% of 4	100% of 4
	Hold or attend at least four community-based meetings annually <sup>1</sup>	100% of 4	100% of 4	100% of 4	N/A	N/A
	Mail complaint documents for complainant signature within two working days of initial contact <sup>2, 3</sup>	100% of 127	100%	100% of 180	100%	100%
	Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions <sup>3</sup>	96% of 117	95%	100% of 120	100%	100%
	Complete death investigations within one year of notification of death, excluding applicable tolling exemptions <sup>4</sup>	N/A	N/A	N/A	100%	100%
	Present five policy and procedure recommendations to the Sheriff's Department and/or Probation Department <sup>5</sup>	N/A	N/A	N/A	100% of 5	100% of 5
	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

- <sup>1</sup> The “hold or attend at least four community-based meetings annually” will be changed to “Conduct or attend four community outreach activities” to more accurately reflect the nature of the community events conducted by the Executive Officer.
- <sup>2</sup> Data on number of complaints is gathered by calendar year (January-December) versus fiscal year (July-June).
- <sup>3</sup> CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 125 based on a five-year average.
- <sup>4</sup> Death investigations are initiated upon CLERB notification of death and without a signed complaint. This differs greatly from complaint investigations, which are initiated upon CLERB receipt of a signed complaint within one year of the incident giving rise to the allegation(s). As these case types differ for several reasons, to include etiology, general focus/scope, and differing frequency of applicable tolling exemptions, this new measure is proposed.
- <sup>5</sup> Policy and procedure recommendations are a critical tool in the civilian oversight world. CLERB should be looking at the Department’s policies with an eye toward improving the service provided to the community.

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

### Staffing

Increase of 1.00 staff year to assist in and to increase the efficiency of caseload review.

### Expenditures

Increase of \$0.2 million

- ◆ Salaries & Benefits—increase of \$0.2 million mainly due to the addition of 1.00 staff year, negotiated labor agreements, and required retirement contributions.

### Revenues

Increase of \$0.2 million

- ◆ Use of Fund Balance—a total of \$4,939 is budgeted.
  - ◆ \$4,939 for one-time salaries and benefits payments based on negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million due to required retirement contributions, negotiated labor agreements and the addition of 1.00 staff year.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Law Enforcement Review Board	4.00	4.00	5.00	25.0	5.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>25.0</b>	<b>5.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Law Enforcement Review Board	\$ 683,052	\$ 717,451	\$ 917,060	27.8	\$ 933,591
<b>Total</b>	<b>\$ 683,052</b>	<b>\$ 717,451</b>	<b>\$ 917,060</b>	<b>27.8</b>	<b>\$ 933,591</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 546,072	\$ 552,106	\$ 721,793	30.7	\$ 738,324
Services & Supplies	136,980	165,345	195,267	18.1	195,267
<b>Total</b>	<b>\$ 683,052</b>	<b>\$ 717,451</b>	<b>\$ 917,060</b>	<b>27.8</b>	<b>\$ 933,591</b>

Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Use of Fund Balance	\$ —	\$ —	\$ 4,939	—	\$ 4,939
General Purpose Revenue Allocation	683,052	717,451	912,121	27.1	928,652
<b>Total</b>	<b>\$ 683,052</b>	<b>\$ 717,451</b>	<b>\$ 917,060</b>	<b>27.8</b>	<b>\$ 933,591</b>





# Office of Emergency Services

## Mission Statement

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

## Department Description

The Office of Emergency Services (OES) coordinates the overall county response to disasters. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating all agencies that respond; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center (EOC), a central facility providing regional coordinated emergency response, and acts as staff to the Unified Disaster Council (UDC). The UDC is a joint powers agreement among 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 21.00 staff years and a budget of \$8.4 million.



- ▣ Increased the number of AlertSanDiego downloads by 28% (408,720 to 524,189), exceeding the goal of 3% through the use of multiple outreach campaigns and preparedness steps taken by residents following the Lilac Fire, and other disasters around the state of California. (LS1)
- ▣ Increased the number of SD Emergency mobile downloads by 36% (197,083 to 267,987), exceeding the goal of 5% through the use of outreach campaigns and the preparedness steps taken by residents following the Lilac Fire, and other disasters around the state of California. (LS1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ▣ Conducted four regional exercises focused on working with external partners. These exercises centered on improving OES’s overall coordination, collaboration and response capability. Partner agency-focused exercises included an operational area tabletop exercise focused on a complex coordinated terror attack; a Risk Communication Partner Relay exercise that practiced the translation of emergency response information into multiple languages; a hands-on shelter training exercise that tested 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 which improved emergency coordination with small, medium and large corporations throughout the region. (LS2)

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Living Safely

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

### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - ▣ Completed the development of an in-kind/commodities donations management plan. This plan provides 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 require increased commitment of limited management personnel, volunteer organizations, facilities, and other local resources. (OE3)

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Four emergency services coordinators, a public information officer and the assistant director have obtained Type 3 Emergency Operations Center (EOC) position credentials from the California Office of Emergency Service’s California Specialized Training Institute. All non-probationary emergency services Coordinators have now obtained state position credentials. 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 EOC. (OE6)
  - Expanded the number of disaster service workers trained for the County’s Advanced Recovery Initiative (ARI) by 3% (742 to 765). 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. (OE6)

- Conduct four regional exercises focused on working with external partners. These exercises will center on improving OES’s overall coordination, collaboration and response capability. Operations will include a regional tabletop exercise that will test the Family Reunification Concept of Operations Plan. (LS2)



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Lead the regional development of a post-disaster interim housing plan for the region. Coordinate with local emergency managers, building officials, social services, non-governmental organizations (NGOs) and others in the development of a plan that is consistent with the National Disaster Housing Strategy, incorporating nationwide best practices and lessons learned. The final plan will include strategies to respond to immense housing loss, expedite the consolidation and closure of emergency shelters, and transition to intermediate housing options and long-term housing solutions. (OE3)
  - Engage stakeholders and cooperators in the development of an auxiliary communications services plan for the region. Develop a communication plan using amateur radio operators on amateur radio frequencies to facilitate coordination between emergency responders in support of the County of San Diego’s emergency response system. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Expand the number of disaster service workers trained for the Advanced Recovery Initiative (ARI) 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. (OE6)

## 2018–20 Objectives



### Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Use past results to improve efficiency and refine outreach programs, and conduct at least two public outreach campaigns to increase the number of AlertSanDiego registrations by 3% overall and by 15% in the County Service Area 135, a 1.5 million-acre area of unincorporated San Diego County served by the County Fire Authority. (LS1)
  - Conduct two public outreach campaigns to increase the number of SD Emergency mobile application downloads by 5%. (LS1)
- Plan, build and maintain safe communities to improve the quality of life for all residents

## Related Links

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

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





Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Percentage increase of AlertSanDiego registration downloads <sup>1</sup>	N/A	3%	28% (408,720 to 524,189)	3%	3%
	Percentage increase of AlertSanDiego registration downloads in the CSA 135 service area <sup>2</sup>	N/A	N/A	N/A	15%	15%
	Percentage increase of SD Emergency mobile application downloads <sup>1</sup>	N/A	5%	36% (197,083 to 267,987)	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	15% (647 to 742)	3%	3% (742 to 765)	3%	3%

Table Notes

<sup>1</sup> OES exceeded this target in Fiscal Year 2017–18 due to preparedness efforts by San Diego County residents in response to the Lilac Fire, Thomas Fire, Santa Barbara Mudslide and other emergencies.

<sup>2</sup> This measure will be added in Fiscal Year 2018-19 to increase AlertSanDiego registration downloads in CSA 135, an area at risk for wildfires.

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

### Staffing

Increase of 2.00 staff years to address increased need for disaster prevention and response, emergency planning activities and mitigation efforts.

### Expenditures

Net increase of \$0.6 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to the addition of 2.00 staff years, negotiated labor agreements, and required retirement contributions.
- ◆ Services & Supplies—increase of \$0.5 million due to one-time major maintenance projects and radio replacements.

### Revenues

Net increase of \$0.6 million

- ◆ Use of Fund Balance—increase of \$0.5 million. A total of \$1.3 million is budgeted.

- ◆ \$0.1 million for sheltering supplies.
- ◆ \$0.1 million for temporary staff to provide administrative support related to emergency operation activities.
- ◆ \$0.2 million for tabletop and full-scale emergency response training exercises.
- ◆ \$0.7 million for one-time major maintenance projects.
- ◆ \$0.1 million for public outreach projects, purchase of equipment to support the Operational Area Emergency Operations Center, and for the County Employee Alert and Warning System.
- ◆ \$0.1 million for radio replacements.
- ◆ General Purpose Revenue—increase of \$0.1 million mainly due to the increase in staff years described above.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.

**Staffing by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Office of Emergency Services	19.00	19.00	21.00	10.5	21.00
<b>Total</b>	<b>19.00</b>	<b>19.00</b>	<b>21.00</b>	<b>10.5</b>	<b>21.00</b>

**Budget by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Office of Emergency Services	\$ 5,888,064	\$ 7,811,529	\$ 8,411,474	7.7	\$ 7,447,743
<b>Total</b>	<b>\$ 5,888,064</b>	<b>\$ 7,811,529</b>	<b>\$ 8,411,474</b>	<b>7.7</b>	<b>\$ 7,447,743</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 2,707,601	\$ 2,803,363	\$ 2,863,884	2.2	\$ 3,120,447
Services & Supplies	1,834,463	3,241,539	3,780,963	16.6	2,560,669
Other Charges	1,346,000	1,766,627	1,766,627	0.0	1,766,627
<b>Total</b>	<b>\$ 5,888,064</b>	<b>\$ 7,811,529</b>	<b>\$ 8,411,474</b>	<b>7.7</b>	<b>\$ 7,447,743</b>

**Budget by Categories of Revenues**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 3,814,687	\$ 4,972,309	\$ 4,972,395	0.0	\$ 4,972,395
Charges For Current Services	325,638	334,560	332,438	(0.6)	332,438
Fund Balance Component Decreases	—	17,433	4,821	(72.3)	5,424
Use of Fund Balance	375,000	847,000	1,352,246	59.7	332,246
General Purpose Revenue Allocation	1,372,739	1,640,227	1,749,574	6.7	1,805,240
<b>Total</b>	<b>\$ 5,888,064</b>	<b>\$ 7,811,529</b>	<b>\$ 8,411,474</b>	<b>7.7</b>	<b>\$ 7,447,743</b>



# 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 8,536 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 \$11.5 million.



- Gathered epidemiology information to address public health issues and partnered with agencies to alert the community on patterns and trends. The department’s annual report published online highlighted these trends. (LS3)
  - Contributed to research efforts in Alzheimer’s, Epilepsy, Autism and Schizophrenia studies by providing 55 tissue samples to academic research organizations, with family consent. (LS3)
  - Continued to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests for instruction within 4 months of the request. A total of 435 medical students, residents and first responders received training or observed a forensic investigation. (LS3)
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from 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. (LS6)

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Living Safely

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

### 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 14% (433 of 3,138) of cases.
- ◆ Used barcoding technology to ensure that the transfer and maintenance of specimens (2,164 cases), evidence (556 cases) and bodies (3,043) was accomplished quickly, efficiently, and accurately.
- Completed 86% (85 of 99) of homicide examination reports in 60 days or less, which did not meet the goal of 90% due to an increase in cases and case complexity. (OE4)
- Assisted in the healing process of those who have lost a loved one by providing timely and compassionate service and enabled the 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 88% (3,859 of 4,384) of next-of-kin for identified Medical Examiner cases in 12 hours or less, which did not meet the goal of 90% due to the occasional inability to locate family members in that timeframe.
  - ◆ Completed 82% (2,560 of 3,127) of investigative reports in 60 days or less, which did not meet the goal of 85% due to an increase in cases and case complexity.
  - ◆ Completed 99% (2,145 of 2,173) of toxicology reports in 60 days or less, exceeding the goal of 95%.
  - ◆ Completed 87% (2,625 of 3,016) of examination reports in 60 days or less, which did not meet the goal of 90% due to an increase in cases and case complexity.
  - ◆ Provided 97% (4,924 of 5,094) 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% (3,037 of 3,043) of bodies ready for release in 7 days or less, exceeding the goal of 97%. (OE5)

- Continue to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests for instruction within 4 months of the request. (LS3)
- Produce and display data on all pedestrian deaths through a public facing open data source. This will allow the public and decision-makers to identify current trends and modifiable risk factors to help improve pedestrian safety. (LS2)
- Produce and display cause of death statistical information on all prescription drug-related deaths through a public facing open data source. This will allow the public and decision-makers to identify modifiable risk factors to help reduce accidental prescription drug-related deaths. (LS2)
- Produce and display cause of death statistical information on all illicit drug-related deaths through a public facing open data source. This will allow the public and decision-makers to identify modifiable risk factors or trends to help reduce accidental illicit drug-related deaths. (LS2)
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Contribute to childhood death prevention research efforts by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, PDATF, MECAP, NICHD, National Missing and Unidentified Persons System, and the California SIDS Advisory Council. (LS6)



### 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 barcoding technology to ensure that the transfer and maintenance of specimens, evidence and bodies are 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 the 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 24 hours or less.

## 2018–20 Objectives



### Living Safely

- 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. (LS3)
  - Contribute to research efforts in Alzheimer’s, Epilepsy, Autism and Schizophrenia studies by providing tissue samples to academic research organizations, with family consent. (LS3)






- ◆ Complete 85% of investigative reports in 60 days or less.
- ◆ Complete 97% 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.
- Provide a guideline questionnaire on death reporting criteria and make it available online for 100% of deaths reported by phone. (OE3)
- Update media interest cases on the website within 12 hours of incident in 100% of cases. (OE4)
- Strengthen our 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)
- Identify 80% of John and Jane Does in 72 hours or less. (OE5)

### Related Links

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

- ◆ [www.sandiegocounty.gov/me](http://www.sandiegocounty.gov/me)
- ◆ [www.sandiegocounty.gov/me/docs/SDME%20Annual%20Report%202016.pdf](http://www.sandiegocounty.gov/me/docs/SDME%20Annual%20Report%202016.pdf)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Bodies ready for release in seven days or less <sup>1</sup>	99% of 2,591	97%	99% of 3,043	97%	97%
	Investigative reports completed in 60 days or less <sup>1</sup>	88% of 3,071	85%	82% of 3,127	85%	85%
	Toxicology reports completed in 60 days or less <sup>1,2</sup>	99% of 2,141	95%	99% of 2,173	97%	97%
	Examination reports completed in 60 days or less <sup>1</sup>	94% of 2,948	90%	87% of 3,016	90%	90%
	Homicide examination reports completed in 60 days or less <sup>1</sup>	90% of 126	90%	86% of 99	90%	90%
	Next-of-kin notification completed in 12 hours or less <sup>1,3</sup>	89% of 4,943	90%	88% of 4,384	N/A	N/A
	Next-of-kin notification completed in 24 hours or less, upon next of kin being identified <sup>1,3</sup>	N/A	N/A	N/A	90%	90%
	Case reports completed in seven days or less <sup>1</sup>	99% of 4,664	95%	97% of 5,094	95%	95%

**Table Notes**

- <sup>1</sup> Data on number of deaths is gathered by calendar year (January-December) versus fiscal year (July-June).
- <sup>2</sup> The goal to complete toxicology reports was again exceeded. The goal for calendar year 2018 was increased due to the continued success of exceeding the goal.
- <sup>3</sup> The goal for next-of-kin notification was not met due to the occasional inability to locate family. Goal for calendar year 2018 re-written to: next-of-kin notification completed in 24 hours or less, upon next of kin being identified.



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

### Staffing

No change in staffing.

### Expenditures

Net increase of \$0.5 million

- ◆ Salaries & Benefits—increase of \$0.4 million due to negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—increase of \$0.2 million due to costs associated with radio communication equipment upgrades.
- ◆ Capital Assets Equipment—decrease of \$0.1 million due to one-time equipment replacement completion in Fiscal Year 2017-18.

### Revenues

Net increase of \$0.5 million

- ◆ Charges for Current Services—decrease of \$0.5 million due to the elimination of the fee for decedent transportation.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million due to the elimination of the fee for body bags.

- ◆ 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 \$0.3 million. A total of \$0.8 million is budgeted.
  - ◆ \$0.2 million for radio communication upgrade.
  - ◆ \$0.4 million for equipment replacement.
  - ◆ \$0.1 million for one-time temporary staff.
  - ◆ \$0.1 million for one-time negotiated salary and benefit payments.
- ◆ General Purpose Revenue Allocation—increase of \$0.8 million as a result of negotiated labor agreements and to support revenue loss from the elimination of fees for decedent transportation and body bags.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Decedent Investigations	54.00	57.00	57.00	0.0	57.00
<b>Total</b>	<b>54.00</b>	<b>57.00</b>	<b>57.00</b>	<b>0.0</b>	<b>57.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Decedent Investigations	\$ 10,116,528	\$ 10,975,423	\$ 11,468,578	4.5	\$ 11,132,807
<b>Total</b>	<b>\$ 10,116,528</b>	<b>\$ 10,975,423</b>	<b>\$ 11,468,578</b>	<b>4.5</b>	<b>\$ 11,132,807</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 7,644,780	\$ 8,021,075	\$ 8,378,731	4.5	\$ 8,619,453
Services & Supplies	2,471,748	2,504,348	2,739,847	9.4	2,513,354
Capital Assets Equipment	—	450,000	350,000	(22.2)	—
<b>Total</b>	<b>\$ 10,116,528</b>	<b>\$ 10,975,423</b>	<b>\$ 11,468,578</b>	<b>4.5</b>	<b>\$ 11,132,807</b>

Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Charges For Current Services	\$ 682,083	\$ 682,083	\$ 152,332	(77.7)	\$ 152,332
Miscellaneous Revenues	86,460	86,460	960	(98.9)	960
Fund Balance Component Decreases	—	143,121	182,282	27.4	226,338
Use of Fund Balance	108,014	470,000	763,909	62.5	62,944
General Purpose Revenue Allocation	9,239,971	9,593,759	10,369,095	8.1	10,690,233
<b>Total</b>	<b>\$ 10,116,528</b>	<b>\$ 10,975,423</b>	<b>\$ 11,468,578</b>	<b>4.5</b>	<b>\$ 11,132,807</b>





# Probation

## Mission Statement

Through the Probation team members and client-centered partnerships, we will stand in our values and become innovative through evidence-based and best practices in continuum of care, supervision, accountability, and a restorative practice philosophy within a culture of caring in promoting public safety.

## 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. The department also assists victims of crime by securing restitution and holding offenders accountable. During Fiscal Year 2017-18, a weekly average of 10,739 adults and 1,543 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 1,108.00 staff years and a budget of \$231.7 million.



## 2017–18 Anticipated Accomplishments

### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ▣ Employed operational practices to protect community safety and reduce crime. (LS3)
    - ◆ Provided supervision and services using evidence-based practices to juvenile probationers, with 78% (764 of 978) of these clients completing their probation without a new sustained law violation. This exceeded the goal of 73%.
    - ◆ Provided supervision and services using evidence-based practices to adult probationers, with 74% (3,824 of 5,190) of these clients completing their probation without a new criminal conviction. This exceeded the goal of 68%.
    - ◆ Provided supervision and services using evidence-based practices to adults under Mandatory Supervision, with 85% (502 of 588) of these clients completing their supervision without a new criminal conviction. This exceeded the goal of 80%.
    - ◆ Provided supervision and services using evidence-based practices to adults under Post Release Community Supervision, with 57% (708 of 1,232) of these clients completing their supervision without a new criminal conviction. This percentage comes in just short of the goal of 60%. Continuing efforts to supervise clients according to their assessed risk levels and focus services on higher risk clients will improve this performance measure.
  - ▣ Assisted victims who have been harmed by crime by collecting Court-ordered restitution on their behalf. (LS3)

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

- ◆ Collected \$2.2 million of restitution from adult probationers for the benefit of crime victims, exceeding the goal of \$2.1 million.
- ◆ Collected \$0.41 million of restitution from juvenile-related cases for the benefit of crime victims, exceeding the goal of \$0.25 million due to a few higher than anticipated payment amounts.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Provided youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse. (LS5)
    - ◆ Provided substance abuse services to 100% (186) of youth in custody assessed as having substance abuse needs, exceeding the goal of 99%.
    - ◆ Provided employment services to 100% (164) of youth in custody assessed as having employment readiness needs, exceeding the goal of 99%.
    - ◆ Enhanced family visitation and community engagement for youth in custody in order to improve outcomes and reduce the risk to public safety.
      - ◆ Supported visitation for youth in custody by revising departmental policy to expand the list of authorized visitors, increasing the number of visitation days, expanding visitation hours, and hosting special visitation events with transportation provided.
      - ◆ Encouraged community engagement of youth in custody by supporting programs such as the Running Club that allow youth to participate in prosocial activities in the community.
      - ◆ Developed a re-entry strategy in juvenile detention facilities using a multi-disciplinary team approach to engage youth in custody to identify program and treatment needs, interact with their families and assist youth in successfully transitioning into the community.
  - Revised departmental policies and procedures to increase the use of home supervision in custodial commitment programs, and allow earlier reunification with family and reintegration of youth into the community. Along these lines, reduced the number of youth detained as a result of Home Supervision violations by 24%. Increased the number of youth on Home Supervision post-adjudication by 12%, falling short of the goal of 25%. A contributing factor in not achieving this goal was a 16% decrease in the total number of youth on juvenile probation.
  - Continued to revise departmental policies and procedures governing when youth can be detained as a result of probation violations and reduced the number of youth detained as a result of probation violations by 11%, exceeding the goal of 10%. Increased the use of intermediate sanctions to

address underlying criminogenic risks and needs by expanding the use of Alternatives to Detention program and stationing service navigators at each regional probation office to provide support services and interventions for youth and families.

- Reduced the average length of stay by 10% for custodial commitments by implementing incentives to support positive behaviors in custody and emphasize youth and family reunification. This achieved the goal of 10% in accordance with best practices, including responding to the criminogenic risk and needs of 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
  - Employed practices to provide rehabilitative services to offenders. (LS7)
    - ◆ Linked 75% (1,604 of 2,139) of high-risk adult probationers and Post Release Community Supervision clients to appropriate intervention services to address factors that lead to criminal behavior, meeting the goal of 75%.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Ensured our influence as a regional leader on issues and decisions that impact the financial well-being of the County. (OE1)
  - Promoted financial literacy of the Department regarding grants, budget, audits, and purchasing and contracting principles through multiple presentations to staff during regularly scheduled staff meetings, executive team meetings and leadership development trainings. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Updated training functions by consolidating certain training activities and support functions in order to efficiently align and enhance departmental training and leadership development. (OE3)
    - ◆ Opened a state-of-the-art training facility that provides a professional and contemporary venue for trainings and conferences, including a Wellness Center to support the well-being of the Department's staff so that they are better equipped to provide excellent customer service.
    - ◆ Instituted a "360-degree" assessment process for management to provide feedback about competencies and enhance leadership development.





- ◆ Enhanced the development of a professional and effective workforce by expanding training opportunities for staff, including courses on wellness, officer safety and principles of active communication.
- ◆ Completed staffing and planning for a comprehensive departmental employee wellness program to provide staff with tools to address physical, mental, emotional health and well-being.
- Enhanced existing field offices with infrastructure and technology improvements to modernize service delivery, enhance customer service and reduce client wait times. (OE3)
  - ◆ Renovated client reception areas in regional offices to make them more customer-friendly.
  - ◆ Opened a facility adjacent to the South County Regional Center in order to provide more convenient services to staff and clients.
  - ◆ Completed the final stages of planning for the co-location of Probation with Health and Human Services Agency in the Lemon Grove Family Resource Center. This center will meet client needs using a multi-disciplinary approach, by providing a one-stop location for services.
- Assist victims who have been harmed by crime by collecting court ordered restitution on their behalf. (LS3)
  - ◆ Collect at least \$2.1 million in restitution from adult probationers.
  - ◆ Collect at least \$0.25 million in restitution from juvenile-related cases.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from 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. (LS5)
    - ◆ Integrate the Youth in Custody Practice Model into Institutional Services. Adopt best practices that support staff, youth and healthy environments to create lasting change for children, youth and their families.
    - ◆ Increase the monthly in custody visitation rate by 50% to improve youth outcomes through stronger support systems, family visitation and community engagement.
    - ◆ Enroll 100% (750) of eligible youth in the Alternatives to Detention (ATD) program. Expansion of ATD program will help youth at risk and on probation to connect with resources and services that will help them succeed.
    - ◆ Decrease by 5% the monthly average number of youth detained as a result of probation violations through the use of community-based alternatives to custody.
    - ◆ Develop a comprehensive mentoring program that utilizes mentors with similar life experiences for youth on juvenile probation to assist in the youth's rehabilitation and in reduction of recidivism.

## 2018–20 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Create a trauma-informed County culture. (BBH1)
    - ◆ Use the Youth in Custody Practice Model as a guide to support the family and strengthen trauma-informed care by utilizing case planning practices that give families a meaningful voice in identifying the services that are provided to youth.



### Living Safely

- 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. (LS3)
    - ◆ Ensure that 73% of juvenile probationers complete their probation without a new sustained law violation.
    - ◆ Ensure that 68% of adult probationers complete their probation without being convicted of a new crime.
    - ◆ Ensure that 80% of Mandatory Supervision clients complete their supervision without being convicted of a new crime.
    - ◆ Ensure that 60% of Post Release Community Supervision clients complete their supervision without being convicted of a new crime.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Employ practices to provide rehabilitative services to offenders. (LS7)
    - ◆ Link 75% of high-risk adult probationers and Post Release Community Supervision clients to appropriate intervention services to address factors that lead to criminal behavior.
    - ◆ Link 90% of Mandatory Supervision clients to appropriate intervention services to address factors that lead to criminal behavior.
    - ◆ Ensure that 50% of clients enrolled in Cognitive Behavior Therapy successfully graduate in order to address criminal thinking.
    - ◆ Ensure that 30% of Post Release Community Supervision clients successfully complete supervision within 12 months by increasing the use of early discharge for clients in compliance with the conditions of supervision.
    - ◆ Expand the use of a graduated model of incentives and sanctions in the supervision of high-risk adult clients, to strengthen the effectiveness of supervision.





**Operational Excellence**

- 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)
- 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)
    - ◆ Provide staff with training on cultural competence, effective strategies for communicating, and engaging and building positive relationships with families.

- ◆ Complete development of employee wellness program.
- Strengthen our customer service culture to ensure a positive customer experience
  - ▢ Continue to engage the community by participating in programs and special events. Further strengthen relationships with stakeholders and create long-term value and positive social impact on the communities we serve. (OE5)

**Related Links**

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

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

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Adult probationers who complete their probation without being convicted of a new crime	73% of 5,278	68%	74% of 5,190	68%	68%
	Juvenile probationers who complete their probation without a new law violation	74% of 1,086	73%	78% of 978	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 <sup>1</sup>	76% of 2,105	75%	75% of 2,139	75%	75%
	Alternatives to Detention Program <sup>2</sup>	N/A	N/A	N/A	100% of 750	100% of 750
	Visitation rate for youth in custody <sup>3</sup>	N/A	N/A	N/A	50%	50%

*Table Notes*

- <sup>1</sup> 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.
- <sup>2</sup> This measure will be added in Fiscal Year 2018–19 to increase the number of eligible youth enrolled in the Alternatives to Detention program. Expansion of ATD program will help youth at risk and on probation to connect with resources and services that will help them succeed.
- <sup>3</sup> This measure will be added in Fiscal Year 2018–19 to highlight the Department's goal of improving youth outcomes through stronger support systems, family visitation and community engagement by increasing the monthly visitation rate for youth in custody.

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

**Staffing**

Net increase of 7.00 staff years

- ◆ Adult Field Services—decrease of 44.00 staff years.
- ◆ Decrease of 29.00 staff years due to a transfer of Work Projects and Work Furlough programs and transfer of staff to Institutional Services.



- ◆ Decrease of 11.00 staff years due to a transfer to Juvenile Field Services.
- ◆ Decrease of 4.00 staff years due to a transfer to Department Administration.
- ◆ Institutional Services—net increase of 71.00 staff years.
  - ◆ Increase of 46.00 staff years due to a transfer of Home Supervision, Transportation, and the Detention Control programs from Juvenile Field Services.
  - ◆ Increase of 29.00 staff years due to a transfer of Work Projects and Work Furlough programs and transfer from Adult Field Services.
  - ◆ Decrease of 4.00 staff years due to a transfer to Department Administration to the Professional Standards Division.
- ◆ Juvenile Field Services—net decrease of 35.00 staff years.
  - ◆ Decrease of 46.00 staff years due to a transfer of Home Supervision, Transportation, and the Detention Control programs to Institutional Services.
  - ◆ Increase of 11.00 staff years due to a transfer from Adult Field Services to align with resources.
- ◆ Department Administration—increase of 15.00 staff years.
  - ◆ Increase of 5.00 staff years due to operational needs to support the Drug Medi-Cal Organized Delivery System.
  - ◆ Increase of 2.00 staff years due to operational needs to support community transition or services.
  - ◆ Increase of 4.00 staff years due to a transfer from Adult Field Services to the Professional Standards Division.
  - ◆ Increase of 4.00 staff years due to a transfer from Institutional Services to the Professional Standards Division.

## Expenditures

Net increase of \$18.1 million

- ◆ Salaries & Benefits—net increase of \$0.1 million is mainly due to the addition of 7.00 staff years, negotiated labor agreements, required retirement contributions, offset by anticipated savings to reflect normal turnover of personnel.
- ◆ Services & Supplies—net increase of \$18.6 million.
  - ◆ Increase of \$16.1 million in contracted services and professional and specialized services.
    - ◆ To support implementation of community transition services (\$2.8M) and the Drug Medi-Cal Organized Delivery System (\$2.6 million).
    - ◆ To support expansion of the Alternatives to Detention Program (\$1.0M).
    - ◆ To align expenditures to anticipated actuals (\$2.1 million).
    - ◆ For activities to support mentoring (\$1.4 million) and employment opportunities for youth (\$0.5 million).
- ◆ For enhanced youth and family services for early prevention/intervention, diversion, mental health support, activities to better ensure the safety of children and the success of families and outreach to increase the availability of foster placements for youth (\$5.7 million).
- ◆ Increase of \$2.4 million in Internal Service Funds related to information technology services, utilities, and vehicle costs.
- ◆ Increase of \$0.5 million for miscellaneous expenses including one-time costs related to uniforms.
- ◆ Decrease of \$0.4 million due to \$1.0 million transfer for certain major maintenance projects previously reported in the Major Maintenance Improvement Plan to be capitalized in the Capital Outlay Fund offset by an increase of \$0.6 million related new projects.
- ◆ Other Charges—decrease of \$1.6 million in Foster Care due to enhanced case reviews and activities supporting youth returning to their families.
- ◆ Operating Transfers Out—increase of \$1.0 million due to the corresponding decrease of amounts for projects previously reported in the Major Maintenance ISF that will be capitalized.

## Revenues

Net increase of \$18.1 million

- ◆ Intergovernmental Revenues—increase of \$11.9 million.
  - ◆ Increase of \$9.0 million based on available amounts in the Enhancing Law Enforcement Activities Subaccount (ELEAS) Fund for juvenile probation activities such as prevention and intervention programs.
  - ◆ Increase of \$1.9 million in resources related to the Youth Offender Block Grant to support youth rehabilitation programs and supervisory services.
  - ◆ Increase of \$1.0 million in Federal Foster Care Administration revenue for the Title IV-E California Well-Being project to develop and implement a broad-service continuum to improve the array of services and support available to children and families.
- ◆ Charges for Current Services—decrease of \$0.9 million due to state legislation which eliminated juvenile fees as of January 1, 2018.
- ◆ Other Financing Sources—increase of \$0.3 million due to available Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional law enforcement 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. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

## **PROBATION**

- ◆ Use of Fund Balance—increase of \$1.2 million. A total of \$3.4 million is budgeted.
  - ◆ \$1.0 million for one-time major maintenance projects.
  - ◆ \$0.8 million to support the Comprehensive Strategy for Youth, Family and the Community on diversion, intervention and prevention programs.
  - ◆ \$0.3 million for one-time salary and benefit costs.
  - ◆ \$0.2 million for radio replacements.
  - ◆ \$1.0 million for the loss of revenue related state legislation which eliminated juvenile fees as of January 1, 2018.
- ◆ \$0.1 million in the Probation Asset Forfeiture Fund for the purchase of equipment.
- ◆ General Purpose Revenue Allocation—increase of \$5.1 million to support the implementation and operation of the Drug Medi-Cal Organized Delivery System, community transition services and workforce development for youth.

### **Budget Changes and Operational Impact: 2018–19 to 2019–20**

No significant changes.



Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Adult Field Services	451.00	410.00	366.00	(10.7)	366.00
Institutional Services	416.00	380.00	451.00	18.7	451.00
Juvenile Field Services	287.00	227.00	192.00	(15.4)	192.00
Department Administration	88.00	84.00	99.00	17.9	99.00
<b>Total</b>	<b>1,242.00</b>	<b>1,101.00</b>	<b>1,108.00</b>	<b>0.6</b>	<b>1,108.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Adult Field Services	\$ 79,217,720	\$ 78,024,691	\$ 75,279,056	(3.5)	\$ 76,024,165
Institutional Services	64,579,048	61,923,383	75,890,862	22.6	76,571,859
Juvenile Field Services	60,347,985	53,578,559	51,003,857	(4.8)	49,853,750
Department Administration	20,025,361	19,859,743	29,347,150	47.8	27,987,667
Probation Asset Forfeiture Program	100,000	100,000	100,000	0.0	100,000
Probation Inmate Welfare Fund	95,000	95,000	95,000	0.0	95,000
<b>Total</b>	<b>\$ 224,365,114</b>	<b>\$ 213,581,376</b>	<b>\$ 231,715,925</b>	<b>8.5</b>	<b>\$ 230,632,441</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 137,847,404	\$ 132,277,003	\$ 132,411,510	0.1	\$ 134,688,089
Services & Supplies	78,274,367	72,765,412	91,313,690	25.5	88,953,627
Other Charges	10,601,579	10,566,437	8,988,757	(14.9)	8,988,757
Expenditure Transfer & Reimbursements	(2,358,236)	(2,027,476)	(1,998,032)	(1.5)	(1,998,032)
Operating Transfers Out	—	—	1,000,000	—	—
<b>Total</b>	<b>\$ 224,365,114</b>	<b>\$ 213,581,376</b>	<b>\$ 231,715,925</b>	<b>8.5</b>	<b>\$ 230,632,441</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Fines, Forfeitures & Penalties	\$ 68,500	\$ 68,500	\$ 55,000	(19.7)	\$ 55,000
Intergovernmental Revenues	92,697,910	98,221,471	110,127,344	12.1	109,845,837
Charges For Current Services	7,478,780	7,488,790	6,553,002	(12.5)	6,553,002
Miscellaneous Revenues	102,132	102,132	96,500	(5.5)	96,500
Other Financing Sources	23,044,095	23,453,514	23,752,096	1.3	24,104,811
Fund Balance Component Decreases	—	2,020,647	2,558,205	26.6	3,162,958
Use of Fund Balance	2,393,787	2,213,097	3,433,613	55.1	770,937
General Purpose Revenue Allocation	98,579,910	80,013,225	85,140,165	6.4	86,043,396
<b>Total</b>	<b>\$ 224,365,114</b>	<b>\$ 213,581,376</b>	<b>\$ 231,715,925</b>	<b>8.5</b>	<b>\$ 230,632,441</b>



# Public Defender

## Mission Statement

To protect the rights, liberties and dignity of all persons in San Diego County and maintain the integrity and fairness of the American justice system by providing the finest legal representation in the cases entrusted to us.

## Department Description

The Department of the Public Defender consists of four separate divisions: 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 legal representation to indigent persons, including adults and juveniles charged with crimes, and legal advice to all persons at arraignment except those who have retained private counsel. The Public Defender also offers representation in some civil cases, such as mental health matters.

To ensure these critical services are provided, the Public Defender has 388.00 staff years and a budget of \$90.3 million.



- ▣ Improved opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation. (LS5)
  - ◆ 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 in 100% of 900 requests, exceeding the goal of 90%.
  - ◆ Maintained the number of elapsed days between admission and sentencing to 28 days or less in approximately 2,000 juvenile cases in order to accelerate rehabilitation.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - ▣ Completed 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks. (BBH1)

### Living Safely

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse

### Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - ▣ Filed 475 misdemeanor expungement requests to help clients obtain meaningful employment. (SE/T6)
  - ▣ Filed 475 felony expungement requests to help clients obtain meaningful employment. (SE/T6)
  - ▣ Developed and maintained partnerships with educational and community organizations to promote opportunities for residents to be civically engaged, leverage resources and address common needs. (SE/T6)
    - ◆ Maintained 80,000 hours of volunteer service.

### Operational Excellence

- 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 97% of approximately 50,000 misdemeanor cases prior to trial when doing so benefitted the client more than engaging in litigation, exceeding the goal of 90%.
- ◆ Resolved 65% of approximately 15,000 felony cases prior to preliminary hearing when doing so benefitted the client more than engaging in litigation.
- ◆ Reported on the number of requests for post-conviction relief received and processed through the Fresh Start Criminal Record Relief Program (Fresh Start) 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.

nity. Youth Council members will gain skills to impact their own lives and the lives of others as they learn to work together toward a common goal.

- Develop and implement policies and procedures and work with local law enforcement agencies to ensure effective compliance with California Senate Bill 395, Custodial Interrogation: Juveniles, protecting juvenile custodial interrogation rights. (LS6)

### Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - File at least 475 misdemeanor expungement requests to help clients obtain meaningful employment. (SE/T6)
  - File at least 475 felony expungement requests to help clients obtain meaningful employment. (SE/T6)
  - Develop and maintain partnerships with educational and community organizations to promote opportunities for residents to be civically engaged, leverage resources and address common needs. (SE/T6)
    - ◆ Maintain 80,000 hours of volunteer service.

## 2018–20 Objectives

### Building Better Health

- 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. (BBH1)

### Living Safely

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Improve opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation. (LS5)
    - ◆ 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 approximately 900 requests.
    - ◆ Maintain the number of elapsed days between admission and sentencing in 100% of juvenile cases at 28 days or less to accelerate rehabilitation.
  - Establish a Youth Council comprised of high school students representing six high schools. Attorney advisors from the Public Defender will train and guide this diverse group of students as they build a collective and positive voice on issues that will have an immediate effect on their commu-

### 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 engaging in litigation.
    - ◆ Resolve 65% of approximately 15,000 felony cases prior to preliminary hearing when doing so benefits the client more than engaging in litigation.
    - ◆ Continue to report on the number of requests for post-conviction relief received and processed through the Fresh Start Criminal Record Relief Program (Fresh Start) 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](http://www.sandiegocounty.gov/public_defender)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Complete 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks. <sup>1</sup>	87%	90%	90%	90%	90%
	Number of juvenile record requests sealed <sup>2</sup>	100% of 1,034	90% of 900	100% of 900	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 misdemeanor expungement requests filed <sup>3</sup>	544	475	475	475	475
	Number of felony expungement requests filed <sup>3</sup>	549	475	475	475	475
	Total volunteer hours	72,622	80,000	80,000	80,000	80,000
	Misdemeanor cases resolved prior to trial when doing so benefits the client more than engaging in litigation	99% of 53,524	90% of 50,000	97% of 50,000	90% of 50,000	90% of 50,000
	Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than engaging in litigation	65% of 21,716	65% of 15,000	65% of 15,000	65% of 15,000	65% of 15,000

### Table Notes

<sup>1</sup> 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.

<sup>2</sup> Effective January 2015 the State legislature enacted Welfare & Institutions Code §786 which made sealing of juvenile records much easier and also eliminated the \$150 cost for 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.

<sup>3</sup> 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: 2017–18 to 2018–19

### Staffing

Net increase of 8.00 staff years

- ◆ Increase of 7.00 staff years in the Primary Public Defender.
  - ◆ Increase of 4.00 staff years to address increased case responsibilities and activities related to the Drug Medi-Cal Organized Delivery System.
  - ◆ Increase of 2.00 staff years to address increased case responsibilities and activities due to Proposition 64, *Marijuana Legalization (2016)*, which reduces the penalties for felony marijuana offenses.
  - ◆ Increase of 1.00 staff year due to a transfer from the Multiple Conflicts Office.
- ◆ Increase of 2.00 staff years in the Alternate Public Defender to address increased case responsibilities and activities related to the Drug Medi-Cal Organized Delivery System.
- ◆ Decrease of 1.00 staff year in the Multiple Conflicts Office due to a transfer to the Primary Public Defender.

### Expenditures

Net increase of \$2.7 million

- ◆ Salaries & Benefits—increase of \$3.0 million due to the addition of 8.00 staff years, negotiated labor agreements, and required retirement contributions.
- ◆ Services & Supplies—decrease of \$0.3 million due to projected expenditures in capital cases.

### Revenues

Net increase of \$2.7 million

- ◆ Intergovernmental Revenues—increase of \$0.2 million due to projected reimbursement through California Penal Code (PC) 4750 and Local Revenue Fund 2011, Community Corrections Subaccount.

- ◆ Charges for Current Services—decrease of \$0.3 million due to state legislation which eliminated juvenile fees as of January 1, 2018.
- ◆ Fund Balance Component Decreases—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 \$0.1 million. A total of \$3.8 million is budgeted.
  - ◆ \$0.6 million for one-time negotiated salaries and benefits payments.
  - ◆ \$1.0 million to provide temporary funding for termination of the United States Bureau of Justice Assistance Southwest Border Prosecution Initiative revenue.
  - ◆ \$0.5 million to provide temporary funding for termination of the Commission on State Mandates reimbursement of costs associated with the Sexually Violent Predators Act.
  - ◆ \$1.5 million to support costs associated with temporary staffing.
  - ◆ \$0.2 million for technology upgrades.
- ◆ General Purpose Revenue Allocation—increase of \$2.4 million as a result of required retirement contributions, negotiated labor agreements and the increase in staff years described above.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Primary Public Defender	291.00	303.00	310.00	2.3	310.00
Office of Assigned Counsel	6.00	5.00	5.00	0.0	5.00
Alternate Public Defender	45.00	46.00	48.00	4.3	48.00
Multiple Conflicts Office	9.00	10.00	9.00	(10.0)	9.00
Administration	14.00	16.00	16.00	0.0	16.00
<b>Total</b>	<b>365.00</b>	<b>380.00</b>	<b>388.00</b>	<b>2.1</b>	<b>388.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Primary Public Defender	\$ 51,254,428	\$ 54,990,453	\$ 57,934,701	5.4	\$ 58,228,222
Office of Assigned Counsel	6,105,896	6,092,745	5,476,599	(10.1)	5,937,430
Alternate Public Defender	8,854,258	9,404,529	9,836,999	4.6	10,313,108
Multiple Conflicts Office	1,970,253	2,109,107	2,065,934	(2.0)	2,151,805
Administration	14,045,084	14,994,734	15,020,658	0.2	14,069,347
<b>Total</b>	<b>\$ 82,229,919</b>	<b>\$ 87,591,568</b>	<b>\$ 90,334,891</b>	<b>3.1</b>	<b>\$ 90,699,912</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 64,344,523	\$ 69,709,559	\$ 72,767,998	4.4	\$ 73,354,095
Services & Supplies	18,059,750	18,089,366	17,796,671	(1.6)	17,585,405
Expenditure Transfer & Reimbursements	(174,354)	(207,357)	(229,778)	10.8	(239,588)
<b>Total</b>	<b>\$ 82,229,919</b>	<b>\$ 87,591,568</b>	<b>\$ 90,334,891</b>	<b>3.1</b>	<b>\$ 90,699,912</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 2,511,839	\$ 1,511,839	\$ 1,702,239	12.6	\$ 1,762,239
Charges For Current Services	1,050,000	1,050,000	800,000	(23.8)	800,000
Miscellaneous Revenues	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Fund Balance Component Decreases	—	1,290,172	1,642,482	27.3	2,038,830
Use of Fund Balance	2,752,120	3,767,484	3,842,596	2.0	592,596
General Purpose Revenue Allocation	74,915,960	78,972,073	81,347,574	3.0	84,506,247
<b>Total</b>	<b>\$ 82,229,919</b>	<b>\$ 87,591,568</b>	<b>\$ 90,334,891</b>	<b>3.1</b>	<b>\$ 90,699,912</b>



# San Diego County Fire Authority

## Mission Statement

Coordinate, regionalize and improve fire protection and emergency response services provided by State, local career and local volunteer-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 a Director who oversees the 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 \$44.0 million.



## Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - ▣ Leveraged internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness. (LS1)
    - ◆ In collaboration with CAL FIRE, designed and initiated a technology-based program to collect data on defensible space inspections in 100% of the San Diego County Fire Authority Service Area.
    - ◆ Planned and initiated the design to unify the Community Emergency Response Team (CERT) program in CSA 135.
    - ◆ Attended 12 local CERT meetings/trainings.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ▣ Identified and mitigated community threats that impact quality of life. (LS3)
    - ◆ Performed fire inspections at 75% of the identified commercial/business occupancies in CSA 135.
  - ▣ Continued to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer-Reserve Firefighter program. (LS3)
    - ◆ Participated in 12 events to recruit Volunteer-Reserve Firefighters.
  - Increased the number of Advanced Life Support paramedic engines at fire stations in CSA 135 to 15.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - ▣ In collaboration with the Health and Human Services Agency (HHS), provided ten blood pressure screening locations during the "Love your Heart" campaign. (BBH1)
  - ▣ Continued to work to lower the risk of sudden cardiac death by providing 15 community CPR classes. (BBH1)

### Operational Excellence

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



- Utilized County staff and CAL FIRE’s fully functional and highly experienced DINS (Damage Inspection) Teams to conduct detailed damage inspections for the first time during the Lilac Fire. This partnership proved to be highly effective and represents the first time that local government resources have been imbedded with State DINS Teams for this purpose anywhere in the state. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Utilized new and existing technology and infrastructure to improve customer service. (OE3)
    - ◆ Achieved an average response time of ten minutes using Automated Vehicle Locators and Mobile Data Computers in CSA 135.
    - ◆ Reduced 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).
    - ◆ Installed standard computing and printing devices at 100% of the former San Diego Rural Fire Protection District Fire Stations to upgrade outdated technology infrastructure, exceeding the goal of 70%.
    - ◆ Installed Automated Vehicle Location Devices (AVL) in 100% 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, exceeding the goal of 80%.
  - Implemented a Standard Response Plan based on the “Standards of Cover” report developed through analyzing incident travel times.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Implemented 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. (OE7)

## 2018–20 Objectives

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Create a trauma-informed County culture. (BBH1)
    - ◆ 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 in CSA 135.

### Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness. (LS1)
    - ◆ Attend ten community events and dispense information related to fire prevention and/or defensible space.
    - ◆ Continue to implement the design to unify the Community Emergency Response Team (CERT) program in CSA 135.
    - ◆ Coordinate and support 12 local CERT meetings/trainings.
    - ◆ Coordinate and support 24 community Fire Safe Council 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. (LS3)
    - ◆ Develop and implement an Urban Search and Rescue program to support and assist surrounding partnering agencies in the County.
    - ◆ Perform fire inspections at 85% of existing businesses requiring inspections in CSA 135.
    - ◆ Ensure that 85% of building plan reviews are completed within their scheduled deadline.
    - ◆ Ensure that 85% of building development project reviews are completed within the scheduled deadlines.
  - Continue to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer-Reserve Firefighter program. (LS3)
    - ◆ Participate in 12 public outreach events to recruit Volunteer-Reserve Firefighters.

### Operational Excellence

- 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)
    - ◆ Complete the selection of a warehouse/procurement/inventory system to support county fire fixed asset and minor equipment inventories.
    - ◆ Strategically assign county fire apparatus to the most appropriate fire station in accordance with the department’s coverage plan.
- 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)
  - ◆ Initiate a project to upgrade the High Performance Wireless Research and Education Network (HPWREN) capacity.
  - ◆ Add five camera sites to the HPWREN network.
  - ◆ Acquire the software, computers and new technology alerting systems at fire stations to support improved response times.
  - ◆ Reduce the average turnout time at fire stations by 10%.

- ◆ Achieve a 10-minute response time for the first unit on scene at 70% of county fire stations for Emergency Medical Service (EMS) calls.
- ◆ Deploy ruggedized laptops in 70% of the identified fire apparatus to support EMS reporting and dispatch communications.

**Related Links**

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

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

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Number of Volunteer-Reserve Firefighters recruitment public outreach events	12	12	12	12	12
	Number of ALS paramedic engines in CSA 135 <sup>1</sup>	11	15	15	N/A	N/A
	Perform fire inspections at commercial/ business occupancies in CSA 135 <sup>2</sup>	N/A	75%	75%	85%	85%
	Average response time in minutes in CSA 135 <sup>3</sup>	10.5	10	10	N/A	N/A
	Install standard computing and printing devices at former San Diego Rural Fire Protection District Fire Stations <sup>4</sup>	N/A	70%	100%	N/A	N/A
	Install Advanced Vehicle Location Devices (AVL) in Fire Engines and Fire Trucks designated as requiring AVL by SDCFA Fleet Services. <sup>5</sup>	N/A	80%	100%	N/A	N/A
	Response time in minutes for first unit on scene for EMS calls at 70% of county fire stations <sup>6</sup>	N/A	N/A	N/A	10	10
	Number of community CPR classes in CSA 135 <sup>7</sup>	N/A	N/A	N/A	15	15
	Reduce average turnout time at fire stations <sup>8</sup>	N/A	N/A	N/A	10%	10%

**Table Notes**

- <sup>1</sup>This measure will be discontinued in Fiscal Year 2018–19. All upgrades to ALS Paramedic Service were completed in Fiscal Year 2017–18.
- <sup>2</sup>This was a new measure effective Fiscal Year 2017–18 related to measuring the business inspection program implemented during Fiscal Year 2016–17.
- <sup>3</sup>Measures the average response time in minutes from time of dispatch to first engine arrival. This measure will be discontinued in Fiscal Year 2018–19 and replaced with another measure to better reflect the impacts of improvements in technology.

<sup>4</sup>This measure will be discontinued in Fiscal Year 2018–19. All upgrades to outdated technology infrastructure at fire stations formerly under San Diego Rural Fire’s jurisdiction were completed in Fiscal Year 2017–18.

<sup>5</sup>This measure will be discontinued in Fiscal Year 2018–19. All upgrades to technology in fire apparatus were completed in Fiscal Year 2017–18.

<sup>6</sup>This is a new measure for Fiscal Year 2018–19. This measure reflects the impacts of technology improvements at county fire stations.

<sup>7</sup>This is a new measure for Fiscal Year 2018-19. This measure reflects the number of community education classes to lower risk of sudden cardiac death.

<sup>8</sup>This is a new measure in Fiscal Year 2018-19. This measure reduces the average turnout time from dispatch to staffing the engine.

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

### Staffing

No change in staffing

### Expenditures

Net increase of \$4.8 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—net increase of \$4.7 million.
  - ◆ Increase of \$4.5 million for one-time fire service enhancements.
  - ◆ Increase of \$1.6 million in contracted services for fire and emergency medical services.
  - ◆ Increase of \$0.3 million for public liability insurance.
  - ◆ Decrease of \$1.1 million due to completion of major maintenance and information technology projects.
  - ◆ Decrease of \$0.6 million due to the transfer of amounts for certain major maintenance projects previously reported in the Major Maintenance Improvement Plan to be capitalized in the Capital Outlay Fund.
- ◆ Other Charges—increase of \$0.1 million for Contributions to Internal Service Fund to purchase new vehicles.
- ◆ Capital Assets Equipment—decrease of \$0.2 million due to completion of one-time purchases.
- ◆ Operating Transfers Out—net increase of \$0.1 million.
  - ◆ Increase of \$0.6 million due to the corresponding decrease of amounts for projects previously reported in the Major Maintenance ISF that will be capitalized.
  - ◆ Decrease of \$0.5 million in Operating Transfer Out from Fire Authority into CSA 135 Fire Authority Fire Protection no longer needed due to the establishment of new funds for Community Service Zones and Community Facilities.

### Revenues

Net increase of \$4.8 million

- ◆ Taxes Current Property—increase of \$0.1 million due to increase in property tax apportionments.
- ◆ Intergovernmental Revenues—decrease of \$0.2 million in Community Development Block Grant.
- ◆ Charges for Current Services—increase of \$0.1 million to align revenue with anticipated actuals.
- ◆ Miscellaneous Revenues—decrease of \$0.1 million to align revenue with anticipated actuals.
- ◆ Other Financing Sources—decrease of \$0.5 million to align budget for newly established community service zones and districts.
- ◆ Use of Fund Balance—increase of \$3.3 million. A total of \$7.7 million is budgeted.
  - ◆ \$0.2 million for radio replacement related to countywide upgrade.
  - ◆ \$4.5 million for fire service enhancements.
  - ◆ \$0.1 million for Warehouse Inventory System.
  - ◆ \$0.2 million for the purchase of fire safety equipment.
  - ◆ \$0.1 million for the Volunteer-Reserve Firefighter Consolidated Personnel Management System.
  - ◆ \$1.0 million for renovations, repairs and maintenance of fire stations.
  - ◆ \$0.1 million for radio replacement.
  - ◆ \$0.2 million for temporary staffing for administrative support responsible for managing and coordinating Fire Authority and Volunteer Fire Fighter programs.
  - ◆ \$0.4 million for firefighting services at Harbison Canyon Fire Station due to dissolution of San Diego Rural Fire Protection District.
  - ◆ \$0.1 million for additional paramedic services.
  - ◆ \$0.8 million to continue year-round staffing at Boulevard, De Luz, and Potrero fire stations.
- ◆ General Purpose Revenue Allocation—increase of \$2.1 million mainly for fire protection and emergency medical services in the unincorporated area.





## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



**Staffing by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
San Diego County Fire Authority	21.00	21.00	21.00	0.0	21.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>0.0</b>	<b>21.00</b>

**Budget by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
San Diego County Fire Authority	\$ 30,469,846	\$ 35,912,493	\$ 41,099,943	14.4	\$ 36,699,662
County Service Areas - Fire Protection/EMS	3,175,448	3,242,728	2,901,195	(10.5)	2,806,695
<b>Total</b>	<b>\$ 33,645,294</b>	<b>\$ 39,155,221</b>	<b>\$ 44,001,138</b>	<b>12.4</b>	<b>\$ 39,506,357</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 2,908,102	\$ 2,986,496	\$ 3,072,502	2.9	\$ 3,318,277
Services & Supplies	27,725,050	35,312,374	39,964,540	13.2	35,983,984
Other Charges	0	17,500	160,000	814.3	—
Capital Assets Equipment	2,188,000	243,330	76,000	(68.8)	76,000
Expenditure Transfer & Reimbursements	(15,000)	(20,000)	(25,000)	25.0	(25,000)
Fund Balance Component Increases	100,000	—	—	0.0	—
Operating Transfers Out	739,142	615,521	753,096	22.4	153,096
<b>Total</b>	<b>\$ 33,645,294</b>	<b>\$ 39,155,221</b>	<b>\$ 44,001,138</b>	<b>12.4</b>	<b>\$ 39,506,357</b>





Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 1,778,248	\$ 1,350,741	\$ 1,428,210	5.7	\$ 1,428,210
Revenue From Use of Money & Property	43,005	5	5	0.0	5
Intergovernmental Revenues	976,522	243,330	—	(100.0)	—
Charges For Current Services	3,802,235	4,399,956	4,536,166	3.1	4,601,184
Miscellaneous Revenues	3,465,600	650,117	602,050	(7.4)	578,147
Other Financing Sources	538,635	507,472	53,000	(89.6)	53,000
Fund Balance Component Decreases	—	36,398	47,020	29.2	58,970
Use of Fund Balance	3,671,815	4,454,214	7,724,489	73.4	3,074,489
General Purpose Revenue Allocation	19,369,234	27,512,988	29,610,198	7.6	29,712,352
<b>Total</b>	<b>\$ 33,645,294</b>	<b>\$ 39,155,221</b>	<b>\$ 44,001,138</b>	<b>12.4</b>	<b>\$ 39,506,357</b>







*County of San Diego*

**Health and Human Services Agency**

Health and Human Services Agency at a Glance 203  
.....  
Health and Human Services Agency Summary 205  
.....  
Self-Sufficiency Services 213  
.....  
Aging & Independence Services 219  
.....  
Behavioral Health Services 227  
.....  
Child Welfare Services 237  
.....  
Public Health Services 243  
.....  
Administrative Support 253  
.....  
Housing & Community Development Services 263  
.....

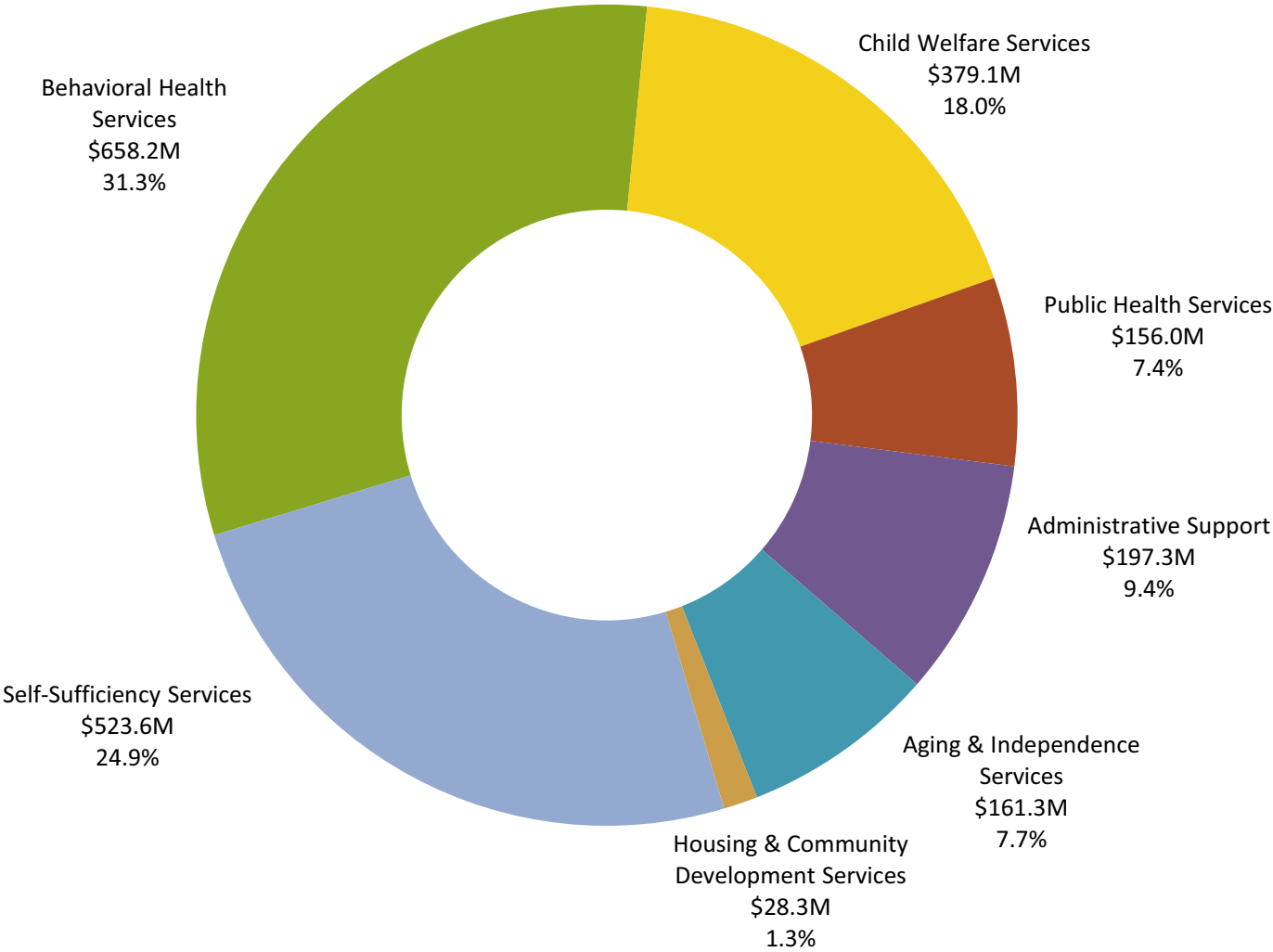




# Health and Human Services Agency at a Glance

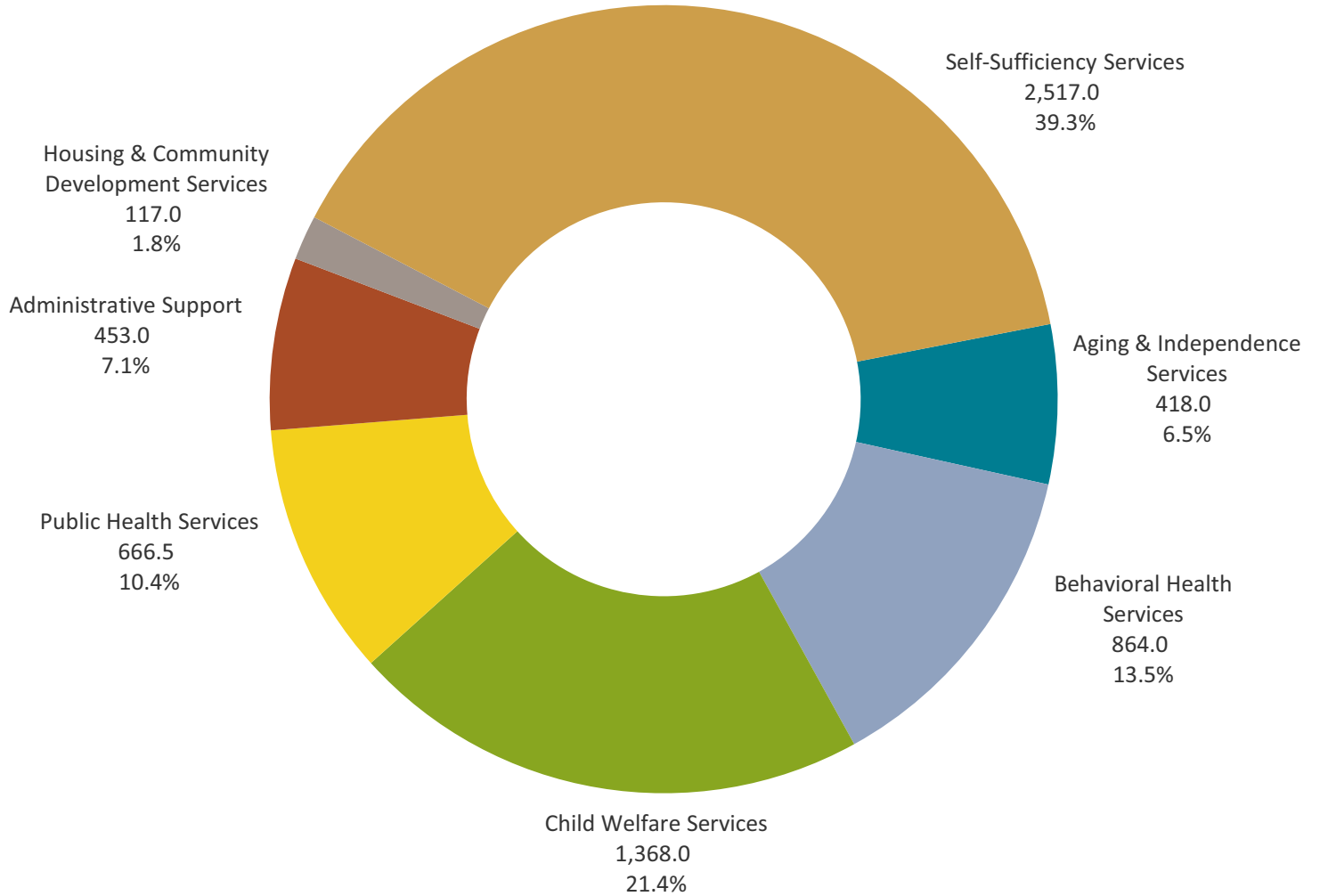
## Recommended Budget by Department

### Budget by Department Fiscal Year 2018-19: \$2.1 billion



Recommended Staffing by Department

**Staffing by Department**  
**Fiscal Year 2018-19: 6,403.5 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 contributes to a region that is Building Better Health, Living Safely and Thriving. Its many programs are designed to help all 3.3 million San Diego County residents live well. Health and social services are developed by six service departments to provide vital resources and care and are generally deployed through six regions, 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.

*HHSA safeguards the public interest by providing Treatment, Assistance, Protection, and Prevention (TAPP). Together these essential services:*

- ◆ Treat nearly 80,000 residents through mental health and alcohol and other drug services;
- ◆ Assist more than 60,000 older adults and people with disabilities through a variety of programs to help keep them safe in their own homes;



- ◆ Protect nearly 6,500 vulnerable children;
- ◆ Prevent the spread of infectious diseases through nearly 9,000 disease investigations; and
- ◆ Ensure over 965,000 children, adults, and seniors are connected to federal and State benefits to help meet basic needs.

*These services are just a few examples of how the Agency contributes to the health, safety and quality of residents’ lives.*

*HHSA has one administrative support department to facilitate the optimal use of resources and ensure compliance with federal, State, local and County requirements. HHSA 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 6,403.50 HHSA employees (staff years) located across 54 facilities, over 350 contracted providers, and hundreds of volunteers who are committed to providing excellent customer service and a budget of \$2.1 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: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County’s Vision and Strategic Initiatives. In addition, 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., “LS1” or “BBH3”) 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
- ◆ Public Health Services
- ◆ Administrative Support
- ◆ Housing & Community Development Services

### Health and Human Services Agency Priorities

HHSA provides vital health and social services to more than one in every three county residents, emphasizing HHSA’s critical role in ensuring the health and well-being of the region. HHSA’s success in providing high value services and community engagement is built on ensuring the health and well-being of a region that is Building Better Health, Living Safely, and Thriving, the *Live Well San Diego* (LWSD) vision.

As a fully integrated agency and recognized leader in the community, HHSA will boldly focus on changing the lives of residents with some of the greatest difficulties: our aging population, people with serious mental illnesses and/or substance use disorders (SUD), individuals experiencing homelessness, and individuals and families needing health care and coverage. Below are examples of how HHSA carries out these services.

#### Building Better Health

HHSA is committed to building better health by improving access to quality care, increasing physical activity, supporting healthy eating and stopping tobacco and other drug abuse. As part of this commitment and in response to the challenge to public health and safety that substance abuse poses to our region, HHSA is increasing access and availability of treatment services through the Drug Medi-Cal Organized Service Delivery System. In addition, utilizing funding from the Mental Health Services Act, HHSA is increasing the availability of treatment for people with serious mental illness and/or SUD issues by working collaboratively with community partners to develop a coordinated, integrated care experience that includes physical health, mental health and SUD services. Increasing the availability of treatment for people who need services translates into lives saved and strengthened families and communities.

#### Living Safely

HHSA will continue to work with the hardest to reach and most vulnerable populations to ensure residents have access to information and needed services so they can better manage challeng-

ing situations such as disease outbreaks and homelessness. These resources help ensure that residents are protected from crime and abuse, neighborhoods are safe and communities are resilient to disasters and emergencies. By strengthening communities, we improve our capacity to integrate and align our actions and measure how effective we are at delivering outcomes, such as limiting the spread of disease outbreak through vaccination and other preventative measures.

#### Sustainable Environments/Thriving

HHSA is committed to creating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life. This can only be achieved by promoting stronger collaboration and coordination throughout the region, encouraging individuals to get involved in improving their communities and ensuring equal access to basic needs. This includes supporting “Strong Families and Safe Communities” a county partnership to improve outcomes for child welfare and justice involved families, and increasing safe and affordable housing opportunities for those experiencing homelessness, veterans, persons with disabilities, those experiencing serious mental illnesses, seniors, transition age youth, and families so they can improve their quality of life.

#### Operational Excellence

HHSA is on a Journey to Excellence and is focused on improving processes and achieving results. As part of the journey, HHSA continues to provide high-level services through unrelenting continuous self-evaluation and improvement, and the cultivation of leadership and workforce beliefs, as demonstrated by receiving the California Award for Performance Excellence—Eureka Silver Level.

HHSA was recognized nationally for its commitment to the health and well-being of residents and pursuit of community performance excellence and received the Commitment to Community Excellence award from Communities of Excellence 2026, demonstrating our commitment to continuous learning and development of effective approaches that improve community outcomes.

Edgemoor, our 24-hour skilled nursing facility, received the Gold Quality Service Excellence Award, the highest national honor bestowed by the American Health Care Association and National Center for Assisted Living (AHCA/NCAL). Edgemoor was one of only three facilities nationwide in 2017 to receive this award, showing superior performance in areas of leadership, strategic planning, and customer and staff satisfaction.



2018–20 Health and Human Services Agency (HHS) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various HHS departments’ efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s 2018–20 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
	BBH1	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
	BBH2	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
	BBH3	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
	LS1	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
	LS2	Create opportunities for safe access to places that provide community connection and engagement	Housing & Community Development Services, Public Health Services, Administrative Services Division, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	LS3	Identify and mitigate community threats that impact quality of life	Housing & Community Development Services, Public Health Services, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
	LS7	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
	SE/T1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	Administrative Services Division, Community Services Group, Finance and General Government Group, Land Use and Environment Group
	SE/T2	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
	SE/T6	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, 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
	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

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
OE4		Provide information access to all customers ensuring consistency, transparency and customer confidence	Behavioral Health Services, 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
OE7		Pursue policy changes that support clean air, clean water, active living and healthy eating	Administrative Services Division, Community Services Group, Finance and General Government Group, Land Use and Environment Group, Public Safety Group
OE8		Help employees understand how they contribute to <i>Live Well San Diego</i>	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.SanDiegoCounty.gov/HHSA](http://www.SanDiegoCounty.gov/HHSA)

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

- ◆ [www.LiveWellSD.org](http://www.LiveWellSD.org)

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

**Overview**

The Health and Human Services Agency’s Fiscal Year 2018-19 budget includes appropriations of \$2.1 billion, a net increase of \$189.3 million from the prior year. Over 60% of the increase, or \$119.6 million, is directly tied to the implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) in the Behavioral Health Services (BHS) department to expand access to high-quality care for Medi-Cal enrollees with substance use disorders (SUD), leveraging newly available federal funds to more than triple the investment in substance abuse disorder treatment. In addition to an overall expansion of SUD services, investments made will help transform the SUD service delivery system into one that is coordinated and provides tailored services so that those served, including those experiencing or at-risk of homelessness, will receive individualized care that is integrated with programs and supports from across disciplines.

Other significant budget increases include: Salaries & Benefits for 16.00 new staff years to support affordable housing developments and innovative housing strategies, 18.00 new staff years to enhance the Agency’s capacity to prepare for and respond to public health emergencies, and 49.00 new staff years as part of

the DMC-ODS investment and required retirement contributions and negotiated labor agreements; In-Home Supportive Services (IHSS) program increases include adjustments to the County’s Maintenance of Effort and negotiated health benefit contributions for IHSS home care workers; and infrastructure spending to continue to build upon facilities projects and capital improvements that support building a better service delivery system. Additionally, the Agency continues to increase investments in services across HHS departments to drive improved outcomes for the most vulnerable populations. In addition to DMC-ODS, examples of specific investments ramping up resources to help the most vulnerable populations are as follows:

- ◆ Resources to address housing and homeless efforts are being added across departments and include additions for short-term bridge housing, housing navigation services, further increases to the CalWORKs Housing Support Program, and funding for the Housing and Disability Advocacy Program (HDAP) to provide outreach, case management, long-term disability advocacy and housing assistance for disabled individuals experiencing homelessness. In BHS, efforts continue to support the expansion of Project One For All (POFA), a Board initiative that provides wraparound services to homeless individuals who are experiencing serious mental illness (SMI).
- ◆ Also in BHS, Long Term Care (LTC) capacity is being augmented and overall mental health services are being increased, including innovative programs funded through the Mental Health Services Act (MHSA) to help address SMI, additional capacity for mobile family trauma counseling services to assist victims and their families in dealing with long term traumatic impacts of violence, and a new crisis response pilot pairing mental health clinicians with paramedical staff to respond to mental health crisis calls that do not require law enforcement intervention.





- ◆ Resources to strengthen families are included throughout the Agency and include: intensive case management services provided to CalWORKs recipients, additional child care support to resource families in Child Welfare Services (CWS); an expansion to the Cultural Broker Program which provides services to enhance child safety and family stability in CWS; an expansion of financial literacy programming throughout the region in support of economic self-sufficiency; and the addition of domestic violence support teams to connect individuals and families to needed resources.
- ◆ In Public Health Services (PHS) funds are budgeted for hepatitis A prevention related sustainability and preparedness activities, and increases are included for grant funded prevention activities for Tobacco Control, the Local Oral Health Program (LOHP), Disaster Response, and Nutrition Education and Obesity Prevention (NEOP) programs.

## Staffing

Net increase of 83.00 staff years

- ◆ Increase of 49.00 staff years to support implementation of the DMC-ODS.
- ◆ Increase of 18.00 staff years, including 12.00 Public Health Nurses, to enhance the Agency's capacity to prepare for and respond to public health emergencies.
- ◆ Increase of 16.00 staff years to support planning, administering and monitoring of housing strategies and affordable housing development projects and programs.

Other changes are explained in more detail in the program narrative sections.

## Expenditures

Net increase of \$189.3 million

- ◆ Salaries & Benefits—increase of \$45.1 million.
  - ◆ Increase of \$1.6 million due to the increase of 16.00 staff years in Housing & Community Development Services (HCDS).
  - ◆ Increase of \$2.5 million due to the increase of 18.00 staff years in PHS to augment emergency preparedness and response capacity.
  - ◆ Increase of \$5.4 million due to the increase of 49.00 staff years to support implementation of the DMC-ODS.
  - ◆ Increase of \$35.6 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$142.2 million.
  - ◆ Increase of \$114.2 million for DMC-ODS, including enhancements to residential and outpatient treatment, withdrawal management, case management services, and infrastructure to support DMC-ODS service delivery expansion, oversight and monitoring.

- ◆ Increase of \$20.2 million in BHS for a range of services including programs serving homeless individuals under POFA, new and innovative MHSA funded programs to help address SMI, additional contracted residential beds for the elderly and skilled nursing facility beds to increase LTC capacity, expanded capacity for mobile family trauma counseling services, a new crisis response pilot pairing mental health and paramedical staff, and other various contract increases in the Adult and Older Adult and Children, Youth and Family programs.
- ◆ Increase of \$11.4 million for the County's IHSS MOE tied to negotiated wage increases for IHSS home care workers and an increase due to a change in the State's funding model for IHSS.
- ◆ Increase of \$4.1 million for housing efforts including short-term bridge housing solutions for homeless individuals, landlord engagement efforts, contracted services under the HDAP program to provide outreach, case management, long-term disability advocacy and housing assistance for disabled individuals experiencing homelessness, housing support services to CalWORKs recipients, and other housing assistance and navigation services to assist homeless families and individuals in locating and securing permanent housing options.
- ◆ Increase of \$3.0 million for enhanced security guard services across multiple HHS facilities.
- ◆ Increase of \$2.2 million primarily for one time IT innovation projects and IT related costs for the implementation and integration of the pre-hospital information and communication system to meet reporting requirements and improve data collection countywide.
- ◆ Net increase of \$2.2 million for one-time Major Maintenance Projects due to an increase of \$10.0 million for one-time major maintenance projects, offset by a decrease of \$7.8 million due to the transfer of amounts for certain major maintenance projects previously reported in the Major Maintenance Improvement Plan to be capitalized in the Capital Outlay Fund.
- ◆ Increase of \$1.7 million for various services in supplies and supplies in PHS, primarily tied to contracted services associated with the expansion of NEOP, STD/HIV program and addition of LOHP as well as ambulance subsidies for unincorporated areas, consultant services and wireless subscriber fees that support Emergency Medical Services (EMS).
- ◆ Increase of \$1.6 million primarily for hepatitis A prevention related sustainability and emergency preparedness efforts.
- ◆ Increase of \$1.3 million in contracted information and referral services program which will enhance customer service and will reduce potential discontinuances by providing additional dedicated phone lines.





- ◆ Increase of \$1.1 million associated with the one time cost for replacement of defibrillators and increased costs in ambulance services for County Service Areas (CSA).
- ◆ Increase of \$1.0 million in Welfare to Work contracts for intensive case management services.
- ◆ Increase of \$0.8 million in CWS to provide for an expansion of the Cultural Broker Program and to add services, including child care navigators for CWS families and trauma-informed care training and coaching to child care providers, under the Child Care Bridge program.
- ◆ Increase of \$0.6 million to expand financial literacy programming throughout the region in support of economic self-sufficiency.
- ◆ Increase of \$0.5 million to add domestic violence support teams to connect individuals and families to needed resources.
- ◆ Increase of \$0.2 million for additional capacity for outreach, counseling and other services provided to veterans.
- ◆ Decrease of \$13.4 million associated with the completion of prior year one-time projects and spending of one-time funds primarily for various IT initiatives and housing and community development projects.
- ◆ Decrease of \$9.8 million related to a change to the process for recording the State’s Managed Care offset for inpatient fee for service costs. This adjustment has no impact to services.
- ◆ Decrease of \$0.7 million to align to available Victim Services Program grant funding used to identify and meet the gaps and needs in victim services.
- ◆ Other Charges—net decrease of \$16.6 million.
  - ◆ Net decrease of \$12.3 million in assistance payments driven by a \$10.0 million reduction in CalWORKs benefits to align with caseload trends, with no impact to services. Additional decreases to align to caseload trends with no impact to services were included for Welfare to Work, CalWORKs Child Care Stage One, Refugee Aid Assistance, Work Incentive Nutritional Supplement (WINS) and State Utility Assistance Subsidy (SUAS), as well as a decrease in CalWORKs Family Stabilization services to align with the expected allocation. Offsetting these decreases was an increase in the Trafficking and Crime Victims Assistance Program and an increase to reflect child care payments for the Child Care Bridge program.
  - ◆ Decrease of \$4.9 million related to a change to the process for recording the State Hospital offset for inpatient fee for service costs. This adjustment has no impact to services.
  - ◆ Net increase of \$0.6 million in HCDS related to aligning 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.
- ◆ Expenditure Transfer & Reimbursement—net increase of 0.1 million. This includes an increase of \$0.2 million in PHS associated with ambulance services for the George F. Bailey Detention Facility offset by a decrease of \$0.1 million in AIS associated with the Public Safety Group’s reimbursement of Victim Services Program administrative costs. Since this is a reimbursement, it has a net effect of \$0.1 million decrease in appropriations.
- ◆ Operating Transfer Out—increase of \$18.5 million.
  - ◆ Increase of \$10.6 million to reflect the annualized costs in the IHSS Public Authority’s budget for increased negotiated health benefit contributions for IHSS home care workers.
  - ◆ Increase of \$7.9 million in Operating Transfer Out to Major Maintenance Capital Outlay Fund (MMCOF) due to the corresponding decrease of amounts for projects previously reported in the Major Maintenance ISF that will be capitalized.

## Revenues

Net increase of \$189.3 million

- ◆ Taxes Current Property—net increase of \$0.1 million to support services in CSA 17 and 69.
- ◆ Fines, Forfeitures & Penalties—increase of \$0.3 million primarily associated with increased costs funded with the EMS Trust Fund.
- ◆ Revenue From Use of Money & Property—net increase of \$0.1 million primarily to support services in CSA 17 and 69.
- ◆ Intergovernmental Revenue—net increase of \$143.5 million.
  - ◆ Increase of \$92.2 million in federal, State and Realignment revenue for implementation of DMC-ODS.
  - ◆ Increase of \$45.9 million in Realignment revenue to fund Salaries & Benefits, Services & Supplies, and the County’s statutory increase to the IHSS MOE based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human service programs.
  - ◆ Increase of \$10.6 million in federal and State revenue tied to the negotiated health benefit contribution increase for IHSS home care workers.
  - ◆ Increase of \$7.4 million in Short-Doyle Medi-Cal revenue to align with program trends and increased rates for outpatient mental health services.
  - ◆ Increase of \$5.2 million in MHSA revenues to align with program needs.
  - ◆ Increase of \$3.8 million in Prop 47 and Community Corrections Subaccount revenue to fund SUD related contracts.
  - ◆ Increase of \$3.0 million primarily in Social Services federal and State administrative revenue to support expenditure increases in Salaries & Benefits, one-time projects and to align to expected allocations.





- ❖ Increase of \$1.7 million in STD/HIV, Bio-Terrorism, Proposition 56 Tobacco Tax, and NEOP grant funding to support cost increases in contracted services.
- ❖ Increase of \$1.5 million in State HDAP revenue to support contracted services.
- ❖ Increase of \$1.1 million in State funding to support implementation of the Child Care Bridge program.
- ❖ Increase of \$0.5 million in CalWORKs Housing Support Program revenue to support increased contracted services.
- ❖ Increase of \$0.3 million in residential ambulance transport fees to align with projected transports in County Service Areas (CSA).
- ❖ Decrease of \$14.7 million Managed Care Offset revenue related to a change to the process for recording the State's Managed Care and State Hospital offset for inpatient fee for service costs.
- ❖ Decrease of \$9.4 million in state and federal revenue tied to expenditure adjustments described in Other Charges for CalWORKs, Welfare to Work, CalWORKs Child Care Stage One, Family Stabilization, Refugee Aid Assistance, WINS, SUAS, Child Care Bridge program and TCVAP.
- ❖ Decrease of \$3.8 million in various Housing and Community Development Services federal grant revenue streams supporting housing assistance and community development projects, primarily to reflect the elimination of prior year one-time projects and to align to annual funding allocations.
- ❖ Decrease of \$1.1 million in refugee funding for Refugee Health Assessment Program (RHAP) activities to align with anticipated allocation from State.
- ❖ Decrease of \$0.6 million in available grant revenue for the Victim Services Program.
- ❖ Decrease of \$0.1 million to align with projected collection of Medicare D revenue for Edgemoor Distinct Part Skilled Nursing Facility (DP-SNF).
- ◆ Charges for Current Services—net decrease of \$1.9 million.
  - ❖ Decrease of \$2.8 million primarily related to one-time IT project costs in the prior year.
  - ❖ Decrease of \$1.0 million is related to aligning third party reimbursement revenue to current collection trends for the CMS program.
  - ❖ Increase of \$1.0 million primarily related to additional Intergovernmental Transfer (IGT) revenue to support increases in Salaries & Benefits in the Edgemoor DP-SNF.
  - ❖ Net increase of \$0.9 million in non-residential ambulance transports in CSAs and various public health fees and EMS fees.
- ◆ Fund Balance Component Decreases—increase of \$11.8 million
  - ❖ Increase of \$5.7 million in committed Realignment revenue in Administrative Support to support one-time major maintenance and facilities projects.
  - ❖ Increase of \$2.5 million in Committed Realignment in CWS for one-time negotiated labor agreements and the Cultural Broker program.
  - ❖ Increase of \$2.0 million in Committed Realignment in Self-Sufficiency Services for contracted Welfare to Work intensive case management services.
  - ❖ Increase of \$1.3 million in Committed Realignment in AIS for support of the Alzheimer's Project and the Seniors in Crisis pilot project.
  - ❖ 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 balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—decrease of \$3.9 million. A total of \$36.6 million is budgeted.
  - ❖ \$20.0 million for management reserves.
  - ❖ \$10.6 million for one-time major maintenance and facilities projects.
  - ❖ \$4.3 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health related services.
  - ❖ \$1.0 million for one-time costs associated with information technology upgrades and advancements.
  - ❖ \$0.7 million for one-time negotiated labor agreements.
- ◆ General Purpose Revenue—net increase of \$39.3 million.
  - ❖ Increase of \$26.7 million to support the implementation of DMC-ODS.
  - ❖ Increase of \$4.2 million for continued support of affordable housing development projects and programs.
  - ❖ Increase of \$3.6 million to enhance emergency preparedness and response capacity and support hepatitis A prevention related sustainability efforts in PHS.
  - ❖ Increase of \$2.7 million to offset required retirement contributions and negotiated labor agreements.
  - ❖ Increase of \$1.5 million supporting mobile response teams in the areas of domestic violence support, family trauma counseling services, and a new crisis response pilot pairing mental health and paramedical staff.
  - ❖ Increase of \$0.6 million for additional financial literacy programming in support of economic self-sufficiency.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





**Group Staffing by Department**

	<b>Fiscal Year 2016–17 Adopted Budget</b>	<b>Fiscal Year 2017–18 Adopted Budget</b>	<b>Fiscal Year 2018–19 Recommended Budget</b>	<b>% Change</b>	<b>Fiscal Year 2019–20 Recommended Budget</b>
Self-Sufficiency Services	2,519.00	2,517.00	2,517.00	0.0	2,517.00
Aging & Independence Services	427.00	420.00	418.00	(0.5)	418.00
Behavioral Health Services	818.00	823.00	864.00	5.0	864.00
Child Welfare Services	1,364.00	1,368.00	1,368.00	0.0	1,368.00
Public Health Services	645.50	648.50	666.50	2.8	666.50
Administrative Support	442.00	443.00	453.00	2.3	453.00
Housing & Community Development Services	102.00	101.00	117.00	15.8	117.00
<b>Total</b>	<b>6,317.50</b>	<b>6,320.50</b>	<b>6,403.50</b>	<b>1.3</b>	<b>6,403.50</b>

**Group Budget by Program**

	<b>Fiscal Year 2016–17 Adopted Budget</b>	<b>Fiscal Year 2017–18 Adopted Budget</b>	<b>Fiscal Year 2018–19 Recommended Budget</b>	<b>% Change</b>	<b>Fiscal Year 2019–20 Recommended Budget</b>
Self-Sufficiency Services	\$ 539,536,653	\$ 524,147,156	\$ 523,606,308	(0.1)	\$ 534,744,461
Aging & Independence Services	139,213,244	137,696,011	161,295,939	17.1	167,648,512
Behavioral Health Services	500,607,470	529,098,092	658,175,550	24.4	656,612,867
Child Welfare Services	353,978,179	364,705,045	379,140,438	4.0	384,414,630
Public Health Services	140,422,712	143,994,039	155,979,651	8.3	154,320,022
Administrative Support	162,423,779	186,052,773	197,265,929	6.0	190,801,328
Housing & Community Development Services	27,212,643	28,704,848	28,280,967	(1.5)	26,653,373
Tobacco Settlement Funds	6,200,000	—	—	0.0	—
<b>Total</b>	<b>\$ 1,869,594,680</b>	<b>\$ 1,914,397,964</b>	<b>\$ 2,103,744,782</b>	<b>9.9</b>	<b>\$ 2,115,195,193</b>



# 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 965,000 residents to help low-income families and their children meet basic needs. Staff provide services throughout the county at 11 Family Resource Centers (FRC), 2 Community Resource Centers (CRC) and via phone/ fax/ internet at the Access Customer Service Call Center.

Self-Sufficiency Services ensures compliance with State and federal requirements by providing 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 \$523.6 million, which includes assistance aid payments for residents. For more information about assistance aid payments, please see Appendix D.



### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Processed 97% (29,990 of 31,000) of CalWORKs applications timely, within 45 days, and helped 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. Performance exceeds the State requirement of 90%.
  - Processed 94% (158,200 of 168,000) of Medi-Cal applications timely, within 45 days. This is a key metric required by the State and assisted families in meeting their health insurance needs. Performance 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% (160,368 of 168,000) of CalFresh applications timely, within 30 days, and helped eligible families and individuals buy food and improve their nutrition. Performance exceeds the State requirement of 90%.

- Increased by 9% (27,000) the number of seniors that received CalFresh benefits through strategic partnerships with community-based organizations in order to reduce the number of seniors who are food insecure. (BBH2)



**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Ensured that a minimum of 100,000 individuals and families were served via e-mail at the Access Customer Service Call Center through the continued promotion of alternative pathways for individuals and families to access information about self-sufficiency programs and their ability to provide information electronically. (OE3)
  - Increased by 50% (7,400) 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)

**2018–20 Objectives**



**Building Better Health**

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Process 96% (30,720 of 32,000) 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% (153,790 of 169,000) of Medi-Cal applications timely, within 45 days. This is a key metric required by the State and assists families in meeting their health 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% (138,000 of 150,000) 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 by 9% (29,100) the number of seniors that receive CalFresh benefits through strategic partnerships with community-based organizations in order to reduce the number of seniors who are food insecure. (BBH2)



**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Ensure that a minimum of 230,000 individuals and families are served via email or 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)
  - Increase by 50% (10,700) 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.SanDiegoCounty.gov/HHSA](http://www.SanDiegoCounty.gov/HHSA)

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

- ◆ [www.LiveWellSD.org](http://www.LiveWellSD.org)







Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Timely processing of CalWORKs applications (within 45 days)	97% of 31,667	96% of 35,000	97% of 31,000	96% of 32,000	96% of 32,000
	Timely Processing of Medi-Cal applications (within 45 days)	94% of 166,017	91% of 195,000	94% of 168,000	91% of 169,000	91% of 169,000
	Timely processing of CalFresh applications (within 30 days)	95% of 150,260	92% of 127,000	95% of 168,000	92% of 150,000	92% of 150,000
	Seniors on CalFresh	25,234	26,732	27,000	29,100	29,100
	Customers using Access Email and Self Service <sup>1</sup>	N/A	229,687	230,000	230,000	230,000
	Status reports submitted through Benefits CalWIN	12,785	7,125	7,400	10,700	10,700

Table Notes

<sup>1</sup> Performance measure for Access customers using self-service and emails was combined in Fiscal Year 2017–18.

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

Self-Sufficiency Services has an overall budget decrease of \$0.5 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 in Salaries & Benefits for required retirement contributions and negotiated labor agreements as well as increases in various contracted client services across multiple areas, including intensive case management services to help reduce time to self-sufficiency for CalWORKs clients, and increased investments in programs providing housing assistance and support to CalWORKs clients and those eligible to other assistance programs.

### Staffing

No changes in staffing

### Expenditures

Net decrease of \$0.5 million

- ◆ Salaries & Benefits—increase of \$13.2 million.
  - ◆ Increase of \$13.2 million primarily due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$3.0 million.

- ◆ Increase of \$1.5 million in contracted services associated with the Housing and Disability Advocacy Program (HDAP) to provide outreach, case management, long-term disability advocacy and housing assistance for disabled individuals who are experiencing homelessness.
- ◆ Increase of \$1.1 million in various Services & Supplies primarily in contracted Information and Referral services related to the Appointment Reschedule Line program which will enhance customer service and will reduce potential discontinuances by providing additional dedicated phone lines.
- ◆ Increase of \$1.0 million in Welfare to Work contracts for intensive case management services.
- ◆ Increase of \$0.5 million in Housing Support Program contracts aimed at providing housing stability for homeless families in the CalWORKs program.
- ◆ Decrease of \$1.1 million for statewide contracted projects for the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) due to an allocation decrease tied to positioning CalWIN to migrate with the California Automated Consortium Eligibility System (CalACES).
- ◆ Other Charges—net decrease of \$16.7 million.
  - ◆ Decrease of \$10.0 million in CalWORKs benefit payments to align with caseload trends, with no impact to services.
  - ◆ Decrease of \$3.3 million in Approved Relative Caregiver (ARC) assistance payments due to transfer of program to Child Welfare Services.



- ❖ Decrease of \$2.3 million in Welfare to Work assistance payments to align with caseload trends, with no impact to services.
- ❖ Decrease of \$0.6 million in CalWORKs Family Stabilization services to align with the State allocation.
- ❖ Decrease of \$0.2 million in Refugee Aid assistance program to align with caseload trends.
- ❖ Decrease of \$0.2 million in Child Care Stage One assistance payments to align with caseload trends.
- ❖ Decrease of \$0.2 million in Work Incentive Nutritional Supplement (WINS) and State Utility Assistance Subsidy (SUAS) programs to align with caseload trends.
- ❖ Increase of \$0.1 million in Trafficking and Crime Victims Assistance Program (TCVAP) to align with caseload trends.

## Revenues

Net decrease of \$0.5 million

- ◆ Intergovernmental Revenues—net decrease of \$2.6 million.
  - ❖ Decrease of \$13.1 million in State and federal revenue associated with reducing appropriations for CalWORKs benefit payments to align with caseload trends and transferring revenue to Child Welfare Services for the ARC program.
  - ❖ Decrease of \$1.5 million in CalWIN revenue due to an allocation decrease.
  - ❖ Decrease of \$0.6 million in CalWORKs Family Stabilization due to an allocation decrease.
  - ❖ Decrease of \$0.2 million in State and federal revenue to support expenditure adjustments described in Other Charges for TCVAP, WINS & SUAS and Refugee Aid Assistance.

- ❖ Decrease of \$0.2 million in State revenue for the California Transitional Kindergarten Stipend (CTKS) incentive program to align with grant allocation.
- ❖ Increase of \$8.5 million in Realignment revenue to support Salaries & Benefits and Services & Supplies, based on projected statewide sales tax and vehicle license fees that are dedicated for costs for health and human services programs.
- ❖ Increase of \$2.5 million primarily in Social Services State and federal administrative revenue to support increases in Salaries & Benefits and Services & Supplies.
- ❖ Increase of \$1.5 million in State revenue for the Housing and Disability Advocacy Program (HDAP).
- ❖ Increase of \$0.5 million in CalWORKs Housing Support Program revenue due to an allocation increase.
- ◆ Charges for Current Services—net decrease of \$1.0 million is related to aligning third party reimbursement revenue to current collection trends for the CMS program.
- ◆ Miscellaneous Revenues—increase of \$0.4 million in recoupment of payments in the General Relief program.
- ◆ Fund Balance Component Decreases—increase of \$2.0 million in Committed Realignment for contracted Welfare to Work intensive case management services.
- ◆ General Purpose Revenue Allocation—increase of \$0.7 million due to negotiated labor agreements and an increase in retirement contributions.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Health Care Policy Administration	2.00	2.00	2.00	0.0	2.00
Eligibility Operations Administration	253.00	253.00	253.00	0.0	253.00
Regional Self-Sufficiency	2,264.00	2,262.00	2,262.00	0.0	2,262.00
<b>Total</b>	<b>2,519.00</b>	<b>2,517.00</b>	<b>2,517.00</b>	<b>0.0</b>	<b>2,517.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Health Care Policy Administration	\$ 8,294,447	\$ 8,206,365	\$ 7,488,061	(8.8)	\$ 7,503,382
Eligibility Operations Administration	55,119,064	58,321,444	60,337,818	3.5	62,011,584
Assistance Payments	282,992,680	261,108,655	248,052,713	(5.0)	247,575,845
Regional Self-Sufficiency	193,130,462	196,510,692	207,727,716	5.7	217,653,650
<b>Total</b>	<b>\$ 539,536,653</b>	<b>\$ 524,147,156</b>	<b>\$ 523,606,308</b>	<b>(0.1)</b>	<b>\$ 534,744,461</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 193,268,906	\$ 196,900,792	\$ 210,113,194	6.7	\$ 221,812,416
Services & Supplies	94,617,253	100,047,024	102,983,503	2.9	102,422,434
Other Charges	251,650,494	227,199,340	210,509,611	(7.3)	210,509,611
<b>Total</b>	<b>\$ 539,536,653</b>	<b>\$ 524,147,156</b>	<b>\$ 523,606,308</b>	<b>(0.1)</b>	<b>\$ 534,744,461</b>





Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Fines, Forfeitures & Penalties	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	0.0	\$ 3,800,000
Revenue From Use of Money & Property	299,908	248,605	248,605	0.0	248,605
Intergovernmental Revenues	497,546,522	482,215,969	479,642,092	(0.5)	490,381,529
Charges For Current Services	1,620,000	1,620,000	620,000	(61.7)	620,000
Miscellaneous Revenues	1,087,305	1,218,820	1,570,798	28.9	1,570,798
Other Financing Sources	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Fund Balance Component Decreases	—	—	2,000,000	—	2,000,000
Use of Fund Balance	3,159,238	—	—	0.0	—
General Purpose Revenue Allocation	31,023,680	34,043,762	34,724,813	2.0	35,123,529
<b>Total</b>	<b>\$ 539,536,653</b>	<b>\$ 524,147,156</b>	<b>\$ 523,606,308</b>	<b>(0.1)</b>	<b>\$ 534,744,461</b>



# Aging & Independence Services

## Mission Statement

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

## Department Description

Ageing & Independence Services (AIS) provides assistance, information, referral and support to over 60,000 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 provides include, but are 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 needs;
- ◆ **Senior Health and Social Services**—improve nutritional health of older adults in need by providing approximately 1.1 million meals at various senior dining centers and by delivering to homes; connect over 60,000 residents with services and referrals 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 persons, persons who lack decision-making capacity and do not have an appropriate person to act on their behalf, or for persons who are gravely disabled. In Fiscal Year 2017-18, PA/PG/PC received 1,800 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.

By 2030, the number of seniors aged 65 years and older in San Diego County is expected to double to 754,606. The fastest growing age group, those aged 85 years and older, is projected



to increase from 54,429 in 2015 to 102,313 in 2030. In order to deliver these critical and essential services, AIS has 418.00 staff years, numerous volunteers and a budget of \$161.3 million.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Certified 86% (14,104 of 16,400) of initial eligibility determinations for IHSS within the 45-day State program mandate so that individuals could remain safely in their home.
  - Recertified 97% (24,735 of 25,500) 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%.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it

- Reduced from 30% to 28% (532 of 1,900) the number of older adults who self-reported food insecurity by increased outreach and nutritional services such as CalFresh education. This was self-reported by older adults who received home-delivered or congregate meals. (BBH2)
- Ensured 75% (75 of 100) of Feeling Fit Club participants evaluated scored higher than national norms for their age and gender on standardized measures of upper and lower body strength as indicated in the Senior Fitness Test Manual. (BBH2)



**Living Safely**

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Conducted 96% (6,144 of 6,400) 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.
  - Completed 100% (355) of assessment notes on conservatorship investigations within 10 business days of assignment of referral to protect basic freedom and rights of customers.
  - Closed 100% (16) 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 prevents them from protecting themselves from maltreatment and are highly dependent upon an individual assessed as being high risk for perpetrating abuse.



**Sustainable Environments/Thriving**

- Provide and promote services that increase consumer and business confidence
  - Reviewed 100% (89) of skilled nursing facilities (SNF), which provide medical care, quarterly by the Long Term Care Ombudsman program in alignment with federal guidance to strengthen protections for vulnerable older adults and persons with disabilities. (SE/T2)
  - Reviewed 95% (558 of 588) of Residential Care Facilities for the Elderly (RCFE) quarterly by the Long Term Care Ombudsman program in alignment with federal guidance to strengthen protections for vulnerable older adults and persons with disabilities. (SE/T2)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Connected 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. Exceeded the target of 2,050 due to unanticipated successful outreach efforts. (SE/T6)



**Operational Excellence**

- 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 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. Continued 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. Accomplishments include: (OE7)
    - ◆ Distributed 2,300 Advance Directive forms to ensure persons communicate their end of life desires while they still have capacity.
    - ◆ Trained 1,900 mandated reporters on elder abuse to increase their awareness, thereby increasing safety for persons with Alzheimer's Disease and Related Dementia (ADRD) and their caregivers.
    - ◆ Educated and increased awareness of ADRD amongst caregivers, older adults, and other residents through 17 presentations.
    - ◆ Increased by 20% the number of registered participants in the Take Me Home program to 1,900 individuals at risk for wandering.
    - ◆ Began development of Dementia Respond, a mobile application to assist law enforcement in the field with the support of the San Diego/Imperial Geriatric Education Center, County of San Diego Sherriff's Department and Alzheimer's San Diego. The application will include a link to submit online Adult Protective Services reports, provide immediate access to helpful resources and contacts, and help families register for Take Me Home.
    - ◆ Presented the Age Well San Diego Plan to the County of San Diego Board of Supervisors to increase accessible/affordable transportation, housing, health/community supports, and opportunities for social participation for people of all ages and abilities, and to increase the dementia friendliness of these sectors. The plan was developed with input from partners at Age Well San Diego planning sessions held December 2017 through February 2018.





- ◆ Distributed the Clinical Roundtable's Physician Guidelines booklet to physicians and adapted the content for the AlzDxRx mobile application as well as made it available for Continuing Medical Education (CME) credit through online courses. By December 2017, 300 users had installed the mobile application, 67 practitioners confirmed weekly use of the application, and 150 clinicians completed one or more of the four courses.
- ◆ Identified three promising drug discovery projects through Collaboration for Cure to fund, and applied for a grant from the National Institute on Aging to conduct a major drug discovery research project in San Diego.

- Conduct 97% (6,305 of 6,500) of face-to-face contacts within 10 days of receiving an APS referral to provide timely assistance and resources that help adults meet their own needs.
- Conduct 98% (500 of 510) of investigations for temporary conservatorship within 10 business days of referral assignment to protect 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 at closure as measured by the AVA Safety Focused Outcome Measure rating system. 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.
- File 95% (62 of 65) of PA/PG accountings concerning all assets and liabilities of each person's estate with the Probate Court within 60 days to provide information necessary for proper oversight of conservatorship and decedent affairs.
- Ensure continued action on The Alzheimer's Project's Regional Implementation Plan by:
  - ◆ Accelerating identification of a cure for Alzheimer's Disease and Related Dementia (ADRD) by supporting the Collaboration for Cure committee, which funds new drug discovery projects;
  - ◆ Training primary care physicians to screen, diagnose and manage ADRD;
  - ◆ Strengthening the local network of services available (such as respite care and community programs) for those with ADRD, their families and caregivers; and
  - ◆ Expanding public awareness of signs and symptoms of ADRD as well as resources available.

## 2018–20 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Complete 90% (17,100 of 19,000) 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
  - Maintain 28% (532 of 1,900) the number of older adults receiving home-delivered or congregate meals who self-report food insecurity through additional outreach and nutritional services, such as CalFresh education. This program serves approximately 10,000 older adults annually. (BBH2)
  - 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 the Senior Fitness Test (SFT) manual. A special project using trained SFT evaluators will be conducted with a sample of 100 out of approximately 1,600 participants across more than 30 sites. (BBH2)



### Living Safely

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



### Sustainable Environments/Thriving

- 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 federal guidance to strengthen protections for vulnerable older adults and persons with disabilities. (SE/T2)
  - Review 90% (539 of 598) of Residential Care Facilities for the Elderly (RCFE), which do not provide medical care, quarterly by the Long Term Care Ombudsman program per federal guidance to strengthen protections for vulnerable older adults and persons with disabilities. (SE/T2)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges



## AGING & INDEPENDENCE SERVICES

- 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. (SE/T6)

### Related Links

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

- [www.SanDiegoCounty.gov/HHSA](http://www.SanDiegoCounty.gov/HHSA)

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

- [www.SanDiegoCounty.gov/HHSA/content/sdc/hhsaprogram/ais.html](http://www.SanDiegoCounty.gov/HHSA/content/sdc/hhsaprogram/ais.html)

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




- [www.SanDiego.NetworkOfCare.org](http://www.SanDiego.NetworkOfCare.org)

For additional information on Residential Care Facilities for the Elderly (RCFEs) and facility scores:

- <https://choosewellsandiego.org/>

For additional information on the Alzheimer's Project:

- <http://www.sdalzheimersproject.org/>

Performance Measures	2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
 Initial IHSS assessments certified timely (within 45 days) <sup>3</sup>	86% of 19,279	90% of 16,000	86% of 16,400	90% of 19,000	90% of 19,000
Annual IHSS assessments recertified timely <sup>4</sup>	98% of 25,066	97% of 25,400	97% of 25,500	97% of 25,400	97% of 25,400
Older adults self-reporting food insecurity	29% of 1,539	28% of 1,900	28% of 1,900	28% of 1,900	26% of 1,900
Feeling Fit participants scoring higher than national norms <sup>1</sup>	N/A	75% of 100	75% of 100	75% of 100	75% of 100
 Face-to-face APS investigations conducted within 10 days of referral	96% of 6,049	97% of 6,500	96% of 6,400	97% of 6,500	97% of 6,500
PC assessment notes completed within 10 days	99.7% of 381	98% of 510	100% of 355	98% of 510	98% of 510
AVA cases closed at stable or higher rating <sup>2</sup>	100% of 26	96% of 50	100% of 16	96% of 50	96% of 50
Timely PA/PG Accountings Filed with Probate Court (within 60 days) <sup>1</sup>	N/A	90% of 65	100% of 49	95% of 65	95% of 65
 Skilled Nursing Facilities reviewed quarterly	100% of 89	100% of 89	100% of 89	100% of 89	100% of 89
Residential Care Facilities reviewed quarterly	91% of 612	90% of 629	95% of 588	90% of 598	90% of 629
Older adults linked with RSVP and Intergenerational volunteer opportunities	1,773	2,050	2,050	2,050	2,050

#### Table Notes

<sup>1</sup> Performance measure added in Fiscal Year 2017–18 to better demonstrate alignment of resources.

<sup>2</sup> Estimate of total AVA cases based on previous years; improved screening may account for the decrease in number of cases falling into this category.







<sup>3</sup> Due to the increasing complexity of cases, 90% is a stretch goal and current performance of 86% is consistent with past year's performance.

<sup>4</sup> Reassessments must be completed annually in the month of the initial certification.

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

Ageing & Independence Services (AIS) has an overall increase of \$23.6 million, the majority of which is tied to the In-Home Supportive Services (IHSS) program to reflect the annualized increase in negotiated wages and health benefit contributions for IHSS home care workers and to reflect an increase in the County's IHSS Maintenance of Effort (MOE) requirement associated with the State's restructured funding model. Additionally, the budget continues AIS support of County initiatives such as the Alzheimer's Project, including continued implementation of the Seniors in Crisis pilot project, which will work to ensure a collaborative multi-agency effort to provide the appropriate response and array of services to seniors in crisis from start to finish so that they can remain safely in their home.

### Staffing

Decrease of 2.00 staff years

- ◆ Decrease of 1.00 staff year due to a transfer to Housing & Community Development Services to support operational needs.
- ◆ Decrease of 1.00 staff year due to a transfer to Administrative Support to support operational needs.
- ◆ Additionally, staff were transferred among related programs within AIS to manage operational needs.

### Expenditures

Net increase of \$23.6 million

- ◆ Salaries & Benefits—net increase of \$2.3 million.
  - ◆ Decrease of \$0.1 million due to the transfer out of 2.00 staff years.
  - ◆ Increase of \$0.2 million due to temporary expert professionals for the Seniors in Crisis project.
  - ◆ Increase of \$2.2 million primarily due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$10.6 million.
  - ◆ Increase of \$11.4 million for the County's IHSS MOE tied to negotiated wage and benefit increases for IHSS home care workers and an increase due to a change in the State's IHSS funding model.
  - ◆ Increase of \$0.3 million associated with facilities costs.

- ◆ Decrease of \$0.4 million in the San Diego Veterans Independence Service at Any Age (SD-VISA) program providing home and community based services to veterans to align to anticipated caseload now that referrals have stabilized.
- ◆ Decrease of \$0.4 million for various contracted services primarily due to a decrease in Older Americans Act (OAA) funding.
- ◆ Decrease of \$0.3 million to align to available Victim Services Program grant funding used to identify and meet the gaps and needs in victim services.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million associated with the Public Safety Group's reimbursement of Victim Services Program administrative costs. Since this is a reimbursement, it has a net effect of \$0.1 million increase in appropriations.
- ◆ Operating Transfer Out—increase of \$10.6 million to reflect the annualized costs in the IHSS Public Authority's budget for increased negotiated health benefit contributions for IHSS home care workers.

### Revenues

Net increase of \$23.6 million

- ◆ Intergovernmental Revenues—net increase of \$22.8 million.
  - ◆ Increase of \$15.4 million in Realignment revenue primarily 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 \$10.6 million in federal and State revenue tied to the negotiated health benefit contribution increase for IHSS home care workers.
  - ◆ Decrease of \$2.3 million primarily in IHSS administrative revenue tied to the State's transition back to a capped allocation funding model.
  - ◆ Decrease of \$0.4 million in OAA revenue.
  - ◆ Decrease of \$0.3 million in grant revenue for the Victim Services Program.
  - ◆ Decrease of \$0.2 million in diabetes prevention grant revenue.
- ◆ Miscellaneous Revenues—decrease of \$0.5 million in administrative revenues primarily due to aligning revenue to expected caseload trends in the SD-VISA program.





## **AGING & INDEPENDENCE SERVICES**

- ◆ Fund Balance Component Decreases—increase of \$1.3 million in Committed Realignment for support of the Alzheimer’s Project and the Seniors in Crisis pilot project.

### **Recommended Budget Changes and Operational Impact: 2018–19 to 2019–20**

No significant changes.





## Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
In-Home Supportive Services	211.00	210.00	210.00	0.0	210.00
Senior Health and Social Services	57.00	47.00	39.00	(17.0)	39.00
Protective Services	80.00	81.00	89.00	9.9	89.00
Administrative and Other Services	25.00	28.00	26.00	(7.1)	26.00
Public Administrator/Guardian/ Conservator	54.00	54.00	54.00	0.0	54.00
<b>Total</b>	<b>427.00</b>	<b>420.00</b>	<b>418.00</b>	<b>(0.5)</b>	<b>418.00</b>

## Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
In-Home Supportive Services	\$ 92,150,599	\$ 94,484,961	\$ 117,284,263	24.1	\$ 123,300,778
Senior Health and Social Services	22,556,420	17,287,997	16,024,843	(7.3)	16,179,349
Protective Services	11,337,373	12,406,078	14,008,805	12.9	13,888,183
Administrative and Other Services	5,741,950	5,913,256	6,003,860	1.5	6,065,431
Public Administrator/Guardian/ Conservator	7,426,902	7,603,719	7,974,168	4.9	8,214,771
<b>Total</b>	<b>\$ 139,213,244</b>	<b>\$ 137,696,011</b>	<b>\$ 161,295,939</b>	<b>17.1</b>	<b>\$ 167,648,512</b>

## Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 43,941,196	\$ 44,616,551	\$ 46,952,773	5.2	\$ 48,924,879
Services & Supplies	79,305,304	77,843,611	88,420,622	13.6	92,760,171
Other Charges	332,900	250,000	250,000	0.0	250,000
Expenditure Transfer & Reimbursements	—	(177,106)	(81,836)	(53.8)	(40,918)
Operating Transfers Out	15,633,844	15,162,955	25,754,380	69.9	25,754,380
<b>Total</b>	<b>\$ 139,213,244</b>	<b>\$ 137,696,011</b>	<b>\$ 161,295,939</b>	<b>17.1</b>	<b>\$ 167,648,512</b>



Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Other Than Current Secured	\$ 2,000	\$ 2,000	\$ 2,000	0.0	\$ 2,000
Licenses Permits & Franchises	46,000	51,000	57,772	13.3	51,000
Fines, Forfeitures & Penalties	277,118	172,489	172,489	0.0	172,489
Revenue From Use of Money & Property	40,000	52,000	65,000	25.0	52,000
Intergovernmental Revenues	125,329,541	122,595,022	145,411,191	18.6	152,160,888
Charges For Current Services	893,838	893,838	887,869	(0.7)	893,838
Miscellaneous Revenues	958,060	2,054,628	1,509,779	(26.5)	1,126,458
Other Financing Sources	100,000	100,000	100,000	0.0	100,000
Fund Balance Component Decreases	—	—	1,314,805	—	1,314,805
Use of Fund Balance	121,000	—	—	0.0	—
General Purpose Revenue Allocation	11,445,687	11,775,034	11,775,034	0.0	11,775,034
<b>Total</b>	<b>\$ 139,213,244</b>	<b>\$ 137,696,011</b>	<b>\$ 161,295,939</b>	<b>17.1</b>	<b>\$ 167,648,512</b>



# Behavioral Health Services

## Mission Statement

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

## Department Description

Behavioral Health Services (BHS) provides mental health and substance use disorder services to over 80,000 San Diego County residents of all ages, which includes the expanded capacity resulting from the implementation of the Drug Medical Delivery Organized System (MCD-ODS). Services are provided through 10 county operated programs, over 300 contracts and 800 individual fee-for-service providers.

BHS offers 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 (DP-SNF).

BHS delivers services, in alignment with the priorities presented in the HHS Ten Year Roadmap for Behavioral Health Services, to address the most serious behavioral health issues affecting San Diego County residents. These include:

- ◆ **Access and Crisis Line**—answer over 62,000 calls annually by licensed clinical staff to provide crisis intervention and referrals;
- ◆ **Collaborative Courts**—provide over 400 individuals court directed, non-residential intensive drug abuse treatment and testing services in lieu of prison time;
- ◆ **Crisis Residential Services**—provide mental health services to over 2,800 adults who are experiencing a crisis and require inpatient treatment;
- ◆ **Crisis Stabilization Units (CSUs)**—provide, short-term (less than 24 hours) psychiatric emergency services for over 5,400 youth and adults through four 24/7 facilities;
- ◆ **Friday Night Live Partnership**—engage youth in alcohol and drug prevention activities throughout 51 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. IHOT/AOT receives over 900 referrals with nearly 600 individuals accepted into the programs;





- ◆ **Pathways to Well Being**—support over 800 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)**—provide 50 teams to 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 Substance Use Disorder (SUD) Prevention Programs**—utilize environmental prevention strategies and media advocacy to work with community groups (including youth) to change conditions that contribute to SUD-related problems;
- ◆ **Regional Recovery Centers (RRCs)**—offer outpatient SUD treatment and recovery services to over 3,200 individuals, which can include treatment of co-occurring mental health disorders, perinatal SUD 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 over 1,000 adolescents and their families, including those with co-occurring disorders; and
- ◆ **Wraparound Programs**—provide individualized and intensive case management to over 700 children and youth with complex behavioral health service needs.

In addition to the services above, BHS participates in a number of key initiatives, including but not limited to:

- ◆ **Project One For All (POFA)**—house and treat over 600 individuals who are seriously mentally ill and experiencing homelessness through comprehensive wraparound services paired with housing. BHS provides outreach and engagement, treatment and permanent supportive housing through its FSP Assertive Community Treatment (ACT) programs;
- ◆ **It’s Up to Us**—inform the public through a media campaign to eliminate mental health stigma and prevent suicide, and
- ◆ **Drug Medi-Cal Organized Delivery System (DMC-ODS) Implementation**—expand overall system capacity for treatment of substance use disorders, which provide new and enhanced services for our customers such as withdrawal management, expanded case management, post-treatment recovery services, residential treatment, physician consultation and medication assisted treatment services. This transformative blend of new and expanded services provide a full continuum of integrated services based on their medical needs throughout the recovery process, and is expected to increase the number of people the County can serve by 30% over a three-year period.

In order to deliver these critical services, BHS has 864.00 staff years, including medical professionals, and a budget of \$658.2 million that includes payments made to care providers.

**Strategic Initiative Legend**

			
BBH	LS	SE/T	OE
●	□	■	◆
- 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.

**2017–18 Anticipated Accomplishments**

 **Building Better Health**

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Ensured 80% (6,960 of 8,700) of children and youth who completed mental health treatment, including through school-based programs, demonstrated clinical improvement as measured by the Children’s Functional Assessment Rating Scale (CFARS), a standardized measurement tool.

 **Living Safely**

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Diverted 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 included 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. (LS2)
  - Ensured 45% (3,663 of 8,141) of clients of all ages, who received crisis stabilization services, were diverted from inpatient hospitalization. Crisis stabilization units provide 24/7, short-term services (less than 24 hours) to those experiencing a psychiatric emergency. (LS3)
  - Ensured 50% (480 of 960) of Full-Service Partnership/Assertive Community Treatment (FSP/ACT) program participants, including individuals who received these services under Project One For All, with a history of inpatient and emergency services use, demonstrated 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. (LS3)
  - Ensured 85% (2,260 of 2,660) 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.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Ensured 90% (810 of 900) of adolescents who entered nonresidential alcohol and drug treatment programs received timely admissions that reduced barriers and increased the likelihood of completing treatment. (LS5)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Ensured 90% (131 of 145) of clients who completed Drug and Re-entry court program treatment (per year) had no new criminal activity resulting in a conviction while enrolled in the program, which is in alignment with the federal Medicaid Final Rule. (LS7)

 **Sustainable Environments/Thriving**

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Provided training to 30,000 community members



countywide that enhanced community recognition of suicide warning signs and mental health crises in order to refer those at risk to available resources. These trainings empowered community members to help connect others to needed services and lessened the likelihood of negative outcomes. (SE/T6)



### Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
  - Answered 95% (58,900 of 62,000) of calls to the Access and Crisis Line (ACL), within an average of 60 seconds, which provided timely access for individuals seeking behavioral health services.
  - Ensured 100% (800) of BHS employees completed annual cultural competence training that is required by the State.
  - Edgemoor Distinct Part Skilled Nursing Facility earned the 2017 National *Gold - Excellence in Quality Award* presented by the American Health Care Association and the National Center for Assisted Living. The award honors organizations that serve as models of excellence in providing high-quality care.
- 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 50% (57 of 114) of IHOT participants identified as Potential Laura’s Law (PLL) candidates were actively engaged in services thus diverting them from court ordered AOT. (OE7)
  - Ensured 85% (40 of 47) of Edgemoor DPSNF residents who had complex needs (and were initially admitted to Edgemoor from a hospital) did not return to a hospital within 30 days, which demonstrated an appropriate transition of care. This measure surpassed the State average of approximately 83.5% and the national average of approximately 82.5%.
  - Ensured 85% (2,260 of 2,660) of individuals admitted to the San Diego Psychiatric Hospital (SDCPH) were not readmitted within 30 days of discharge, which demonstrated accountability and commitment to outstanding patient care. This goal surpassed the State average of approximately 83.5% and the national average of approximately 82.5%.

- Ensure 45% (54 of 120) of participants identified as Potential Laura’s Law (PLL) candidates are successfully linked to services via In-Home Outreach Team (IHOT) or via voluntary Assisted Outpatient Treatment (AOT) program thus diverting them from court-ordered treatment.
- Ensure 85% (1,275 of 1,500) of individuals who are admitted to the San Diego Psychiatric Hospital (SDCPH), are not 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%.
- Divert 50% (3,950 of 7,900) 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.
- Divert 60% (3,300 of 5,500) of clients of all ages who receive crisis stabilization services from inpatient hospitalization. Crisis stabilization units provide 24/7, short-term services (less than 24 hours) to those who are experiencing a psychiatric emergency.
- Ensure 50% (425 of 850) 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 critical and costly 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.
- Divert 85% (1,785 of 2,100) of individuals who complete mental health treatment while residing in crisis residential beds from being readmitted to a crisis residential program or hospital within 30 days of discharge, which supports an individual’s successful integration into the community.
- Ensure 90% (810 of 900) of adolescents have an appointment at a Substance Use Disorder (SUD) outpatient program within 10 business days of requesting services.

## 2018–20 Objectives



### Building Better Health

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



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure 95% (95 of 100) 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. (LS7)





- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Enhance continuity of services for customers exiting residential SUD treatment and throughout their recovery process by collecting baseline data for customers who are connected to outpatient treatment within 10 days, as required by the State. These efforts demonstrate an alignment of resources to increase care coordination as part of the DMC-ODS implementation and a commitment to improve outcomes by supporting relapse prevention.



**Sustainable Environments/Thriving**

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - 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. (SE/T6)



**Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Edgemoor Distinct Part Skilled Nursing Facility will maintain 5 of 5 stars on the Centers for Medicare and Medicaid Services (CMS) Rating System. The CMS Five-Star

Quality Rating System is a tool to help consumers select and compare skilled nursing care centers using standards that push the difficulty of achieving top tier performance. Maintaining five stars ensures Edgemoor will remain in the top 10% of skilled nursing facilities in California. (OE4)

- Strengthen our customer service culture to ensure a positive customer experience
  - Answer 95% (50,350 of 53,000) of calls to the Access and Crisis Line (ACL) within an average of 60 seconds to provide timely access to for individuals seeking behavioral health services.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Develop a report for the HHS Ten Year Roadmap for Behavioral Health Services that will include accomplishments that are aligned with the Visions and Strategies outlined in the roadmap from within the County as well as achievements from community partners and stakeholder groups.

**Related Links**

For information about mental illness, how to recognize symptoms, use local resources and access assistance, go to:


- ◆ [www.Up2SD.org](http://www.Up2SD.org)

For information about the Network of Care for Behavioral Health, go to:

- ◆ [www.SanDiego.NetworkOfCare.org](http://www.SanDiego.NetworkOfCare.org)

For additional information on the programs offered by the Health and Human Services Agency, refer to the website:

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

Performance Measures	2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
 Clinical Improvement in Children and Youth Who Complete Mental Health Treatment <sup>2</sup>	93% of 8,883	80% of 8,700	80% of 8,700	N/A	N/A
PLL Candidates Successfully Linked to Services <sup>1</sup>	N/A	50% of 114	50% of 114	50% of 120	50% of 120
Edgemoor CMS Rating <sup>3</sup>	N/A	N/A	5	5	5
Edgemoor Patients with Complex Needs Not Readmitted to Hospital within 30 Days <sup>3</sup>	N/A	85% of 47	85% of 47	N/A	N/A
SDCPH Patients Not Readmitted within 30 Days	91% of 1,522	85% of 2,660	85% of 2,660	85% of 1,500	85% of 1,500
PERT Interventions not resulting in hospitalization or Incarceration	47% of 7,852	50% of 6,735	50% of 6,725	50% of 7,900	50% of 7,900
CSU Patients Diverted From Psychiatric Hospitalization <sup>1, 5</sup>	N/A	45% of 8,141	45% of 8,141	60% of 5,500	60% of 5,500








Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	FSP/ACT Participants with a Decrease in the Use of Inpatient and /Emergency Services <sup>1,5</sup>	N/A	50% of 960	50% of 960	50% of 850	50% of 850
	Individuals not readmitted to a crisis residential program and/or hospital within 30 days	89% of 2,119	85% of 2,660	85% of 2,660	85% of 2,100	85% of 2,100
	Adolescents Receiving Timely Access to SUD	100% of 915	90% of 900	90% of 900	90% of 900	90% of 900
	SUD Treatment Participants with No New Arrests Within 30 Days of Discharge <sup>1</sup>	N/A	90% of 145	90% of 145	95% of 100	95% of 100
	Community members receiving Suicide Prevention Training	38,850	30,000	30,000	30,000	30,000
	Access and Crisis Line answered within an average of 60 seconds	95% of 52,987	95% of 62,000	95% of 62,000	95% of 53,000	95% of 53,000
	BHS Employees who Complete Cultural Competency Training <sup>1,4</sup>	N/A	100% of 800	100% of 800	N/A	N/A

Table Notes

- <sup>1</sup> Performance measure added in Fiscal Year 2017–18 to better demonstrate alignment to state and federal mandates and resources.
- <sup>2</sup> Measure deleted in Fiscal Year 2018–19 as tool to measure clinical improvement is being replaced.
- <sup>3</sup> New measure added in Fiscal Year 2018–19 to demonstrate the above average performance efforts in the County’s skilled nursing facility. Centers for Medicare & Medicaid Services (CMS) created the Five-Star Quality Rating System to help consumers, their families, and caregivers compare nursing homes more easily and to help identify areas of concern. The CMS quality rating system gives each nursing home a rating of between 1 and 5 stars. Nursing homes with 5 stars are considered to have much above average quality and nursing homes with 1 star are considered to have quality much below average.
- <sup>4</sup> Measure deleted in Fiscal Year 2018–19 to demonstrate better alignment of resources.
- <sup>5</sup> The projected number of individuals served was reduced to reflect prior year actuals (Fiscal Year 2016–17).

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

Behavioral Health Services (BHS) has an overall increase of \$129.1 million, the majority of which is attributed to the implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS). DMC-ODS is an initiative to transform and expand the current DMC service delivery system into one that is coordinated, provides tailored services, and improves health outcomes for those with Substance Use Disorders (SUD). The key objectives of the DMC-ODS include: increasing the County SUD provider network capacity; offering new services to an expanded number of Medi-Cal beneficiaries; increasing local oversight of the SUD

provider network to improve service quality and increase cost efficiency; ensuring efficient care coordination and linkages of physical health, mental health and SUD services; and strengthening public safety through the implementation of evidence-based treatment services.

BHS is also increasing supportive services for Long Term Care (LTC) by adding system capacity to serve clients at Skilled Nursing Facilities (SNF) with Special Treatment Program (STP) services and Residential Care for Elderly (RCFE) facilities. Efforts continue to support the expansion of Project One For All (POFA), a Board initiative that provides wraparound services, including mental health counseling and housing, to homeless individuals in the

region who are experiencing serious mental illness (SMI). Additionally, a new crisis response pilot pairing mental health clinicians with paramedical staff will be added.

## Staffing

Net increase of 41.00 staff years

- ◆ Increase of 42.00 staff years to support implementation of the DMC-ODS.
- ◆ Decrease of 1.00 staff year due to a transfer to Public Health Services to support operational needs.

## Expenditures

Net increase of \$129.1 million

- ◆ Salaries & Benefits—increase of \$9.4 million.
  - ◆ Net increase of \$4.5 million due to the increase of 42.00 staff years to support implementation of the DMC-ODS offset by the transfer out of 1.00 staff year.
  - ◆ Increase of \$4.9 million primarily due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$124.6 million.
  - ◆ Increase of \$114.2 million for DMC-ODS, including enhancements to residential and outpatient treatment, withdrawal management, case management services, and infrastructure to support DMC-ODS service delivery expansion, oversight and monitoring.
  - ◆ Increase of \$8.2 million for programs serving homeless individuals under POFA.
  - ◆ Increase of \$5.1 million for new, innovative programs funded through the Mental Health Services Act (MHSA) to help address SMI.
  - ◆ Increase of \$2.3 million for one-time start-up costs associated with transitioning new contractors providing services for Adult and Older Adult (AOA) and Children, Youth and Family (CYF) programs.
  - ◆ Increase of \$2.1 million for LTC to expand capacity through the addition of contracted residential beds for the elderly and skilled nursing facility beds. This increase will be offset by a projected decrease in the usage of Institution for Mental Disease (IMD) beds.
  - ◆ Increase of \$1.5 million primarily to enhance contracted service delivery for intensive case management services provided in the AOA program.
  - ◆ Increase of \$0.5 million for a new crisis response pilot pairing mental health clinicians with paramedical staff to respond to crisis calls that do not require law enforcement intervention.
  - ◆ Increase of \$0.5 million for additional capacity for mobile family trauma counseling services to assist victims and their families in dealing with long term traumatic impacts of violence.

- ◆ Decrease of \$9.8 million related to a change to the process for recording the State's Managed Care offset for inpatient fee for service costs. This adjustment has no impact to services.
- ◆ Other Charges—net decrease of \$4.9 million.
  - ◆ Decrease of \$4.9 million in Support & Care of Person related to a change to the process for recording the State Hospital offset for Inpatient fee for service costs. This adjustment has no impact to services.

## Revenues

Net increase of \$129.1 million

- ◆ Intergovernmental Revenue—net increase of \$100.3 million.
  - ◆ Increase of \$92.2 million in federal, State and Realignment revenue for implementation of DMC-ODS
  - ◆ Increase of \$7.4 million in Short-Doyle Medi-Cal revenue to align with program trends and increased rates for outpatient mental health services.
  - ◆ Increase of \$6.7 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 for health and human services program.
  - ◆ Increase of \$5.2 million in MHSA revenue to align with program needs.
  - ◆ Increase of \$3.8 million in Prop 47 and Community Corrections Subaccount revenue to fund SUD related contracts.
  - ◆ Increase of \$0.3 million in revenue related to an MOU with the San Diego Police Department to fund inebriate sobering services and an MOU with the Probation Department for Second Strike Offender services.
  - ◆ Decrease of \$14.7 million Managed Care Offset revenue related to a change to the process for recording the State's Managed Care and State Hospital offset for inpatient fee for service costs. This adjustment has no impact to services.
  - ◆ Decrease of \$0.5 million in State CalWORKs revenue to align with the expected allocation.
  - ◆ Decrease of \$0.1 million to align with projected collection of Medicare D revenue for Edgemoor Distinct Part Skilled Nursing Facility (DP-SNF).
- ◆ Charges for Current Services—increase of \$1.0 million.
  - ◆ Increase of \$1.0 million primarily related to additional Intergovernmental Transfer (IGT) revenue to support increases in Salaries & Benefits in the Edgemoor DP-SNF.
- ◆ Miscellaneous Revenues—increase of \$0.1 million in Edgemoor hospital due to increased share of cost revenue.
- ◆ General Purpose Revenue—increase of \$27.7 million.
  - ◆ Increase of \$26.7 million to support implementation of DMC-ODS.





- ❖ Increase of \$0.5 million to support a new crisis response pilot pairing mental health clinicians with paramedical staff to respond to crisis calls.
- ❖ Increase of \$0.5 million for additional capacity for mobile family trauma counseling services.

## Recommended Budget Changes and Operational Impact: 2018–19 to 2019-20

No significant changes.

### Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Alcohol and Other Drug Services	28.00	28.00	56.00	100.0	56.00
Mental Health Services	230.00	235.00	191.00	(18.7)	191.00
Inpatient Health Services	478.00	471.00	471.00	0.0	471.00
Behavioral Health Svcs Administration	82.00	89.00	146.00	64.0	146.00
<b>Total</b>	<b>818.00</b>	<b>823.00</b>	<b>864.00</b>	<b>5.0</b>	<b>864.00</b>

### Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Alcohol and Other Drug Services	\$ 67,240,515	\$ 67,661,442	\$ 185,142,425	173.6	\$ 183,399,154
Mental Health Services	340,963,834	371,394,999	372,029,897	0.2	369,374,711
Inpatient Health Services	76,830,472	76,820,188	79,201,587	3.1	81,104,305
Behavioral Health Svcs Administration	15,572,649	13,221,463	21,801,641	64.9	22,734,697
<b>Total</b>	<b>\$ 500,607,470</b>	<b>\$ 529,098,092</b>	<b>\$ 658,175,550</b>	<b>24.4</b>	<b>\$ 656,612,867</b>

### Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 87,738,082	\$ 90,569,701	\$ 99,925,275	10.3	\$ 104,304,198
Services & Supplies	415,401,946	442,924,060	567,541,274	28.1	561,599,668
Other Charges	4,909,686	4,909,686	20,000	(99.6)	20,000
Capital Assets Equipment	115,000	168,000	168,000	0.0	168,000
Expenditure Transfer & Reimbursements	(7,557,244)	(9,473,355)	(9,478,999)	0.1	(9,478,999)
<b>Total</b>	<b>\$ 500,607,470</b>	<b>\$ 529,098,092</b>	<b>\$ 658,175,550</b>	<b>24.4</b>	<b>\$ 656,612,867</b>





Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 446,371,664	\$ 472,554,608	\$ 572,859,066	21.2	\$ 570,091,604
Charges For Current Services	41,243,664	42,895,718	43,854,744	2.2	45,059,523
Miscellaneous Revenues	1,094,000	1,749,624	1,863,598	6.5	1,863,598
Other Financing Sources	4,400,000	4,400,000	4,400,000	0.0	4,400,000
General Purpose Revenue Allocation	7,498,142	7,498,142	35,198,142	369.4	35,198,142
<b>Total</b>	<b>\$ 500,607,470</b>	<b>\$ 529,098,092</b>	<b>\$ 658,175,550</b>	<b>24.4</b>	<b>\$ 656,612,867</b>







# Child Welfare Services

## Mission Statement

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

## Department Description

Child Welfare Services (CWS) is committed to strengthening families by providing trauma informed prevention and protection services to nearly 6,500 vulnerable children, their families and communities across the county, to reduce child abuse and neglect.

The vision of CWS is that every child grows up safe and nurtured. 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 respond 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 (FARFS)**—provide placement stability and permanency for approximately 2,400 children in out-of-home care with a relative, a close family friend, foster home or group home. Services are provided through Adoptions, Foster Parent Recruitment and Retention, and Foster Care Placement and Support services;
- ◆ **Extended Foster Care (EFC)**—provide continued foster care benefits and services to approximately 400 youth annually that are 18 to 21 years of age to help support the youth’s transition toward adult independence;
- ◆ **Resource Family Approval (RFA)** —replace multiple caregiver approval processes with a single unified, family friendly and child-centered process to foster or adopt a child/youth involved with CWS and/or probation; and



### ◆ 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 100 children from birth to 17 years of age are admitted to the Polinsky Children’s Center.
- ◆ San Pasqual Academy—provide approximately 85 foster youth with a stable and caring home, quality individualized education and the skills needed for independent living. As a first-in-the-nation residential education campus, San Pasqual Academy provides strong linkages to permanent connections, transitional housing and post-emancipation services. San Pasqual Academy is a unique placement option for County of San Diego dependents, 12 to 18 years old, and Non-Minor Dependents (NMDs) up to age 19 years old.

*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 \$379.1 million, which includes assistance payments. For more information about assistance payments, see Appendix D.*

**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.

**2017–18 Anticipated Accomplishments**



**Building Better Health**

- 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. (BBH1)
  - Provided 89% (91 of 102) 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% (972 of 1,800) 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 average of 46%. Goal of 60% not met due to the implementation of Resource Family Approval requiring state guidance and additional training.
  - Ensured 65% (390 of 600) of randomly selected child abuse referrals and cases were reviewed to ensure documentation of Safety Organized Practice (SOP). SOP is a required statewide strategy that is part of the California Well-Being Demonstration Project to enhance social work skills in family engagement and critical thinking to create sustained safety for children. Goal of 80% not met due to piloting a new tool to meet the needs of all children, including those with specialized cases.
  - Maintained 4.12 moves 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 impacts to their school performance.

- Finalized nearly 500 adoptions, to support the development of permanency and lifelong relationships for children and youth.



**Living Safely**

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Began collecting baseline data of families (Resource Families) that were 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. Baseline 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
  - Ensured 37% (441 of 1,200) of children removed from the home due to safety concerns achieved permanency within 12 months to support family strengthening. Federal standard is 40.5%. Goal of 40.5% was not met due to increasing challenges in reunifying high-risk families.
  - Ensured 79% (2,669 of 3,400) of families participated in quarterly joint case planning meetings regarding their children 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.

**2018–20 Objectives**



**Building Better Health**

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Screen 86% (344 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 to support enhanced mental health services delivery for children and youth in out of home care. These efforts will ensure that children have access to trauma-informed mental health services. (BBH1)
  - Ensure 90% (144 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% (1,140 of 1,900) 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 44%.





- Increase to 80% (480 of 600) the number of randomly selected child abuse referrals and cases reviewed to ensure proper documentation of Safety Organized Practice (SOP). SOP is a required statewide strategy that is part of the California Well-Being Demonstration Project designed to enhance social work skills in family engagement and critical thinking to create 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.

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Ensure 40.5% (490 of 1,210) 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 82% (2,470 of 3,000) the number of families who participate in joint planning meetings with social workers, exceeding the statewide average of 13%. 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.



Living Safely

- 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. Initial baseline data was revised due to additional State guidance. This information will be used to monitor and assess the need to increase and retain quality caregivers and as a result will strengthen families.

Related Links

For additional information on the programs offered by the Health and Human Services Agency (HHSA), go to:

◆ [www.SanDiegoCounty.gov/HHSA](http://www.SanDiegoCounty.gov/HHSA)

For information about San Diego County Adoptions, go to:

◆ [www.IAdoptU.org](http://www.IAdoptU.org)

For information about San Pasqual Academy, go to:

◆ [www.SanPasqualAcademy.org](http://www.SanPasqualAcademy.org)



Performance Measures	2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
 Children removed from home with mental health assessment	89% of 400	86% of 843	89% of 400	86% of 400	86% of 400
Youth in intensive, wraparound program in a family-like setting	90% of 156	86% of 160	90% of 102	90% of 160	90% of 160
Foster care child placed with relative or close family member <sup>3</sup>	54% of 1,914	60% of 2,003	54% of 1,800	60% of 1,900	60% of 1,900
Child abuse referrals with documented Safety Organized Practice (SOP)	53% of 881	80% of 670	65% of 600	80% of 600	80% of 600
Placement moves per 1,000 days for all children in Foster Care <sup>1</sup>	N/A	4.12	4.12	4.12	4.12
 Children achieving permanency within 12 months <sup>2</sup>	37% of 1,288	40.5% of 1,317	37% of 1,200	40.5% of 1,210	40.5% of 1,210
Family participation in joint case planning and meetings quarterly	76% of 3,568	79% of 4,700	79% of 3,400	82% of 3,000	82% of 3,000

Table Notes

<sup>1</sup> Performance measure added in Fiscal Year 2017–18 to align with new federal regulations.

<sup>2</sup> In FY 2016–17, target not met due to the increasing complexity of the cases, making it more difficult to establish permanency in 12 months.

<sup>3</sup> In FY 2017–18, goal of 60% not met due to the implementation of Resource Family Approval requiring state guidance and additional training.





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

Child Welfare Services (CWS) has an overall budget increase of \$14.4 million covering increases in Salaries & Benefits for increases in services to support children and families and required retirement contributions and negotiated labor agreements. CWS continues to implement components of the State’s Continuum of Care Reform (CCR) legislation, which 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. As support to CCR, funds were also added for the Child Care Bridge program, designed to increase the number of foster children successfully placed in home-based family care settings by supporting resource families with temporary child care needs while long-term needs are secured.

### Staffing

No changes in net staffing

- ◆ Staff were transferred among programs in CWS to manage operational needs.

### Expenditures

Net increase of \$14.4 million

- ◆ Salaries & Benefits—increase of \$7.1 million primarily due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$2.9 million.
  - ◆ Increase of \$1.2 million primarily associated with annualizing lease costs for the Balboa facility and Mission Center facility due to a transfer of staff from the former offices on Levant Street and Viewridge Avenue.
  - ◆ Increase of \$0.5 million due to the transfer of the I CARE contract providing support services for children and youth in the Commercially Sexually Exploited Children (CSEC) program from Behavioral Health Services.
  - ◆ Increase of \$0.4 million to provide child care navigators for CWS families and trauma-informed care training and coaching to child care providers under the Child Care Bridge program.
  - ◆ Increase of \$0.4 million for the expansion of the Cultural Broker Program to support three additional populations including immigrant/refugee families, military families and

fathers. The Cultural Broker Program provides services to enhance child safety and family stability outcomes for children and improve upon disproportionality effects.

- ◆ Increase of \$0.4 million in reimbursements associated with County Counsel costs.
- ◆ Other Charges—increase of \$4.4 million.
  - ◆ Increase of \$3.3 million due to a transfer of assistance payments from Self Sufficiency Services for relative caregivers that are part of the Approved Relative Caregiver (ARC) program.
  - ◆ Increase of \$1.1 million in child care payments for the Child Care Bridge program to assist CWS families with temporary child care needs.

### Revenues

Net increase of \$14.4 million

- ◆ Intergovernmental Revenues—increase of \$11.2 million.
  - ◆ Increase of \$3.3 million in State ARC program revenues to align to ARC expenditures previously budgeted in Self-Sufficiency Services.
  - ◆ Increase of \$3.2 million in Realignment revenues to support Salaries & Benefits based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for Health and Human Services program.
  - ◆ Increase of \$2.4 million in Social Services State and federal administrative revenues to support the expenditure increase in Salaries & Benefits and Services & Supplies.
  - ◆ Increase of \$1.2 million in assistance payment revenues primarily tied to increased revenue in the Foster Care Assistance program to align with anticipated federal funding and State revenue for increased rates under CCR.
  - ◆ Increase of \$1.1 million in State funding to support the Child Care Bridge program.
- ◆ Fund Balance Component Decreases—increase of \$2.5 million in Committed Realignment for one-time negotiated labor agreements and the Cultural Broker program.
- ◆ General Purpose Revenue Allocation—increase of \$0.7 million primarily due to negotiated labor agreements and an increase in retirement contributions.

## Recommended Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





## Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Child Welfare Services	1,137.00	1,118.00	1,179.00	5.5	1,179.00
CWS Eligibility	64.00	64.00	64.00	0.0	64.00
Adoptions	163.00	186.00	125.00	(32.8)	125.00
<b>Total</b>	<b>1,364.00</b>	<b>1,368.00</b>	<b>1,368.00</b>	<b>0.0</b>	<b>1,368.00</b>

## Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Child Welfare Services	\$ 178,463,734	\$ 185,538,429	\$ 202,247,891	9.0	\$ 207,179,653
CWS Eligibility	5,276,906	5,436,139	5,441,503	0.1	5,758,543
CWS Assistance Payments	152,123,633	152,878,894	157,305,954	2.9	157,305,954
Adoptions	18,113,906	20,851,583	14,145,090	(32.2)	14,170,480
<b>Total</b>	<b>\$ 353,978,179</b>	<b>\$ 364,705,045</b>	<b>\$ 379,140,438</b>	<b>4.0</b>	<b>\$ 384,414,630</b>

## Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 136,812,817	\$ 140,312,662	\$ 147,406,456	5.1	\$ 153,080,648
Services & Supplies	63,550,729	69,313,315	72,225,297	4.2	71,825,297
Other Charges	153,614,633	155,108,188	159,535,248	2.9	159,535,248
Expenditure Transfer & Reimbursements	—	(29,120)	(26,563)	(8.8)	(26,563)
<b>Total</b>	<b>\$ 353,978,179</b>	<b>\$ 364,705,045</b>	<b>\$ 379,140,438</b>	<b>4.0</b>	<b>\$ 384,414,630</b>



Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 654,000	\$ 654,000	\$ 654,000	0.0	\$ 654,000
Revenue From Use of Money & Property	681,211	681,211	681,211	0.0	681,211
Intergovernmental Revenues	346,483,983	357,211,334	368,455,119	3.1	373,729,311
Charges For Current Services	1,517,233	1,464,490	1,464,490	0.0	1,464,490
Miscellaneous Revenues	91,450	1,996,500	1,996,500	0.0	1,996,500
Fund Balance Component Decreases	—	—	2,510,489	—	2,510,489
General Purpose Revenue Allocation	4,550,302	2,697,510	3,378,629	25.2	3,378,629
<b>Total</b>	<b>\$ 353,978,179</b>	<b>\$ 364,705,045</b>	<b>\$ 379,140,438</b>	<b>4.0</b>	<b>\$ 384,414,630</b>



# Public Health Services

## Mission Statement

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

## Department Description

*Public Health Services (PHS) provides 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 such as the West Nile and Zika viruses;
- ◆ The DEH and the Department of Animal Services to monitor and investigate rabies; and
- ◆ The Office of Emergency Services and the County Fire Authority to prepare and respond to emergencies.

*During Fiscal Year 2017-18, PHS managed the response to an ongoing hepatitis A outbreak that affected primarily the homeless population and individuals who use illicit drugs. This required enhanced partnerships—with other County departments, regional cities and municipalities, the health care community, and community agencies—to limit the spread of the outbreak through over 120,000 vaccinations and other preventive measures.*

*PHS is a nationally recognized public health department—becoming one of 179 of 2,800 local departments accredited nationwide. This demonstrates the department's commitment to excellence across all services, as described here:*

- ◆ **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 nearly 62,000 vaccine doses for influenza and assisting with outreach and response to promote



health or prevent disease. Support several different home visitation programs to help pregnant women and families with young children realize the best outcomes;

- ◆ **Prevention Services**—facilitate over 70,000 child health screenings and provide care coordination and follow-up for 10,000 children who are identified with health problems; link 500 pregnant women without prenatal care to providers; and provide at least 1,000 with 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 23,000 new disease incidents, with over 9,000 of these cases requiring investigation as part of the response to Zika, hepatitis A, measles, and other diseases. Test 77,000 specimens for diseases through the Public Health Laboratory. Maintain the Vital Records of all county residents, surpassing statewide timeliness goals in processing 44,000 birth and 23,000 death certificates;
- ◆ **Infectious Disease Control**—investigate over 1,000 contacts of infectious TB cases to detect and interrupt the spread of about 250 active tuberculosis cases through treatment and case management. Provide over 10,000 residents with sexually transmitted disease prevention and clinical services;
- ◆ **California Children Services**—provide case management services to nearly 13,300 children with chronic illness and/or disabilities and their families, and deliver over 25,000 hours of physical and occupational therapeutic services;
- ◆ **Emergency Medical Services**—coordinate and integrate activities of public and private agencies, hospitals, and other stakeholders to deliver timely, high quality emergency medical services; and
- ◆ **Public Health Preparedness and Response**—support emergency preparedness for all types of disasters—natural and man-made.

To ensure these critical services are provided PHS, the Regions, and the Medical Care Services Division, have 666.50 staff years and a budget of \$156.0 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.

**2017–18 Anticipated Accomplishments**

**Building Better Health**

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Ensured 90% (1,710 of 1,900) of children in out-of-home placement received preventive health examinations to identify and correct medical issues, meeting the state recommended target of 90% but falling short of the 95% target. All children in out-of-home placement must have a medical exam within 30 days of initial placement. Measure not met due to changes in the schedule of required examinations based on the age of the child. PHS continues to adapt to the new requirements and educate foster parents to improve compliance. (BBH1)
  - Ensured 90% (1,530 of 1,700) of refugees completed 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. (BBH1)
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
  - Ensured 63% (107 of 170) of infants continued to breastfeed up to 6 months of age when their mothers receive home visitation from public health nurses to promote healthier outcomes, exceeding the County target of 61%, the national average of 55.3% and the federal Healthy People 2020 goal of 60.6%. (BBH2)
  - Assisted five (5) small to medium-sized food retailers increase the availability of healthy foods in underserved communities through the Live Well Community Market Recognition Program. This program helps small to medium sized food retailers adopt business models that encourage low-income families to choose fruits and vegetables every time they shop. (BBH3)

**Living Safely**

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Activated the public health emergency preparedness and response system for drills, exercises, and actual responses seven (7) times this fiscal year to ensure preparedness for disaster and/or public health threats, exceeding the target of 5. (LS1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensured 99% (1,980 of 2,000) of TB samples received by the Public Health Laboratory during operating hours, were tested and reported within one business day to ensure rapid diagnosis and treatment, consistent with federal standards and above the County target of 90%. (LS3)
  - Ensured 90% (198,000 of 220,000) of emergency ambulance responses occurred within time standards established by the County, consistent with State guidelines. (LS3)
  - Immunized 99% (14,450 of 14,600) of children under 18 who are served at Public Health Centers and Clinics to protect them from diseases, such as measles and whooping cough. (LS3)
  - Connected 80% (96 of 120) of clients with newly confirmed HIV diagnosis to primary care within 30 days, increasing access to health care and reducing transmission of HIV. Target of 85% not met due to the reduced timeframe of clients receiving care from 90 to 30 days, as recommended under a new national standard. The program is engaged in a quality improvement project to address barriers to linking clients more quickly. (LS3)
  - Investigated 99% (891 of 900) of reported selected communicable disease cases within the 24 hour timeframe set by the County, to reduce the spread of disease. The goal of 100% was not met because nearly 900 cases had to be investigated, many more than the 270 cases typically investigated in a year, largely due to the hepatitis A outbreak. (LS3)
  - Ensured 98% (235 of 240) of active TB cases were reported by the community to Public Health Services within one working day from start of treatment to prevent further transmission, exceeding the State standard of 93%.

**Operational Excellence**

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



- Maintained 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)
- Ensured 99% (4,650 of 4,700) of children referred to California Children Services had their medical eligibility determined within the State required time frame of five working days, in order to ensure these children receive timely coverage and family-centered care coordination for serious physical limitations, chronic health conditions and diseases. The result, better than the State target of 95%, is based on a sample of new referrals. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Registered 97% (42,300 of 43,500) of birth certificates within 10 days of birth to maintain accurate Census data, exceeding both the State goal of 80% and County goal of 90%. (OE5)
  - Conducted eight (8) quality improvement projects to advance operational excellence through continuous improvement, engaging staff in identifying and resolving barriers to success. (OE5)

- Ensure 61% (122 of 200) 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%. (BBH2)
- 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. (BBH3)



### Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Activate the public health emergency preparedness and response system for drills, exercises, and actual responses at least seven (7) times the fiscal year to ensure preparedness for disaster and/or public health threats. (LS1)
- 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 by the Public Health Laboratory during operating hours, are tested and reported within one business day to ensure rapid diagnosis and treatment, consistent with federal standards. (LS3)
  - Ensure 90% (211,000 of 235,000) of emergency ambulance responses occur within time standards established by the County, consistent with State guidelines. (LS3)
  - Immunize 99% (15,840 of 16,000) of children under 18 who are served at Public Health Centers and Clinics to protect them from diseases, such as measles and whooping cough. (LS3)
  - Connect 85% (102 of 120) of clients with newly confirmed HIV diagnosis to primary care within 30 days to improve health outcomes and reduce transmission of HIV. This is a key goal of the Getting to Zero initiative, a 10-year County initiative to end the HIV epidemic. (LS3)
  - Investigate 100% (of an estimated 270) selected communicable disease cases within the 24 hours of receipt of report so steps can be taken to prevent the spread of disease. (LS3)
  - Ensure 98% (235 of 240) of active TB cases are reported by the community to Public Health Services within one working day from start of treatment to prevent further transmission, exceeding the State standard of 93%.

## 2018–20 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
  - Ensure that 95% (1,900 of 2,000) of children in out-of-home placement receive preventive health examinations to identify and correct medical issues per timeframes established by the State, higher than the 90% target that the State has recommended. (BBH1)
  - Ensure that 95% (1,520 of 1,600) of children in out-of-home placement receive dental examinations to identify and correct dental issues per timeframes established by the State, higher than the State recommended target of 90%. (BBH1)
  - Ensure 90% (900 of 1,000) 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. (BBH1)
  - Ensure 10% (19 of 190) of behavioral health treatment programs will achieve smoke-free policies that include tobacco cessation support for clients in Fiscal Year 2018–19, with the goal of achieving 20% (38 of 190) by Fiscal Year 2020–21. Clients who stop smoking have better health outcomes and there is evidence that their prospects for recovery are improved. (BBH3)
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it



### Operational Excellence

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



## PUBLIC HEALTH SERVICES

- Maintain 100% compliance with federal and State accrediting requirements at the Public Health Services laboratory and ensured protection of community health and prevention of the spread of disease. (OE3)
- Ensure 95% (3,800 of 4,000) of children referred to California Children Services have their medical eligibility determined within the State required time frame of five working days to ensure that these children receive timely coverage and family-centered care coordination for serious physical limitations, chronic health conditions and diseases. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Register 90% (41,800 of 44,000) of birth certificates within 10 days of birth to maintain accurate Census data, exceeding the State goal of 80%. (OE5)
  - Conduct 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](http://www.sandiegocounty.gov/hhsa)

For additional information about Public Health Services, the PHS strategic plans, and information about each of its branches, go to:

- ◆ [www.sandiegocounty.gov/content/sdc/hhsa/programs/phs.html](http://www.sandiegocounty.gov/content/sdc/hhsa/programs/phs.html)

For more information about the *Live Well San Diego* Community Health Improvement Plans (CHIP), go to:

- ◆ [www.livewellsd.org/content/livewell/home/make-an-impact/community-action-for-living-well.html](http://www.livewellsd.org/content/livewell/home/make-an-impact/community-action-for-living-well.html)

For more information about Healthy Works, a component of *Live Well San Diego*, go to:

- ◆ [www.healthyworks.org/](http://www.healthyworks.org/)

For more information about public health accreditation, go to:



- ◆ [www.phaboard.org](http://www.phaboard.org)

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to the website:

- ◆ [www.sdhealthstatistics.com](http://www.sdhealthstatistics.com)

For additional information about the Top 10 *Live Well San Diego* Indicators, go to:

- ◆ [www.livewellsd.org/content/livewell/home/make-an-impact/top-10-live-well-indicators.html](http://www.livewellsd.org/content/livewell/home/make-an-impact/top-10-live-well-indicators.html)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Timely Preventive Health Examinations for Children in Out-of-Home Placements (within 30 days)	97% of 2,083	95% of 2,500	90% of 1,900	95% of 2,000	95% of 2,000
	Timely Dental Examinations For Children In Out Of Home Placements (within 30 days) <sup>5</sup>	N/A	N/A	N/A	95% of 1,600	95% of 1,600
	Refugees Completed the Health Assessment Process Within 90 Days	93% of 2,880	90% of 2,000	90% of 1,700	90% of 1,000	90% of 1,000
	Smoke Free Behavioral Health Treatment Programs <sup>6</sup>	N/A	N/A	N/A	10% of 190	20% of 190
	Infants who are Breastfed until 6 Months of Age	62% of 288	61% of 260	63% of 170	61% of 200	61% of 200
	Live Well Market Retailer Participants <sup>7</sup>	N/A	N/A	N/A	5	5
	Activation of Public Health Emergency Response System for Drills, Exercises and Actual Responses	5	5	7	7	7








Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Tuberculosis Samples Tested and Reported by Lab Within One Business Day	99% of 2,303	90% of 2,200	99% of 2,000	90% of 2,200	90% of 2,200
	Emergency Ambulance Response Times Within Established Standards	93% of 213,917	90% of 220,000	90% of 220,000	90% of 235,000	90% of 235,000
	Children With Age-Appropriate Vaccines	100% of 13,564	99% of 20,000	99% of 14,600	99% of 16,000	99% of 16,000
	Clients with Newly Confirmed HIV Diagnosis with a Medical Visit Within 30 Days <sup>1</sup>	78% of 83	85% of 120	80% of 120	85% of 120	85% of 120
	Selected Communicable Diseases Cases Contacted/Investigations Initiated within 24 hours <sup>4</sup>	98% of 566	100% of 270	99% of 900	100% of 270	100% of 270
	TB Cases Reported to PHS Within One Working Day from Start of Treatment	95% of 256	98% of 240	98% of 240	98% of 240	98% of 240
	Laboratory Compliance	100%	100%	100%	100%	100%
	CCS Medical Eligibility Determined Within 5 Days <sup>2</sup>	N/A	95% of 4,000	99% of 4,700	95% of 4,000	95% of 4,000
	Birth Certificates Registered Within 10 Days of Event	96% of 44,089	90% of 46,000	97% of 43,500	90% of 44,000	90% of 44,000
	Quality Improvement Projects <sup>3</sup>	7	8	8	8	8

Table Notes

<sup>1</sup> 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.

<sup>2</sup> Measure replaced in Fiscal Year 2017–18 to ensure focused alignment of efforts to State and federal regulations.

<sup>3</sup> 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.

<sup>4</sup> The goal of 100% was not met because nearly 900 cases had to be investigated, many more than the 270 cases typically investigated in a year, largely due to hepatitis A outbreak.

<sup>5</sup> Measure added in Fiscal Year 18–19 to support better health outcomes for foster children by expanding on the existing measure of timely medical exams by capturing dental health.

<sup>6</sup> Measure added in Fiscal Year 2018–19 to support better health outcomes for customers and improve their prospects for recovery. This will be achieved through smoke-free policies and an evidence-based tobacco cessation program to support clients.

<sup>7</sup> Measure added in Fiscal Year 2018–19 to reflect efforts of engaging local retailers in increasing the availability of healthy food in underserved areas.





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

Public Health Services (PHS) has an overall increase of \$12.0 million. 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 of care access. Included are \$1.6 million for hepatitis A prevention related sustainability and preparedness activities in addition to 18 new staff years, including 12.00 Public Health Nurses to enhance the Agency’s capacity to prepare for and respond to public health emergencies. The budget also reflects adjustments in grant funding to carry out various initiatives with increases in the areas of Tobacco Control, Local Oral Health Program (LOHP), Disaster Response, and Nutrition Education and Obesity Prevention (NEOP) programs. Increased investments in laboratory equipment and information technology are also included.

### Staffing

Net Increase of 18.00 staff years

- ◆ Increase of 18.00 staff years, including 12.00 Public Health Nurses to enhance the Agency’s ability to prepare for and respond to public health emergencies.
- ◆ Increase of 1.00 staff year due to a transfer from Behavioral Health Services to support operational needs.
- ◆ Decrease of 1.00 staff year due to a transfer to Administrative Support to support operational needs.
- ◆ Additionally, staff were transferred among related programs within PHS to manage operational needs.

### Expenditures

Net increase of \$12.0 million

- ◆ Salaries & Benefits— increase of \$6.8 million.
  - ◆ Increase of \$2.5 million due to addition of 18.00 staff years.
  - ◆ Increase of \$4.3 million primarily due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$5.2 million.
  - ◆ Increase of \$1.6 million primarily for hepatitis A prevention related sustainability and emergency preparedness efforts.
  - ◆ Increase of \$1.2 million for various services and supplies mostly in contracted services associated with the expansion of NEOP, STD/HIV program and addition of LOHP.
  - ◆ Increase of \$1.1 million associated with the one-time cost for replacement of defibrillators and increased costs in ambulance services for County Service Areas (CSA).

- ◆ Increase of \$0.7 million in IT related costs for implementation and integration of the pre-hospital information and communication system to meet reporting requirements and improve data collection countywide.
- ◆ Increase of \$0.5 million for various administrative costs including ambulance subsidies for unincorporated areas, consultant services and wireless subscriber fees that support Emergency Medical Services (EMS).
- ◆ Increase of \$0.1 million for purchase of laboratory supplies.
- ◆ Capital Assets Equipment—increase of \$0.2 million for one-time replacement of laboratory equipment and supplies.
- ◆ Expenditure Transfer and Reimbursements—increase of \$0.2 million associated with ambulance services for the George F. Bailey Detention Facility. Since this is a reimbursement, it has a net effect of \$0.2 million decrease in appropriations.

### Revenues

Net increase of \$12.0 million

- ◆ Taxes Current Property—net increase of \$0.1 million to support services in CSA 17 and 69.
- ◆ Fines, Forfeitures & Penalties—net increase of \$0.3 million primarily associated with increased costs funded with the EMS Trust Fund.
- ◆ Intergovernmental Revenues—net increase of \$7.4 million.
  - ◆ Increase of \$6.5 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 \$1.7 million in STD/HIV, Bio-Terrorism, Proposition 56 Tobacco Tax, and NEOP grant funding to support cost increases in contracted services.
  - ◆ Increase of \$0.3 million in residential ambulance transports fees to align with projected transports in CSAs.
  - ◆ Decrease of \$1.1 million in refugee funding for Refugee Health Assessment Program (RHAP) activities to align with anticipated allocation from State.
- ◆ Charges for Current Services—increase of \$1.0 million.
  - ◆ Increase of \$0.7 million in non-residential ambulance transports fees to align with projected transports in CSAs.
  - ◆ Increase of \$0.3 million in EMS fees.
- ◆ Miscellaneous Revenues—net increase of \$0.6 million primarily due to increases for LOHP.
- ◆ Use of Fund Balance—decrease of \$1.0 million. Zero is budgeted.
- ◆ General Purpose Revenue Allocation— increase of \$3.6 million.
  - ◆ Increase of \$2.5 million due to addition of 18.00 staff years.
  - ◆ Increase of \$1.1 million for hepatitis A prevention related sustainability efforts.





## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.

Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Administration and Other Services	29.00	29.00	30.00	3.4	30.00
Bioterrorism	50.00	15.00	19.00	26.7	19.00
Infectious Disease Control	107.25	108.25	110.25	1.8	110.25
Surveillance	84.00	86.00	94.00	9.3	94.00
Prevention Services	79.50	74.00	73.00	(1.4)	73.00
California Childrens Services	136.75	137.25	138.25	0.7	138.25
Regional Public Health Services	159.00	154.00	152.00	(1.3)	152.00
Medical Care Services Division	0.00	45.00	50.00	11.1	50.00
<b>Total</b>	<b>645.50</b>	<b>648.50</b>	<b>666.50</b>	<b>2.8</b>	<b>666.50</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Administration and Other Services	\$ 6,774,384	\$ 6,182,980	\$ 7,245,129	17.2	\$ 7,465,791
Bioterrorism	14,084,236	4,560,807	5,315,206	16.5	5,123,263
Infectious Disease Control	31,523,256	30,877,989	32,542,093	5.4	31,412,607
Surveillance	14,023,365	14,825,203	16,646,869	12.3	16,868,188
Prevention Services	20,129,507	20,460,859	22,754,518	11.2	22,562,412
California Childrens Services	20,319,499	20,702,901	21,803,184	5.3	22,468,667
Regional Public Health Services	22,292,063	21,977,542	22,010,239	0.1	22,698,275
Medical Care Services Division	—	12,809,506	14,947,667	16.7	13,586,922
Ambulance CSA's - Health & Human Services	11,276,402	11,596,252	12,714,746	9.6	12,133,897
<b>Total</b>	<b>\$ 140,422,712</b>	<b>\$ 143,994,039</b>	<b>\$ 155,979,651</b>	<b>8.3</b>	<b>\$ 154,320,022</b>





## Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 77,256,973	\$ 78,153,628	\$ 84,963,587	8.7	\$ 87,440,506
Services & Supplies	59,239,491	62,174,179	67,355,358	8.3	63,839,261
Other Charges	3,603,248	3,448,228	3,448,228	0.0	3,448,228
Capital Assets Equipment	323,000	494,000	691,451	40.0	71,000
Expenditure Transfer & Reimbursements	—	(275,996)	(478,973)	73.5	(478,973)
<b>Total</b>	<b>\$ 140,422,712</b>	<b>\$ 143,994,039</b>	<b>\$ 155,979,651</b>	<b>8.3</b>	<b>\$ 154,320,022</b>

## Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 1,596,315	\$ 1,651,132	\$ 1,784,154	8.1	\$ 1,634,815
Taxes Other Than Current Secured	27,311	25,905	26,423	2.0	26,434
Licenses Permits & Franchises	216,500	220,000	256,325	16.5	282,399
Fines, Forfeitures & Penalties	3,133,231	3,133,231	3,433,231	9.6	3,433,231
Revenue From Use of Money & Property	54,000	69,503	105,926	52.4	105,926
Intergovernmental Revenues	112,694,593	115,628,577	122,985,347	6.4	121,095,236
Charges For Current Services	9,944,276	9,137,793	10,089,639	10.4	10,012,257
Miscellaneous Revenues	949,999	924,444	1,530,704	65.6	1,530,704
Other Financing Sources	500,000	500,000	500,000	0.0	500,000
Use of Fund Balance	502,000	1,010,100	—	(100.0)	—
General Purpose Revenue Allocation	10,804,487	11,693,354	15,267,902	30.6	15,699,020
<b>Total</b>	<b>\$ 140,422,712</b>	<b>\$ 143,994,039</b>	<b>\$ 155,979,651</b>	<b>8.3</b>	<b>\$ 154,320,022</b>



# Administrative Support

## Mission Statement

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

## Department Description

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 HHSA;
- ◆ **Agency Contract Support**—facilitate early identification and resolution of contract and/or procurement related issues, and ensure internal quality by performing financial and contract administration reviews 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 and their families 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, process 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, and essential services, Administrative Support has 453.00 staff years and a budget of \$197.3 million.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

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



## ADMINISTRATIVE SUPPORT

- Provided 4,600 parents/caregivers educational services and increased their 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). (BBH1)
- Provided 90% (23,000 of 25,500) of children in Home Visiting and Quality Early Learning Education programs, comprehensive developmental screenings before they entered school to help detect concerns at an early age, when interventions are most effective and less expensive. (BBH1)
- Provided over 36,000 blood pressure screenings at 336 sites with over 200 partners as part of the 2018 Love Your Heart Campaign. Screened individuals received educational materials about heart health, as well as community resources available through 2-1-1 San Diego. This event helped elevate the importance that blood pressure plays in overall health and is directly linked to 3-4-50 (3 behaviors - lack of exercise, poor diet, and tobacco use, - that result in 4 chronic diseases – cancer, heart disease and stroke, type 2 diabetes and lung disease – that result in over 50% of deaths in San Diego). (BBH1)
- 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. (SE/T5)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Convened six (6) *Live Well San Diego* Resident Leadership Academy (RLA) Council meetings to provide supplemental education and development opportunities to over 125 participants across the region, as they identified and implemented community improvement projects to increase the health, safety, and well-being of their own neighborhoods. (SE/T6)



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Utilized 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. (LS2)
- Expand data driven prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Achieved operational release of ConnectWellSD to over 5,000 County staff that they can use the system in their daily work. (LS4)



### Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
  - Engaged 220 work ready refugees in vocational English as a second language to facilitate their adaptation to a new environment and increase their ability to find employment. (SE/T1)
  - Conducted 24,000 interviews with veterans and dependents with benefits counseling, information and referral services.
  - Processed 4,300 compensation and pension claims that allowed veterans and their dependents to thrive by promptly facilitating their access to needed benefits.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conducted a minimum of 48 comprehensive financial reviews of contractors to ensure compliance with standards and financial controls. Each review tested financial material, observed contractor financial systems, activities and processes. These activities helped to assure that the County is maintaining fiscal stability. (OE1)
  - Coordinated eight 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)
  - Conducted 15 Quality Assurance (QA) reviews and trained 150 HHS contract administration staff to ensure adherence to contracting policies and procedures in accordance with funding source requirements. QA reviews helped identify contracting best practices and areas for improvement 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
  - Increased by 25% (from 62,000 to 70,000) the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org) and provided timely access to relevant 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, PHS, SSS, Admin Support, and HCDS) and achieved a minimum average satisfaction rating of 3 (1 to 4 scale). In areas where the rating was lower than 3, developed and implemented an improvement plan. (OE5)
  - Achieved an average rating of three (3) or higher (scale is 1 to 4), as part of the annual Contractor Satisfaction Survey, for overall Contractor satisfaction with the HHS contract-ing experience.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employ-ees to feel valued, engaged and trusted
  - Ensured 100% of new employees were 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)
- Pursue policy and program change for healthy, safe and thriv-ing environments to positively impact residents
  - Increased 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. (OE7)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
  - Increased 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 cultivated stakeholder relationships and gained public trust as they worked together towards one vision. (OE8)

Development Services (HDS), Parent Education Support and Empowerment Workshops, and Quality Preschool Initiative (QPI). (BBH1)

- 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. (BBH1)



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Utilize 100% (1,700) of Dispute Resolution Trust Fund funding to provide 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. (LS2)



### Sustainable Environments/Thriving

- 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 increased their ability to find employment. (SE/T1)
  - Conduct 24,000 interviews to veterans and their depen-dents with benefits counseling, information and referral services.
  - Process 4,300 compensation and pension claims to allow veterans and their dependents to thrive by promptly facili-tating their access to needed benefits.
- Foster an environment where residents engage in recre-ational interests by enjoying parks, open spaces and outdoor experience
  - Promote events that encourage residents to exercise, enjoy the environment and learn more about improving their health and wellness. Events throughout the year include: (SE/T5)
    - ◆ Love Your Heart blood pressure screenings;
    - ◆ *Live Well San Diego* 5k and 1 Mile Fun Run; and
    - ◆ Check Your Mood depression screenings.
- 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. (SE/T6)

## 2018–20 Objectives



### Building Better Health

- 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





## Operational Excellence

- 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 eight 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 175 HHSA contract administration staff to ensure adherence to contracting policies and procedures in accordance with funding source requirements. This will ensure 100% of programs are QA reviewed to identify contracting best practices and areas for improvement to design effective training content for HHSA 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) by 25% (from 70,000 to 87,500) 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. This data provides a catalogue of demographic, economic, behavioral and health information that can be used to proactively identify and address community needs. (OE4)
  - Collect baseline data on how ConnectWellSD users are using collaboration features in the system and to define timely responses to Work Management tasks, messages and referrals. This will allow HHSA to assess how employees are creating a better, more person-centered service delivery system for County customers. (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 three, 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 overall Contractor satisfaction with the HHSA 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 participate in the 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* and trauma informed practices. 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)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Increase to 450 the number of recognized *Live Well San Diego* partners to amplify 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. For examples of how partners are making a difference in the community, visit the website at: [www.livewellsd.org](http://www.livewellsd.org). (OE7)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
  - Ensure 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. (OE8)

## Related Links

For additional information about the programs offered by HHSA, go to:

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

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

- ◆ [www.LiveWellSD.org](http://www.LiveWellSD.org)





Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	First 5 Parents with the Knowledge and Capacity to Help Their Children Enter School As Active Learners <sup>1</sup>	N/A	4,000	4,600	4,000	4,000
	First 5 Children Receiving a Comprehensive Developmental Screening <sup>1</sup>	N/A	90% of 14,565	90% of 25,500	90% of 25,500	90% of 25,500
	Alternative Dispute Resolution Services to Community Members	1,731	1,700	1,700	1,700	1,700
	Work Ready Refugees Engaged in ESL Activities <sup>2</sup>	273	220	220	220	220
	Veterans and Dependents Interviews for Benefits Counseling and Referral Services	22,274	24,000	24,000	24,000	24,000
	Veteran Compensation and Benefits Claims Processed	4,158	4,300	4,300	4,300	4,300
	<i>Live Well San Diego</i> 5K Participants	2,722	3,000	2,722	N/A	N/A
	<i>Live Well San Diego</i> Resident Leadership Academy Council Meetings	7	6	6	6	6
	Comprehensive Financially Focused Review for HHSAs Contractors	26	48	48	48	48
	HHSAs Financial Literacy Events	10	8	8	8	8
	Quality Assurance Reviews of Contracting Policies and Procedures Completed for HHSAs Departments <sup>1</sup>	N/A	15	15	15	15
	Staff Trained on Contract Administration	125	150	150	175	175
	Unique Visitors to the <i>Live Well San Diego</i> website	62,363	77,950	70,000	87,500	87,500
	Total <i>Live Well San Diego</i> Partners	304	380	380	450	450
	County Staff Understanding of how their Work Contributes to <i>Live Well San Diego</i>	65%	70%	70%	70%	70%

Table Notes

<sup>1</sup> 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*.

<sup>2</sup> 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.



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

Administrative Support has an overall budget increase of \$11.2 million. This includes an increase in Salaries & Benefits to support additional staffing for implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) and for required retirement contributions and negotiated labor agreements. The remainder of the increase largely reflects investments for one-time projects in facilities and IT infrastructure to promote building a better service delivery system across all programs as well as an ongoing increase to provide enhanced security guard services at HHSAs facilities across the county. Additionally, increased capacity for outreach, counseling and other services provided to veterans through the Office of Military & Veterans Affairs (OMVA) is budgeted.

### Staffing

Net increase of 10.00 staff years

- ◆ Increase of 7.00 staff years across various administrative support departments to provide contract, financial, and human resource support for the implementation of the DMC-ODS.
- ◆ Increase of 3.00 staff years due to transfers from Housing & Community Development Services, Aging & Independence Services, and Public Health Services to support operational needs.
- ◆ Additionally, staff were transferred among related programs within Administrative Support to manage operational needs.

### Expenditures

Net increase of \$11.2 million

- ◆ Salaries & Benefits—increase of \$4.1 million.
  - ◆ Increase of \$1.1 million due to the increase of 7.00 staff years to support implementation of the DMC-ODS and the transfer in of 3 staff years to support operational needs.
  - ◆ Increase of \$3.0 million primarily due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net decrease of \$0.7 million.
  - ◆ Decrease of \$8.6 million primarily in IT systems costs associated with the completion of prior year one-time projects.
  - ◆ Decrease of \$0.9 million due to a decrease in the public liability insurance premium.
  - ◆ Increase of \$3.0 million for enhanced security guard services across multiple HHSAs facilities.
  - ◆ Net increase of \$2.2 million in the Major Maintenance ISF account due to an increase of \$10.0 million for facilities projects, offset by a decrease of \$7.8 million due to the

transfer of amounts for certain major maintenance projects previously reported in the Major Maintenance Improvement Plan to be capitalized in the Capital Outlay Fund.

- ◆ Increase of \$1.0 million for one time IT innovation projects.
- ◆ Increase of \$0.7 million in reimbursements associated with County Counsel costs.
- ◆ Increase of \$0.6 million in contracted services associated with the Information & Referral line and Access General Information line.
- ◆ Increase of \$0.6 million for an expansion of financial literacy programming throughout the region in support of economic self-sufficiency.
- ◆ Increase of \$0.5 million to add domestic violence support teams to connect individuals and families to needed resources.
- ◆ Increase of \$0.2 million for additional capacity for outreach, counseling and other services provided to veterans.
- ◆ Operating Transfers Out—increase of \$7.8 million in Operating Transfer Out to Major Maintenance Capital Outlay Fund (MMCOF) due to the corresponding decrease of amounts for projects previously reported in the Major Maintenance ISF that will be capitalized.

### Revenues

Net increase of \$11.2 million

- ◆ Intergovernmental Revenues—increase of \$8.5 million.
  - ◆ Increase of \$5.6 million in Realignment revenues primarily due to redistribution within the Agency for increases in Salaries & Benefits and one-time major maintenance projects.
  - ◆ Increase of \$3.6 million in Social Services federal and State administrative revenue to support expenditure increases in Salaries & Benefits and one-time major maintenance projects.
  - ◆ Decrease of \$0.7 million in Mental Health Services Act (MHSA) revenue for one-time projects related to information system enhancements in the prior year.
- ◆ Charges for Current Services—decrease of \$2.8 million primarily related to Intergovernmental Transfer (IGT) revenue funding one-time IT project costs in the prior year.
- ◆ Fund Balance Component Decreases—increase of \$6.0 million.
  - ◆ Increase of \$5.7 million in Committed Realignment revenue to support one-time major maintenance and facilities projects.







- ❖ 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—decrease of \$2.4 million. A total of \$36.6 million is budgeted.
  - ❖ \$20.0 million for management reserves.
  - ❖ \$10.6 million for one-time major maintenance and facilities projects.
  - ❖ \$4.3 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health related services.
  - ❖ \$1.0 million for one-time costs associated with information technology upgrades and advancement.
  - ❖ \$0.7 million for one-time negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$1.9 million.
  - ❖ Increase of \$0.6 million due to negotiated labor agreements and an increase in retirement contributions.
  - ❖ Increase of \$0.6 million for additional financial literacy programming in support of economic self-sufficiency.
  - ❖ Increase of \$0.5 million for domestic violence support teams.
  - ❖ Increase of \$0.2 million due to support additional contracted capacity for veterans' outreach and support services.

### Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Agency Executive Office	26.00	29.00	33.00	13.8	33.00
Agency Contract Support	22.00	23.00	25.00	8.7	25.00
Financial Services Division	166.00	165.00	169.00	2.4	169.00
Human Resources	76.00	78.00	79.00	1.3	79.00
Management Support	24.00	25.00	24.00	(4.0)	24.00
Proposition 10	19.00	17.00	17.00	0.0	17.00
Regional Administration	48.00	47.00	47.00	0.0	47.00
Office of Military & Veterans Affairs	16.00	17.00	17.00	0.0	17.00
Office of Strategy and Innovation	33.00	30.00	30.00	0.0	30.00
Community Action Partnership	12.00	12.00	12.00	0.0	12.00
<b>Total</b>	<b>442.00</b>	<b>443.00</b>	<b>453.00</b>	<b>2.3</b>	<b>453.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Agency Executive Office	\$ 38,347,639	\$ 52,840,126	\$ 58,376,703	10.5	\$ 57,574,661
Agency Contract Support	3,264,280	3,475,142	3,872,420	11.4	4,032,149
Financial Services Division	36,139,300	40,083,228	50,121,386	25.0	43,034,373
Human Resources	10,548,962	11,970,682	12,748,670	6.5	13,120,983
Management Support	45,422,437	43,146,642	35,006,703	(18.9)	35,176,855
Proposition 10	2,325,201	2,086,680	2,059,787	(1.3)	2,152,088
Regional Administration	10,965,708	11,670,075	12,521,444	7.3	12,782,210
Office of Military & Veterans Affairs	2,537,522	2,819,485	3,026,730	7.4	3,120,832
Office of Strategy and Innovation	5,957,320	5,775,584	6,316,379	9.4	6,527,910
Community Action Partnership	6,915,410	5,985,129	7,015,707	17.2	7,079,267
Tobacco Settlement Fund	—	6,200,000	6,200,000	0.0	6,200,000
<b>Total</b>	<b>\$ 162,423,779</b>	<b>\$ 186,052,773</b>	<b>\$ 197,265,929</b>	<b>6.0</b>	<b>\$ 190,801,328</b>





## Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 49,407,716	\$ 50,919,391	\$ 55,035,961	8.1	\$ 57,535,720
Services & Supplies	93,016,063	109,133,382	108,410,770	(0.7)	107,265,608
Operating Transfers Out	—	6,000,000	13,819,198	130.3	6,000,000
Management Reserves	20,000,000	20,000,000	20,000,000	0.0	20,000,000
<b>Total</b>	<b>\$ 162,423,779</b>	<b>\$ 186,052,773</b>	<b>\$ 197,265,929</b>	<b>6.0</b>	<b>\$ 190,801,328</b>

## Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Fines, Forfeitures & Penalties	\$ 50,000	\$ 39,162	\$ 27,500	(29.8)	\$ 27,500
Revenue From Use of Money & Property	—	1,900,000	1,900,000	0.0	1,900,000
Intergovernmental Revenues	109,388,764	110,885,503	119,384,077	7.7	122,626,679
Charges For Current Services	3,730,271	28,055,450	25,269,191	(9.9)	25,269,191
Fund Balance Component Decreases	—	1,089,783	7,058,761	547.7	7,405,370
Use of Fund Balance	44,842,312	38,984,116	36,615,957	(6.1)	24,989,992
General Purpose Revenue Allocation	4,412,432	5,098,759	7,010,443	37.5	8,582,596
<b>Total</b>	<b>\$ 162,423,779</b>	<b>\$ 186,052,773</b>	<b>\$ 197,265,929</b>	<b>6.0</b>	<b>\$ 190,801,328</b>





# 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. HCDS also helps improve neighborhoods through community development opportunities and management of innovative housing initiatives. These services are carried out through the following programs:

### Rental Assistance:

- ◆ **Section 8 Housing Choice Voucher Program**—provide long-term rental assistance for 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 persons experiencing homelessness in the unincorporated areas of the county, 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:

- ◆ **Community Development Block Grant (CDBG)**—administer affordable housing and community enhancement grants for the creation and improvements of parks, sidewalks, firefighting apparatus and health centers;
- ◆ **Home Repair Program**—provide low-income homeowners grants and/or low-interest loans to allow them to make needed improvements that allow them to remain in their homes; and
- ◆ **HOME Investment Partnership (HOME)**—provide low-interest loans to first-time homebuyers and funding to create new affordable housing units.

### Homeless Services:

- ◆ **Emergency Solutions Grant (ESG)**—provide rapid rehousing, emergency housing, street outreach, and homeless prevention to individuals and families experiencing or at-risk of experiencing homelessness;



- ◆ **Project One For All (POFA)**—provide housing and wrap-around services for persons who have serious mental illness and are 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 117.00 staff years and a budget of \$28.3 million.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Provided 600 homeless veterans rental assistance for permanent housing through the Veterans Affairs Supportive Housing (VASH) program. Use of these vouchers is dependent upon HCDS receiving referrals from the U.S. Department of Veterans Affairs. (BBH1)
  - Provided 70 individuals 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). The goal of 122 was not met, primarily due to a very low vacancy rate; therefore, the number of clients provided assistance was lower than expected. (BBH1)

- Secured 40 landlords to house persons who are experiencing homelessness and have a serious mental illness. Goal of 50 was not met primarily due to low vacancy rate and a highly competitive rental market. (BBH1)



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensured 100% (159) of Housing Authority owned residential units have a renewed Crime-Free Multifamily Housing Program certification to enhance public safety. (LS3)
  - Provided 50 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 process improvements designed to better meet the need for this program.
  - Conducted 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
  - Expended 100% (\$108 million) of the Housing Choice Voucher (HCV) program annual funding allocation to maximize housing resources (rental assistance subsidies) available to help families’ secure safe, decent and affordable housing. (OE1)

## 2018–20 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Ensure 98% (570 of 581) of Veterans Affairs Supportive Housing (VASH) vouchers are consumed monthly. The VASH program provides eligible homeless veterans, who

are referred by the U.S. Department of Veterans Affairs, access to safe, decent and affordable housing through rental assistance. (BBH1)

- Provide 100 additional persons experiencing homelessness who have a serious mental illness (SMI) 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. This goal is part of a multi-year effort to provide rental assistance to homeless individuals with SMI in the County’s Housing Authority jurisdiction (an estimated 344 individuals, based on annual regional homeless count). (BBH1)
- Recruit 150 new landlords interested in renting to individuals experiencing homelessness, which include Project One For All (POFA) participants, to increase housing opportunities for individuals who have a serious mental illness and are experiencing homelessness. This goal is part of a multi-year effort to increase the number of landlords on the interest list in the County’s Housing Authority jurisdiction. (BBH1)



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure 20% (65 of 326) of households experiencing homelessness receive rental assistance through the Tenant Based Rental Assistance (TBRA) program. TBRA provides “bridge” housing for homeless households progressing in self-sufficiency or entering some form of permanent supportive housing option. Data for homeless households in unincorporated areas is based on the most recent Point in Time Count (2017). (LS2)
  - Transition 60% (36 of 60) of households participating in the short-term Tenant Based Rental Assistance (TBRA) program into permanent housing, such as Section 8. (LS2)
  - 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. (LS3)
  - Complete review of the Innovative Housing Trust Fund Notice of Funding Availability (NOFA) submission, and award funding to successful applicants. This funding will provide financing for the construction, acquisition, rehabilitation, and/or loan repayments of affordable multi-family rental housing units for extremely-low, very-low and low-income households.





Related Links

For additional information about Housing and Community Development Services, refer to the website at:

◆ [www.SanDiegoCounty.gov/sdhcd](http://www.SanDiegoCounty.gov/sdhcd)

Follow HCD on Facebook at:

◆ [www.facebook.com/sdhcd](http://www.facebook.com/sdhcd)




Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Maintain an average lease rate of 98% (570 of 581) for the Veterans Affairs Supportive Housing (VASH) program <sup>5</sup>	N/A	N/A	N/A	98% of 581	98% of 581
	Veterans Receiving VASH Rental Assistance <sup>1</sup>	100% of 577	100% of 600	100% of 600	N/A	N/A
	Individuals Living in Unincorporated Areas who are Receiving Rental Assistance and Treatment for SMI <sup>3,4</sup>	N/A	122	70	100	100
	New Landlords Secured to Rent to Previously Homeless Individuals Experiencing SMI <sup>3</sup>	N/A	50	40	150	150
	Public Housing Units with Crime Free Multi Housing Program Certification <sup>3,5</sup>	N/A	100% of 159	100% of 159	N/A	N/A
	Households Assisted Through the Home Repair Program <sup>1,5</sup>	70	40	50	N/A	N/A
	Random Fair Housing Compliance Site Tests <sup>1</sup>	41	40	40	40	40
	Families Receiving Rental Assistance through TBRA <sup>5</sup>	N/A	N/A	N/A	20% of 326	20% of 326
	TBRA Families Transitioned Into Permanent Housing <sup>5</sup>	N/A	N/A	N/A	60% of 60	60% of 60
	Rental Assistance Funding Allocation Utilized <sup>1,2</sup>	100% of \$102 million	100%	100% of \$108 million	N/A	N/A

Table Notes

<sup>1</sup> Effective July 1, 2016, Housing and Community Development (HCDS) was transferred from the Community Services Group (CSG) to HHS 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.

<sup>2</sup> 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*.

<sup>3</sup> 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.

<sup>4</sup> The goal of 122 was not met, primarily due to a very low vacancy rate; therefore, the number of clients provided assistance was lower than expected.

<sup>5</sup> Performance measure added in Fiscal Year 2018–19 to better demonstrate alignment of resources.





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

Housing & Community Development Services (HCDS) has an overall budget decrease of \$0.4 million driven by the removal of one-time carry over HOME Investment Partnership funds. Offsetting much of the decrease are continued increases in investments to support affordable housing development projects and programs, including the addition of 16.00 staff years, investments to provide short-term housing solutions, and a continued focus on strategies to provide safe and affordable housing for those experiencing homelessness, veterans, persons with disabilities, seniors, transition age youth, and families so they can improve their quality of life.

### Staffing

Net increase of 16.00 staff years

- ◆ Increase of 16.00 staff years to support planning, administering and monitoring of housing strategies and affordable housing development projects and programs.
- ◆ Increase of 1.00 staff year due to transfer from Aging & Independence Services to support operational needs.
- ◆ Decrease of 1.00 staff year due to transfer to Administrative Support to support operational needs.

### Expenditures

Net decrease of \$0.4 million

- ◆ Salaries & Benefits—increase of \$2.2 million.
  - ◆ Increase of \$1.6 million due to the addition of 16.00 staff years.
  - ◆ Increase of \$0.6 million primarily due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net decrease of \$3.2 million.
  - ◆ Decrease of \$4.8 million for housing and community development projects primarily tied to completion of the award and distribution of one-time prior year HOME Investment Partnership program funds.
  - ◆ Decrease of \$0.4 million in the HOME rental assistance program for family reunification in the County’s Substance Abuse Treatment Program based on a shift from S&S to Other Charges for rental assistance through the Housing Authority.
  - ◆ Decrease of \$0.3 million in various administrative services and supplies accounts including a reduction for completion of prior year one-time IT projects.
  - ◆ Increase of \$1.3 million to provide a hotel/motel short-term bridge housing program for homeless individuals and families in the unincorporated areas.

- ◆ Increase of \$0.4 million for housing assistance and navigation services to assist homeless families and individuals in locating and securing permanent housing options, such as Rapid Rehousing, Tenant Based Rental Assistance programs, and Project One For All.
- ◆ Increase of \$0.4 million in one-time costs for landlord engagement and recruitment efforts, including incentives, to increase landlord participation in rental assistance programs.
- ◆ Increase of \$0.1 million in housing assistance services to align to expected federal grant funding available through the Continuum of Care (CoC) program serving homeless persons and families, the Housing Opportunities for Persons with Aids (HOPWA) grant, and the Victim Services Program.
- ◆ Increase of \$0.1 million in services based on the award of a technical assistance grant to assist the County in the preparation and submission of the No Place Like Home State grant aimed at building capacity for supportive housing for persons experiencing or at risk of homelessness, and who are in need of mental health services.
- ◆ Other Charges—net increase of \$0.6 million.
  - ◆ Increase of \$0.4 million in the HOME rental assistance program for family reunification in the County’s Substance Abuse Treatment Program based on a shift of funding from S&S to Other Charges for rental assistance through the Housing Authority.
  - ◆ Increase of \$0.4 million for rental and housing assistance through the Housing Authority to align to anticipated Fiscal Year 2018-19 HOPWA and CoC grant program allocations.
  - ◆ Decrease of \$0.2 million for community projects based on the allocation of CDBG funds in alignment with the Fiscal Year 2018-19 Annual Funding Plan.

### Revenues

Net decrease of \$0.4 million

- ◆ Intergovernmental Revenues—net decrease of \$4.1 million.
  - ◆ Decrease of \$4.7 million in HOME grant revenue due primarily to elimination of one-time remaining prior year funding allocation.
  - ◆ Decrease of \$0.7 million in Aid from Housing Authority due to elimination of funding for one-time projects and a reduction in federal funding for administrative fees for the Housing Choice Voucher program.
  - ◆ Decrease of \$0.4 million in CoC program grant revenue used to quickly rehouse homeless individuals and families based on the anticipated Fiscal Year 2018-19 allocation.
  - ◆ Decrease of \$0.3 million in available grant revenue for the Victim Services Program.
  - ◆ Increase of \$1.3 million based on the anticipated Fiscal Year 2018-19 HOPWA program grant allocation.





- ❖ Increase of \$0.7 million in CDBG revenue for community improvement projects, residential rehabilitation and affordable housing projects based on FY 2018-19 Annual Funding Plan.
- ❖ Miscellaneous Revenues—decrease of \$0.6 million for repayment of housing loans to align with anticipated repayments.
- ❖ Use of Fund Balance—decrease of \$0.5 million. A total of \$0.02 million is budgeted for County Successor Housing Agencies.
- ❖ General Purpose Revenue Allocation—increase of \$4.8 million.
  - ❖ Increase of \$2.1 million to support staffing for the development and monitoring of innovative housing strategies, affordable housing development projects and programs, and homeless outreach.
- ❖ Increase of \$1.3 million for a hotel/motel short-term bridge housing program for homeless individuals and families in the unincorporated areas.
- ❖ Increase of \$0.6 million for required retirement contributions and negotiated labor agreements.
- ❖ Increase of \$0.4 million for housing assistance and navigation services to assist homeless families and individuals in locating and securing permanent housing options.
- ❖ Increase of \$0.4 million for landlord engagement and recruitment efforts.

### Recommended Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.

Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Housing & Community Development	102.00	101.00	117.00	15.8	117.00
<b>Total</b>	<b>102.00</b>	<b>101.00</b>	<b>117.00</b>	<b>15.8</b>	<b>117.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Housing & Community Development	\$ 12,914,649	\$ 13,326,444	\$ 16,927,796	27.0	\$ 17,200,202
County Successor Agency - Housing	88,703	20,000	25,000	25.0	25,000
HCD - Multi-Year Projects	14,209,291	15,358,404	11,328,171	(26.2)	9,428,171
<b>Total</b>	<b>\$ 27,212,643</b>	<b>\$ 28,704,848</b>	<b>\$ 28,280,967</b>	<b>(1.5)</b>	<b>\$ 26,653,373</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 9,736,310	\$ 10,231,477	\$ 12,415,999	21.4	\$ 12,857,493
Services & Supplies	14,644,637	15,578,388	12,333,527	(20.8)	10,152,514
Other Charges	2,915,296	3,107,470	3,695,966	18.9	3,695,966
Expenditure Transfer & Reimbursements	(83,600)	(212,487)	(164,525)	(22.6)	(52,600)
<b>Total</b>	<b>\$ 27,212,643</b>	<b>\$ 28,704,848</b>	<b>\$ 28,280,967</b>	<b>(1.5)</b>	<b>\$ 26,653,373</b>





## Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ 1,500	—	\$ 1,500
Intergovernmental Revenues	26,820,319	27,663,656	23,569,995	(14.8)	21,472,401
Charges For Current Services	—	3,000	3,000	0.0	3,000
Miscellaneous Revenues	674,803	864,182	287,945	(66.7)	288,219
Use of Fund Balance	89,000	545,489	16,655	(96.9)	16,381
General Purpose Revenue Allocation	(371,479)	(371,479)	4,401,872	(1,285.0)	4,871,872
<b>Total</b>	<b>\$ 27,212,643</b>	<b>\$ 28,704,848</b>	<b>\$ 28,280,967</b>	<b>(1.5)</b>	<b>\$ 26,653,373</b>



**Land Use and Environment Group**

Land Use and Environment Group at a Glance	273
.....	
Land Use and Environment Group Summary & Executive Office	275
.....	
Agriculture, Weights and Measures	283
.....	
Air Pollution Control District	293
.....	
Environmental Health	301
.....	
University of California Cooperative Extension	311
.....	
Parks and Recreation	317
.....	
Planning & Development Services	327
.....	
Public Works	339
.....	



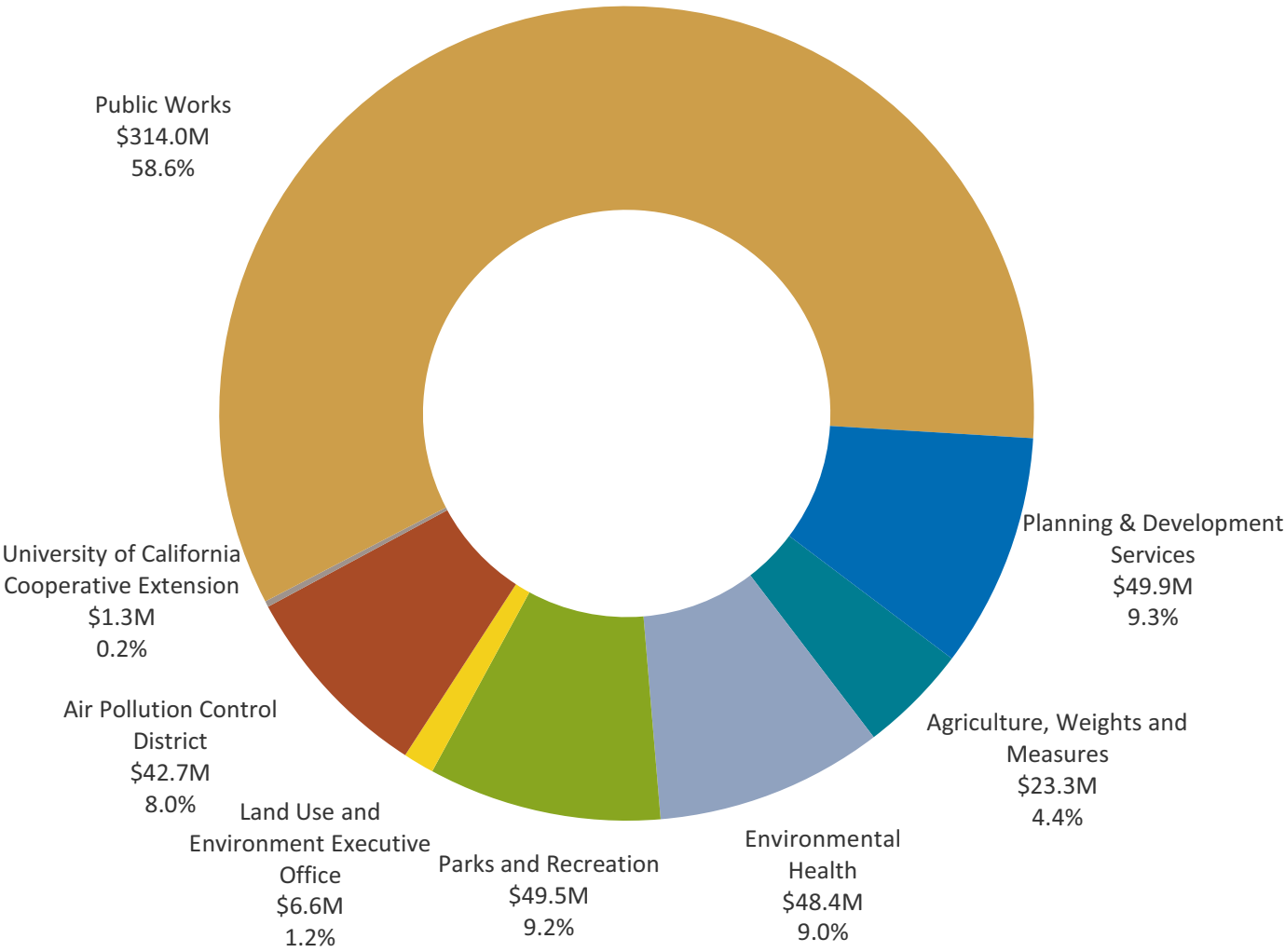




# Land Use and Environment Group at a Glance

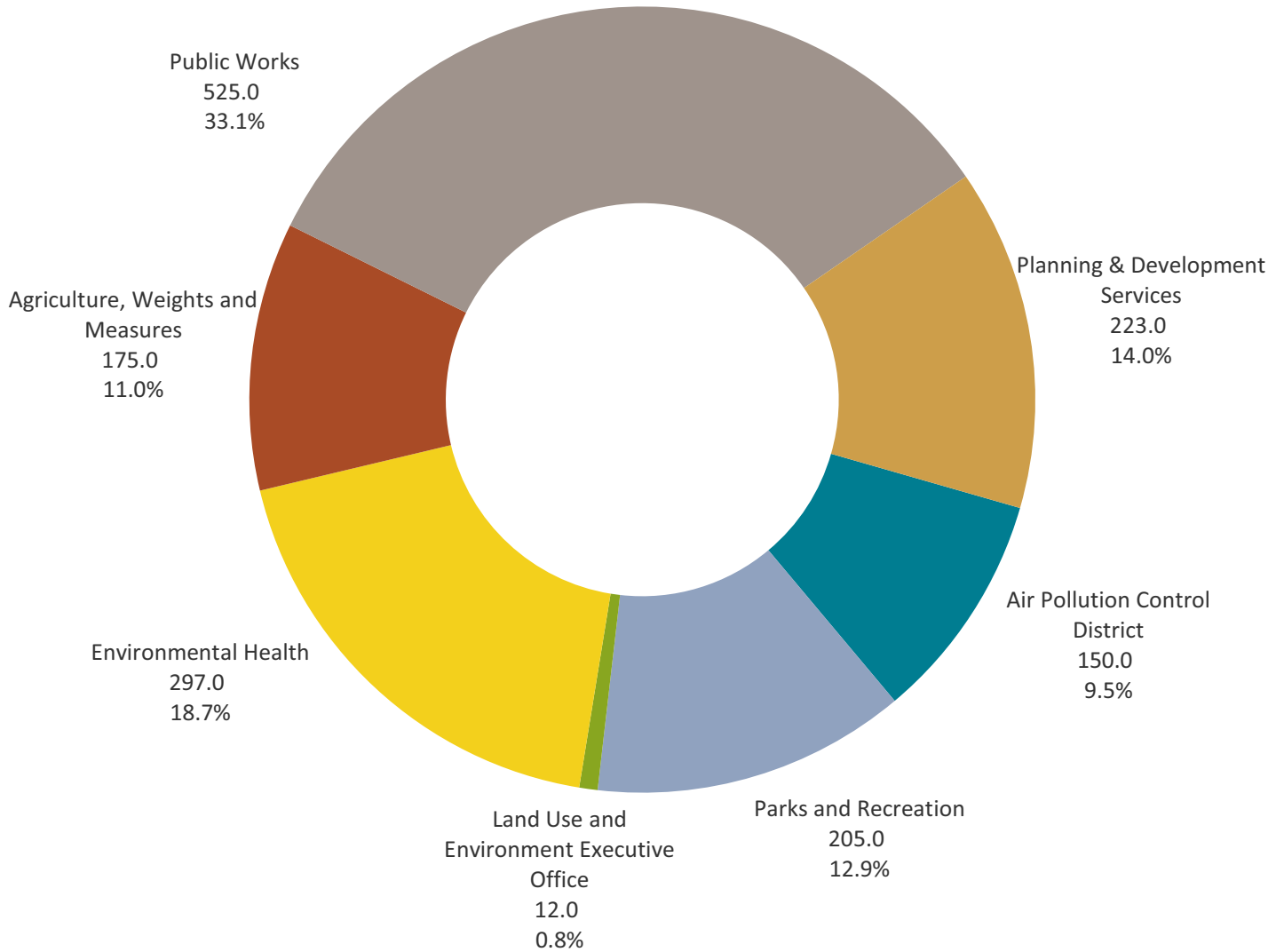
## Recommended Budget by Department

### Budget by Department Fiscal Year 2018-19: \$535.7 million



Recommended Staffing by Department

**Staffing by Department**  
Fiscal Year 2018-19: 1,587.0 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.

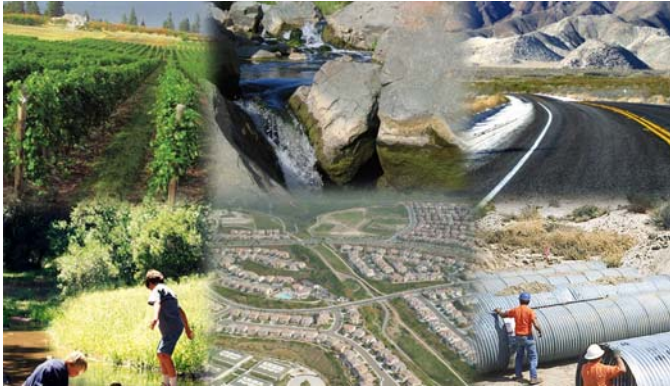
To ensure these critical services are provided, the Land Use and Environment Group has 1,587.00 staff years and a budget of \$535.7 million.

## 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., "LS1" or "BBH3") 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

### Building Better Health

#### 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 community 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 residents is the core of LUEG's mission. Whether it's protecting residents from harmful effects of air pollution or vector-borne diseases, LUEG will continue to protect public health, with a special focus on vulnerable populations, by continuing to collaborate with the Health and Human Services Agency to identify and respond to emerging public health risks and engaging with residents to provide education, resources and opportunities to actively protect health and well-being.

### Living Safely

#### Road Maintenance

Road maintenance for the nearly 2,000 centerline miles, or 4,000 lane miles, of roads in the unincorporated County is an important challenge as the number of cars on the roads continues to rise. Due to underfunding of road maintenance by the State, County roads have deteriorated over the past several years. In April 2017, the State legislature passed Senate Bill 1 (SB 1) that will provide \$538 million to the County over the next decade, and this funding will allow the County to significantly improve the condition of County-maintained roads for safety and convenience of the driving public. However, ballot initiative attempts to repeal SB 1 are anticipated in November 2018, threatening the

SB 1 road maintenance funding. Working at the State level to maintain adequate road maintenance funding and at the federal level to increase funding for ongoing road maintenance is a priority.

**Disaster Preparedness and Recovery**

As the region continues to face the threat of natural disasters, it is important to promote disaster preparedness among residents. LUEG must also be prepared to continue to provide vital services to the public, and assist residents as the County’s lead in the disaster recovery process.

Sustainable Environments/Thriving

**Municipal Separate Storm Sewer Systems (MS4)**

While LUEG is committed to pollution prevention and clean water, the County’s stormwater compliance efforts, outlined in the most recent MS4 permit, cost more than \$30.0 million annually. LUEG also faces the possibility of additional unfunded stormwater cost increases. As the County continues to look for solutions that help compliance with stormwater regulations, LUEG has focused on science-based studies to help guide the State in developing regulations that accurately target the sources of water pollution.

**Expanding Multiple Species Conservation Efforts**

LUEG has seen tremendous success with the Multiple Species Conservation Program through committing \$96.0 million for 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 needed to steward and monitor these lands.

**Addressing Environmental Threats**

Programs that focus on invasive pests are seeing new threats in the region. Invasive pests can have devastating effects on parks and open spaces, as well as to the agricultural industry. Identifying, treating and eradicating these new pests will take resources and teamwork. LUEG will continue to partner with stakeholders and the public in the efforts to eradicate invasive pests.

**Implementing a Climate Action Plan**

On February 14, 2018, the Board of Supervisors adopted a Climate Action Plan (CAP) to reduce greenhouse gas (GHG) emissions in the unincorporated areas of the County and for County operations. The CAP identifies specific actions the County can take to achieve the greatest GHG reductions related to energy, the built environment and transportation, solid waste, water and wastewater, and agriculture and conservation. The CAP balances environmental, economic and community interests; implements the County’s General Plan; and aligns with multiple, ongoing County initiatives. The CAP will serve as an effective tool to meet the County’s 2020 and 2030 GHG reduction targets.

**Housing Affordability**

The County continues to collaborate with key partners and stakeholders to increase housing supply and improve housing affordability within the unincorporated areas. County efforts include: reducing permitting times and costs; reviewing best practices; tracking General Plan implementation progress and capacity; and overhauling and modernizing land development policies and regulations.

**Promoting Confidence in Goods and Services**

Many LUEG departments provide and promote services that increase consumer confidence and a fair marketplace. LUEG’s efforts to promote consumer and business confidence include: inspecting commercial scales and meters for accuracy, inspecting retail businesses to ensure consumers are getting charged the right price, inspecting organic produce for illegal pesticide residue, inspecting pest control companies, inspecting certified farmer’s markets, and inspecting produce standards.

Operational Excellence

**Adapting to New Regulatory Environments**

LUEG must continuously monitor new regulations and plan ahead to ensure LUEG departments can adapt to changes in the regulatory environment and improve service to customers. New regulations, such as those addressing stormwater or medical and adult-use cannabis, have led California’s local jurisdictions into a new world of enforcement and funding challenges. While many of these changes are out of the County’s control, LUEG will continue to be proactive and involved at the federal and State levels by providing input into the development and implementation of regulations. LUEG also will maintain communication and coordination with other jurisdictions throughout the State to advocate for common interests.

**Enhancing Performance and Customer Service through Technology and Teamwork**

LUEG is committed to continuous improvement and achieving high standards of customer service, to ensure customers receive timely and efficient services to address their needs. LUEG will maintain this commitment by focusing on improving services through the use of technology and measuring success through outcome-based performance measures.

LUEG is focused on delivering technology solutions that customers can use in their daily lives through online and mobile services, including appointment scheduling, online payments, inspection requests and reporting issues in the community using the “Tell Us Now!” mobile application (e.g., potholes and non-working streetlights). LUEG also is committed to measuring service delivery success through tracking of publicly-available outcome-based performance measures. LUEG will continue to monitor a series of performance measures that help depart-



ments, and members of the public, gauge progress toward improving various aspects of the region’s quality of life, including air quality, health and consumer confidence.

Further, LUEG departments will expand 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 improve communication and foster inclusion across departments and business groups to ensure strong collaboration through participation in Team LUEG and the LUEG

Compliance Team. The Land Use & Environment Group (LUEG) Compliance Team takes on, and resolves, broad complicated compliance cases by uniting disparate departments to address the cases.

To better represent the community served, LUEG will focus on maintaining and promoting diversity and inclusion of staff. This enables LUEG departments to provide exceptional service levels for many diverse customers. LUEG departments are committed to using a positive approach to provide customers with a positive experience.

### 2018–20 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
	BBH1	Create a trauma-informed County culture	Parks and Recreation; Community Services Group; Public Safety Group; Health and Human Services Agency
	BBH2	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
	BBH3	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
	LS1	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
	LS2	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
	LS3	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
	LS6	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



Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SE/T1	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
	SE/T2	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
	SE/T3	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
	SE/T5	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
	SE/T6	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
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
OE7		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
OE8		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

Related Links

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

For additional information about the Land Use and Environment Group, refer to the website at:





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

### Staffing

No change in staffing

### Expenditures

Net increase of \$0.6 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.4 million due to one-time Land Use and Environment Group (LUEG) Stakeholders and Customer Engagement Technology Strategy (SCETS) information technology project and increased contracted services.
- ◆ Operating Transfers Out—increase of \$0.1 million primarily due to a one-time project in the Air Pollution Control District (APCD) to create a GHG Credit Registry.

### Revenues

Net increase of \$0.6 million

- ◆ Charges for Current Services—decrease of \$0.3 million in support costs from LUEG departments.

- ◆ Use of Fund Balance—increase of \$0.7 million. A total of \$1.1 million of LUEG General Fund fund balance (\$0.8 million) and General Fund fund balance (\$0.3 million) is budgeted.
  - ◆ \$0.6 million for the rebudget of various information technology improvement-related projects including the LUEG Asset Management System Phase 2, Open Data platform and Mobile App Development among others.
  - ◆ \$0.2 million for the APCD Laboratory Information Management System (LIMS) project.
  - ◆ \$0.1 million for LUEG Stakeholders and Customer Engagement Technology Strategy (SCETS) project.
  - ◆ \$0.1 million for one-time costs associated with negotiated wage and benefit increases.
  - ◆ \$0.1 million for the APCD GHG Credit Registry.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million for contracted services, required retirement contributions, and negotiated labor agreements.

## Recommended Executive Office Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



Group Staffing by Department					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Land Use and Environment Executive Office	12.00	12.00	12.00	0.0	12.00
Agriculture, Weights and Measures	167.00	168.00	175.00	4.2	175.00
Air Pollution Control District	146.00	147.00	150.00	2.0	150.00
Environmental Health	280.00	287.00	297.00	3.5	297.00
Parks and Recreation	180.00	189.00	205.00	8.5	205.00
Planning & Development Services	195.00	216.00	223.00	3.2	223.00
Public Works	507.00	512.00	525.00	2.5	525.00
<b>Total</b>	<b>1,487.00</b>	<b>1,531.00</b>	<b>1,587.00</b>	<b>3.7</b>	<b>1,587.00</b>

Group Budget by Department					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Land Use and Environment Executive Office	\$ 7,482,729	\$ 6,032,276	\$ 6,584,601	9.2	\$ 5,674,398
Agriculture, Weights and Measures	20,816,636	22,076,450	23,290,648	5.5	23,537,261
Air Pollution Control District	58,560,893	46,376,350	42,731,522	(7.9)	44,372,976
Environmental Health	45,081,910	45,095,456	48,466,580	7.5	49,738,403
University of California Cooperative Extension	1,046,921	1,139,291	1,265,971	11.1	869,971
Parks and Recreation	38,645,716	44,042,448	49,533,326	12.5	46,136,538
Planning & Development Services	38,809,890	44,860,121	49,853,299	11.1	40,515,381
Public Works	244,796,549	302,169,247	313,970,981	3.9	265,682,124
<b>Total</b>	<b>\$ 455,241,244</b>	<b>\$ 511,791,639</b>	<b>\$ 535,696,928</b>	<b>4.7</b>	<b>\$ 476,527,052</b>





Executive Office Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Land Use and Environment Executive Office	12.00	12.00	12.00	0.0	12.00
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.0</b>	<b>12.00</b>

Executive Office Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Land Use and Environment Executive Office	\$ 7,482,729	\$ 6,032,276	\$ 6,584,601	9.2	\$ 5,674,398
<b>Total</b>	<b>\$ 7,482,729</b>	<b>\$ 6,032,276</b>	<b>\$ 6,584,601</b>	<b>9.2</b>	<b>\$ 5,674,398</b>

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 2,243,817	\$ 2,296,159	\$ 2,364,278	3.0	\$ 2,415,953
Services & Supplies	5,210,916	3,683,900	4,129,769	12.1	3,430,220
Expenditure Transfer & Reimbursements	(122,004)	(147,783)	(163,333)	10.5	(171,775)
Operating Transfers Out	150,000	200,000	253,887	26.9	—
<b>Total</b>	<b>\$ 7,482,729</b>	<b>\$ 6,032,276</b>	<b>\$ 6,584,601</b>	<b>9.2</b>	<b>\$ 5,674,398</b>

Executive Office Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Charges For Current Services	\$ 868,000	\$ 1,056,671	\$ 697,800	(34.0)	\$ 697,800
Fund Balance Component Decreases	—	35,336	46,831	32.5	59,763
Use of Fund Balance	2,488,226	462,102	1,140,638	146.8	—
General Purpose Revenue Allocation	4,126,503	4,478,167	4,699,332	4.9	4,916,835
<b>Total</b>	<b>\$ 7,482,729</b>	<b>\$ 6,032,276</b>	<b>\$ 6,584,601</b>	<b>9.2</b>	<b>\$ 5,674,398</b>





# Agriculture, Weights and Measures

## Mission Statement

Promoting a thriving agricultural community, healthy residents and a balanced environment. Supporting a fair marketplace and consumer confidence in the accuracy of product weight, measure and price.

## Department Description

The Department of Agriculture, Weights and Measures (AWM) protects human health and the environment and promotes the County's \$1.7 billion agricultural industry and a fair marketplace by gaining compliance with laws and regulations through collaboration and outreach. AWM conducts more than 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 honey bee health to prevent the harborage of honey bee pests and diseases that could be harmful to agriculture while ensuring that beekeepers maintain hives in a safe and responsible manner to protect the health, safety and welfare of the residents of San Diego County.
- ◆ 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 175.00 staff years, 7 contracts and a budget of \$23.3 million.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.



## 2017–18 Anticipated Accomplishments



### Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
  - Collaborated with local food system stakeholders to develop a countywide Food Donation Action Plan to help address food insecurity. The plan will be brought to the Board of Supervisors for consideration in June 2018. (BBH3)
  - Pursued equity in the local food system by increasing the availability of fresh produce and healthy food options for underserved populations. (BBH3)
  - Supported harvest/gleaning groups that donate food grown in backyard gardens to people in need by providing information to connect owners of fruit trees who are participating in Pest Detection's trapping program to organizations that harvest excess fruit.



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Participated on the Land Use and Environment Group (LUEG) Compliance Team. This multi-disciplinary team used a comprehensive approach to resolve large, complex compliance issues that threatened the health and safety of the community. (LS3)
  - 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. (LS3)
    - ◆ Responded to 44 pesticide complaints within 2 business days and completed related investigations in an average of 70 days, surpassing the State's guideline of 120 days.



- ◆ Monitored structural fumigations by conducting 44 undercover surveillance inspections, 380 unannounced field inspections, and employee safety and business records audits of the 17 companies conducting structural fumigations that are headquartered in the county.
- Responded to emerging public health risks, including the Lilac Fire and hepatitis A outbreak, to help protect and inform residents of opportunities to actively protect their health and well-being. (LS3)
  - ◆ Conducted hepatitis A disinfection activities of county property until a licensed contractor was hired to take over the activities. Provided guidance and training to internal and external stakeholders on the legal requirements for disinfection activities and researched products that could be legally and safely used in various county facilities.
  - ◆ Inspection field staff conducted agricultural damage assessments following the Lilac Fire in December 2017 to determine the extent of damage. Staff documented acreage and crop type destroyed as well as agricultural buildings and equipment that were damaged or destroyed. Staff also served as a resource to help affected growers get in touch with the USDA Farm Services Agency for possible financial assistance.
- Increased 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) for the 224 jeweler’s scales registered in San Diego County. (SE/T2)
  - ◆ Conducted two outreach activities to inform businesses about jewelry scale inspection services provided to ensure a fair and equitable marketplace.
- Increased the number of taximeters charging the correct fare to customers from 97% to 98% of 1,190 taximeters in the region. (SE/T2)
  - ◆ Conducted four outreach activities to inform businesses about taximeter inspection services provided to ensure a fair and equitable marketplace.
- Completed 100% of annual inspections (including “initial” and “new” inspections) for retail fuel meters (20,308), taximeters (1,190), retail water dispensers (1,405), and, computing scales (6,060) and counter scales (841) 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.

 **Sustainable Environments/Thriving**

- Provide and promote service and systems that increase consumer and business confidence
  - Increased the number of retail businesses charging accurate prices (i.e., no overcharges) when customers pay for merchandise at the cash register from 82% to 84% of the approximately 1,400 retail businesses. (SE/T2)
    - ◆ Conducted five outreach activities to inform businesses about price verification services offered, to ensure a fair and equitable marketplace.
  - Increased the number of recycling businesses that pay out the correct amount of money, when customers sell recyclable beverage containers to the approximately 91 recyclers found in San Diego County, from 78% to 80%. (SE/T2)
    - ◆ Performed 77 undercover test sales of recyclable beverage containers to 85% of recyclers currently registered in San Diego County.
    - ◆ Performed 100% of annual accuracy verification inspections of scales used by registered recyclers.
    - ◆ Conducted two outreach activities to inform businesses about undercover test sale services provided to ensure a fair and equitable marketplace.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Prevented the introductions of invasive agricultural pests, which costs the California agricultural industry and the public more than \$3.0 billion annually to control.
    - ◆ Maintained and inspected 9,750 total detection traps to facilitate timely pest detection, reducing the possibility of invasive pest quarantines and costs to stakeholders associated with eradicating the pests.
    - ◆ Placed and inspected 770 gypsy moth and Japanese beetle detection 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.
  - 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 focusing on small nurseries.
    - ◆ Inspected an additional 33% (43 of 129) of nurseries one acre or less in size, meeting the second year of this goal.
  - Protected California’s \$57.6 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.
    - ◆ Ensured 100% of 541 certified plant shipments from San Diego County arrived at destination counties without live glassy winged sharpshooter present.





- Intercepted invasive pests at 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 2% (from 429 to 437).
  - ◆ Increased the permission rate to open U.S. First-Class mail identified by agricultural detector dogs from 38% to 70% (exceeded stated goal of 45%), which increased the chances that serious invasive pests were detected and prevented from being established in the environment.
- Protected the environment and eliminated hazards to people by reducing the amount of unwanted pesticides stored by agricultural operators. (SE/T3)
  - ◆ The goal to develop and host a pesticide disposal event was not accomplished because resources were reallocated to higher priority including outreach activities to inform industry of options to reduce hazardous materials inventory items stored and facilities in the program.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Promoted public health and safety while ensuring managed bee hives were maintained in a responsible manner for the health of local European bee populations.
    - ◆ Increased beekeepers' awareness of responsible beekeeping by conducting 10 outreach activities, and registered and trained 10% (16) more beekeepers (for a total of 175).
    - ◆ Conducted 100 apiary inspections to verify safe and proper beekeeping practices.
- Leveraged the County's "Tell Us Now!" app to improve customer service by providing a mobile option for the public to report issues related to gas pumps, scales or price verification. With the "Tell Us Now!" app residents can report nonemergency problems to the departments within LUEG including the Air Pollution Control District, Planning & Development Services, Agriculture, Weights and Measures and Public Works. The public can report issues countywide related to pricing and scales (e.g. gas pumps, grocery stores) and air quality, and for public works (potholes, drainage issues, etc.) and code compliance (e.g. graffiti, abandoned vehicles) within the unincorporated area. (OE4)
- 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)
    - ◆ Collaborated with County Departments of Public Works, Parks and Recreation, Planning & Development Services (PDS), Environmental Health (DEH) and the Health & Human Services Agency to address pesticide-related issues in the hepatitis A public health emergency.
    - ◆ Collaborated with PDS, the Air Pollution Control District and University of California Cooperative Extension (UCCE) to address agricultural issues for the County's Climate Action Plan.
    - ◆ During and after the Lilac Fire, provided support to the County's Emergency Operations Center, Local Assistance Center and 2-1-1 San Diego. Generated a crop damage assessment for submittal to California Department of Food and Agriculture. Collaborated with the UCCE, CalFire, U.S. Department of Agriculture's Farm Service Agency and Natural Resources Conservation Agency, PDS and DEH to provide affected growers with disaster recovery information.
    - ◆ Developed and customized Device and Price Verification electronic inspection reports for customers, to reduce time spent on paperwork, improving operational efficiency and generating cost savings.
    - ◆ Two staff members received a Patriotic Employer award from the Office of the Secretary of Defense, and an Employer Support of The Guard and Reserve Program award, in recognition of their support to national



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increased customer convenience by implementing an online payment system for the Agricultural Standards, Agricultural Water Quality and Pest Exclusion programs. (OE3)
  - Used existing departmental technology to automate Integrated Pest Control's 2,092 structural pest control inspections at 204 County facilities, improving billing and reporting for an improved customer experience. (OE3)
  - Collaborated with the Department of Environmental Health to conduct five joint hazardous materials (Hazmat) inspections at agricultural facilities to increase both departments' level of understanding of environmental health requirements and the agricultural industry. (OE4)



security and for facilitating US Navy reservist employee participation in the US National Guard and Reserve Force.

- ◆ Participated in the Connect2Careers (C2C) summer employment program that aligned career aspirations of young adults with AWM. Three C2C participants received direct mentoring, time management, and resume preparation training that promoted work skills in a positive environment.
- 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 at 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 AWM diverse customers. (OE6)
    - ◆ Commenced the AWM Supervisor Development Program for 27 supervising inspectors to promote succession planning and professional development.
    - ◆ Added two additional languages to the AWM’s Ambassador Cards for outreach services: Arabic and Filipino. There are now a total of six languages of AWM Ambassador Cards: English, Spanish, Vietnamese, Chinese, Arabic and Filipino.
    - ◆ Received recognition from the National Association of Counties (NACo) for: Honey Bee Protection Program, Maintenance Gardener Outreach Pilot Program and Certified Farmers’ Market Roadmap.

- Save California citrus from serious pests and diseases that threaten the growth of citrus in residential communities and on commercial farms.
  - ◆ Develop an informational video on the prevention and detection of citrus pests to enhance awareness and train the public, including commercial and residential citrus growers.



**Living Safely**

- Plan, build and maintain safe communities to improve the quality of life of all residents.
  - Contribute to environmental justice and protect people in the region, regardless of race, age, culture, income, or geographic location, from any adverse environmental and health effects of pesticides. (LS1)
    - ◆ Respond to 100% of pesticide complaints within 2 business days and complete related investigations in an average of 73 days, surpassing the State’s guideline of 120 days.
    - ◆ Monitor structural fumigations by conducting 44 undercover surveillance inspections, 355 unannounced field inspections and an employee safety and business records audit of 100% of companies headquartered in the county that conduct structural fumigations.
  - Promote public health and safety while ensuring managed bee hives are maintained in a responsible manner for the health of local European bee populations.
    - ◆ Train and register 10% (20) more new beekeepers by conducting ten outreach activities to increase beekeepers’ awareness of responsible beekeeping.



**Sustainable Environments/Thriving**

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Increase consumer confidence in the integrity of fresh produce sold as “organic” by increasing the number of samples of fresh produce tested for pesticide residue by 39% (28) at certified farmers’ markets and other venues.
  - Protect the integrity of the organic label by working with California Department of Food and Agriculture and organic and state certifiers to provide outreach training to local organic farmers, and improve knowledge of organic laws and regulations by achieving a 20% improvement in pre- and post-testing of the training material. (SE/T1)
    - Increase the percentage of retail businesses that charge accurate prices (i.e., no overcharges) when customers pay for merchandise at the cash register by 2% (to 86%). (SE/T2)
      - ◆ Conduct five outreach activities to enhance the awareness of businesses about the price verification regulation.

**2018–20 Objectives**



**Building Better Health**

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it.
  - Collaborate with the County of San Diego’s *Live Well San Diego* Food System Initiative partners to create the initial “State of the Food System in San Diego County” report. The report would identify and track movement of key indicators in a sustainable food system, serve as an informative resource for community education and engagement, and provide a decision-making tool for policymakers and program staff. (BBH2)





- Increase the percentage of recycling businesses that pay out the correct amount of money, when customers sell recyclable beverage containers by 2% (to 82%).
  - ◆ Increase the number of undercover test sales of recyclable beverage containers at recyclers currently registered in the county by 5% to 90% of an estimated 91 registered locations.
  - ◆ Inspect 100% of scales used by registered recyclers to ensure accuracy.
  - ◆ Conduct two outreach activities to enhance the awareness of businesses about the undercover test sale services.
- Complete 100% of approximately 30,000 annual inspections (including “initial” and “new” inspections) for retail fuel meters, taximeters, retail water dispensers, jewelers 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.
- The region is a leader in protecting and promoting our natural and agricultural resources, diverse habitats and sensitive species
  - Ensure that 100% of certified plant shipments from San Diego county arrive at destination counties without live glassy-winged sharpshooter present, in order to protect California’s \$56.7 billion wine and grape industries.
  - Support the capacity of agricultural exporters to access foreign markets by ensuring that 98% of certificates issued meet United States Department of Agriculture’s export requirements for accuracy.
  - Protect and promote agriculture 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 33% (43 of 129) of nurseries one acre or less in size.
  - Complete 100% of initial inspections of high risk agricultural import shipments within two days of the day the inspection request is received.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning.
  - Prevent the introduction of invasive pests, which costs the California agricultural industry and the public more than \$3.0 billion annually to control.
    - ◆ Maintain and inspect 9,750 detection traps to facilitate timely detection of invasive fruit flies, gypsy moths, Japanese beetle and light brown apple moths, reducing the probability of agricultural quarantines that impact trade.



## Operational Excellence

- Align services available to resources to maintain fiscal stability
  - Update AWM fees to ensure full cost recovery of services in compliance with Board Policy B-29, Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery while continuously looking for opportunities to gain business process efficiencies from AWM and its customers. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increase customer convenience by implementing an online payment system for the Hazardous Materials Inventory program. (OE3)
  - Use existing departmental technology to consolidate and streamline invasive weed eradication data for Integrated Pest Control Program’s 120 habitat restoration sites, improving reporting, invoicing and strategic analysis for superior customer service.
- 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. (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 at an “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 AWM’s diverse customers. (OE6)
    - ◆ Support staff participation in Employee Resource Groups activities and events.
    - ◆ Provide training to all AWM Divisions to enhance awareness and education on inclusiveness.
    - ◆ Translate four outreach documents into at least six languages other than English.







- ◆ Increase cultural competence and promote an inclusive workplace by ensuring at least 10% of AWM employees attend a culture-specific class through the Health and Human Services Agency’s The Knowledge Center or another similar provider.

**Related Links**

For additional information about Agriculture, Weights and Measures, refer to:

- ◆ [www.sdcountry.ca.gov/awm](http://www.sdcountry.ca.gov/awm)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Structural Fumigation Undercover Inspections	42	44	44	44	44
	Average number of days to complete pesticide-related complaint investigations	70	75	70	73	75
	Undercover recyclable beverage container test sales at CRV recyclers	62% of 143	60% of 143	85% of 91	90% of 91	90% of 91
	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 <sup>1</sup>	58% of detected packages	60% of detected packages	70% of detected packages	N/A	N/A
	Annual number of initial and new install inspections for these registered retail devices:					
	—Fuel meters	100% of 20,333	100% of 20,012	100% of 20,308	100% of 20,308	100% of 20,308
	—Taximeters	100% of 1,329	100% of 1,467	100% of 1,190	100% of 1,190	100% of 1,190
	—Water dispensers	100% of 1,448	100% of 1,410	100% of 1,405	100% of 1,405	100% of 1,405
	—Computing scales	100% of 6,087	100% of 6,141	100% of 6,060	100% of 6,060	100% of 6,060
	—Counter scales	100% of 894	100% of 760	100% of 841	100% of 841	100% of 841
	—Jewelers Scales <sup>2</sup>	N/A	N/A	N/A	100% of 296	100% of 296

**Table Notes**

<sup>1</sup> This goal will be discontinued effective Fiscal Year 2018–19 due to the replacement and training of two detector dogs. One year of training is required before a dog can work in the Post Office.

<sup>2</sup> The inspections of Jewelers Scales was added as new measure effective Fiscal Year 2018–19 to reflect AWM operations.

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

**Staffing**

Increase of 7.00 staff years

- ◆ Increase of 3.00 staff years in the Plant Health & Pest Preven-

tion program to fulfill State dog team contract requirements and implement, monitor and enforce other State programs.

- ◆ Increase of 2.00 staff years in the Pesticide Regulation Program to manage the increased workload related to pesticide use near school sites and structural fumigation enforcement.
- ◆ Increase of 1.00 staff year in the Pest Detection program for operational needs.





- ◆ Increase of 1.00 staff year in the Budget/Accounting division to manage overall increased workload in the unit.

## Expenditures

Net increase of \$1.2 million

- ◆ Salaries & Benefits—increase of \$1.7 million primarily due to the staffing increase described above, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.7 million primarily due to completion of one-time projects.
- ◆ Capital Assets Equipment—increase of \$0.1 million due to the purchase of vehicles for new staff, a slip-on gas pump testing unit and replacement undercover cameras.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million as a result of a reduction in Internal Agreement reimbursements from General Fund departments for structural pest control, weed control and cashiering services and the elimination of the Internal Agreement with DEH related to the California Environmental Reporting System (CERS). Since these are reimbursements, they have the net effect of \$0.1 million increase in expenditures.

## Revenues

Net increase of \$1.2 million

- ◆ Licenses Permits & Franchises—increase of \$0.3 million primarily in fee revenue from the Hazardous Materials program that was not included in Fiscal Year 2017–18; and adjusted fees in the Pest Exclusion and Weights & Measures programs effective July 1, 2018 along with an increased number of projected plant export certificates and registered devices in those two programs.

- ◆ Intergovernmental Revenues—increase of \$1.0 million primarily due to increased Unclaimed Gas Tax and Pesticide Mill Assessment revenue along with increased contract amounts in Plant Health & Pest Prevention.
- ◆ Charges for Current Services—increase of \$0.1 million due to increased Internal Agreement reimbursements from non-General Fund departments for weed and pest control services; partially offset by decreased revenue due to the elimination of stormwater fees.
- ◆ Fund Balance Component Decreases—increase of \$0.03 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 \$0.7 million. A total of \$0.5 million is budgeted.
  - ◆ \$0.3 million rebudget to purchase five vehicles and two electric vehicle charging stations standard devices.
  - ◆ \$0.1 million to purchase program vehicles for new staff and a slip-on gas pump testing unit.
  - ◆ \$0.1 million for one-time costs associated with negotiated wage and benefit increases.
- ◆ General Purpose Revenue Allocation—increase of \$0.5 million primarily to support staffing increases and as a result of negotiated wage and benefit increases.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Agriculture, Weights and Measures	167.00	168.00	175.00	4.2	175.00
<b>Total</b>	<b>167.00</b>	<b>168.00</b>	<b>175.00</b>	<b>4.2</b>	<b>175.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Agriculture, Weights and Measures	\$ 20,798,636	\$ 22,058,450	\$ 23,272,648	5.5	\$ 23,519,261
Fish and Wildlife Fund	18,000	18,000	18,000	0.0	18,000
<b>Total</b>	<b>\$ 20,816,636</b>	<b>\$ 22,076,450</b>	<b>\$ 23,290,648</b>	<b>5.5</b>	<b>\$ 23,537,261</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 16,736,486	\$ 17,452,631	\$ 19,158,439	9.8	\$ 19,952,552
Services & Supplies	3,827,650	4,834,119	4,084,709	(15.5)	3,874,709
Other Charges	25,000	25,000	25,000	0.0	25,000
Capital Assets Equipment	227,500	227,500	337,500	48.4	—
Expenditure Transfer & Reimbursements	—	(462,800)	(315,000)	(31.9)	(315,000)
<b>Total</b>	<b>\$ 20,816,636</b>	<b>\$ 22,076,450</b>	<b>\$ 23,290,648</b>	<b>5.5</b>	<b>\$ 23,537,261</b>





Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 3,517,000	\$ 3,816,300	\$ 4,138,934	8.5	\$ 4,138,934
Fines, Forfeitures & Penalties	166,000	116,000	116,000	0.0	116,000
Intergovernmental Revenues	9,447,174	9,445,842	10,410,216	10.2	10,739,662
Charges For Current Services	704,062	605,500	666,838	10.1	666,838
Miscellaneous Revenues	—	12,000	13,000	8.3	13,000
Fund Balance Component Decreases	—	113,285	147,270	30.0	185,503
Use of Fund Balance	309,500	1,174,500	513,101	(56.3)	2,000
General Purpose Revenue Allocation	6,672,900	6,793,023	7,285,289	7.2	7,675,324
<b>Total</b>	<b>\$ 20,816,636</b>	<b>\$ 22,076,450</b>	<b>\$ 23,290,648</b>	<b>5.5</b>	<b>\$ 23,537,261</b>



# 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, which include heart and lung disease, 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 mandated by federal and State law to regulate stationary (i.e., fixed) sources of air pollution such as factories, power plants, gasoline stations and other facilities in San Diego county. The APCD issues permits to approximately 4,500 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 and reduce associated health risks. 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 and public health in the region.

To ensure these critical services are provided, the APCD has 150.00 staff years and a budget of \$42.7 million. This includes \$15.1 million in pass-through funds for projects that improve air quality and public health.



## 2017–18 Anticipated Accomplishments

### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ▣ Expended 58% (\$26,593,257) of the financial incentives from the Carl Moyer Program on a cumulative basis, surpassing the 50% target, to help fund projects that reduced air pollutant emissions in communities identified as disadvantaged by the California Environmental Health Screening Tool. These emission reductions helped the region to thrive by protecting the health of all residents and, especially, people who are more vulnerable to the effects of air pollution in heavily-trafficked areas. (LS3)
  - ▣ Conducted 26 informational events in collaboration with business customers and other public agencies, surpassing the target of 3 events, to enhance awareness and understanding of rules and regulations to reduce air pollutant emissions, including those from heavy-duty diesel vehicles and equipment. These mobile sources emit the majority of air pollution in the region and reducing their emissions is necessary to reduce and prevent localized air quality impacts and attain and maintain the health-based ambient air quality standards throughout the region. (LS3)
  - ▣ Ensured strong collaboration through participation on the Land Use and Environment Group (LUEG) Compliance Team. This multi-disciplinary team used a comprehensive approach to resolve large, complex compliance issues that threatened the health and safety of the community. (LS3)
  - ▣ Responded to emerging public health risks during and after the Lilac Fire to inform residents of opportunities to actively protect their health and well-being. (LS3)

### Strategic Initiative Legend

			
BBH	LS	SE/T	OE
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Land Use and Environment Group Summary.



### Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Reduced air pollutant emissions in the San Diego region by 240 tons per year (achieving and surpassing the target of 230 tons per year) by providing incentive grants for projects that removed high-polluting diesel vehicles and engines from service. These emission reductions improved air quality to protect public health and the environment. (SE/T3)
  - Collaborated and assisted in community efforts to evaluate the performance of low-cost portable air monitoring devices used to measure localized air pollution. Completed activities include serving on the Technical Advisory Group for the San Ysidro Air Quality and Border Traffic Study, which deployed a network of small, low-cost air sensors in the border region. This is an emerging technology and these sensors could empower communities and individuals to take action to avoid air pollution exposure. (SE/T3)



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Developed automated reports for determining the APCD's current costs of providing Permits to Operate for sources of air pollutants, which restrict the emissions of air pollutants to safe levels, and providing other related services to the business community. Streamlining and automating this process facilitated the analysis of permit and service fees to ensure the APCD recovers its costs of providing services. (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 15% (22) of APCD's 147 employees 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
  - Developed fillable digital forms for compliance documents to replace paper-based handwritten notices that were issued to facilities determined to be out of compliance. These digital forms have streamlined the notification process, improving clarity and customer convenience. (OE3)
  - Collaborated with other County departments that provide permitting services to the same business customers and created a single permit application form serving multiple

departments. This enabled gasoline dispensing facilities to apply for permits from the APCD as well as Agriculture, Weights and Measures, and the Department of Environmental Health with a single application form. This reduced the applicants' time needed to apply for multiple permits, improving customer experience across departments. (OE3)

- Processed and approved 77% 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 80% of applications within 60 days was not met. However, the time needed to finalize a permit decision is less than 60 days, on average, and the process time has decreased from the previous year, when only 73% 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 complete projects faster than in prior years. (OE3)
- Leveraged the County's "Tell Us Now!" mobile application to improve customer service by providing another option for the public to report air quality complaints. With the "Tell Us Now!" app residents can report nonemergency problems to the departments within LUEG, including the APCD for issues countywide related to air quality (e.g., odors, dust). (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Enhanced customer service by continuing to meet with several external stakeholder groups to discuss their specific customer service needs including the City of San Diego, the U.S. Navy, the Industrial Environmental Association, the APCD Industrial Working Group and the APCD Advisory Committee. Where applicable, other LUEG departments serving the same customers also participated. This enabled the development of strategies to better meet the needs of customers and 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 at 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 helped employees feel valued, engaged, and better prepared for career advancement opportunities. Additionally, staff became better prepared to maintain exceptional service levels for the APCD’s diverse customers. (OE6)

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Enhanced 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 achieve clean air. Completed activities included 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. (OE7)
- Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to *Live Well San Diego*
  - Identified two worksite wellness coordinators for APCD team members who promoted the County’s Employee Wellness Program and encouraged staff to participate in wellness events and challenges. Engaging staff to make healthy choices helped the APCD sustain a productive, active and accountable workforce. (OE8)

- Support the implementation of a Climate Action Plan to meet the County’s greenhouse gas emission reduction targets. Anticipated activities include soliciting and administering incentive-driven projects that reduce greenhouse gas emissions from transportation sources. Reducing greenhouse gas emissions helps to prevent adverse impacts on local air quality and public health.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Maintain a robust public information program that promotes awareness of the harmful effects of air pollution and the steps individuals can take to improve air quality and public health in their communities. Anticipated activities include hosting informational exhibits at a minimum of six public events and conducting a calendar contest, where the APCD reaches out to K-12 students countywide and encourages them to submit artwork for a 2019 calendar that showcases their commitment to clean air. (SE/T6)
  - Expend at least 50% of the financial incentives annually from the Carl Moyer Program on a cumulative basis, to help fund projects that reduce air pollutant emissions in communities that are the most vulnerable to air pollution exposure, including communities of minority and low-income populations, as identified by the California Environmental Health Screening Tool and other factors. This objective will help the region to thrive by protecting the health of residents who may be more vulnerable to the effects of pollution.

## 2018–20 Objectives



### Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Conduct at least ten training sessions to aid the business community in achieving compliance with air quality rules and preventing air pollution violations and the associated impacts on public health. (SE/T3)
  - Conduct at least four meetings with residents and businesses in communities that are the most adversely impacted by air pollution. These meetings will enable a better understanding of the communities' concerns and how to address them to improve community-level air quality and protect public health. (SE/T3)
  - 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 the region to thrive by improving air quality to protect public health and the environment. (SE/T3)



### Operational Excellence

- Align services available to resources to maintain fiscal stability
  - Evaluate and propose an update to the APCD’s fees to ensure full cost recovery of services pursuant to federal and State law and consistent with Board Policy B-29, Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery while continuously looking for opportunities to gain business process efficiencies for the APCD and its customers. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Increase the percentage of permit applications received for construction of new or modified facilities or equipment that are issued within 60 days of receipt of a complete application, from 77% to 80%. Surpassing the 180-day State regulatory deadline for processing permit applications will help to minimize delays in the applicants' project construction schedules and increase customer convenience. (OE3)



## AIR POLLUTION CONTROL DISTRICT

- 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. (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 at 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 APCD’s diverse customers. (OE6)

- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Prepare a comprehensive air quality plan, known as the “State Implementation Plan,” to further reduce ozone-forming emissions throughout the County. This plan will provide a blueprint for the region’s attainment of the 2008 National Ambient Air Quality Standard for ozone, and the associated benefits to public health and the environment, by no later than 2026. (OE7)

### Related Links

For additional information about the Air Pollution Control District, refer to the website at:

◆ [www.sdapcd.org](http://www.sdapcd.org)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Expend at least 50% of the financial incentives from the Carl Moyer Program, on a cumulative basis, to help fund air quality projects that benefit communities that are the most vulnerable to pollution exposure	53%	50%	58%	50%	50%
	Conduct at least ten training sessions to aid the business community in achieving compliance with air quality rules <sup>1</sup>	N/A	N/A	N/A	10	10
	Annual tons of air pollutants reduced from grant-funded projects that remove high polluting vehicles and engines from service <sup>2</sup>	230	230	240	230	230
	Conduct at least four meetings with residents and businesses in communities that are the most adversely impacted by air pollution <sup>1</sup>	N/A	N/A	N/A	4	4
	Take action on 80% of all permit applications received, for construction of new or modified facilities or equipment, within 60 days of receipt of a complete application <sup>3</sup>	73%	80%	77%	80%	80%

#### Table Notes

<sup>1</sup> New measure effective Fiscal Year 2018–19 to reflect APCD operations.

<sup>2</sup> Results can vary by year depending on the amount of grant funding available for projects, as determined by the State.



<sup>3</sup>Target was not met in Fiscal Year 2017-18 due to unanticipated staffing vacancies and the required training received by new staff, during which they were not available for permit processing activities. However, the time needed to finalize a permit decision, on average, is less than 60 days and has decreased from the previous year, when only 73% of permit applications were processed within 60 days.

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

### Staffing

Increase of 3.00 staff years to support the implementation of the Climate Action Plan measures and BioWatch Program.

### Expenditures

Net decrease of \$3.6 million

- ◆ Salaries & Benefits—net increase of \$1.3 million due to the staffing increase noted above, step increases, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.3 million in routine maintenance costs, inter-departmental costs, and facility management costs.
- ◆ Other Charges—net decrease of \$4.4 million.
  - ◆ Decrease of \$5.7 million in the Air Quality Proposition 1B Goods Movement Emission Reduction Program (GMERP) due to one-time funding from the State for mobile incentives.
  - ◆ Increase of \$1.3 million in the Air Quality Improvement Trust for the Carl Moyer VIP program, Car Scrapping program and an Electric Vehicle incentive.
- ◆ Capital Assets Equipment—net increase of \$0.2 million.
  - ◆ Increase of \$0.1 million for the purchase of new custom trailers to replace existing ones at various air monitoring station locations.
  - ◆ Increase of \$0.1 million for one-time vehicle replacements.
- ◆ Fund Balance Component Increase—no change. A total of \$0.4 million is budgeted to support future building replacement/relocation.
- ◆ Operating Transfers Out—decrease of \$0.4 million in use of Air Quality Improvement Trust funding for operations and in available program administration funds for mobile incentives.

### Revenues

Net decrease of \$3.6 million

- ◆ Revenue From Use of Money & Property—increase of \$0.1 million due to anticipated interest earnings.

- ◆ Intergovernmental Revenues—decrease of \$4.2 million in available State funding for mobile incentives.
- ◆ Charges for Current Services—increase of \$0.2 million due to increased asbestos notification fee revenues.
- ◆ Other Financing Sources—decrease of \$0.3 million due to a reduction in the use of Air Quality Improvement Trust funds for operational needs and reductions in administration funds for mobile incentives, which is partially offset by an increase in one-time funding for the laboratory information system and climate action plan implementation.
- ◆ Use of Fund Balance—increase of \$0.6 million. A total of \$2.4 million is budgeted.
  - ◆ \$0.5 million for various air monitoring station relocation expenses
  - ◆ \$0.2 million for the residential lawnmower replacement event
  - ◆ \$0.4 million for major maintenance projects and conference room furniture replacement
  - ◆ \$0.2 million for replacement of vehicles
  - ◆ \$0.6 million for various enhancements to the Business Case Management System and the air monitoring computer system
  - ◆ \$0.4 million for future building replacement/relocation in 10 years
  - ◆ \$0.1 million for Moyer projects

## Budget Changes and Operational Impact: 2018–19 to 2019–20

Net increase of \$1.6 million includes an increase of \$1.0 million in Operating Transfers Out due to an increase in the use of Air Quality Improvement Trust funds for operational needs and an increase of \$1.2 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements. These increases are offset by a decrease of \$0.2 million in Services & Supplies due to the completion of one-time projects and a decrease of \$0.4 million in Capital Assets Equipment due to the completion of air quality monitoring station moves and equipment replacements.

Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Air Pollution Control District Programs	146.00	147.00	150.00	2.0	150.00
<b>Total</b>	<b>146.00</b>	<b>147.00</b>	<b>150.00</b>	<b>2.0</b>	<b>150.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Air Pollution Control District Programs	\$ 58,560,893	\$ 46,376,350	\$ 42,731,522	(7.9)	\$ 44,372,976
<b>Total</b>	<b>\$ 58,560,893</b>	<b>\$ 46,376,350</b>	<b>\$ 42,731,522</b>	<b>(7.9)</b>	<b>\$ 44,372,976</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 17,961,668	\$ 17,574,733	\$ 18,872,218	7.4	\$ 20,029,634
Services & Supplies	6,662,467	6,800,784	6,516,988	(4.2)	6,293,088
Other Charges	22,560,702	10,319,647	5,894,919	(42.9)	5,920,264
Capital Assets Equipment	851,000	1,228,000	1,384,000	12.7	1,020,988
Fund Balance Component Increases	300,000	350,000	350,000	0.0	350,000
Operating Transfers Out	10,225,056	10,103,186	9,713,397	(3.9)	10,759,002
<b>Total</b>	<b>\$ 58,560,893</b>	<b>\$ 46,376,350</b>	<b>\$ 42,731,522</b>	<b>(7.9)</b>	<b>\$ 44,372,976</b>





Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 8,724,765	\$ 8,737,788	\$ 8,683,694	(0.6)	\$ 8,886,964
Fines, Forfeitures & Penalties	980,000	980,000	1,030,000	5.1	1,030,000
Revenue From Use of Money & Property	30,000	196,000	275,000	40.3	235,000
Intergovernmental Revenues	35,503,080	23,843,432	19,587,551	(17.8)	20,153,085
Charges For Current Services	530,028	540,708	760,393	40.6	769,921
Miscellaneous Revenues	—	—	30,100	0.0	30,000
Other Financing Sources	10,375,056	10,303,186	9,967,284	(3.3)	10,759,002
Use of Fund Balance	2,417,964	1,775,236	2,397,500	35.1	2,509,004
<b>Total</b>	<b>\$ 58,560,893</b>	<b>\$ 46,376,350</b>	<b>\$ 42,731,522</b>	<b>(7.9)</b>	<b>\$ 44,372,976</b>



# Environmental Health

## Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws.

## Department Description

The Department of Environmental Health (DEH) implements environmental and public health regulations in 45 diverse program areas to protect public health, safeguard environmental quality, and enhance the quality of life for residents and visitors. DEH empowers the public and business through education to increase environmental awareness, illness prevention, and regulatory compliance. It implements and conducts enforcement of local, state and federal environmental laws when necessary to protect public and environmental health. DEH prevents foodborne illness by reducing risk factor violations that contribute to foodborne diseases and reduces mosquito-borne disease by conducting mosquito surveillance and control. 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. DEH conducts beach water testing and implements a public pool safety program to reduce the potential risk of recreational water illness.

To ensure these critical programs are provided, DEH has 297.00 staff years and a budget of \$48.4 million.



## 2017–18 Anticipated Accomplishments

### Building Better Health

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - DEH was 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 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. The number of risk factor violations are anticipated to be reduced by 8% from Fiscal Year 2016–17. Fiscal Year 2016–17 had 2,286 major risk factor violations of 21,194 routine inspections while Fiscal Year 2017–18 expects to have 2,171 major risk factor violations of 22,079 routine inspections. This goal was supported by the following:
    - ◆ Reviewed 100% (1,600) of plans submitted for all new and remodeled retail food facilities within an average of 10 business days.
    - ◆ Ensured that all types of retail food facilities (14,000) in the region are inspected at a minimum annually.
    - ◆ Responded to 100% (800) of reported foodborne illness complaints within three business days.
    - ◆ During restaurant inspections, verified that food handlers have passed a State-approved food safety program.
  - DEH was committed to preventing the risks associated with the use of public pools, including spas and splash pads, in the region. Well-maintained public pools can reduce the risk of recreational water illness. Through its various program activities, DEH had the goal of working with operators

### Strategic Initiative Legend

			
BBH	LS	SE/T	OE
●	- 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.



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. The reduction of pool closures is anticipated to be 20% from Fiscal Year 2016–17. Fiscal Year 2016–17 had 1,284 pool closures of 9,665 inspections while Fiscal Year 2017–18 had 896 pool closures of 8,472 inspections. This goal was supported by the following:

- ◆ Reviewed 100% (200) of plans submitted for all new and remodeled public pools within an average of ten business days.
- ◆ Responded to all 120 public pool-related complaints within three business days.
- ◆ Inspected 100% (7,000) of public pools at a minimum annually.



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - In collaboration with Public Health Services (PHS), protected 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 based on a calendar year frequency. (LS3)  
This goal was supported by the following:
    - ◆ Monitored mosquito populations through bi-weekly trapping at 100 locations from April through October, preventing increased health risk from mosquito-borne diseases.
    - ◆ Inspected for mosquito breeding, and applied larvicide treatments if warranted, at 1,501 known breeding sources at a frequency in accordance with the duration of active ingredients from April through October. (12,237 inspections were made at these sites from July through October 2017 equating to an average of 1 inspection every 3-4 weeks in accordance with product longevity)
    - ◆ Responded to 96% (80 of 83) of reported cases of mosquito-borne disease within one business day of receiving notification from PHS.
    - ◆ Inspected, and conducted mosquito control as needed at 100% of the 25 distinct sites at lagoons, estuaries and refuges affected by high tide events, within 2 business days of the final day of the tidal event.
    - ◆ Inspected 98% of 1,060 reported and aerially identified neglected swimming pools and spas, and conducted mosquito control as needed.
  - DEH had more than 14,800 permitted Unified Program facilities of hazardous materials handlers, hazardous and medical waste generators, underground and aboveground

storage tank owners and operators. Identified and mitigated 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. (LS3)

This goal was supported by the following:

- ◆ Identified 205 unpermitted facilities with hazardous materials, hazardous waste and medical waste throughout San Diego County and guided them towards compliance to ensure safe communities and consistent regulation of all facilities.
- ◆ Increased the number of California Environmental Reporting System (CERS) submittals for permitted facilities in the Unified Program to 100% (14,681) by assisting facilities with submittals during inspections or workshops, to provide accurate and reliable information for first responders in the event of an emergency.
- ◆ Ensured 72% (6,172 of 8,519) of the unified program facilities in CERS recertify their hazardous materials business plans annually.
- ◆ Increased compliance rates to 88% (3,816 of 4,342) for all unified program facilities to ensure safer communities.
- ◆ Reduced the number of annual underground storage tank (UST) monitoring certification violations by 62% (42 to 16) 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. Goals of the program include preventing waterborne diseases, identifying risks of bacteriological, chemical and/or radiological contamination by conducting inspections, providing technical assistance and working in partnership with the small drinking water systems. (LS3)  
This goal was supported by the following:
  - ◆ Notified 100% (136) of small drinking water systems at least one month prior to chemical monitoring to reduce the number of monitoring and reporting violations.
  - ◆ Completed 100% (25) of State-mandated inspections of small drinking water systems.
- Responded to emergent public health risks, including the Lilac Fire and hepatitis A outbreak, to help protect and inform residents of opportunities to actively protect their health and well-being. (LS3)
- Ensured strong collaboration through participation on the Land Use and Environment Group (LUEG) Compliance Team. This multi-disciplinary team used a comprehensive approach to resolve large, complex compliance issues that threatened the health and safety of the community. (LS3)





## Sustainable Environments/Thriving

- 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 in and visit the region. Poor water quality at local beaches threatens the health of swimmers and beachgoers and hurts the region's 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. (SE/T5)

This goal was supported by the following:

- ◆ Monitored the region'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).
- ◆ Provided ten recreational water quality training classes 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 enabled 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.
- ◆ Led a multi-disciplinary workgroup to develop a rapid beach water quality testing method for approval from the California Department of Public Health which includes an evaluation process for implementing at local beaches as soon as 2018. The rapid test method is being analyzed to ensure that it is equivalent to approved testing methods and protective of public health.
- ◆ Gathered data for a pilot study in partnership with PHS to explore potential local use of alternative beach water quality testing methods.



## Operational Excellence

- Align services to available resources to maintain fiscal stability

- Worked towards full cost recovery of services in accordance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery, including completion of a Cost Recovery Proposal approved by the Board of Supervisors*, while continuously looking for opportunities to gain business process efficiencies within the department and for DEH customers. (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 trainings for 33% (96 of 287) 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
  - Enhanced transparency and customer service through increased public access to information online for Certified Unified Program Agency (CUPA) inspection information and septic system record files. (OE4)
  - Leveraged the "Tell Us Now!" mobile application ("app") to improve customer service by providing another option for the public to report unpermitted facilities and mosquito breeding sources from their mobile device. This app provides ease and accessibility to key services that promote safety for residents in the unincorporated areas of the county. The app 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. (OE3)
  - Streamlined program operations and enhanced customer service by implementing technology to offer plan check online submittals. Customers are now able to submit plans online. (OE4)
- 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 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)

- Earned the following 2017-18 Achievement Awards
  - ◆ California Association of Public Information Officials (CAPIO) *Crisis Communications/Public Safety Education Campaign: Zika Virus Outreach*
  - ◆ National Association of Counties (NACo) *CERS Help Desk*
  - ◆ National Association of Counties (NACo) *Organized Camp Resource Program*
- 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 at 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 helped employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff became better prepared to maintain exceptional service levels for DEH’s diverse customers. (OE6)

- supplies for the public and to quickly identify any chemicals that may cause unhealthy water
  - ◆ Notify 100% of small drinking water systems at least 1 month prior to their scheduled chemical monitoring as a reminder for them to conduct required water sampling.
  - ◆ Complete 100% of State-mandated water system inspections.
- Ensure that the incidence of locally-acquired West Nile Virus mosquito-borne disease remains below 1/100,000 persons
  - ◆ Initiate investigation of all complaint-based green swimming pools within three business days.
  - ◆ Initiate investigation of all aerial-identified green swimming pools within seven business days.
  - ◆ Regularly monitor and treat, as needed, 100% of known mosquito breeding sites.
  - ◆ Monitor mosquito populations through biweekly trappings at 100 locations.

## 2018–20 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
  - Partner with County PHS to protect public health by reducing the risk of vector, water, and food-borne illnesses, particularly for vulnerable populations
    - ◆ Maintain response to 100% of food-borne illness complaints within 3 business days.
    - ◆ Continue to investigate 100% of confirmed vector-borne disease referrals from County PHS within 1 business day.
    - ◆ Continue to conduct beach water quality sampling weekly and inform swimmers when ocean water has bacteria levels above health standards.
    - ◆ Continue to investigate 100% of all childhood lead poisoning cases referred by County PHS within required timelines per State of California guidelines (from 24 hours to 2 weeks depending on blood-lead levels).
  - Reduce the number of pool closures due to serious health code violations by 5%.
  - Work with small public water system operators to complete their required chemical water quality sampling each year to maintain pure, safe, and reliable drinking water



### Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Reduce to 8% or less, the incidence of three Centers for Disease Control and Prevention risk factor violations associated with foodborne illness: Holding Temperatures, Contact Surfaces, and Employee Hygiene
    - ◆ Conduct routine inspections of all food facilities annually.
    - ◆ Targeted outreach and education for food facilities and food handlers.
  - Decrease the number of violations related to annual underground storage tank monitoring certifications 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.
  - Increase the number of California Environmental Reporting System (CERS) submittals for permitted facilities in the Unified Program to 100% by assisting facilities with submittals during inspections or workshops, to provide accurate and reliable information for first responders in the event of an emergency.
  - Increase the rate of return to compliance for CUPA facilities to 90% or better
    - ◆ Notify 100% of CUPA facilities with outstanding violations.
    - ◆ Reduce by 50% the number of facilities that are out of compliance for failure to annually re-certify their Hazardous Materials Business Plan.





- 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).



## Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to DEH customers
  - Identify opportunities for future improvements in DEH's business processes, identify customer service inefficiencies and set baselines through data analysis.
- Align services to available resources to maintain fiscal stability
  - Update DEH fees to ensure full cost recovery for services in compliance with Board Policy B-29, Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery, while continuously looking for opportunities to gain business process efficiencies for DEH and its customers. (OE1)
  - 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)
- Strengthen our customer service culture to ensure a positive customer experience
  - Promote public health and environmental protection through weekly posts to DEH's Facebook, Twitter and Instagram sites, and at least monthly customer-targeted messages via GovDelivery.

- 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. (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 at a DEH "all hands" staff meeting; offering trainings to enhance education and awareness; 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)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - In partnership with County PHS, complete a pilot study to explore the potential local use of alternative beach water quality testing methods for faster sample analysis (i.e., less than 24 hours). (OE7)

## Related Links

For additional information about the Department of Environmental Health, refer to the website and Facebook page at:

- ◆ [www.sdcounty.ca.gov/deh](http://www.sdcounty.ca.gov/deh)
- ◆ [www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529](https://www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529)



Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Reduce to 8% or less, three Centers for Disease Control and Prevention risk factor violations associated with foodborne illness: Holding Temperatures, Contact Surfaces, and Employee Hygiene <sup>1</sup>	Violations increased by 2%	5%	Violations reduced by 8%	8%	N/A
	Reduce the number of pool closures due to serious health code violations by 5% <sup>2</sup>	5.4%	5%	Violations reduced by 20%	5%	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 <sup>3</sup>	0.63 cases per 100,000 for Calendar Year 2016	<1.0 cases per 100,000 for Calendar Year 2017	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 <sup>4</sup>	100%	99%	100%	100%	100%
	Increase the overall compliance rate for Unified Program facilities with violations at or above 90% <sup>5</sup>	90%	90%	88%	90%	90%
	Decrease the number of violations related to annual underground storage tank monitoring certifications <sup>6</sup>	89% of 53	50% of 42	62% of 42	50% of 42	N/A
	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) <sup>7</sup>	10	10	10	10	10

**Table Notes**

- <sup>1</sup> 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.
- <sup>2</sup> This measure reflects DEH's work with pool operators to reduce the number of pool closures due to serious health code violations such as improper chlorine levels.
- <sup>3</sup> The State reports the disease levels based on a calendar year frequency.
- <sup>4</sup> 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.
- <sup>5</sup> The purpose of this measure is to track and return Unified Program facilities back into compliance by resolving their outstanding violations. These facilities are required to obtain a permit due to their activities that fall under one or more of the six environmental program elements within California.
- <sup>6</sup> The additional reminder notification to the underground storage tank operators prior to their annual certification resulted in a higher than expected response from operators.
- <sup>7</sup> DEH training classes enable 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.





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

### Staffing

Increase of 10.00 staff years

- ◆ Increase of 9.00 staff years to support the Food and Housing Division
- ◆ Increase of 1.00 staff year to support the Vector Control Program

### Expenditures

Net increase of \$3.4 million

- ◆ Salaries and Benefits—net increase of \$2.8 million due to the staffing increase noted above, step increases, required retirement contributions and negotiated labor agreements.
- ◆ Services and Supplies—net increase of \$0.7 million. An increase of \$0.5 million in information technology costs is related to Internal Service Fund charges and \$0.2 million in consultant contracts and fleet costs.
- ◆ Other Charges—decrease of \$0.1 million due to fewer vehicle replacements.
- ◆ Capital Assets Equipment—increase of \$0.1 million for the purchase of emergency response equipment and supplies related to the Urban Area Security Initiative grant (UASI 17).
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.1 million in reimbursements for services related to lead and asbestos remediation. Since this is a reimbursement, it has a net effect of \$0.1 million decrease in appropriations.

### Revenues

Net Increase of \$3.4 million

- ◆ Licenses, Permits & Franchises—net increase of \$ 2.0 million in permit fee revenue, industry growth, and anticipated increases approved in DEH’s Fiscal Year 2018–19 Cost Recovery Proposal.
- ◆ Intergovernmental Revenues—net increase of \$0.2 million related to UASI 17 and minor adjustments to other contracts and grants.
- ◆ Charges for Current Services—net increase of \$1.0 million, includes \$0.6 million in one-time projects funded by settlement funds, \$0.8 million in Vector Control Program Benefit Assessment Funds due to increased Salaries & Benefits costs and \$0.2 million in increased solid waste tonnage fees, offset by a decrease of \$0.6 million in a State contract for the Local Oversight Program.
- ◆ Use of Fund Balance—net increase of \$0.2 million. A total of \$0.4 million budgeted includes \$0.1 million for Polymerase Chain Reaction (PCR) implementation, Occupational Health program data and Accela integration, Land Use Data Imaging, and Alternative water source program development and \$0.3 million re-budgeted for Tijuana River Valley water testing projects, AB885 Onsite Wastewater treatment and to offset Tribal Liaison costs and fire victim permit fee waivers.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



### Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Environmental Health	280.00	287.00	297.00	3.5	297.00
<b>Total</b>	<b>280.00</b>	<b>287.00</b>	<b>297.00</b>	<b>3.5</b>	<b>297.00</b>

### Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Environmental Health	\$ 45,081,910	\$ 45,095,456	\$ 48,466,580	7.5	\$ 49,738,403
<b>Total</b>	<b>\$ 45,081,910</b>	<b>\$ 45,095,456</b>	<b>\$ 48,466,580</b>	<b>7.5</b>	<b>\$ 49,738,403</b>

### Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 31,098,727	\$ 32,062,461	\$ 34,876,961	8.8	\$ 36,679,582
Services & Supplies	13,823,870	12,590,662	13,329,293	5.9	13,079,293
Other Charges	—	465,161	352,084	(24.3)	71,286
Capital Assets Equipment	461,744	229,000	320,070	39.8	320,070
Expenditure Transfer & Reimbursements	(302,431)	(251,828)	(411,828)	63.5	(411,828)
<b>Total</b>	<b>\$ 45,081,910</b>	<b>\$ 45,095,456</b>	<b>\$ 48,466,580</b>	<b>7.5</b>	<b>\$ 49,738,403</b>





## Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 21,811,503	\$ 23,215,003	\$ 25,126,254	8.2	\$ 26,161,094
Fines, Forfeitures & Penalties	269,315	239,315	254,315	6.3	254,315
Intergovernmental Revenues	3,762,457	3,826,143	4,038,148	5.5	4,038,148
Charges For Current Services	17,900,326	17,475,459	18,469,827	5.7	18,721,004
Miscellaneous Revenues	100,000	—	—	0.0	—
Fund Balance Component Decreases	379,071	—	—	0.0	414,223
Use of Fund Balance	709,619	189,917	428,417	125.6	—
General Purpose Revenue Allocation	149,619	149,619	149,619	0.0	149,619
<b>Total</b>	<b>\$ 45,081,910</b>	<b>\$ 45,095,456</b>	<b>\$ 48,466,580</b>	<b>7.5</b>	<b>\$ 49,738,403</b>



# 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 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 the areas of Agriculture, Natural Resources, Youth Development, Nutrition and Family and Consumer Science.

Since 1957, the UCCE and the County of San Diego have had a Memorandum of Understanding, through which the County provides General Fund support for UCCE staff and space to provide services as described above to all residents of the region.

To ensure these critical services are provided, the UCCE has 30 employees from the University of California, a budget of \$0.9 million and a volunteer program with a value of over \$6.3 million.



## 2017–18 Anticipated Accomplishments



### Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - ▣ 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, conducted 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, connecting residents with local food sources, nutrition education, and nutrition assistance. (BBH2)
    - ◆ Assessed individuals and family behavioral changes by collecting data on 525 families, related to food resource management practices, nutrition and food safety practice and positive dietary changes. Following the assessment, 80% of participants made positive dietary changes including: 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 that can reduce the risk of childhood obesity and chronic diseases such as diabetes and heart disease. (BBH2)
    - ◆ Educated 2,500 youth, exceeding the goal of 2,000, through education and outreach activities. Assessed behavior changes through the collection of data on 700

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

of youth participants. Following the assessment, 60% 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 to wash hands before eating.

- Disseminated science-based food safety information to 150 consumers via newsletter articles and blogs on how to help prevent costly – yet preventable – foodborne illnesses such as *salmonella* and *E. coli*. (BBH2)



### Living Safely

- Plan, build and maintain safe communities which improve the quality of life for all residents
  - Recruited and trained 350 adult and teen 4-H volunteers to deliver positive youth development experiences to youth ages 5-19 years old, which enabled youth to reach their full potential as competent, confident leaders of character who contributed and are connected to their communities. (LS2)
    - ◆ 2,000 youth under the age of 18 completed 6 hours of hands-on instruction in each area of study, including 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.
  - In collaboration with the UCCE volunteer support group, the Master Gardener Association of San Diego County, created a therapeutic horticulture program to be used in rehabilitation and vocational centers, youth outreach programs, nursing homes and other types of senior facilities, hospitals, prisons, schools and other locations to benefit physical, social, psychological and cognitive functions. A website containing information about therapeutic horticulture, including references as well as an online train-the-trainer curriculum for organizations who want to begin a therapeutic horticulture program at their facility were created. Additionally, 100 participants attended in-person, hands-on workshops. (LS2)



### Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
  - In collaboration with the San Diego County Farm Bureau (“Farm Bureau”), the California Farm Labor Contractor Association and Zenith Insurance, provided business and risk management education to 50 agricultural producers, including financial management, food safety, and business management, through 2 workshops and training activities for the agricultural community. (SE/T1)

- Completed a research project on high-density avocado plantings to maintain the viability and profitability of avocado production in the region. The third harvest of high-density avocados yielded over double the number of pounds as the traditional planting method and used slightly less water. An avocado growers seminar series was provided for 115 participants. (SE/T1)
- Assisted families in achieving and maintaining financial self-sufficiency through household savings and debt reduction by providing train-the-trainer sessions to 50 participants. Following the sessions, the participants could expand on the information to provide financial empowerment to their clients and their families, thereby extending the knowledge and skills of financial self-sufficiency to hundreds of families. (SE/T1)
- 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 such as farm tours, on-farm classes, festivals, farm stands, or any other activity that adds value to the existing farm which would assist with increasing business confidence and revenue. Disseminated the information to 125 agricultural producers via workshops, seminars and field days.
- Designed and developed a grower needs assessment for sustainable food production. In collaboration with key stakeholders including the *Live Well San Diego* Food System Initiative, the Food System Alliance, Farm Bureau, Planning & Development Services and Agriculture, Weights and Measures (AWM), a survey was created and posted online to identify the needs, information, support and communication gaps among local farmers and within all sectors of the agricultural industry. The results will guide outreach organizations to develop and implement programs that will best meet the needs of farmers and the agriculture industry. Additionally, this information will be included in the State of the Food System report prepared by the *Live Well San Diego* Food System Initiative and due to be released in 2019.
- In collaboration with the *Live Well San Diego* Food System Initiative, AWM, the Farm Bureau and the University of California Agriculture and Natural Resources (UC ANR) Sustainable Agriculture Research and Education Program, created an online farm business resource guide and agriculture tourism directory. This resource guide provides a one-stop online resource for farmers to locate information relevant to farming and farm business in San Diego county. It is also a resource for relevant County departments to better serve their customers. Additionally, the agricultural tourism directory connects residents, schools and visitors to opportunities to experience agriculture, and to learn about the agriculture industry, food systems, local farming and enjoy local farm products.







- Supported the development and update of agricultural-related policies, legislation and regulations, technical research and analysis by providing subject matter expertise and participation in briefings and public hearings as needed.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Provided 100,000 residents and the agricultural community concrete ways and methods to reduce water usage and/or Total Maximum Daily Load (TMDL) stormwater pollution impacts through four outreach activities, displays and collaborations including the Flower Fields exhibit, Master Gardener 2018 Spring Seminar, Pitahaya/Dragon Fruit Production Seminar and Gardening With Class conference.
  - The goal to provide three outreach activities to identify threats to aquatic and riparian ecosystems from pollution, invasive species, and climate change and provide concrete ways to reduce these threats was not achieved due to conflicts in advisor and collaborator/partner schedules. It is anticipated that the workshops will begin in Fiscal Year 2018–19.
  - Identified problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego agriculture, nursery, ornamental horticultural and landscapes through ten outreach activities, including workshops, publications, and presentations, exceeding the goal of four activities. In collaboration with AWM, Department of Parks and Recreation (DPR) and the Farm Bureau, over 500 nursery and ornamental horticulture growers, residents and agricultural community members gained information on topics including entomological and pest management, plant pathology, snails and slugs, Chinese Rose Beetle and South American Palm Weevil. Additionally, over 8,000 Gold Spotted Oak Borer and Polyphagous Shot Hole Borer informational brochures, field guides and firewood management pamphlets were distributed throughout the county.
  - 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 1,500 office consultations, exceeding the goal of 400; 50 educational exhibits, exceeding the goal of ten; and 15,000 hours of volunteer service, exceeding the goal of 4,000. Total savings for the volunteered hours amounted to more than \$350,000.
  - Encouraged the adoption of local research-derived invasive plant management methods to enhance restoration of natural habitats. Collaborated with DPR and AWM to encourage management or eradication of invasive plants through

two outreach activities, large-scale field demonstrations and continued work on the invasive plant Medusahead at the Santa Ynez Reserve in the Santa Ysabel area.

- In collaboration with AWM, U.S. Fish & Wildlife Services and the San Diego Weed Management Area, educated natural land owners, managers and staff on appropriate invasive plant control methods through 3 outreach activities, exceeding the goal of 2 activities and reaching over 75 participants.

## 2018–20 Objectives



### Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - 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, connecting residents with local food sources, nutrition education, and nutrition assistance. (BBH2)
    - ◆ Assess individuals and family behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes.
  - 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. (BBH2)
    - ◆ Assess individuals behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes.
  - Disseminate science-based food safety information to consumers on issues including foodborne illnesses and/or home food preservation. (BBH2)
  - Complete a research and evaluation project on the content and formatting of the University of California's "Food Safety in the Garden" tip cards. (BBH2)
- UCCE staff will provide administrative assistance for 46 projects, grants and contracts with a total value of \$1.8 million. The grants received enable the UCCE academics to provide research, education and outreach in local issues of public concern in agriculture, natural resources and home and health.



### Living Safely

- 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 old which will enable youth to reach their full potential as competent, confident leaders of character who contribute and are connected to their communities. (LS2)
- UCCE staff will provide coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs with 1,200 volunteers contributing 250,000 volunteer hours to extend UC research-based knowledge and information to improve the lives of our residents in areas such as sustainable landscaping and leadership skills.



### Sustainable Environments/Thriving

- 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. (SE/T1)
  - 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 others. (SE/T1)
- 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.
- Evaluate at least four crops such as pitahaya (Dragon Fruit), blueberries, strawberries, coffee, etc., and production methods that may improve production and viability of commercial crops.
- Support the development and updating of agricultural related policies, legislation and regulations technical research and analysis, providing subject matter expertise and/or participating in briefings and public hearings.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning

- Provide residents and the agricultural community concrete ways or methods to reduce water usage and/or TMDL stormwater pollution impacts through a minimum of three outreach activities.
- Identify threats to aquatic and riparian ecosystems from pollution, invasive species, and climate change and provide a minimum of two outreach activities to residents and other collaborators providing concrete ways to reduce these threats to riparian ecosystems.
- Identify problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego agriculture, nursery, ornamental horticultural and landscapes through a minimum of four outreach activities to nursery and ornamental horticulture growers, residents and agricultural community members.
- Maintain, support and manage the volunteer Master Gardener program to provide research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego county residents through a minimum of 400 office consultations, 10 educational exhibits and 4,000 hours of volunteer service.
- Encourage adoption of local research-derived invasive plant management methods to enhance restoration of natural habitats. Collaborate with DPR and/or AWM to encourage management or eradication of invasive plants through outreach activities and the use of large-scale field demonstrations.
- Educate natural land owners, managers and staff on appropriate invasive plant control methods through a minimum of two outreach activities, including presentations.
- Provide leadership, by hosting or facilitating the San Diego Weed Management Area, a Memorandum Of Understanding-based network of public agencies, private organizations and individuals including DPR and AWM.




### Related Links

For additional information about the University of California Cooperative Extension refer to the website at:

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





Performance Measures	2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
 Staff provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) <sup>1</sup>	51 projects/ \$2,057,392	45 projects/ \$1,800,000	46 projects/ \$1,830,109	45 projects/ \$1,800,000	45 projects/ \$1,800,000
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety <sup>2</sup>	632 families	600 families	600 families	600 families	600 families
 Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/volunteer hours)	1,263 vol/ 264,579 hours	1,200 vol/ 250,000 hours	1,263 vol/ 264,579 hours	1,200 vol/ 250,000 hours	1,200 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

<sup>1</sup> Projects are based on existing and new grants. In Fiscal Year 2017-18, UCCE received five new grants for new projects. The target number is higher due to two of the grant amounts being larger than anticipated.

<sup>2</sup> Adopted participant numbers for performance measures in nutrition education are set by State funding contract requirements; actual participant numbers can vary due to the number of paid nutrition education staff and the number of participants the State requires each educator to reach. These numbers can vary depending on State funding.

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

### Staffing

No change in staffing

### Expenditures

Net increase of \$0.1 million

- ◆ Services & Supplies—Net increase of \$0.1 million for various projects including the Climate Action Plan, Master Beekeeper Program, South American Palm Weevil Detection Survey and Educational Outreach, and Asian Citrus Psyllid and Huanglongbing Monitoring, Education and Outreach.

### Revenues

Net increase of \$0.1 million.

- ◆ Use of Fund Balance—Increase of \$0.1 million. A total of \$0.4 million is budgeted for one-time project funding including the Climate Action Plan, Master Beekeeper Program, South American Palm Weevil Detection Survey and Educational Outreach, and Asian Citrus Psyllid and Huanglongbing Monitoring, Education and Outreach.

## Recommended Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



**Staffing by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
University of California Cooperative Extension	0.00	0.00	0.00	0.0	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>	<b>0.00</b>

**Budget by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
University of California Cooperative Extension	\$ 1,046,921	\$ 1,139,291	\$ 1,265,971	11.1	\$ 869,971
<b>Total</b>	<b>\$ 1,046,921</b>	<b>\$ 1,139,291</b>	<b>\$ 1,265,971</b>	<b>11.1</b>	<b>\$ 869,971</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Services & Supplies	\$ 1,046,921	\$ 1,139,291	\$ 1,265,971	11.1	\$ 869,971
<b>Total</b>	<b>\$ 1,046,921</b>	<b>\$ 1,139,291</b>	<b>\$ 1,265,971</b>	<b>11.1</b>	<b>\$ 869,971</b>

**Budget by Categories of Revenues**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Use of Fund Balance	176,950	269,320	396,000	47.0	0
General Purpose Revenue Allocation	869,971	869,971	869,971	0.0	869,971
<b>Total</b>	<b>\$ 1,046,921</b>	<b>\$ 1,139,291</b>	<b>\$ 1,265,971</b>	<b>11.1</b>	<b>\$ 869,971</b>



# Parks and Recreation

## Mission Statement

The Department of Parks and Recreation enhances the quality of life in San Diego County by providing exceptional parks and recreation experiences and preserving significant natural resources.

## Department Description

Accessible high-quality parks and diverse recreational opportunities improve the lives of residents and visitors in San Diego County. The Department of Parks and Recreation (DPR) builds better health for individuals and families, enhances safety in communities, and preserves the environment so that people can enjoy clean air, clean water, rich bio-diversity, and access to open space. The County continues to expand its award-winning park system which features 126 facilities including local and regional parks, camping parks, historic park sites, fishing lakes, ecological preserves and botanic gardens. DPR operates and manages approximately 50,000 acres of parkland and more than 360 miles of trails that foster an appreciation of nature and history.

The County's Department of Parks and Recreation is the first county parks department in California to receive accreditation by the National Recreation and Park Association for achieving high standards of operational excellence.

To ensure exceptional customer service is provided to millions of patrons each year, DPR has 205.00 staff years, a budget of \$49.5 million and a robust volunteer program with a value of \$2.4 million.



## 2017–18 Anticipated Accomplishments



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - ▣ Responded to the needs of the county's most vulnerable populations. (BBH1)
    - ◆ Provided training opportunities and avenues to employment in the park service profession to 68 veterans and active military personnel through DPR's parks volunteer program.
    - ◆ Through collaboration with the Health and Human Services Agency (HHSA), Public Safety Group and community partners, improved the living conditions of San Diego's homeless population by developing a comprehensive plan to connect individuals with essential information on food resources, substance abuse treatment, mental health services, shelters and housing, and support services in park locations in the communities of Bonsall, Vista, Encinitas, 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
  - ▣ Improved residents' access to affordable, local and healthy food by continuing to collaborate on the implementation of the Food System Initiative by partnering with HHSA to acquire produce from local food sources to serve as snacks at three after-school programs. (BBH2)



### Living Safely

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

### Strategic Initiative Legend

BBH	LS	SE/T	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.

- Promoted 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. (LS1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Improved accessibility for users of all abilities by implementing phase two of the DPR Americans with Disabilities Act (ADA) Transition Plan which brought improvements to parking areas, walkways and restrooms at San Dieguito Park. (LS2)
  - Created opportunities for active transportation to places that provide community connection and engagement through the Active Transportation Plan which details an expanded network of pedestrian and bicycle improvements within the unincorporated county. This plan will go to the Board of Supervisors for consideration in fall 2018.
  - Responded to emerging public health risks, including the Lilac Fire and hepatitis A outbreak, to help protect and inform residents of opportunities to actively protect their health and well-being. (LS3)
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
  - Supported physical, intellectual, social and emotional development of youth living in foster care or transitional homes through four outdoor activities that promoted health and nature engagement, including the Joshua Tree Campout and rock climbing for approximately 30 participants.
  - Expanded the opportunities for inmates to gain marketable landscaping skills to help reduce recidivism by continuing the partnership with the Sheriff’s Civics Greenhouse program to cultivate and plant native vegetation and trees for restoration projects at ten park facilities.
- ◆ Raised youth awareness of sustainability and environmental stewardship by implementing an educational program in partnership with Lindo Park Elementary School serving 325 students that focused on pollution prevention and provided experiential learning opportunities that meet the Next Generation Science Standards.
- ◆ Developed an educational program at San Elijo Lagoon Nature Center that highlights sustainability, pollution prevention and the current lagoon restoration project to serve 250 children and parents.
- Continued regional leadership in land management, responsible stewardship, preservation and biological monitoring of open space preserves in order to protect diverse habitats and sensitive species.
  - ◆ Preserved and protected the region’s natural resources by acquiring more than 500 additional acres for conservation and recreation, effectively managing 49,800 acres of parkland and 1 additional mile of trail, bringing the total trails inventory to 364 miles.
  - ◆ Ensured open spaces thrived by implementing both focused and comprehensive monitoring, including species specific surveys and adaptive management at five South County preserves. DPR engaged Citizen Science volunteers and other volunteer groups to participate in monitoring efforts.
  - ◆ Protected biological and cultural resources by updating Resource Management Plans at five preserves to ensure conservation efforts are appropriately prioritized.
  - ◆ Expanded the implementation of the Multiple Species Conservation Program and furthered 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
  - Promoted 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.
    - ◆ Broadened opportunities for nature engagement within the south county by securing \$1,590,000 in grant funding from the State of California toward a new campground that will provide low cost accommodations within the Coastal Zone and will feature a nature education area.
    - ◆ Provided for the recreational needs of the desert community of Borrego Springs by beginning construction of the first County park in this community.



### Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Increased awareness of pollution prevention and watershed protection strategies through partnerships, public service announcements and educational programs. (SE/T3)
    - ◆ Educated the public on the impacts of pollution on local 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.







- ◆ Enhanced interpretive opportunities at the San Diego Botanic Garden by securing a design-build contract for new horticultural and administrative buildings and amenities for the public to enjoy.
- ◆ Increased park sustainability and reduced carbon footprint by increasing the amount of annual energy generated by DPR photovoltaic systems to 590 megawatt hours (MWh).
- Provided exceptional parks, open space, trails, programs and recreational opportunities for all residents and educated the public on how to preserve these resources. (SE/T5)
  - ◆ Encouraged the responsible use of resources and promoted protection of the natural environment by educating the public through four presentations on conservation and ecological concerns.
  - ◆ Continued efforts to create a contiguous trail system through the San Luis Rey River Park by acquiring the lands needed to construct the Middle Right of Way Trail, adjacent to the new State Route 76 alignment.
  - ◆ Provided for additional regional and community trails by finalizing the Otay Regional Trail Alignment Study and pursuing funding for environmental review in coordination with agency partners and stakeholders.
  - ◆ Through partnerships with service providers that support seniors, connected seniors to four outdoor experiences and/or programs to promote long-term physical and mental health.
  - ◆ Expanded 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.
  - ◆ Fostered nature engagement, environmental education and inclusive design by expanding the Track Trails outdoor adventure program to include multilingual signage at two parks.
  - ◆ Facilitated hikers in selecting a nature experience and increased trail use by sharing eight virtual trail experiences of County Parks on DPR's website and social media channels.
  - ◆ Expanded DPR's diversity and inclusion efforts to provide recreation programs to a wide array of customers by adding multilingual text to two seasonal program guides and their digital versions on the DPR website.
  - ◆ Expanded DPR's inclusion efforts by designing new ADA-compliant and inclusive playground equipment for San Dieguito Park, Lakeside Ballfields, Otay Lakes Park, Agua Caliente Park, Vallecitos Park, Flinn Springs Park and Hillsdale Park.



## Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Conserved 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
  - Improved efficiency and service delivery to DPR customers through the use of new and existing technology. (OE3)
    - ◆ Enhanced customer experience, improved reservation efficiency and streamlined reporting functionality by working toward the launch of a new parks reservation system. The contract for this project is anticipated to be awarded in June 2018.
  - Protected the value of existing park infrastructure through completing 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
  - Reinforced departmental excellence by providing a new customer service training to 50 entry-level staff to enhance their ability to provide exceptional park and recreational experiences to the public. (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 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)
  - Earned the following awards for departmental excellence in 2017:
    - ◆ NACPRO Environmental and Conservation Award for Tijuana River Valley Regional Park Habitat Restoration
    - ◆ California State Association of Counties (CSAC) Challenge Award for CIVICS Program
    - ◆ National Association of Counties (NACo) Achievement Award for the following: Ranger Academy, New Parks and Recreation Website and the Nature Explorers Program
    - ◆ Graphic Design USA Challenge Branding Award for the new park logo postcards and the Advertising Award for the Nighttime Camping advertisement
    - ◆ Public Relations Society of America Silver Edward Bernays Award for Integrated Communications for the Activity and Program guides, web and social media



- ◆ California Parks and Recreation Society Marketing & Communication Award for Digital Media Video for the *Ask An Expert* video series
- ◆ California Trails and Greenways Merit Award for Historic Flume Trail
- ◆ California Parks and Recreation Society District 12 Award for the Bi-Annual Warrior Hike
- Develop, maintain and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Increased cultural competence and promoted an inclusive workplace by ensuring at least 10% of DPR employees attended a culture-specific class through the Health and Human Services Agency’s The Knowledge Center. Overall, a total of 113 employees attended Multi-Cultural Customer Service training, Unconscious Bias in Hiring, Embracing Diversity and Encouraging Respect, Promoting an Inclusive Workplace, and Diversity and Inclusion for Supervisors. (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 at a DPR “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 (ERGs), activities and events. This helped employees feel valued, engaged and better prepared for career development opportunities. Additionally, staff became better prepared to maintain exceptional service levels for DPR’s diverse customers. (OE6)
    - ◆ Featured a diversity and inclusion-related article in DPR’s bi-monthly edition of the “Dispatch” employee newsletter
    - ◆ Established a diversity and inclusion committee with monthly emails and quarterly meetings
    - ◆ Partnered with several County ERGs to host educational hikes at parks throughout the region
- Value diversity and inclusion of customers and stakeholders as high priorities by ensuring recreational programming and special events are inclusive and engage a wide range of participants
  - Hosted the annual ERG picnic at Felicita County Park, with options for people of varying interests and abilities
  - Added Spanish content to seasonal Activity & Program Guides for Fallbrook, Lakeside and Spring Valley parks
  - Recorded, published, and shared DPR’s first informative video in Spanish, on the topic of hiking safety
  - Hosted free adult wheelchair lacrosse games at 4S Ranch park every Sunday
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents

- Ensured new parks are healthy spaces for a variety of recreational activities by preparing an updated Park Lands Dedication Ordinance to incorporate best practices and tools for developers and ensure community recreational needs are met. The updated ordinance will be brought to the Board of Supervisors in summer 2018. (OE7)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
  - Promoted and improved employee wellness through *Live Well San Diego*. (OE8)
    - ◆ Highlighted DPR employees participating in *Live Well San Diego* activities through the production of six in-depth news stories shared through internal and external communication platforms including the County Intranet, Facebook and Twitter.
    - ◆ Promoted park stewardship and future use by expanding *Live Well San Diego* employee participation to 250 employees in the County’s ERGs through six events designed to educate participants about parks, trails and habitats that are unique to the San Diego region.

## 2018–20 Objectives



### Building Better Health

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - Increase opportunities for the public to recreate by constructing new parks and park improvements to increase park usage and allow people to enjoy a healthy lifestyle.
    - ◆ Establish a baseline of park patronage to demonstrate where unmet recreation opportunities exist and assess opportunities to increase recreation.
    - ◆ Increase opportunities for the public to recreate by constructing ten park improvements.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it.
  - Construct two new locations for the public to engage in community gardening to provide an opportunity for residents to grow their own fruits, vegetables and plants as part of a diverse healthy food delivery system.



### Sustainable Environments/Thriving

- Cultivate a natural environment for residents, visitors and future generations to enjoy
  - Preserve the region’s natural resources by conserving, monitoring, and restoring land and educating the public on its value through passive recreational experiences.





- Increase the amount of conserved lands by 500 acres, from 49,800 to 50,300 parkland acres owned and effectively managed in Fiscal Year 2018–19 and 50,800 acres in Fiscal Year 2019–20. (SE/T4)
- Increase the trail inventory by 4 additional miles, for a total of 368 miles of trails managed in the County Trails Program in Fiscal Year 2018–19 and 373 miles in Fiscal Year 2019–20. (SE/T4)
- Plant 3,500 trees to decrease greenhouse gases in the environment. (SE/T3)
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Increase access to community spaces and provide new recreational opportunities by constructing new parks or trails within 0.5 miles of homes and by working to achieve the General Plan goal of 10 acres of local parks and 15 acres of regional parks for every 1,000 County residents. (SE/T4)
  - Construct new local parks and/or trails in five communities in the county. (SE/T4)
  - Increase park sustainability and reduce carbon footprint by maintaining the amount of annual energy generated by DPR photovoltaic systems at 590 MWh in Fiscal Year 2018–19, increasing to 600 MWh in Fiscal Year 2019–20. (SE/T3)
- All residents engage in community life and civic activities
  - Increase community participation by 5% through increased volunteerism and public meeting participation by from 5,500 people to 5,775 people through additional DPR stakeholder and community events. (SE/T6)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Continue and expand the educational program at the San Elijo Lagoon Nature Center that highlights sustainability, pollution prevention and the lagoon restoration project to serve more than 1,000 people. (SE/T3)
- ◆ Reduce staff and consultant expenditures by \$66,000 on landscape management by continuing the partnership with the Sheriff’s Civics Greenhouse program, which has inmates cultivate and plant native vegetation and trees, for restoration projects at 2 additional parks, for a total of 12 parks.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue to expand departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. (OE5)
- Develop, maintain and attract a skilled, 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 at a DPR “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 ERGs, 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)
- Make San Diego County the best in the nation for providing exceptional customer service
  - Value diversity and inclusion of customers and stakeholders as high priorities by ensuring recreational programming and special events are inclusive and engage a wide range of participants
    - ◆ Increase accessibility options at parks by establishing one new fully inclusive playground at San Dieguito County Park
    - ◆ Publish vital tree program information in the 2018 election pamphlet, translated into five languages
    - ◆ Publish two new virtual trail videos so that users of all abilities can experience more trails online
    - ◆ Establish a diversity and inclusion page on sdsparks.org where the public can collect information about DPR upgrades, programs, and related countywide initiatives and events
  - Increase the number of registered park or recreation patrons that are repeat customers from 7,200 to 7,450 for park and camping reservations, to demonstrate customer satisfaction.
  - Implement a new parks reservation system that will enhance customer experience, improve reservation efficiency and streamline reporting functionality.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Update DPR fees to assure full cost recovery of services in compliance with Board Policy B-29, Fees, Grants. Revenue Contracts – Department Responsibility for Cost Recovery while continuously looking for opportunities to gain business process efficiencies for DPR and its customers. (OE1)
  - Conserve financial resources by using volunteers to support parks and facilities, resulting in annual cost avoidance of \$2.5 million.

**Related Links**

For additional information about the Department of Parks and Recreation, refer to the website at:

- ◆ [www.sdcountry.ca.gov/parks](http://www.sdcountry.ca.gov/parks)

Follow us on Facebook and Twitter at:

- ◆ [www.facebook.com/CountyofSanDiegoParksandRecreation](https://www.facebook.com/CountyofSanDiegoParksandRecreation)
- ◆ [twitter.com/sandiegoparks](https://twitter.com/sandiegoparks)



Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Protect and preserve the region’s natural resources through the number of parkland acres owned and effectively managed	48,836	49,784	49,800	50,300	50,800
	Maintain responsible stewardship for number of miles of trails managed in the County Trails Program	363	371	364	368	373
	Increase park sustainability and reduce carbon footprint through the number of megawatt hours (MWhs) of electricity generated by DPR photovoltaic systems	667	590	590	590	600
	Plant additional trees to decrease greenhouse gases in the environment <sup>1</sup>	N/A	N/A	N/A	3,500	3,600
	Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions)	\$2.4	\$2.45	\$2.45	\$2.5	\$2.5

Table Note

<sup>1</sup> New measure effective Fiscal Year 2018–19 to reflect DPR operations.

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

**Staffing**

Net increase of 16.00 staff years

- ◆ Increase of 11.00 staff years in the Operations Division to support daily operations and maintenance of new and expanded parks facilities and programs.
- ◆ Increase of 3.00 staff years in the Resource Management Division and Development Division to support the park expansion program.
- ◆ Increase of 2.00 staff years in Administration to provide office and human resources support.

Net Increase of \$5.5 million

- ◆ Salaries & Benefits—increase of \$3.3 million due to the addition of 16.00 staff years as described above and negotiated labor agreements.

- ◆ Services & Supplies—net increase of \$0.5 million.
  - ◆ Increase of \$0.8 million in consultant contracts for regional emerging pest, and trail alignment study.
  - ◆ Increase of \$0.4 million for expansion of the Summer Night Lights program.
  - ◆ Increase of \$0.4 million in Contracted Services for preparation of historical structure assessment reports and vegetation management.
  - ◆ Increase of \$0.3 million for increased operational needs related to the daily operations and maintenance of County park facilities and open space preserves.
  - ◆ Increase of \$0.2 million due to increased activities to mitigate future public health risks.
  - ◆ Net decrease of \$1.6 million in the Major Maintenance Internal Service Fund (ISF), primarily due to the transfer of amounts for certain major maintenance projects previously reported in the Major Maintenance Improvement Plan to be capitalized in the Capital Outlay Fund.





- ◆ Other Charges—decrease of \$0.4 million due to the completion of one-time fleet purchases.
- ◆ Operating Transfers Out—increase of \$2.1 million due to the corresponding decrease of amounts for projects previously reported in the Major Maintenance ISF that will be capitalized.

- ◆ Regional assessments of emerging pests (\$0.5 million)
- ◆ Turf replacement at Clemmens Lane Soccer Field (\$0.4 million)
- ◆ One-time costs associated with negotiated labor agreements (\$0.2 million)
- ◆ Otay Valley Regional Park environmental analysis (\$0.1 million)
- ◆ Vehicle for new staff positions described above (\$0.04 million)
- ◆ \$0.8 million of Land Use and Environment Group General Fund fund balance:
  - ◆ Historical Structure Assessment reports (\$0.3 million)
  - ◆ Geographic Information Systems (GIS) tools for Trail Inventory (\$0.2 million)
  - ◆ Start-up cost for Borrego Springs Park and Horse Creek Ridge (\$0.2 million)
  - ◆ Trail Alignment Study (\$0.1 million)
- ◆ General Purpose Revenue Allocation—increase of \$3.1 million due to the addition of 16.00 staff years, negotiated labor agreements and increased operational needs for the ongoing management, monitoring, maintenance, and operations of the County’s park facilities and open space preserves including expansion of the Summer Nights youth diversion program and increased activities to mitigate future public health risks.

## Revenues

Net increase of \$5.5 million

- ◆ Taxes Current Property—increase of \$0.1 million due to projected taxes from property tax collections.
- ◆ Intergovernmental Revenues—increase of \$0.8 million due to grant revenue for the Tijuana River Valley Regional Park campground studies and the Brownfill restoration which will remove fill illegally placed by others within the Tijuana River.
- ◆ Charges for Current Services—increase of \$0.4 million due to additional customer revenue from park services, camping and recreational programs.
- ◆ 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—net increase of \$1.0 million. A total of \$4.5 million is budgeted.
  - ◆ \$3.7 million of General Fund fund balance:
    - ◆ Comprehensive Tree Program (\$2.0 million)
    - ◆ ADA Improvements at park facilities (\$0.5 million)

## Recommended Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Parks and Recreation	180.00	189.00	205.00	8.5	205.00
<b>Total</b>	<b>180.00</b>	<b>189.00</b>	<b>205.00</b>	<b>8.5</b>	<b>205.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Parks and Recreation	\$ 34,792,268	\$ 39,975,775	\$ 45,562,055	14.0	\$ 42,079,774
Park Land Dedication	72,000	63,100	69,900	10.8	69,900
Park Special Districts	3,781,448	4,003,573	3,901,371	(2.6)	3,986,864
<b>Total</b>	<b>\$ 38,645,716</b>	<b>\$ 44,042,448</b>	<b>\$ 49,533,326</b>	<b>12.5</b>	<b>\$ 46,136,538</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 20,405,386	\$ 21,304,131	\$ 24,576,229	15.4	\$ 25,496,295
Services & Supplies	16,162,553	20,067,927	20,605,445	2.7	18,428,681
Other Charges	178,000	660,671	313,500	(52.5)	90,364
Capital Assets Equipment	—	11,000	—	(100.0)	—
Expenditure Transfer & Reimbursements	—	—	(15,000)	0.0	(15,000)
Operating Transfers Out	1,899,777	1,998,719	4,053,152	102.8	2,136,198
<b>Total</b>	<b>\$ 38,645,716</b>	<b>\$ 44,042,448</b>	<b>\$ 49,533,326</b>	<b>12.5</b>	<b>\$ 46,136,538</b>





Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 1,944,090	\$ 2,009,015	\$ 2,134,612	6.3	\$ 2,187,777
Taxes Other Than Current Secured	14,750	14,700	14,950	1.7	14,950
Licenses Permits & Franchises	60,200	50,450	54,950	8.9	54,950
Revenue From Use of Money & Property	1,167,882	1,208,856	1,171,938	(3.1)	1,173,570
Intergovernmental Revenues	960,987	686,800	1,502,919	118.8	1,400,750
Charges For Current Services	6,060,054	6,922,113	7,270,198	5.0	7,304,194
Miscellaneous Revenues	588,644	488,271	464,100	(5.0)	382,100
Other Financing Sources	1,899,777	1,998,719	2,038,870	2.0	2,136,198
Fund Balance Component Decreases	—	265,667	339,463	27.8	422,483
Use of Fund Balance	1,819,064	3,494,404	4,531,441	29.7	76,375
General Purpose Revenue Allocation	24,130,268	26,903,453	30,009,885	11.5	30,983,191
<b>Total</b>	<b>\$ 38,645,716</b>	<b>\$ 44,042,448</b>	<b>\$ 49,533,326</b>	<b>12.5</b>	<b>\$ 46,136,538</b>





# Planning & Development Services

## Mission Statement

Through operational excellence and attention to customer service, Planning & Development Services strives to balance community, economic and environmental interests to ensure the highest quality of life for the public in the unincorporated region of San Diego County.

## Department Description

Planning & Development Services (PDS) enhances the quality of communities and ensures the health and safety of residents by facilitating high quality development, protecting natural resources and implementing the General Plan and land development ordinances in the unincorporated region. PDS is responsible for long-range planning which determines how communities will grow. PDS analyzes privately-initiated land development projects to ensure compliance with land use regulations and makes recommendations to the Board of Supervisors and the County Planning Commission based on that analysis. 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, Planning & Development Services has 223.00 staff years and a budget of \$49.9 million.



## 2017–18 Anticipated Accomplishments

### Living Safely

- 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 sidewalk access to community facilities and further improves bike and trail pathways in the unincorporated county. This plan will go to the Board of Supervisors for consideration in fall 2018. (LS2)
  - Ensured high quality, smart growth, and safe construction of communities were achieved through the review and approval of (land development projects, which balanced community, economic and environmental interests.
    - ◆ Received approval for 390 discretionary permits, meaning permits that had to be approved by a decision maker, either the Director of PDS, the Zoning Administrator, the Planning Commission, or the Board of Supervisors, throughout the unincorporated county.
  - Reduced safety risks by ensuring buildings and improvements were designed and constructed in accordance with building safety codes. This included reviewing building plans, explaining code requirements to customers and conducting building inspections.
    - ◆ Reviewed 16,481 proposed building plans to ensure structures were properly and safely designed; exceeding the projection of 15,000 building plans.
    - ◆ Helped 54,354 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance; exceeding the projection of 45,000 customers.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

- ◆ Conducted 35,131 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 inspections.
- ◆ Promoted safe communities through the plan check and inspection of 948 new homes; exceeding the projection of 600 new homes.
- Applied a team-based approach to address code compliance concerns. (LS3)
  - ◆ Resolved 60% of debris and waste complaints within 6 months of initial notice to the property owner; exceeding the goal of 40%.
  - ◆ Increased the number of code cases closed through voluntary compliance from 3.6% in Fiscal Year 2016–17 to 10% in Fiscal Year 2017–18; achieving the goal of 10% and increasing customer satisfaction.
  - ◆ Ensured strong functional threading through participation on the Land Use and Environment Group (LUEG) Compliance Team, which meets bi-weekly to discuss cross-departmental comprehensive approaches to resolve complex compliance issues that threatened the health and safety of the community.
- Responded to emerging public health risks, including the Lilac Fire and hepatitis A outbreak, to help protect and inform residents of opportunities to actively protect their health and well-being. (LS3)

- Coordinated public outreach efforts to assure substantial public input for various high profile County projects.
  - ◆ Held public meetings, focus groups and one-on-one meetings in preparation and development of the Climate Action Plan (CAP) and responded to 148 comment letters received on the Draft Supplemental Environmental Impact Report during the public comment period.
  - ◆ Received an Association of Environmental Professionals Outstanding Public Involvement Award in 2017 for the CAP.
  - ◆ Engaged with Community Sponsor Groups and individual property owners affected by the completion of the biennial General Plan clean up in November 2017 so that various stakeholders’ interests could be considered by the Board of Supervisors.
  - ◆ Negotiated with stakeholders in San Luis Rey, San Diego River and San Pasqual basins and successfully entered into Memorandum of Understandings to complete groundwater sustainability plans and manage the groundwater basins, as required by the State.
- 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 the outreach necessary to implement the Purchase of Agricultural Conservation Easements (PACE) program. The PACE program supported the local agriculture industry and the preservation of community character by preserving approximately 50 acres of agricultural land, less than the goal of preserving 230 acres. Since the PACE program began in Fiscal Year 2013–14, the County has compensated 24 property owners more than \$5.0 million and permanently preserved 1,811 acres of land for agriculture.
  - ◆ Conducted extensive outreach for the Multiple Species Conservation Program (MSCP) Draft North County Plan to gather input from interested stakeholders; held 33 meetings with more than 100 diverse stakeholders, including a 9-member Steering Committee.
  - ◆ Conducted four focus group meetings on the MSCP South County Plan to add the Quino checkerspot butterfly to the list of covered species, to solicit input, identify additional data sources and determine concerns from surrounding jurisdictions and stakeholders.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency, through streamlined permit processing.



### Sustainable Environments/Thriving

- 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 (i.e., website, Govdelivery, mailings, and presentations) to better understand customer expectations and needs and adjust services as appropriate. (SE/T2)
- Improved customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan.
  - ◆ Continued working towards the completion of two community plan updates to improve consistency and thread the community plans to the General Plan’s goals and policies.
  - ◆ Held two public workshops in Alpine as part of the Community Plan update process, with anticipated completion in Fiscal Year 2018–19.
  - ◆ Identified options for community revitalization in the Casa de Oro area to address concerns regarding property maintenance and infrastructure.





- ◆ Promoted renewable energy generation in the unincorporated areas of the county through the plan check and inspection of solar system capacity of 55,656 kilowatts. This is enough solar energy to power roughly 5,322 California homes for a year.
- ◆ Completed review of seven discretionary projects, which achieved zero net emissions (i.e., carbon neutral) through the provision of on-site solar photovoltaic systems and the purchase of carbon offset credits.
- Received Board of Supervisors’ approval of the CAP in February 2018. The CAP includes requirements for residential and non-residential development with the goal of improving building energy efficiency and increasing water efficiency. (SE/T2)
- Received Board of Supervisors’ approval to revise an ordinance revision to allow delegation of Final Map approval to the Director of Planning & Development Services to streamline Final Map processing times and reduce Final Map processing costs. The goal is to reduce Final Map application processing times by six weeks, while also reducing costs. (SE/T1)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Facilitated and incorporated input from the community in the discretionary land development and planning process by working with Community Planning/Sponsor Group Chairs as part of their monthly meetings, and with Chairs during quarterly meetings.
- ◆ Streamlined program operations and enhanced customer service by implementing technology that offers Land Development Grading Permit Application submittal and online appointments, as well as Code Compliance Field Initiated Complaint Officer (FICO) stamps and Code Compliance specific case or general appointments online.
- ◆ Increased public access to information online and met customer requests for information ensuring consistency, transparency and customer confidence by providing access to various documents, including Board decisions, California Environmental Quality Act documents, use permits, studies and more, through 23,000 page views in the online PDS Document Library.
- Responded to 120 customers who submitted code compliance complaints to PDS through the “Tell Us Now!” mobile application (“app”). With the “Tell Us Now!” app residents can report non-emergency problems to the departments within the Land Use & Environment Group, including reporting code compliance issues (e.g. graffiti, abandoned vehicles) in the unincorporated area. (OE3)
  - ◆ Upgraded mapping applications to improve customer service through enhanced compatibility with all common web browsers. These mapping upgrades resulted in decreased review time for internal mapping services, and enhanced usability.
  - ◆ Created and used a mobile damage assessment tool app during the Lilac Fire response, which expedited the compiling of data from the field.
  - ◆ Created a return on investment calculator tool to analyze potential and realized cost savings from new technology projects implemented by PDS. As an example, PDS applied the calculator tool to an analysis of the department’s “Permit Analysis Initial Research Tool” and calculated a savings of almost \$1.7 million and 48,500 staff hours since its implementation in 2014.
  - ◆ Implemented an electronic correction list for electrical, plumbing, and mechanical items to improve efficiencies and consistency of commercial building plan reviews and reduce staff processing time. This approach enables generation of clear and concise plan check comments for customers and staff, promotes uniform code application, and saves paper. An estimated 300 electric, plumbing, and mechanical projects were reviewed using the new list.
- Continued development of the performance management program to ensure adequate resources are planned for and secured to provide services to the public and, when applicable, provided information to all customers, ensuring consistency, transparency and customer confidence. (OE4)



### Operational Excellence

- Align services available to resources to maintain fiscal stability
  - Assured full cost recovery for services in compliance with Board Policy B-29, Fees, Grants. Revenue Contracts – Department Responsibility for Cost Recovery, including completion of a cost recovery proposal approved by the Board of Supervisors, while continuously looking for opportunities to achieve business process efficiencies for PDS and for our customers.
  - Continued employee participation in financial literacy training classes by incorporating budget and fiscal training into various department monthly staff meetings, 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.
  - Used technology to improve customer service and gain efficiencies. (OE3)



- ◆ Through the application of proactive case and project management principles and techniques, PDS is closely tracking its caseloads for processing land development projects and proactively managing the cases to ensure time standards are met, thereby enhancing the customer experience.
- 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 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)
  - Ensured a positive customer experience by: (OE5)
    - ◆ Maintaining an average Permit Center wait time of 24 minutes or less.
    - ◆ Maintaining an average Permit Center counter transaction time of 32 minutes or less.
    - ◆ Maintaining an average turnaround time of 23 days or less for the first review of residential building plans.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Continued participation in the PDS Workforce Development Program and LUEG-wide Workforce Development programs to cultivate, retain and attract a workforce that has the skills, talent and commitment to achieve organizational excellence. (OE6)
    - ◆ Completed “Project Management 101” training for 267 LUEG staff, and “Project Management 201” for 50 LUEG staff. Of those, 104 PDS staff attended “Project Management 101” and 11 PDS staff attended “Project Management 201.”
    - ◆ Implemented a robust new employee orientation and overview process to better engage staff in PDS processes and principles on an ongoing basis, including creating a seven-part series of “Nuts and Bolts” training courses.
  - Maintained diversity and inclusion of staff by regularly discussing the importance of these values with staff members at all levels of the department, including offering trainings to enhance education and awareness and 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 PDS’s diverse customers. (OE6)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents

- Promoted community participation and input into land development projects, policies and the development of Community and Subregional Plans through facilitating four meetings with the Land Development Industry Advisory Group and four User Group meetings with private engineers to streamline land development processes.
- ◆ Conducted extensive outreach and engagement with stakeholders including Community Planning Groups, residents, industry and intergovernmental partners to seek input in developing the County Climate Action Plan (CAP) with its goal of reducing greenhouse gas (GHG) emissions, vehicle miles traveled, and improving air quality.
- Worked closely with the Building Industry Association to identify and begin implementing options to address the ongoing housing affordability crisis, including process streamlining, regulatory relief, and participation incentives.

## 2018–20 Objectives



### Living Safely

- 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 completion and Board of Supervisors approval of the Active Transportation Plan that assists in prioritizing sidewalk access to community facilities and further improves bike and trail pathways in the unincorporated county. (LS2)
- Ensure that high quality safe communities are achieved through the review and approval of permits for 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 15,000 anticipated building plans to ensure that structures are properly and safely designed per the building code.
  - ◆ Help 50,000 anticipated customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
  - ◆ Conduct 32,000 anticipated 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 an anticipated 600 new permit applications for new homes.
- Address code compliance concerns through a variety of means, including education and outreach, to help assure compliance without the need for punitive enforcement. (LS3)
  - ◆ Close 40% of code compliance-related cases opened within a one year period.
  - ◆ Ensure efficiency and collaboration through participation on the LUEG Compliance Team with 22 cross-departmental meetings per Fiscal Year, to improve services by alleviating confusion when authority from multiple jurisdictions applies to cases. This multi-departmental team uses a comprehensive approach to resolve large, complex County Code compliance issues that may threaten the health and safety of the community, with an outcome of addressing community concerns.
  - ◆ Resolve 40% of debris and waste complaints within 6 months of initial notice to the property owner.



### Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on the sustainability, pollution prevention and strategic planning
  - Implement the CAP measures to reduce GHG emissions by 132,000 metric tons by 2020 to meet State requirements, and reduce the unincorporated county’s impact on the climate. (SE/T3)
- Provide and promote services that increase consumer and business confidence
  - Facilitate the development of affordable housing in the unincorporated county through the reduction of permit processing time and costs for projects, and promotion of the production and acceptance of affordable housing through education outreach to developers, non-profit housing groups, the public, community and industry groups. (SE/T2)
    - ◆ Complete 75% of first round plan reviews for new single family dwelling building permit applications within 15 business days following submittal.
    - ◆ Complete 75% of grading plan reviews within 10 business days following submittal.
    - ◆ Work with the Building Industry Association to create outcome-based performance measures for PDS to track progress toward achieving process streamlining, regulatory relief, and participation incentives to address housing affordability.

- 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. (SE/T2)
- Improve customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan.
  - ◆ Complete an update to the Alpine Community Plan, and begin an update to the Valley Center Community Plan, to improve consistency with the 2011 General Plan, Land Development Code, CAP, Multiple Species Conservation Program, Active Transportation Plan (ATP) and other related plans/programs, to include public stakeholder outreach meetings, a dedicated project website, and Community Planning Group meetings.
- Protect the environment and preserve community character through the efficient application of planning, engineering and environmental regulations in the management of land development permit applications for discretionary projects.
  - ◆ Continue implementation of the PACE program, which supports the local agricultural industry and the preservation of community character with the goal of preserving approximately 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 by providing at least three different outreach materials to a wide array of potential solar system users.
- Develop and implement Groundwater Sustainability Plans (GSPs) to achieve long-term groundwater sustainability in four groundwater basins, as required by the SGMA.
  - ◆ Conduct comprehensive public outreach to develop the GSP for the Borrego Valley Basin, which will be considered by the Board of Supervisors in 2020.
- 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

- Align services available to resources to maintain fiscal stability



- Update PDS fees to assure full cost recovery of services in compliance with Board Policy B-29, Fees, Grants. Revenue Contracts – Department Responsibility for Cost Recovery while continuously looking for opportunities to gain business process efficiencies for PDS and its 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 15% of PDS staff, in order to increase 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 service 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. (OE5)
  - Ensure a positive customer experience by: (OE5)
    - ◆ Achieving an average turnaround time of 15 business days or less for the first review of residential building plans.
    - ◆ Increase the voluntary code compliance rate from 10% to 12% through ongoing education and outreach methods in place of punitive compliance options.
    - ◆ Achieve an average Permit Center counter wait time of 20 minutes or less.
    - ◆ Achieve an average Permit Center counter transaction time for residential permits of 30 minutes or less.
- 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 by: regularly discussing the importance of these values with staff members at all levels of the department; offering trainings to enhance education and awareness; 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)
  - 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)
    - ◆ Evaluate the success of Project Management training through regular meetings with the newly established outcome committee to ensure continued retention and application of these vital skills.
- ◆ Continue to implement a robust orientation and overview process to better engage staff in PDS processes and principles on an ongoing basis through quarterly PDS New Employee onboarding trainings.
- ◆ Conduct monthly “Nuts and Bolts” training courses so all PDS employees have a solid understanding of key business areas and concepts.
- 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.
    - ◆ Continue to engage residents in identifying and defining the vision for the Alpine Community Plan update through project website updates, workshops, and Community Planning Group meetings.
    - ◆ Complete the Camp Lockett Master Plan to protect the historic character of the area and to add a new educational museum and health-related community services.
    - ◆ Update the Ramona Form Based Code to ensure consistency with new State guidelines, and expand the Code to include additional properties, as requested by the community.
    - ◆ Complete the Local Coastal Program Implementation Plan (i.e., zoning) for the western portions of San Dieguito to streamline permit processing.
    - ◆ Develop a framework for a comprehensive update to the Land Development Code, including design guidelines for villages, and modern, simplified, and user-friendly regulations.
    - ◆ Initiate the Valley Center Community Plan update and engage residents through project website updates, presentations at Community Planning and Sponsor Group meetings, and workshops.
    - ◆ Obtain approval of the Board of Supervisors for a Zoning Ordinance clean-up to address minor corrections, edits, and changes in State law.
    - ◆ Finalize the Property Specific Requests to ensure the land use and zoning
    - ◆ designations are consistent with the 2011 Updated General Plan and bring to the Board for consideration.

## Related Links

For additional information about Planning & Development Services, refer to the website at:

- ◆ [www.sdcounty.ca.gov/pds](http://www.sdcounty.ca.gov/pds)








Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Review proposed building plans to ensure structures are properly and safely designed <sup>1</sup>	86% of 12,959 plans	100% of 15,000 plans	100% of 16,481 plans	100% of 15,000 plans	100% of 15,000 plans
	Assist customers navigating the building permit and inspection process by explaining code requirements and exploring options to achieve compliance <sup>2</sup>	100% of 51,181 customers	100% of 45,000 customers	100% of 54,354 customers	100% of 50,000 customers	100% of 50,000 customers
	Conduct building inspections during construction to ensure structures are built in accordance with approved building plans <sup>1</sup>	100% of 33,129 inspections	100% of 32,000 inspections	100% of 35,131 inspections	100% of 32,000 inspections	100% of 32,000 inspections
	Promote safe communities through the plan check and inspection of new homes <sup>1</sup>	578	600	948	600	600
	Resolve debris and waste complaints within 6 months of initial notices to the property owner <sup>3</sup>	58%	40%	60%	40%	40%
	Preserve agricultural acres under the Purchase of Agricultural Easements (PACE) Program <sup>4</sup>	376	230	50	230	230
	Average turnaround time for first review of residential building plans (in business days) <sup>5</sup>	22	13	23	15	15
	Average Permit Center counter wait time (in minutes) <sup>5</sup>	23	20	24	20	20
	Average Permit Center counter transaction time for residential permits (in minutes) <sup>5</sup>	35	30	32	30	30
	Increase the number of cases closed through voluntary compliance	306 <sup>^</sup>	10%	10%	12%	12%

Table Notes

<sup>1</sup> Fiscal Year 2017–18 results exceed the projected amounts due to a surge in building construction.

<sup>2</sup> The number of customers exceeds the projected amount for Fiscal Year 2017–18 due to changes in State Code and the new Municipal Separate Storm Sewer Systems (MS4) permit which generated additional questions from customers.

<sup>3</sup> Fiscal Year 2017–18 results significantly exceeded the target due to streamlining the assignment of debris and solid waste complaints and addressing other inefficiencies in the process.

<sup>4</sup> PACE anticipates achieving the goal by the end of calendar year 2018.

<sup>5</sup> Fiscal Year 2017–18 results were impacted by an unanticipated surge in workload due to increased building construction and fire recovery efforts.



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

### Staffing

Net increase of 7.00 staff years. Increase of 7.00 staff years in Advance Planning (5.00) to support development of GSPs and implementation of the CAP; Code Compliance (1.00) to support ongoing code compliance-related work to mitigate future public health risks; and Support Services (1.00) to provide additional fiscal support to divisions due to increased workload.

### Expenditures

Net increase of \$5.0 million

- ◆ Salaries & Benefits—increase of \$3.3 million reflects the staffing changes noted above, step increases, and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$1.7 million primarily due to a \$2.1 million increase in consultant contracts and Professional & Specialized Services for one-time or mandated programs including implementing the SGMA, the CAP program, and code compliance work to mitigate future public health risks, which is partially offset by a decrease of \$0.3 million in Internal Service Fund reductions (\$0.2 million in Public Liability expenses, and \$0.1 million primarily in Information Technology), and a decrease of \$0.1 million in various other Services & Supplies accounts.

### Revenues

Net increase of \$5.0 million

- ◆ License Permits & Franchises—net increase of \$1.2 million due to increased demand for services and approved increases in building permit fees, partially offset by fee waiver permits.
- ◆ Intergovernmental Revenues—increase of \$0.3 million due to the State SGMA grant.
- ◆ Charges for Current Services—increase of \$1.2 million due to increased demand for services; approved increases in charges for various land development projects in the county; building plan check fees; and internal agreement charges to other county non-General Fund departments.
- ◆ 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 \$2.1 million. A total of \$10.1 million is budgeted:
  - ◆ \$5.8 million of General Fund fund balance:

- ◆ PACE program (\$1.5 million)
- ◆ SGMA phase 2 (\$2.35 million)
- ◆ CAP monitoring, reporting, updating and advancing measures (\$0.54 million)
- ◆ CAP community plans (\$0.72 million)
- ◆ CAP Renewable Energy Program (\$0.19 million)
- ◆ CAP ordinance/policy development (\$0.10 million)
- ◆ CAP tree canopy assessment (\$0.02 million)
- ◆ CAP Building Program implementation (\$0.15 million)
- ◆ Retain General Plan Land Use Density Capacity Program (\$0.1 million)
- ◆ New code compliance vehicle (\$0.03 million)
- ◆ One-time costs associated with negotiated labor agreements (\$0.10 million)
- ◆ \$4.3 million of LUEG General Fund fund balance for:
  - ◆ Qmatic upgrade (\$0.25 million)
  - ◆ Conversion of Performance Matrix and SQL Server Report Services Report (\$0.23 million)
  - ◆ Commercial and industrial project development progress tracking program (\$0.15 million)
  - ◆ Nuisance abatement (\$0.15 million)
  - ◆ Get Well 2.0 code compliance project(\$0.25 million)
  - ◆ Rebudget for the MS4 Accela Update (\$0.10 million)
  - ◆ Rebudget for the Environmental Justice Element policy update(\$0.08 million)
  - ◆ Rebudget for one-time funding related to various information technology projects (\$0.60 million)
  - ◆ Rebudget for the General Plan Amendment for Property Specific Requests (\$0.10 million)
  - ◆ Rebudget for Community Plan Updates (\$0.07 million)
  - ◆ Rebudget for residential density rounding (\$0.25 million)
  - ◆ Rebudget for the Zoning Ordinance update (\$0.90 million)
  - ◆ Rebudget for General Plan Policy Land Use Amendment (\$0.43 million)
  - ◆ Rebudget for Resource Protection Ordinance (\$0.20 million)
  - ◆ Rebudget for Multiple Species Conservation Program (\$0.14 million)
  - ◆ Rebudget for Camp Lockett Program (\$0.16 million)
  - ◆ Rebudget for building permit fee waivers related to Firestorm 2007 (\$0.24 million)
- ◆ General Purpose Revenue Allocation—increase of \$4.3 million for the Homeowner Relief and Green Building Permit fee waiver programs (\$2.2 million), growth in Salaries & Benefits from the addition of 7.00 staff years (\$0.9 million), increased contributions for the SanGIS program (\$0.1 million), ongoing code compliance-related work to mitigate future public health risks (\$0.3 million) and step increases and negotiated labor agreements (\$0.9 million).





## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Administration	16.00	17.00	19.00	11.8	19.00
Advance Planning	17.00	24.00	29.00	20.8	29.00
Project Planning	59.00	61.00	60.00	(1.6)	60.00
Land Development	24.00	25.00	25.00	0.0	25.00
Building Services	49.00	52.00	52.00	0.0	52.00
Code Compliance	17.00	24.00	25.00	4.2	25.00
LUEG GIS	9.00	8.00	9.00	12.5	9.00
SanGIS COSD	4.00	5.00	4.00	(20.0)	4.00
<b>Total</b>	<b>195.00</b>	<b>216.00</b>	<b>223.00</b>	<b>3.2</b>	<b>223.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Administration	\$ 4,220,288	\$ 5,415,604	\$ 6,185,500	14.2	\$ 5,038,575
Advance Planning	7,339,549	9,775,984	12,259,618	25.4	4,218,230
Project Planning	9,135,318	9,533,543	9,956,519	4.4	10,038,421
Land Development	3,947,836	4,220,612	4,550,331	7.8	4,650,750
Building Services	9,296,416	10,102,499	9,990,949	(1.1)	9,615,935
Code Compliance	2,503,398	3,353,334	4,199,355	25.2	4,142,541
LUEG GIS	1,517,414	1,463,351	1,735,704	18.6	1,792,314
SanGIS COSD	849,671	995,194	975,323	(2.0)	1,018,615
<b>Total</b>	<b>\$ 38,809,890</b>	<b>\$ 44,860,121</b>	<b>\$ 49,853,299</b>	<b>11.1</b>	<b>\$ 40,515,381</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 25,048,862	\$ 28,337,088	\$ 31,655,449	11.7	\$ 32,541,793
Services & Supplies	13,921,028	16,862,867	18,602,684	10.3	8,429,422
Capital Assets Equipment	15,000	60,000	51,000	(15.0)	—
Expenditure Transfer & Reimbursements	(175,000)	(399,834)	(455,834)	14.0	(455,834)
<b>Total</b>	<b>\$ 38,809,890</b>	<b>\$ 44,860,121</b>	<b>\$ 49,853,299</b>	<b>11.1</b>	<b>\$ 40,515,381</b>





Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 4,225,553	\$ 4,435,346	\$ 5,629,372	26.9	\$ 5,629,372
Fines, Forfeitures & Penalties	205,703	205,703	225,404	9.6	348,245
Revenue From Use of Money & Property	500	1,000	1,000	0.0	1,000
Intergovernmental Revenues	542,121	662,040	978,274	47.8	565,461
Charges For Current Services	14,828,691	15,436,932	16,665,968	8.0	16,717,509
Fund Balance Component Decreases	—	161,271	213,373	32.3	271,987
Use of Fund Balance	9,766,904	12,144,093	10,078,419	(17.0)	—
General Purpose Revenue Allocation	9,240,418	11,813,736	16,061,489	36.0	16,981,807
<b>Total</b>	<b>\$ 38,809,890</b>	<b>\$ 44,860,121</b>	<b>\$ 49,853,299</b>	<b>11.1</b>	<b>\$ 40,515,381</b>







# Public Works

## Mission Statement

The Department of Public Works preserves, enhances and promotes quality of life and public safety through the responsible development and maintenance of reliable and sustainable infrastructure and services in the unincorporated region.

## 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 525.00 staff years, 156 contracts and a budget of \$313.9 million.



- Incorporated bike lanes and Americans with Disabilities Act compliant pedestrian facilities in 100% of road capacity improvements (i.e., projects that widen roads or add lanes or features to handle increased traffic volume) to enhance the safety of pedestrians and bicyclists choosing to walk or ride a bicycle to their destination.

### Strategic Initiative Legend

BBH	LS	SE/T	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.

### Living Safely

- 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 prioritizes sidewalk access 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 2018. (LS2)
  - ▣ Responded to emerging public health risks, including the Lilac Fire and hepatitis A outbreak, to help protect and inform residents of opportunities to actively protect their health and well-being. (LS3)
  - Operated the sanitary sewer system with 3 Sanitary Sewer Overflows (SSOs) that exceeded 1,000 gallons, missing the goal of no 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, timely response by County crews minimized public health and environmental risks.
    - ◆ Cleaned 430 miles of 12-inch diameter sewer lines to prevent overflow from potential clogs, exceeding the goal of 390 miles.
    - ◆ 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, exceeding the goal of 25 miles.

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
  - Staff designed and constructed sidewalks at five locations identified in the Fiscal Year 2016-17 Pedestrian Gap Analysis and two additional locations in Lakeside. These projects resulted in approximately 6,500 additional feet of sidewalks which will enhance pedestrian safety, accessibility, and walkability for those living in the unincorporated communities.

- ◆ Installed 32 in-line monitors at critical sewer locations to provide early warnings of potential sanitary sewer overflows. At least three likely sewer overflows were averted due to real-time notifications of sewer blockages, directly protecting public health, property, and the environment, and saving significant public funds that would have been required to respond and mitigate sewer spills and backups.
- Ensured that County bridges are safe for public use. (LS3)
  - ◆ 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 maintenance or construction to 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 93% of the time (less than the goal of 100%, due to severe winter weather and the Lilac Fire) by implementing immediate responses to inclement weather, roadway hazards and natural disasters.
- Maintained County roadway infrastructure in good condition to provide for reduced impact to vehicles, enhanced road safety and improved transportation facilities for customers. (LS2)
  - ◆ With the Department of Strategy and Intergovernmental Affairs, advocated at the federal level for additional funding by maximizing the opportunity for federal grants and other funding opportunities.
  - ◆ Implemented the first year of a 5-year program to increase the Pavement Condition Index (PCI) from 60 to 70 by the end of Fiscal Year 2021–22, and achieved a PCI level of 61 in Fiscal Year 2017–18.
- Replacing 20% (860) low pressure sodium street lights with energy-efficient LED streetlights. The department met the first year goal of a 5-year program to upgrade all County-maintained streetlights to LED. The program is funded by an assessment increase approved by the Board of Supervisors in Fiscal Year 2016–17 and will result in safer streets, improved customer service, and reduced carbon emissions. Sustained an efficient inspection and maintenance program that achieved a 98% runway availability rate at the County's five largest airports, exceeding the goal of 95%, which supports emergency responders, local, regional and international businesses and aviators.

urban runoff pollution) entering County storm drains that continually flow during dry weather, indicating that the flow is not caused by rain, but by human activity (e.g., car washing, lawn watering, etc.) (SE/T2)

- ◆ Approximately 1,150 stormwater inspections were conducted on 979 private development projects and 141 inspections on 24 capital improvement projects.
- Protected a sustainable watershed by improving the health of local waters and minimizing downstream pollutants. (SE/T2)
  - ◆ 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. This amount is less than the goal of 25,000 cubic yards; however the reduction in debris can be attributed to a year with less rainfall than anticipated in the unincorporated region.
  - ◆ High school students achieved a 70% average score on knowledge tests administered after watershed education presentations to improve knowledge about ways to prevent water pollution.
  - ◆ Provided Qualified Stormwater Pollution Prevention Program (SWPPP) Practitioner (QSP) or Qualified SWPPP Developer (QSD) training to 100% (20) 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 100% (24) of DPW Capital Improvement Program (CIP) construction sites.
  - ◆ Received two National Association of Counties (NACo) Awards for work on Stormwater Compliance and Watershed Protection, both for guidance provided to customers on ways to improve water quality.
  - ◆ Received an Outstanding Innovation for Green Planning and Design Award from the Association of Environmental Professionals, San Diego Chapter 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 1 notice of violation, which was remedied within 24 hours, but was more than the goal of 0.
  - ◆ Provided monitoring through monthly inspections at each of the closed landfill and burn sites, and tracked notices of violation.
  - ◆ To continue to divert waste from landfills, meet State mandates and promote sustainable management of resources, the unincorporated area achieved a 61% diversion rate for calendar year 2016.



### Sustainable Environments/Thriving

- Enhance 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 water quality was improved by achieving an 20% reduction in the volume of water (i.e.,



- ◆ Increased recycling awareness and participation through 700 outreach/compliance visits including inspections, trainings, site visits, community events and school presentations for 10,000 attendees.



## Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to customers
  - Maintained an effective map checking system that provided 100% (3,800) of map reviews and comments within 20 working days for professional submittals of Records of Survey and Corner Records, which provided for planning, development, infrastructure and services that strengthened the local economy and increased consumer and business confidence. (OE4)
  - Together with additional departments in the Land Use & Environment Group (LUEG), implemented the “Tell Us Now!” mobile application (“app”) for customers to submit complaints or road service requests. With the “Tell Us Now!” app, residents can report to DPW non-emergency problems (e.g., potholes, drainage issues, etc.) and code compliance issues (e.g. graffiti, abandoned vehicles) within the unincorporated area. (OE3)
  - 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 funding to address anticipated maintenance needs. Staff successfully worked with property owners in 40% (10 of 25) of the PRDs to develop work plans, conduct rate increases, and close PRDs that no longer desire continued maintenance services.
- 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 the department and for 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.
- ◆ State laws and regulations require that the County maintain funding for 30-years of post-closure maintenance costs for the San Marcos Landfill. Funds to support the post-closure costs are kept in the Environmental Trust Fund, which also funds maintenance of closed landfills and burn sites maintained by the County. Based on historical maintenance costs of the San Marcos Landfill, the California Department of Resources Recycling and Recovery (CalRecycle) approved the County’s request to reduce the amount required to be retained for post-closure costs by approximately \$6.0 million. The savings will be used to preserve the Environmental Trust Fund for ongoing maintenance costs.
  - ◆ The Strategic Plan to Reduce Waste was completed and received by the Board of Supervisors in April 2017. The Plan proposed an increase to the solid waste hauler franchise fee, which had not been changed since its inception in 1997. The Board-adopted fee increase provides a sustainable funding solution for this program and its goal to achieve 80% waste diversion by 2030.
    - 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 understanding of individual and collective contributions 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 the workforce through trainings, mentoring and by other means to help employees grow. “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.
    - ◆ There were 46 staff who attended the LUEG Leadership Development Model workshops and 36 staff who attended a LUEG-wide customer service training.
- 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 “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. (OE6)

- ◆ Highlighted the importance of cultural differences and respect for each other at the workplace at all-hand meetings, monthly staff meetings, and at a presentation to the California Environmental Health Association.
- ◆ Developed recommendations to improve accessibility to County services for customers with disabilities and selected diversity and inclusion goals for Fiscal Year 2018–19 in the areas of Leadership, Recruitment & Retention, Staff Development & Advancement, Communications and Customer Service.
- ◆ Communicated and promoted the values of diversity and inclusion by conducting various trainings and activities for staff and Champions that included a screening of “The Music of Strangers” at the County Operations Center.

## 2018–20 Objectives



### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Ensure strong collaboration through participation in 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. (LS3)
  - Maintain County roadway infrastructure in good condition to provide for reduced impact to vehicles, enhanced road safety and improved transportation facilities for customers. This will be accomplished by implementing the second year of a five-year program to increase the Pavement Condition Index from 60 to 63 by the end of Fiscal Year 2018–19 and to 70 by the end of Fiscal Year 2021–22. In April of 2017, the Governor approved the Road Repair & Accountability Act of 2017, also known as Senate Bill 1 (SB 1), which provides additional road maintenance funding to California counties. For the County of San Diego, SB 1 is estimated to provide approximately \$538 million in new transportation funding over the next 10 years. In Fiscal Year 2016-17, the Board approved up to \$28 million of advance funding from the General Fund to supplement SB 1 revenue. However, a repeal of SB 1 could be placed before the voters in November 2018. DPW is monitoring the repeal efforts closely. If SB 1 is repealed, DPW will return to the Board to discuss the impacts of the funding reduction on the County’s road maintenance program and operations. (LS2)

- ◆ Replace an additional 20% (860) Low Pressure Sodium streetlights on residential streets with energy-efficient LED streetlights using remote access technology that will allow staff to troubleshoot and repair inoperable lights within one working day. This will result in improved customer service and reduced carbon emissions. This is the second year of 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. (LS3)
  - ◆ To provide for public safety, ensure 100% (12) 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 after the end of an emergency 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters. (LS3)
- 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. (LS3)
- Ensure strong functional threading through continued 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. (LS3)



### Sustainable Environments/Thriving

- 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 water quality will be improved by achieving a 30% reduction in the volume of water (i.e., urban runoff pollution) entering county storm drains that continually flow during dry weather, indicating that the flow is not caused by rain, but by human activity (e.g. car washing, lawn watering, etc.). (SE/T3)
- To enhance the environment and improve water quality in the region, perform stormwater inspections using highly skilled and certified staff to facilitate MS4 permit compliance during the construction phase on 100% of private development and capital improvement projects. As these inspections occur, industry knowledge of stormwater best management practices will increase. (SE/T3)
- Protect a sustainable watershed by minimizing downstream pollutants. (SE/T3)
  - ◆ 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.
- Align services available to resources to maintain fiscal stability
  - Update DPW fees to assure full cost recovery for services in compliance with Board Policy B-29, Fees, Grants. Revenue Contracts – Department Responsibility for Cost Recovery while continuously looking for opportunities to gain business process efficiencies for DPW and its customers. (OE1)
  - 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 if the assessments/special taxes residents are paying are sufficient to maintain the roads. For PRDs that have inadequate funding, communicate funding options to 100% of the PRDs by Fiscal Year 2018–19. (OE1)
- 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. (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 any “all hands” staff meetings; 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. (OE6)



## Operational Excellence

- 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)
- 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)
- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
  - Staff will begin design for prioritized sidewalk locations identified in the Fiscal Year 2016–17 Pedestrian Gap Analysis to enhance pedestrian safety, accessibility, and walkability for those living in the unincorporated communities. (OE7)


## Related Links

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

- ◆ [www.sdcounty.ca.gov/dpw](http://www.sdcounty.ca.gov/dpw)





Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	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 <sup>1</sup>	87%	100%	93%	N/A	N/A
	Working with law enforcement and other agencies, road maintenance crews will ensure safe, open roads within 24 hours after the end of an emergency 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters. <sup>2</sup>	N/A	N/A	N/A	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 <sup>3</sup>	3 spills over 1,000 gallons	0	3 spills over 1,000 gallons	0	0
	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	100%	95%	98%	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. This will be accomplished by implementing a five-year program to increase the Pavement Condition Index (PCI) from 60 to 70 by the end of Fiscal Year 2021-22	60 PCI	≥ 61 PCI	61 PCI	≥ 63 PCI	≥ 65 PCI





Performance Measures	2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
 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 (i.e., pollution) into County storm drains that continually flow during dry weather, indicating that the flow is not caused by rain, but by human activity (e.g., car washing, lawn watering, etc.)	11%	20%	20%	30%	75%
 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 <sup>4</sup>	100% ≥ 20 days	100% ≥ 20 days	100% ≥ 20 days	N/A	N/A

Table Notes

- <sup>1</sup> Due to the severity of storm events, flooding, and fires in Fiscal Year 2017–18, some closures lasted longer than 24 hours, particularly if roads had to remain closed for first responders. This performance measure will be discontinued effective Fiscal Year 2017-18 and replaced with a measure that focuses on opening roads within 24-hours after the end of an emergency.
- <sup>2</sup> New measure added in Fiscal Year 2018–19 to focus on opening roads within 24-hours after the end of an emergency.
- <sup>3</sup> In Fiscal Year 2017–18, three spills occurred during extreme wet weather conditions when the system could not handle the extreme amount of water.
- <sup>4</sup> Performance measure will be discontinued effective Fiscal Year 2018–19 since this goal has been consistently met and departmental procedures remain in place to continuously track and meet or surpass target.

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

### Staffing

Net increase of 13.00 staff years

- ◆ Increase of 12.00 staff years in the Road Fund
  - ◆ 7.00 staff years to achieve an average Pavement Condition Index of 70 for the entire County road network in five years
  - ◆ 3.00 staff years to work on sanitation and cleanup programs to respond to emerging public health risk, such as the hepatitis A outbreak
  - ◆ 1.00 staff year to ensure compliance with the Bacteria Total Maximum Daily Load (TMDL) requirements

- ◆ 1.00 staff year to lead in development of policy updates and ordinance changes, such as the Climate Action Plan, and to support emergency response and recovery efforts
- ◆ Increase of 1.00 staff year in the Waste Planning and Recycling Fund to implement the Strategic Plan to Reduce Waste by achieving 75% waste diversion by 2025

### Expenditures

Net increase of \$11.8 million

- ◆ Salaries & Benefits—net increase of \$5.0 million primarily due to the additional staff years noted above, required retirement contributions, flex credits and negotiated labor agreements.
- ◆ Services & Supplies—Net decrease of \$5.9 million.



- ◆ Decrease of \$33.2 million is due primarily to a \$28.0 million decrease in the Road Fund for future maintenance and road rehabilitation projects based on a completed one-time advance from the General Fund; remaining decreases are in construction costs for completed capital improvement projects in the Road Fund, routine road maintenance for Permanent Road Divisions and public liability insurance.
- ◆ Increase of \$27.3 million
  - ◆ \$7.9 million due to increases in consultant contracts and traffic devices maintenance in the Road Fund
  - ◆ \$9.2 million for debris control facilities and maintenance in the Flood Control District
  - ◆ \$6.2 million for professional services related to the stormwater TMDL compliance under the Watershed Protection Program
  - ◆ \$0.8 million for specialized services, publications, consultant contracts and supplies to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling program
  - ◆ \$0.7 million for contracted services related to sanitation and cleanup programs
  - ◆ \$1.4 million in special department expense in the Sanitation District for water transportation costs
  - ◆ \$1.1 million for department-wide increases in various costs including miscellaneous inter-fund rental for vehicles, interdepartmental costs, facilities management and information technology (IT)
- ◆ Other Charges—Net increase of \$0.2 million.
  - ◆ Increase of \$0.4 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 Internal Service Fund (ISF) program; and structures depreciation for newly completed capital projects in the San Diego County Sanitation District.
  - ◆ Decrease of \$0.2 million is due to reduced structures depreciation for capital projects in the Airports Enterprise Fund.
- ◆ Capital Assets/Land Acquisition—Net increase of \$0.9 million includes \$1.2 million increase for capital improvement projects in the San Diego County Sanitation District, partially offset by a \$0.3 million decrease for the completed Ramona Airport Perimeter Fence project in the Airport Enterprise Fund.
- ◆ Capital Assets Equipment—Net decrease of \$2.8 million includes \$3.4 million decrease for completed vehicle purchases in the Road Fund Equipment Acquisition ISF and Airport Equipment Acquisition ISF and \$0.1 million completed one-time equipment purchase in the Road Fund, partially offset by \$0.7 million increase to purchase an aircraft rescue and firefighting truck in the Airport Enterprise Fund.
- ◆ Operating Transfers Out—Increase of \$14.4 million.

- ◆ \$8.1 million of transfers from the General Fund to the Road Fund for various one-time projects
- ◆ \$5.8 million transfer from the General Fund to the Flood Control District for debris control facilities and maintenance
- ◆ \$0.3 million transfer from the Wastewater Enterprise Fund to the Liquid Waste Equipment Acquisition ISF for a new sewer maintenance vehicle
- ◆ \$0.2 million one-time transfer from the Special Aviation Fund to the Airport Enterprise Fund for operational needs

## Revenues

Net increase of \$11.8 million

- ◆ Taxes Current Property—Increase of \$0.4 million primarily due to projected taxes from property owners for the Street Lighting District and the Flood Control District.
- ◆ Taxes Other Than Current Secured—Decrease of \$0.1 million due to completion of TransNet funded projects.
- ◆ Licenses Permits & Franchises—Increase of \$0.1 million from passenger facility charges in the Airport Enterprise Fund.
- ◆ Revenue From Use of Money & Property—Increase of \$1.7 million includes a \$0.7 million increase in rents and leases, parking lot use and landing fees in County Airports, \$0.5 million in vehicle usage rental revenue in the Equipment ISF program, and \$0.5 million in interest on deposits.
- ◆ Intergovernmental Revenues—Net increase of \$33.9 million.
  - ◆ Increase of \$35.3 million includes \$26.8 million increase in transportation funding from the Road Repair and Accountability Act of 2017; \$7.7 million in anticipated gas tax receipts from the Highway User’s Tax Account as a result of the transportation funding and due to an increase in the excise tax rate; \$0.7 million in State grant revenues related to Otay Mesa Road at Alta Road Improvements; and \$0.1 million in Aid from Other Cities related to the Sweetwater River project.
  - ◆ Decrease of \$1.4 million includes \$1.0 million of completed work under Federal Highway Planning and Construction for Federal Highway Administration projects in the Road Fund; and \$0.4 million in State grants from the completed Proposition 84, *The Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act (2006)* Santa Margarita River II project in Watershed Protection Program.
- ◆ Charges for Current Services—Net increase of \$6.8 million
  - ◆ Increase of \$7.2 million includes a \$3.4 million increase in sewer service charges in the Sanitation District; \$2.2 million in solid waste tonnage fees; \$0.5 million for work funded by the General Fund, including a staff year added to ensure compliance with Bacteria TMDL requirements; \$0.5 million in service to property owners from increased inspections under the Private Development Construction Inspection (PDCI) unit and increased work in the



- Permanent Road Divisions (PRDs); \$0.3 million for work funded by the Sanitation District; and \$0.3 million for work funded by the Inactive Waste Fund and Survey Remonument Preservation Fund.
- ❖ Decrease of \$0.4 million includes \$0.3 million decrease in Transportation Impact Fee (TIF) Recovery projects in the Detailed Work Program and \$0.1 million for completed work funded by the Capital Outlay funds.
  - ◆ Miscellaneous Revenues—Net increase of \$0.7 million.
    - ❖ Increase of \$1.3 million in tribal grant-funded projects in the Road Fund.
    - ❖ Decrease of \$0.6 million in third party recoveries in the Airport Enterprise Fund.
  - ◆ Other Financing Sources—Net decrease of \$13.6 million.
    - ❖ Decrease of \$28.0 million from a completed one-time advance from General Fund to the Road Fund for future maintenance and road rehabilitation projects.
    - ❖ Increase of \$14.4 million includes \$8.1 million transfer from the General Fund to the Road Fund for one-time projects and sanitation and cleanup programs; \$5.8 million transfer from the General Fund to the Flood Control District for debris control facilities and maintenance; \$0.3 million transfer from the Liquid Waste Enterprise Fund to the Liquid Waste Equipment Acquisition ISF for the purchase of a new sewer maintenance vehicle; and \$0.2 million transfer from the Special Aviation Fund to the Airport Enterprise Fund for operational needs
  - ◆ Fund Balance Component Decreases—Decrease of \$13.0 million in final commitment for major maintenance projects in the Road Fund.
  - ◆ Use of Fund Balance—Net decrease of \$8.2 million. A total of \$60.5 million is budgeted.
    - ❖ General Fund fund balance of \$28.01 million for one-time projects:
      - ◆ \$13.95 million for the Watershed Protection Program to fund TMDL for structural Best Management Practices (BMP) design and environmental review, non-structural BMP, water quality monitoring and reporting, and to fund the investigation, monitoring, and abatement of dry weather flows from County storm drains, trash policy compliance, treatment control BMP compliance projects, special studies for pending regulations, and water quality improvement program (WQIP) updates.
      - ◆ \$9.0 million for the construction of retrofits to existing Flood Control facilities to control unauthorized access, protect public safety and improve water quality.
      - ◆ \$2.5 million for design and construction of pedestrian sidewalks at select locations to enhance pedestrian safety.
      - ◆ \$1.0 million for design and construction of new bicycle lanes at select locations to enhance bicyclist safety.
    - ◆ \$0.56 million for design and construction of pedestrian sidewalks on Rock Springs Road to enhance pedestrian safety.
    - ◆ \$0.5 million for traffic signal upgrades to enhance traffic and pedestrian safety.
    - ◆ \$0.4 million for crosswalk marking enhancements for pedestrian safety.
    - ◆ \$0.06 million to acquire vehicles for new staff working on sanitation and cleanup programs
    - ◆ \$0.04 million to partially offset one-time Salaries & Benefits payments in the General Fund based on negotiated labor agreements
  - ◆ LUEG General Fund fund balance of \$0.71 million for one-time projects includes:
    - ◆ \$0.25 million for a rear-loading refuse truck for debris cleanup on County roads
    - ◆ \$0.2 million for Campo water system improvements to improve the reliability of water supply and to protect public health
    - ◆ \$0.2 million to implement the first year of a two-year program for condition assessment and repairs of aging Flood Control facilities to improve public safety
    - ◆ \$0.06 million to implement the second year of a three-year program for upgrades and maintenance of the San Diego County Real Time Network (SDCRTN), which is necessary for topographic and construction surveys for highway and bridge projects. Rebudget of \$0.16 million of LUEG General Fund fund balance in the DPW General Fund for projects that will continue into Fiscal Year 2018–19 including: re-certification from the Federal Emergency Management Agency (FEMA) Community Ratings System (CRS) to meet updated guidelines for floodplain management activities to achieve a Class 6 rating, which can benefit County residents by reducing flood insurance premiums (\$0.08 million); and for the Proctor Valley Road vacation and closure (\$0.08 million).
  - ◆ One-time funding of \$31.6 million from various DPW funds including
    - ◆ \$8.4 million for the sewer condition assessment program, depreciation expense and capital improvement projects in the San Diego County Sanitation District service areas
    - ◆ \$5.6 million for purchasing vehicles in the DPW Equipment Acquisition ISF
    - ◆ \$5.6 million for maintenance and paving projects and potential emergencies in the Permanent Road Divisions
    - ◆ \$5.3 million for capital improvement and major maintenance projects in the Road Fund
    - ◆ \$5.2 million for depreciation expense, major maintenance and equipment in the Airports program
    - ◆ \$0.6 million for one-time vehicle purchase and IT costs for Wastewater Management

- ◆ \$0.3 million for irrigation and landscaping projects in the County Service Area Landscaping Districts
- ◆ \$0.2 million for utility payments for the San Diego Lighting Maintenance District
- ◆ \$0.2 million for preservation of survey monuments
- ◆ \$0.2 million to transfer funds from the Special Aviation Fund to the Airport Enterprise Fund for operational needs.
- ◆ General Purpose Revenue Allocation—Increase of \$3.0 million includes \$1.2 million for the additional staff years noted above and costs related to sanitation and cleanup programs; \$1.3 million for the Watershed Protection Program for an additional staff year as noted above to ensure compliance with the bacteria TMDL requirements and for water quality monitoring and costs to support development of regional work products on behalf of the 21 stormwater co-permittees; \$0.1 million for maintenance of Flood Control facilities; and \$0.4 million for increased costs related to negotiated labor agreements and increased retirement contributions.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

A net decrease of \$48.3 million includes a decrease of \$34.9 million in Services & Supplies primarily due to the completion of one-time projects related to the TMDL program, one-time projects funded by the General Fund, Road Fund capital improvement projects, and maintenance and paving projects in the Permanent Road Divisions; a decrease of \$0.9 million in Other Charges primarily due to one-time funding for right-of-way acquisitions in the Road Fund; a decrease of \$0.3 million in Capital Assets/Land Acquisition for completed CIP projects in the San Diego County Sanitation District; a net decrease of \$0.4 million in Capital Assets Equipment due to a completed vehicle purchase in the Airport Enterprise Fund, partially offset by new vehicle purchases in the Equipment Acquisition ISFs; and a decrease of \$15.1 million in Operating Transfers Out due to the completion of transfers from the General Fund for one-time projects.

An offsetting increase of \$3.3 million in Salaries & Benefits is 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 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Road Program	351.00	351.00	363.00	3.4	363.00
Solid Waste Management Program	19.00	19.00	20.00	5.3	20.00
General Fund Activities Program	58.00	63.00	63.00	0.0	63.00
Airports Program	36.00	36.00	36.00	0.0	36.00
Wastewater Management Program	43.00	43.00	43.00	0.0	43.00
<b>Total</b>	<b>507.00</b>	<b>512.00</b>	<b>525.00</b>	<b>2.5</b>	<b>525.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Road Program	\$ 105,112,769	\$ 176,408,114	\$ 160,857,564	(8.8)	\$ 153,674,462
Solid Waste Management Program	7,764,671	7,169,765	8,945,025	24.8	9,100,139
General Fund Activities Program	48,088,907	27,978,594	47,201,107	68.7	18,817,355
Airports Program	17,869,967	18,582,502	19,568,831	5.3	18,428,191
Wastewater Management Program	8,328,821	8,295,972	9,106,626	9.8	8,888,143
Sanitation Districts	27,925,085	29,253,827	31,086,602	6.3	30,875,602
Flood Control	5,447,303	4,607,137	10,953,609	137.8	4,922,712
County Service Areas	327,700	583,650	533,373	(8.6)	248,465
Street Lighting District	2,077,968	2,860,759	2,879,966	0.7	2,882,802
Community Facilities Districts	207,793	469,000	469,000	0.0	469,000
Permanent Road Divisions	6,018,307	7,220,112	6,930,137	(4.0)	1,347,636
Equipment ISF Program	15,627,258	18,739,815	15,439,141	(17.6)	16,027,617
<b>Total</b>	<b>\$ 244,796,549</b>	<b>\$ 302,169,247</b>	<b>\$ 313,970,981</b>	<b>3.9</b>	<b>\$ 265,682,124</b>



**Budget by Categories of Expenditures**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 64,794,336	\$ 67,686,158	\$ 72,668,170	7.4	\$ 75,972,250
Services & Supplies	132,209,968	202,609,975	196,706,742	(2.9)	161,762,900
Other Charges	33,396,927	17,475,560	17,684,170	1.2	16,766,075
Capital Assets/Land Acquisition	4,152,175	2,327,000	3,261,000	40.1	3,000,000
Capital Assets Equipment	7,414,500	9,449,000	6,602,000	(30.1)	6,189,000
Operating Transfers Out	2,828,643	2,621,554	17,048,899	550.3	1,991,899
<b>Total</b>	<b>\$ 244,796,549</b>	<b>\$ 302,169,247</b>	<b>\$ 313,970,981</b>	<b>3.9</b>	<b>\$ 265,682,124</b>

**Budget by Categories of Revenues**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 6,033,302	\$ 6,350,854	\$ 6,733,302	6.0	\$ 6,429,464
Taxes Other Than Current Secured	7,988,928	12,189,609	12,074,792	(0.9)	12,727,033
Licenses Permits & Franchises	5,001,000	5,001,000	5,110,000	2.2	5,110,000
Fines, Forfeitures & Penalties	200	—	—	0.0	—
Revenue From Use of Money & Property	20,334,681	21,266,994	23,004,025	8.2	23,631,241
Intergovernmental Revenues	59,400,332	82,632,565	116,582,414	41.1	114,315,664
Charges For Current Services	53,469,426	51,342,619	58,185,482	13.3	60,945,386
Miscellaneous Revenues	2,138,600	2,098,600	2,752,269	31.1	2,752,269
Other Financing Sources	2,828,643	30,621,554	17,048,899	(44.3)	1,991,899
Fund Balance Component Decreases	8,109,021	13,099,443	129,484	(99.0)	163,280
Use of Fund Balance	71,120,795	68,717,987	60,524,716	(11.9)	25,412,779
General Purpose Revenue Allocation	8,371,621	8,848,022	11,825,598	33.7	12,203,109
<b>Total</b>	<b>\$ 244,796,549</b>	<b>\$ 302,169,247</b>	<b>\$ 313,970,981</b>	<b>3.9</b>	<b>\$ 265,682,124</b>



*County of San Diego*

**Community Services Group**

Community Services Group at a Glance	353
.....	
Community Services Group Summary & Executive Office	355
.....	
Animal Services	361
.....	
County Library	367
.....	
General Services	375
.....	
Purchasing and Contracting	383
.....	
County Successor Agency	389
.....	
Registrar of Voters	393
.....	

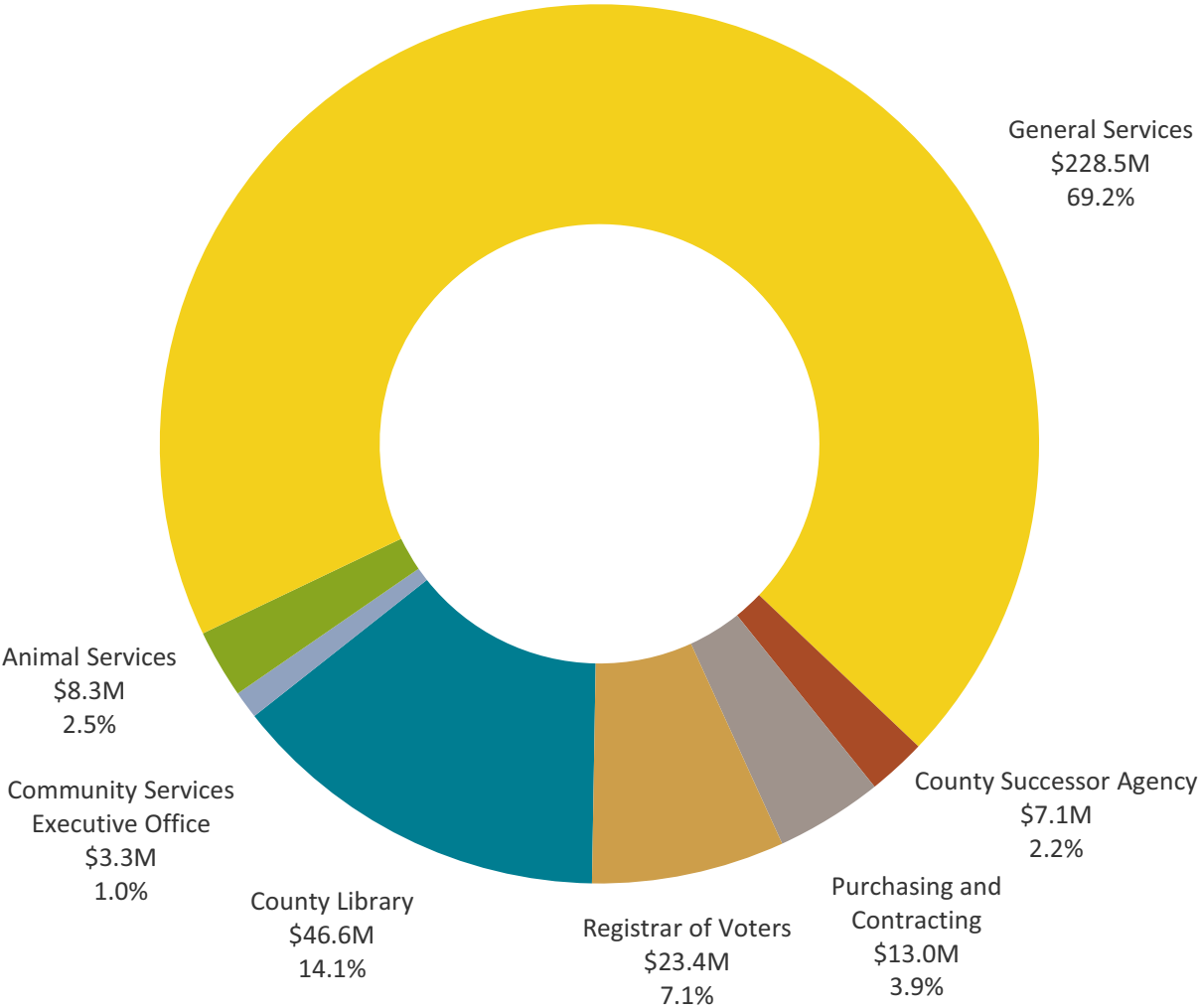




# Community Services Group at a Glance

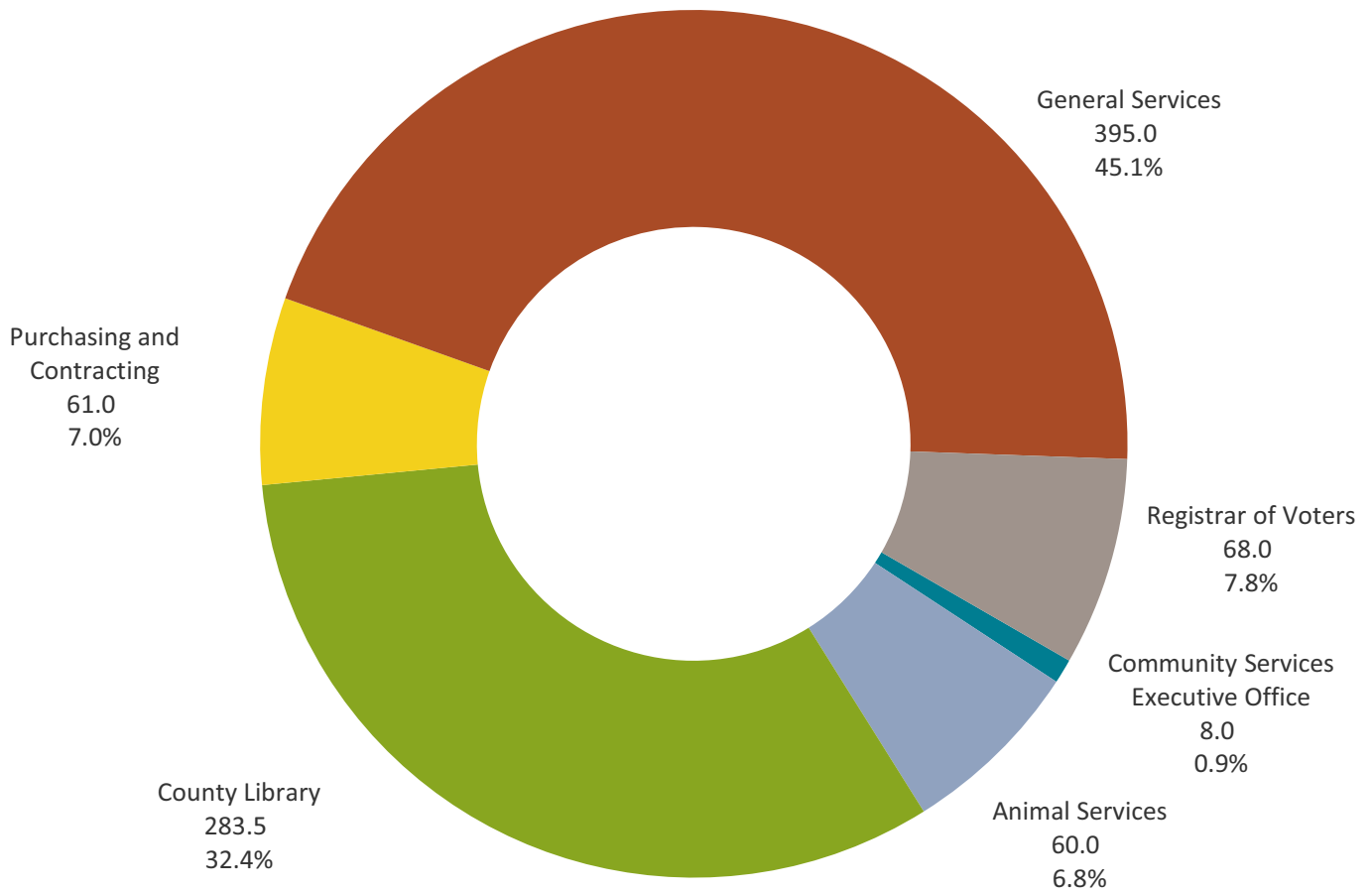
## Recommended Budget by Department

### Budget by Department Fiscal Year 2018-19: \$330.2 million



Recommended Staffing by Department

**Staffing by Department**  
Fiscal Year 2018-19: 875.5 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.

## Strategic Framework and Alignment

In the County’s Strategic Framework, Groups, and Departments support four Strategic Initiatives: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County’s Vision and Strategic Initiatives. In addition, 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., “LS1” or “BBH3”) 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



### Living Safely

- ◆ CSG will support our partners in the unincorporated communities as we strive to maintain and improve the quality of life for all residents, including pets. CSG continues to ensure that 85% of sheltered dogs and cats are reunited with their owners, adopted into a new home, or transferred to a rescue partner.



### Sustainable Environments/Thriving

- ◆ 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 e-Sample ballots and Voter Information Pamphlets in an effort to conserve resources enhancing the quality of the environment by focusing on sustainability.
- ◆ CSG will engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the November 2018 Gubernatorial General election and March 2020 Presidential Primary election. In anticipation of these elections, CSG will continue to 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 increase consumer and business confidence as a whole. In order to achieve this, CSG will provide services and promote actions that increase the percentage of competitively awarded contracts by considering a broader option of suppliers and/or solutions for County departments and their procurement needs. Furthermore, CSG will continue to



review our current supplier base and assess underutilized and underserved business communities where CSG can host out-reach events.

- ◆ In an effort to continue enhancing the County’s environmental sustainability goals, CSG will continue promoting energy conservation by reducing the annual building Energy Use Intensity by 1.5% compared to the previous fiscal year. In addition, CSG will prepare greenhouse gas (GHG) inventories of County operations in order to achieve a reduction in total GHG emissions each year.



**Operational Excellence**

- ◆ 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.

- ◆ In an effort to continue providing modern infrastructure in order to ensure superior service delivery to our customers, both external as well as internal, CSG will work to support client departments in relocating to more efficient facilities located in areas that provide optimal service to customers.
- ◆ CSG, in partnership with the County Technology Office, will seek to provide a new Integrated Library System as a form of innovative technology that will enable an increase to staff efficiency while strengthening the customer service culture.
- ◆ 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.


**2018–20 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 2018–20 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
	BBH1	Create a trauma-informed County culture	Animal Services, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	BBH2	Connect residents with local food sources, nutrition education, and nutrition assistance	County Library, Health and Human Services Agency, Land Use and Environment Group
	LS1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	Animal Services, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	LS2	Create opportunities for safe access to places that provide community connection and engagement	County Library, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	LS3	Identify and mitigate community threats that impact quality of life	Animal Services, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	LS6	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
	LS7	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
	SE/T1	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
	SE/T2	Anticipate customer expectations and demands	Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group





Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SE/T3	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
	SE/T6	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	Purchasing and Contracting, Finance and General Government 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	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, 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, General Services, 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, General Services, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE7	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
OE8	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to <i>Live Well San Diego</i>	County Library, Purchasing and Contracting, 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:

- ◆ <http://www.sdcountry.ca.gov/community>

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

**Staffing**

No change in staffing.

**Expenditures**

Net decrease of \$1.5 million

- ◆ Salaries & Benefits—increase of \$0.3 million due to redistribution of workers' compensation contributions, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.8 million due to reduction in special departmental expense based on historical trends.
- ◆ Management Reserves—decrease of \$1.0 million based on reduced estimates of unanticipated Group one-time needs such as information technology and facility projects.

**Revenues**

Net decrease of \$1.5 million

- ◆ Charges for Current Services—decrease of \$0.2 million due to reduction in Cost Allocation Plan revenue from billable departments.



- ◆ Use of Fund Balance—decrease of \$1.0 million, for a total of \$1.2 million for management reserves.
- ◆ General Purpose Revenue Allocation—decrease of \$0.3 million due to redistribution of resources for CSG departmental ongoing needs.

### Executive Office Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Group Staffing by Department

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	128.00	128.00	60.00	(53.1)	60.00
County Library	274.00	278.00	283.50	2.0	283.50
General Services	378.00	383.00	395.00	3.1	395.00
Purchasing and Contracting	56.00	58.00	61.00	5.2	61.00
Registrar of Voters	66.00	68.00	68.00	0.0	68.00
<b>Total</b>	<b>910.00</b>	<b>923.00</b>	<b>875.50</b>	<b>(5.1)</b>	<b>875.50</b>

Group Budget by Department

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Community Services Executive Office	\$ 8,226,563	\$ 4,792,638	\$ 3,335,925	(30.4)	\$ 2,295,856
Animal Services	17,604,133	18,728,128	8,320,364	(55.6)	8,573,544
County Library	40,970,875	43,366,672	46,555,993	7.4	47,043,612
General Services	198,312,358	215,628,350	228,459,295	6.0	224,207,623
Purchasing and Contracting	13,107,029	14,801,253	13,024,305	(12.0)	12,948,278
County Successor Agency	7,820,129	7,347,420	7,110,190	(3.2)	7,267,980
Registrar of Voters	21,235,142	23,940,444	23,427,241	(2.1)	22,472,471
<b>Total</b>	<b>\$ 307,276,229</b>	<b>\$ 328,604,905</b>	<b>\$ 330,233,313</b>	<b>0.5</b>	<b>\$ 324,809,364</b>



Executive Office Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.0</b>	<b>8.00</b>

Executive Office Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Community Services Executive Office	\$ 8,226,563	\$ 4,792,638	\$ 3,335,925	(30.4)	\$ 2,295,856
<b>Total</b>	<b>\$ 8,226,563</b>	<b>\$ 4,792,638</b>	<b>\$ 3,335,925</b>	<b>(30.4)</b>	<b>\$ 2,295,856</b>

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 1,442,091	\$ 1,460,227	\$ 1,777,596	21.7	\$ 1,824,527
Services & Supplies	4,534,472	1,082,411	308,329	(71.5)	471,329
Management Reserves	2,250,000	2,250,000	1,250,000	(44.4)	—
<b>Total</b>	<b>\$ 8,226,563</b>	<b>\$ 4,792,638</b>	<b>\$ 3,335,925</b>	<b>(30.4)</b>	<b>\$ 2,295,856</b>

Executive Office Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Charges For Current Services	\$ 1,068,247	\$ 1,200,597	\$ 1,021,256	(14.9)	\$ 1,021,256
Fund Balance Component Decreases	—	23,475	29,484	25.6	36,245
Use of Fund Balance	5,260,500	2,250,000	1,250,000	(44.4)	—
General Purpose Revenue Allocation	1,897,816	1,318,566	1,035,185	(21.5)	1,238,355
<b>Total</b>	<b>\$ 8,226,563</b>	<b>\$ 4,792,638</b>	<b>\$ 3,335,925</b>	<b>(30.4)</b>	<b>\$ 2,295,856</b>



# Animal Services

## Mission Statement

To protect the health, safety and welfare of people and animals.

## Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. Historically, approximately 25,000 animals, including 7,500 from the unincorporated area of the county, enter DAS' three shelters annually. DAS provides animal-related law enforcement, sheltering, medical, emergency/disaster recovery, 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. Effective July 1, 2018, these services will only be provided to the unincorporated portion of the county.

To ensure these critical services are provided, DAS has 60 staff and a budget of \$8.3 million.



- Promoted and conducted two vaccination, licensing, and microchipping clinics in the department's top underserved communities in collaboration with external partners. Clinics were held on February 18, 2018 in Barrio Logan and April 22, 2018 in City Heights. (BBH1)

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## Living Safely

- Make San Diego the most resilient community in America
  - Jointly evaluated the ability to partner with the Probation Department to evacuate, transport, shelter and care for animals affected by disasters. Jointly agreed not to move forward with the project at this time. (LS1)
  - Responded to 170 calls for service, 34 impounds, cared for 263 animals that were sheltering in-place, facilitated 46 requests for service at the Local Assistance Center and provided 40 bags of food for displaced animals during the Lilac Fire that occurred in December. (LS1)
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Achieved 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. (LS3)
  - Responded to 98% of an estimated 25,000 patrol calls on time according to department protocols. (LS3)
  - Ensured that 87.3% of an estimated 20,000 sheltered dogs and cats are reunited with their owner or adopted into a new home or transferred to a rescue partner. (LS3)
- The regional criminal justice system achieves a balance between accountability and rehabilitation
  - Initiated meetings with the Probation Department to offer 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. (LS3)

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Participated in Project Homeless Connect on January 31, 2018 and provided rabies vaccinations, wellness vaccines, microchipping, and licensing to 84 animals (75 dogs and 9 cats). Partnered with Shelter to Soldier who adopted four dogs for training to serve veterans. Two dogs were adopted through the partnership with Pets for Patriots that links active duty military and veterans with senior animals. (BBH1)



Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Implemented business process improvements to enhance DAS' Volunteer Program and increase volunteer and staff engagement, such as implementing an online volunteer scheduling system, establishing volunteer liaisons to manage volunteers at the shelters, creating new volunteer manuals, dog/cat basics manuals, and new volunteer onboarding process and orientations. (SE/T6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service and delivery to our customers
  - Supported 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)
  - Researched procedures to implement the printing of electronic forms in the field, however the existing technology application cannot accommodate this added functionality. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured customers were provided with superior services by being responsive, professional, courteous, attentive, and knowledgeable. Achieved a customer satisfaction rating of 4.80 (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
  - Implemented an annual training program for staff and volunteers for professional development and consistency in core competencies. All staff, and 35% of volunteers, received training in the department's new Animal Information Boards. Animal care staff also received training in dog behavior. New animal control officers attended a law enforcement training academy. (OE6)

- Promote and conduct two vaccination, licensing, and microchipping clinics in the department's top underserved communities in collaboration with external partners. (BBH1)

Living Safely

- Make San Diego the most resilient community in America
  - Partner with the unincorporated communities to be prepared in the event of a disaster to evacuate and shelter their pets. (LS1)
- 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. (LS3)
  - Respond to 98% of patrol calls on time according to department protocols. (LS3)
  - Ensure that 85% of sheltered dogs and cats are reunited with their owner or adopted into a new home or transferred to a rescue partner. (LS3)

Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Implement business process improvements to enhance DAS' Volunteer Program and increase volunteer and staff engagement. (SE/T6)

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service and delivery to our customers
  - Transition volunteer information and schedules into the countywide Volunteer Management System. (OE3)
  - Research enhancements to the Animal Services Case Management System for improved functionality. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customers are provided with superior services by being helpful, knowledgeable, attentive, respectful, and timely. 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)

**2018–20 Objectives**

Building Better Health

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





## Related Links

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

◆ [www.sddac.com](http://www.sddac.com)

Follow DAS on Facebook at:

◆ [www.facebook.com/sddac](https://www.facebook.com/sddac)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Sheltered dogs and cats either adopted or reunited with owners	86% of 20,298	85% of 19,500	87.3% of 20,000	85% of 7,500	85% of 7,500
	On-time patrol response <sup>1</sup>	98.0%	98.0%	98.0%	98.0%	98.0%
	Healthy or treatable animals euthanized <sup>2</sup>	N/A	0.0%	0.0%	0.0%	0.0%
	Customer Satisfaction Rating <sup>3</sup>	4.76	4.75	4.80	4.75	4.75

### Table Notes

<sup>1</sup> Patrol time response standards, varying by urgency of call, are established by contract with client cities.

<sup>2</sup> 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.

<sup>3</sup> Scale of 1 to 5, with 5 being “excellent”.

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

### Staffing

Decrease of 68.00 staff years due to the expiration of service agreements with six local contract cities (Carlsbad, Del Mar, Encinitas, San Diego, Santee and Solana Beach).

### Expenditures

Net decrease of \$10.4 million

- ◆ Salaries & Benefits—decrease of \$7.5 million due to reduction in personnel costs associated with decrease in staff years.
- ◆ Services & Supplies—decrease of \$2.9 million due to reduction in costs associated with services provided to the six contract cities.

### Revenues

Net decrease of \$10.4 million

- ◆ License, Permits & Franchises—decrease of \$1.4 million due to loss of revenue from residents served under expiring contracts with local cities.
- ◆ Charges for Current Services—decrease of \$12.7 million due to expiration of service agreements with six contract cities.
- ◆ Use of Fund Balance—increase of \$3.3 million, for a total budgeted use of \$3.3 million to cover short-term expenditure needs. The anticipated change in service models resulting from managed competition must be determined prior to projecting program revenues.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million to address operational needs anticipated as part of shift to new service model.
- ◆ Fund Balance Component Decreases—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: 2018–19 to 2019–20

No significant changes. The County is conducting a managed competition for animal services in the unincorporated area of the county. Until completion of the process, budget recommendations for Fiscal Year 2019-20 assume continuation of service levels similar to Fiscal Year 2018-19.





## Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Animal Services	128.00	128.00	60.00	(53.1)	60.00
<b>Total</b>	<b>128.00</b>	<b>128.00</b>	<b>60.00</b>	<b>(53.1)</b>	<b>60.00</b>

## Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Animal Services	\$ 17,604,133	\$ 18,728,128	\$ 8,320,364	(55.6)	\$ 8,573,544
<b>Total</b>	<b>\$ 17,604,133</b>	<b>\$ 18,728,128</b>	<b>\$ 8,320,364</b>	<b>(55.6)</b>	<b>\$ 8,573,544</b>

## Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 12,407,437	\$ 13,632,701	\$ 6,146,264	(54.9)	\$ 6,399,544
Services & Supplies	5,196,696	5,095,427	2,174,100	(57.3)	2,174,000
<b>Total</b>	<b>\$ 17,604,133</b>	<b>\$ 18,728,128</b>	<b>\$ 8,320,364</b>	<b>(55.6)</b>	<b>\$ 8,573,544</b>

## Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 2,110,000	\$ 1,980,000	\$ 553,390	(72.1)	\$ 553,390
Fines, Forfeitures & Penalties	1,500	1,300	325	(75.0)	325
Revenue From Use of Money & Property	96,061	—	—	0.0	—
Charges For Current Services	11,769,841	13,054,620	344,566	(97.4)	344,566
Miscellaneous Revenues	39,800	37,300	17,035	(54.3)	17,035
Fund Balance Component Decreases	—	41,143	53,087	29.0	66,523
Use of Fund Balance	508,553	—	3,274,289	0.0	3,582,328
General Purpose Revenue Allocation	3,078,378	3,613,765	4,077,672	12.8	4,009,377
<b>Total</b>	<b>\$ 17,604,133</b>	<b>\$ 18,728,128</b>	<b>\$ 8,320,364</b>	<b>(55.6)</b>	<b>\$ 8,573,544</b>



# County Library

## Mission Statement

To inform, educate, inspire and entertain.

## Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries, 2 mobile libraries, and 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; offering 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 283.50 staff years and a budget of \$46.6 million.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Supported the County 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 over 20,800 meals at 10 branches during the summer of 2017-18. (BBH1)

### Living Safely

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



- Provided 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/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Provided relevant adult programs that promote lifelong learning and civic engagement by serving more than 150,000 participants.
  - Ensured that collections and library materials are current and relevant to meeting the needs and interests of a dynamic community, but did not obtain the planned annual average circulation of 8.0 times per item. SDCL is projecting an average circulation of 7.54 times per item. The slight decline in average circulation was due to the shift of focus to more meaningful customer interaction at library branches.
  - Supported the County of San Diego's *Live Well San Diego* Thriving initiative by providing employment readiness for over 1,000 teenagers.

### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - 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 with a total of 108,326 operating hours. The actual number of hours open was higher than the adopted level which represents the overall level of accessibility that the community has to the library branches/kiosks.
- ◆ Provided digital library resources that are available and relevant, such as e-books, audio downloads, video downloads, and access to premium databases. SDCL exceeded the adopted level of digital library resource usage. The average checkouts of digital material and usage of databases per capital was 1.33.
- Began implementation of a new cashiering system to allow customers to make credit card payments at all library branch locations. (OE3)
- Updated the Library’s website to maximize customer usability and access to library resources. (OE4)
- Captured and told 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
  - Ensured customers attending programs were provided with quality programs that are current, relevant, and engaging by achieving an average customer satisfaction rating of 4.83 (on a scale of 1 to 5, with 5 being “excellent”) for SDCL programs. (OE5)
  - Ensured customers were provided with superior services by being responsive to customers’ needs, professional, courteous, attentive and knowledgeable by achieving an average customer satisfaction rating of 4.55 (on a scale of 1 to 5, with 5 being “excellent”). This was slightly lower than anticipated.
- Pursue policy and program change for healthy, safe, and thriving environments to positively impact residents
  - Promoted pathways to careers for our communities and citizens by offering the “Career Online High School” scholarship program.
  - Supported 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. (OE7)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s *Live Well San Diego* vision
  - Participated in at least three events through partnerships with the County Employee Resource Groups such as: ERG’s participation in branch storytimes, the LGBT ERG’s resource fair, and ERG events in the Library’s community rooms. (OE8)

## 2018–20 Objectives



### Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - Offer more than 20,000 free summer meals to youth under the age of 18 in high-need neighborhoods during the summer months. (BBH2)



### Living Safely

- 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/Thriving

- 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 7.50 times per item.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - 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 107,700 library operating hours.
    - ◆ Provide digital library resources that are available and relevant such as e-books, audio downloads, video downloads, and access to premium databases. The adopted level of digital library resource usage is an average of 1.50 checkouts per capital.
  - Complete implementation of a new cashiering system to allow customers to make credit card payments at all library branch locations. This will improve cash management and internal controls throughout the library system. This updated technology and infrastructure will maximize



customer service and efficiency. SDCL will partner with the Auditor & Controller’s Office of Revenue and Recovery to procure the system through the County Technology Office. (OE3)

- Partner with the County Technology Office for the procurement of a new Integrated Library System. As the Library’s Enterprise System, a new Integrated Library System will modernize the discovery experience of the Library’s inventory for customers and staff, allowing more seamless integration of all library collection formats. The Library will be able to increase staff efficiency through updated technology. (OE3)
- Continue to update the Library’s website to maximize customer usability and access to library resources. (OE4)
- Capture and tell SDCL’s stories by highlighting major branch events through publicity, media coverage, and photography. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure customers attending programs 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”).
- 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. (OE7)
- 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 County Employee Resource Groups. (OE8)



### Related Links

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

◆ [www.sdcl.org/](http://www.sdcl.org/)

Follow SDCL on Facebook at:

◆ [www.facebook.com/sdcountylibrary](https://www.facebook.com/sdcountylibrary)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Annual average circulation per item <sup>1</sup>	7.82	8.00	7.54	7.50	7.50
	Library hours open <sup>2</sup>	108,421	107,700	108,326	107,700	107,700
	Annual SDCL Virtual Branch Visits	N/A	2,000,000	2,000,000	2,000,000	2,000,000
	SDCL Digital Library Resource Usage <sup>3</sup>	1.21	1.10	1.33	1.50	1.60
	Average customer satisfaction rating <sup>4</sup>	4.68	4.60	4.55	4.60	4.60
	Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County <sup>5</sup>	4.89	4.75	4.83	4.75	4.75
	Annual count of foot traffic at the library <sup>6</sup>	5,477,924	5,400,000	5,115,000	5,400,000	5,400,000
	Annual SDCL Programs <sup>7</sup>	N/A	28,000	30,845	28,000	28,000

*Table Notes*

- <sup>1</sup> Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection. The Fiscal Year 2017–18 Estimated Actual circulation is lower than the Fiscal Year 2017–18 Adopted level due to shifting the library focus to outcomes versus outputs, resulting in a slight downshift in circulation.
- <sup>2</sup> Library hours open represents the overall level of accessibility that the community has to the library branches/kiosks. The Fiscal Year 2017–18 Estimated Actual number of hours open is higher than the Fiscal Year 2017–18 Adopted level due to no occurrences of unanticipated circumstances to decrease branch operating hours.
- <sup>3</sup> Measures the use of premium databases, e-books, audio book and magazine downloads by library customers, and represents the penetration of digital library resources in the community. Usage of digital library resources 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 digital library resources. The Fiscal Year 2017–18 Estimated Actual level is higher than the Fiscal Year 2017–18 Adopted level due to the increase in eBook usage.
- <sup>4</sup> On a scale of 1 to 5, with 5 being the highest level of customer satisfaction. Customer satisfaction indicates how individuals perceive SDCL's ability to provide services of value to them.
- <sup>5</sup> On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perceptions of how well SDCL is meeting the needs of a diverse population.
- <sup>6</sup> The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from “people counters” that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services.
- <sup>7</sup> 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: story times, after-school programs, health and wellness, digital literacy, summer reading, special events, etc. The Fiscal Year 2017–18 Estimated Actual programs is higher than the Fiscal Year 2017–18 Adopted level due to the high demand for all types of library programs.

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

### Staffing

Net increase of 5.50 staff years

- ◆ Increase of 4.50 staff years to support the new Borrego Springs Library.
- ◆ Increase of 1.00 staff year to support the operational needs at Library Headquarters.

### Expenditures

Net increase of \$3.2 million

- ◆ Salaries & Benefits—increase of \$2.0 million due to the addition of 5.50 staff years, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$1.0 million due to an increase in contracted services (\$0.3 million), books & library materials (\$0.2 million), information technology ISF costs (\$0.1 million), major maintenance improvement projects (\$0.2 million), and Department of General Services ISF costs (\$0.2 million).

- ◆ Capital Assets Equipment—decrease of \$0.4 million due to eliminating one-time expenditures for an automated book sorter at Library Headquarters.
- ◆ Operating Transfers Out to Major Maintenance Capital Outlay Fund (MMCOF)—increase of \$0.6 million due to the corresponding decrease of amounts for projects previously reported in the Major Maintenance ISF that will be capitalized.

### Revenues

Net increase of \$3.2 million

- ◆ Taxes Current Property—increase of \$1.4 million in revenue from Property Taxes.
- ◆ Taxes Other Than Current Secured—increase of \$0.1 million in revenue from Property Taxes.
- ◆ Miscellaneous Revenues—increase of \$0.6 million in Donations from fundraisers for the new Borrego Springs Library.
- ◆ Use of Fund Balance—increase of \$1.1 million for a total budget of \$5.5 million.
  - ◆ \$1.0 million in management reserves for unanticipated needs.
  - ◆ \$2.4 million in books and library materials.



- ❖ \$0.3 million to provide a match for public donations for library materials.
- ❖ \$0.3 million to procure a new cashier system.
- ❖ \$0.2 million to implement a new integrated library system (database).
- ❖ \$0.6 million for capital projects.
- ❖ \$0.6 million to procure audio visual equipment at the new Borrego Springs Library.

- ❖ \$0.1 million to procure an automated book sorter for the Lemon Grove Library.

### Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.

**Staffing by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Library Operations and Administration	18.50	21.50	21.50	0.0	21.50
Library Professional & Technical Support Service	36.75	39.50	40.50	2.5	40.50
Library Branch Operations	218.75	217.00	221.50	2.1	221.50
<b>Total</b>	<b>274.00</b>	<b>278.00</b>	<b>283.50</b>	<b>2.0</b>	<b>283.50</b>

**Budget by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Library Operations and Administration	\$ 5,623,138	\$ 6,224,451	\$ 6,624,536	6.4	\$ 6,744,158
Library Professional & Technical Support Service	11,698,347	13,049,232	13,996,246	7.3	13,471,303
Library Branch Operations	23,649,390	24,092,989	25,935,211	7.6	26,828,151
<b>Total</b>	<b>\$ 40,970,875</b>	<b>\$ 43,366,672</b>	<b>\$ 46,555,993</b>	<b>7.4</b>	<b>\$ 47,043,612</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 23,871,470	\$ 25,017,740	\$ 27,006,290	7.9	\$ 28,334,459
Services & Supplies	15,699,405	16,698,932	17,654,203	5.7	17,409,153
Capital Assets Equipment	400,000	650,000	300,000	(53.8)	300,000
Operating Transfers Out	—	—	595,500	0.0	—
Management Reserves	1,000,000	1,000,000	1,000,000	0.0	1,000,000
<b>Total</b>	<b>\$ 40,970,875</b>	<b>\$ 43,366,672</b>	<b>\$ 46,555,993</b>	<b>7.4</b>	<b>\$ 47,043,612</b>



Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 31,148,962	\$ 33,748,489	\$ 35,124,034	4.1	\$ 36,177,755
Taxes Other Than Current Secured	459,042	459,042	560,728	22.2	577,550
Revenue From Use of Money & Property	105,000	105,000	105,000	0.0	105,000
Intergovernmental Revenues	3,048,521	3,048,521	3,048,521	0.0	3,048,521
Charges For Current Services	1,138,112	1,138,112	1,138,112	0.0	1,138,112
Miscellaneous Revenues	553,821	553,821	1,103,821	99.3	553,821
Use of Fund Balance	4,517,417	4,313,687	5,475,777	26.9	5,442,853
<b>Total</b>	<b>\$ 40,970,875</b>	<b>\$ 43,366,672</b>	<b>\$ 46,555,993</b>	<b>7.4</b>	<b>\$ 47,043,612</b>





# General Services

## Mission Statement

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

## Department Description

The Department of General Services (DGS) is an internal service department within the County of San Diego. DGS ensures that other County departments have the necessary facilities, workspaces, services and vehicles to accomplish their business objectives. These services include management of over 437 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 4,300 fleet vehicles and equipment, and the management of 28 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 395.00 staff years and a budget of \$228.5 million



infrastructure, by responding to and initiating corrective action for 100% (1,797) of all emergency requests within 4 hours of notification. (LS3)

- Supported client departments in their public safety efforts.
  - ◆ Maintained availability of County-supported fire apparatus at 91% (61 of 67).
  - ◆ Ensured maximum availability of law enforcement patrol vehicles at 95% (543 of 572).
  - ◆ Coordinated 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.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Living Safely

- 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

### Sustainable Environments/Thriving

- 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 1.5%, comparing Fiscal Year 2017–18 to Fiscal Year 2016–17.
    - ◆ Prepared greenhouse gas (GHG) inventory of County operations for calendar year 2017 and on track for 2018. Achieved a 4.6% reduction in total greenhouse gas emissions compared to the prior calendar year, exceeding the goal of 1%.
    - ◆ Reduced petroleum-based diesel fuel use by 75% by increasing renewable diesel usage and decreasing biodiesel usage.
    - ◆ Initiated design of renewable power facilities at seven County locations.
    - ◆ Executed contracts with San Diego Gas & Electric for the installation of a County fleet electric vehicle (EV) charging network at seven locations.

- ◆ Expanded the EV infrastructure by procuring one solar-powered charging station.
- ◆ Converted 2% of light-duty vehicles to EV/plug-in hybrid electric vehicle (PHEV) alternatives.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Maximized postage discounts by bar coding a minimum of 98% (5,797,563 of 5,886,133) of all presort business letters.
  - Monitored 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
  - Completed 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)
  - Maintained a maintenance backlog of less than 10%. (OE3)
  - Supported client departments in relocating to more efficient facilities located in areas that provide optimal service to customers. (OE3)
    - ◆ Executed a lease to relocate the Probation Department from the Starling Drive Office and the Ohio Street Office in San Diego to Scripps Ranch. The Starling Drive Office lease was terminated, and demolition of the Ohio Street Office was completed to allow construction of a proposed Probation facility.
    - ◆ Began remodel construction for the relocation of Sheriff's Court Services from the San Diego Office to the Madge Bradley Courthouse; construction start extended to December 2017 due to the delayed occupancy of the new State Courthouse.
    - ◆ Completed tenant improvements for HHS Child Welfare Services, the Department of Child Support Services, and the Public Defender.
    - ◆ A new satellite office for the Probation Department is planned in the Southeastern San Diego Live Well Center.
    - ◆ Relocated the Department of Child Support Services headquarters from downtown San Diego to better align service locations to client needs.
    - ◆ Completed construction of the new North Coastal HHS Regional Facility, the County's first Zero Net Energy (ZNE) office building.
    - ◆ Began construction of the new Borrego Springs Library, Sheriff Office and Community Park with an anticipated completion in late 2018.

- ◆ Began construction of the new Pine Valley Fire Station with an anticipated completion in fall 2018.
- ◆ Awarded design-build contract in spring 2018 for construction of the new Santa Ysabel Nature Center to begin in early 2019. This project is now managed by the Department of Parks and Recreation.
- ◆ Awarded design-build contract in January 2018 for construction of the new Assessor/Recorder/County Clerk East County Operations and Archive facility for construction to begin in mid-2018.
- ◆ Advertisement of the design-build contract for construction of the South County Animal Shelter in Bonita (Phase I) was delayed pending development of alternative service delivery models.
- ◆ Continued construction of the new COC Crime Lab and Evidence Warehouse for completion in summer 2018.
- ◆ Completed expansion and renovation of the Solana Beach Library in October 2017 in coordination with the San Dieguito Union High School District.
- ◆ Executed an option to purchase land for the Sheriff Emergency Vehicle Operations Course (EVOC).
- ◆ Executed an option to purchase land for a new *Live Well* Center in southeastern San Diego.
  - Completed 95% (8,408 of 8,851) of vehicle preventive maintenance actions in order to maximize vehicle life cycle.
  - Established a baseline of 77% (211 of 274) to deliver standard vehicle orders within the same fiscal year as ordered.

## 2018–20 Objectives



### Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
  - Identify suitable County-owned property and facilitate the development of affordable housing units in collaboration with the Health and Human Services Agency.



### Living Safely

- Plan, build, and maintain safe communities to improve the quality of life for all residents
  - Support client departments in their public safety efforts.
    - ◆ Maintain availability of County-supported fire apparatus at 91% (63 of 69).
    - ◆ Ensure maximum availability of law enforcement patrol vehicles at 95% (535 of 563).



### Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Reduce annual building Energy Use Intensity by 1.5%, comparing Fiscal Year 2018–19 to Fiscal Year 2017–18.





- Prepare greenhouse gas (GHG) inventories of County operations for calendar years 2018 and 2019. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
- Establish a baseline for waste diversion in County operations.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Support the Department of Parks and Recreation's effort to acquire property for active and passive park development.
  - Ensure that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.



### Operational Excellence

- 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% (197 of 201) 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)
  - Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues of 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. (OE3)
  - Support client departments in relocating to more efficient facilities located in areas that provide optimal service to customers. (OE3)
    - ◆ Complete construction of the new COC Crime Lab and Evidence Warehouse in July 2018.
    - ◆ Begin construction of the new Assessor/Recorder/County Clerk East County Operations and Archive facility in summer 2018.
    - ◆ Complete relocation of Sheriff's Court Services from the San Diego Downtown Courthouse to the Madge Bradley Courthouse in fall 2018.
- ◆ Complete construction of the Borrego Springs Community Library, Borrego Springs Sheriff Office and Borrego Springs Park in late 2018.
- ◆ Begin construction of the Sheriff Technology and Information Center in fall 2018.
- ◆ Complete construction of the Ramona Intergenerational Community Center (RICC) replacement property improvements and finalize the property transfer with the State.
- ◆ Begin Phase I design, relocation and construction for the County Administration Center (CAC) Renovations.
- ◆ Complete programming, environmental and entitlement for the County Live Well Center (Health Services Complex) for advertisement of a Design-Build contract in 2019.
- ◆ Advertise and award design-build contract for construction of the Southeastern San Diego Live Well Center.
- ◆ Advertise and award design-build contract for construction of the new Lakeside Branch Library.
- ◆ Advertise and award design-build contract for construction of the San Diego Juvenile Justice Campus.
- ◆ Execute an option to purchase land for the Sheriff Emergency Vehicle Operations Course (EVOC).
- ◆ Complete negotiation and approval of ground leases for the Superior Court–Family Court and former County Crime Lab sites, including affordable housing provisions, by December 2018.
- Complete capital projects with less than 5% budget growth.
- Continue to expand electric vehicle (EV) infrastructure and the use of EV.
- Maintain a one-day turnaround on vehicles for preventive maintenance actions.
- Deliver 85% of standard vehicle orders within the same fiscal year as ordered.
- Strengthen our customer service culture to ensure a positive customer experience
  - Implement point of service surveys and establish a baseline. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Maintain facilities operations staffing at or above 95% of authorized positions. (OE6)




### Related Links

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

- ◆ [www.sdcounty.ca.gov/general\\_services](http://www.sdcounty.ca.gov/general_services)





Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Law enforcement patrol vehicles available	97% of 572	95% of 572	95% of 572	95% of 563	95% of 563
	Fire services program apparatus available	93% of 67	91% of 67	91% of 67	91% of 69	91% of 82
	Energy Use Intensity (EUI) decrease <sup>1</sup>	6.6% of 69.82 kBTU/SF	1.5% of 65.20 kBTU/SF	1.5% of 65.20 kBTU/SF	1.5% of 64.22 kBTU/SF	1.5% of 63.26 kBTU/SF
	County operations greenhouse gas (GHG) emissions reduction <sup>2</sup>	7.8% of 122,495 Metric Tons CO2e	1% of 112,940 Metric Tons CO2e	4.6% of 112,940 Metric Tons CO2e	1% of 107,745 Metric Tons CO2e	1% of 106,668 Metric Tons CO2e
	Vehicle turnaround within 24 hours for preventive maintenance actions <sup>3</sup>	N/A	N/A	N/A	100%	100%
	Vehicle delivery for standard orders within same fiscal year <sup>3</sup>	N/A	N/A	N/A	85%	85%
	Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	100% of 1,798	100% of 1,700	100% of 1,797	100% of 1,700	100% of 1,700
	Major Maintenance Improvement Plan and capital projects completed within estimated budget	95.3% of 43	93% of 35	93% of 43	93% of 43	93% of 43
	Annual facilities' preventive maintenance actions completed	97% of 32,291	96% of 27,600	96% of 27,600	96% of 27,600	96% of 27,600
	Applicable monthly mail bar coded/total pieces of mail	97% of 5,319,754	98% of 5,600,000	98% of 5,886,133	98% of 5,600,000	98% of 5,600,000
	Leases managed less than 30 days delinquent	99% of 190	98% of 197	98% of 197	98% of 201	98% of 201

**Table Notes**

- <sup>1</sup> 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.
- <sup>2</sup> 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).
- <sup>3</sup> This new Performance Measure, beginning Fiscal Year 2018–19, is more indicative of desired customer outcomes.

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

**Staffing**

Net increase of 12.00 staff years

- ◆ Increase of 13.00 staff years in the Facilities Management Internal Service Fund
- ◆ 5.00 staff years for the Project Management Division to support Capital Program growth.





- ❖ 2.00 staff years for maintenance of the Rock Mountain Detention Facility.
- ❖ 2.00 staff years to fully support the Building Automation System (BAS) operations team.
- ❖ 1.00 staff year for the Information Technology team due to increased responsibilities and operational needs.
- ❖ 1.00 staff year to support the growth in contracted services.
- ❖ 1.00 staff year for additional real estate projects related to development, surplus property and affordable housing.
- ❖ 1.00 staff year due to a transfer from the Fleet Management Internal Service Fund based on operational needs.
- ❖ Decrease of 1.00 staff year in the Fleet Management Internal Service Fund due to a transfer to the Facilities Management Internal Service Fund based on operational needs.

## Expenditures

Net increase of \$12.8 million

- ❖ Salaries & Benefits—increase of \$2.1 million due to the addition of 12.00 staff years as described above and as a result of required retirement contributions and negotiated labor agreements.
- ❖ Services & Supplies—net increase of \$9.0 million.
  - ❖ Increase of \$3.9 million for contracted services related to the operation and maintenance of County-owned facilities (\$3.5 million) and consultant contracts to support project management efforts (\$0.4 million).
  - ❖ Increase of \$3.7 million for one-time projects for energy efficiency (\$2.0 million), the keyless motorpool system (\$1.0 million), the expansion of the building automation system (BAS) technology (\$0.5 million), and continued remediation of underground storage tanks at the Mountain Empire Little League Fields (\$0.2 million).
  - ❖ Increase of \$2.7 million to align costs with projected spending for utilities.
  - ❖ Increase of \$0.5 million due to external and department overhead costs.
  - ❖ Decrease of \$1.1 million due to the completion of one-time projects.
  - ❖ Decrease of \$0.7 million for major maintenance projects based on the Fiscal Year 2018-19 Major Maintenance Improvement Plan and to align with projected spending.
- ❖ Other Charges—increase of \$2.6 million related to additional depreciation costs for the replacement of vehicles and equipment.

- ❖ Capital Assets Equipment—net decrease of \$3.8 million includes a decrease of \$4.5 million for the replacement of vehicles and equipment to align with projected spending, offset by an increase of \$0.7 million for one-time fleet projects.
- ❖ Operating Transfers Out—net increase of \$2.9 million to reflect the increase in transfers associated with one-time projects and non-billable project management services provided to County departments.

## Revenues

Net increase of \$12.8 million

- ❖ Intergovernmental Revenues—increase of \$0.2 million to align with projected revenue from the Courts for facilities maintenance.
- ❖ Charges for Current Services—increase of \$14.3 million associated with the cost of services provided to client departments.
- ❖ Miscellaneous Revenues—increase of \$0.1 million in third party recovered expenditures related to fleet services.
- ❖ Other Financing Sources—net increase of \$2.8 million primarily to fund one-time projects and non-billable project management services provided to County departments.
- ❖ Use of Fund Balance—decrease of \$5.6 million for a total of \$17.1 million.
  - ❖ \$10.2 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.
  - ❖ \$2.0 million for energy efficiency projects.
  - ❖ \$1.7 million for fleet projects including one-time costs for the implementation of the keyless motorpool system, upgrade of replacement vehicles with PHEV/EV, and replacement of fully depreciated vehicles in the Facilities Management Internal Service Fund.
  - ❖ \$0.5 million to continue the expansion of BAS projects in various facilities.
  - ❖ \$0.2 million for continued remediation of the underground storage tanks at the Mountain Empire Little League Fields.
- ❖ General Purpose Revenue Allocation—increase of \$1.0 million to fund ongoing non-billable project management services.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Facilities Management Internal Service Fund	312.00	317.00	330.00	4.1	330.00
Fleet Management Internal Service Fund	66.00	66.00	65.00	(1.5)	65.00
<b>Total</b>	<b>378.00</b>	<b>383.00</b>	<b>395.00</b>	<b>3.1</b>	<b>395.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Facilities Management Internal Service Fund	\$ 132,341,660	\$ 145,195,487	\$ 155,022,564	6.8	\$ 155,864,110
Fleet Management Internal Service Fund	63,975,698	66,022,419	65,768,731	(0.4)	65,048,513
General Fund Contribution to GS ISF's	1,995,000	4,410,444	7,668,000	73.9	3,295,000
<b>Total</b>	<b>\$ 198,312,358</b>	<b>\$ 215,628,350</b>	<b>\$ 228,459,295</b>	<b>6.0</b>	<b>\$ 224,207,623</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 42,855,952	\$ 45,431,025	\$ 47,528,571	4.6	\$ 50,060,754
Services & Supplies	117,182,368	126,748,362	135,724,051	7.1	134,078,196
Other Charges	12,794,916	13,039,047	15,722,539	20.6	15,722,539
Capital Assets Equipment	18,145,527	19,817,261	15,978,490	(19.4)	15,268,490
Operating Transfers Out	7,333,595	10,592,655	13,505,644	27.5	9,077,644
<b>Total</b>	<b>\$ 198,312,358</b>	<b>\$ 215,628,350</b>	<b>\$ 228,459,295</b>	<b>6.0</b>	<b>\$ 224,207,623</b>





## Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Revenue From Use of Money & Property	\$ 1,471,374	\$ 1,331,946	\$ 1,332,153	0.0	\$ 1,332,153
Intergovernmental Revenues	3,757,548	3,612,301	3,813,400	5.6	3,813,400
Charges For Current Services	163,490,175	173,246,961	187,508,264	8.2	192,001,992
Miscellaneous Revenues	1,224,629	1,137,716	1,293,445	13.7	1,293,445
Other Financing Sources	7,533,595	10,892,655	13,750,644	26.2	9,377,644
Residual Equity Transfers In	—	400,000	400,000	0.0	400,000
Use of Fund Balance	19,040,037	22,711,771	17,066,389	(24.9)	12,693,989
General Purpose Revenue Allocation	1,795,000	2,295,000	3,295,000	43.6	3,295,000
<b>Total</b>	<b>\$ 198,312,358</b>	<b>\$ 215,628,350</b>	<b>\$ 228,459,295</b>	<b>6.0</b>	<b>\$ 224,207,623</b>





# Purchasing and Contracting

## Mission Statement

To provide County departments and other associated organizations outstanding procurement support necessary to meet their operational missions and objectives.

## 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 over 3,200 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 61.00 staff years and a budget of \$13.0 million.



Commerce, Small Business Administration and other public agencies). (SE/T1)

- Co-hosted with the Health and Human Services Agency two targeted outreach events in underserved business communities. (SE/T1)

## Operational Excellence

- Make San Diego the best-managed county in the nation
  - Applied for the Outstanding Agency Accreditation Achievement Award with the National Institute of Government Purchasing which recognizes excellence in public procurement. (OE1)
  - Continued to offer DPC Academy classes and created a new online training module on the use of a Procurement Card. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Worked with the County’s Information Technology provider on the vendor selection for the implementation of the Contracts Award and Management System (CAMS) solution. (OE3)
  - Initiated implementation of a Federated Records Management System for physical records and first repository module for electronic records. (OE3)
  - Ensured all departments were trained and had the tools necessary to stay current on countywide records management policies and best practices. (OE4)
    - ◆ Provided an individualized on-site annual training for each supported County department.
    - ◆ Ensured all County departments’ records retention schedules are current.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s vision, *Live Well San Diego*

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Participated in ten vendor/supplier outreach sessions in cooperation with local business associations (Chambers of

- Promoted the County of San Diego’s Employee Wellness Program by communicating upcoming events at DPC’s quarterly all-hands staff meetings, as well as supported staff planning and participation in Department wellness activities. (OE8)

## 2018–20 Objectives



### Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Diversify and expand supplier database. (SE/T1)
    - ◆ 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).
    - ◆ Host at least two outreach events in identified *Live Well* communities.
    - ◆ Coordinate and publicize contracting opportunities with local business chambers, associations, and businesses, while collaborating with other County departments.
  - Increase the percentage of competitively awarded contracts, as well as the depth of response to open solicitations. (SE/T1)
    - ◆ Increase the percentage of competitively awarded contracts to 90% of eligible contracts (measured by the value of the contracts) to perform above the federal government competition rate by considering broader option of suppliers and/or solutions while assisting County departments with their procurement needs.
    - ◆ Increase percentage of open solicitations receiving a minimum of three vendor responses to 50% by expanding communication to new vendors by increasing the amount of registered vendors in BuyNet by 5%.



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Develop a phased implementation plan with the contractor to include the on-boarding and training of staff and begin use of the Contracts Award and Management System. (OE3)
  - Complete implementation of first repository module of Federated Records Management for physical records and first repository module for electronic records. (OE3)
  - Provide County staff the knowledge and skills necessary to effectively and efficiently procure goods and services by offering procurement trainings. (OE4)
    - ◆ Offer DPC Academy classes monthly.
    - ◆ Offer contract monitoring and administration trainings to Contracting Officer Representatives (CORs).
    - ◆ Develop new online training modules.
  - Ensure all departments are trained and have the tools necessary to stay current on Countywide Records Management policies and best practices. (OE3)
    - ◆ Provide individualized on-site annual trainings for each supported County department.
    - ◆ Ensure all County departments’ records retention schedules are current.
  - Award 90% of Requests for Proposal (RFPs) within 180 days of receiving a complete procurement package from a client department in accordance with Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement. (OE5)
  - Complete 90% of contract amendments requiring change in funding or scope within 30 days of receiving a complete procurement package from a client department, in accordance with PALT standards. (OE5)



## Related Links

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

- ◆ [www.sdcountry.ca.gov/purchasing](http://www.sdcountry.ca.gov/purchasing)





Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Participate/host vendor outreach events <sup>1</sup>	N/A	12	12	12	12
	Percentage of total contract value competitively awarded for eligible contracts <sup>2</sup>	N/A	N/A	N/A	90%	90%
	New registered vendors in BuyNet during the fiscal year <sup>3</sup>	N/A	5% of 2,971	5% of 2,971	5% of 3,120	5% of 3,276
	Percentage of competitive solicitations receiving at least 3 vendor responses <sup>5</sup>	N/A	N/A	N/A	50%	50%
	Ensure all County departments' global records retention schedules are current <sup>4</sup>	100%	100%	100%	100%	100%
	Percentage of contract amendments requiring change in funding or scope completed within 30 days <sup>6</sup>	N/A	N/A	N/A	90%	90%
	Percentage of Requests for Proposal (RFP) completed within 180 days <sup>6</sup>	N/A	N/A	N/A	90%	90%

#### Table Notes

<sup>1</sup> This measure reports the number of outreach events the Department participates in or hosts.

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

<sup>3</sup> This measure reports a 5% increase (149) of a baseline of 2,971 new registered vendors in Fiscal Year 2015–16.

<sup>4</sup> Records Services manages a total of 55 records retention schedules.

<sup>5</sup> This is a new Performance Measure for Fiscal Year 2018–19 to demonstrate the effectiveness of the solicitation process.

<sup>6</sup> These new measures are based on Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement, and are intended to measure the time required for DPC to award a contract or purchase order after receiving a complete procurement package from a client department.

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

### Staffing

Increase of 3.00 staff years

- ◆ 3.00 staff years to support Procurement and Contracting activities.

### Expenditures

Decrease of \$1.8 million

- ◆ Salaries & Benefits—increase of \$0.5 million due to the addition of 3.00 staff years, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$1.4 million primarily related to completion of one-time IT projects.
- ◆ Operating Transfers Out—decrease of \$0.9 million as a result of completion of one-time IT projects for Records Services.





## Revenues

Decrease of \$1.8 million

- ◆ Other Financing Sources—decrease of \$0.9 million to reflect completion of one time IT projects in Records Services.
- ◆ Use of Fund Balance—decrease of \$0.9 million, for a total of \$2.6 million. The total amount of \$2.6 million includes \$1.6 million to stabilize procurement rates, \$0.5 million for CAMS, and \$0.5 million for auctioneering and warehouse costs.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





## Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Content/Records Services	4.00	4.00	4.00	0.0	4.00
Purchasing ISF	52.00	54.00	57.00	5.6	57.00
<b>Total</b>	<b>56.00</b>	<b>58.00</b>	<b>61.00</b>	<b>5.2</b>	<b>61.00</b>

## Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Content/Records Services	\$ 1,327,645	\$ 1,745,715	\$ 711,317	(59.3)	\$ 729,291
Purchasing ISF	10,532,022	11,388,176	11,590,638	1.8	11,478,663
General Fund Contribution	1,247,362	1,667,362	722,350	(56.7)	740,324
<b>Total</b>	<b>\$ 13,107,029</b>	<b>\$ 14,801,253</b>	<b>\$ 13,024,305</b>	<b>(12.0)</b>	<b>\$ 12,948,278</b>

## Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 7,226,537	\$ 8,014,705	\$ 8,571,882	7.0	\$ 8,977,881
Services & Supplies	4,500,114	4,986,170	3,597,057	(27.9)	3,097,057
Other Charges	133,016	133,016	133,016	0.0	133,016
Operating Transfers Out	1,247,362	1,667,362	722,350	(56.7)	740,324
<b>Total</b>	<b>\$ 13,107,029</b>	<b>\$ 14,801,253</b>	<b>\$ 13,024,305</b>	<b>(12.0)</b>	<b>\$ 12,948,278</b>

## Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Revenue From Use of Money & Property	\$ 14,000	\$ 60,000	\$ 70,000	16.7	\$ 70,000
Charges For Current Services	7,600,628	8,058,529	8,022,605	(0.4)	9,978,604
Miscellaneous Revenues	937,000	937,000	937,000	0.0	937,000
Other Financing Sources	1,247,362	1,667,362	722,350	(56.7)	722,350
Use of Fund Balance	2,640,677	3,411,000	2,550,000	(25.2)	500,000
General Purpose Revenue Allocation	667,362	667,362	722,350	8.2	740,324
<b>Total</b>	<b>\$ 13,107,029</b>	<b>\$ 14,801,253</b>	<b>\$ 13,024,305</b>	<b>(12.0)</b>	<b>\$ 12,948,278</b>





# County Successor Agency

## Mission Statement

*Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.*

## Department Description

*The County of San Diego Redevelopment Agency had two project areas, the Upper San Diego River Improvement Project (USD RIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USD RIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USD RIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.*

*Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) X1 26, Community Redevelopment Dissolution and subsequent court decision. Assembly Bill (AB) 1484 was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to expediently wind down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were authorized to assume the transfer of housing assets and programs.*

*The County of San Diego was designated as Successor Agency and Housing Successor. All assets, liabilities and obligations of the former Redevelopment Agency were transferred to the County of San Diego as Successor Agency on February 1, 2012. Appropriations for the Housing Successor are included in Housing and Community Development Services. All activities of the Successor Agency, including budgetary authority, are subject to approval by an Oversight Board.*

*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. The County of San Diego will act as 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).*



*To ensure these required services are provided, the County Successor Agency has a budget of \$7.1 million.*

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated 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 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 one regular Oversight Board meeting for approval of Successor Agency-approved items, then submitted required materials to California State Department of Finance in a timely fashion.

## 2018–20 Objectives



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Continue to 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 periodic Oversight Board meetings for approval of 17 San Diego County area 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](http://www.sandiegocounty.gov/community/county_oversight_board.html)

For additional information about Gillespie Field, refer to:

- ◆ [www.sandiegocounty.gov/dpw/airports/gillespie.html](http://www.sandiegocounty.gov/dpw/airports/gillespie.html)

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

### Staffing

No staffing is included in the recommended budget.

### Expenditures

Decrease of \$0.2 million

- ◆ Operating Transfers Out—decrease of \$0.2 million due to planned use of fund balance to meet obligations approved by California Department of Finance, based on available prior year fund balance in various funds established for tracking of administrative costs and enforceable obligations

### Revenues

Decrease of \$0.2 million

- ◆ Taxes Other Than Current Secured—decrease of \$0.2 million due to reduced need for Redevelopment Property Tax Trust Fund (RPTTF) revenue in exchange for planned use of fund balance mentioned above
- ◆ Other Financing Sources—decrease of \$0.2 million operating transfers between funds to reflect planned use of fund balance
- ◆ Use of Fund Balance—increase of \$0.2 million to pay a portion of obligations approved by the California Department of Finance with prior year available funds

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
County Successor Agency	0.00	0.00	0.00	0.0	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>	<b>0.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
County Successor Agency	\$ 7,820,129	\$ 7,347,420	\$ 7,110,190	(3.2)	\$ 7,267,980
<b>Total</b>	<b>\$ 7,820,129</b>	<b>\$ 7,347,420</b>	<b>\$ 7,110,190</b>	<b>(3.2)</b>	<b>\$ 7,267,980</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Services & Supplies	\$ 40,000	\$ 40,000	\$ 30,000	(25.0)	\$ 30,000
Other Charges	1,906,149	2,210,291	2,192,931	(0.8)	2,192,931
Operating Transfers Out	5,873,980	5,097,129	4,887,259	(4.1)	5,045,049
<b>Total</b>	<b>\$ 7,820,129</b>	<b>\$ 7,347,420</b>	<b>\$ 7,110,190</b>	<b>(3.2)</b>	<b>\$ 7,267,980</b>

Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Other Than Current Secured	\$ 1,946,149	\$ 2,245,898	\$ 1,999,394	(11.0)	\$ 2,222,931
Revenue From Use of Money & Property	—	4,393	—	(100.0)	—
Other Financing Sources	5,873,980	5,097,129	4,887,259	(4.1)	5,045,049
Use of Fund Balance	—	—	223,537	0.0	—
<b>Total</b>	<b>\$ 7,820,129</b>	<b>\$ 7,347,420</b>	<b>\$ 7,110,190</b>	<b>(3.2)</b>	<b>\$ 7,267,980</b>







# Registrar of Voters

## Mission Statement

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

## Department Description

The Registrar of Voters (ROV) is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. With a current registered voter population of 1.67 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 \$23.4 million.



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 all elections conducted in Fiscal Year 2017–19. (SE/T3)

- 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. (SE/T6)
    - ◆ Continued to work with volunteers and community-based organizations to identify needs and increase voter registration.
    - ◆ Continued to identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.
  - ▣ Increase the number of poll workers. (SE/T6)
    - ◆ Continued the implementation of an outreach strategy to increase volunteer opportunities at the polls.
    - ◆ Continued to expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers.
    - ◆ Continued to develop relationships in support of the business-focused poll worker recruitment program.
  - ▣ Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the June 2018 Gubernatorial Primary election by meeting the planned recruitment goals for poll workers. (SE/T6)
  - ▣ 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 June 2018 Gubernatorial Primary election. (SE/T6)

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Sustainable Environments/Thriving

- 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 June 2018 Gubernatorial Primary election. (SE/T3)
  - ▣ Conserved 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

- Increased 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, based on number of permanent vote-by-mail voters (1,061,401) from the November 8, 2016 Presidential General Election. (SE/T6)
- Continued to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements. (SE/T6)
  - ◆ Increased 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.
- Increased voter awareness of convenient early Mail Ballot Drop Off Program. (SE/T6)
  - ◆ Collected at least 50,000 ballots from early mail ballot drop off sites for the June 2018 Gubernatorial Primary election through expansion of the program from 25 to 42 locations.
- Processed 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the June 2018 Gubernatorial Primary 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. (SE/T6)

- Reported 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. (OE4)
- Reported 33% or more of all ballots cast in the first Election Night Results Bulletin for the June 2018 Gubernatorial Primary election. (OE4)
- Tallied 90% of all mail ballots received by the ROV by Monday after Election Day for the June 2018 Gubernatorial Primary election. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured 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 June 2018 Gubernatorial Primary Election. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Encouraged overall satisfaction and retention of volunteers, through the timely mailing of all poll worker stipends within 15 working days or less from Election Day for all elections in Fiscal Years 2017–18. (OE6)
  - Assigned 100% of bilingual poll workers to fill poll worker positions needed for the June 2018 Gubernatorial Primary election. (OE6)



### Operational Excellence

- 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% or higher no later than 26 days prior to the June 2018 Gubernatorial Primary election, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)
  - Offered 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)
    - ◆ Increased 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.
    - ◆ Maintained 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.
  - Tallied 50% (722 of 1,444) of precincts for the June 2018 Gubernatorial Primary Election by 11:30 pm on Election Night. (OE4)

### 2018–20 Objectives



### Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Conserve resources by promoting the sign-up of e-Sample Ballot and Voter Information Pamphlets and refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets. (SE/T3)
- 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. (SE/T6)
    - ◆ 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. (SE/T6)



- 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 November 2018 Gubernatorial General and March 2020 Presidential Primary elections by meeting the planned recruitment goals for poll workers. (SE/T6)
- Continue to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements. (SE/T6)
  - ◆ Increase the overall percent of accessible polls for the March 3, 2020 Presidential Primary Election by 3%, for a total of 77%, based on the overall percent of accessible polls for the November 6, 2018 Gubernatorial General Election.
- Increase voter awareness of convenient early Mail Ballot Drop Off Program. (SE/T6)
  - ◆ Collect at least 50,000 ballots from early mail ballot drop off sites for the November 2018 Gubernatorial General and March 2020 Presidential Primary elections.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the November 2018 Gubernatorial General and March 2020 Presidential Primary elections to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot. (SE/T6)
- ◆ Maintain the overall percent of online filings for the July 2018 and January 2019 semi-annual filings to a total of 65%, based on the January 2018 semi-annual online filing percentage.
  - ◆ Continue to sustain or improve the overall percent of online filings for the July 2019 and January 2020 semi-annual filings at or above 65%, based on the anticipated January 2019 semi-annual online filing percentage.
- Tally 40% (600 of 1,500) of precincts for the November 2018 Gubernatorial General Election and the March 2020 Presidential Primary Election by 11:30 pm on Election Night. (OE4)
- Report 95% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 2018 Gubernatorial General and March 2020 Presidential Primary elections. (OE4)
- Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the November 2018 Gubernatorial General and March 2020 Presidential Primary elections. (OE4)
- Tally 95% of all mail ballots received by the ROV by Monday after Election Day for the November 2018 Gubernatorial General and March 2020 Presidential Primary 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 March 2020 Presidential Primary 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 2018–2020. (OE6)
    - Assign 100% of bilingual poll workers to fill poll worker positions needed for the November 2018 Gubernatorial General and March 2020 Presidential Primary elections. (OE6)



## 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 November 2018 Gubernatorial General and March 2020 Presidential Primary 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)

## Related Links

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

- ◆ [www.sdvote.com](http://www.sdvote.com)



Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Valid voter registrations received at close of registration that are processed by 7 days before the election <sup>1</sup>	100% of 38,809	100% of 75,000	100% of 75,000	100% of 75,000	100% of 75,000
	Overall Customer Satisfaction Rating <sup>2</sup>	4.72	4.70	4.70	4.70	4.70
	Precincts tallied by 11:30 pm on Election Night <sup>3</sup>	18% of 1,552	50% of 1,500	50% of 1,444	40% of 1,500	40% of 1,500
	Number of days prior to Election Day that 100% of Precinct Inspectors are recruited <sup>4</sup>	40 days	40 days	40 days	40 days	40 days
	Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited <sup>4</sup>	43 days	39 days	39 days	39 days	39 days
	Number of days prior to Election Day that 90% of Assistant Inspectors are recruited <sup>4</sup>	40 days	35 days	35 days	35 days	35 days
	Number of days prior to Election Day that 100% of bilingual poll workers are assigned <sup>4</sup>	5 days	18 days	18 days	18 days	18 days
	Mail ballots received that are tallied by the Monday after Election Day <sup>5</sup>	59% of 857,779	90% of 450,000	90% of 450,000	95% of 700,000	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 <sup>6</sup>	68% of 507,880	90% of 300,000	90% of 300,000	95% of 400,000	95% of 400,000

**Table Notes**

- <sup>1</sup> 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.
- <sup>2</sup> Scale of 1-5, with 5 being “excellent”.
- <sup>3</sup> The Fiscal Year 2018–19 measure is lower than the Fiscal Year 2017–18 based primarily on a potential increase in voter turnout and the projected increase in precincts.
- <sup>4</sup> These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. It should be noted that poll worker recruitment is always more difficult in a June Primary election.
- <sup>5</sup> This measure focuses on the number of vote-by-mail ballots still available on Election Night to be counted and the process to verify and count each of these ballots by the Monday after Election Day. 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, 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.







<sup>6</sup>This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day.

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

### Staffing

No change in staffing.

### Expenditures

Net decrease of \$0.5 million

- ◆ Salaries & Benefits—increase of \$0.5 million due to required retirement contributions and negotiated labor agreements.
- ◆ Service & Supplies—decrease of \$1.0 million as a result of one-time projects (major building maintenance and IT project in preparation for the Windows 10 upgrade) and contracted services.
- ◆ Capital Assets Equipment—decrease of \$1.0 million as a result of the completion of one-time purchases (replacement of mail sorting equipment and purchase of a second mail sorting machine).
- ◆ Fund Balance Component Increases—increase of \$1.0 million. This Fund Balance Component will be used in FY 2019-20 to provide funding for the March 2020 Presidential Primary Election, which has a smaller number of participating billable jurisdictions, and therefore lower elections revenue.

### Revenues

Net decrease of \$0.5 million

- ◆ Charges for Current Services—increase of \$1.6 million as a result of the greater number of billable jurisdictions participating in the Gubernatorial General Election compared to the Gubernatorial Primary Election.
- ◆ Fund Balance Component Decreases—decrease of \$1.0 million that provided funding for the Gubernatorial Primary Election, which has a fewer number of participating billable jurisdictions.
- ◆ Use of Fund Balance—decrease of \$1.4 million for a total use of \$0.7 million for IT projects, including a candidate statement portal, warehouse asset tracking system, and poll worker issue tracking.
- ◆ General Purpose Revenue Allocation—increase of \$0.3 million due to increased retirement, negotiated labor and temporary labor costs.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.





### Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Registrar of Voters	66.00	68.00	68.00	0.0	68.00
<b>Total</b>	<b>66.00</b>	<b>68.00</b>	<b>68.00</b>	<b>0.0</b>	<b>68.00</b>

### Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Registrar of Voters	\$ 21,235,142	\$ 23,940,444	\$ 23,427,241	(2.1)	\$ 22,472,471
<b>Total</b>	<b>\$ 21,235,142</b>	<b>\$ 23,940,444</b>	<b>\$ 23,427,241</b>	<b>(2.1)</b>	<b>\$ 22,472,471</b>

### Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 9,725,384	\$ 10,743,852	\$ 11,215,079	4.4	\$ 11,578,874
Services & Supplies	10,509,758	12,171,592	11,212,162	(7.9)	10,893,597
Capital Assets Equipment	—	1,025,000	—	(100.0)	—
Fund Balance Component Increases	1,000,000	—	1,000,000	0.0	—
<b>Total</b>	<b>\$ 21,235,142</b>	<b>\$ 23,940,444</b>	<b>\$ 23,427,241</b>	<b>(2.1)</b>	<b>\$ 22,472,471</b>

### Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 377,160	\$ 377,160	\$ 377,160	0.0	\$ 377,160
Charges For Current Services	5,826,257	5,841,257	7,408,007	26.8	5,806,828
Miscellaneous Revenues	80,000	65,000	65,000	0.0	65,000
Fund Balance Component Decreases	—	1,093,743	118,237	(89.2)	1,145,793
Use of Fund Balance	650,000	2,100,000	650,000	(69.0)	—
General Purpose Revenue Allocation	14,301,725	14,463,284	14,808,837	2.4	15,077,690
<b>Total</b>	<b>\$ 21,235,142</b>	<b>\$ 23,940,444</b>	<b>\$ 23,427,241</b>	<b>(2.1)</b>	<b>\$ 22,472,471</b>



*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	411
.....	
Assessor/Recorder/County Clerk	417
.....	
Treasurer-Tax Collector	425
.....	
Chief Administrative Office	431
.....	
Auditor and Controller	435
.....	
County Technology Office	443
.....	
Civil Service Commission	449
.....	
Clerk of the Board of Supervisors	453
.....	
County Counsel	457
.....	
Grand Jury	465
.....	
Human Resources	469
.....	
County Communications Office	475
.....	

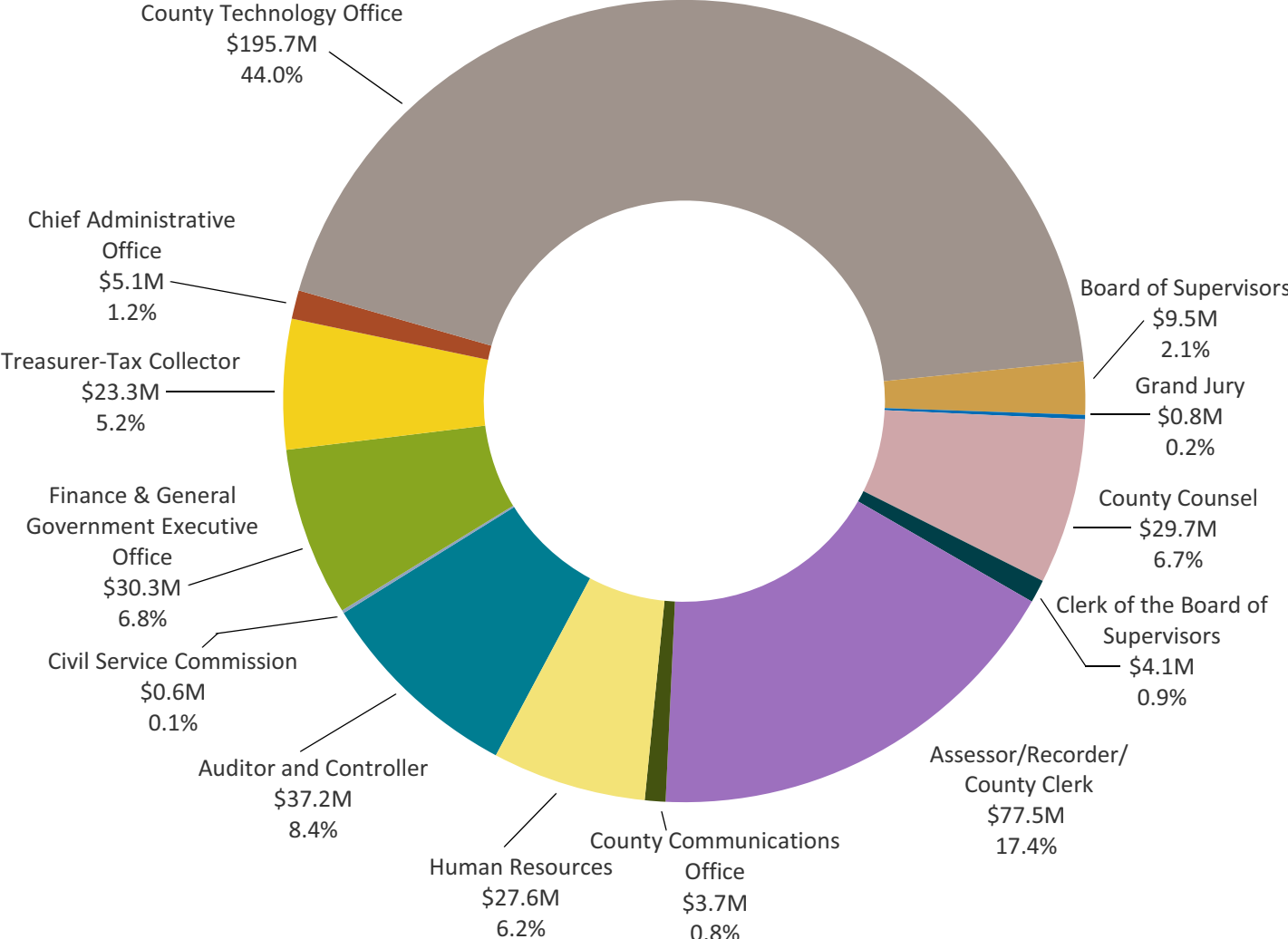




# Finance and General Government Group at a Glance

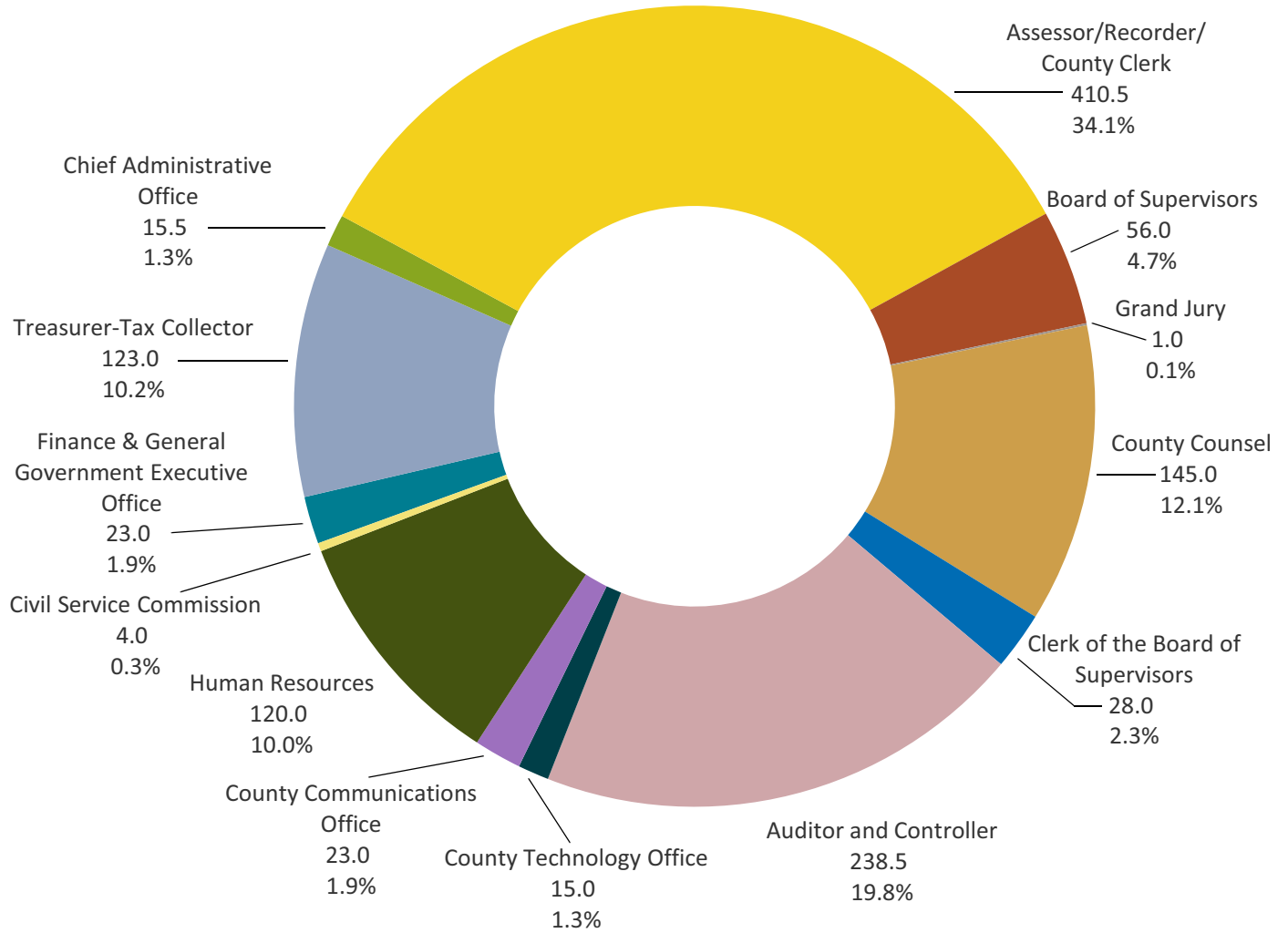
## Recommended Budget by Department

### Budget by Department Fiscal Year 2018-19: \$445.1 million



Recommended Staffing by Department

### Staffing by Department Fiscal Year 2018-19: 1,202.5 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.
- ◆ Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's vision, *Live Well San Diego*.

## Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, 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., "LS1" or "BBH3")



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 2018–20 Priorities

### Living Safely

Assist in prevention and enforcement strategies to protect our youth from crime, neglect and abuse

- Provide legal services to Health and Human Services Agency (HHSA) 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 the fiscal stability of County resources

- Provide leadership on issues and decisions that impact the financial well-being of the County.



- Continue to increase the financial literacy of County employees at every level within the organization in order to reinforce prudent decision making and increase comprehension of departmental financial activities.
- Continue to earn the Distinguished Budget Award from the Government Finance Officers Association, demonstrating that the published budget document meets program criteria for excellence as a policy document, an operations guide, a financial plan and a communications device.

Maintain modern and innovative technology to deliver services



- 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.

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.
- Work with all departments to increase employee participation in *Live Well San Diego* events and the County’s Employee Wellness Program.

### 2018–20 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 2018–20 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
	LS1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	County Communications Office, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	LS2	Create opportunities for safe access to places that provide community connection and engagement	Grand Jury, Community Services Group, Health and Human Services Agency, Public Safety Group
	LS6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Counsel, Community Services Group, Public Safety Group
	SE/T1	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, Public Safety Group
	SE/T2	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
	SE/T3	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
	SE/T6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Communications Office, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the County	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Counsel, 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, Public Safety Group





Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	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, 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	Chief Administrative Office, Auditor and Controller, Civil Service Commission, Clerk of the Board of Supervisors, County Communications Office, County Counsel, 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, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE8	Help employees understand how they contribute to <i>Live Well San Diego</i>	Human Resources, Community Services Group, Health and Human Services Agency, Public Safety Group

### Related Links

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

- ◆ [www.sandiegocounty.gov/fg3](http://www.sandiegocounty.gov/fg3)

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

#### Staffing

Increase of 2.00 staff years

- ◆ Increase of 2.00 staff years to support Countywide data and performance analytics comprised of 1.00 new staff year and transfer of 1.00 staff year from the County Technology Office.

#### Expenditures

Increase of \$5.2 million

- ◆ Salaries & Benefits—increase of \$0.7 million due to addition of 2.00 staff years, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$4.3 million primarily due to increase in information technology (IT) costs including Kronos timekeeping system upgrade, the County’s budgeting system upgrade, ongoing costs associated with the Integrated Property Tax System, and operation and maintenance costs associated with the County Administration Center (CAC), Waterfront Park, and Cedar and Kettner parking garage.

- ◆ Operating Transfers Out—increase of \$0.2 million due to contributions to the Major Maintenance Capital Outlay Fund for one-time capital project related to window repairs at 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

Increase of \$5.2 million

- ◆ Intergovernmental Revenues—decrease of \$2.2 million due to re-categorization of a program revenue to general purpose revenue.
- ◆ Charges for Current Services—decrease of \$0.1 million in the cost allocation plan revenues for reimbursement of administrative services provided to other County departments.
- ◆ Fund Balance Component Decreases—no change; a total of \$0.1 million is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for PB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$3.2 million. A total of \$6.2 million is budgeted. Major planned uses of fund balance include:
  - ◆ One-time IT projects including the Kronos timekeeping system upgrade and the County’s budgeting system upgrade (\$3.2 million).



- ❖ Management reserves for Groupwide unanticipated IT, facility, or emergent operational needs (\$3.0 million).
- ❖ General Purpose Revenue—increase of \$4.3 million due to negotiated salary and benefit costs including the additional staff, re-categorization of a program revenue to general purpose, and ongoing operation and maintenance costs associated with CAC, Waterfront Park and Cedar and Kettner parking garage.

### Executive Office Budget Changes and Operational Impact: 2018–19 to 2019–20

Net decrease of \$5.4 in expenditure primarily driven by removal of one-time management reserves expenditures and one-time IT projects planned for Fiscal Year 2018-19.





Group Staffing by Department

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Finance & General Government Executive Office	21.00	21.00	23.00	9.5	23.00
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	15.50	15.50	15.50	0.0	15.50
Auditor and Controller	235.50	237.50	238.50	0.4	238.50
County Technology Office	17.00	17.00	15.00	(11.8)	15.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	28.00	28.00	28.00	0.0	28.00
County Counsel	140.00	140.00	145.00	3.6	145.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	118.00	120.00	120.00	0.0	120.00
County Communications Office	22.00	22.00	23.00	4.5	23.00
<b>Total</b>	<b>1,191.50</b>	<b>1,195.50</b>	<b>1,202.50</b>	<b>0.6</b>	<b>1,202.50</b>

Group Budget by Department

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Finance & General Government Executive Office	\$ 25,027,531	\$ 25,066,789	\$ 30,255,262	20.7	\$ 24,831,997
Board of Supervisors	8,680,672	9,249,947	9,506,564	2.8	9,513,314
Assessor / Recorder / County Clerk	66,980,254	69,669,615	77,524,311	11.3	70,722,618
Treasurer - Tax Collector	23,673,596	22,992,232	23,312,168	1.4	23,464,686
Chief Administrative Office	4,948,071	5,193,816	5,114,587	(1.5)	5,213,003
Auditor and Controller	35,889,660	36,276,913	37,205,936	2.6	37,821,688
County Technology Office	181,224,073	176,875,569	195,688,797	10.6	168,145,439
Civil Service Commission	525,820	531,768	570,141	7.2	589,417
Clerk of the Board of Supervisors	3,734,295	3,933,716	4,094,835	4.1	4,261,173
County Counsel	25,745,621	27,253,889	29,729,546	9.1	30,594,865
Grand Jury	803,101	781,387	786,712	0.7	790,546
Human Resources	26,964,462	26,649,865	27,630,087	3.7	27,803,486
County Communications Office	3,620,533	4,608,494	3,695,904	(19.8)	3,702,056
<b>Total</b>	<b>\$ 407,817,689</b>	<b>\$ 409,084,000</b>	<b>\$ 445,114,850</b>	<b>8.8</b>	<b>\$ 407,454,288</b>



**Executive Office Staffing by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Finance & General Government Executive Office	8.00	8.00	10.00	25.0	10.00
Office of Financial Planning	13.00	13.00	13.00	0.0	13.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>23.00</b>	<b>9.5</b>	<b>23.00</b>

**Executive Office Budget by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Finance & General Government Executive Office	\$ 21,833,606	\$ 21,742,385	\$ 25,618,643	17.8	\$ 21,226,127
Office of Financial Planning	3,193,925	3,324,404	4,636,619	39.5	3,605,870
<b>Total</b>	<b>\$ 25,027,531</b>	<b>\$ 25,066,789</b>	<b>\$ 30,255,262</b>	<b>20.7</b>	<b>\$ 24,831,997</b>

**Executive Office Budget by Categories of Expenditures**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 3,536,743	\$ 3,735,833	\$ 4,463,129	19.5	\$ 4,625,018
Services & Supplies	18,490,788	18,330,956	22,642,133	23.5	20,206,979
Operating Transfers Out	—	—	150,000	0.0	—
Management Reserves	3,000,000	3,000,000	3,000,000	0.0	—
<b>Total</b>	<b>\$ 25,027,531</b>	<b>\$ 25,066,789</b>	<b>\$ 30,255,262</b>	<b>20.7</b>	<b>\$ 24,831,997</b>





## Executive Office Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Revenue From Use of Money & Property	\$ 148,000	\$ 200,000	\$ 200,000	0.0	\$ 200,000
Intergovernmental Revenues	1,769,572	2,293,173	39,802	(98.3)	39,802
Charges For Current Services	1,080,032	1,103,797	1,028,202	(6.8)	1,028,202
Fund Balance Component Decreases	—	68,628	88,176	28.5	110,168
Use of Fund Balance	4,400,000	3,000,000	6,173,779	105.8	28,779
General Purpose Revenue Allocation	17,629,927	18,401,191	22,725,303	23.5	23,425,046
<b>Total</b>	<b>\$ 25,027,531</b>	<b>\$ 25,066,789</b>	<b>\$ 30,255,262</b>	<b>20.7</b>	<b>\$ 24,831,997</b>





## Board of Supervisors

### Department Description

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

### District 1

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



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, and is spearheading a multi-pronged effort in Sacramento and Washington, D.C. to stop the flow of sewage into the Tijuana River Valley. He creates recreational and educational opportunities in the Otay Valley, Sweetwater and Tijuana River Valley Regional parks and preserves open space. He champions active transportation through creation of the Bayshore Bikeway and the formation of new urban corridors for bicyclists and pedestrians.

A former educator, 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. He is active in the governance of the California State Association of Counties and in July 2018, he will become President of the National Association of Counties, representing 3,069 counties across the nation.

## District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its 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 nearly \$500 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 that include improving the plight of foster youth, tackling childhood obesity, taking a leadership role in 2016 to overhaul and improve homeless services and the supply of affordable housing, assisting vulnerable seniors, encouraging investments to improve local roads, regional transit and mobility, enhancing





public safety through technology, supporting growth of 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, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans about 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



## BOARD OF SUPERVISORS

committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Read more about Supervisor Bill Horn and his priorities at:

◆ [www.BillHorn.com](http://www.BillHorn.com)

## Related Links

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

◆ [www.sandiegocounty.gov/general/bos.html](http://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 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Board of Supervisors District 1	9.00	9.00	9.00	0.0	9.00
Board of Supervisors District 2	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 4	10.00	10.00	10.00	0.0	10.00
Board of Supervisors District 5	13.00	13.00	13.00	0.0	13.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.0	2.00
<b>Total</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>0.0</b>	<b>56.00</b>

## Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Board of Supervisors District 1	\$ 1,516,883	\$ 1,562,389	\$ 1,624,885	4.0	\$ 1,624,885
Board of Supervisors District 2	1,516,883	1,623,065	1,744,795	7.5	1,744,795
Board of Supervisors District 3	1,479,907	1,562,389	1,562,389	0.0	1,562,389
Board of Supervisors District 4	1,516,883	1,562,389	1,624,885	4.0	1,624,885
Board of Supervisors District 5	1,516,883	1,562,389	1,679,568	7.5	1,679,568
Board of Supervisors General Offices	1,133,233	1,377,326	1,270,042	(7.8)	1,276,792
<b>Total</b>	<b>\$ 8,680,672</b>	<b>\$ 9,249,947</b>	<b>\$ 9,506,564</b>	<b>2.8</b>	<b>\$ 9,513,314</b>

## Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 7,631,461	\$ 7,858,984	\$ 8,260,626	5.1	\$ 8,267,376
Services & Supplies	1,049,211	1,390,963	1,238,188	(11.0)	1,245,938
Operating Transfers Out	—	—	7,750	0.0	—
<b>Total</b>	<b>\$ 8,680,672</b>	<b>\$ 9,249,947</b>	<b>\$ 9,506,564</b>	<b>2.8</b>	<b>\$ 9,513,314</b>



Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Fund Balance Component Decreases	\$ —	\$ 145,054	\$ 183,004	26.2	\$ 225,698
Use of Fund Balance	—	—	58,612	0.0	58,612
General Purpose Revenue Allocation	8,680,672	9,104,893	9,264,948	1.8	9,229,004
<b>Total</b>	<b>\$ 8,680,672</b>	<b>\$ 9,249,947</b>	<b>\$ 9,506,564</b>	<b>2.8</b>	<b>\$ 9,513,314</b>



# Assessor/Recorder/County Clerk

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the Assessor/Recorder/County Clerk (ARCC) has 410.50 staff years and a budget of \$77.5 million.



## 2017–18 Anticipated Accomplishments

### Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
  - ▣ Recorded property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property. (SE/T1)
  - ▣ Located, identified, appraised, and completed 100% (264,000) 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. (SE/T2)
  - ▣ Indexed 99.5% (95,553 of 96,033) of vital records, certificates and licenses within 48 hours of receipt so the public can have the most current information. (SE/T2)
  - 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. Statement of Work for Phase I is currently being finalized and award anticipated by end of Fiscal Year 2017-18. 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
  - ▣ 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)

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Examined and processed 99.9% (396,501 of 396,898) of documents submitted for eRecording within three hours of receipt providing customers a more efficient and secure recording and document return process. (OE3)
  - Implemented Phase 2A of the Acclaim system which incorporated vital records, Fictitious Business Names, and marriage functionality. The department now has a centralized system and staff no longer has to log in to multiple systems to complete a vital records request. This also allowed for more efficient linking of Proof of Publications to the corresponding Fictitious Business Name filings and made the filings searchable to the public the same day the filing is processed. (OE3)
  - Streamlined and expedited the process of retrieving and recording Local Office Copies of vital records from the State VRIRSA database. These requests can now be processed while the customer waits in the office, when it previously would take three to five business days for the record to be available for purchase. This allows the department to meet the customer's needs in a timely and efficient manner. (OE3)
  - Reengineered and automated the import of birth and death certificates and amendments from HHS. This reduced staff time scanning the certificates and amendments and allowed customers to receive complete records in a more efficient and timely manner. Eliminated the manual certificate paging process and now allows for indexing and verifying of all vital records to be available in the Acclaim system. With Acclaim multiple staff can index and record certificates, previously only one person could record at a time. (OE3)
  - Reengineered the marriage license recording process which replaced the manual assignment of the Local Registration Number (LRN) to be replaced with a system generated LRN. This process also allowed for the simultaneous recording and indexing of the marriage records and eliminated the manual certificate paging process. This reduced processing time by allowing multiple staff to record certificates, previously only one person could record at a time. The increased efficiency of this process allows customers to receive their records in a more effective and timely manner. (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 (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Of the various online forms for submittal and related services to be provided to the public, the Parent/Child Exclusion application process was initiated in Fiscal Year 2017-18. The project is under development and has finalized requirements with projected implementation in Fiscal Year 2018-19. This will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. (OE3)
- Reengineered and automated the manual processes with Digital Document Processing (DDP) and Business Canvas to provide a faster turnaround time, improve customer service and eliminate paper dependency. The delivery of documents for DDP processing was changed from printing the documents to delivering the document images and electronic workflow. The change in processing resulted in the reduction of printed paper and the expediting of processing documents resulting in a decrease of time needed to provide customer services. (OE3)
- QMatic is an automated queuing process that provides electronic notice to customers being called to a specific window for service. QMatic has been installed and is operational in all branch offices except El Cajon. The new East County Operations and Archive building will have QMatic when constructed. (OE3)
- Procurement of a Commercial and Industrial (C&I) system allowing access to sale and lease information with a complete valuation tool that includes cost, market and income approach has been delayed. Contract negotiations are in their final stages and the project is expected to begin in July 2018. This will allow for standardization of the appraisal worksheet used by the C&I staff. (OE3)
- Discussions on redesign and remodel of Recorder work space in the County Administration Center are in progress. Once completed, 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 2019-20. The San Marcos remodel project is delayed at this time and will be revisited in Fiscal Year 2019-20. (OE3)
- Redesign and remodel of Recorder work space in the Kearny Mesa office to provide recording service to the public was completed in September 2017. Customers are now able to record documents in all five ARCC locations. (OE3)
- Provided an all-inclusive marriage license and ceremony services at the County Administration Center which allowed 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. This was piloted in Fiscal Year 2017-18 and the results led to cancellation of this service. (OE4)





- 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)

## 2018–20 Objectives



### Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
  - Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property. (SE/T1)
  - To ensure 100% of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This will assure the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations. (SE/T2)
  - Complete 100% of the State of California Fiscal Year 2018-19 mandated Assessment Roll for the County of San Diego by June 30, 2019. (SE/T2)
  - Continue work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I, which is to be initiated in Fiscal Year 2018-19, will preserve old microfilm and ensure its survival for future generations. 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 in Fiscal Year 2018-19 include Parent/Child Exclusion and Seniors Exclusion. (OE3)
- Reengineer and automate the manual processes with Exemptions Check Sheet to provide a faster turnaround time, reduce errors, improve customer service and eliminate paper dependency. The manual process of coordinating over 18 spreadsheets with thousands of rows of data will leverage SharePoint to store the data centrally in the database and utilize the built-in electronic workflow. The change in processing will result in the reduction of printed paper, eliminate manually updating and synchronizing the multiple spreadsheets, reduce data entry errors, and expedite processing the documents. (OE3)
- Upgrade the QMatic queueing system to the latest release that will enhance the current customer notification functionality as well as provide additional functionalities that can be utilized at the front counters to summon or notify back end staff. (OE3)
- Complete installation of a Commercial and Industrial (C&I) system to allow access to sale and lease information with a complete valuation tool that includes cost, market and income approach. This will allow for standardization of the appraisal worksheet used by the C&I staff. (OE3)
- Implement Phase 1 of a Data Warehouse environment that will lay the foundational infrastructure necessary, install the required reporting tools, convert the pilot applications data, and build the reporting environment that will facilitate true end user ad hoc reporting. (OE3)
- Continue the redesign and remodel of Recorder work space in the County Administration Center. 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 2019-20. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of at least 93%. (OE5)

## Related Links

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

- ◆ <https://arcc.sdcounty.ca.gov>





Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Mandated assessments completed by close of annual tax roll <sup>1</sup>	100% of 295,178	100%	100% of 264,000	100%	100%
	Vital records, certificates and licenses indexed within 48 hours of receipt <sup>2</sup>	99.2% of 96,033	99%	99.5% of 96,033	N/A	N/A
	Satisfactory customer service rating <sup>3</sup>	98%	93%	98%	93%	93%
	Examine and process all documents submitted for eRecording within three hours of receipt <sup>4</sup>	99.9% of 396,898	95%	99.9% of 396,898	95%	95%

Table Notes

- <sup>1</sup> Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County’s first step to assessing and billing annual property taxes.
- <sup>2</sup> 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.
- <sup>3</sup> 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.
- <sup>4</sup> Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

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

### Staffing

No change in staffing

### Expenditures

Net increase of \$7.8 million

- ◆ Salaries & Benefits—increase of \$3.4 million due to increased overtime costs associated with SB 2, *Atkins-Building Homes and Jobs Act*, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$3.6 million mostly due to increased costs in contracted services associated with the restoration and preservation of old books and Recorder Microfilm and major maintenance costs associated with the remodel at the branch offices and East County Operations and Archive building.
- ◆ Capital Assets Equipment—increase of \$0.6 million associated with the East County Operations and Archive building.

- ◆ Operating Transfer Out—increase of \$0.2 million due to contributions to the Major Maintenance Capital Outlay Fund for a one-time capital project at the Kearny Mesa Office.

### Revenues

Net increase of \$7.8 million

- ◆ Charges for Current Services—net increase of \$6.0 million
  - ◆ Increase of \$4.5 million in Trust Fund revenues due to anticipated costs in contracted services associated with the restoration and preservation of old books and Recorder Microfilm, and major maintenance costs associated with the remodel at the branch offices and East County Operations and Archive building.
  - ◆ Increase of \$0.7 million in Recording Document revenues associated with the increased overtime costs administering the SB 2 Atkins-Building Homes and Jobs Act.
  - ◆ Increase of \$0.5 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
  - ◆ Increase of \$0.3 million in Property Tax System Administration fee revenue due to improvement in the real estate market.





- ◆ Use of Fund Balance—increase of \$0.6 million for a total budget of \$1.1 million primarily due to negotiated labor agreements, labor-saving automation projects including consolidation of Marine Canvass and Business Canvass Applications and Business Process Reengineering (BPR) project for the Assessor and other one-time IT costs.
- ◆ Fund Balance Component Decrease—increase of \$0.2 million for a total budget 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.
- ◆ General Purpose Revenue Allocation—increase of \$1.0 million primarily due to negotiated labor agreements and increase in retirement contributions.

### Budget Changes and Operational Impact: 2018–19 to 2019–20

Net decrease of \$6.8 million primarily due to the anticipated completion of contracts associated with the restoration and preservation of old books and Recorder Microfilm, and major maintenance remodel projects at the branch offices and East County Operations and Archive building.





Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Property Valuation ID	272.75	275.75	275.75	0.0	275.75
Recorder / County Clerk	109.75	107.75	107.75	0.0	107.75
Management Support	28.00	27.00	27.00	0.0	27.00
<b>Total</b>	<b>410.50</b>	<b>410.50</b>	<b>410.50</b>	<b>0.0</b>	<b>410.50</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Property Valuation ID	\$ 37,423,791	\$ 39,621,861	\$ 41,039,589	3.6	\$ 41,375,247
Recorder / County Clerk	24,315,928	24,923,554	30,742,369	23.3	23,452,140
Management Support	5,240,535	5,124,200	5,742,353	12.1	5,895,231
<b>Total</b>	<b>\$ 66,980,254</b>	<b>\$ 69,669,615</b>	<b>\$ 77,524,311</b>	<b>11.3</b>	<b>\$ 70,722,618</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 43,198,023	\$ 44,432,478	\$ 47,801,674	7.6	\$ 49,967,814
Services & Supplies	23,732,231	25,187,137	28,837,637	14.5	20,454,804
Capital Assets Equipment	50,000	50,000	650,000	1,200.0	300,000
Operating Transfers Out	—	—	235,000	0.0	—
<b>Total</b>	<b>\$ 66,980,254</b>	<b>\$ 69,669,615</b>	<b>\$ 77,524,311</b>	<b>11.3</b>	<b>\$ 70,722,618</b>





Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	0.0	\$ 1,000,000
Revenue From Use of Money & Property	10,000	10,000	—	(100.0)	—
Charges For Current Services	41,279,713	43,160,298	49,209,690	14.0	41,197,407
Fund Balance Component Decreases	—	830,174	1,059,457	27.6	1,317,400
Use of Fund Balance	300,000	521,084	1,081,438	107.5	450,438
General Purpose Revenue Allocation	24,390,541	24,148,059	25,173,726	4.2	26,757,373
<b>Total</b>	<b>\$ 66,980,254</b>	<b>\$ 69,669,615</b>	<b>\$ 77,524,311</b>	<b>11.3</b>	<b>\$ 70,722,618</b>





# Treasurer-Tax Collector

## Mission Statement

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

## Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for up to \$10.5 billion in public funds; the billing and collection of approximately \$6.1 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 \$23.3 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. (OE1)
  - Provided a learning platform and forum to address current government finance issues by facilitating four seminars for local agencies including Fraud Prevention, Cash Handling, Municipal Debt Financing and Investment of Public Funds. (OE1)
  - Maintained 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
  - 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 4.7 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
  - Broadened the Countywide base of employees who are planning for financial security during retirement. (OE6)
    - ◆ Achieved enrollment in the Deferred Compensation 457 Plan of 48.5% of eligible County employees through June 30, 2018.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments



### Operational Excellence

- Align services 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 facilitate daily reconciliation of funds. (OE1)

- ◆ Maintained the average participant contribution in the Deferred Compensation 457 Plan at \$150 per pay period by June 30, 2018.
- ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
- ◆ Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2018.
- ◆ Expanded the knowledge and skills in fiscal controls by newly certifying 120 Cash Handlers in the County and other government entities by June 30, 2018.

- 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, 2019 and continue to maintain rate of 48.5% through June 30, 2020.
    - ◆ Achieve an average participant contribution in the Deferred Compensation 457 Plan above \$155 per pay period by June 30, 2019 and maintain the participant contribution at \$155 through June 30, 2020.
    - ◆ 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, 2019.
    - ◆ Expand the knowledge and skills in fiscal controls by newly certifying 120 Cash Handlers in the County and other government entities by June 30, 2019 and certifying another 120 new Cash Handlers by June 30, 2020.

## 2018–20 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)
  - To continue to fund the delivery of superior services throughout the San Diego County region, invest public monies held in the Treasury and maximize cash resources without sacrificing the principles of safety or liquidity. (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, Municipal 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)

## Related Links

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

- ◆ [www.sdttc.com](http://www.sdttc.com)






Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Secured Taxes Collected (% of total) <sup>1</sup>	99.2%	98.5%	98.5%	98.5%	98.5%
	Unsecured Taxes Collected (% of total) <sup>1</sup>	98.2%	97%	97%	97%	97%
	The Investment Pool met the liquidity needs of participants (Y/N) <sup>2</sup>	N/A	N/A	YES	YES	YES
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) <sup>3</sup>	4.79	4.70	4.70	4.70	4.70
	457 Deferred Compensation Plan average deferral amount per employee per pay period	\$157	\$150	\$150	\$155	\$155
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	48.5%	48.5%	48.5%	48.5%	48.5%
	Number of newly Certified Cash Handlers for the County and other government entities <sup>4</sup>	155	120	120	120	120

Table Notes

- <sup>1</sup> With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The improved collection rate is a result of a recovering real estate market.
- <sup>2</sup> This measure replaces “Rate of Return on Investment Pool”, beginning Fiscal Year 2017–18. The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.
- <sup>3</sup> The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on 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.
- <sup>4</sup> The Treasurer-Tax Collector typically hosts one Certified Cash Handler training class per year.

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

### Staffing

No change in staffing

### Expenditures

Net increase of \$0.3 million

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

- ◆ Services & Supplies—decrease of \$0.4 million primarily due to completion of one-time projects for Information Technology (IT) systems.

### Revenues

Net increase of \$0.3 million

- ◆ Fines, Forfeitures & Penalties—decrease of \$0.3 million due to re-categorization of revenues to Charges for Current Services.
- ◆ Charges for Current Services—increase of \$0.4 million due to re-categorization of revenues offset by decreases for the completion of one-time IT projects.





- ◆ Miscellaneous Revenues—decrease of \$0.2 million due to re-categorization of revenues to Charges for Current Services.
- ◆ Fund Balance Component Decreases—increase of \$0.1 million for a total of \$0.2 million is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$0.1 million. A total of \$0.3 million is budgeted primarily for negotiated labor agreements and one-time mainframe IT charges.

- ◆ 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: 2018-19 to 2019-20

No significant changes.





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Treasury	20.00	20.00	21.00	5.0	21.00
Deferred Compensation	3.00	3.00	3.00	0.0	3.00
Tax Collection	83.00	83.00	82.00	(1.2)	82.00
Administration - Treasurer / Tax Collector	17.00	17.00	17.00	0.0	17.00
<b>Total</b>	<b>123.00</b>	<b>123.00</b>	<b>123.00</b>	<b>0.0</b>	<b>123.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Treasury	\$ 6,105,956	\$ 6,233,154	\$ 6,143,974	(1.4)	\$ 6,182,775
Deferred Compensation	454,053	515,930	529,516	2.6	547,330
Tax Collection	13,332,266	12,296,738	12,202,752	(0.8)	12,445,846
Administration - Treasurer / Tax Collector	3,781,321	3,946,410	4,435,926	12.4	4,288,735
<b>Total</b>	<b>\$ 23,673,596</b>	<b>\$ 22,992,232</b>	<b>\$ 23,312,168</b>	<b>1.4</b>	<b>\$ 23,464,686</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 12,418,857	\$ 13,042,510	\$ 13,787,783	5.7	\$ 14,392,938
Services & Supplies	11,254,739	9,949,722	9,524,385	(4.3)	9,071,748
<b>Total</b>	<b>\$ 23,673,596</b>	<b>\$ 22,992,232</b>	<b>\$ 23,312,168</b>	<b>1.4</b>	<b>\$ 23,464,686</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Fines, Forfeitures & Penalties	\$ 1,035,450	\$ 920,150	\$ 620,150	(32.6)	\$ 620,150
Charges For Current Services	15,575,916	14,791,216	15,170,223	2.6	15,170,223
Miscellaneous Revenues	701,748	701,748	500,000	(28.7)	500,000
Fund Balance Component Decreases	—	133,503	171,114	28.2	213,427
Use of Fund Balance	300,000	190,000	332,658	75.1	142,658
General Purpose Revenue Allocation	6,060,482	6,255,615	6,518,023	4.2	6,818,228
<b>Total</b>	<b>\$ 23,673,596</b>	<b>\$ 22,992,232</b>	<b>\$ 23,312,168</b>	<b>1.4</b>	<b>\$ 23,464,686</b>



# Chief Administrative Office

## Mission Statement

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

## Department Description

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

The Chief Administrative Office is comprised of three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer/Chief Operating Officer and a small support staff), the Office of Ethics and Compliance 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 \$5.1 million.



- Provided oversight and guidance to ensure the County moves the dial to create opportunities for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level. In Fiscal Year 2017-18 the County continued to implement the Live Well Communities Action Plan throughout County operations. As part of the implementation, the Live Well Communities leadership team composed of the CAO, CAO Chief of Staff and Director of Strategy and Innovation for the Health & Human Services Agency, met with community leaders to identify areas for additional support and collaboration. The County also announced its intent to build a new Live Well Center in Southeastern San Diego.
- Modeled ethical courage by always doing the right thing and acting in the best interests of all.
- 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 2017-18, 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.
- In Fiscal Year 2017-18, the County successfully published 14 completed audits in multiple facets of County operations, providing transparency in all fiscal reporting and audits. (OE4)
- Aligned 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.
  - Held four executive management exchange meetings to focus on operational priorities such as addressing the region’s methamphetamine problem, housing affordability, and fiscal stability and infrastructure. These exchanges are meant to ensure leadership oversight and accountability on the County’s top priorities. The County also continued

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Operational Excellence

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

- to have quarterly monitor and control meetings to review progress toward goals; discussed risks and mitigation strategies; and reviewed budget projections.
- Received GFOA’s Award for Excellence in Government Finance for Leveraging GFOA Best Practices in the Strategic Management of Liabilities: Pension, OPEB, and Renewal of Aged Infrastructure.
- Received GFOA Distinguished Budget Award for the Fiscal Year 2017–18 Adopted Budget.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers through oversight and guidance of the development of the County’s Capital Improvement Needs Assessment (CINA) and Major Maintenance Improvement Plan.
  - Provided support and oversight of the County Communications department’s efforts to provide easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 24% during Fiscal Year 2017–18.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continued to promote a culture that serves with Helpfulness, Expertise, Attentiveness, Respect, and Timeliness (HEART) by awarding 18 employees the Heart of Service Award for exemplifying HEART and providing a positive customer experience. The team from the department of Animal Services was recognized for being instrumental in the success of our Animal Services Volunteer program restructure. The Probation Youth Running program was recognized for giving youth in detention not only a physical outlet for stress but also meditative time to refocus and readjust attitudes that landed them in trouble. The Specialty Collaborative Courts team from the Public Defender’s Office, District Attorney’s Office, Probation and the Courts was recognized for their outstanding efforts in handling central felony probation violations, parole and Post Release Community Supervision (PRCS) violations, mandatory supervision Courts, reentry Court, three different drug courts, and veterans’ treatment court. (OE5)
  - In support of the County’s Customer Experience Initiative, County staff selected an enterprise survey tool that will serve as an enterprise-wide solution to help measure customer satisfaction. Launch of the tool is scheduled for Summer 2018. (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 2017-18 the County began implementing the employee engagement program that focuses on engaging, enhancing, and empowering our employees. Highlights of the program include: Employee Intramural Sports, TED Talks, and employee event notifications via text message. (OE6)
- Championed the Diversity & Inclusion (D&I) initiative by implementing objectives of the County’s Diversity & Inclusion strategic plan. Provided leadership and oversight by facilitating the Diversity & Inclusion Executive Council. 81 D&I champions are currently going through a D&I training program to give them tools to bring D&I to life at all levels of the organization. Also, the County now has 10 Employee Resource Groups that contribute to increasing workforce diversity and promoting inclusion. (OE6)
- Championed employee wellness activities to ensure team members thrive.

## 2018–20 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)
- 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 and specific outcomes are achieved
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Provide strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers.
  - Deliver direct communications about, online access to and resourceful apps for program services.
  - Lead the implementation of a countywide data and performance analytics strategy that will enhance operational performance and service delivery through data and performance analytics, improved cross-departmental data sharing, and external data availability.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue to promote a culture that serves with HEART (Helpfulness, Expertise, Attentiveness, Respect, and Timeliness) at our core by recognizing a department and/or employee annually for creativity and demonstrated outcomes towards ensuring a positive customer experience. (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](http://www.sandiegocounty.gov/cao)

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

### Staffing

No change in staffing

### Expenditures

Net decrease of \$0.1 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.2 million due to public liability costs.

### Revenues

Decrease of \$0.1 million

- ◆ General Purpose Revenue Allocation—decrease of \$0.1 million, primarily due to a decrease in public liability costs.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



### Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Executive Office	6.00	6.00	6.00	0.0	6.00
Office of Intergovernmental Affairs	5.50	5.50	5.50	0.0	5.50
Office of Ethics & Compliance	4.00	4.00	4.00	0.0	4.00
<b>Total</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>0.0</b>	<b>15.50</b>

### Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Executive Office	\$ 1,786,848	\$ 1,930,984	\$ 1,834,343	(5.0)	\$ 1,885,297
Office of Intergovernmental Affairs	1,652,847	1,718,881	1,725,088	0.4	1,747,283
County Memberships and Audit	769,521	773,342	765,313	(1.0)	765,351
Office of Ethics & Compliance	738,855	770,609	789,843	2.5	815,072
<b>Total</b>	<b>\$ 4,948,071</b>	<b>\$ 5,193,816</b>	<b>\$ 5,114,587</b>	<b>(1.5)</b>	<b>\$ 5,213,003</b>

### Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 2,981,709	\$ 3,156,276	\$ 3,289,205	4.2	\$ 3,387,583
Services & Supplies	1,966,362	2,037,540	1,825,382	(10.4)	1,825,420
<b>Total</b>	<b>\$ 4,948,071</b>	<b>\$ 5,193,816</b>	<b>\$ 5,114,587</b>	<b>(1.5)</b>	<b>\$ 5,213,003</b>

### Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Charges For Current Services	\$ 179,934	\$ 176,052	\$ 184,463	4.8	\$ 184,463
Fund Balance Component Decreases	—	56,709	72,824	28.4	90,953
Use of Fund Balance	—	—	26,713	0.0	26,713
General Purpose Revenue Allocation	4,768,137	4,961,055	4,830,587	(2.6)	4,910,874
<b>Total</b>	<b>\$ 4,948,071</b>	<b>\$ 5,193,816</b>	<b>\$ 5,114,587</b>	<b>(1.5)</b>	<b>\$ 5,213,003</b>



# Auditor and Controller

## Mission Statement

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

## Department Description

Governed by the overriding principles of fiscal integrity, customer satisfaction, 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 238.50 staff years and a budget of \$37.2 million.



## 2017–18 Anticipated Accomplishments



### Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
- The Gross Recovery Rate (GRR) for Fiscal Year 2016-17 was 130%, exceeding the collections performance benchmark of 34% adopted by the Judicial Council. This rate is used to measure a program's performance and ability to successfully collect/resolve delinquent debt. The Office of Revenue and Recovery continued to meet all 25 recommended collection best practices as described in California Penal Code 1463.007, and our GRR ranked in the top 10% of the 58 programs statewide for the last 3 years.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
- Plans to upgrade the County's Oracle Financials system have been pushed out a year until the successful completion of transition to the new data center. 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.
- Earned the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2016, the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2017. These awards demonstrate the County’s regional leadership in preparing accurate and timely reports and contribute to the County’s credit worthiness and maintaining a AAA rating from three major rating agencies. (OE1)

- 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)
- Published the completed audits performed by the Office of Audits and Advisory Services (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)
- Attained a rate of 95% for audit recommendations contained in internal audit reports issued by OAAS implemented on or before their due date. (OE4)
- Processed 99.0% of (114,840 of 116,000) 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.
- Achieved a recovery rate percentage of 7.15%, which was below the goal of 7.25%. This rate measures the effectiveness of the Office of Revenue & Recovery’s (ORR) collection activities which includes some of the most difficult debt types. While the goal was not met, ORR collected \$17.5 million this fiscal year (\$300,000 more than last fiscal year), which are continually reinvested towards County programs in Public Safety and Health & Human Services.
- Partnered with the IT Outsourcer to establish functional, business, and technical requirements for the cashiering system replacement in ORR and completed the vendor selection process. By working with the Library and Clerk of the Board, ORR created the beginning of a possible Enterprise-wide solution, resulting in major efficiencies in the vendor selection and procurement process. This will expand collection/payment abilities, support more modern payment channels and faster and more convenient processing for residents/customers, and result in cost savings that will benefit all departments.
- Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored the investigation and resolution of all cases reported through the Ethics Hotline.

- Submitted 100% (1360) 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 providing A&C curriculum and conducted 14 trainings that focused on core competencies of employees in accounting functions. (OE2)
- 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)

## 2018–20 Objectives



### Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Meet or exceed the collections performance benchmark (34%) adopted by the Judicial Council (JC). This rate is calculated using the County and San Diego Superior Court’s combined delinquent court-ordered debt collections, adjustments and discharges against total referrals (newly established debt) for a particular fiscal year. This rate is reported to the State Legislature annually and is used to measure a program’s performance and ability to successfully collect/resolve delinquent debt, including alternate sentencing, community service, suspended services and discharges.



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Validate at least 95% of audit recommendations reported as implemented within ten business days. The OAAS issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations. (OE4)
  - Monitor and investigate 100% of Fraud, Waste and Abuse allegations reported through the Ethics Hotline. The OAAS administers the Ethics Hotline in coordination with the Office of Ethics and Compliance. On average, 55 reports are received annually through the Ethics Hotline from various sources. Reports primarily involve Fraud, Waste and Abuse or Labor Relations.





- Process 100% of County invoices within five business days after receipt from departments to ensure timely payments of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2017, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2018. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and obtaining/maintaining a AAA rating from the three major rating agencies. (OE1)
- 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)
- 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 (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Upgrade the County's Oracle Financials system database which is currently running on the Oracle 11gR2 database release and is nearing the end of vendor support. Oracle Financials is used by the County to record cash deposits, process vendor payments, and prepare its annual audit of financial statements which are factors considered by credit agencies when determining the County's credit rating. Therefore, the supportability of critical enterprise systems, such as Oracle Financials, is essential to minimize the risk of service disruptions that could prevent users from carrying out these vital business functions. The planned upgrade to the Oracle 12c database release will also provide the County's Oracle Financials system with the latest secure data management capabilities while maintaining application support.
- 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. ORR provides cost effective and efficient accounts receivable management services on over 500,000 accounts and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid. The collected funds are continually reinvested towards County programs in Public Safety and Health & Human Services.
- Implement cashiering system replacement 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 and incorporate modern and anticipated future best practices. These enhancements will eliminate duplicate work, increase efficiency and accuracy while processing payments. The solution will be designed for Enterprise Wide use and to accommodate other County departments in an effort to further maximize customer service/satisfaction, cost savings and efficiency.
- 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)
- Achieve success/quality rate of at least 90% in obtaining Telephone Consumer Protection Act (TCPA) customer consents in the ORR allowing the department to make calls using a pre-recorded voice or send SMS text messaging. Obtaining consent ensures ORR is compliant with the law, while continuing to provide important messages in an effective and efficient manner to our customers.
- Achieve success/quality rate of at least 90% in recovering unclaimed property claims belonging to County of San Diego.
- Process 'Demands' within an average of ten business days from the date of receipt in the Office of Revenue and Recovery, Enforcement Division, to clean liens and judgments in order to meet statutory deadlines.
- Process 'Probation Cost and Attorney Fee' judgements to secure debts owed to the County within an average of ten business days from the date of receipt in the Office of Revenue and Recovery, Enforcement Division.
- 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](http://www.sandiegocounty.gov/auditor)



Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Processing—County payments processed within five days of receipt of invoice in Accounts Payable <sup>1</sup>	99% of 115,800	100%	99% of 116,000	N/A	N/A
	Processing—County invoices processed within five days of receipt from departments <sup>2</sup>	N/A	N/A	N/A	100%	100%
	Reporting—Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,360	100%	100% of 1360	100%	100%
	Auditing—Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date <sup>3</sup>	93% of 43	95%	95%	N/A	N/A
	Auditing—Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that are reported as implemented are validated within ten business days <sup>4</sup>	N/A	N/A	N/A	95%	95%
	Collections—Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) <sup>5</sup>	7.17%	7.25%	7.15%	7.25%	7.25%

*Table Notes*

- <sup>1</sup> This measure will be discontinued effective Fiscal Year 2018–19 and replaced by another measure to more accurately reflect the Accounts Payable process.
- <sup>2</sup> This is a new measure effective Fiscal Year 2018–19 to reflect the Accounts Payables division's approval time once an invoice has been received from County departments
- <sup>3</sup> Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System. This measure will be discontinued in Fiscal Year 2018–19.
- <sup>4</sup> This is a new measure effective Fiscal Year 2018–19, which reflects that Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The validation of implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.
- <sup>5</sup> This measure represents the effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.





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

### Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff year to support operational needs of the Project, Revenue and Grants Accounting unit in the Controller division.

### Expenditures

Net increase of \$0.9 million

- ◆ Salaries & Benefits—increase of \$1.7 million as a result of one new staff year, required retirement contribution and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.8 million primarily as a result of removal of one-time costs associated with various IT projects budgeted in Fiscal Year 2017–18.

### Revenues

Net increase of \$0.9 million

- ◆ Charges for Current Services —decrease of \$0.1 million due to changes in the cost allocation plan revenues.

- ◆ Fund Balance Component Decreases—increase of \$0.1 million for a total budget of \$0.6 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 \$0.4 million for a total budget of \$1.0 million, including:
  - ◆ \$0.2 million for one-time software costs related to the implementation of new lease reporting requirements in accordance with GASB 87.
  - ◆ \$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.
  - ◆ \$0.3 million for negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$1.3 million primarily due to negotiated labor agreements and an increase in retirement contributions.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes.



### Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Audits	15.00	15.00	15.00	0.0	15.00
Controller Division	96.00	98.00	99.00	1.0	99.00
Revenue and Recovery	98.50	98.50	98.50	0.0	98.50
Administration	15.00	15.00	15.00	0.0	15.00
Information Technology Mgmt Services	11.00	11.00	11.00	0.0	11.00
<b>Total</b>	<b>235.50</b>	<b>237.50</b>	<b>238.50</b>	<b>0.4</b>	<b>238.50</b>

### Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Audits	\$ 3,007,117	\$ 2,526,930	\$ 2,692,336	6.5	\$ 2,805,936
Controller Division	11,575,157	12,505,972	13,383,097	7.0	13,367,880
Revenue and Recovery	10,009,494	10,450,512	9,991,384	(4.4)	10,453,161
Administration	2,881,429	3,070,682	3,452,131	12.4	3,433,386
Information Technology Mgmt Services	8,416,463	7,722,817	7,686,988	(0.5)	7,761,325
<b>Total</b>	<b>\$ 35,889,660</b>	<b>\$ 36,276,913</b>	<b>\$ 37,205,936</b>	<b>2.6</b>	<b>\$ 37,821,688</b>

### Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 23,431,489	\$ 23,953,330	\$ 25,620,168	7.0	\$ 26,953,608
Services & Supplies	12,622,929	12,488,341	11,740,169	(6.0)	11,032,838
Other Charges	50,000	50,000	50,000	0.0	50,000
Expenditure Transfer & Reimbursements	(214,758)	(214,758)	(214,758)	0.0	(214,758)
Operating Transfers Out	—	—	10,357	0.0	—
<b>Total</b>	<b>\$ 35,889,660</b>	<b>\$ 36,276,913</b>	<b>\$ 37,205,936</b>	<b>2.6</b>	<b>\$ 37,821,688</b>





## Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 90,200	\$ 4,000	\$ 48,449	1,111.2	\$ 48,449
Charges For Current Services	6,378,537	6,435,078	6,356,598	(1.2)	6,356,598
Miscellaneous Revenues	225,000	220,000	220,000	0.0	220,000
Fund Balance Component Decreases	—	453,681	582,680	28.4	727,804
Use of Fund Balance	1,720,000	1,413,253	980,964	(30.6)	270,964
General Purpose Revenue Allocation	27,475,923	27,750,901	29,017,245	4.6	30,197,873
<b>Total</b>	<b>\$ 35,889,660</b>	<b>\$ 36,276,913</b>	<b>\$ 37,205,936</b>	<b>2.6</b>	<b>\$ 37,821,688</b>



# County Technology Office

## Mission Statement

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

## Department Description

The County Technology Office (CTO) 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 15.00 staff years, an operating budget of \$19.9 million and an IT internal service fund of \$175.8 million.



### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Integrated the County Constituent Relationship Management (CCRM) system to support the County's document repository and archiving solution, Documentum, and the County's geographic information system capabilities. Completed June 2018. (OE3)
  - Enhanced reporting functionality in the County's IT cost management/chargeback billing application, ITrack, to support users' need for a robust, user-friendly application. In addition, ITrack was upgraded to provide County users with new and improved functionality and allow County to remain on a current, vendor-supported version of the product. Completed February 2018 and Summer 2018 respectively. (OE3)

- Continued to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHA, 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)
- 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 97% performance of the Service Levels (previously "Minimum Acceptable Service Levels") by the Outsourcing Provider, which is less than the 99% goal due to challenges related to new systems that are being implemented as part of the transition to a new contract.
- Achieved 100% IT project performance to budget and schedule by the IT Outsourcing Provider.
- Improved 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 improvement enables the generation of a comprehensive report showing portfolio, cloud, infrastructure, and desktop applications used in the enterprise. (OE3)
- Continued to provide project management and support to County Departments for the Microsoft Windows 10 Operating System (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)

- Continued to test CTO-managed applications and platforms to ensure compatibility with Windows 10 and remediate as needed. (OE3)
- Implemented 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. This is a multi-year project, the User Acceptance Testing for Phase I is anticipated to be completed Fall 2018. (OE3)
- Integrated Microsoft Skype for Business with the County's telephone system, providing capability to place phone calls from either desk phone or computer. Completed January 2018. (OE3)
- Improved 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)
- Upgraded 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. Completed February 2018. (OE3)
- Completed the planning phase of upgrading several core products that make up the County's Enterprise Document Processing Platform (EDPP). This technology upgrade provides County users with new and improved functionality and allow County to remain on a current, vendor-supported version of the product. The implementation phase is scheduled to complete in Fiscal Year 2018-19. (OE3)
- Implemented 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. Completed February 2018. (OE3)
- Completed the transition of services to the new Information Technology and Telecommunications Services Agreement. Completed June 2018. (OE3)
- Integrated Active Directory with the Oracle Identity and Access Management Platform in support of the Phase I of Automated Provisioning technologies project. Completed December 2017. (OE3)
- Upgraded 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. To be completed in Fall 2018. (OE3)
- Implemented enterprise Data Discovery scanning application, which will provide for the discovery of possible Personal Identifiable Information (PII) stored in unintended locations thereby reducing the risk of unauthorized access and dissemination of PII. Completed February 2018. (OE3)
- Implemented enterprise Self Service Password Reset tool, which provides County employees with the ability to unlock or reset their passwords without having to call the Service Desk. Completed February 2018. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure end-user satisfaction. (OE3)
  - Achieved 93% IT customer satisfaction survey results by the Outsourcing Provider, as contractually defined.
  - Achieved 100% of target for County end-user satisfaction with delivery of IT services relative to over 400 public and private organizations. The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to 400+ public and private 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.

## 2018–20 Objectives



### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Upgrade several core products (Documentum, LiveCycle Forms) that make up the County's Enterprise Document Processing Platform (EDPP). This upgrade will provide County users with new and improved functionality and allow County to remain on a current, vendor-supported version of the product. (OE3)
  - Upgrade the County's Enterprise Single Sign-on solution, Identity Access Management (IDAM). This upgrade will allow County to remain on a current, vendor-supported version of the product for both hardware and software, and minimize downtime for end users. (OE3)
  - Expand the capabilities of the Justice Electronic Library System (JELS) to include: distribution of electronic collection referrals to Office of Revenue and Recovery, establishing an Electronic Media Center for Juvenile Delinquency justice partners and establishing an electronic Case File strategy for County Counsel Dependency cases. (OE3)





- Implement enhancements to the County’s Fusion Middleware (FMW) platform, which provides service oriented architecture and web services, to support email integration for notifications and workflow. (OE3)
- Implement enhancements to the County’s Open Data Portal (ODP), which is a tool that makes certain County data available to the public, that would allow for automation of data publishing. (OE3)
- Implement the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business. (OE3)
- Implement enhancements to DocVault, the system of record for the County’s IT documentation, to support users’ need for an efficient and user-friendly application. (OE3)
- Implement replacement technology for the County’s document and records viewer, Webtop, as there is no upgrade path provided by vendor and support ends in 2018. (OE3)
- Implement enhancements to ensure a secure IT environment. (OE3)
- Develop and implement end-user multi-factor authentication methodology to improve overall County security for identification.
- Enhance current desktop end point security to provide higher levels of protection for County users and data.
- Implement cloud based security broker tools that have the ability to work across all County cloud based applications, especially Office 365, to ensure protection of County data wherever it resides.
- Migrate all County employees’ file shares to OneDrive for Business storage service. This migration will provide enhanced functionality and reduce recurring network storage cost. (OE3)
- Establish formal process to explore and pilot innovative IT proof of concepts. (OE3)
- Enhance business application portfolio management utilizing a suite of tools that provide standardized IT architecture, technology lifecycle management, application lifecycle, investment opportunities, and IT asset management. (OE3)
- Continue to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHS, its community partners and other County

departments the capability to access a comprehensive view of a client's history, thereby creating a coordinated care network between multiple providers. (OE3)

- Continue to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County’s property assessment, tax collection and apportionment activities. (OE3)
- Continue to provide project management and support to County Departments for the Microsoft Windows 10 OS upgrade effort, including testing of enterprise applications and platforms. This multi-year effort will ensure the successful migration of all enterprise-wide desktop and laptop devices to the new Windows 10 OS and that all business applications are compatible and functioning with the new OS by Fiscal Year 2019–20. (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 by the Outsourcing Provider.
- Achieve 100% IT project performance to budget and schedule by the Outsourcing Provider.
- Strengthen our customer service culture to ensure a positive customer experience
  - Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure end-user satisfaction. (OE3)
  - Achieve 93% overall rating from Service Desk users for delivery of IT services.
  - Achieve 100% of target for County end-user satisfaction with delivery of IT services relative to over 400 public and private organizations. The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to 400+ public and private 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](http://www.sandiegocounty.gov/cto)





Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	IT initiatives resulting from CTO-driven advanced planning. <sup>1</sup>	2	4	4	5	5
	Outsourcing Provider IT Service Levels (previously “Minimum Acceptable Service Level”) performance. <sup>2</sup>	98%	99%	97%	99%	99%
	Outsourcing Provider IT project performance to budget and schedule. <sup>3</sup>	100%	87%	100%	100%	100%
	County end-user satisfaction with delivery of IT services relative to 400+ public and private organizations. <sup>4</sup>	99.8%	100%	100%	100%	100%
	Outsourcing Provider IT customer satisfaction survey results. <sup>5</sup>	N/A	80%	93%	93%	93%

*Table Notes*

<sup>1</sup> CTO-driven advanced planning initiatives for Fiscal Year 2018–19:

1. Upgrade several core products (Documentum, LiveCycle Forms) that make up the County’s Enterprise Document Processing Platform (EDPP). This upgrade will provide County users with new and improved functionality and allow County to remain on a current, vendor-supported version of the product.
2. Upgrade the County’s Enterprise Single Sign-on solution, Identity Access Management (IDAM).
3. Implement enhancements to the County’s Fusion Middleware (FMW) platform, which provides service oriented architecture and web services, to support email integration for notifications and workflow.
4. Implement the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business.
5. Migrate all County employees’ file shares to OneDrive for Business storage service. This migration will provide enhanced functionality and reduce recurring network storage cost.

<sup>2</sup> 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.

<sup>3</sup> 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. Service Levels are defined in the IT Outsourcing Agreement.

<sup>4</sup> The percentage reflects the County’s end-user satisfaction with the delivery of IT services relative to over 400 public and private 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.

<sup>5</sup> The percentage reported reflects the Outsourcing Provider’s overall rating from Service Desk users for delivery of IT services.





## County Technology Office Budget Changes and Operational Impact: 2017–18 to 2018–19

### Staffing

Decrease of 2.00 staff years.

- ◆ Decrease of 1.00 staff year due to a transfer of staff to the Finance and General Government Group Executive Office in support of countywide data and performance analytics.
- ◆ Decrease of 1.00 staff year due to a transfer of Group Information Technology Position to the Public Safety Group Executive Office.

### Expenditures

Net increase of \$6.6 million in the CTO office

- ◆ Salaries & Benefits—decrease of \$0.1 million as a result of decrease of staff years described above offset by increases due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$6.7 million.
  - ◆ Increase of \$0.8 million due to increases in recurring costs related to licensing for GovDelivery, Open Data Portal (ODP) and Mega Management Service, and maintenance and operations costs for managed enterprise platforms and applications.
  - ◆ Increases of \$10.2 million in one-time costs related to County website updates, EDPP component upgrades, Mega IT Portfolio Management Service, Security initiatives, Windows 10 Upgrade, FMW enhancements, Identify Access Management (IDAM) upgrade, Justice Electronic Library System (JELS) enhancements, Oracle Business Intelligence (OBI) enhancements, and ODP enhancements.
  - ◆ Decreases of \$4.3 million due to decreases of one-time IT projects in Fiscal Year 2017–18, including County’s Web Authoring Platform Upgrade, Enterprise Document Processing Platform (EDPP) component upgrades, Windows 10 Upgrade, Fusion Middleware (FMW) enhancements, IDAM enhancements, IT Outsourcing Transition, JELS enhancements, and OBI upgrade.
- ◆ Management Reserves —no change; a total of \$0.5 million is budgeted for funding of emergent or unanticipated IT platform needs.

### Revenues

Net increase of \$6.6 million in the CTO office

- ◆ Use of Fund Balance—increase of \$5.9 million. A total of \$10.2 million is budgeted.
  - ◆ \$0.1 million for funding of County website updates.

- ◆ \$5.7 million for funding of EDPP component upgrades.
- ◆ \$0.5 million for funding of emergent IT needs.
- ◆ \$0.4 million for funding of Mega IT Portfolio Management Service.
- ◆ \$0.9 million for funding for security initiatives.
- ◆ \$0.1 million for funding of Windows 10 Upgrade.
- ◆ \$0.1 million for funding of FMW enhancements.
- ◆ \$2.0 million for funding of IDAM upgrade.
- ◆ \$0.2 million for funding of JELS enhancements.
- ◆ \$0.2 million for funding OBI and ODP enhancements.
- ◆ General Purpose Revenue Allocation—increase of \$0.7 million due negotiated labor agreements, increases in license and application maintenance and operation costs, offset by decrease in staffing.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

Net decrease of \$10.1 million in the CTO Office operating budget is due to anticipated completion of one-time projects in Fiscal Year 2018-19.

## Information Technology Internal Service Fund Budget Changes and Operational Impact: 2017–18 to 2018–19

### Expenditures

Increase of \$12.2 million

- ◆ Services & Supplies—increase of \$12.2 million in the Information Technology Internal Service Fund (IT ISF) based on information technology expenditures projected by all County departments including one-time and ongoing costs.

### Revenues

Net increase of \$12.2 million

- ◆ Charges for Current Services—increase of \$12.1 million primarily due to increases in departmental operation and maintenance costs.
- ◆ Other Financing Sources—increase of \$0.1 million primarily due to increase in enterprise-wide license costs.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

Net decrease of \$17.5 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 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
CTO Office	17.00	17.00	15.00	(11.8)	15.00
<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>15.00</b>	<b>(11.8)</b>	<b>15.00</b>

**Budget by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
CTO Office	\$ 12,829,302	\$ 13,302,552	\$ 19,913,073	49.7	\$ 9,833,395
Information Technology Internal Service Fund	168,394,771	163,573,017	175,775,724	7.5	158,312,044
<b>Total</b>	<b>\$ 181,224,073</b>	<b>\$ 176,875,569</b>	<b>\$ 195,688,797</b>	<b>10.6</b>	<b>\$ 168,145,439</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 3,407,516	\$ 3,577,615	\$ 3,468,786	(3.0)	\$ 3,578,473
Services & Supplies	177,816,557	172,797,954	191,720,011	11.0	164,566,966
Management Reserves	—	500,000	500,000	0.0	—
<b>Total</b>	<b>\$ 181,224,073</b>	<b>\$ 176,875,569</b>	<b>\$ 195,688,797</b>	<b>10.6</b>	<b>\$ 168,145,439</b>

**Budget by Categories of Revenues**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 21,575	\$ —	\$ —	0.0	\$ —
Charges For Current Services	163,951,118	158,565,345	170,656,749	7.6	153,030,348
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	5,183,164	5,793,798	5,924,047	2.2	6,086,768
Fund Balance Component Decreases	—	65,554	85,182	29.9	107,264
Use of Fund Balance	4,000,000	4,300,000	10,218,819	137.6	30,819
General Purpose Revenue Allocation	7,968,216	8,050,872	8,704,000	8.1	8,790,240
<b>Total</b>	<b>\$ 181,224,073</b>	<b>\$ 176,875,569</b>	<b>\$ 195,688,797</b>	<b>10.6</b>	<b>\$ 168,145,439</b>



# Civil Service Commission

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the Civil Service Commission has 4.00 staff years and a budget of \$0.6 million.



### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Resolved 60% (18 of 30) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Distributed 100% (15 of 15) of Commission decisions within 48 hours of Commission approval resulting in timely notification of outcomes to parties and the public. (OE4)
  - Added new equipment, supplies and technologies to hearing room, based on input from hearing participants, which improved presentation options and resulted in more efficient hearings. (OE4)
- Updated and expanded the Civil Service Commission's website content to include all of the latest changes to hearing room procedures, supplies, equipment and technologies available for use by hearing participants. (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 to increase 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 95%. Customer satisfaction surveys focused primarily on responsiveness, courtesy, and knowledge of staff. (OE5)
  - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
  - Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Participated in ongoing training in areas of human resources, technology, workplace safety, finance and pertinent legal updates to increase staff's knowledge in order to provide superior customer service. (OE6)

- Provided training to County departmental human resources officers 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)

## 2018–20 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](http://www.sandiegocounty.gov/civilservice)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Positive customer satisfaction rating <sup>1</sup>	99%	95%	95%	95%	95%
	Personnel disputes resolved without need of an evidentiary hearing <sup>2</sup>	80% of 30	55%	60% of 30	55%	55%
	Commission decisions distributed within 48 hours of Commission approval	100% of 13	95%	100% of 15	95%	95%

*Table Notes*

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

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



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

### Staffing

No change in staffing

### Expenditures

Increase of \$0.04 million

- ◆ Salaries & Benefits—increase of \$0.04 million due to required retirement contributions and negotiated labor agreements.

### Revenues

Increase of \$0.04 million

- ◆ General Purpose Revenue—increase of \$0.04 million due to retirement contributions and negotiated labor agreements.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes



**Staffing by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.0</b>	<b>4.00</b>

**Budget by Program**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Civil Service Commission	\$ 525,820	\$ 531,768	\$ 570,141	7.2	\$ 589,417
<b>Total</b>	<b>\$ 525,820</b>	<b>\$ 531,768</b>	<b>\$ 570,141</b>	<b>7.2</b>	<b>\$ 589,417</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 430,248	\$ 450,957	\$ 488,331	8.3	\$ 507,608
Services & Supplies	95,572	80,811	81,810	1.2	81,809
<b>Total</b>	<b>\$ 525,820</b>	<b>\$ 531,768</b>	<b>\$ 570,141</b>	<b>7.2</b>	<b>\$ 589,417</b>

**Budget by Categories of Revenues**

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Charges For Current Services	\$ 44,976	\$ 43,412	\$ 41,244	(5.0)	\$ 41,244
Fund Balance Component Decreases	—	7,558	9,687	28.2	12,083
Use of Fund Balance	—	—	4,642	0.0	4,642
General Purpose Revenue Allocation	480,844	480,798	514,568	7.0	531,448
<b>Total</b>	<b>\$ 525,820</b>	<b>\$ 531,768</b>	<b>\$ 570,141</b>	<b>7.2</b>	<b>\$ 589,417</b>



# Clerk of the Board of Supervisors

## Mission Statement

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

## Department Description

The 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 \$4.1 million.



## 2017–18 Anticipated Accomplishments

### Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - ▣ Ensured efficiency and transparency of the property tax assessment appeal process by processing 98% of 3,700 property tax assessment appeal applications within seven days of receipt. (OE4)
  - ▣ Provided open access to County business by making 100% of 45 audio recordings of all 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)
  - ▣ Explored automated solutions to increase online access to Board of Supervisors official records. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - ▣ Provided opportunities to San Diego residents by processing and mailing 100% of 22,500 completed U.S. Passport applications on the same day they are received. (OE5)
  - ▣ Ensured satisfaction with services provided by achieving consistently high ratings of 4.9 out of 5.0 in surveys of over 10,000 customers. (OE5)

## 2018–20 Objectives

### Operational Excellence

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

### Strategic Initiative Legend

			
BBH	LS	SE/T	OE
●	- 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.


- Upgrade the online Board of Supervisors records repository to improve stability and provide mobile-friendly search capabilities. (OE3)
- Assist with testing, training, and implementation of the Integrated Property Tax System. (OE3)
- 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)
- Ensure efficiency and transparency of the Property Tax Assessment Appeal process by entering Appeal Applications within seven days of receipt. (OE4)
- Ensure compliance with AB 2257, a bill that mandates new website requirements for online agenda postings by January 1, 2019. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience

- Receive customer survey cards from 30% of customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all five categories. (OE5)
- Monitor and adjust the appointment processes for passport acceptance services to ensure an optimal customer experience and achievement of revenue targets. (OE5)

**Related Links**

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

- ◆ [www.sandiegocounty.gov/cob](http://www.sandiegocounty.gov/cob)
- ◆ [www.sandiegocob.com](http://www.sandiegocob.com)
- ◆ [www.sdpassports.com](http://www.sdpassports.com)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Average score on internal customer surveys <sup>1</sup>	4.9 of 13,116 surveys	4.9	4.9 of 10,000 surveys	4.9	4.9
	Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process <sup>2</sup>	98% of 4,267 applications	98%	98% of 3,700 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 39 recordings	100%	100% of 45 recordings	100%	100%
	United States Passport applications processed and mailed on the same day they are received	100% of 26,980 applications	100%	100% of 22,500 applications	100%	100%

*Table Notes*

<sup>1</sup> 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.

<sup>2</sup> 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: 2017–18 to 2018–19**

**Staffing**

No change in staffing

**Expenditures**

Net increase of \$0.16 million

- ◆ Salaries & Benefits—increase of \$0.2 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.04 million due to a reduction in information technology project costs.





## Revenues

Net increase of \$0.16 million

- ◆ Charges for Current Services—decrease of \$0.06 million as a result of an anticipated decrease in revenue associated with U.S. Passport acceptance services.
- ◆ Fund Balance Component Decreases—increase of \$0.02 million for a total of \$0.07 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 \$0.2 million primarily due to negotiated labor agreements and an increase in retirement contributions.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes

Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Legislative Services	12.00	12.00	12.00	0.0	12.00
Public Services	13.00	13.00	13.00	0.0	13.00
Executive Office	3.00	3.00	3.00	0.0	3.00
<b>Total</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>0.0</b>	<b>28.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Legislative Services	\$ 1,467,027	\$ 1,589,735	\$ 1,606,972	1.1	\$ 1,677,891
Public Services	1,375,966	1,518,585	1,611,810	6.1	1,678,396
Executive Office	891,302	825,396	876,053	6.1	904,886
<b>Total</b>	<b>\$ 3,734,295</b>	<b>\$ 3,933,716</b>	<b>\$ 4,094,835</b>	<b>4.1</b>	<b>\$ 4,261,173</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 3,052,397	\$ 3,153,702	\$ 3,359,051	6.5	\$ 3,525,363
Services & Supplies	681,898	780,014	735,784	(5.7)	735,810
<b>Total</b>	<b>\$ 3,734,295</b>	<b>\$ 3,933,716</b>	<b>\$ 4,094,835</b>	<b>4.1</b>	<b>\$ 4,261,173</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Charges For Current Services	\$ 806,907	\$ 870,350	\$ 811,150	(6.8)	\$ 811,150
Miscellaneous Revenues	11,185	14,200	14,200	0.0	14,200
Fund Balance Component Decreases	—	49,734	65,521	31.7	83,281
Use of Fund Balance	—	—	32,506	—	32,506
General Purpose Revenue Allocation	2,916,203	2,999,432	3,171,458	5.7	3,320,036
<b>Total</b>	<b>\$ 3,734,295</b>	<b>\$ 3,933,716</b>	<b>\$ 4,094,835</b>	<b>4.1</b>	<b>\$ 4,261,173</b>



# County Counsel

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the County Counsel has 145.00 staff years and a budget of \$29.7 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 the applicable advisory assignments for the Department of Environmental Health Food and Housing Division related to the County's initiative to strengthen the local food system by the agreed upon due date.
  - ◆ 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 able to be achieved because no related cases were initiated during the fiscal year.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
  - Worked with the Office of Strategy and Intergovernmental Affairs (OSIA) to seek legislative authority for Juvenile Court Judges to execute removal warrants. The office drafted Welfare and Institutions Code (WIC) section 340(b), worked with OSIA, state legislative representatives and other counties to seek passage of this bill. WIC 340(b) was enacted in the Fall of 2017 and became effective January 1, 2018. This new statute provides social workers with another legal avenue to bring into custody children who are at risk in a more timely fashion.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Building Better Health

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

### Living Safely

- Expand data-driven prevention strategies and utilize current technologies to reduce crime at the local and regional level
  - Worked with Health and Human Services Agency (HHSA) to fully implement the Justice Electronic Library System (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. County Counsel met regularly with



HHSA staff and with representatives from the County’s Technology Office (CTO) to create and establish the procedure by which HHSA would upload all of their social worker reports into JELS. HHSA is now able to upload and share Juvenile Dependency detention reports, dual jurisdiction reports, as well as all other reports they write. County Counsel office, along with the court, opposing counsel, and Probation is able to access and download all of these reports. (LS6)

- Assisted and provided legal support in the procurement of body-worn camera technology to improve accountability and address crime at the local level in collaboration with the Department of Purchasing and Contracting and the Sheriff’s Department. The procurement contract has been executed. (LS3)
- Assisted and provided 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 in collaboration with the Sheriff’s Department. Sheriff’s Procedure 6.131 Body Worn Cameras is in place. (LS3)
- Reviewed and assisted with the revision of Sheriff’s Department policies and procedures for consistency with evolving state and federal laws. (LS3)
- 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. (LS6)
    - ◆ Prevailed in 98% (728 of 742) of Juvenile Dependency petitions contested in Superior Court.
    - ◆ Prevailed in 95% (295 of 310) of Juvenile Dependency appeals and writs filed.



### Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Ensured coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review. (SE/T3)
    - ◆ Completed 100% (3) of all draft Environmental Impact Report reviews in 40 days or less.
    - ◆ Conducted 11 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.

- Conducted 20 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. (SE/T1)



### 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 98% (39 of 40) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - ◆ Completed 95% (1,280 of 1,350) of all advisory assignments for County departments by the agreed upon due dates.
  - Provided 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)
  - County Counsel administrative and claims staff (22) took 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 represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves. (OE1)
    - ◆ Prevailed in 90% (73 of 81) of court decisions in all lawsuits filed against the County.
    - ◆ Achieved 100% (2) success rate in lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
    - ◆ Handled 95% (100 of 105) 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
  - Completed 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
  - Developed and implemented 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)
    - ◆ One staff member completed the Aspiring Supervisor Certificate Online Program for aspiring supervisors in Fiscal Year 2017–18.
    - ◆ Established 20 in-house trainings for new and current employees.
    - ◆ The Office’s Diversity & Inclusion Committee developed two diversity and inclusion goals related to improved decision-making and attraction of talent and these goals will be implemented by the office in the next fiscal year.

- Work with the Juvenile Court and HHS to establish and implement policies and procedures to execute removal warrants. (LS6)

 Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
  - Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.
  - Conduct at least 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to ensure we continue to provide efficient, legally sound, and effective contracting practices. (SE/T1)
- 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. (SE/T3)
    - ◆ Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.
    - ◆ Conduct at least 15 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.

2018–20 Objectives

 Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
  - 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 100% 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 date.

 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 100% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - ◆ Complete 100% of all advisory assignments for County departments by the agreed upon due dates.
  - 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)

 Living Safely




- All San Diego children, youth and older adults are protected from neglect and abuse
  - Provide effective legal services to HHS in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (LS6)
  - Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
  - Prevail in 95% of Juvenile Dependency appeals and writs filed.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults are protected from neglect and abuse.

- County Counsel paralegals and secretaries 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 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 integration and coordination of Records retention policies and schedules, email policies and open data procedures and policies and complete training of attorneys and clients.
  - Enhance the current County Counsel Intranet website by updating information and providing additional resources which are easily accessible to both our staff and clients. (OE4)
- 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)
    - ◆ Ensure that at least one staff member complete a training program that enhances supervisory skills in Fiscal Year 2018–19.
    - ◆ Establish at least three (3) in-house trainings for new and current employees
    - ◆ Evaluate the current recruitment process to ensure it identifies and captures the pool of candidates being sought and does not inadvertently exclude qualified candidates.
  - Create a leadership mentorship program in the office that would pair up senior deputies interested in leadership positions in the office with a supervisor or chief deputy within the office from outside that senior deputy’s practice group for mentorship. (OE6)

**Related Links**

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

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

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	All advisory assignments related to promoting the County’s initiative of strengthening the local food system completed by the due date	100% (2 of 2)	95%	100% (2 of 2)	100%	100%
	Success rate in County Code Enforcement cases related to promoting the County’s initiative of strengthening the local food system	N/A	90%	N/A	N/A	N/A
	Success rate in Juvenile Dependency petitions contested in Superior Court	99% (928 of 929)	98%	98% (728 of 742)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	98% (297 of 304)	95%	95% (295 of 310)	95%	95%
	Draft Environmental Impact Report reviews completed in 40 days or less	100% (3 of 3)	100%	100% (3 of 3)	100%	100%




Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Number of internal meetings to evaluate new and ongoing land use projects <sup>2</sup>	12	10	11	15	15
	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 <sup>3</sup>	N/A	10	20	30	30
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (40 of 40)	98%	98% (39 of 40)	100%	100%
	Advisory assignments for all County departments completed by the due date	97% (1,288 of 1,322)	95%	95% (1,280 of 1,350)	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	99% (82 of 83)	90%	90% (73 of 81)	90%	90%
	Non-conflict cases against the County handled by County Counsel	100% (110 of 110)	95%	95% (100 of 105)	95%	95%
	Success rate in County cases against other parties	N/A	90%	100% (2 of 2)	90%	90%
	Number of risk mitigation education sessions provided by County Counsel	44	40	40	40	40
	Number of in-house trainings for new and current employees <sup>4</sup>	4	3	20	3	3
	Number of designated staff to complete Financial Literacy online LMS training <sup>5</sup>	100%	100%	100%	100%	100%

Table Notes

- <sup>1</sup> Performance Measure was not achieved in Fiscal Year 2017-18 because no related cases were resolved during the fiscal year. This performance measure is being discontinued effective Fiscal Year 2018–19 due to the marked decrease in these types of Code Enforcement cases.
- <sup>2</sup> Performance measure results for Fiscal Year 2017–18 increased due to the addition of a meeting scheduled during the last quarter. This performance measure is being increased for Fiscal Year 2018-19 due to the increase of ongoing land use projects and the client’s anticipated needs.
- <sup>3</sup> Performance measure results for Fiscal Year 2017–18 increased due to County Counsel having a greater number of meetings at the request of its client departments. This performance measure is being increased for Fiscal Year 2018-19 at the request of client departments for more meetings.
- <sup>4</sup> County Counsel provided a greater number of in-house trainings than what was originally estimated due to the addition of new attorney staff for whom specialized public entity law training was provided.
- <sup>5</sup> Staff designated to complete the training include 18 administrative and claims staff in Fiscal Year 2017–18. Due to staff turnover, the number of individuals required to take the training increased.

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

### Staffing

Net increase of 5.00 staff years

- ◆ Increase of 2.00 staff years to support program coordination between County Counsel and Health and Human Services Agency (HHS) Child Welfare Services relating to juvenile dependency and mental health conservatorship matters.
- ◆ Increase of 3.00 staff years to support the increase in tort liability and general litigation workload.

### Expenditures

Net increase of \$2.5 million

- ◆ Salaries & Benefits—increase of \$3.4 million as a result of staffing increases detailed above, and due to required retirement contributions and negotiated labor agreements.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.9 million to reflect cost reimbursement from HHS for additional staffing and program coordination on litigation, mental health conservatorship, and juvenile dependency matters between HHS and County Counsel. Since this is a transfer of expenditures, it has the effect of a \$0.9 million decrease in expenditures.

### Revenues

Net increase of \$2.5 million

- ◆ Charges for Current Services—increase of \$1.2 million due to continued workload increases in real estate transactions, developer-related land use matters, constitutional claims, and child welfare matters.
- ◆ Fund Balance Component Decreases—increase of \$0.1 million for a total of \$0.3 million is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$0.1 million for a total use of \$0.2 million due to one-time costs related to negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$1.1 million primarily due to staffing increases and negotiated labor agreements.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes



Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
County Counsel	140.00	140.00	145.00	3.6	145.00
<b>Total</b>	<b>140.00</b>	<b>140.00</b>	<b>145.00</b>	<b>3.6</b>	<b>145.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
County Counsel	\$ 25,745,621	\$ 27,253,889	\$ 29,729,546	9.1	\$ 30,594,865
<b>Total</b>	<b>\$ 25,745,621</b>	<b>\$ 27,253,889</b>	<b>\$ 29,729,546</b>	<b>9.1</b>	<b>\$ 30,594,865</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 25,345,767	\$ 26,935,143	\$ 30,313,369	12.5	\$ 31,321,800
Services & Supplies	1,695,303	1,784,402	1,742,008	(2.4)	1,742,008
Expenditure Transfer & Reimbursements	(1,295,449)	(1,465,656)	(2,325,831)	58.7	(2,468,943)
<b>Total</b>	<b>\$ 25,745,621</b>	<b>\$ 27,253,889</b>	<b>\$ 29,729,546</b>	<b>9.1</b>	<b>\$ 30,594,865</b>

Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Charges For Current Services	\$ 12,076,576	\$ 12,742,181	\$ 13,901,208	9.1	\$ 14,078,291
Miscellaneous Revenues	2,000	1,000	1,000	0.0	1,000
Fund Balance Component Decreases	—	266,799	342,672	28.4	428,029
Use of Fund Balance	83,540	138,828	233,201	68.0	233,201
General Purpose Revenue Allocation	13,583,505	14,105,081	15,251,465	8.1	15,854,344
<b>Total</b>	<b>\$ 25,745,621</b>	<b>\$ 27,253,889</b>	<b>\$ 29,729,546</b>	<b>9.1</b>	<b>\$ 30,594,865</b>





# 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.



## 2017–18 Anticipated Accomplishments

### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ▣ Reviewed and investigated 100% (55) of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury. (LS2)
  - Returned 43 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

## 2018–20 Objectives

### Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - ▣ Review, prioritize and investigate 100% of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county government entities are operating as efficiently as possible. (LS2)
  - Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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](http://www.sandiegocounty.gov/grandjury)

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

**Staffing**

No change in staffing

**Expenditures**

No significant changes

**Revenues**

No significant changes

**Budget Changes and Operational Impact:  
2018–19 to 2019–20**

No significant changes



Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Grand Jury	1.00	1.00	1.00	0.0	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.0</b>	<b>1.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Grand Jury	\$ 803,101	\$ 781,387	\$ 786,712	0.7	\$ 790,546
<b>Total</b>	<b>\$ 803,101</b>	<b>\$ 781,387</b>	<b>\$ 786,712</b>	<b>0.7</b>	<b>\$ 790,546</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 2,396	\$ 5,826	\$ 11,690	100.7	\$ 15,524
Services & Supplies	800,705	775,561	775,022	(0.1)	775,022
<b>Total</b>	<b>\$ 803,101</b>	<b>\$ 781,387</b>	<b>\$ 786,712</b>	<b>0.7</b>	<b>\$ 790,546</b>

Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Use of Fund Balance	—	—	1,089	0.0	1,089
General Purpose Revenue Allocation	803,101	781,387	785,623	0.5	789,457
<b>Total</b>	<b>\$ 803,101</b>	<b>\$ 781,387</b>	<b>\$ 786,712</b>	<b>0.7</b>	<b>\$ 790,546</b>



# Human Resources

## Mission Statement

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

## Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities include risk management, classification, compensation, recruitment, 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 \$27.6 million.



- Collaborated 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 procured a contract for a new Learning Management System (LMS). Completed June 2018. (OE3)
  - To ensure timely and effective services, reduced 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
  - Continued to coordinate the upgrade of PeopleSoft database to the most current version anticipated to be completed by December 2018.
- 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 97% of Classification Activity Requests within agreed upon timelines.
  - Provided 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
  - Advertised open recruitments in diverse publications in order to attract a diverse applicant pool 100% of the time.
  - Oversaw rollout of Sexual Harassment Prevention for Supervisors training with new content and ensuring a 100% completion rate.
  - To foster talent development within the County, restructured the existing Professional Enrichment Seminars to Emerging Leaders series of trainings.

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- 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.

## 2017–18 Anticipated Accomplishments

### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Negotiated fiscally prudent successor Memoranda of Agreement with 6 of 25 bargaining units and 4 of 9 existing employee organizations. (OE1)
  - Completed a risk mitigation strategy for personally identifiable information in the County's Human Resources system through an assessment of current security technologies and vendors. Completed June 2018. (OE3)



- Increased the number of LMS training hours by 3,000 compared to prior year actuals. (OE6)
- Increased the number of professional development training opportunities available in LMS by adding 20 new trainings in Fiscal Year 2017-18.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision
  - Maintained the rate of overall employee participation in various wellness activities at 16%. (OE8)
  - Expanded the Aging Backwards classes from two to four locations. (OE8)
  - Expanded the Healthy Balance Weight Management Program from one to three locations. (OE8)

- Provide excellent customer service to County departments by completing 98% of Classification Activity Requests within agreed upon timelines.
- In order to improve services and provide the best customer service, attain a 98% satisfaction rate on recruitment surveys.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted.
  - Increase the number of professional development training opportunities available in the LMS by adding 20 new trainings in Fiscal Year 2018-19 and Fiscal Year 2019-20 to further develop employees' careers.
  - In order to provide meaningful trainings to employees, attain a 90% average overall satisfaction on DHR trainings in Fiscal Year 2018-19.
  - To strengthen Talent Development's consultant role with County departments, collaborate and assist with 10 departmental requests in Fiscal Year 2018-19.
  - Advertise open recruitments in diverse publications in order to attract a diverse applicant pool 100% of the time.
  - To provide a more comprehensive understanding of human resources' protocols, conduct DHR Demystified Trainings for Fiscal Year 2018-19 (five trainings) and Fiscal Year 2019-20 (six trainings).
- The County makes health, safety and thriving a focus of all policies through internal and external collaboration
  - Expand biometric home testing kits for field workers from 200 to 300 by June 30, 2019 to maximize and promote the health of County employees.
  - Increase chronic care cooking demonstration classes from five to seven locations by June 30, 2019 to educate and promote the health of County employees.
- 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%. (OE8)

## 2018–20 Objectives



### Operational Excellence

- Align services to available resources to maintain fiscal stability
  - To ensure timely and effective services, reduce the hours of lost productivity related to workers' compensation claims by 2% by June 30, 2019.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Complete the upgrade of PeopleSoft database to the most current version by December 31, 2018 to ensure that PeopleSoft is running on a database version that is supported by the vendor.
- Strengthen our customer service culture to ensure a positive customer experience
  - Partner with at least two benefits vendors to host Lunch and Learn sessions by June 30, 2019, so employees have the opportunity to learn about Benefit programs and make informed choices during Open Enrollment.
  - To ensure awareness and wellness of County employees, offer five personal safety and conflict resolution workshops by June 30, 2019.
  - Automate solutions to increase resources available to the human resources community through searchable database of documents by June 30, 2019.
  - Provide excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.

## Related Links

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

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






Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Rate of overall employee participation in Employee Wellness Program activities <sup>1</sup>	16.2% of 17,044	16%	16%	16%	16%
	Recruitment plan/service agreements/timelines met	99%	99%	99%	99%	99%
	Include diversity outreach in all recruitments	100%	100%	100%	100%	100%
	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 <sup>2</sup>	2.1%	2.0%	2.0%	2.0%	N/A
	Classification Activity Request completed within prescribed timeframe	95%	97%	97%	98%	98%
	Overall customer satisfaction rate for recruitment surveys	97%	97%	97%	98%	98%
	Increase in the number of completed LMS training hours compared to prior year actuals <sup>3</sup>	5,000	3,000	3,000	N/A	N/A
	Conduct DHR Demystified Trainings <sup>4</sup>	N/A	N/A	N/A	5	6

Table Notes

<sup>1</sup> This measure is calculated based on various activities including Amazing Race, Flu Shot Campaign, Love Your Heart, Healthy Balance, Right this Weigh, Passport - Road Trip to Health, Wellness Expos, and Biometric Screening Online Health Risk Assessment.

<sup>2</sup> This measure will discontinue in Fiscal Year 2019–20, as the Strategic Plan has been completed.

<sup>3</sup> For Fiscal Year 2018–19, this measure will be replaced to account for the further planned restructuring and enhancements of the trainings provided.

<sup>4</sup> This is a new Performance Measure that will provide trainings to human resources staff in order to provide comprehensive understanding of human resources' protocols.

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

### Staffing

No change in staffing

### Expenditures

Net increase of \$1.0 million

- ◆ Salaries & Benefits—net increase of \$1.0 million due to

required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—net increase of \$0.3 million
  - ◆ Decrease of \$0.6 million due to completion of one-time projects associated with initial security of personally identifiable information in PeopleSoft (\$0.3 million) and PeopleSoft upgrades (\$0.3 million).
  - ◆ Increase of \$0.7 million due to one-time projects associated with the learning management system (\$0.1 million) and PeopleSoft Tools Upgrade (\$0.6 million).



- ◆ Increase of \$0.2 million due to miscellaneous services and supplies for operational needs.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.1 million to reflect cost reimbursement from the Sheriff's Department for the expansion of contracted employee assistance programs and Health and Human Services Agency for human resources services provided for the Background Investigations Unit. Since this is a transfer of expenditures, it has the effect of a \$0.1 million decrease in expenditures.
- ◆ Management Reserves—decrease of \$0.2 million due to countywide insurance needs.

## Revenues

Net increase of \$1.0 million

- ◆ Charges for Current Services—Increase of \$0.3 million in cost allocation plan amounts for reimbursement of administrative services provided to other County departments.
- ◆ Miscellaneous Revenues—Increase of \$0.4 million due to reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers' Compensation divisions.

- ◆ Fund Balance Component Decreases—increase of \$0.1 million for a total budget 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—decrease of \$0.1 million for a total budget of \$0.8 million including:
  - ◆ \$0.1 million for negotiated labor agreements
  - ◆ \$0.1 million for the learning management system
  - ◆ \$0.6 million for PeopleSoft Tools Upgrade
- ◆ General Purpose Revenue Allocation—net increase of \$0.3 million primarily due to negotiated labor agreements.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes





Staffing by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Department of Human Resources	118.00	120.00	120.00	0.0	120.00
<b>Total</b>	<b>118.00</b>	<b>120.00</b>	<b>120.00</b>	<b>0.0</b>	<b>120.00</b>

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Department of Human Resources	\$ 26,964,462	\$ 26,649,865	\$ 27,630,087	3.7	\$ 27,803,486
<b>Total</b>	<b>\$ 26,964,462</b>	<b>\$ 26,649,865</b>	<b>\$ 27,630,087</b>	<b>3.7</b>	<b>\$ 27,803,486</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 14,869,693	\$ 15,529,580	\$ 16,481,545	6.1	\$ 17,246,757
Services & Supplies	12,199,636	11,166,152	11,433,931	2.4	10,842,118
Expenditure Transfer & Reimbursements	(304,867)	(245,867)	(285,389)	16.1	(285,389)
Management Reserves	200,000	200,000	—	(100.0)	—
<b>Total</b>	<b>\$ 26,964,462</b>	<b>\$ 26,649,865</b>	<b>\$ 27,630,087</b>	<b>3.7</b>	<b>\$ 27,803,486</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 4,274	\$ 5,247	\$ —	(100.0)	\$ —
Charges For Current Services	1,635,463	1,769,126	2,047,203	15.7	2,047,203
Miscellaneous Revenues	8,090,459	8,482,727	8,883,069	4.7	9,124,160
Fund Balance Component Decreases	—	215,636	273,165	26.7	337,886
Use of Fund Balance	1,970,000	770,000	753,118	(2.2)	138,118
General Purpose Revenue Allocation	15,264,266	15,407,129	15,673,532	1.7	16,156,119
<b>Total</b>	<b>\$ 26,964,462</b>	<b>\$ 26,649,865</b>	<b>\$ 27,630,087</b>	<b>3.7</b>	<b>\$ 27,803,486</b>



# County Communications Office

## Mission Statement

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

## Department Description

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

To ensure these critical services are provided, the County Communications Office has 23.00 staff years and a budget of \$3.7 million.



## 2017–18 Anticipated Accomplishments



### Living Safely

- Encourage and promoted residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - ▣ Participated in at least two drills each fiscal year to prepare for and respond to major natural or human-made disasters impacting the San Diego County region. (LS1)
  - ▣ Organized one meeting 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. (LS1)
  - Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's emergency website and app, social media, news releases, news conferences and video.



### Sustainable Environments/Thriving

- Create and promoted diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
  - ▣ Provided timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 450 items during Fiscal Year 2017–18. (SE/T6)

### Strategic Initiative Legend

BBH	LS	SE/T	OE
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.





### Operational Excellence

- 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 has 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 24% (24,973 above 102,027 actual base) during Fiscal Year 2017– 18.
- 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 200 content items, such as an article or video, during Fiscal Year 2017–18.



### Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
  - Provide timely and relevant information to the public about the County’s programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department will provide at least one content item (article, video or graphic) per day for a total of 365 items during Fiscal Year 2018–19 and another 365 items during Fiscal Year 2019–20. (SE/T6)



### 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 included 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. Increased number of followers on Facebook and Twitter by 20% during Fiscal Year 2018– 19 and an additional 20% during Fiscal Year 2019– 20.
- Strengthen our customer service culture to ensure a positive customer experience
  - Respond to 100% of all California Public Records Act requests submitted by members of the media within 10 calendar days from receipt of the request.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting 200 content items, such as an article or video, during Fiscal Year 2018–19, and at least another 200 during Fiscal Year 2019–20.

## 2018–20 Objectives



### Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
  - Participate in at least two drills each fiscal year to prepare for and respond to major natural or human-made disasters impacting the San Diego County region. (LS1)
  - Organize two meetings per fiscal year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources. (LS1)
  - 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.





Related Links

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

- ◆ [www.countynewscenter.com](http://www.countynewscenter.com)

Performance Measures		2016–17 Actuals	2017–18 Adopted	2017–18 Estimated Actuals	2018–19 Recommended	2019–20 Recommended
	Participate in two emergency preparedness drills to test readiness	2	2	2	2	2
	Coordinate two regional Public Information Officers meetings per fiscal year <sup>1</sup>	N/A	N/A	N/A	2	2
	News items (article or video) posted on County News Center <sup>2</sup>	487	365	450	365	365
	Increase in followers of County social media sites <sup>3</sup>	38% (27,835 above 73,902 actual base)	20%	24% (24,973 above 102,027 actual base)	20%	20%
	California Public Records Act requests are responded to within 10 calendar days from receipt of original request <sup>4</sup>	N/A	N/A	N/A	100%	100%
	Articles, videos and information posted on department’s intranet site	206	200	200	200	200

Table Notes

- <sup>1</sup> This is a new measure effective Fiscal Year 2018–19 to show collaboration among regional Public Information Officers coordinated by County Communications Office.
- <sup>2</sup> While it is the department’s goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.
- <sup>3</sup> 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.
- <sup>4</sup> This is a new measure effective Fiscal Year 2018–19 to show the department’s compliance with the California Public Records Act.

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

Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff year to support county communication efforts.

Expenditures

Net decrease of \$0.9 million

- ◆ Salaries & Benefits—increase of \$0.4 million due to addition of 1.00 staff year, required retirement contributions and negotiated labor agreements.
- ◆ Capital Assets Equipment—decrease of \$1.4 million primarily due to the removal of one-time capital expenditures for CNC TV production equipment.



- ◆ Operating Transfers Out—increase of \$0.1 million due to contributions to the Major Maintenance Capital Outlay Fund for one-time capital projects.

## Revenues

Net decrease of \$0.9 million

- ◆ Licenses, Permits & Franchises—decrease of \$1.2 million in Public Educational Governmental (PEG) Access Fee revenue, primarily due to the non-recurrence of one-time capital expenditures for CNC TV production equipment.

- ◆ General Purpose Revenue Allocation—increase of \$0.3 million primarily due to negotiated labor agreements, an increase in retirement contributions and an additional staff year.

## Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes





Staffing by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
County Communications Office	22.00	22.00	23.00	4.5	23.00
<b>Total</b>	<b>22.00</b>	<b>22.00</b>	<b>23.00</b>	<b>4.5</b>	<b>23.00</b>

Budget by Program

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
County Communications Office	\$ 3,620,533	\$ 4,608,494	\$ 3,695,904	(19.8)	\$ 3,702,056
<b>Total</b>	<b>\$ 3,620,533</b>	<b>\$ 4,608,494</b>	<b>\$ 3,695,904</b>	<b>(19.8)</b>	<b>\$ 3,702,056</b>

Budget by Categories of Expenditures

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 2,920,025	\$ 2,961,651	\$ 3,289,301	11.1	\$ 3,435,453
Services & Supplies	661,508	524,843	505,603	(3.7)	505,603
Capital Assets Equipment	389,000	1,472,000	111,000	(92.5)	111,000
Expenditure Transfer & Reimbursements	(350,000)	(350,000)	(350,000)	0.0	(350,000)
Operating Transfers Out	—	—	140,000	—	—
<b>Total</b>	<b>\$ 3,620,533</b>	<b>\$ 4,608,494</b>	<b>\$ 3,695,904</b>	<b>(19.8)</b>	<b>\$ 3,702,056</b>

Budget by Categories of Revenues

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 430,000	\$ 1,526,500	\$ 270,500	(82.3)	\$ 130,500
Fund Balance Component Decreases	—	59,279	74,856	26.3	92,380
Use of Fund Balance	150,000	—	25,451	0.0	25,451
General Purpose Revenue Allocation	3,040,533	3,022,715	3,325,097	10.0	3,453,725
<b>Total</b>	<b>\$ 3,620,533</b>	<b>\$ 4,608,494</b>	<b>\$ 3,695,904</b>	<b>(19.8)</b>	<b>\$ 3,702,056</b>



*County of San Diego*

**Capital Program**

Capital Program	483
.....	
2018–19 Recommended Budget at a Glance: Capital Program	485
.....	
Capital Improvement Needs Assessment: Fiscal Years 2018–23	489
.....	
CINA Capital Projects	491
.....	
Operating Impact of Capital Program: Fiscal Years 2018–20	505
.....	
Capital Appropriations: Fiscal Year 2018–19	507
.....	
Capital Program Summary: All Capital Program Funds	521
.....	
Summary of Capital Program Funds	523
.....	
Outstanding Capital Projects by Fund	527
.....	





# 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 major maintenance expenses that are not required to be capitalized for financial reporting purposes—which are appropriated in departmental operating budgets nor does it include recurring appropriations for capital projects that are managed and accounted for in the enterprise funds or special revenue funds (i.e. roads/airports).

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.

### Major Maintenance Capital Outlay Fund

This fund was implemented for financial reporting purposes to enable the County to capitalize major maintenance projects that meet the capitalization requirement per accounting rules. These projects are considered routine maintenance but require capitalization. These projects are funded by the originating departments' operating budgets. Activity associated with these projects was previously reflected in the Major Maintenance Internal Service Fund.

## 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.

For more information on specific funding sources, see Summary of Program Funds.

### Capital Program Funds are used for:

- ◆ The acquisition and construction of new public improvements, including buildings, initial furnishings and equipment.
- ◆ Land and permanent on and off-site improvements necessary for the completion of a capital project.
- ◆ The replacement or reconstruction of permanent public improvements which extends the useful life, adds efficiency, or changes the functionality of existing asset or certain areas of the existing asset.

The following restrictions apply, and the following expenses are not to be funded from the Capital Program Funds:

- ◆ Infrastructure projects that are funded through special revenue funds (e.g. Road Fund or enterprise funds), such as roads, bridges, or other similar improvements.
- ◆ Expenditures which will not extend the useful life, add efficiency, or change functionality of the structure, but will only bring the facility to a sound condition. These are considered maintenance expenses.
- ◆ Feasibility studies, facility master plans or other analytical or research activities which do not relate directly to the implementation of a project.

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 Obligations and 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.

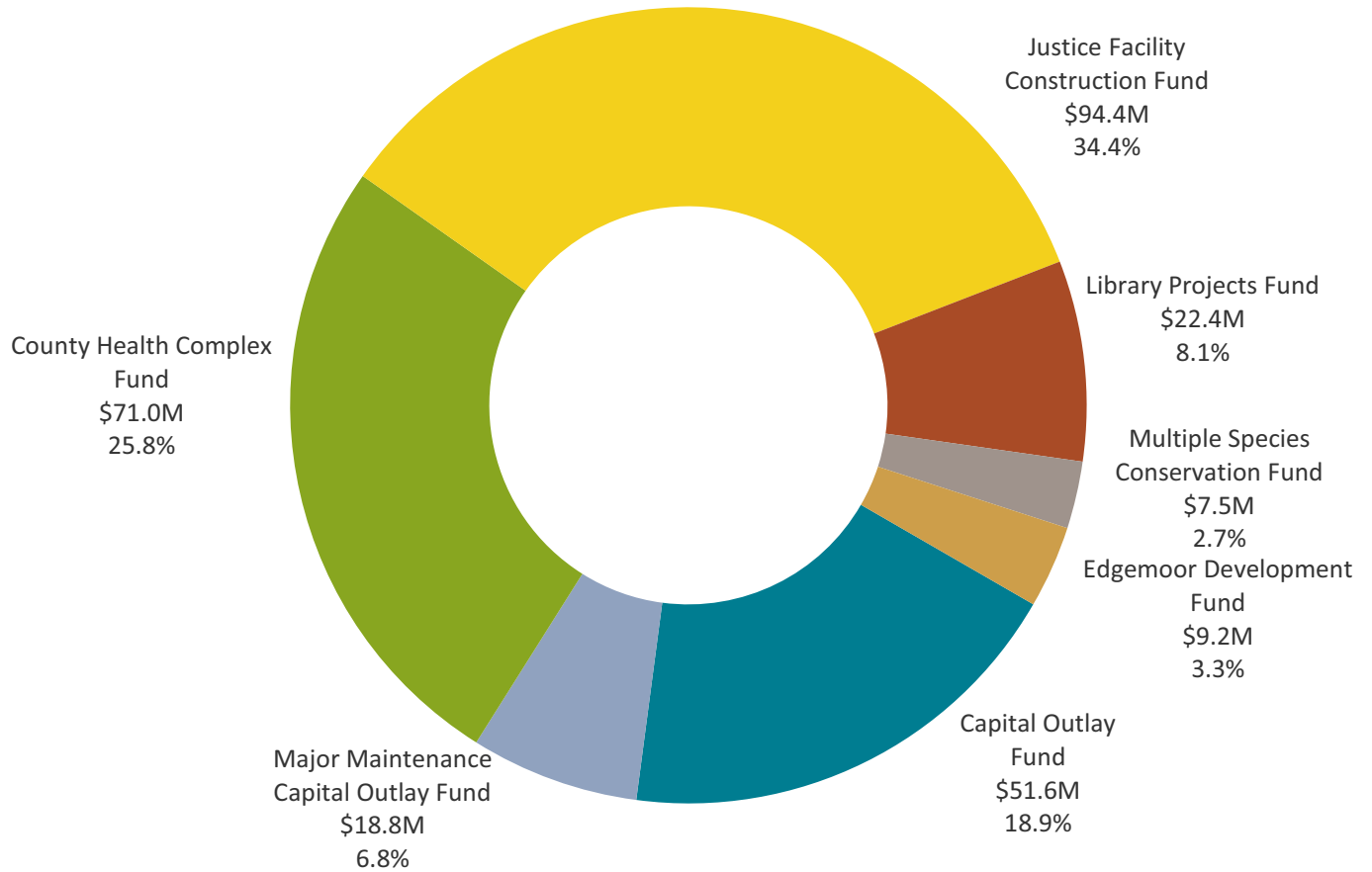
The tables in the Outstanding Capital Projects by Fund section provide information for the County's current outstanding capital projects. The Finance Other section of the Operational Plan contains detailed information regarding lease payments that are used to repay long-term financing of capital projects.





# 2018–19 Recommended Budget at a Glance: Capital Program

## Capital Program by Fund Fiscal Year 2018–19: \$274.9 million



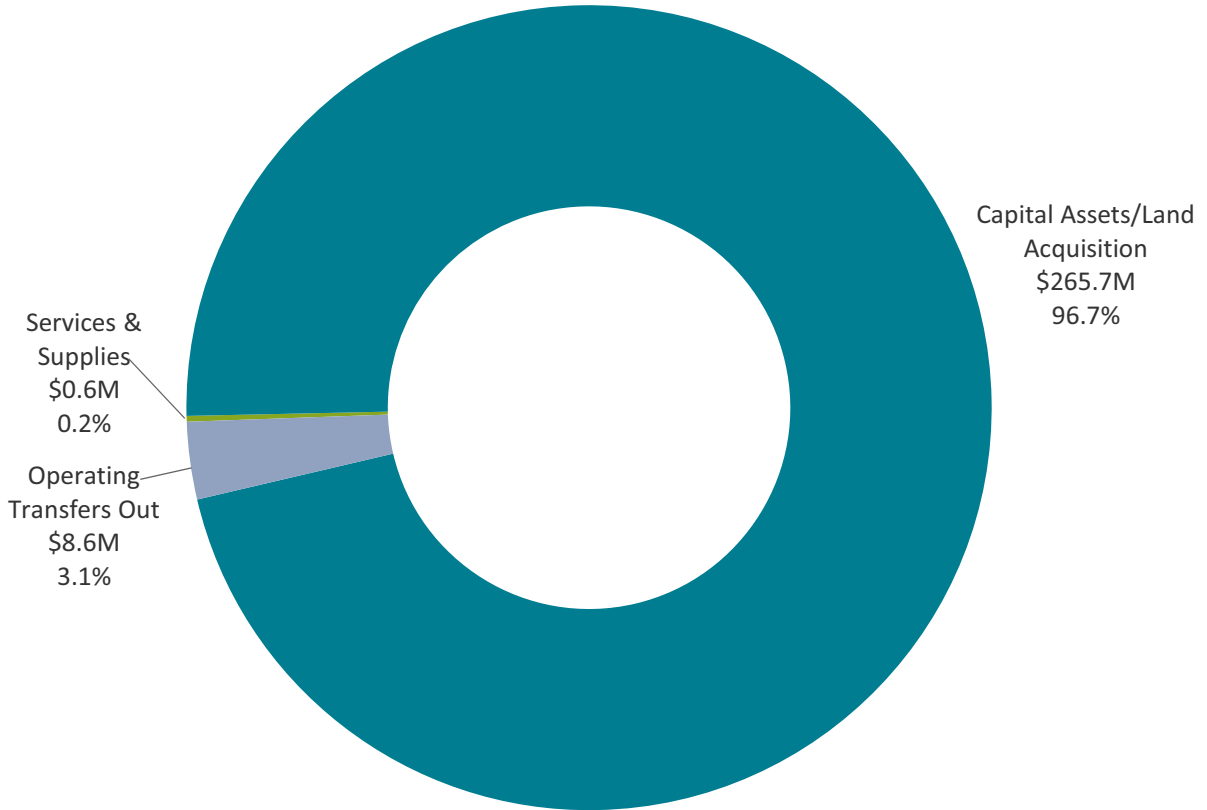
Recommended Budget by Fund: Capital Program

	Budget in Millions	Percent of Total Capital Budget
Justice Facility Construction Fund	\$ 94.4	34.4
County Health Complex Fund	71.0	25.8
Capital Outlay Fund	51.6	18.9
Library Projects Fund	22.4	8.1
Major Maintenance Capital Outlay Fund	18.8	6.8
Edgemoor Development Fund	9.2	3.3
Multiple Species Conservation Program Fund	7.5	2.7
<b>Total</b>	<b>\$ 274.9</b>	<b>100.0</b>

\*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 2018–19: \$274.9 million



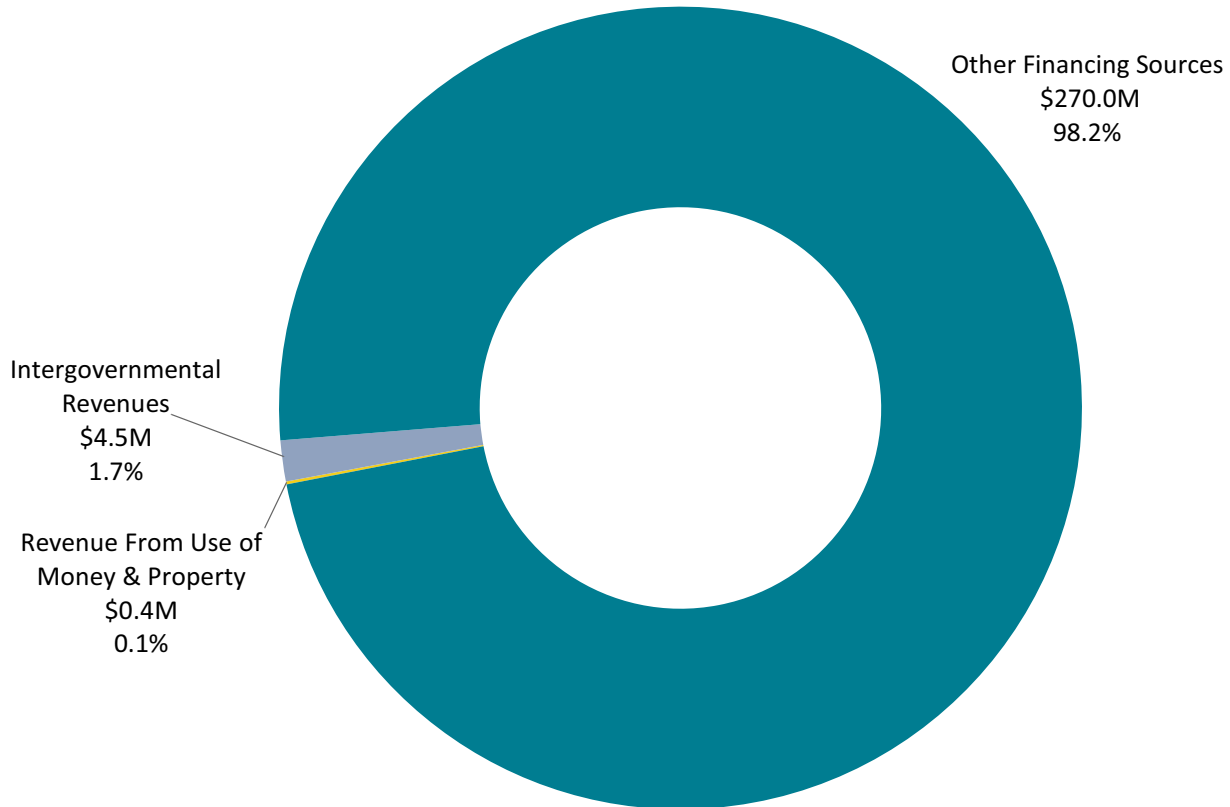
Recommended Budget by Categories of Expenditures: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Services & Supplies	\$ 0.6	0.2
Capital Assets/Land Acquisition	265.7	96.7
Operating Transfers Out	8.6	3.1
<b>Total</b>	<b>\$ 274.9</b>	<b>100.0</b>

\*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 2018–19: \$274.9 million



Recommended Budget by Categories of Revenues:  
Capital Program

	Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	\$ 0.4	0.1
Intergovernmental Revenues	4.5	1.7
Other Financing Sources	270.0	98.2
<b>Total</b>	<b>\$ 274.9</b>	<b>100.0</b>

\*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 2018–23

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 2018–23**

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 priority major and minor projects is \$1.7 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
<b>San Diego Juvenile Justice Campus</b>	Planning	\$243,000,000	Execute phase one of Master Plan. Phased renovation and rebuilding of existing site and facility to include new community supervision services, Probation Urban Camp setting and consolidated detention for up to 144 youth.
<b>County Administration Center (CAC) Renovations (phased)</b>	Planning	108,000,000	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 fixture and finishes refresh of existing Board Chamber.
Multiple Species Conservation Program (MSCP) Land Acquisition	Planning	294,000,000	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.
Southeastern San Diego (SESD) Live Well Center	Planning	74,000,000	New facility to relocate and consolidate facilities (South East Family Resource Center, Public Health and Mental Health) into new SESD Live Well Center, approximately 80,000 square feet depending on entitlement restrictions. Probation joint occupancy.
Tijuana River Valley Regional Park (TRVRP) Active Recreation Site and Community Park, Campgrounds, and Equestrian Center	Execution	42,670,000	Development of the 1,800-acre Tijuana River Valley Regional Park (TRVRP). Future projects include campground, local park and sports complex, and equestrian center. Projects may be constructed in any order.

\*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
Otay Valley Regional Park (OVRP): Heritage Staging Area, Active Recreation Site 3, Area A, Area B, Area C	Planning	40,040,000	Build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Projects may be constructed in any order.
Inmate Transfer Tunnel	Planning	1,400,000	Administrative cost related to construction of the inmate pedestrian tunnel from San Diego Central Jail 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 Luis Rey River Park (SLRRP) Acquisition and Improvement	Planning	63,378,883	Acquisition and development of property for the planned 1,600-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. Future phases include trail acquisition and construction, two Active Recreation Nodes, and staging areas.
Lakeside Branch Library	Planning	19,500,000	Construction of new 17,000 square foot library with teen and children spaces, and community room. Estimate includes demolition of existing library.
Lindo Lake Improvements, East Basin and West Basin Improvements	Planning	13,850,000	Restore Lindo Lake by deepening the bottom of both lake basins to remove sediment and improve habitat and drainage filtration systems that lead into the lake. Design and environmental are underway. Construction will be phased for the two basins: east and west.
Ohio Street Reconstruction	Planning	18,800,000	Demolition of existing building and construct an approx. 15,000 square foot office with social services, contractors, community space, and other services to be provided to adults and juveniles to aid rehabilitation and treatment.
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 the community of Lakeside.

\*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
Ramona Intergenerational Community Campus (RICC)	Planning	1,895,839	Property purchased (\$64,134) for mitigation efforts associated with RICC development. MOU with Caltrans for property transfer drawn up and under review by counsel. Land acquired (4.41 acres for RICC, 2.37 acres for Library). Updating Master Plan for Family Resource Center (FRC) and other site uses (Senior Center, County offices, skatepark and daycare facilities). Acquisition of additional land to connect community oriented facilities adjoining the new library with Santa Maria Creek Greenway.
Emergency Vehicles Operation Course (EVOC)	Planning	26,500,000	Land acquisition for new EVOC facility encompassing approximately 40 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.
Santa Ysabel Nature Center	Execution	8,782,347	Construction of nature center facility showcasing environmental and cultural education.
Regional Communications System Upgrade	Execution	35,867,093	Design, procure and install next generation regional public safety communications system.
Regional Communications System (RCS) Support Infrastructure	Execution	4,000,000	Site Acquisition and Construction of Radio towers and equipment/upgrades at various sites to support the Public Safety Communication system. Harmony Hill, Borrego Springs, and Alpine Heights initial identified sites. Project estimated cost assumed 20 sites convert from lease to fee at estimated \$200,000 per site. Actual numbers dependent on new RCS technology network design.
Estrella Park Improvements	Planning	800,000	Construction of Americans with Disability Act (ADA) parking, decomposed granite trails, landscape, irrigation, a small creek bridge, park benches and picnic tables.
Jamul Fire Station 36 Land Acquisition (new)	Planning	300,000	Negotiate and purchase land occupied by fire station.
Palomar Mountain Fire Station	Planning	1,800,000	Facility remodel and temporary modular living quarters.
Sheriff Technology Center (COC Buildings 12, 18 replacement)	Planning	47,900,125	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 47,000 square foot building.

\*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 compared 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.
Playground Equipment (various locations)	Execution	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.
Playground Shade Structures for Flinn Springs and Steele Canyon	Execution	330,000	Installation of shade structures over playground equipment at Flinn Springs and Steele Canyon.
Playground Shade Structures for Lamar and Hilton Head	Execution	215,000	Installation of shade structures over playground equipment at Lamar and Hilton Head parks.
Bike Skills Course South County	Planning	547,431	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.
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.
Sweetwater Loop Reroute Vernal Pool Trail	Planning	300,000	Alternative reroute will include construction of bridge, trail improvements, signage and fencing.
Guajome Sewer Improvements	Execution	871,951	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
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. A feasibility study has determined that a 3,200 square foot expansion is justified and possible on the north side of the building.
4S Ranch Library Expansion	Planning	7,000,000	Expansion and remodel into unused fountain/plaza area.
Tijuana River Well and Water Distribution System	Execution	400,000	Construction of a well and water distribution at TJRV ballfield complex.
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.
Bomb Arson Land Acquisition Phase 1 Phase 2 - Programming (\$100k)	Planning	500,000	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.
Glen Abbey Trail	Execution	799,865	Environmental documentation, design, and construction of the Glenn Abbey Trail.
Borrego Springs Park	Execution	3,680,541	Construct 16.02 acre park with the following elements; play equipment, ball courts, lawn bowling area, restroom facilities, signage, shade pavilion and related utility upgrades and site improvements adjoining new Library.
San Diego Botanic Garden Expansion	Execution	2,100,000	Construct new administrative and horticultural buildings along with improvements to the lawn and Larabee Houses.
Guajome Park Electrical, Water & Sewer	Execution	1,500,000	Upgrade electrical and water and some sewer improvements.
Steele Canyon Synthetic Turf Conversion	Execution	1,872,000	Construction of new 225 foot artificial turf baseball field and multi-purpose soccer/football field and other related park improvements.
Dos Picos Camping Cabins	Execution	500,000	Installation of two to four additional camping cabins, including fire rings, barbeques, and picnic tables.

\*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
Felicita Park Turf and Playground Improvements	Execution	1,403,962	Phase I: addition of artificial turf; rubber surfacing and shade sails in the existing playground area; a pedestrian entry gate and decomposed granite trail; as well as a full size sand volleyball court and horseshoe pits. Phase II: new trail connections, a sports court, shade improvements and fitness equipment.
Hilton Head Canyon Synthetic Turf Conversion	Execution	2,674,671	Construction of a new 225 foot artificial turf baseball field and multi-purpose soccer/field and other related park improvements.
San Dieguito Park ADA and Playground Improvements	Execution	600,000	Removal and replacement of existing playground equipment and surface, installation of shade sail over playground equipment and construction of ADA parking.
South County Animal Shelter (Bonita), Phase I	Planning	15,900,000	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; can stand alone if subsequent phases are delayed indefinitely. Project implementation pending selection of new service model in Fiscal Year 2018–19.
North Coastal Health and Human Services Agency (HNSA) Facility	Execution	24,000,000	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, and Alcohol & Drug Services.
Pine Valley Fire Station	Execution	9,000,000	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; 3.5 double apparatus bay, 8 sleeping quarters, Captain, and BC quarters.
Assessor Recorder County Clerk (ARCC) - East County Operations and Archive	Execution	21,064,680	Construct new 23,900 square foot office and archival facility on County owned site in Santee.
Sheriff's Crime Lab, Fleet Facility & Parking Structure	Execution	107,510,000	Construction of a 160,000 square foot structure to house crime lab (60,000), criminal evidence warehouse (70,000) and central investigations unit offices (30,000). Fleet Maintenance Facility was relocated to new location within parking garage. Fleet Facility and Parking Garage completed in 2016.

\*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
East County Regional Center (ECRC) Tenant Improvements and Window Replacement	Execution	8,300,000	Renovate entire 7th floor, minus superior court file room, for District Attorney staff use, including expansion of exterior windows. Window replacement on 6th and 8th floors. HVAC system.
Borrego Springs Library	Execution	13,851,917	Replace existing 3,787 SF leased facility; acquire site, design and construct a new 14,100 SF Library, including Community room, to meet increased usage from community. Funding and scope increased to address flood risk and utility infrastructure.
Tijuana River Valley Trails Construction/Habitat Restoration	Execution	5,895,822	Development of a 22 mile trail system and related habitat restoration. This trail system will provide vital east-west connection to the beach, and offer multi-use trails to adjacent communities. Includes trail construction, new fencing, signage and other trail amenities such as benches and bike racks. Construction in six project segments.
Ildica Park	Execution	560,000	Initial Development of Ildica Park. Improvements include a community garden, play equipment, a walking path, parking and picnic area.
Lamar Off Leash Area	Execution	360,000	Construction of a noise wall, landscaping improvements, ADA access and fencing for an off leash dog area within Lamar Park.
Sweetwater Community Garden	Execution	615,000	Construction of 175 to 200 community garden plots that will be available for rent to the public.
County Live Well Campus at Rosecrans (Health Services Complex)	Planning	177,000,000	Redevelopment and consolidation of the Health Services Complex including Live Well Center, parking structure and contracted Assessment Center. Reconfiguration of site to allow for adjacent affordable housing. Construction of central plant for support of Psychiatric Hospital.
Mt. Laguna Fire Station #49	Planning	1,400,000	Planning, procurement and installation of new building to be used as 1.5 or 2 apparatus bay.
Casa De Oro Library	Planning	26,300,000	Construction of new library, up to 15,000 square feet with teen and children spaces and community room. Cost estimate ranges from \$16.4 - \$26.3 million dependent upon land acquisition options.
Mount Woodson Parking Lot	Planning	3,500,000	Design, environmental, right of way and construction of a new access point to County parcels and improvements to provide trail users a safer parking location for the East Mount Woodson trail.

\*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
Alpine Local Park Acquisition, Design, Environmental, and Construction	Planning	13,050,000	Acquisition, design, environmental, and construction of 10+ acres of land for a County park that provides active recreation opportunities (i.e. multiple multi-use ball fields, picnic areas, playground, trails, etc.).
Playground Shade Structure (various locations)	Planning	1,525,000	Construction of shade structures over existing playground equipment in various parks to reduce UV exposure for park visitors and improve visitor experience. These improvements will be located at San Dieguito, Patriot, Liberty Park, Eucalyptus, Goodland Acres, Pine Valley, Dos Picos, Sweetwater, Spring Valley, and Lake Morena.
Replace Playground Equipment (various locations)	Planning	3,400,000	Removal of old playground equipment and replacement with new equipment. New play equipment will engage kids and improve visitor experience. These improvements will be located at Dos Picos (small & large), Heise, Lindo Lake, Steele Canyon, Hilton Head, El Monte, San Dieguito.
Sycuan Kumeyaay Village Dehesa Road/ Sloan Canyon Road Trail (Phase 1&4)	Planning	3,500,000	Design, environmental and construction of an estimated 2.5 miles of trail Sycuan property along Dehesa road and along Sloane Canyon Road (a DPW maintained road). The proposed trail provides an important regional trail connection between the Regional Sweetwater Loop Trail to the Regional California Riding and Hiking Trail. The trail is highly desired by the community. This project is for phase 1 and 4 of the entire alignment.
Water Conservation at County Parks	Planning	4,880,000	Water conservation strategies reduce operational costs and lower our environmental footprint. These improvements will be located at Woodhaven Well, Jess Martin Well, Lindo Lake Wells, Guajome, Eucalyptus, Live Oaks, Otay Lakes, Spring Valley, and Stelzer.
Campo Library Community Room	Planning	1,000,000	Addition of 800 square foot community room.
Julian Library Community Room	Planning	2,000,000	New community room of up to 2,000 square feet with expanded Kitchen/ Serving room.
Lindo Lake Photovoltaic	Planning	1,000,000	Install covered parking areas with photovoltaic panels at Lindo Lake Park.
Rancho San Diego Library Expansion	Planning	700,000	Expand existing bookstore and staff area by additional 700 square feet.

\*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
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.
Bike Skills Course East County	Initiation	600,000	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	Initiation	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.
Nelson Sloan Reclamation	Initiation	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 Dussault Park Improvements Phase II	Initiation	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.
Sweetwater Regional Park Electrical and Sewer	Initiation	2,200,000	Upgrades to water and sewer infrastructure in Sweetwater Regional Park to improve visitor experience and increase park revenue.
Park Volunteer Pads (various locations)	Initiation	450,000	Construction of new volunteer pads that include covered Photovoltaic parking and water generator.
Camping Cabins (various locations)	Initiation	400,000	Target installation of 2-4 camping cabins at County campgrounds.
Guajome Campground Expansion	Initiation	2,100,000	Construction of 25 new campsites.
Lakeside Ballfields Turf Replacement	Initiation	3,000,000	Replacement of Lakeside Baseball Park turf, which is at the end of its useful life.
Sweetwater Summit Campground Expansion Phase II	Initiation	3,500,000	Design and construction of approximately 27 new recreational vehicle (RV) campsites, including the extension of utilities, roads and other camp amenities.

\*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
California Riding and Hiking Trail Acquisition and Improvements	Initiation	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	Initiation	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.
4S Ranch Sports Park Photovoltaic System and LED Lighting	Initiation	1,500,000	The 4S Ranch Sports Park Photovoltaic and LED Lighting Project will reduce the County's reliance on purchased energy and reduce the total energy bill. Over 25 years, the project will save approximately \$1,200,000 and reduce carbon dioxide by 3469 tons.
Lakeside Baseball Park Energy Upgrade	Initiation	1,500,000	Replacement of existing lighting at Lakeside Baseball Complex will energy efficient LED lights. Project includes construction of a new PV system and covered parking. This project will reduce operational costs, GHG emissions and improve visitor experience.
Otay Lakes Electrical Upgrade	Initiation	1,000,000	Upgrades to electrical infrastructure in Otay Lakes Park to improve system efficiency and reliability.
Sweetwater Lane Park Energy Upgrade	Initiation	1,000,000	Design, environmental and construction of car ports with photovoltaic panels. This project will reduce ongoing electricity costs generated and provide shaded parking for park users.
Santa Ysabel East-West Trail (Cauzza) Construction and Nature Center Trail Connection	Initiation	4,100,000	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. Construct 4 water crossings for the east-west trail - \$2,700,000. Nature Center Trail Connection to existing trails - \$700,000
Otay Primitive Campground	Initiation	5,750,000	Design, environmental and construction of primitive youth/group campground at Otay Lakes 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 Regional Park Loop Trail Acquisition/Construction: Segments 5-7 Segments 8 and 9 Segment 10	Initiation	11,945,000	Segments 5-7: The project consists of the design, environmental review and permitting, of approximately 2 miles of the multi-use Sweetwater Loop Trail Segments 8 and 9 on the north side of the Sweetwater Reservoir. Segments 8 and 9: Construction of equestrian and bikeways segments along the periphery of the Sweetwater Reservoir to integrate and connect trails existing at the Sweetwater Regional Park. Segment 10: Acquisition of property, environmental permitting and construction of Sweetwater Loop Trail Segment 10.
4S Liberty Park Bathroom	Initiation	500,000	Construct permanent restrooms at 4s Ranch Liberty Park to meet the needs of the users.
Stowe Trail Acquisition and Trail Realignment	Initiation	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.
Borrego Springs Shadeway	Initiation	650,000	Design and environmental work for a covered pathway from Christmas Circle to Borrego Springs Park.
Felicita Park Electrical and Sewer	Planning	2,500,000	Park is a designated historic site and requires extensive environmental review and analysis. Design, environmental analysis and construction to remove outdated electrical and sewer systems in Felicita Park.
Ramona Intergenerational Community Campus (RICC) Skatepark	Initiation	850,000	Design, environmental and construction of a new skate park at the Ramona Intergenerational Community Campus
Boulder Oaks Preserve Trails and Staging Area	Initiation	3,000,000	The project will include road and driveway improvements, construction and improvements to approximately 8 miles of new and existing multi-use trails and one ADA trail, construction of three staging areas (two for passenger vehicles and one for equestrian use), trail closures, security gates, monument sign and interpretative signage.
Ramona Grasslands Preserve Public Access Construction Phase 1, 2 & 3	Initiation	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.

\*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
Sage Hill Staging Area and Trail System Improvements	Initiation	2,160,000	Environmental design and construction of trail and staging area for Sage Hill Park.
Sweetwater Baseball Turf Replacement	Initiation	3,000,000	The existing artificial turf at Sweetwater Baseball Park is beyond its useful life. This project will remove the old artificial turf and replace it with new artificial turf, which will improve playability and visitor experience.
Sweetwater Lane Artificial Turf Replacement	Initiation	3,000,000	Construction/replacement of artificial turf on four existing baseball fields with soccer field overlay.
Whitaker Estate Road Design and Construction	Planning	325,000	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.
Stelzer Park Ranger Station/Visitor Center	Planning	600,000	Construction of a new ranger station/visitors center at Stelzer Park. The existing ranger station is infested with termites and requires replacement to bring up to current building code.
Lakeside Soccer Fields Acquisition	Initiation	4,700,000	Acquisition for future development of an active recreation soccer park in Lakeside.
Bonsall Elementary School Recreation Amenities	Initiation	250,000	Construction of a playground on partner managed land through a Joint Powers Agreement (JPA).
Campo Park Improvements	Initiation	110,000	Construction of baseball field improvements on partner managed land through a JPA.
Descanso School Recreation Improvements	Initiation	50,000	Construction of a playground on partner managed land through a JPA.
Fallbrook Skatepark	Initiation	582,000	Construction of a Skatepark on partner managed land through a JPA.
Felicita Park Improvements	Initiation	525,000	Construction of a new disc golf course in an existing County park.
Four Gee Park	Initiation	600,000	Development of undeveloped park land. Improvements include a dog park, sports court and picnic area.
Jamul School Improvements	Initiation	50,000	Construction of a playground on partner managed land through a JPA.
Julian High School Track & Field	Initiation	250,000	Construction of track & field improvements on partner managed land through a JPA.
Lakeside Dog Park	Initiation	30,000	Construction of a dog park in an existing County park.
Sage Hill Picnic Area	Initiation	325,000	Construction of a picnic area in an existing County 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
San Luis Rey River Park Contribution	Initiation	680,000	Construction of exercise stations, and disc golf in an existing County park.
Valley Center Park Improvements	Initiation	650,000	Construction of improvements to Star Valley Park on partner managed land through a JPA.
Del Parque Community Park	Initiation	1,500,000	Development of undeveloped park land. Improvements include a fitness trail, sport court and picnic area.
Fallbrook Local Park	Initiation	2,000,000	Acquisition and development of a new ~5 acre County park. Improvements include a soccer field, court sports and playground.
Guajome Park Recreation Amenities	Initiation	200,000	Construction of a new playground in an existing County park.
Harmony Grove Village South Local Park	Planning	1,500,000	Acquisition and development of a new ~5 acre County park. Improvements include a fitness trail and court sports.
Hidden Meadows Pocket Park	Planning	1,000,000	Acquisition and development of a new ~2 acre County park. Improvements include an open play area and picnic area.
Otay Lakes Recreation Amenities	Planning	250,000	Development of existing park land. Improvements include a playground and benches.
Pala-Pauma Local Park	Planning	1,500,000	Acquisition and development of a new ~4 acre County park. Improvements include a sports field and playground.
Rancho San Diego Dog Park	Planning	30,000	Environmental design and construction of trail and staging area for Sage Hill park.
San Dieguito Local Park	Planning	6,000,000	Acquisition and development of a new ~4 acre County park. Improvements include a sports field, court sports, and playground.
South Lane Park	Planning	350,000	Construction of a fitness trail in an existing County park.
Twin Oaks Local Park	Planning	3,000,000	Acquisition and development of a new ~4 acre County park. Improvements include a sports field, sports court and playground.
Rainbow Park Recreation Amenities	Planning	300,000	Construction of a pickleball Court, and picnic improvements in an existing County park.
Lincoln Acres Expansion	Planning	700,000	Acquisition of new acreage (~0.8 acre) adjacent to existing park land. The new acreage would be for open play.
<b>Total Estimated Project Costs</b>		<b>\$1,651,461,727</b>	

\*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.







## Operating Impact of Capital Program: Fiscal Years 2018–20

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 2018–20.

### 2018–20 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.	\$ 107,510,000	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.	\$ 13,851,917	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.	\$ 3,680,541	2018	\$ 337,851	\$ 80,259	—	\$ 80,259
Borrego Springs Sheriff Office	The operating impact for this facility will include \$0.01 million for O&M to operate a 1,600 square foot facility.	\$ 1,086,000	2018	\$ —	\$ 15,169	—	\$ 15,169
HHSA 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	\$ 332,289	—	\$ 332,289
<b>2018–19 Total Operating Impact</b>		—	—	<b>\$ 5,720,000</b>	<b>\$ 2,810,714</b>	<b>4.50</b>	<b>\$ 2,810,714</b>
ARCC East County Operations and Archives	The operating impact for this facility will include \$1.48 million in FF&E costs, and \$0.4 million for operations, maintenance, contracted services and utilities costs to operate a 23,900 square foot facility.	\$ 21,064,680	2019	\$ 1,480,000	\$ 365,323	—	\$ 365,323
Santa Ysabel Nature Center	The operating impact for this facility will include \$0.1 million in FF&E costs, and \$0.3 million for operations and maintenance costs and 2.0 additional Park Rangers and 2.0 seasonal staff to operate the nature center.	\$ 8,782,347	2019	\$ 100,000	\$ 323,768	2.00	\$ 323,768
Sheriff Technology and Information Center	The operating impact for this facility will include \$0.9 million in FF&E costs, and \$1.0 million for operations, maintenance, contracted services and utilities costs to operate a 57,000 square foot facility.	\$ 47,900,125	2020	\$ 882,900	\$ 980,713	—	\$ 980,713
<b>2019–20 Total Operating Impact</b>		—	—	<b>\$ 2,462,900</b>	<b>\$ 1,669,804</b>	<b>2.00</b>	<b>\$ 1,669,804</b>







# Capital Appropriations: Fiscal Year 2018–19

The Fiscal Years 2018–19 Operational Plan includes **\$246.9 million** in new appropriations for various capital projects in the Capital Program for Fiscal Year 2018–19. This excludes the \$18.8 million appropriated for Major Maintenance projects funded by departmental operating budgets and are required to be capitalized for financial reporting purposes, as well as the \$9.2 million appropriated 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. This section includes information on Fiscal Year 2018-19 appropriations and associated funding only. For total appropriations and related funding sources, see the Outstanding Capital Projects by Fund section. Fully funded projects are denoted with an asterisk (\*) in the title.

## San Diego Juvenile Justice Campus

**Fiscal Year 2018–19 Appropriations:** \$84,000,000

**Funding Source(s):** General Fund Balance Committed to Capital Project Funding \$57,331,000; General Fund fund balance \$5,233,269; General Purpose Revenue \$21,435,731

**Project Number:** 1021131

**Estimated Total Project Cost:** \$243,000,000

**Scope:** Execute phase one of Master Plan. Phased renovation and rebuilding of existing site and facility to include new community supervision services, Probation Urban Camp setting and consolidated detention for up to 144 youth.

**Schedule and Milestones:** Planning/Design.



## Inmate Transfer Tunnel\*

**Fiscal Year 2018–19 Appropriations:** \$1,400,000

**Funding Source(s):** General Fund fund balance \$1,400,000

**Project Number:** 1021891

**Estimated Total Project Cost:** \$1,400,000

**Scope:** Administrative cost related to construction of the inmate pedestrian tunnel from San Diego Central Jail (SDCJ) to the new Court house 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.

**Schedule and Milestones:** Planning.





### Mt. Laguna Fire Station #49\*

**Fiscal Year 2018–19 Appropriations:** \$1,400,000

**Funding Source(s):** General Fund fund balance \$1,400,000

**Project Number:** 1021892

**Estimated Total Project Cost:** \$1,400,000

**Scope:** Planning, procurement and installation of a new building to be used as 1.5 or 2 apparatus bay.

**Schedule and Milestones:** Planning.

### Ohio Street Reconstruction\*

**Fiscal Year 2018–19 Appropriations:** \$8,900,000

**Funding Source(s):** General Fund fund balance \$8,900,000

**Project Number:** 1021132

**Estimated Total Project Cost:** \$18,800,000

**Scope:** Demolish existing building and construct an approximate 15,000 square foot 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:** Planning.



### Borrego Springs Shadeway\*

**Fiscal Year 2018–19 Appropriations:** \$650,000

**Funding Source(s):** General Fund fund balance \$650,000

**Project Number:** 1021893

**Estimated Total Project Cost:** \$650,000

**Scope:** Design and environmental work for a covered pathway from Christmas Circle to Borrego Springs Park.

**Schedule and Milestones:** Initiation.







### Mount Woodson Parking Lot\*

**Fiscal Year 2018–19 Appropriations:** \$3,500,000

**Funding Source(s):** General Fund fund balance \$3,500,000

**Project Number:** 1021983

**Estimated Total Project Cost:** \$3,500,000

**Scope:** Design, environmental, right of way and construction of a new access point to County parcels and improvements to provide trail users a safer parking location for the East Mount Woodson trail.

**Schedule and Milestones:** Planning.



### Otay Valley Regional Park Bike Skills Course\*

**Fiscal Year 2018–19 Appropriations:** \$500,000

**Funding Source(s):** General Fund fund balance \$500,000

**Project Number:** 1021894

**Estimated Total Project Cost:** \$500,000

**Scope:** Environmental analysis, permitting, design and construction of a bicycle skills course at Otay Valley Regional Park. The skills course will include a pump track, progressive jumps and skills elements.

**Schedule and Milestones:** Planning.

### San Luis Rey River Park (SLRRP) Acquisition and Improvement (Moosa Active Recreation Node)

**Fiscal Year 2018–19 Appropriations:** \$800,000

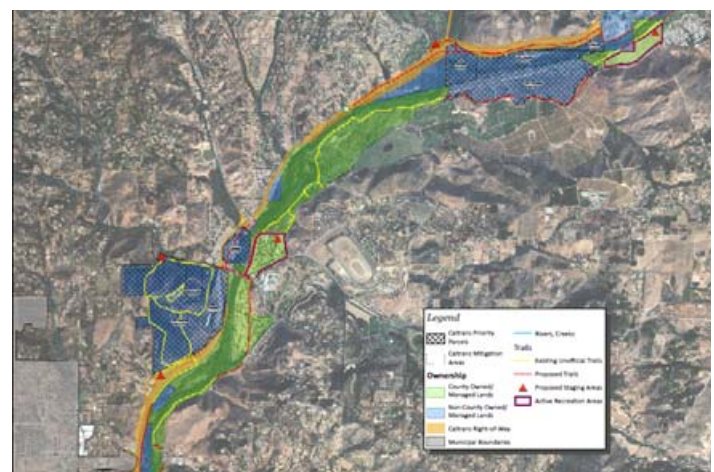
**Funding Source(s):** General Fund fund balance \$800,000

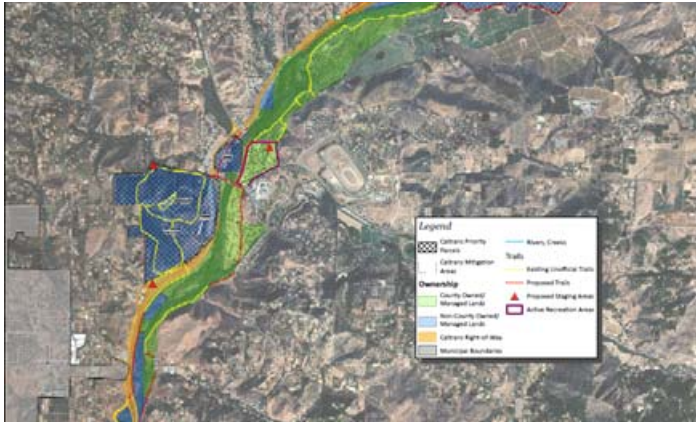
**Project Number:** 1021895

**Estimated Total Project Cost:** \$12,950,000

**Scope:** Design, environmental analysis and construction of a 55 acre active recreation park on County owned land at the south-west end of the park. Project would include disc golf, playgrounds, a staging area and other active recreation amenities.

**Schedule and Milestones:** Planning.





**San Luis Rey River Park (SLRRP) Acquisition and Improvement (Dulin Road Active Recreation Node)**

**Fiscal Year 2018–19 Appropriations:** \$1,000,000

**Funding Source(s):** General Fund fund balance \$1,000,000

**Project Number:** 1021896

**Estimated Total Project Cost:** \$20,500,000

**Scope:** Design, environmental analysis and construction of a 40 acre active recreation park at the east end of the park on County owned land. Project would include road improvements, sports fields, sports courts, a recreation building, and a parking lot.

**Schedule and Milestones:** Planning.

**County Live Well Campus at Rosecrans (Health Services Complex)**

**Fiscal Year 2018–19 Appropriations:** \$5,000,000

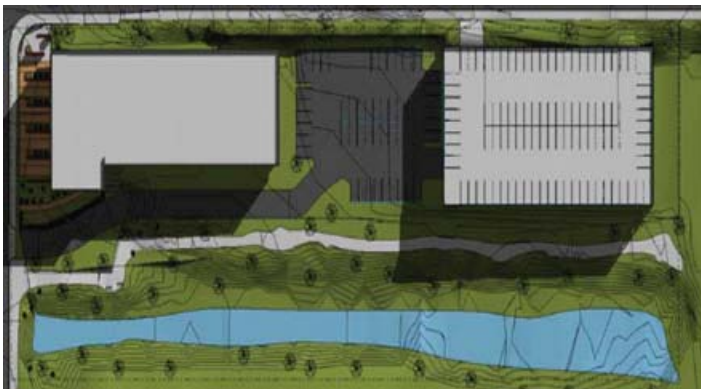
**Funding Source(s):** General Fund fund balance \$5,000,000

**Project Number:** 1021147

**Estimated Total Project Cost:** \$177,000,000

**Scope:** Redevelopment and consolidation of the Health Services Complex including Live Well Center, parking structure and contracted Assessment Center. Reconfiguration of site to allow for adjacent affordable housing. Construction of central plant for support of Psychiatric Hospital.

**Schedule and Milestones:** Programming and entitlement.



**Southeastern San Diego (SESD) Live Well Center\***

**Fiscal Year 2018–19 Appropriations:** \$66,000,000

**Funding Source(s):** General Purpose Revenue \$66,000,000

**Project Number:** 1021148

**Estimated Total Project Cost:** \$74,000,000

**Scope:** New facility to relocate and consolidate facilities (South East Family Resource Center, Public Health and Mental Health) into new SESD Live Well Center, approximately 80,000 square feet depending on entitlement restrictions. Probation joint occupancy.

**Schedule and Milestones:** Programming.







**Multiple Species Conservation Program**

**Fiscal Year 2018–19 Appropriations:** \$7,500,000

**Funding Source(s):** General Fund fund balance \$7,500,000

**Project Number:** 1015029

**Estimated Total Project Cost:** \$294,000,000

**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.

**Lakeside Equestrian Facility\***

**Fiscal Year 2018–19 Appropriations:** \$4,150,000

**Funding Source(s):** General Fund fund balance \$4,150,000

**Project Number:** 1020367

**Estimated Total Project Cost:** \$4,500,000

**Scope:** Design and construction of a 13.88 acre equestrian facility on vacant land at the northeast corner of Willow Road and Moreno Avenue in the Community of Lakeside.

**Schedule and Milestones:** Permitting and Construction.



**Lindo Lake Improvements – East Basin, Phase I\***

**Fiscal Year 2018–19 Appropriations:** \$6,325,000

**Funding Source(s):** General Fund fund balance \$6,325,000

**Project Number:** 1019565

**Estimated Total Project Cost:** \$6,325,000

**Scope:** Construction will be phased for the two basins: east and west. East Basin construction includes: removal of basin sediment to a maximum 10 foot depth, clay lining, aeration, stabilization of lake slopes, habitat restoration, filling of the lake and pathway enhancements.

**Schedule and Milestones:** Design and environmental.





### Alpine Local Park Acquisition

**Fiscal Year 2018–19 Appropriations:** \$6,500,000

**Funding Source(s):** General Fund fund balance \$6,500,000

**Project Number:** 1021897

**Estimated Total Project Cost:** \$13,050,000

**Scope:** Acquisition, design, environmental, and construction of 10+ acres of land for a County park that provides active recreation opportunities (i.e. multiple multi-use ball fields, picnic areas, playground, trails, etc.).

**Schedule and Milestones:** Acquisition.

### San Dieguito Playground Shade Structure\*

**Fiscal Year 2018–19 Appropriations:** \$95,000

**Funding Source(s):** General Fund fund balance \$95,000

**Project Number:** 1021898

**Estimated Total Project Cost:** \$95,000

**Scope:** Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.

**Schedule and Milestones:** Planning.



### Patriot Park Playground Shade Structure\*

**Fiscal Year 2018–19 Appropriations:** \$95,000

**Funding Source(s):** General Fund fund balance \$95,000

**Project Number:** 1021899

**Estimated Total Project Cost:** \$95,000

**Scope:** Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.

**Schedule and Milestones:** Planning.





### Liberty Park Playground Shade Structure\*

**Fiscal Year 2018–19 Appropriations:** \$95,000

**Funding Source(s):** General Fund fund balance \$95,000

**Project Number:** 1021900

**Estimated Total Project Cost:** \$95,000

**Scope:** Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.

**Schedule and Milestones:** Planning.



### Replace Playground Equipment at Dos Picos Park\*

**Fiscal Year 2018–19 Appropriations:** \$300,000

**Funding Source(s):** General Fund fund balance \$300,000

**Project Number:** 1021901

**Estimated Total Project Cost:** \$300,000

**Scope:** Removal of old playground equipment and replacement with new equipment. New play equipment will engage kids and improve visitor experience.

**Schedule and Milestones:** Planning.

### Replace Playground Equipment at Heise Park\*

**Fiscal Year 2018–19 Appropriations:** \$300,000

**Funding Source(s):** General Fund fund balance \$300,000

**Project Number:** 1021902

**Estimated Total Project Cost:** \$300,000

**Scope:** Removal of old playground equipment and replacement with new equipment. New play equipment will engage kids and improve visitor experience.

**Schedule and Milestones:** Planning.







**Sycuan Kumeyaay Village Dehesa Road/Sloane Canyon Road Trail (Phase 1 & 4)**

**Fiscal Year 2018–19 Appropriations:** \$1,000,000

**Funding Source(s):** General Fund fund balance \$1,000,000

**Project Number:** 1021903

**Estimated Total Project Cost:** \$3,500,000

**Scope:** Design, environmental and construction of an estimated 2.5 miles of trail Sycuan property along Dehesa road and along Sloane Canyon Road (a County maintained road). The proposed trail provides an important regional trail connection between the Regional Sweetwater Loop Trail to the Regional California Riding and Hiking Trail. The trail is highly desired by the community. This project is for phase 1 and 4 of the entire alignment.

**Schedule and Milestones:** Planning.

**Stelzer Park Ranger Station/Visitor Center**

**Fiscal Year 2018–19 Appropriations:** \$80,000

**Funding Source(s):** General Fund fund balance \$80,000

**Project Number:** 1021904

**Estimated Total Project Cost:** \$600,000

**Scope:** Construction of a new ranger station/visitors center at Stelzer Park. The existing ranger station is infested with termites and requires replacement to bring up to current building code.

**Schedule and Milestones:** Planning.



**Water Conservation at Patriot Park\***

**Fiscal Year 2018–19 Appropriations:** \$380,000

**Funding Source(s):** General Fund fund balance \$380,000

**Project Number:** 1021905

**Estimated Total Project Cost:** \$380,000

**Scope:** Water conservation strategies to reduce operational costs and lower our environmental footprint.

**Schedule and Milestones:** Planning.





### Water Conservation at Jess Martin Park\*

**Fiscal Year 2018–19 Appropriations:** \$370,000

**Funding Source(s):** General Fund fund balance \$370,000

**Project Number:** 1021906

**Estimated Total Project Cost:** \$370,000

**Scope:** Water conservation strategies to reduce operational costs and lower our environmental footprint.

**Schedule and Milestones:** Planning.



### Lindo Lake Photovoltaic\*

**Fiscal Year 2018–19 Appropriations:** \$1,000,000

**Funding Source(s):** General Fund fund balance \$1,000,000

**Project Number:** 1021907

**Estimated Total Project Cost:** \$1,000,000

**Scope:** Install covered parking areas with photovoltaic panels at Lindo Lake Park.

**Schedule and Milestones:** Planning.

**Tijuana River Valley Regional Park Campground and Education Center**

**Fiscal Year 2018–19 Appropriations:** \$4,000,000  
**Funding Source(s):** General Fund fund balance \$4,000,000  
**Project Number:** 1021103  
**Estimated Total Project Cost:** \$42,670,000

**Scope:** Development of the 1800-acre Tijuana River Valley Regional Park (TRVRP). Future projects include campground, local park and sports complex, and equestrian center. Projects may be constructed in any order. Anticipated phasing, based on available funding allows for options to Phase 2 of project (Note- “Estimated Total Project Cost” is Phase 1, 2a, and 3):

- 1. \$10M (\$1.7M received; \$8.3M requested) - TJ Campground. Design, environmental analysis and construction (phased) of low cost accommodation campground on 57 acres within the Coastal Zone. Includes 70 campsites and other amenities including an amphitheater for educational programs.
- 2a. \$25.47M (\$0.47 received; \$25M requested) - TJ Sports Complex and Local Park. Design, environmental analysis and construction on a 63 acre site includes a local park with playgrounds, basketball courts and sports fields, and sports complex with multiple synthetic turf soccer fields.

OR

- 2b. \$7.85M - Local Park. Design, environmental analysis and construction on a local park with playgrounds, basketball courts, and sports fields.
- 3. \$7.2M (\$0.11 received; \$7.09M requested) - TJ Equestrian Center. Design, environmental analysis and construction of a 17 acre parcel would include equestrian camping, corrals, and a pasture area

**Schedule and Milestones:** Design.



**Sycamore Canyon Trails**

**Fiscal Year 2018–19 Appropriations:** \$600,000  
**Funding Source(s):** General Fund fund balance \$600,000  
**Project Number:** 1021908  
**Estimated Total Project Cost:** \$1,680,000

**Scope:** 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.

**Schedule and Milestones:** Site Search and Planning.







### Camping Cabins at Guajome County Park\*

**Fiscal Year 2018–19 Appropriations:** \$400,000  
**Funding Source(s):** General Fund fund balance \$400,000  
**Project Number:** 1021909  
**Estimated Total Project Cost:** \$400,000  
**Scope:** Installation of two to four camping cabins at Guajome County campgrounds.  
**Schedule and Milestones:** Initiation.



### Otay Primitive Campground

**Fiscal Year 2018–19 Appropriations:** \$750,000  
**Funding Source(s):** General Fund fund balance \$750,000  
**Project Number:** 1021911  
**Estimated Total Project Cost:** \$5,750,000  
**Scope:** Design, environmental review and construction of primitive youth/group campground at Otay Lakes Park.  
**Schedule and Milestones:** Planning.



### Sage Hill Staging Area and Trail System Improvements

**Fiscal Year 2018–19 Appropriations:** \$160,000  
**Funding Source(s):** General Fund fund balance \$160,000  
**Project Number:** 1021910  
**Estimated Total Project Cost:** \$2,160,000  
**Scope:** Environmental design and construction of trail and staging area for Sage Hill Park.  
**Schedule and Milestones:** Initiation.



### Park Volunteer Pads at Boulder Oaks\*

**Fiscal Year 2018–19 Appropriations:** \$150,000  
**Funding Source(s):** General Fund fund balance \$150,000  
**Project Number:** 1021912  
**Estimated Total Project Cost:** \$150,000  
**Scope:** Construction of new volunteer pads that include covered photovoltaic parking and water generator.  
**Schedule and Milestones:** Initiation.







### Park Volunteer Pads at El Monte Park\*

**Fiscal Year 2018–19 Appropriations:** \$150,000

**Funding Source(s):** General Fund fund balance \$150,000

**Project Number:** 1021913

**Estimated Total Project Cost:** \$150,000

**Scope:** Construction of new volunteer pads that include covered photovoltaic parking and water generator.

**Schedule and Milestones:** Initiation.

### Park Volunteer Pads at Old Ironside\*

**Fiscal Year 2018–19 Appropriations:** \$150,000

**Funding Source(s):** General Fund fund balance \$150,000

**Project Number:** 1021914

**Estimated Total Project Cost:** \$150,000

**Scope:** Construction of new volunteer pads that include covered photovoltaic parking and water generator.

**Schedule and Milestones:** Initiation.



### Lakeside Branch Library\*

**Fiscal Year 2018–19 Appropriations:** \$17,895,000

**Funding Source(s):** General Fund fund balance \$17,895,000

**Project Number:** 1021160

**Estimated Total Project Cost:** \$19,500,000

**Scope:** Construction of new 17,000 square foot library with teen and children spaces and community room. Estimate includes demolition of existing library.

**Schedule and Milestones:** Planning.

### Casa De Oro Library

**Fiscal Year 2018–19 Appropriations:** \$4,000,000

**Funding Source(s):** General Fund fund balance \$4,000,000

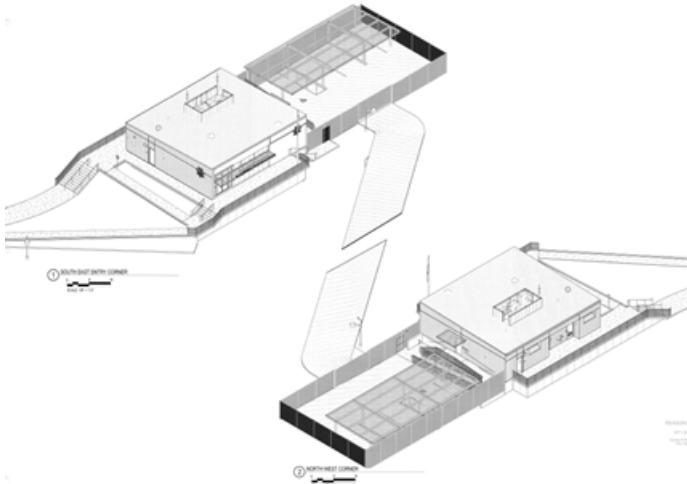
**Project Number:** 1020105

**Estimated Total Project Cost:** \$26,300,000

**Scope:** Site search, environmental review, design and construction of a new library with teen and children spaces, and a community room.

**Schedule and Milestones:** Planning.





**Borrego Springs Sheriff Office\***

**Fiscal Year 2018–19 Appropriations:** \$117,000

**Funding Source(s):** General Fund fund balance \$117,000

**Project Number:** 1020955

**Estimated Total Project Cost:** \$1,086,000

**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 a Library and Community Park. The recommended additional funding will provide for final design enhancements and utility extensions.

**Schedule and Milestones:** Projected for completion in December 2018.

**Borrego Springs Park\***

**Fiscal Year 2018–19 Appropriations:** \$662,000

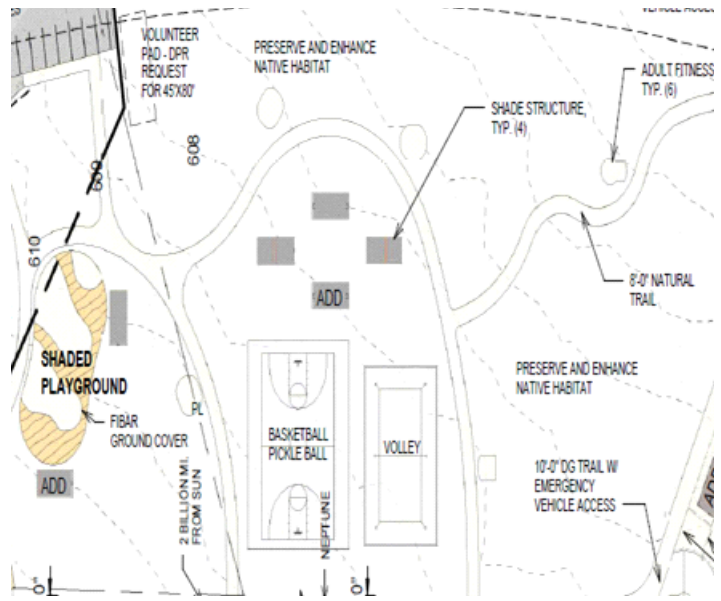
**Funding Source(s):** General Fund fund balance \$662,000

**Project Number:** 1019606

**Estimated Total Project Cost:** \$3,680,541

**Scope:** Construct a 16.02 acre park with play structures, lawn bowling, picnic area, small observatory, shade structure, and a restroom. The recommended additional funding will provide for final design enhancements and utility extensions.

**Schedule and Milestones:** Projected for completion in December 2018.



**Borrego Springs Library\***

**Fiscal Year 2018–19 Appropriations:** \$475,000

**Funding Source(s):** General Fund fund balance \$475,000

**Project Number:** 1018705

**Estimated Total Project Cost:** \$13,851,917

**Scope:** Site acquisition, design, and construction of new 14,100 square foot library, including community room, to meet increased usage from community. The recommended additional funding will provide for final design enhancements and utility extensions.

**Schedule and Milestones:** Projected for completion in December 2018.



## County Administration Center (CAC) Renovations (phased)

**Fiscal Year 2018–19 Appropriations:** \$16,000,000

**Funding Source(s):** General Fund fund balance \$16,000,000

**Project Number:** 1021162

**Estimated Total Project Cost:** \$108,000,000

**Scope:** 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 and 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

**Schedule and Milestones:** Planning.

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## Capital Program Summary: All Capital Program Funds

Budget by Fund					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Capital Outlay Fund (COF)	\$ 31,724,680	\$ 27,447,083	\$ 51,562,000	87.9	\$ —
Major Maintenance COF	—	—	18,806,981	—	—
County Health Complex Fund	—	10,000,000	71,000,000	610.0	—
Justice Facility Construction Fund	15,000,000	96,500,000	94,417,000	(2.2)	—
Library Projects Fund	8,299,000	3,500,000	22,370,000	539.1	—
Multiple Species Conservation Program Fund	10,000,000	7,500,000	7,500,000	0.0	—
Edgemoor Development Fund	9,152,575	9,195,100	9,196,676	0.0	9,197,650
<b>Total</b>	<b>\$ 74,176,255</b>	<b>\$ 154,142,183</b>	<b>\$ 274,852,657</b>	<b>78.3</b>	<b>\$ 9,197,650</b>

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Services & Supplies	\$ 633,000	\$ 633,000	\$ 633,000	0.0	\$ 633,000
Capital Assets/Land Acquisition	63,629,760	144,947,083	265,655,981	83.3	—
Operating Transfers Out	9,913,495	8,562,100	8,563,676	0.0	8,564,650
<b>Total</b>	<b>\$ 74,176,255</b>	<b>\$ 154,142,183</b>	<b>\$ 274,852,657</b>	<b>78.3</b>	<b>\$ 9,197,650</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Revenue From Use of Money & Property	\$ 250,303	\$ 257,812	\$ 328,924	27.6	\$ 328,924
Intergovernmental Revenues	12,808,352	16,106,371	4,536,544	(71.8)	3,935,139
Miscellaneous Revenues	9,711,347	—	—	—	—
Other Financing Sources	51,406,253	137,778,000	269,987,189	96.0	4,933,587
<b>Total</b>	<b>\$ 74,176,255</b>	<b>\$ 154,142,183</b>	<b>\$ 274,852,657</b>	<b>78.3</b>	<b>\$ 9,197,650</b>



**CAPITAL PROGRAM SUMMARY: ALL CAPITAL PROGRAM FUNDS**

Revenue Detail					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Rents and Concessions	\$ 250,303	\$ 257,812	\$ 328,924	27.6	\$ 328,924
State Aid for Corrections	—	9,900,000	—	(100.0)	—
Other Intergovernmental Revenue	10,000,000	—	599,553	—	—
Federal Aid HUD CDBG 14.218	300,000	257,083	—	(100.0)	—
Federal Other	2,508,352	3,049,288	3,936,991	29.1	3,935,139
Aid From Redevelopment Agencies	—	2,900,000	—	(100.0)	—
Miscellaneous Revenue Other	9,711,347	—	—	—	—
Operating Transfer From General Fund	45,012,333	125,290,000	264,405,928	111.0	—
Operating Transfer From Internal Service Funds	—	—	55,000	—	—
Operating Transfer From Library Fund	—	—	595,500	—	—
Operating Transfer From Capital Outlay Funds	1,393,920	—	—	—	—
Operating Transfer From Prop 172	5,000,000	6,600,000	—	(100.0)	—
Sale of Fixed Assets	—	5,888,000	4,930,761	(16.3)	4,933,587
<b>Total</b>	<b>\$ 74,176,255</b>	<b>\$ 154,142,183</b>	<b>\$ 274,852,657</b>	<b>78.3</b>	<b>\$ 9,197,650</b>





# Summary of Capital Program Funds

## Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Capital Assets/Land Acquisition	\$ 30,330,760	\$ 27,447,083	\$ 51,562,000	87.9	\$ —
Operating Transfers Out	1,393,920	—	—	—	—
<b>Total</b>	<b>\$ 31,724,680</b>	<b>\$ 27,447,083</b>	<b>\$ 51,562,000</b>	<b>87.9</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenue	\$ 300,000	\$ 257,083	\$ —	(100.0)	\$ —
Miscellaneous Revenue	9,711,347	—	—	—	—
Other Financing Sources	21,713,333	27,190,000	51,562,000	89.6	—
<b>Total</b>	<b>\$ 31,724,680</b>	<b>\$ 27,447,083</b>	<b>\$ 51,562,000</b>	<b>87.9</b>	<b>\$ —</b>

## Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Capital Assets/Land Acquisition	\$ —	\$ —	\$ 18,806,981	—	\$ —
<b>Total</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 18,806,981</b>	<b>—</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenue	\$ —	\$ —	\$ 599,553	—	\$ —
Miscellaneous Revenue	—	—	—	—	—
Other Financing Sources	—	—	18,207,428	—	—
<b>Total</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 18,806,981</b>	<b>—</b>	<b>\$ —</b>



**SUMMARY OF CAPITAL PROGRAM FUNDS**

**County Health Complex Fund**

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Capital Assets/Land Acquisition	\$ —	\$ 10,000,000	\$ 71,000,000	610.0	\$ —
<b>Total</b>	<b>\$ —</b>	<b>\$ 10,000,000</b>	<b>\$ 71,000,000</b>	<b>610.0</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Other Financing Sources	\$ —	\$ 10,000,000	\$ 71,000,000	610.0	\$ —
<b>Total</b>	<b>\$ —</b>	<b>\$ 10,000,000</b>	<b>\$ 71,000,000</b>	<b>610.0</b>	<b>\$ —</b>

**Justice Facility Construction Fund**

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Capital Assets/Land Acquisition	\$ 15,000,000	\$ 96,500,000	\$ 94,417,000	(2.2)	\$ —
<b>Total</b>	<b>\$ 15,000,000</b>	<b>\$ 96,500,000</b>	<b>\$ 94,417,000</b>	<b>(2.2)</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues	\$ 10,000,000	\$ 12,800,000	\$ —	(100.0)	\$ —
Other Financing Sources	5,000,000	83,700,000	94,417,000	12.8	—
<b>Total</b>	<b>\$ 15,000,000</b>	<b>\$ 96,500,000</b>	<b>\$ 94,417,000</b>	<b>(2.2)</b>	<b>\$ —</b>





Library Projects Fund

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Capital Assets/Land Acquisition	\$ 8,299,000	\$ 3,500,000	\$ 22,370,000	539.1	\$ —
<b>Total</b>	<b>\$ 8,299,000</b>	<b>\$ 3,500,000</b>	<b>\$ 22,370,000</b>	<b>539.1</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Other Financing Sources	\$ 8,299,000	\$ 3,500,000	\$ 22,370,000	539.1	\$ —
<b>Total</b>	<b>\$ 8,299,000</b>	<b>\$ 3,500,000</b>	<b>\$ 22,370,000</b>	<b>539.1</b>	<b>\$ —</b>

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Capital Assets/Land Acquisition	\$ 10,000,000	\$ 7,500,000	\$ 7,500,000	0.0	\$ —
<b>Total</b>	<b>\$ 10,000,000</b>	<b>\$ 7,500,000</b>	<b>\$ 7,500,000</b>	<b>0.0</b>	<b>\$ —</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Other Financing Sources	\$ 10,000,000	\$ 7,500,000	\$ 7,500,000	0.0	\$ —
<b>Total</b>	<b>\$ 10,000,000</b>	<b>\$ 7,500,000</b>	<b>\$ 7,500,000</b>	<b>0.0</b>	<b>\$ —</b>



**Edgemoor Development Fund**

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Services & Supplies	\$ 633,000	\$ 633,000	\$ 633,000	0.0	\$ 633,000
Operating Transfers Out	8,519,575	8,562,100	8,563,676	0.0	8,564,650
<b>Total</b>	<b>\$ 9,152,575</b>	<b>\$ 9,195,100</b>	<b>\$ 9,196,676</b>	<b>0.0</b>	<b>\$ 9,197,650</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Revenue From Use of Money & Property	\$ 250,303	\$ 257,812	\$ 328,924	27.6	\$ 328,924
Intergovernmental Revenues	2,508,352	3,049,288	3,936,991	29.1	3,935,139
Other Financing Sources	6,393,920	5,888,000	4,930,761	(16.3)	4,933,587
<b>Total</b>	<b>\$ 9,152,575</b>	<b>\$ 9,195,100</b>	<b>\$ 9,196,676</b>	<b>0.0</b>	<b>\$ 9,197,650</b>





# Outstanding Capital Projects by Fund

The tables in this section contain all capital projects currently outstanding in the Capital Program. The projects are displayed by the Fund in which they are budgeted, then listed under the owning Group for the project and sorted by project name in alphabetical order. 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 February 28, 2018.

## Capital Outlay Fund

Capital Outlay Fund: Public Safety Group (PSG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
East County Regional Center (ECRC) Tenant Improvements and Window Replacement	1019370	2014–15	\$ —	\$ —	—	\$ —	\$ 8,300,000	\$ 541,704
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							
Jamul Fire Station 36 Land Acquisition	1021135	2017–18	\$ 300,000	\$ —	—	\$ —	\$ 300,000	\$ 8,484
Project Scope:	Jamul Fire Station 36 Land Acquisition							
Funding Source(s):	Public Safety General Fund fund balance							
Modular Trailer Replacement for Otay Fire Station 38*	1021137	2017–18	\$ 500,000	\$ —	—	\$ —	\$ 500,000	\$ —
Project Scope:	Replace existing modular trailer on-site.							
Funding Source(s):	Public Safety General Fund fund balance							
Palomar Mountain Fire Station	1021136	2017–18	\$ 1,000,000	\$ —	—	\$ —	\$ 1,000,000	\$ 69,132
Project Scope:	Facility remodel and temporary modular living quarters.							
Funding Source(s):	Public Safety General Fund fund balance							
Pine Valley Fire Station	1020288	2016–17	\$ —	\$ —	—	\$ —	\$ 9,000,000	\$ 1,249,128
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							
<b>Total PSG Capital Outlay Fund</b>	<b>5</b>	<b>—</b>	<b>\$ 1,800,000</b>	<b>\$ —</b>	<b>0.0</b>	<b>\$ —</b>	<b>\$ 19,100,000</b>	<b>\$ 1,868,447</b>

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Agua Caliente Photovoltaic System	1019563	2015–16	\$ —	\$ —	—	\$ —	\$ 1,200,000	\$ 1,194,013
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							
Alpine Local Park Acquisition	1021897	2018–19	\$ —	\$ 6,500,000	—	\$ —	\$ —	\$ —
Project Scope:	Acquisition, design, environmental, and construction of 10+ acres of land for a County park that provides active recreation opportunities (i.e. multiple multi-use ball fields, picnic areas, playground, trails, etc.).							
Funding Source(s):	General Fund							
Bike Skills Course South County	1021150	2017–18	\$ 450,000	\$ —	(100.0)	\$ —	\$ 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	\$ —	\$ 662,000	—	\$ —	\$ 3,018,541	\$ 437,880
Project Scope:	Construct an 16.02-acre park with play structures, lawn bowling, picnic area, small observatory, shade structures, and a restroom. Additional funding to provide for final design enhancements and utility extensions.							
Funding Source(s):	General Fund							
Borrego Springs Shadeway	1021893	2018–19	\$ —	\$ 650,000	—	\$ —	\$ —	\$ —
Project Scope:	Design and environmental work for a covered pathway from Christmas Circle to Borrego Springs Park.							
Funding Source(s):	General Fund							
Bradley Ave Acquisition*	1020638	2016–17	\$ —	\$ —	—	\$ —	\$ 2,654,000	\$ 2,624,543
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							
Camping Cabins at Guajome County Park	1021909	2018–19	\$ —	\$ 400,000	—	\$ —	\$ —	\$ —
Project Scope:	Installation of 2-4 camping cabins at Guajome County campgrounds.							
Funding Source(s):	General Fund							
Clemmens Lane Shade Structure*	1018358	2012–13	\$ —	\$ —	—	\$ —	\$ 75,000	\$ 57,764
Project Scope:	This project includes design and construction of shade structures over the existing tot lot and junior playground.							
Funding Source(s):	General Fund							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Clemmens Lane Soccer Field and Restroom Improvement	1021272	2017–18	\$ 257,083	\$ —	(100.0)	\$ —	\$ 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	\$ —	\$ —	—	\$ —	\$ 500,000	\$ 17,649
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							
Estrella Park Development	1021778	2017–18	\$ —	\$ —	—	\$ —	\$ 800,000	\$ 6,068
Project Scope:	TBD.							
Funding Source(s):	General Fund							
Felicita Park Outdoor Exercise and Shade Structure	1021276	2016–17	\$ —	\$ —	—	\$ —	\$ 613,085	\$ —
Project Scope:	Construction of outdoor exercise stations, shade sails over an existing playground, trails, interpretive signage and pickleball courts.							
Funding Source(s):	General Fund							
Felicita Park Turf and Playground Improvements*	1017898	2012–13	\$ —	\$ —	—	\$ —	\$ 790,877	\$ 790,877
Project Scope:	Felicita Park is a 53-acre park located in Escondido. This project will focus on playground upgrades, including ADA-compliant access, new playing surfaces, a drinking fountain, landscaping, and signage. The planned improvements also include creek restoration, picnic facility upgrades, entry booth improvements, electrical upgrades, and museum facility improvement.							
Funding Source(s):	Parkland Dedication Fund, General Fund							
Glen Abbey Trail Improvement	1021182	2016–17	\$ —	\$ —	—	\$ —	\$ 799,865	\$ 762
Project Scope:	Construction of .6 miles of trail from Bonita road south to the City of Chula Vista Rice Canyon Loop Trail.							
Funding Source(s):	Parks and Recreation Trust Fund							
Guajome Regional Park Electrical, Water and Sewer	1018874	2014–15	\$ —	\$ —	—	\$ —	\$ 1,500,000	\$ 842,168
Project Scope:	Guajome County Park is located in the coastal City of Oceanside. The parks electrical, water and sewer systems were constructed in the 1970's. Funding of \$1.5 million from General Fund fund balance will be used to upgrade the park electrical distribution system, electrical panels, mini-switches and 50 amp electrical service to accommodate present-day RVs. Additionally, the project includes new sewer lines, RV connections, conveyance systems, potable water lines, drinking fountains and stabilization of utility pedestals.							
Funding Source(s):	General Fund							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Guajome Sewer Improvements	1021153	2017–18	\$ 800,000	\$ —	(100.0)	\$ —	\$ 800,000	\$ —
Project Scope:	Design and construction of sewer improvements through Guajome Park.							
Funding Source(s):	General Fund							
Heise Park Electrical and Water*	1019561	2015–16	\$ —	\$ —	—	\$ —	\$ 2,000,000	\$ 1,399,744
Project Scope:	William Heise Park is a 920-acre park located near the town of Julian in east San Diego county. The park offers campsites, hiking trails and 14 camping cabins. The park's electrical and water system was constructed in the mid 1970's. The existing underground electrical service does not meet the increasing park demand. The 40 recreational vehicle campsites need to be upgraded to accommodate modern RV's. The main water distribution lines and potable water lines to the campsites need replacement throughout the park. This project will upgrade the park electrical distribution system and provide 50-amp electrical services to accommodate present-day recreational vehicles (RV) and replace the existing water lines throughout the park.							
Funding Source(s):	General Fund							
Hilton Head Artificial Turf	1019690	2014–15	\$ —	\$ —	—	\$ —	\$ 2,674,672	\$ 1,982,305
Project Scope:	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.							
Funding Source(s):	General Fund							
Ildica Park Development	1021742	2017–18	\$ —	\$ —	—	\$ —	\$ 560,000	\$ —
Project Scope:	TBD.							
Funding Source(s):	General Fund							
Jess Martin Ballfield Improvements*	1019010	2014–15	\$ —	\$ —	—	\$ —	\$ 483,000	\$ 482,375
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.							
Funding Source(s):	General Fund, Community Development Block Grant							
Jess Martin Junior Ballfield Improvements	1019671	2015–16	\$ —	\$ —	—	\$ —	\$ 300,000	\$ 299,843
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	\$ —	\$ 4,150,000	—	\$ —	\$ 350,000	\$ 170,915
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	\$ —	\$ —	—	\$ —	\$ 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							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Lakeside Teen Center Photovoltaic System*	1019564	2015–16	\$ —	\$ —	—	\$ —	\$ 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 Park Off Leash Area	1021594	2017–18	\$ —	\$ —	—	\$ —	\$ 360,000	\$ —
Project Scope:	TBD.							
Funding Source(s):	General Fund							
Lamar Playground and Fitness Equipment	1020362	2016–17	\$ —	\$ —	—	\$ —	\$ 300,000	\$ 35,497
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							
Liberty Park Playground Shade Structure	1021900	2018–19	\$ —	\$ 95,000	—	\$ —	\$ —	\$ —
Project Scope:	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.							
Funding Source(s):	General Fund							
Lindo Lake Improvements	1019565	2015–16	\$ —	\$ 6,325,000	—	\$ —	\$ 1,200,000	\$ 407,453
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. Construction will be phased for the two basins: east and west. East Basin construction includes: removal of basin sediment to a maximum 10' depth, clay lining, aeration, stabilization of lake slopes, habitat restoration, filling of the lake and pathway enhancements.							
Funding Source(s):	General Fund							
Lindo Lake Photovoltaic	1021907	2018–19	\$ —	\$ 1,000,000	—	\$ —	\$ —	\$ —
Project Scope:	Install covered parking areas with photovoltaic panels at Lindo Lake Park.							
Funding Source(s):	General Fund							
Live Oak Park Playground Improvements*	1018940	2013–14	\$ —	\$ —	—	\$ —	\$ 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							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Mount Woodson Parking Lot	1021983	2018–19	\$ —	\$ 3,500,000	—	\$ —	\$ —	\$ —
Project Scope:	Acquisition of site for the future construction of Mount Woodson Parking Lot, a new access point to County parcels and improvements to provide trail users a safer parking location for the East Mount Woodson trail. Design, environmental, right of way and construction of a new access point to County parcels and improvements to provide trail users a safer parking location for the East Mount Woodson trail.							
Funding Source(s):	General Fund							
Mountain Empire Playground Shade Structure*	1020104	2015-16	\$ —	\$ —	—	\$ —	\$ 110,000	\$ 106,187
Project Scope:	Project will add metal shade structures over the existing playground at the Mountain Empire Community Center.							
Funding Source(s):	Community Development Block Grant, Miscellaneous Revenue							
Otay Lakes Park Sewer	1021152	2017–18	\$ 1,750,000	\$ —	(100.0)	\$ —	\$ 1,750,000	\$ 5,922
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 Primitive Campground	1021911	2018–19	\$ —	\$ 750,000	—	\$ —	\$ —	\$ —
Project Scope:	Design, environmental review and construction of primitive youth/group campground at Otay Lakes Park.							
Funding Source(s):	General Fund							
Otay Valley Regional Park Bike Skills Course	1021894	2018–19	\$ —	\$ 500,000	—	\$ —	\$ —	\$ —
Project Scope:	Environmental analysis, permitting, design and construction of a bicycle skills course at Otay Valley Regional Park. The skills course will include a pump track, progressive jumps and skills elements.							
Funding Source(s):	General Fund							
Otay Valley Regional Park Phase II Acquisition	1000246	1999–00	\$ —	\$ —	—	\$ —	\$ 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	\$ —
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	\$ —	\$ —	—	\$ —	\$ 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							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Park Volunteer Pads at Boulder Oaks	1021912	2018–19	\$ —	\$ 150,000	—	\$ —	\$ —	\$ —
Project Scope:	Construction of new volunteer pads that include covered photovoltaic parking and water generator.							
Funding Source(s):	General Fund							
Park Volunteer Pads at El Monte Park	1021913	2018–19	\$ —	\$ 150,000	—	\$ —	\$ —	\$ —
Project Scope:	Construction of new volunteer pads that include covered photovoltaic parking and water generator.							
Funding Source(s):	General Fund							
Park Volunteer Pads at Old Ironside	1021914	2018–19	\$ —	\$ 150,000	—	\$ —	\$ —	\$ —
Project Scope:	Construction of new volunteer pads that include covered photovoltaic parking and water generator.							
Funding Source(s):	General Fund							
Patriot Park Playground Shade Structure	1021899	2018–19	\$ —	\$ 95,000	—	\$ —	\$ —	\$ —
Project Scope:	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.							
Funding Source(s):	General Fund							
Playground Equipment (various locations)	1021149	2017–18	\$ 2,045,000	\$ —	(100.0)	\$ —	\$ 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	\$ —	(100.0)	\$ —	\$ 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	\$ —	(100.0)	\$ —	\$ 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	\$ —	(100.0)	\$ —	\$ 105,000	\$ —
Project Scope:	Installation of shade structure over playground equipment at Lamar Park.							
Funding Source(s):	General Fund							

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## OUTSTANDING CAPITAL PROJECTS BY FUND

Capital Outlay Fund: Land Use and Environment Group (LUEG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Playground Shade Structure for Steele Canyon Park	1021158	2017–18	\$ 175,000	\$ —	(100.0)	\$ —	\$ 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	\$ —	\$ —	—	\$ —	\$ 1,494,000	\$ 1,130,731
Project Scope:	Rainbow Park is a 5 - acre neighborhood park located in Rainbow, CA. The park elements include a children’s play area, tennis court, picnic areas, basketball courts, restroom, parking lot, and a multi-purpose sports field which includes a baseball and soccer field. The project consists of the removal of the grass surfacing and replacement with 95,800 square feet of artificial turf on the multi-purpose sports field. This project will improve the usability of the field with less maintenance and conserving water.							
Funding Source(s):	General Fund							
Ramona Grasslands Phase I	1018665	2013–14	\$ —	\$ —	—	\$ —	\$ 385,000	\$ 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							
Replace Playground Equipment at Dos Picos Park	1021901	2018–19	\$ —	\$ 300,000	—	\$ —	\$ —	\$ —
Project Scope:	Removal of old playground equipment and replacement with new equipment. New playground equipment will engage kids and improve visitor experience.							
Funding Source(s):	General Fund							
Replace Playground Equipment at Heise Park	1021902	2018–19	\$ —	\$ 300,000	—	\$ —	\$ —	\$ —
Project Scope:	Removal of old playground equipment and replacement with new equipment. New playground equipment will engage kids and improve visitor experience.							
Funding Source(s):	General Fund							
Sage Hill Staging Area and Trail System Improvements	1021910	2018–19	\$ —	\$ 160,000	—	\$ —	\$ —	\$ —
Project Scope:	Environmental design and construction of trail and staging area for Sage Hill Park.							
Funding Source(s):	General Fund							
San Diego Botanic Garden Expansion	1018209	2013–14	\$ —	\$ —	—	\$ —	\$ 2,100,000	\$ 150,072
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	\$ 20,808
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							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
San Dieguito Playground Shade Structure	1021898	2018–19	\$ —	\$ 95,000	—	\$ —	\$ —	\$ —
Project Scope:	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.							
Funding Source(s):	General Fund							
San Dieguito Wedding Pavilion	1021154	2016-17	\$ —	\$ —	—	\$ —	\$ 150,000	\$ 7,534
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	\$ —	\$ —	—	\$ —	\$ 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 (SLRRP) Acquisition and Improvement (Dulin Road Active Recreation Node)	1021896	2018–19	\$ —	\$ 1,000,000	—	\$ —	\$ —	\$ —
Project Scope:	Design, environmental analysis and construction of a 40 acre active recreation park at the east end of the park on County-owned land. Project would include road improvements, sports fields, sports courts, a recreation building, and a parking lot.							
Funding Source(s):	General Fund							
San Luis Rey River Park (SLRRP) Acquisition and Improvement (Moosa Active Recreation Node)	1021895	2018–19	\$ —	\$ 800,000	—	\$ —	\$ —	\$ —
Project Scope:	Design, environmental analysis and construction of a 55 acre active recreation park on County-owned land at the southwest end of the park. Project would include disc golf, playgrounds, a staging area and other active recreation amenities.							
Funding Source(s):	General Fund							
San Luis Rey River Park Planning and Development	1000036	2002–03	\$ —	\$ —	—	\$ —	\$ 4,348,974	\$ 1,608,003
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							

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**OUTSTANDING CAPITAL PROJECTS BY FUND**

**Capital Outlay Fund: Land Use and Environment Group (LUEG)**

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
San Luis Rey River Park SR76 Right of Way Trail - Middle Portion	1020262	2016-17	\$ —	\$ —	—	\$ —	\$ 387,509	\$ 35,265
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	\$ —	\$ —	—	\$ —	\$ 7,249,000	\$ 287,356
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	\$ —	\$ —	—	\$ —	\$ 1,872,000	\$ 217,281
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							
Stelzer Park Ranger Station/Visistor Center	1021904	2018–19	\$ —	\$ 80,000	—	\$ —	\$ —	\$ —
Project Scope:	Construction of a new ranger station/visitors center at Stelzer Park. The existing ranger station is infested with termites and requires replacement to bring up to current building code.							
Funding Source(s):	General Fund							
Stowe Trail Acquisition	1006952	2004–05	\$ —	\$ —	—	\$ —	\$ 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	\$ —	(100.0)	\$ —	\$ 300,000	\$ —
Project Scope:	Alternative reroute will include construction of bridge, trail improvements, signage and fencing.							
Funding Source(s):	General Fund							
Sweetwater Reg Pk Community Garden Construction	1021596	2017–18	\$ —	\$ —	—	\$ —	\$ 615,000	\$ —
Project Scope:	TBD.							
Funding Source(s):	General Fund							

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## OUTSTANDING CAPITAL PROJECTS BY FUND



### Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Sweetwater Regional Park Photovoltaic Phase II*	1018875	2014–15	\$ —	\$ —	—	\$ —	\$ 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							
Sweetwater Summit Amphitheater Shade Structure	1021668	2017–18	\$ —	\$ —	—	\$ —	\$ 250,000	\$ —
Project Scope:	TBD.							
Funding Source(s):	General Fund							
Swiss Park Trail Connection and Improvements	1014352	2010–11	\$ —	\$ —	—	\$ —	\$ 400,000	\$ 369,344
Project Scope:	This project includes the design and construction of a multi-use trail and staging area located at Swiss Club in San Diego for access to the Bayshore Bikeway. Additional amenities include ten new parking stalls with one van accessible handicap parking space, four bike racks and an ADA compliant port-a-potty. The Swiss Park improvements include repaving and restriping 58 parking spaces with four ADA parking spaces with two van accessible spaces, and asphalt paving. New fencing and gate improvements will provide separation between the staging area and banquet facilities.							
Funding Source(s):	General Fund							
Sycamore Canyon Trails	1021908	2018–19	\$ —	\$ 600,000	—	\$ —	\$ —	\$ —
Project Scope:	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.							
Funding Source(s):	General Fund							
Sycuan Kumeyaay Village Dehesa Road/Sloane Canyon Road Trail (Phase 1 & 4)	1021903	2018–19	\$ —	\$ 1,000,000	—	\$ —	\$ —	\$ —
Project Scope:	Design, environmental review and construction of an estimated 2.5 miles of trail Sycuan property along Dehesa road and along Sloane Canyon Road (a DPW maintained road). The proposed trail provides an important regional trail connection between the Regional Sweetwater Loop Trail and the Regional California Riding and Hiking Trail. The trail is highly desired by the community. This project is for phase 1 and 4 of the entire alignment.							
Funding Source(s):	General Fund							
Tijuana River Valley Regional Park Campground and Nature Education Center	1021103	2016–17	\$ 1,000,000	\$ 4,000,000	—	\$ —	\$ 1,700,000	\$ 54,349
Project Scope:	Design, environmental analysis and construction (phased) of low cost accommodation campground on 57 acres within the Coastal Zone. Includes 70 campsites and other amenities including an amphitheater for educational programs.							
Funding Source(s):	General Fund							

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## OUTSTANDING CAPITAL PROJECTS BY FUND

### Capital Outlay Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Tijuana River Valley Sports Complex Concept Plan	1010973	2006-07	\$ —	\$ —	—	\$ —	\$ 466,603	\$ 195,365
Project Scope:	The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. This project is for the design and construct a series of multi-use ballfields, playgrounds, restrooms and other park amenities.							
Funding Source(s):	General Fund							
Tijuana River Valley Well and Water Distribution	1020252	2016-17	\$ —	\$ —	—	\$ —	\$ 400,000	\$ —
Project Scope:	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.							
Funding Source(s):	General Fund							
Valley Park Acquisition	1005335	2003-04	\$ —	\$ —	—	\$ —	\$ 500,000	\$ 6,227
Project Scope:	This project is for the land acquisition of Valley Center Park.							
Funding Source(s):	General Fund							
Volcan Mountain West Acquisition	1000040	2002-03	\$ —	\$ —	—	\$ —	\$ 2,094,884	\$ 1,898,650
Project Scope:	This project is for land acquisition in Volcan Mountain West.							
Funding Source(s):	General Fund							
Water Conservation at Jess Martin Park	1021906	2018-19	\$ —	\$ 370,000	—	\$ —	\$ —	\$ —
Project Scope:	Water conservation strategies to reduce operational costs and lower our environmental footprint.							
Funding Source(s):	General Fund							
Water Conservation at Patriot Park	1021905	2018-19	\$ —	\$ 380,000	—	\$ —	\$ —	\$ —
Project Scope:	Water conservation strategies to reduce operational costs and lower our environmental footprint.							
Funding Source(s):	General Fund							
<b>Total LUEG Capital Outlay Fund</b>	<b>79</b>	<b>—</b>	<b>\$ 7,147,083</b>	<b>\$ 34,162,000</b>	<b>378.0</b>	<b>\$ —</b>	<b>\$ 72,645,008</b>	<b>\$ 36,167,319</b>

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## OUTSTANDING CAPITAL PROJECTS BY FUND



### Capital Outlay Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
RICC Caltrans Replacement Property Julian Acquisition*	1018659	2013–14	\$ —	\$ —	—	\$ —	\$ 1,158,073	\$ 426,810
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 and improvement 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	\$ —	\$ —	—	\$ —	\$ 737,766	\$ 452,050
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 and improvement 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 County Library on Main Street.							
Funding Source(s):	General Fund							
San Marcos Road Maintenance Station & Fleet Garage	1021159	2017-18	\$ 7,500,000	\$ —	(100.0)	\$ —	\$ 7,500,000	\$ 667
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	\$ 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	\$ —	\$ —	—	\$ —	\$ 730,000	\$ 728,227
Project Scope:	The Water Quality Treatment projects installed 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, has installed 13,000 square feet of pervious pavement, an infiltration curb and gutter and a bioswale.							
Funding Source(s):	General Fund							
Water Quality Treatment Project - Edgemoor Skilled Nursing Facility*	1019696	2015–16	\$ —	\$ —	—	\$ —	\$ 370,000	\$ 369,277
Project Scope:	The Water Quality Treatment projects installed 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, received the installation of 1,500 linear feet of concrete infiltration curbs and gutters and catch basket inserts in the existing parking area.							
Funding Source(s):	General Fund							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Water Quality Treatment Project - Lindo Lake County Park*	1019694	2015–16	\$ —	\$ —	—	\$ —	\$ 400,000	\$ 382,133
Project Scope:	The Water Quality Treatment projects installed 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, received new drainage infrastructure in the existing parking area along with a bioswale and a catchbasin.							
Funding Source(s):	General Fund							
<b>Total CSG Capital Outlay Fund</b>	<b>7</b>	<b>—</b>	<b>\$ 7,500,000</b>	<b>\$ —</b>	<b>0.0</b>	<b>\$ —</b>	<b>\$ 26,795,839</b>	<b>\$ 2,382,805</b>

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
ARCC East County Operations and Archive	1018194	2013–14	\$ —	\$ —	—	\$ —	\$ 21,064,680	\$ 1,914,894
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	\$ 16,000,000	45.5	\$ —	\$ 11,000,000	\$ 160,820
Project Scope:	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 and refresh of existing Board Chamber.							
Funding Source(s):	General Fund							
<b>Total FGG Capital Outlay Fund</b>	<b>2</b>	<b>—</b>	<b>\$ 11,000,000</b>	<b>\$ 16,000,000</b>	<b>45.5</b>	<b>\$ —</b>	<b>\$ 32,064,680</b>	<b>\$ 2,075,713</b>

### Capital Outlay Fund: Countywide

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total Capital Outlay Fund</b>	<b>93</b>	<b>—</b>	<b>\$ 27,447,083</b>	<b>\$ 50,162,000</b>	<b>82.8</b>	<b>\$ —</b>	<b>\$ 150,605,527</b>	<b>\$ 42,494,285</b>

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

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Major Maintenance Capital Outlay Fund

Major Maintenance Capital Outlay Fund (MMCOF): Countywide								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Major Maintenance Capital Projects	Various	2018-19	\$ —	\$ 18,806,981	—	\$ —	\$ —	\$ —
Project Scope:	This fund was implemented for financial reporting purposes. This new fund enables the County to capitalize projects that meet the capitalization requirement per accounting rules. Such projects which are considered routine maintenance but require capitalization are funded through the originating departmental operating budget							
Funding Source(s):	General Fund, Major Maintenance ISF, Library Fund							
<b>Total MMCOF</b>	<b>48</b>	<b>—</b>	<b>\$ —</b>	<b>\$ 18,806,981</b>	<b>0.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. The sum of individual figures may not equal the total due to rounding.

Major Maintenance Capital Outlay Fund (MMCOF): Countywide								
	Project Number	Fiscal Year Established	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total MMCOF</b>	<b>48</b>		<b>\$ —</b>	<b>\$ 18,806,981</b>	<b>0.0</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>





## OUTSTANDING CAPITAL PROJECTS BY FUND

### County Health Complex Fund

County Health Complex Fund: Health and Human Services Agency (HHS)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Health Services Complex Relocation/ Psychiatric Hospital Support	1021147	2017–18	\$ 2,000,000	\$ 5,000,000	150.0	\$ —	\$ 2,000,000	\$ 3,337
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	\$ —	\$ —	—	\$ —	\$ 24,000,000	\$ 9,184,687
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):	MHSA Grant, Land sale (Grand Avenue), General Fund							
North Inland Crisis Residential Facility*	1019395	2014–15	\$ —	\$ —	—	\$ —	\$ 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), MHSA Capital Facilities Fund							
Southeastern San Diego Live Well Center	1021148	2017–18	\$ 8,000,000	\$ 66,000,000	725.0	\$ —	\$ 8,000,000	\$ 66,060
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, approximately 80,000 square feet depending on entitlement restrictions. Potential Probation joint occupancy.							
Funding Source(s):	General Fund							
<b>Total HHS County Health Complex Fund</b>	<b>4</b>	<b>—</b>	<b>\$ 10,000,000</b>	<b>\$ 71,000,000</b>	<b>610.0</b>	<b>\$ —</b>	<b>\$ 38,878,425</b>	<b>\$ 14,119,056</b>

### County Health Complex Fund: Countywide

	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total County Health Complex Fund</b>	<b>4</b>	<b>—</b>	<b>\$ 10,000,000</b>	<b>\$ 71,000,000</b>	<b>610.0</b>	<b>\$ —</b>	<b>\$ 38,878,425</b>	<b>\$ 14,119,056</b>

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Justice Facility Construction Fund

Justice Facility Construction Fund: Public Safety Group (PSG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Bomb Arson Land Acquisition	1021134	2017-18	\$ 500,000	\$ —	(100.0)	\$ —	\$ 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 Office	1020955	2016-17	\$ —	\$ 117,000	—	\$ —	\$ 969,000	\$ 131,897
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. Additional funding to provide for final design enhancements and utility extensions.							
Funding Source(s):	General Fund							
Camp Barrett Staff Housing*	1018562	2013-14	\$ —	\$ —	—	\$ —	\$ 965,000	\$ 428,492
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							
Emergency Vehicle Operations Course (EVOC)	1020251	2016-17	\$ 11,000,000	\$ —	(100.0)	\$ —	\$ 26,000,000	\$ 482,643
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							
Inmate Transfer Tunnel	1021891	2018-19	\$ —	\$ 1,400,000	—	\$ —	\$ —	\$ —
Project Scope:	Administrative cost related to 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.							
Funding Source(s):	General Fund							
Mt. Laguna Fire Station #49	1021892	2018-19	\$ —	\$ 1,400,000	—	\$ —	\$ —	\$ —
Project Scope:	Planning, procurement and installation of new building to be used as 1.5 or 2 apparatus bay							
Funding Source(s):	General Fund							

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## OUTSTANDING CAPITAL PROJECTS BY FUND

Justice Facility Construction Fund: Public Safety Group (PSG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Ohio Street Reconstruction	1021132	2017–18	\$ 9,900,000	\$ 8,900,000	10.1	\$ —	\$ 9,900,000	\$ 165
Project Scope:	Demolish existing building and construct an approximate 15,000 square foot 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):	General Fund							
Rainbow Heights Radio Site Infrastructure Replacement	1021206	2016–17	\$ —	\$ —	—	\$ —	\$ 325,000	\$ 28,218
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							
Regional Communications System Upgrade	1019587	2015–16	\$ —	\$ —	—	\$ —	\$ 35,867,093	\$ 9,154,860
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	\$ 84,000,000	320.0	\$ —	\$ 20,000,000	\$ 275,596
Project Scope:	Execute phase one of Master Plan. Phased renovation and rebuilding of existing site and facility to include new community supervision services, Probation Urban Camp setting and consolidated detention for up to 128 youth.							
Funding Source(s):	General Fund							
Sheriff's Crime Lab	1018895	2014–15	\$ —	\$ —	—	\$ —	\$ 107,510,000	\$ 77,312,882
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							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

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## OUTSTANDING CAPITAL PROJECTS BY FUND



Justice Facility Construction Fund: Public Safety Group (PSG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Sheriff's Quartermaster and Regional Training Facility; Phase 1 Land Acquisition	1021133	2017-18	\$ 6,100,000	\$ —	(100.0)	\$ —	\$ 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							
Sheriff Technology Center (COC Buildings 12 and 18 Replacement)	1021130	2017-18	\$ 49,000,000	\$ —	(100.0)	\$ —	\$ 47,900,125	\$ 272,931
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, Poway Redevelopment Fund							
<b>Total PSG Justice Facility Construction Fund</b>	<b>13</b>	<b>—</b>	<b>\$ 96,500,000</b>	<b>\$ 95,817,000</b>	<b>(0.7)</b>	<b>\$ —</b>	<b>\$ 256,036,218</b>	<b>\$ 88,087,686</b>

Justice Facility Construction Fund: Countywide								
	Project Number	Fiscal Year Established	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Recommended Budget	% Change	Fiscal Year 2019-20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total Justice Facility Construction Fund</b>	<b>13</b>		<b>\$ 96,500,000</b>	<b>\$ 95,817,000</b>	<b>(0.7)</b>	<b>\$ —</b>	<b>\$ 256,036,218</b>	<b>\$ 88,087,686</b>

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## OUTSTANDING CAPITAL PROJECTS BY FUND

### Library Projects Fund

#### Library Projects Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
4S Ranch Library Expansion	1020253	2016–17	\$ —	\$ —	—	\$ —	\$ 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	\$ —	\$ —	—	\$ —	\$ 10,194,686	\$ 9,920,704
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	\$ —	(100.0)	\$ —	\$ 3,500,000	\$ 89,483
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 Library	1018705	2013–14	\$ —	\$ 475,000	—	\$ —	\$ 12,930,000	\$ 2,112,530
Project Scope:	The Borrego Springs Community Library project is located in District 5. Site acquisition, design, and construction of new 14,100 square foot library, including community room, to meet increased usage from community. Additional funding to provide for final design enhancements and utility extensions.							
Funding Source(s):	General Fund							
Casa De Oro Library	1020105	2015-16	\$ —	\$ 4,000,000	—	\$ —	\$ 125,000	\$ 39,115
Project Scope:	Site search, environmental review, and design of new library with teen and children spaces and community room to replace the existing 6,200 square foot leased facility.							
Funding Source(s):	General Fund							
Imperial Beach Library	1018191	2013–14	\$ —	\$ —	—	\$ —	\$ 9,072,720	\$ 8,827,087
Project Scope:	The Imperial Beach Library project is located in District 1. This project was completed in April 2017, and has improved the connectivity between the Library and the Imperial Beach Community Center.							
Funding Source(s):	General Fund							
Lakeside Branch Library	1021160	2018-19	\$ —	\$ 17,895,000	—	\$ —	\$ —	\$ —
Project Scope:	Construction of new 17,000 square foot library with teen and children spaces, Community room. Estimate includes demolition of existing library.							
Funding Source(s):	General Fund							

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

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## OUTSTANDING CAPITAL PROJECTS BY FUND



### Library Projects Fund: Community Services Group (CSG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Lakeside Library Land Acquisition*	1020106	2015-16	\$ —	\$ —	—	\$ —	\$ 1,605,000	\$ 1,572,449
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.							
Funding Source(s):	General Fund							
<b>Total CSG Library Projects Fund</b>	<b>8</b>	<b>—</b>	<b>\$ 3,500,000</b>	<b>\$ 22,370,000</b>	<b>539.1</b>	<b>\$ —</b>	<b>\$ 44,427,406</b>	<b>\$ 22,561,367</b>

### Library Projects Fund: Countywide

	Project Number	Fiscal Year Established	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total Library Projects Fund</b>	<b>8</b>	<b>—</b>	<b>\$ 3,500,000</b>	<b>\$ 22,370,000</b>	<b>539.1</b>	<b>\$ —</b>	<b>\$ 44,427,406</b>	<b>\$ 22,561,367</b>

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## 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
Multiple Species Conservation Program Acquisitions (MSCP)	Various	1998–99	\$ 7,500,000	\$ 7,500,000	0.0	\$ —	\$ 139,032,451	\$ 100,875,821
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. 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.							
Funding Source(s):	General Fund, State Aid Other State, Federal Other Federal Grants, Miscellaneous Revenue, Other Sales							
<b>Total LUEG MSCP Fund</b>	<b>1</b>	<b>—</b>	<b>\$ 7,500,000</b>	<b>\$ 7,500,000</b>	<b>0.0</b>	<b>\$ —</b>	<b>\$ 139,032,451</b>	<b>\$ 100,875,821</b>

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<sup>1</sup>Total as of February 28, 2018. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>
<b>Total MSCP Fund</b>	<b>1</b>		<b>\$ 7,500,000</b>	<b>\$ 7,500,000</b>	<b>0.0</b>	<b>\$ —</b>	<b>\$ 139,032,451</b>	<b>\$ 100,875,821</b>

### Capital Program

Total Outstanding Capital Projects: Capital Program								
	Outstanding Capital Projects	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	Total Appropriations <sup>1</sup>	Total Expenditures <sup>1</sup>	
<b>Total Capital Program</b>	<b>120</b>	<b>\$ 144,947,083</b>	<b>\$ 265,655,981</b>	<b>83.3</b>	<b>\$ —</b>	<b>\$ 628,980,026</b>	<b>\$ 268,138,215</b>	

\*Project scheduled to close June 30, 2018 and will no longer be displayed in the Operational Plan.

<sup>1</sup>Total as of February 28, 2018. The sum of individual figures may not equal the total due to rounding.



*County of San Diego*

Finance Other

Finance Other	551
.....	.....
Lease Payments	555
.....	.....



## 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. The issuance of TRANs for the County is not anticipated for Fiscal Year 2018–19; so no appropriations are budgeted. 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 2018–19 is budgeted at \$6.26 million, \$5.10 million of which reflects anticipated TOT revenues. The additional \$1.16 million is a one-time appropriation based on General Fund fund balance from prior-year over-realized TOT revenues (\$0.45 million) and projected General Fund fund balance in Fiscal Year 2017–18 (\$0.67 million) and \$0.04 million is rebudgeted based on Fiscal Year 2017–18 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 nonprofit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the program are subject to budget priorities as established by the Board of Supervisors. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole. The funding source is General Fund fund balance. The funding level for Fiscal Year 2018–19 is budgeted at \$10.0 million.

### Contributions to County Library System

No appropriations are budgeted for Fiscal Years 2018–19 and 2019–20.

### Contingency Reserve: General Fund

In December of 2017, the Board of Supervisors amended the General Fund Balances and Reserves Ordinance. As a result, no appropriations will be budgeted for Fiscal Years 2018–19 and 2019–20 (see General Fund Reserves and Resources section for more details).

### Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2018–19, \$246.8 million is budgeted in the Contributions to Capital Program.

Of this total

- ◆ \$84.0 million is for the San Diego Juvenile Justice Campus,
- ◆ \$66.0 million is for the Southeastern Live Well Center,
- ◆ \$17.9 million for the Lakeside Library Construction,
- ◆ \$16.0 million for the County Administration Center (CAC) Renovation Phase 2,
- ◆ \$8.9 million for the Ohio Street Renovation,
- ◆ \$7.5 million is for the acquisition of land under the Multiple Species Conservation Program (MSCP),
- ◆ \$6.5 million for the Alpine Local Park Land Acquisition,
- ◆ \$6.3 million for the Lindo Lake Construction Phase 1 (East Basin),
- ◆ \$5.0 million for the County Live Well Campus at Rosecrans,
- ◆ \$4.1 million for the Lakeside Equestrian Facility Construction,
- ◆ \$4.0 million for the Tijuana Campground and Nature Education Center,
- ◆ \$4.0 million for the Casa De Oro Library,
- ◆ \$3.5 million for the Mount Woodson Parking Lot,
- ◆ \$1.8 million for the San Luis Rey River Park Acquisition and Improvement,
- ◆ \$1.4 million for the Inmate Transfer Tunnel,
- ◆ \$1.4 million for the Mount Laguna Fire Station #49,
- ◆ \$1.0 million for the Lindo Lake Park Photovoltaic System,
- ◆ \$1.0 million for the Sycuan Kumeyaay Village Dehesa Road Trail/Sloan Canyon Road Trail (Phase 1 and 4),
- ◆ \$0.8 million for the Water Conservation and Sustainable Park Features at Jess Martin and Patriot Parks,
- ◆ \$0.7 million for the Borrego Springs Park,
- ◆ \$0.7 million for the Otay Primitive Campground,
- ◆ \$0.6 million for the Borrego Springs Shadeway,
- ◆ \$0.6 million to Replace Playground Equipment at Dos Picos Park and Heise Park,
- ◆ \$0.6 million for the Sycamore Canyon Trails,
- ◆ \$0.5 million for the Borrego Springs Community Library,
- ◆ \$0.5 million for the Otay Bike Skills Course,
- ◆ \$0.4 million for the Park Volunteer Pads at various parks,
- ◆ \$0.4 million to Construct Camping Cabins at Guajome County Park,
- ◆ \$0.3 million for the Playground Shade Structures Construction for the San Dieguito, Patriot and Liberty Parks,
- ◆ \$0.2 million for the Sage Hill Staging Area & Trail System Improvements,
- ◆ \$0.1 million Borrego Springs Sheriff Substation and
- ◆ \$0.1 million for the Stelzer Park Ranger Station/Visitor Center.

No appropriations are budgeted for the Contributions to Capital Program in Fiscal Year 2019–20.

## 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 \$30.4 million in Fiscal Year 2018–19 is a net decrease of \$0.9 million from the Fiscal Year 2017–18 Adopted Operational Plan as a result of decreases in certain scheduled lease payments.

The Fiscal Year 2019–20 payments are estimated at \$28.5 million which is a net decrease of \$1.9 million from the Fiscal Year 2018–19 Recommended Operational Plan as a result of decreases in certain scheduled lease payments mainly related certain of the certificates of participation reaching final maturity: the County of San Diego Certificates of Participation (2011 MTS Tower Refunding) and the County of San Diego Certificates of Participation Series 2014B (RCS Refunding). 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 \$186.2 million, the major components of the Countywide General Expenses program in Fiscal Year 2018–19 include:

- ◆ A \$75.0 million fund balance commitment to support debt service costs of existing Pension Obligation Bonds (POBs) to increase the total amount committed for POBs to \$273.2 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 through final maturity of the POBs in Fiscal Year 2026–27, at which point this commitment will be exhausted. In Fiscal Year 2018–19, \$25.4 million is appropriated.
- ◆ A Pension Stabilization Fund of \$75.0 million in Fiscal Year 2018–19 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 \$36.2 million will support enterprise wide expenses including:
  - ◆ 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).
- ❖ Appropriations to support public safety labor negotiations.
- ❖ Appropriations for Future Capital projects.

## Countywide Shared Major Maintenance

In Fiscal Year 2018–19, appropriations totaling \$15.5 million are budgeted for major maintenance projects at County facilities that are shared by departments from multiple groups, including improvements related to the County Security Initiative to improve the security of County facilities. The funding level for Fiscal Year 2019–20 is 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, 2017, the total reported liability for the fund was \$181.2 million with current assets of \$156.6 million resulting in a negative net position of \$24.6 million. The actuarial claims liability is anticipated to increase by \$5.3 million as of June 30, 2018. To address the unfunded actuarial liability which is driving the negative net position, a \$5.0 million Contingency Reserve is budgeted in Fiscal Year 2018–19 and will remain at this level through Fiscal Year 2024–25 subject to annual reviews of the fund's net position. Appropriations for Fiscal Year 2018–19 total \$46.4 million for the workers' compensation internal service fund, includes this Contingency Reserve, which is an increase of \$0.7 million from the Fiscal Year 2017–18 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 2018–19 reflect a \$0.1 million decrease from the Fiscal Year 2017–18 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 2018–19 and \$0.5 million are budgeted for Fiscal Year 2019–20.

## 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 fund's total reported liability as of June 30, 2017 was \$54.0 million with current assets of \$44.0 million resulting in negative net position of \$10.0 million. The actuarial claims liability is expected to increase by \$12.4 million as of June 30, 2018. To address the unfunded actuarial liability which is driving the negative net position, a \$1.5 million Contingency Reserve is budgeted in Fiscal





Year 2017–18 which will increase to \$2.3 million in both Fiscal Year 2018–19 and 2019–20. Collections of the unfunded liability are amortized over a ten year period subject to annual review.

Appropriations for Fiscal Year 2018–19 total \$33.2 million for the Public Liability Internal Service Fund, which is an increase of \$1.6 million from the Fiscal Year 2017–18 Adopted Operational Plan primarily due to an increase in this Contingency Reserve amount.

## 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 in 2009, 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 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Cash Borrowing	\$ 2,700,000	\$ 2,700,000	\$ —	(100.0)	\$ —
Community Enhancement	4,892,703	5,407,401	6,260,138	15.8	5,100,057
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
Contributions to County Library System	—	—	—	—	—
Contingency Reserve: General Fund	22,674,808	23,983,463	—	(100.0)	—
Contributions to Capital Program	88,012,333	161,377,450	246,849,000	53.0	—
Lease Payments: Capital Projects	31,127,560	31,273,890	30,413,643	(2.8)	28,531,550
Countywide General Expenses	172,939,903	234,405,739	186,156,022	(20.6)	196,842,166
Countywide Shared Major Maintenance	2,000,000	2,000,000	15,500,000	675.0	2,000,000
Employee Benefits Internal Service Funds (ISF)					
<i>Workers Compensation Employee Benefits ISF</i>	45,356,681	45,659,988	46,353,170	1.5	46,353,170
<i>Unemployment Insurance Employee Benefits ISF</i>	2,099,622	2,010,184	1,925,950	(4.2)	1,925,950
Local Agency Formation Commission Administration	425,642	467,172	475,684	1.8	499,468
Public Liability ISF	21,453,018	31,572,824	33,175,867	5.1	33,175,867
Pension Obligation Bonds	81,384,894	81,458,792	81,461,036	0.0	81,455,804
<b>Total</b>	<b>\$ 485,067,164</b>	<b>\$ 632,316,903</b>	<b>\$ 658,570,510</b>	<b>4.2</b>	<b>\$ 405,884,032</b>





## Lease Payments

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Lease Payments-Bonds	\$ 31,125,560	\$ 31,271,890	\$ 30,411,642	(2.8)	\$ 28,529,550
Facilities Management (Lease Mgmt)	2,000	2,000	2,001	0.0	2,000
<b>Total</b>	<b>\$ 31,127,560</b>	<b>\$ 31,273,890</b>	<b>\$ 30,413,643</b>	<b>(2.8)</b>	<b>\$ 28,531,550</b>

Expenditure Detail					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Lease Payments Detail</b>					
2009 Justice Facilities Refunding	\$ 7,319,738	\$ 7,339,625	\$ 6,484,375	(11.7)	\$ 6,484,000
2011 MTS Tower Refunding	2,688,800	2,703,000	2,704,875	0.1	1,357,875
2011 CAC Waterfront Park	2,056,563	2,097,900	2,096,300	(0.1)	2,097,200
2012 Cedar and Kettner Development	1,634,312	1,666,425	1,670,225	0.2	1,667,825
2014 Edgemoor and RCS Refunding	9,061,620	9,100,815	9,093,667	(0.1)	8,564,650
2016 County Operations Center Refunding	8,364,527	8,364,125	8,362,200	0.0	8,358,000
<b>Total—Lease Payments Detail</b>	<b>\$ 31,125,560</b>	<b>\$ 31,271,890</b>	<b>\$ 30,411,642</b>	<b>(2.8)</b>	<b>\$ 28,529,550</b>
<b>Facilities Management (Lease Mgmt) Detail</b>					
2009 Justice Facilities Refunding	\$ 2,000	\$ 2,000	\$ 2,001	0.0	\$ 2,000
<b>Total—Facilities Management (Lease Mgmt) Detail</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,001</b>	<b>0.0</b>	<b>\$ 2,000</b>
<b>Total—Expenditure Detail</b>	<b>\$ 31,127,560</b>	<b>\$ 31,273,890</b>	<b>\$ 30,413,643</b>	<b>(2.8)</b>	<b>\$ 28,531,550</b>

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
AB189	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	0.0	\$ 2,200,000
Aid from Redev Successor Agency	4,490,875	4,564,325	—	(100.0)	—
Rents and Concessions	1,115,819	1,124,933	1,098,070	(2.4)	765,980
Operating Transfer Capital Outlay	8,519,575	8,562,100	8,563,675	0.0	8,564,650
General Purpose Revenue Allocation	14,801,291	14,822,532	17,751,898	19.8	16,200,920
Assigned Fund Balance	—	—	800,000	0.0	800,000
<b>Total</b>	<b>\$ 31,127,560</b>	<b>\$ 31,273,890</b>	<b>\$ 30,413,643</b>	<b>(2.8)</b>	<b>\$ 28,531,550</b>



Revenue Detail					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>General Purpose Revenue</b>					
2009 Justice Facilities Refunding	\$ 3,640,058	\$ 3,650,831	\$ 1,986,344	(45.6)	\$ 1,976,605
2011 MTS Tower Refunding	2,252,661	2,266,861	3,104,837	37.0	2,099,291
2011 CAC Waterfront Park	—	—	2,096,300	0.0	2,097,200
2012 Cedar & Kettner Parking	—	—	1,670,225	0.0	1,667,825
2014 Edgemoor and RCS Refunding	542,045	538,715	529,992	(1.6)	—
2016 County Operations Center Refunding	8,364,527	8,364,125	8,362,200	0.0	8,358,000
Facilities Management (Lease Mgmt)	2,000	2,000	2,000	0.0	2,000
<b>Total—General Purpose Revenue</b>	<b>\$ 14,801,291</b>	<b>\$ 14,822,532</b>	<b>\$ 17,751,898</b>	<b>19.8</b>	<b>\$ 16,200,921</b>
<b>Assigned Fund Balance</b>					
2009 Justice Facilities Refunding	\$ —	\$ —	\$ 800,000	0.0	\$ 800,000
<b>Total—Assigned Fund Balance</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 800,000</b>	<b>0.0</b>	<b>\$ 800,000</b>
<b>Rents and Concessions</b>					
2009 Justice Facilities Refunding	\$ 679,680	\$ 688,794	\$ 698,032	1.3	\$ 707,395
2011 MTS Tower Refunding	436,139	436,139	400,038	(8.3)	58,584
<b>Total—Rents and Concessions</b>	<b>\$ 1,115,819</b>	<b>\$ 1,124,933</b>	<b>\$ 1,098,070</b>	<b>(2.4)</b>	<b>\$ 765,979</b>
<b>AB189</b>					
2009 Justice Facilities Refunding	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	0.0	\$ 2,200,000
<b>Total—AB189</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>	<b>0.0</b>	<b>\$ 2,200,000</b>
<b>Aid from Redevelopment</b>					
2009 Justice Facilities Refunding	\$ 800,000	\$ 800,000	\$ —	(100.0)	\$ —
2011 CAC Waterfront Park	2,056,563	2,097,900	—	(100.0)	—
2012 Cedar & Kettner Development	1,634,312	1,666,425	—	(100.0)	—
<b>Total—Aid from Redevelopment</b>	<b>\$ 4,490,875</b>	<b>\$ 4,564,325</b>	<b>\$ —</b>	<b>(100.0)</b>	<b>\$ —</b>
<b>Operating Transfer Capital Outlay</b>					
2014 Edgemoor and RCS Refunding	\$ 8,519,575	\$ 8,562,100	\$ 8,563,675	0.0	\$ 8,564,650
<b>Total—Operating Transfer Capital Outlay</b>	<b>\$ 8,519,575</b>	<b>\$ 8,562,100</b>	<b>\$ 8,563,675</b>	<b>0.0</b>	<b>\$ 8,564,650</b>
<b>Total Lease Payments Funding Sources</b>	<b>\$ 31,127,560</b>	<b>\$ 31,273,890</b>	<b>\$ 30,413,643</b>	<b>(2.8)</b>	<b>\$ 28,531,550</b>



*County of San Diego*

Appendices

Appendix A: All Funds Budget Summary	559
.....	
Appendix B: Budget Summary and Changes in Fund Balance	571
.....	
Appendix C: General Fund Budget Summary	581
.....	
Appendix D: Health and Human Services Agency: General Fund	585
.....	
Appendix E: Operational Plan Acronyms and Abbreviations	589
.....	
Appendix F: Glossary of Operational Plan Terms	595
.....	
Appendix G: Operational Plan Format	605
.....	





## 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 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Total</b>	<b>17,396.00</b>	<b>17,413.00</b>	<b>17,580.50</b>	<b>1.0</b>	<b>17,580.50</b>

Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 2,034,064,966	\$ 2,124,227,277	\$ 2,230,275,474	5.0	\$ 2,298,284,154
Services & Supplies	1,875,783,887	2,080,986,201	2,249,771,765	8.1	2,121,542,438
Other Charges	769,459,563	728,221,906	710,026,156	(2.5)	705,446,242
Capital Assets/Land Acquisition	110,781,935	183,361,533	279,920,843	52.7	100,515,978
Capital Assets Equipment	35,249,885	39,842,240	35,903,594	(9.9)	24,764,048
Expenditure Transfer & Reimbursements	(32,634,412)	(35,585,656)	(37,034,467)	4.1	(37,184,669)
Contingency Reserves	27,674,808	30,433,362	7,255,233	(76.2)	7,255,233
Fund Balance Component Increases	101,400,000	98,581,020	76,350,000	(22.6)	350,000
Operating Transfers Out	406,895,167	505,874,970	676,435,652	33.7	385,620,005
Management Reserves	31,450,000	30,450,000	27,000,000	(11.3)	24,000,000
<b>Total</b>	<b>\$ 5,360,125,799</b>	<b>\$ 5,786,392,853</b>	<b>\$ 6,255,904,250</b>	<b>8.1</b>	<b>\$ 5,630,593,429</b>





**APPENDIX A: ALL FUNDS BUDGET SUMMARY**

Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 660,074,129	\$ 701,003,040	\$ 749,401,479	6.9	\$ 766,982,127
Taxes Other Than Current Secured	454,307,526	477,659,677	510,193,144	6.8	522,997,630
Licenses Permits & Franchises	53,766,376	56,657,242	57,505,046	1.5	58,622,458
Fines, Forfeitures & Penalties	47,737,768	45,506,382	46,244,143	1.6	42,766,678
Revenue From Use of Money & Property	32,773,152	37,118,052	56,905,819	53.3	58,728,166
Intergovernmental Revenues	2,364,944,221	2,421,387,861	2,617,868,417	8.1	2,629,948,932
Charges For Current Services	906,135,928	957,505,613	991,802,076	3.6	978,508,686
Miscellaneous Revenues	50,771,843	48,316,881	47,441,434	(1.8)	43,399,550
Other Financing Sources	391,461,323	524,900,016	655,912,033	25.0	366,167,884
Residual Equity Transfers In	—	400,000	400,000	0.0	400,000
Fund Balance Component Decreases	8,488,092	69,379,386	95,647,374	37.9	45,306,801
Use of Fund Balance	389,665,441	446,558,703	426,583,285	(4.5)	116,764,517
<b>Total</b>	<b>\$ 5,360,125,799</b>	<b>\$ 5,786,392,853</b>	<b>\$ 6,255,904,250</b>	<b>8.1</b>	<b>\$ 5,630,593,429</b>



Public Safety Group

Staffing					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Total</b>	<b>7,490.00</b>	<b>7,443.00</b>	<b>7,512.00</b>	<b>0.9</b>	<b>7,512.00</b>

Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 1,016,858,489	\$ 1,072,715,579	\$ 1,106,410,145	3.1	\$ 1,124,838,881
Services & Supplies	347,770,779	353,069,480	378,856,793	7.3	362,356,445
Other Charges	111,200,797	111,102,275	113,628,631	2.3	113,469,022
Capital Assets Equipment	6,857,614	4,961,479	9,310,083	87.7	1,015,500
Expenditure Transfer & Reimbursements	(22,229,059)	(21,879,066)	(22,266,598)	1.8	(22,418,089)
Fund Balance Component Increases	100,000	—	—	0.0	—
Operating Transfers Out	295,393,918	312,585,512	320,502,156	2.5	309,264,091
Management Reserves	5,000,000	3,500,000	1,250,000	(64.3)	3,000,000
<b>Total</b>	<b>\$ 1,760,952,538</b>	<b>\$ 1,836,055,259</b>	<b>\$ 1,907,691,210</b>	<b>3.9</b>	<b>\$ 1,891,525,850</b>

Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 1,778,248	\$ 1,350,741	\$ 1,428,210	5.7	\$ 1,428,210
Licenses Permits & Franchises	500,500	500,500	500,500	0.0	500,500
Fines, Forfeitures & Penalties	24,548,588	18,424,659	18,324,608	(0.5)	14,382,959
Revenue From Use of Money & Property	628,231	3,365,611	4,427,911	31.6	4,369,747
Intergovernmental Revenues	515,488,775	530,611,157	543,003,217	2.3	538,321,128
Charges For Current Services	170,134,106	178,298,840	181,241,170	1.7	184,326,553
Miscellaneous Revenues	20,411,993	22,159,300	21,788,071	(1.7)	18,520,243
Other Financing Sources	287,993,411	303,677,463	314,521,719	3.6	308,050,641
Fund Balance Component Decreases	—	15,547,647	20,546,752	32.2	24,763,964
Use of Fund Balance	48,298,837	48,734,717	57,785,109	18.6	30,094,826
General Purpose Revenue Allocation	691,169,849	713,384,624	744,123,943	4.3	766,767,079
<b>Total</b>	<b>\$ 1,760,952,538</b>	<b>\$ 1,836,055,259</b>	<b>\$ 1,907,691,210</b>	<b>3.9</b>	<b>\$ 1,891,525,850</b>



Health and Human Services Agency

Staffing					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Total</b>	<b>6,317.50</b>	<b>6,320.50</b>	<b>6,403.50</b>	<b>1.3</b>	<b>6,403.50</b>

Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 598,162,000	\$ 611,704,202	\$ 656,813,245	7.4	\$ 685,955,860
Services & Supplies	819,975,423	877,013,959	1,019,270,351	16.2	1,009,864,953
Other Charges	417,026,257	394,022,912	377,459,053	(4.2)	377,459,053
Capital Assets Equipment	438,000	662,000	859,451	29.8	239,000
Expenditure Transfer & Reimbursements	(7,640,844)	(10,168,064)	(10,230,896)	0.6	(10,078,053)
Operating Transfers Out	21,633,844	21,162,955	39,573,578	87.0	31,754,380
Management Reserves	20,000,000	20,000,000	20,000,000	0.0	20,000,000
<b>Total</b>	<b>\$ 1,869,594,680</b>	<b>\$ 1,914,397,964</b>	<b>\$ 2,103,744,782</b>	<b>9.9</b>	<b>\$ 2,115,195,193</b>

Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 1,596,315	\$ 1,651,132	\$ 1,784,154	8.1	\$ 1,634,815
Taxes Other Than Current Secured	29,311	27,905	28,423	1.9	28,434
Licenses Permits & Franchises	916,500	925,000	968,097	4.7	987,399
Fines, Forfeitures & Penalties	7,260,349	7,144,882	7,433,220	4.0	7,433,220
Revenue From Use of Money & Property	2,975,119	2,951,319	3,002,242	1.7	2,989,242
Intergovernmental Revenues	1,664,635,386	1,688,754,669	1,832,306,887	8.5	1,851,557,648
Charges For Current Services	58,949,282	84,070,289	82,188,933	(2.2)	83,322,299
Miscellaneous Revenues	4,855,617	8,808,198	8,759,324	(0.6)	8,376,277
Other Financing Sources	6,000,000	6,000,000	6,000,000	0.0	6,000,000
Fund Balance Component Decreases	—	1,089,783	12,884,055	1,082.3	13,230,664
Use of Fund Balance	53,013,550	40,539,705	36,632,612	(9.6)	25,006,373
General Purpose Revenue Allocation	69,363,251	72,435,082	111,756,835	54.3	114,628,822
<b>Total</b>	<b>\$ 1,869,594,680</b>	<b>\$ 1,914,397,964</b>	<b>\$ 2,103,744,782</b>	<b>9.9</b>	<b>\$ 2,115,195,193</b>





Land Use and Environment Group

Staffing					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Total</b>	<b>1,487.00</b>	<b>1,531.00</b>	<b>1,587.00</b>	<b>3.7</b>	<b>1,587.00</b>

Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 178,289,282	\$ 186,713,361	\$ 204,171,744	9.4	\$ 213,088,059
Services & Supplies	192,865,373	268,589,525	265,241,601	(1.3)	216,168,284
Other Charges	56,160,629	28,946,039	24,269,673	(16.2)	22,872,989
Capital Assets/Land Acquisition	4,152,175	2,327,000	3,261,000	40.1	3,000,000
Capital Assets Equipment	8,969,744	11,204,500	8,694,570	(22.4)	7,530,058
Expenditure Transfer & Reimbursements	(599,435)	(1,262,245)	(1,360,995)	7.8	(1,369,437)
Fund Balance Component Increases	300,000	350,000	350,000	0.0	350,000
Operating Transfers Out	15,103,476	14,923,459	31,069,335	108.2	14,887,099
<b>Total</b>	<b>\$ 455,241,244</b>	<b>\$ 511,791,639</b>	<b>\$ 535,696,928</b>	<b>4.7</b>	<b>\$ 476,527,052</b>

Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 7,977,392	\$ 8,359,869	\$ 8,867,914	6.1	\$ 8,617,241
Taxes Other Than Current Secured	8,003,678	12,204,309	12,089,742	(0.9)	12,741,983
Licenses Permits & Franchises	43,340,021	45,255,887	48,743,204	7.7	49,981,314
Fines, Forfeitures & Penalties	1,621,218	1,541,018	1,625,719	5.5	1,748,560
Revenue From Use of Money & Property	21,533,063	22,672,850	24,451,963	7.8	25,040,811
Intergovernmental Revenues	109,616,151	121,096,822	153,099,522	26.4	151,212,770
Charges For Current Services	94,360,587	93,380,002	102,716,506	10.0	105,822,652
Miscellaneous Revenues	2,827,244	2,598,871	3,259,469	25.4	3,177,369
Other Financing Sources	15,103,476	42,923,459	29,055,053	(32.3)	14,887,099
Fund Balance Component Decreases	8,488,092	13,675,002	876,421	(93.6)	1,517,239
Use of Fund Balance	88,809,022	88,227,559	80,010,232	(9.3)	28,000,158
General Purpose Revenue Allocation	53,561,300	59,855,991	70,901,183	18.5	73,779,856
<b>Total</b>	<b>\$ 455,241,244</b>	<b>\$ 511,791,639</b>	<b>\$ 535,696,928</b>	<b>4.7</b>	<b>\$ 476,527,052</b>



Community Services Group

Staffing					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Total</b>	<b>910.00</b>	<b>923.00</b>	<b>875.50</b>	<b>(5.2)</b>	<b>875.50</b>

Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 97,528,871	\$ 104,300,250	\$ 102,245,682	(2.0)	\$ 107,176,039
Services & Supplies	157,662,813	166,822,894	170,699,902	2.3	168,153,332
Other Charges	14,834,081	15,382,354	18,048,486	17.3	18,048,486
Capital Assets Equipment	18,545,527	21,492,261	16,278,490	(24.3)	15,568,490
Fund Balance Component Increases	1,000,000	—	1,000,000	0.0	—
Operating Transfers Out	14,454,937	17,357,146	19,710,753	13.6	14,863,017
Management Reserves	3,250,000	3,250,000	2,250,000	(30.8)	1,000,000
<b>Total</b>	<b>\$ 307,276,229</b>	<b>\$ 328,604,905</b>	<b>\$ 330,233,313</b>	<b>0.5</b>	<b>\$ 324,809,364</b>



Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 31,148,962	\$ 33,748,489	\$ 35,124,034	4.1	\$ 36,177,755
Taxes Other Than Current Secured	2,405,191	2,704,940	2,560,122	(5.4)	2,800,481
Licenses Permits & Franchises	2,110,000	1,980,000	553,390	(72.1)	553,390
Fines, Forfeitures & Penalties	1,500	1,300	325	(75.0)	325
Revenue From Use of Money & Property	1,686,435	1,501,339	1,507,153	0.4	1,507,153
Intergovernmental Revenues	7,183,229	7,037,982	7,239,081	2.9	7,239,081
Charges For Current Services	190,893,260	202,540,076	205,442,810	1.4	210,291,358
Miscellaneous Revenues	2,835,250	2,730,837	3,416,301	25.1	2,866,301
Other Financing Sources	14,654,937	17,657,146	19,360,253	9.7	15,145,043
Residual Equity Transfers In	—	400,000	400,000	0.0	400,000
Fund Balance Component Decreases	—	1,158,361	200,808	(82.7)	1,248,561
Use of Fund Balance	32,617,184	34,786,458	30,489,992	(12.4)	22,219,170
General Purpose Revenue Allocation	21,740,281	22,357,977	23,939,044	7.1	24,360,746
<b>Total</b>	<b>\$ 307,276,229</b>	<b>\$ 328,604,905</b>	<b>\$ 330,233,313</b>	<b>0.5</b>	<b>\$ 324,809,364</b>



Finance and General Government Group

Staffing					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Total</b>	<b>1,191.50</b>	<b>1,195.50</b>	<b>1,202.50</b>	<b>0.6</b>	<b>1,202.50</b>

Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits	\$ 143,226,324	\$ 148,793,885	\$ 160,634,658	8.0	\$ 167,225,315
Services & Supplies	263,067,439	257,294,396	282,802,063	9.9	243,087,063
Other Charges	50,000	50,000	50,000	0.0	50,000
Capital Assets Equipment	439,000	1,522,000	761,000	(50.0)	411,000
Expenditure Transfer & Reimbursements	(2,165,074)	(2,276,281)	(3,175,978)	39.5	(3,319,090)
Operating Transfers Out	—	—	543,107	0.0	—
Management Reserves	3,200,000	3,700,000	3,500,000	(5.4)	—
<b>Total</b>	<b>\$ 407,817,689</b>	<b>\$ 409,084,000</b>	<b>\$ 445,114,850</b>	<b>8.8</b>	<b>\$ 407,454,288</b>

Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Licenses Permits & Franchises	\$ 1,430,000	\$ 2,526,500	\$ 1,270,500	(49.7)	\$ 1,130,500
Fines, Forfeitures & Penalties	1,035,450	920,150	620,150	(32.6)	620,150
Revenue From Use of Money & Property	158,000	210,000	200,000	(4.8)	200,000
Intergovernmental Revenues	1,885,621	2,302,420	88,251	(96.2)	88,251
Charges For Current Services	243,009,172	239,656,855	259,406,730	8.2	233,945,129
Miscellaneous Revenues	9,130,392	9,519,675	9,718,269	2.1	9,959,360
Other Financing Sources	5,183,164	5,793,798	5,924,047	2.3	6,086,768
Fund Balance Component Decreases	—	2,352,309	3,008,338	27.9	3,746,373
Use of Fund Balance	12,923,540	10,333,165	19,922,990	92.8	1,443,990
General Purpose Revenue Allocation	133,062,350	135,469,128	144,955,575	7.0	150,233,767
<b>Total</b>	<b>\$ 407,817,689</b>	<b>\$ 409,084,000</b>	<b>\$ 445,114,850</b>	<b>8.8</b>	<b>\$ 407,454,288</b>

Capital Program

Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Services & Supplies	\$ 633,000	\$ 633,000	\$ 633,000	0.0	\$ 633,000
Capital Assets/Land Acquisition	63,629,760	144,947,083	265,655,981	83.3	—
Operating Transfers Out	9,913,495	8,562,100	8,563,676	0.0	8,564,650
<b>Total</b>	<b>\$ 74,176,255</b>	<b>\$ 154,142,183</b>	<b>\$ 274,852,657</b>	<b>78.3</b>	<b>\$ 9,197,650</b>

Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Revenue From Use of Money & Property	\$ 250,303	\$ 257,812	\$ 328,924	27.6	\$ 328,924
Intergovernmental Revenues	12,808,352	16,106,371	4,536,544	(71.8)	3,935,139
Miscellaneous Revenues	9,711,347	—	—	0.0	—
Other Financing Sources	51,406,253	137,778,000	269,987,189	96.0	4,933,587
<b>Total</b>	<b>\$ 74,176,255</b>	<b>\$ 154,142,183</b>	<b>\$ 274,852,657</b>	<b>78.3</b>	<b>\$ 9,197,650</b>



Finance Other

Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Services & Supplies	\$ 93,809,060	\$ 157,562,947	\$ 132,268,055	(16.1)	\$ 121,279,361
Other Charges	170,187,799	178,718,326	176,570,313	(1.2)	173,546,692
Capital Assets/Land Acquisition	43,000,000	36,087,450	11,003,862	(69.5)	97,515,978
Contingency Reserves	27,674,808	30,433,362	7,255,233	(76.2)	7,255,233
Fund Balance Component Increases	100,000,000	98,231,020	75,000,000	(23.7)	—
Operating Transfers Out	50,395,497	131,283,798	256,473,047	95.4	6,286,768
<b>Total</b>	<b>\$ 485,067,164</b>	<b>\$ 632,316,903</b>	<b>\$ 658,570,510</b>	<b>4.2</b>	<b>\$ 405,884,032</b>

Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Revenue From Use of Money & Property	\$ 1,820,006	\$ 1,959,121	\$ 2,908,070	\$ 48.0	\$ 2,575,980
Intergovernmental Revenues	4,490,875	4,564,325	—	(100.0)	—
Charges For Current Services	148,789,521	159,559,551	160,805,927	1.0	160,800,695
Other Financing Sources	11,120,082	11,070,150	11,063,772	(0.0)	11,064,746
Fund Balance Component Decreases	—	35,556,284	58,131,000	63.0	800,000
Use of Fund Balance	154,003,308	223,937,099	201,742,350	(10.0)	10,000,000
General Purpose Revenue Allocation	164,843,372	195,670,373	223,919,391	14.4	221,142,611
<b>Total</b>	<b>\$ 485,067,164</b>	<b>\$ 632,316,903</b>	<b>\$ 658,570,510</b>	<b>4.2</b>	<b>\$ 405,884,032</b>

## Total General Purpose Revenue

General Purpose Revenue					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 617,573,212	\$ 655,892,809	\$ 702,197,167	7.1	\$ 719,124,106
Taxes Other Than Current Secured	443,869,346	462,722,523	495,514,857	7.1	507,426,732
Licenses Permits & Franchises	5,469,355	5,469,355	5,469,355	0.0	5,469,355
Fines, Forfeitures & Penalties	13,270,663	17,474,373	18,240,121	4.4	18,581,464
Revenue From Use of Money & Property	3,721,995	4,200,000	20,079,556	378.1	21,716,309
Intergovernmental Revenues	48,835,832	50,914,115	77,594,915	52.4	77,594,915
Miscellaneous Revenues	1,000,000	2,500,000	500,000	(80.0)	500,000
<b>Total</b>	<b>\$ 1,133,740,403</b>	<b>\$ 1,199,173,175</b>	<b>\$ 1,319,595,971</b>	<b>10.0</b>	<b>\$ 1,350,412,881</b>



## Appendix B: Budget Summary and Changes in Fund Balance

### Appropriations by Fund Type

County Funds by Type						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
Air Pollution Control District	\$ 58,560,893	\$ 46,376,350	\$ 42,731,522	(7.9)	\$ 44,372,976	
Capital Project Funds	74,176,255	154,142,183	274,852,657	78.3	9,197,650	
Community Facilities Districts	207,793	469,000	1,029,300	119.5	934,800	
County Service Areas	18,847,920	19,745,133	19,778,385	0.2	18,957,180	
Debt Service County Family	81,384,894	81,458,792	81,461,036	0.0	81,455,804	
General Fund	4,117,144,687	4,359,798,137	4,686,071,304	7.5	4,368,002,897	
Miscellaneous Local Agencies	7,908,832	7,367,420	7,135,190	(3.2)	7,292,980	
Miscellaneous Special Districts	8,863,029	8,045,641	14,430,353	79.4	8,401,792	
Permanent Road Divisions	6,018,307	7,220,112	6,930,137	(4.0)	1,347,636	
County Proprietary Enterprise Funds	34,029,515	36,150,587	39,359,265	8.9	38,144,172	
County Proprietary Internal Service Funds	461,108,375	485,907,625	505,763,102	4.1	488,915,225	
Sanitation Districts	26,551,307	28,644,049	30,468,324	6.4	30,257,324	
Special Revenue Funds	465,323,992	551,067,824	545,893,675	(0.9)	533,312,993	
<b>Total</b>	<b>\$ 5,360,125,799</b>	<b>\$ 5,786,392,853</b>	<b>\$ 6,255,904,250</b>	<b>8.1</b>	<b>\$ 5,630,593,429</b>	





Appropriations by Group and Fund

Public Safety Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
General Fund	\$ 1,444,509,784	\$ 1,505,411,348	\$ 1,570,592,514	4.3	\$ 1,560,459,378
Sheriff's Asset Forfeiture Program	1,100,000	2,100,000	5,249,936	150.0	1,100,000
Sheriff's Asset Forfeiture - State	2,326	27,326	27,326	0.0	27,326
District Attorney Asset Forfeiture Program Fed	500,000	500,000	500,000	0.0	500,000
District Attorney Asset Forfeiture Program - US Treasury	25,000	25,000	50,000	100.0	50,000
District Attorney Asset Forfeiture State	100,000	100,000	200,000	100.0	200,000
Probation Asset Forfeiture Program	100,000	100,000	100,000	0.0	100,000
Sheriff's Inmate Welfare	6,358,180	7,410,918	9,573,674	29.2	9,640,316
Probation Inmate Welfare	95,000	95,000	95,000	0.0	95,000
Public Safety Prop 172 Special Revenue	280,736,405	294,038,150	294,370,302	0.1	292,618,283
CSA 107 Elfin Forest Fire Protection / EMS	400,000	—	—	0.0	—
CSA 115 Pepper Drive Fire Protection / EMS	365,000	365,000	385,000	5.5	385,000
CSA 135 Mt Laguna Fire/Medical SRV ZN	—	—	17,200	0.0	17,200
CSA 135 Palomar Mt Fire/Medical SRV ZN	—	—	50,208	0.0	50,208
CSA 135 San Pasqual Fire/Medical SRV ZN	—	—	45,100	0.0	45,100
CSA 135 Descanso Fire/Medical SRV ZN	—	—	56,000	0.0	56,000
CSA 135 Dulzura Fire/Medical SRV ZN	—	—	12,200	0.0	12,200
CSA 135 Tecate Fire/Medical SRV ZN	—	—	12,100	0.0	12,100
CSA 135 Potrero Fire/Medical SRV ZN	—	—	15,500	0.0	15,500
CSA 135 Jacumba Fire/Medical SRV ZN	—	—	16,800	0.0	16,800
CSA 135 Rural West Fire/Medical SRV ZN	—	—	357,000	0.0	357,000
CSA 135 Fire Authority Fire Protection / EMS	2,410,448	2,877,728	1,373,787	(52.3)	1,373,787
CSA 135 Del Mar 800 MHZ Zone B	50,000	46,133	46,500	0.8	46,133

**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Public Safety Group						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
CSA 135 Poway 800 MHZ Zone F	155,502	137,385	160,000	16.5	137,385	
CSA 135 Solana Beach 800 MHZ Zone H	45,400	103,379	60,000	(42.0)	41,541	
CSA 135 CFD 04-01 Special Tax A	—	—	15,800	0.0	15,800	
CSA 135 EOM CFD 09-01 Special Tax A	—	—	94,500	0.0	—	
CSA 135 EOM CFD 09-01 Special Tax B	—	—	450,000	0.0	450,000	
SHF Jail Stores Commissary Enterprise	8,061,760	9,322,113	10,938,808	17.3	10,877,838	
Penalty Assessment	7,064,420	4,738,376	4,168,552	(12.0)	4,168,552	
Criminal Justice Facility	7,769,685	7,736,823	7,618,387	(1.5)	7,686,067	
Courthouse Construction	1,103,628	920,580	1,039,016	12.9	971,336	
<b>Total</b>	<b>\$ 1,760,952,538</b>	<b>\$ 1,836,055,259</b>	<b>\$ 1,907,691,210</b>	<b>3.9</b>	<b>\$ 1,891,525,850</b>	

Health and Human Services Agency						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
General Fund	\$ 1,852,029,575	\$ 1,896,581,712	\$ 2,084,805,036	9.9	\$ 2,096,836,296	
Co Successor Housing Agy Gillespie Housing	74,013	15,000	15,000	0.0	15,000	
Co Successor Housing Agy USDRIP Housing	14,690	5,000	10,000	100.0	10,000	
Tobacco Securitization Special Revenue	6,200,000	6,200,000	6,200,000	0.0	6,200,000	
CSA 17 San Dieguito Ambulance	4,509,276	4,509,276	5,327,893	18.2	4,660,638	
CSA 69 Heartland Paramedic	6,767,126	7,086,976	7,386,853	4.2	7,473,259	
<b>Total</b>	<b>\$ 1,869,594,680</b>	<b>\$ 1,914,397,964</b>	<b>\$ 2,103,744,782</b>	<b>9.9</b>	<b>\$ 2,115,195,193</b>	



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Land Use and Environment Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
General Fund	\$ 196,101,261	\$ 187,139,963	\$ 222,206,261	18.7	\$ 181,214,543
Road Fund	104,832,769	176,093,114	160,507,564	(8.9)	153,324,462
Air Pollution Control District Operations	25,785,379	25,974,005	27,143,694	4.5	27,714,198
APCD Air Quality Improvement Trust	10,681,077	10,080,000	11,120,000	10.3	11,768,016
Air Quality State Moyer Program	3,643,272	3,728,358	3,910,228	4.9	4,360,762
Air Quality Power General Mitigation	148,923	10,236	100	(99.0)	—
Air Quality Proposition 1B GMERP	18,302,242	6,583,751	557,500	(91.5)	530,000
San Diego County Lighting Maintenance District 1	2,077,968	2,860,759	2,879,966	0.7	2,882,802
Inactive Waste Site Management	6,462,181	5,909,193	5,830,820	(1.3)	5,903,587
Waste Planning and Recycling	1,203,108	1,246,341	3,099,555	148.7	3,181,610
Hillsborough Landfill Maintenance	85,430	—	—	0.0	—
Duck Pond Landfill Cleanup	13,952	14,231	14,650	2.9	14,942
Parkland Ded Area 4 Lincoln Acres	1,000	1,000	1,000	0.0	1,000
Parkland Ded Area 15 Sweetwater	4,500	4,500	4,500	0.0	4,500
Parkland Ded Area 19 Jamul	1,500	1,500	1,500	0.0	1,500
Parkland Ded Area 20 Spring Valley	4,500	4,500	4,500	0.0	4,500
Parkland Ded Area 25 Lakeside	6,500	4,000	5,500	37.5	5,500
Parkland Ded Area 26 Crest	1,500	1,500	1,500	0.0	1,500
Parkland Ded Area 27 Alpine	4,500	4,500	4,500	0.0	4,500
Parkland Ded Area 28 Ramona	10,300	3,500	8,800	151.4	8,800
Parkland Ded Area 29 Escondido	1,000	500	500	0.0	500
Parkland Ded Area 30 San Marcos	700	700	700	0.0	700
Parkland Ded Area 31 San Dieguito	5,400	5,800	5,800	0.0	5,800
Parkland Ded Area 32 Carlsbad	0	200	200	0.0	200
Parkland Ded Area 35 Fallbrook	3,000	3,000	3,000	0.0	3,000
Parkland Ded Area 36 Bonsall	3,000	4,500	4,500	0.0	4,500
Parkland Ded Area 37 Vista	700	700	700	0.0	700
Parkland Ded Area 38 Valley Center	3,500	5,500	5,500	0.0	5,500
Parkland Ded Area 39 Pauma Valley	2,500	700	700	0.0	700



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Land Use and Environment Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Parkland Ded Area 40 Palomar Julian	2,500	2,500	2,500	0.0	2,500
Parkland Ded Area 41 Mountain Empire	3,500	2,000	2,000	0.0	2,000
Parkland Ded Area 42 Anza Borrego	4,500	5,500	5,500	0.0	5,500
Parkland Ded Area 43 Central Mountain	2,900	2,000	2,000	0.0	2,000
Parkland Ded Area 45 Valle de Oro	4,500	4,500	4,500	0.0	4,500
PRD 6 Pauma Valley	102,960	158,050	186,050	17.7	39,336
PRD 8 Magee Road Pala	181,720	222,397	234,897	5.6	26,594
PRD 9 Santa Fe Zone B	43,678	78,444	95,944	22.3	21,390
PRD 10 Davis Drive	16,629	9,903	27,616	178.9	9,173
PRD 11 Bernardo Road Zone A	20,785	49,784	64,484	29.5	17,311
PRD 11 Bernardo Road Zone C	3,397	5,418	5,897	8.8	2,507
PRD 11 Bernardo Road Zone D	43,593	49,430	34,112	(31.0)	6,933
PRD 12 Lomair	165,706	192,281	196,381	2.1	17,510
PRD 13 Pala Mesa Zone A	104,069	114,952	138,352	20.4	59,086
PRD 13 Stewart Canyon Zone B	25,590	33,803	26,307	(22.2)	10,689
PRD 16 Wynola	131,018	111,512	112,712	1.1	24,066
PRD 18 Harrison Park	160,994	196,202	229,482	17.0	35,828
PRD 20 Daily Road	276,024	396,073	275,726	(30.4)	107,720
PRD 21 Pauma Heights	386,382	533,830	564,030	5.7	86,224
PRD 22 West Dougherty St	7,753	7,814	8,000	2.4	1,751
PRD 23 Rock Terrace Road	33,255	20,159	24,370	20.9	7,365
PRD 24 Mt Whitney Road	46,035	59,623	56,561	(5.1)	9,421
CSA 26 Rancho San Diego	257,134	272,175	260,344	(4.3)	268,086
CSA 26 Cottonwood Village Zone A	142,457	279,669	230,818	(17.5)	126,665
CSA 26 Monte Vista Zone B	179,635	298,373	295,810	(0.9)	121,800
SD Landscape Maintenance Zone 1	149,255	161,300	163,500	1.4	167,378
Landscape Maintenance Dist Zone 2 - Julian	113,722	123,487	124,661	1.0	127,703
PRD 30 Royal Oaks Carroll	36,358	36,119	39,199	8.5	3,620
PRD 38 Gay Rio Terrace	30,494	32,802	36,487	11.2	7,975
END DATED: PRD 39 Sunbeam Lane	1,979	—	—	0.0	—
PRD 45 Rincon Springs Rd	23,722	40,030	24,742	(38.2)	10,765



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Land Use and Environment Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
PRD 46 Rocosco Road	41,911	14,036	16,239	15.7	6,750
PRD 49 Sunset Knolls Road	39,911	14,740	50,658	243.7	7,350
PRD 50 Knoll Park Lane	52,213	56,074	60,533	8.0	5,981
PRD 53 Knoll Park Lane Extension	134,122	157,203	162,147	3.1	16,000
PRD 54 Mount Helix	92,284	120,844	129,936	7.5	16,729
PRD 55 Rainbow Crest Rd	367,830	380,323	345,920	(9.0)	52,204
PRD 60 River Drive	50,338	72,027	40,964	(43.1)	13,655
PRD 61 Green Meadow Way	174,886	190,231	128,786	(32.3)	10,354
PRD 63 Hillview Road	370,458	414,400	247,683	(40.2)	31,829
PRD 70 El Camino Corto	9,845	19,676	25,150	27.8	6,429
PRD 75 Gay Rio Dr Zone A	147,942	177,217	40,397	(77.2)	14,421
PRD 75 Gay Rio Dr Zone B	216,834	253,434	91,184	(64.0)	18,594
PRD 76 Kingsford Court	49,453	52,013	54,446	4.7	8,441
PRD 77 Montiel Truck Trail	94,019	124,560	111,240	(10.7)	20,447
PRD 78 Gardena Way	47,392	55,660	62,207	11.8	7,156
PRD 80 Harris Truck Trail	240,157	258,205	256,857	(0.5)	20,020
CSA 81 Fallbrook Local Park	621,859	694,561	533,188	(23.2)	549,820
CSA 83 San Dieguito Local Park	692,770	726,850	751,612	3.4	751,612
CSA 83A Zone A4S Ranch Park 95155	798,000	859,000	880,616	2.5	907,165
PRD 88 East Fifth St	15,768	20,918	23,033	10.1	4,949
PRD 90 South Cordoba	41,251	49,947	50,136	0.4	6,289
PRD 94 Roble Grande Road	375,706	419,205	408,073	(2.7)	24,765
PRD 95 Valle Del Sol	157,410	210,970	221,645	5.1	26,046
PRD 99 Via Allondra Via Del Corvo	32,837	35,163	24,225	(31.1)	4,475
PRD 100 Viejas Lane View	28,385	32,016	30,185	(5.7)	4,256
PRD 101 Johnson Lake Rd	45,684	7,335	49,931	580.7	27,710
PRD 101 Hi Ridge Rd Zone A	6,639	10,391	12,891	24.1	3,649
PRD 102 Mountain Meadow	86,084	146,457	186,714	27.5	62,325
PRD 103 Alto Drive	161,712	189,970	189,970	0.0	17,800
PRD 104 Artesian Rd	77,827	95,746	26,025	(72.8)	15,921
PRD 105 Alta Loma Dr	5,700	76,645	38,700	(49.5)	19,000
PRD 105 Alta Loma Dr Zone A	30,719	62,444	70,816	13.4	17,600
PRD 106 Garrison Way Et Al	22,522	41,438	21,135	(49.0)	11,220
PRD 117 Legend Rock	4,807	9,028	222,907	2,369.1	152,600
CSA 122 Otay Mesa East	5,608	5,608	6,745	20.3	—



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Land Use and Environment Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
PRD 123 Mizpah Lane	33,072	49,272	53,809	9.2	10,440
PRD 125 Wrightwood Road	92,883	19,781	26,153	32.2	10,100
PRD 126 Sandhurst Way	34,478	8,534	10,707	25.5	4,380
PRD 127 Singing Trails Drive	28,301	35,834	36,716	2.5	5,950
CSA 128 San Miguel Park Dist	1,148,708	1,166,200	1,187,450	1.8	1,215,100
PRD 130 Wilkes Road	142,941	185,220	186,304	0.6	26,730
PRD 133 Ranch Creek Road	25,631	34,633	37,812	9.2	8,134
PRD 134 Kenora Lane	39,836	57,333	65,442	14.1	12,000
CSA 136 Sundance Detention Basin	36,020	32,033	21,500	(32.9)	22,000
San Diego County Flood Control District	5,232,629	4,466,450	10,816,809	142.2	4,787,212
Blackwolf Stormwater Maint ZN 349781	9,464	9,464	11,000	16.2	11,000
Lake Rancho Viejo Stormwater Maint ZN 442493	160,500	90,500	92,300	2.0	90,500
Ponderosa Estates Maint ZN 351421	8,690	8,690	12,000	38.1	12,000
Other Services - Harmony Grove Fund	199,793	171,000	171,000	0.0	171,000
Flood Control - Harmony Grove Fund	8,000	8,000	8,000	0.0	8,000
Fire Protection - Harmony Grove Fund	—	290,000	290,000	0.0	290,000
PRD 1003 Alamo Way	14,536	15,495	19,605	26.5	4,400
PRD 1005 Eden Valley Lane	60,606	75,485	77,668	2.9	8,112
PRD 1008 Canter	19,613	25,707	28,974	12.7	5,700
PRD 1010 Alpine High	205,399	287,279	307,463	7.0	46,365
PRD 1011 La Cuesta	54,443	68,846	73,997	7.5	10,600
PRD 1012 Millar Road	35,237	51,191	55,796	9.0	10,284
PRD 1013 Singing Trails	34,480	34,848	33,725	(3.2)	3,300
PRD 1014 Lavender Point Lane	44,299	47,419	46,374	(2.2)	3,920
PRD 1015 Landavo Drive	33,676	41,270	46,057	11.6	7,992
PRD 1016 El Sereno Way	54,089	65,023	41,453	(36.2)	9,000
Survey Monument Preservation Fund	280,000	315,000	350,000	11.1	350,000
Special Aviation	50,000	50,000	255,000	410.0	50,000
Special Aviation Debt Service	181,033	—	—	0.0	—
County Fish and Game Propagation	18,000	18,000	18,000	0.0	18,000
Airport Enterprise Fund	17,638,934	18,532,502	19,313,831	4.2	18,378,191





**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Land Use and Environment Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Liquid Waste Enterprise Fund	8,328,821	8,295,972	9,106,626	9.8	8,888,143
CWSMD-Zone B (Campo Hills Water)	723,500	294,000	298,000	1.4	298,000
Campo WSMD-Zone A (Rancho Del Campo Water)	650,278	315,778	320,278	1.4	320,278
San Diego County Sanitation District	26,551,307	28,644,049	30,468,324	6.4	30,257,324
DPW Equipment Internal Service Fund	5,571,130	6,031,315	6,065,141	0.6	6,100,617
DPW ISF Equipment Acquisition Road Fund	8,617,507	10,558,843	7,515,000	(28.8)	7,886,000
DPW ISF Equipment Acquisition Inactive Waste	129,000	175,000	180,000	2.9	170,000
DPW ISF Equipment Acquisition Airport Enterprise	210,000	633,000	290,000	(54.2)	655,000
DPW ISF Equipment Acquisition General Fund	131,000	108,657	100,000	(8.0)	41,000
DPW ISF Equipment Acquisition Liquid Waste	968,621	1,233,000	1,289,000	4.5	1,175,000
<b>Total</b>	<b>\$ 455,241,244</b>	<b>\$ 511,791,639</b>	<b>\$ 535,696,928</b>	<b>4.7</b>	<b>\$ 476,527,052</b>

Community Services Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
General Fund	\$ 50,308,200	\$ 53,539,016	\$ 43,473,880	(18.8)	\$ 37,377,195
County Library	40,970,875	43,366,672	46,555,993	7.4	47,043,612
Co Successor Agy Redev Obligation Ret Fund	1,946,149	2,250,291	2,065,141	(8.2)	2,222,931
Co Successor Agy Gillespie Red Obligation Ret Fd	1,139,277	—	—	0.0	—
Co Successor Agy USDRIP Red Obligation Ret Fund	550,000	—	—	0.0	—
Co Successor Agy Gillespie Fld Debt Srv	1,139,277	1,443,419	1,426,059	(1.2)	1,426,059
Co Successor Agy Gillespie Fld Interest Acct	664,277	639,590	581,059	(9.2)	581,059
Co Successor Agy Gillespie Fld Principal Acct	475,000	500,000	525,000	5.0	525,000
Co Successor Agy Gillespie Fld Turbo Redemption	—	303,829	320,000	5.3	320,000
Co Successor Agy USDRIP	550,000	550,000	550,000	0.0	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,139,277	1,443,419	1,426,059	(1.2)	1,426,059



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**



Community Services Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Co Successor Agy Gillespie Fld Admin	216,872	216,872	216,872	0.0	216,872
Purchasing Internal Service Fund	11,859,667	13,133,891	12,301,955	(6.3)	12,207,954
Fleet Services Internal Service Fund	9,406,459	11,107,482	11,831,061	6.5	11,267,531
Fleet ISF Equipment Acquisition General	30,574,902	32,553,572	31,483,669	(3.3)	31,187,181
Fleet ISF Materials Supply Inventory	22,632,152	20,585,531	20,803,691	1.1	20,871,066
Fleet ISF Accident Repair	661,157	1,775,834	1,650,310	(7.1)	1,722,735
Fleet ISF Accidents Sheriff	701,028	—	—	0.0	—
Facilities Management Internal Service Fund	110,171,231	115,890,640	127,566,187	10.1	126,684,171
Major Maintenance Internal Service Fund	22,170,429	29,304,847	27,456,377	(6.3)	29,179,939
<b>Total</b>	<b>\$ 307,276,229</b>	<b>\$ 328,604,905</b>	<b>\$ 330,233,313</b>	<b>0.5</b>	<b>\$ 324,809,364</b>

Finance and General Government Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
General Fund	\$ 239,422,918	\$ 245,510,983	\$ 269,339,126	9.7	\$ 249,142,244
Information Technology Internal Service Fund	168,394,771	163,573,017	175,775,724	7.5	158,312,044
<b>Total</b>	<b>\$ 407,817,689</b>	<b>\$ 409,084,000</b>	<b>\$ 445,114,850</b>	<b>8.8</b>	<b>\$ 407,454,288</b>



**APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE**

Capital Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Capital Outlay Fund	\$ 31,724,680	\$ 27,447,083	\$ 51,562,000	87.9	\$ —
Major Maint Capital Outlay Fund	—	—	18,806,981	0.0	—
Capital MSCP Acquisition Fund	10,000,000	7,500,000	7,500,000	0.0	—
County Health Complex Capital Outlay Fund	—	10,000,000	71,000,000	610.0	—
Justice Facility Construction Capital Outlay Fnd	15,000,000	96,500,000	94,417,000	(2.2)	—
Library Projects Capital Outlay Fund	8,299,000	3,500,000	22,370,000	539.1	—
Edgemoor Development Fund	9,152,575	9,195,100	9,196,676	0.0	9,197,650
<b>Total</b>	<b>\$ 74,176,255</b>	<b>\$ 154,142,183</b>	<b>\$ 274,852,657</b>	<b>78.3</b>	<b>\$ 9,197,650</b>

Finance Other					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
General Fund	\$ 334,772,949	\$ 471,615,115	\$ 495,654,487	5.1	\$ 242,973,241
Pension Obligation Bonds	\$ 81,384,894	\$ 81,458,792	\$ 81,461,036	0.0	\$ 81,455,804
Employee Benefits Internal Service Fund	\$ 47,456,303	\$ 47,670,172	\$ 48,279,120	1.3	\$ 48,279,120
Public Liability Internal Service Fund	\$ 21,453,018	\$ 31,572,824	\$ 33,175,867	5.1	\$ 33,175,867
<b>Total</b>	<b>\$ 485,067,164</b>	<b>\$ 632,316,903</b>	<b>\$ 658,570,510</b>	<b>4.2</b>	<b>\$ 405,884,032</b>





## Appendix C: General Fund Budget Summary

### Appropriations by Group and Department

Public Safety Group					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Child Support Services	\$ 54,129,642	\$ 51,804,642	\$ 51,804,642	0.0	\$ 51,804,642
Citizens' Law Enforcement Review Board	683,052	717,451	917,060	27.8	933,591
District Attorney	185,870,372	193,008,301	192,342,715	(0.3)	201,429,729
Medical Examiner	10,116,528	10,975,423	11,468,578	4.5	11,132,807
Office of Emergency Services	5,888,064	7,811,529	8,411,474	7.7	7,447,743
Probation	224,170,114	213,386,376	231,520,925	8.5	230,437,441
Public Defender	82,229,919	87,591,568	90,334,891	3.1	90,699,912
Public Safety Executive Office	80,682,905	80,498,252	78,865,138	(2.0)	78,579,335
San Diego County Fire Authority	30,469,846	35,912,493	41,099,943	14.4	36,699,662
Sheriff	770,269,342	823,705,313	863,827,148	4.9	851,294,516
<b>Total</b>	<b>\$ 1,444,509,784</b>	<b>\$ 1,505,411,348</b>	<b>\$ 1,570,592,514</b>	<b>4.3</b>	<b>\$ 1,560,459,378</b>

Health and Human Services Agency					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Administrative Support	\$ 162,423,779	\$ 179,852,773	\$ 191,065,929	6.2	\$ 184,601,328
Aging & Independence Services	139,213,244	137,696,011	161,295,939	17.1	167,648,512
Behavioral Health Services	500,607,470	529,098,092	658,175,550	24.4	656,612,867
Child Welfare Services	353,978,179	364,705,045	379,140,438	4.0	384,414,630
Housing & Community Development Services	27,123,940	28,684,848	28,255,967	(1.5)	26,628,373
Public Health Services	129,146,310	132,397,787	143,264,905	8.2	142,186,125
Self-Sufficiency Services	539,536,653	524,147,156	523,606,308	(0.1)	534,744,461
<b>Total</b>	<b>\$ 1,852,029,575</b>	<b>\$ 1,896,581,712</b>	<b>\$ 2,084,805,036</b>	<b>9.9</b>	<b>\$ 2,096,836,296</b>



**APPENDIX C: GENERAL FUND BUDGET SUMMARY**

Land Use and Environment Group						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
Agriculture, Weights and Measures	\$ 20,798,636	\$ 22,058,450	\$ 23,272,648	5.5	\$ 23,519,261	
Environmental Health	45,081,910	45,095,456	48,466,580	7.5	49,738,403	
Land Use and Environment Executive Office	7,482,729	6,032,276	6,584,601	9.2	5,674,398	
Parks and Recreation	34,792,268	39,975,775	45,562,055	14.0	42,079,774	
Planning and Development Services	38,809,890	44,860,121	49,853,299	11.1	40,515,381	
Public Works	48,088,907	27,978,594	47,201,107	68.7	18,817,355	
University of California Cooperative Extension	1,046,921	1,139,291	1,265,971	11.1	869,971	
<b>Total</b>	<b>\$ 196,101,261</b>	<b>\$ 187,139,963</b>	<b>\$ 222,206,261</b>	<b>18.7</b>	<b>\$ 181,214,543</b>	

Community Services Group						
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget	
Animal Services	\$ 17,604,133	\$ 18,728,128	\$ 8,320,364	(55.6)	\$ 8,573,544	
Community Services Executive Office	8,226,563	4,792,638	3,335,925	(30.4)	2,295,856	
General Services	1,995,000	4,410,444	7,668,000	73.9	3,295,000	
Purchasing and Contracting	1,247,362	1,667,362	722,350	(56.7)	740,324	
Registrar of Voters	21,235,142	23,940,444	23,427,241	(2.1)	22,472,471	
<b>Total</b>	<b>\$ 50,308,200</b>	<b>\$ 53,539,016</b>	<b>\$ 43,473,880</b>	<b>(18.8)</b>	<b>\$ 37,377,195</b>	



Finance and General Government Group

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Assessor / Recorder / County Clerk	\$ 66,980,254	\$ 69,669,615	\$ 77,524,311	11.3	\$ 70,722,618
Auditor and Controller	35,889,660	36,276,913	37,205,936	2.6	37,821,688
Board of Supervisors	8,680,672	9,249,947	9,571,791	3.5	9,578,541
Chief Administrative Office	4,948,071	5,193,816	5,114,587	(1.5)	5,213,003
Civil Service Commission	525,820	531,768	570,141	7.2	589,417
Clerk of the Board of Supervisors	3,734,295	3,933,716	4,094,835	4.1	4,261,173
County Communications Office	3,620,533	4,608,494	3,695,904	(19.8)	3,702,056
County Counsel	25,745,621	27,253,889	29,729,546	9.1	30,594,865
County Technology Office	12,829,302	13,302,552	19,913,073	49.7	9,833,395
Finance & General Government Executive Office	25,027,531	25,066,789	30,190,035	20.4	24,766,770
Grand Jury	803,101	781,387	786,712	0.7	790,546
Human Resources	26,964,462	26,649,865	27,630,087	3.7	27,803,486
Treasurer - Tax Collector	23,673,596	22,992,232	23,312,168	1.4	23,464,686
<b>Total</b>	<b>\$ 239,422,918</b>	<b>\$ 245,510,983</b>	<b>\$ 269,339,126</b>	<b>9.7</b>	<b>\$ 249,142,244</b>

Finance Other

	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Cash Borrowing Program	\$ 2,700,000	\$ 2,700,000	\$ —	(100.0)	\$ —
Community Enhancement	4,892,703	5,407,401	6,260,138	15.8	5,100,057
Contingency Reserve - General Fund	22,674,808	23,983,463	—	(100.0)	—
Contributions to Capital Program	88,012,333	161,377,450	246,849,000	53.0	0
Countywide General Expense	174,939,903	236,405,739	201,656,022	(14.7)	198,842,166
Lease Payments-Bonds	31,127,560	31,273,890	30,413,643	(2.8)	28,531,550
Local Agency Formation Commission Administration	425,642	467,172	475,684	1.8	499,468
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
<b>Total</b>	<b>\$ 334,772,949</b>	<b>\$ 471,615,115</b>	<b>\$ 495,654,487</b>	<b>5.1</b>	<b>\$ 242,973,241</b>





Total All Groups/Agency					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Total</b>	\$ 4,117,144,687	\$ 4,359,798,137	\$ 4,686,071,304	7.5	\$ 4,368,002,897

## General Fund Revenues

Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Taxes Current Property	\$ 617,573,212	\$ 655,892,809	\$ 702,197,167	7.1	\$ 719,124,106
Taxes Other Than Current Secured	443,871,346	462,724,523	495,516,857	7.1	507,428,732
Licenses Permits & Franchises	39,980,411	42,868,004	43,656,402	1.8	44,570,544
Fines, Forfeitures & Penalties	37,154,135	38,312,145	39,586,918	3.3	36,109,453
Revenue From Use of Money & Property	7,482,725	7,893,684	24,516,676	210.6	25,750,175
Intergovernmental Revenues	1,974,848,881	2,009,474,030	2,182,318,793	8.6	2,192,852,564
Charges For Current Services	364,241,934	402,014,544	401,518,309	(0.1)	397,152,222
Miscellaneous Revenues	27,439,683	33,595,526	29,636,243	(11.8)	26,205,155
Other Financing Sources	299,994,921	317,786,478	328,177,338	3.3	321,804,258
<b>Total Revenues</b>	\$ 3,812,587,248	\$ 3,970,561,743	\$ 4,247,124,703	7.0	\$ 4,270,997,209
Fund Balance Component Decreases	\$ 379,071	\$ 56,379,386	\$ 95,647,374	69.6	\$ 45,306,801
Use of Fund Balance	304,178,368	332,857,008	343,299,227	3.1	51,698,887
<b>Total Financing Sources</b>	\$ 4,117,144,687	\$ 4,359,798,137	\$ 4,686,071,304	7.5	\$ 4,368,002,897



# 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Self-Sufficiency Services	2,517.00	2,517.00	0.0	2,517.00
Aging Programs	140.00	130.00	(7.1)	130.00
Adult Protective Services	70.00	78.00	11.4	78.00
In-Home Supportive Services	210.00	210.00	0.0	210.00
Behavioral Health Services	823.00	864.00	5.0	864.00
Child Welfare Services	1,368.00	1,368.00	0.0	1,368.00
Public Health Services	648.50	666.50	2.8	666.50
Administrative Support	426.00	436.00	2.3	436.00
Office of Military & Veteran Affairs	17.00	17.00	0.0	17.00
Housing & Community Development Services	101.00	117.00	15.8	117.00
<b>HHSA Total</b>	<b>6,320.50</b>	<b>6,403.50</b>	<b>1.3</b>	<b>6,403.50</b>

**APPENDIX D: HEALTH AND HUMAN SERVICES AGENCY: GENERAL FUND**

General Fund Budget by Program				
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Self-Sufficiency Services</b>	<b>\$ 524,147,156</b>	<b>\$ 523,206,308</b>	<b>(0.1)</b>	<b>\$ 534,744,461</b>
Operational Budget	296,947,816	313,096,697	5.3	324,234,850
Assistance Payments Budget	227,199,340	210,509,611	(7.3)	210,509,611
<i>CalWORKs Assistance Payments</i>	169,415,641	159,415,641	(5.9)	159,415,641
<i>Employment and Child Care Payments</i>	28,813,000	26,250,352	(8.9)	26,250,352
<i>General Relief Payments</i>	12,209,813	12,209,813	0.0	12,209,813
<i>Cash Assistance Program for Immigrants (CAPI)</i>	3,722,145	3,722,145	0.0	3,722,145
<i>Expanded Subsidized Employment (ESE)</i>	4,156,000	4,135,414	(0.5)	4,135,414
<i>Work Incentive Nutritional Supplement (WINS)</i>	2,868,965	2,741,178	(4.5)	2,741,178
<i>Approved Relative Caregiver (ARC)</i>	3,327,060	—	(100.0)	—
<i>Family Stabilization (FS)</i>	1,600,000	991,112	(38.1)	991,112
<i>Trafficking and Crime Victims Assistance Program (TCVAP)</i>	816,311	994,745	21.9	994,745
<i>Refugee Aid Payments</i>	270,404	49,211	(81.8)	49,211
<b>Aging Programs</b>	<b>\$ 32,222,520</b>	<b>\$ 31,523,125</b>	<b>(2.2)</b>	<b>32,047,112</b>
Operational Budget	32,222,520	31,523,125	(2.2)	32,047,112
Assistance Payments Budget	—	—	—	—
<b>Adult Protective Services</b>	<b>\$ 11,079,219</b>	<b>\$ 12,579,240</b>	<b>13.5</b>	<b>12,391,311</b>
Operational Budget	11,079,219	12,579,240	13.5	12,391,311
Assistance Payments Budget	—	—	—	—
<b>In-Home Supportive Services</b>	<b>\$ 94,394,272</b>	<b>\$ 117,193,574</b>	<b>24.2</b>	<b>123,210,089</b>
Operational Budget	94,394,272	117,193,574	24.2	123,210,089
Assistance Payments Budget	—	—	—	—

Note: The sum of individual amounts may not total due to rounding.





General Fund Budget by Program				
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
<b>Behavioral Health Services</b>	<b>\$ 529,098,092</b>	<b>\$ 658,175,550</b>	<b>24.4</b>	<b>\$ 656,612,867</b>
Operational Budget	529,098,092	658,175,550	24.4	656,612,867
Assistance Payments Budget	—	—	—	—
<b>Child Welfare Services</b>	<b>\$ 364,705,045</b>	<b>\$ 379,140,438</b>	<b>4.0</b>	<b>\$ 384,414,630</b>
Operational Budget	212,999,151	223,007,484	4.7	228,281,676
Assistance Payments Budget	151,705,894	156,132,954	2.9	156,132,954
<i>Foster Care Aid Payments</i>	63,430,449	63,430,449	0.0	63,430,449
<i>Kinship Guardianship Assistance Payments (Kin-GAP)</i>	5,030,129	5,030,129	0.0	5,030,129
<i>Adoption Assistance Payments</i>	83,245,316	83,245,316	0.0	83,245,316
<i>Approved Relative Caregiver (ARC)</i>	—	3,327,060	100.0	3,327,060
<i>Child Care Bridge</i>	—	1,100,000	100.0	1,100,000
<b>Public Health Services</b>	<b>\$ 132,397,787</b>	<b>\$ 143,264,905</b>	<b>8.2</b>	<b>\$ 142,186,125</b>
Operational Budget	132,397,787	143,264,905	8.2	132,186,125
Assistance Payments Budget	—	—	—	—
<b>Administrative Support</b>	<b>\$ 177,033,288</b>	<b>\$ 188,039,199</b>	<b>6.2</b>	<b>\$ 181,480,496</b>
Operational Budget	177,033,288	188,039,199	6.2	181,480,496
Assistance Payments Budget	—	—	—	—
<b>Office of Military &amp; Veteran Affairs</b>	<b>\$ 2,819,485</b>	<b>\$ 3,026,730</b>	<b>7.4</b>	<b>\$ 3,120,832</b>
Operational Budget	2,819,485	3,026,730	7.4	3,120,832
Assistance Payments Budget	—	—	—	—
<b>Housing &amp; Community Development Services</b>	<b>\$ 28,684,848</b>	<b>\$ 28,255,967</b>	<b>(1.5)</b>	<b>\$ 26,628,373</b>
Operational Budget	28,684,848	28,255,967	(1.5)	26,628,373
Assistance Payments Budget	—	—	—	—
<b>HHS General Fund Total</b>	<b>\$ 1,896,581,712</b>	<b>\$ 2,084,805,036</b>	<b>9.9</b>	<b>\$ 2,096,836,296</b>
<b>Operational Budget Total</b>	<b>\$ 1,517,676,478</b>	<b>\$ 1,718,162,471</b>	<b>13.2</b>	<b>\$ 1,730,193,731</b>
<b>Assistance Payments Total</b>	<b>\$ 378,905,234</b>	<b>\$ 366,642,565</b>	<b>(3.2)</b>	<b>\$ 366,642,565</b>

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

<b>CNC TV:</b> County News Center Television	<b>EFC:</b> Extended Foster Care
<b>CoC:</b> Continuum of Care	<b>EIR:</b> Environmental Impact Report
<b>COC:</b> County Operations Center	<b>EMS:</b> Emergency Medical Services
<b>COF:</b> Capital Outlay Fund	<b>EMT:</b> Emergency Medical Technician
<b>COO:</b> Chief Operating Officer	<b>EOC:</b> Emergency Operations Center
<b>COOP:</b> Continuity of Operations Plan	<b>ERAF:</b> Educational Revenue Augmentation Fund
<b>COPs:</b> Certificates of Participation	<b>ERG:</b> Employee Resource Groups
<b>CPI:</b> Consumer Price Index	<b>ERP:</b> Enterprise Resource Planning
<b>CPI-U:</b> Consumer Price Index for All Urban Consumers	<b>ESG:</b> Emergency Solutions Grant
<b>CQI:</b> Continuous Quality Improvement	<b>ESU:</b> Emergency Screening Unit
<b>CREP:</b> Comprehensive Renewable Energy Plan	<b>EUI:</b> Energy Use Intensity
<b>CSA:</b> County Service Area	<b>EVOC:</b> Emergency Vehicle Operations Course
<b>CSAC:</b> California State Association of Counties	<b>EWG:</b> Enterprise-Wide Goal
<b>CSG:</b> Community Services Group	<b>eWIN:</b> Extension Wildfire Information Network
<b>CSU:</b> Crisis Stabilization Unit	<b>EV:</b> Electric Vehicle
<b>CTC:</b> Community Transition Center	<b>FASB:</b> Financial Accounting Standards Board
<b>CTO:</b> County Technology Office	<b>FEMA:</b> Federal Emergency Management Agency
<b>CUPA:</b> Certified Unified Program Agency	<b>FF&amp;E:</b> Furniture, fixtures and equipment
<b>CVPD:</b> Chula Vista Police Department	<b>FGG:</b> Finance and General Government Group
<b>CWS:</b> Child Welfare Services	<b>FHA:</b> Farm and Home Advisor, Federal Housing Authority
<b>CYF:</b> Children Youth and Families	<b>FIs:</b> Field Interviews
<b>D&amp;I:</b> Diversity and Inclusion	<b>FPB:</b> Facilities Planning Board
<b>DA:</b> District Attorney	<b>FSP:</b> Full Service Partnerships
<b>DAS:</b> Department of Animal Services	<b>FSWG:</b> Food Systems Working Group
<b>DCAI:</b> Discipline Case Advocacy Institute	<b>FTE:</b> Full-time equivalent
<b>DCAO:</b> Deputy Chief Administrative Officer	<b>FY:</b> Fiscal Year
<b>DCCA:</b> Downpayment and Closing Cost Assistance	<b>GAAP:</b> Generally Accepted Accounting Principles
<b>DCSS:</b> Department of Child Support Services	<b>GASB:</b> Governmental Accounting Standards Board
<b>DEH:</b> Department of Environmental Health	<b>GC:</b> Government Code
<b>DGS:</b> Department of General Services	<b>GDP:</b> Gross Domestic Product
<b>DHR:</b> Department of Human Resources	<b>GEMS:</b> Global Election Management System
<b>DLP:</b> Data Loss Prevention	<b>GFOA:</b> Government Finance Officers Association
<b>DMS:</b> Division of Measurement Standards	<b>GHG:</b> Greenhouse gas
<b>DMV:</b> Department of Motor Vehicles	<b>GIS:</b> Geographic Information System
<b>DO:</b> Department Objective	<b>GM:</b> General Manager
<b>DPC:</b> Department of Purchasing and Contracting	<b>GMS:</b> General Management System
<b>DPR:</b> Department of Parks and Recreation	<b>GO:</b> General Obligation (bonds)
<b>DPSNF:</b> Distinct Part Skilled Nursing Facility	<b>GPR:</b> General Purpose Revenue
<b>DPW:</b> Department of Public Works	<b>GPS:</b> Geographic Positioning System
<b>ECAP:</b> Environmental Corrective Action Program	<b>GR:</b> General Relief
<b>EDPP:</b> Enterprise Document Processing Platform	<b>GSR:</b> 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  
**MMCOF:** Major Maintenance Capital Outlay Fund  
**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

<b>PHC:</b> Public Health Center	<b>SDCFA:</b> San Diego County Fire Authority
<b>PHS:</b> Public Health Services	<b>SDCJ:</b> San Diego Central Jail
<b>PII:</b> Personal Identifiable Information	<b>SDCL:</b> San Diego County Library
<b>PILT:</b> Payments in Lieu of Taxes	<b>SDCPH:</b> San Diego County Psychiatric Hospital
<b>PLDO:</b> Parkland Dedication Ordinance	<b>SDG&amp;E:</b> San Diego Gas and Electric
<b>PM:</b> Performance Measure(s)	<b>SDRBA:</b> San Diego Regional Building Authority
<b>POB:</b> Pension Obligation Bond	<b>SE:</b> Sustainable Environments
<b>POFA:</b> Project One for All	<b>SF:</b> Square foot/feet
<b>PRD:</b> Permanent Road Division	<b>SHSGP:</b> State Homeland Security Grant Program
<b>PROP:</b> Proposition	<b>SIDS:</b> Sudden Infant Death Syndrome
<b>PSAs:</b> Public Service Announcements	<b>SME:</b> Subject Matter Expert
<b>PSG:</b> Public Safety Group	<b>SNAP-ED:</b> Supplemental Nutrition Assistance Program- Education
<b>PV:</b> Photovoltaic	<b>SNF:</b> Skilled Nursing Facilities
<b>QA:</b> Quality Assurance	<b>SOC:</b> Standards of Cover
<b>QR:</b> Quick Response	<b>SR:</b> State Route
<b>RCCC:</b> Regional Continuum of Care Council	<b>SSS:</b> Self-Sufficiency Services
<b>RCFE:</b> Residential Care Facilities for the Elderly	<b>STAR:</b> Sheriff's Transfer, Assessment and Release
<b>RCS:</b> Regional Communications System	<b>SUAS:</b> State Utility Assistance Subsidy
<b>RFP:</b> Request for Proposal	<b>TABs:</b> Tax Allocation Bonds
<b>RG3:</b> Regional Realignment Response Group	<b>TB:</b> Tuberculosis
<b>RIFA:</b> Red Imported Fire Ants	<b>TEVAP:</b> Trafficking and Crime Victims Assistance Program
<b>RLA:</b> Resident Leadership Academies	<b>TICP:</b> Tactical Interoperable Communications Plan
<b>ROV:</b> Registrar of Voters	<b>TIF:</b> Transportation Impact Fee
<b>RPTT:</b> Real Property Transfer Tax	<b>Title IV-E Waiver:</b> California Well-Being Demonstration Project
<b>RPTTF:</b> Redevelopment Property Tax Transfer Fund	<b>TJRV:</b> Tijuana River Valley
<b>RRC:</b> Regional Recovery Centers	<b>TMDL:</b> Total Maximum Daily Load
<b>RSVP:</b> Retired & Senior Volunteer Program	<b>TN:</b> Technological Needs
<b>RWQCB:</b> Regional Water Quality Control Board	<b>TOT:</b> Transient Occupancy Tax
<b>S&amp;B:</b> Salaries & Benefits	<b>TRANS:</b> Tax and Revenue Anticipation Notes
<b>S&amp;S:</b> Services & Supplies	<b>TRC:</b> Teen Recovery Centers
<b>SANCAL:</b> San Diego County Capital Asset Leasing Corporation	<b>UAAL:</b> Unfunded Actuarial Accrued Liability
<b>SANDAG:</b> San Diego Association of Governments	<b>UASI:</b> Urban Areas Security Initiative Grant
<b>SanGIS :</b> San Diego Geographic Information Source	<b>UCLA:</b> University of California, Los Angeles
<b>SAPT:</b> Substance Abuse Prevention and Treatment	<b>UCCE:</b> University of California Cooperative Extension
<b>SARMS:</b> Substance Abuse and Recovery Management System	<b>UDC:</b> Unified Disaster Council
<b>SB:</b> Senate Bill	<b>US:</b> United States
<b>SC:</b> Safe Communities	<b>USDA:</b> United States Department of Agriculture
<b>SD:</b> San Diego	<b>USDRIP:</b> Upper San Diego River Improvement Project
<b>SDCERA:</b> San Diego County Employees' Retirement Association	<b>UST:</b> Underground Storage Tanks
	<b>VAP:</b> 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 (CAAO/COO):** The County’s second-highest ranking executive, the CAAO/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 funds such as grants and contributions when allocated to the COF by the Board of Supervisors.

**Capital Program Budget:** A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

**Carry Forward Budget:** The budget that captures encumbrances and appropriations related to the encumbrances, at the end of 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 and operational functions 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, Fitch and Moody's.

**Cross-Departmental Objectives (CDO):** A pre-determined set of objectives developed in Enterprise-Wide Goal focus groups that focus on collaboration between multiple departments to drive 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 Chief Financial Officer, and the GM of the Health and Human Services Agency (HHSA) 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. 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 Fund Balance, Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

**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) or Health and Human Services Agency (HHSA).

**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.

**Major Maintenance Capital Outlay Fund:** A Capital Program Fund established to account for major maintenance projects that meet the capitalization requirement per accounting rules. Such projects which are considered routine maintenance but require capitalization are funded through the operating budget of the originating department.

**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 (Salaries & Benefits, Services & Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (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 "Operat-





ing 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 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):** A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

**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, 2018 through June 30, 2020. The introductory portion of the document highlights the following:

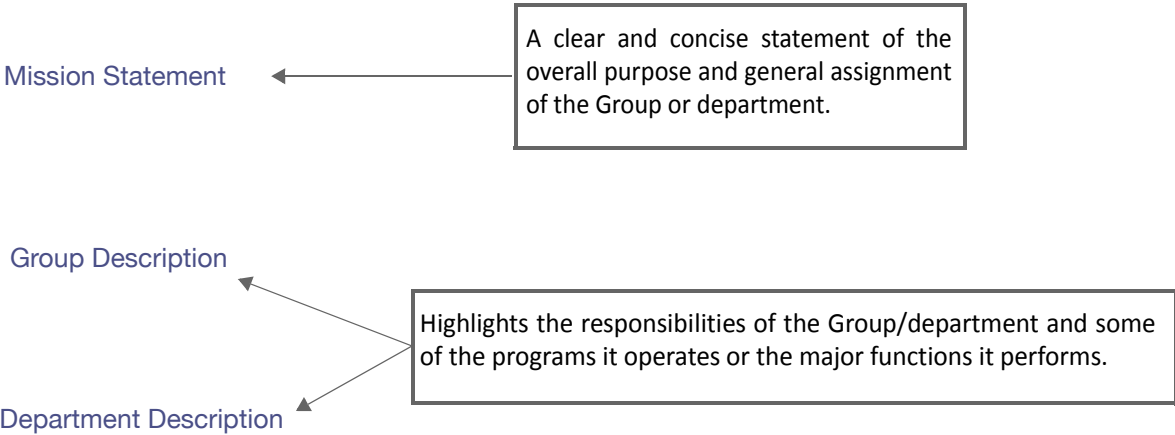
- ◆ Board of Supervisors and Organizational Chart
- ◆ Message from the Chief Administrative Officer
- ◆ Fiscal Year 2018–19 Recommended Budget at a Glance
- ◆ County Profile, County History and Economic Indicators
- ◆ Governmental Structure
- ◆ General Management System
- ◆ Strategic Framework and Alignment
- ◆ 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:



2017–18 Accomplishments

Brief descriptions of the Group’s/department’s accomplishments for Fiscal Year 2017–18. The discussions address the progress made on the 2017–19 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.

2018–20 Objectives

Department’s key goals and priorities for the next two fiscal years and statements on how they will be achieved. Each objective is linked to the Strategic Initiative it supports and is aligned directly to an Enterprise-Wide Goal or Audacious Vision. Every objective focuses on and is intended to drive the outcome desired by the work performed and is aligned accordingly. There are two different categories of objectives, Cross-Departmental and Department Objectives which can be identified through their individual strategic dot-point. Cross-Departmental Objectives are the department’s contribution towards a pre-determined set of objectives created in the Enterprise-Wide Goal focus groups, to show alignment these objectives are identified with a corresponding nomenclature to show which pre-determined Cross-Departmental Objective it supports. Department Objectives differ in that the intended outcome is mandated by State or federal regulations or set by the department rather than from the Enterprise-Wide Goal focus groups.

Related Links

The County’s website for the Group/department. Some departments list additional websites that may be of interest to the reader.

Performance Measures

Each department’s key performance measures are outlined in a table format. The department’s progress in achieving its goals and objectives is depicted over time. Data displayed includes past performance, current year goals and the actual results, as well as approved targets for the next two fiscal years.

<b>PERFORMANCE MEASURES<sup>1</sup></b>	<b>2016–17 Actuals</b>	<b>2017–18 Adopted</b>	<b>2017–18 Estimated Actuals</b>	<b>2018–19 Recommended</b>	<b>2019–20 Recommended</b>
<i>Defined Measure...</i>	90% of xxx	92% of xxx	93% of xxx	94% of xxx	94% of xxx





Table Notes

Footnotes to the Performance Measures table which provide additional details to explain or clarify a measure or the measurement data.

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

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: 2018–19 to 2019–20

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 2016–17 and 2017-18; the Recommended Budget for Fiscal Year 2018-19; the percent change from the Fiscal Year 2017-18 Adopted Budget to the Fiscal Year 2018-19 Recommended Budget; and the Fiscal Year 2019-20 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 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Name of Program					
Name of Program					
<b>Total</b>					

Budget by Program					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Name of Program					
Name of Program					
<b>Total</b>					

Budget by Categories of Expenditures					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Salaries & Benefits					
Services & Supplies					
Other Charges					
Capital Assets Equipment					
<b>Total</b>					

Budget by Categories of Revenues					
	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Recommended Budget	% Change	Fiscal Year 2019–20 Recommended Budget
Intergovernmental Revenues					
Charges For Current Services					
Miscellaneous Revenues					
Other Financing Sources					
Use of Fund Balance					
General Purpose Revenue Allocation					
<b>Total</b>					





## Capital Program

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

- ◆ Capital Improvement Needs Assessment (CINA): The CINA is the County's five year Capital Improvement Plan (CIP). This section details the policies and procedures for funding and selection of capital projects. Tables are presented for the CIP prioritization score sheet as well as all major and minor capital projects listed on the CINA for Fiscal Years 2018–23.
- ◆ 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 2018–20.
- ◆ Capital Appropriations: Discusses new appropriations to the capital budget for Fiscal Year 2018–19, 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, Edgemoor Development and Major Maintenance Capital Outlay Fund. 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 2017–18; the Recommended Budget for Fiscal Year 2018–19; the percent change from the Fiscal Year 2017–18 Adopted Budget to the Fiscal Year 2018–19 Recommended Budget; the Recommended Budget for Fiscal Year 2019–20; the Total Appropriations for the project through February 28, 2018; and the Total Expenditures for the project through February 28, 2018.

## 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 2016–17 and 2017–18; the Recommended Budget for Fiscal Year 2018–19; the percent change from the Fiscal Year 2017–18 Adopted Budget to the Fiscal Year 2018–19 Recommended Budget; and the Fiscal Year 2019–20 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
- 2018-19 Recommended Budget at a Glance 7
- 2018-19 Recommended Budget at a Glance Capital Program 485

## A

- Administrative Support 253
- Recommended Budget by Functional Area: All Funds 7
- Recommended Staffing by Group/Agency: All Funds 10
- Aging & Independence Services 219
- Agriculture, Weights and Measures 283
- Air Pollution Control District 293
- All Funds
  - Total Appropriations 57
  - Total Funding Sources 83
  - Total Staffing 77
- Animal Services 361
- Appendix A: All Funds Budget Summary 559
- Appendix B: Budget Summary and Changes in Fund Balance 571
- Appendix C: General Fund Budget Summary 581
- Appendix D: Health and Human Services Agency General Fund 585
- Appendix E: Operational Plan Acronyms and Abbreviations 589
- Appendix F: Glossary of Operational Plan Terms 595
- Appendix G: Operational Plan Format 605
- Assessor/Recorder/County Clerk 417
- Auditor and Controller 435
- Awards and Recognition 2017—2018 43

## B

- Behavioral Health Services 227
- Board of Supervisors 3, 411

## Budget

- Category of Revenues 9
- Fund Type 69
- General Fund 89
- General Purpose Revenue 101
- Budget Calendar 55
- Budget Process 51
- Building Better Health 30, 33, 37, 135

## C

- California Economy 20
- Capital Appropriations: Fiscal Year 2018–19 507
- Capital Improvement Needs Assessment: Fiscal Years 2018–23 489
- Capital Program 483
- Capital Outlay Fund 117, 483, 521
- Capital Program Introduction 483
- Capital Program Summary: All Funds 521
- 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 431
- Child Support Services 157
- Child Welfare Services 237
- CINA Capital Projects 491
- Citizens' Law Enforcement Review Board 163
- Civil Service Commission 449
- Clerk of the Board of Supervisors 453
- Community Services Group at a Glance 353
- Community Services Group Summary & Executive Office 355
- County Budgetary Fund Structure 72
- County Communications Office 475
- County Counsel 457
- County Library 367
- County of San Diego 3



County Successor Agency 389  
County Technology Office 443

## D

Debt Management Policies and Obligations 52, 123, 551  
Demographics 15  
District Attorney 143

## E

Economic Indicators 18  
Enterprise Performance Indicators 31  
Environmental Health 301

## F

Facts and Figures 11  
Federal Revenue 83  
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 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 465

## H

Health and Human Services Agency at a Glance 203  
Health and Human Services Agency Summary 205  
Healthy Families 33, 133  
Housing & Community Development Services 263  
Human Resources 469

## L

Land Use and Environment Group at a Glance 273  
Land Use and Environment Group Summary & Executive Office 275  
Lease Payments 555  
*Live Well San Diego* 39  
Living Safely 30, 33, 37 135  
Long-Term Obligations 123

## M

Medical Examiner 173  
Message from the Chief Administrative Officer 5  
Miscellaneous Revenues 86

## O

Office of Emergency Services 169  
Operating Impact of Capital Program: Fiscal Years 2018-20 493  
Operating Transfers and Other Financing Sources, Use of Money & Property and Miscellaneous Revenues 86  
Operational Excellence 33, 134  
Organizational Chart 4  
Other Intergovernmental Revenue 86  
Outstanding Capital Projects by Fund 527  
Overview of General Fund 89

## P

Parks and Recreation 317  
Planning & Development Services 327  
Probation 179  
Profile and Economic Indicators 15  
Property and Other Taxes 87  
Property Tax Revenue 104



Public Defender 187  
Public Health Services 243  
Public Safety Group at a Glance 133  
Public Safety Group Summary & Executive Office 135  
Public Works 339  
Purchasing and Contracting 383

## R

Registrar of Voters 393  
Revenue 9, 83  
    Category/Source 83  
    Fund Type 69  
    General Fund 89

## S

Safe Communities 33, 135  
San Diego County Fire Authority 193  
San Diego County Profile and Economic Indicators 15  
San Diego Economy 22  
Self-Sufficiency Services 213  
Sheriff 149

Short-Term 125  
State Revenue 85  
State Revenue - PSG 94  
Strategic Framework and Alignment 33  
Summary of Capital Program Funds 523  
Summary of Financial Policies 111  
Sustainable Communities 33, 135  
Sustainable Environments/Thriving 33, 135

## 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 311  
Use of Fund Balance 88





