



COUNTY OF SAN DIEGO

RECOMMENDED OPERATIONAL PLAN

FISCAL YEARS 2019-20 & 2020-21



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
Nathan Fletcher, District 4
Jim Desmond, District 5





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**San Diego County
California**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

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, 2018**. 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 2019
Office of Financial Planning
Ebony Shelton, Director



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Board of Supervisors



Greg Cox
Supervisor
District One



Dianne Jacob
Supervisor
District Two



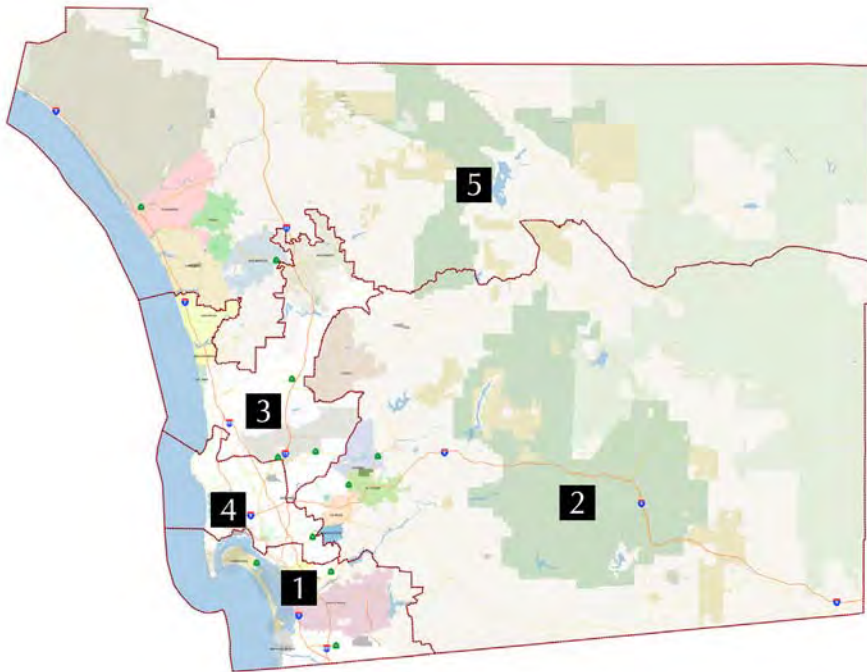
Kristin Gaspar
Supervisor
District Three



Nathan Fletcher
Supervisor
District Four



Jim Desmond
Supervisor
District Five

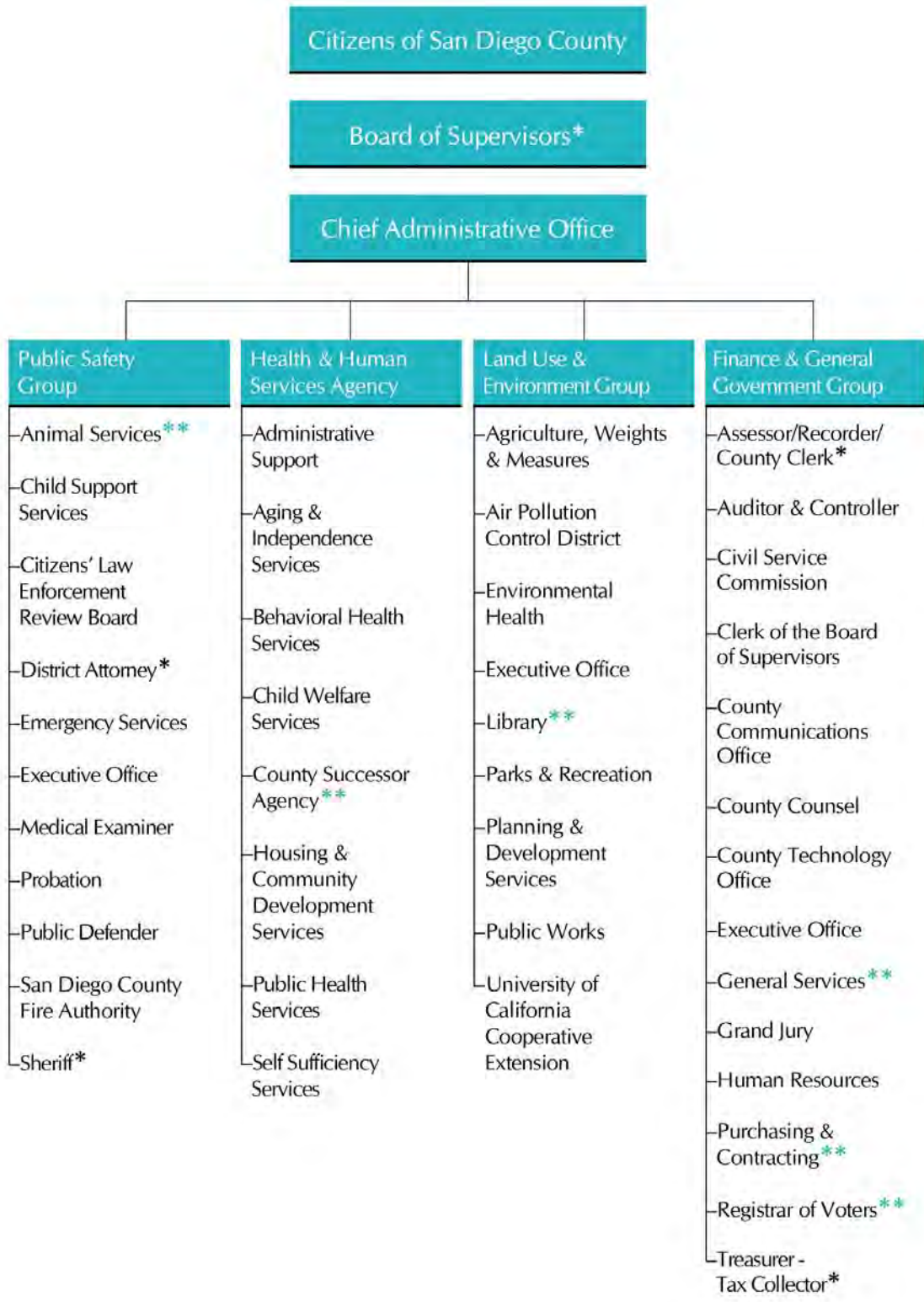


Note: This map reflects the Supervisorial District boundaries as adopted by the Board of Supervisors on September 27, 2011.





Organizational Chart



*Elected Officials **Organizational Changes Effective 7/2019





Message from the Chief Administrative Officer

There's A LOT Happening in Your County!

A new era of San Diego County leadership has begun. For the first time in more than two decades, voter-approved term limits created two vacancies on the Board of Supervisors. The January 2019 swearing-in of new Supervisors brought innovative ideas for policy change aimed at addressing the region's growing social, economic and justice issues, along with a fresh perspective on how the County does business. These changes bring a new sense of urgency to the County's mission, reinvigorate debate and foster a willingness to embrace new priorities.

At the same time, California elected a new governor who is bolstering State resources for local government programs designed to help the most vulnerable people. A stronger than anticipated State economy fueled Governor Gavin Newsom's agenda and budget, which proposes additional funding for many key County programs.

All this translates into new initiatives, new positions and new expenditures, while maintaining the steadfast commitment to prudent fiscal management that addresses the County's long-term financial obligations.

We are placing a laser-sharp focus on how we spend the County's \$6.2 billion budget in Fiscal Year 2019-20. We continue to be guided by the vision of everyone in our region, "Building Better Health, Living Safely, and Thriving," regardless of their circumstances. We will continue to efficiently use available resources, design and implement effective programs and build housing and facilities that meet the needs of all residents, while maintaining the County's fundamental fiscal stability.

Although there are numerous important initiatives and programs that will continue to be carried out, this budget focuses on expansion in the key priority areas of: enhanced mental health support, services to people experiencing homelessness, strengthening families in our foster care system, expanding affordable housing opportunities, and transformation of the juvenile justice system.

With Drug Medi-Cal programs in full swing, we have increased the number of people served by 30% over a 3-year period, some of whom may have never experienced the benefit of treatment services for substance abuse disorder. We are supporting the success of young people by creating two Achievement Centers for at-risk youth, emphasizing diversion and community based youth services to overcome barriers and protecting youth from human trafficking.

An essential piece to preventing homelessness is the addition of the No Place Like Home program and expansion of homeless services in this year's budget, along with an overall increase in our capacity to provide mental health services. While our region's housing inventory continues to be an issue, the County is in the planning and construction stages for three housing developments on excess County land with the potential to provide between 600 and 700 affordable housing units. In addition, with the Board's recent commitment to double its local investment in the Innovative Housing Trust Fund we look forward to adding even more affordable housing units to the region.

This year's budget also demonstrates a stepped-up commitment to environmental stewardship and meeting or exceeding sustainability goals, including implementing the Climate Action Plan to reduce greenhouse gas emissions. The County will evaluate energy alternatives, including options for a community choice energy program. And ongoing open space acquisition remains an integral piece of our conservation efforts.

Significant capital expenditures will bring critical services to local communities through Live Well Centers across the region, mental health step down and recuperative care beds, new parks and trails, road repaving, and creating a juvenile justice facility campus with a positive environment for youth to support their path to successful adulthood. Capital priorities also include a three-phase approach to overhauling the mechanical and electrical systems and remodel of the North Chamber in the historic County Administration Center, senior housing, a new campground and libraries.

We continue to focus on an essential property tax system upgrade and a new certified voting system to support the early March 2020 primary, November 2020 presidential election and implement the California Voter's Choice Act.

There's a lot going on in your County! I invite you to explore the County's proposed expenditures more in-depth by visiting our online budget portal at <http://budget.sandiegocounty.gov>. You may be excited to see what your County government is doing for you.



Helen N. Robbins-Meyer
Chief Administrative Officer



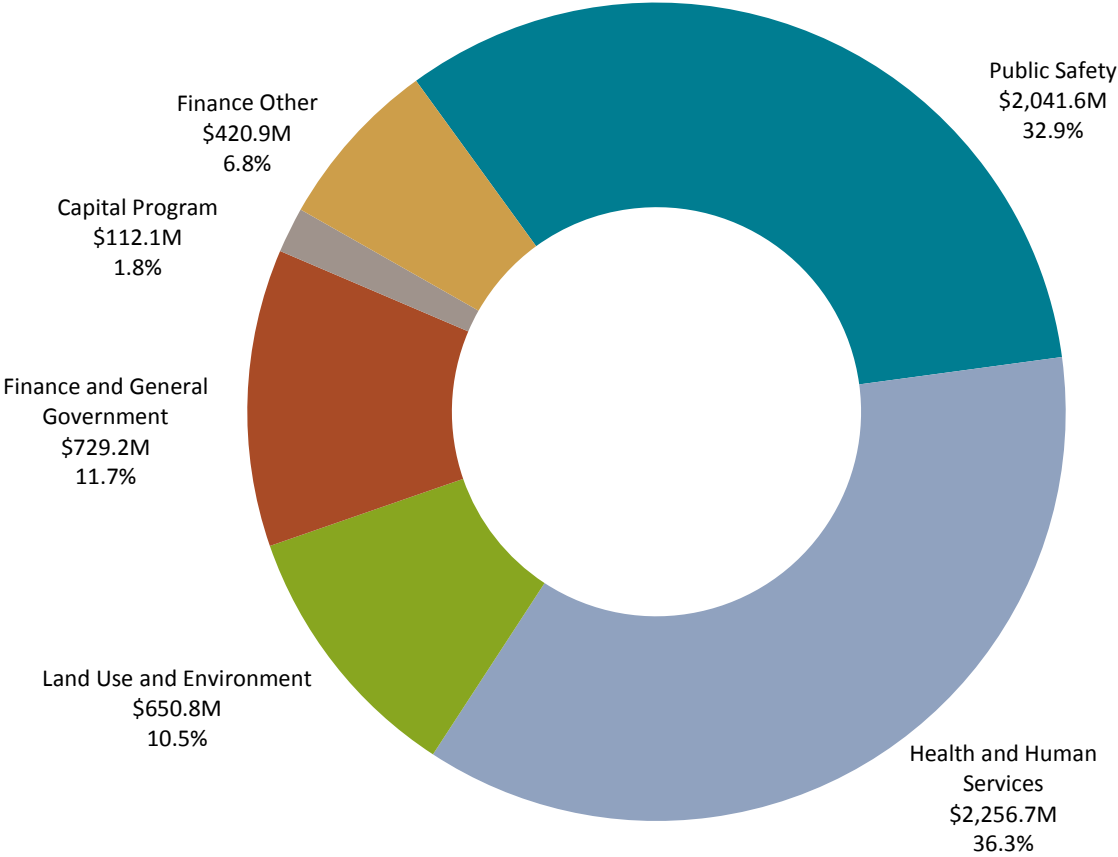




2019–20 Recommended Budget at a Glance

Recommended Budget by Functional Area: All Funds

Total Recommended Budget: \$6.21 billion



Recommended Budget by Functional Area: All Funds		
	Budget in Millions	Percent of Total Budget
Public Safety	\$ 2,041.6	32.9
Health and Human Services	2,256.7	36.3
Land Use and Environment	650.8	10.5
Finance and General Government	729.2	11.7
Capital Program	112.1	1.8
Finance Other	420.9	6.8
Total	\$ 6,211.2	100.0

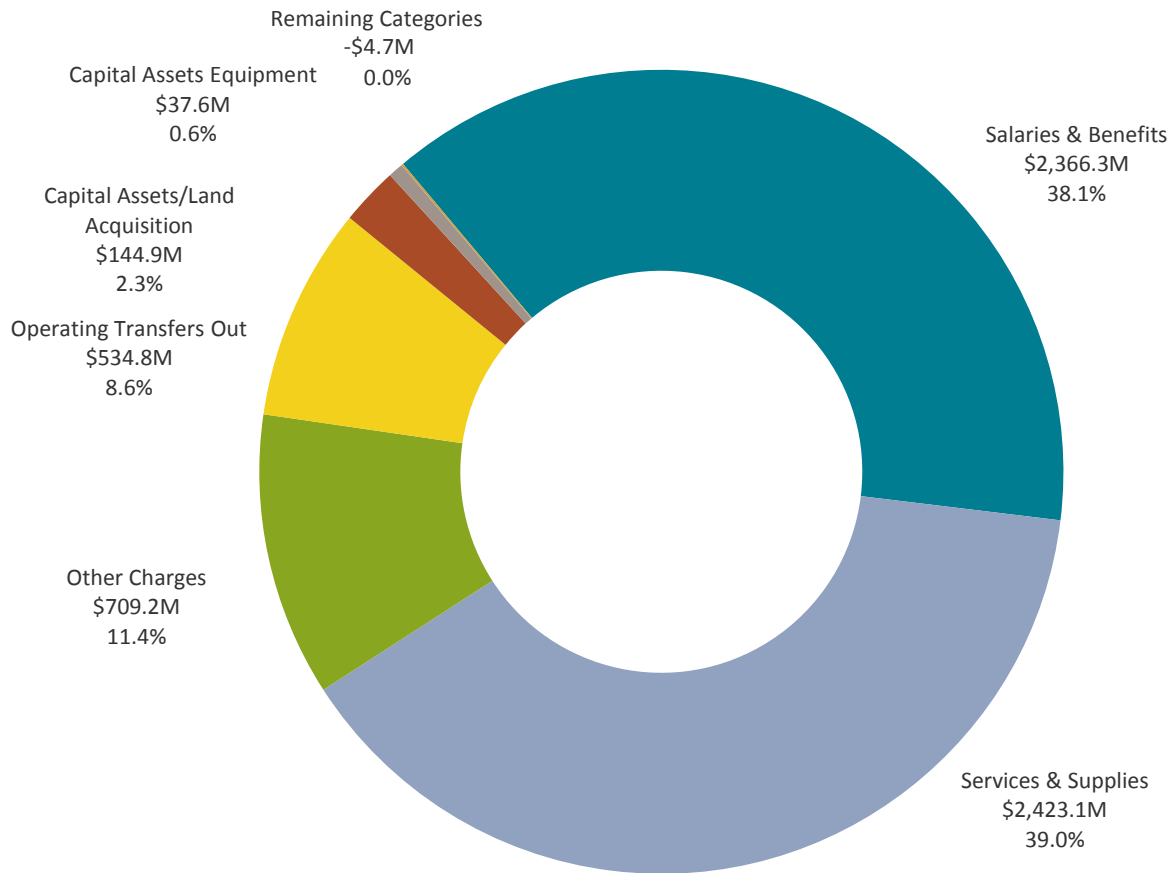
Effective July 1, 2019, the Community Services Group (CSG) will be dissolved. This table reflects the Budget by Functional Area after the transfer of CSG budget to the remaining four business groups.

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

Total Recommended Budget: \$6.21 billion



Recommended Budget by Categories of Expenditures: All Funds		
	Budget in Millions	Percent of Total Budget
Salaries & Benefits	\$ 2,366.3	38.1
Services & Supplies	2,423.1	39.0
Other Charges	709.2	11.4
Operating Transfers Out	534.8	8.6
Capital Assets/Land Acquisition	144.9	2.3
Capital Assets Equipment	37.6	0.6
Remaining Categories:		
<i>Fund Balance Component Increases</i>	0.4	0.0
<i>Management Reserves</i>	22.2	0.4
<i>Contingency Reserves</i>	10.7	0.2
<i>Expenditure Transfers and Reimbursements</i>	(38.0)	(0.6)
Total	\$ 6,211.2	100.0

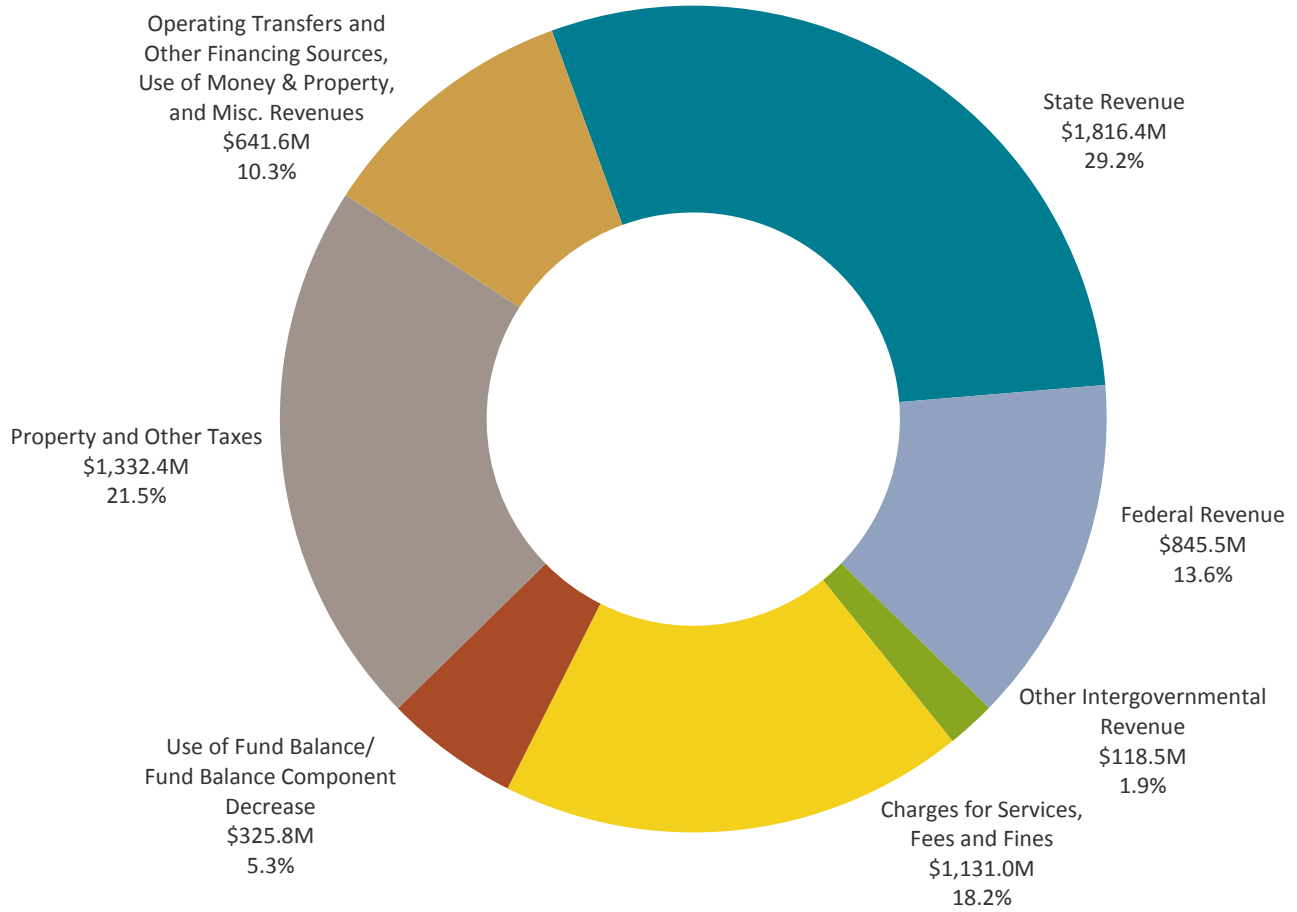
Note: In the chart and table, the sum of individual amounts may not total due to rounding.





Recommended Budget by Categories of Revenues: All Funds

Total Recommended Budget: \$6.21 billion



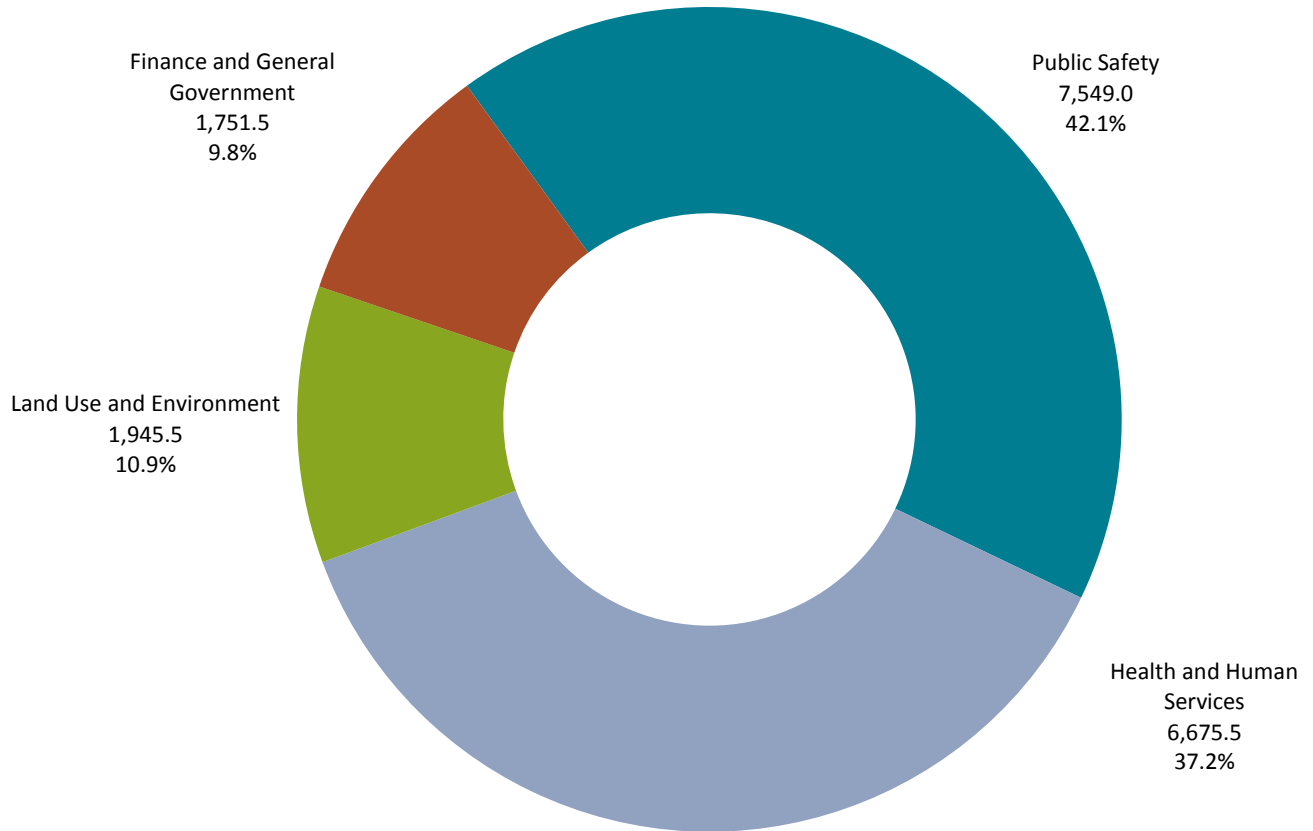
Recommended Budget by Categories of Revenues: All Funds		
	Budget in Millions	Percent of Total Budget
State Revenue	\$ 1,816.4	29.2
Property and Other Taxes	1,332.4	21.5
Charges for Services, Fees and Fines	1,131.0	18.2
Federal Revenue	845.5	13.6
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	641.6	10.3
Use of Fund Balance/Fund Balance Component Decrease	325.8	5.3
Other Intergovernmental Revenue	118.5	1.9
Total	\$ 6,211.2	100.0

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: 17,921.5



Recommended Staffing by Group/Agency: All Funds		
	Staff Years ¹	Percent of Total Staffing
Public Safety	7,549.0	42.1
Health and Human Services	6,675.5	37.2
Land Use and Environment	1,945.5	10.9
Finance and General Government	1,751.5	9.8
Total	17,921.5	100.0

Effective July 1, 2019, the Community Services Group (CSG) will be dissolved. This table reflects the Staffing by Group/Agency after the transfer of CSG staff years to the remaining four business groups.

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

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





San Diego County Facts and Figures

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

POPULATION¹:			
Year:	2016	2017	2018
Total:	3,288,612	3,309,509	3,337,456

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

Source: California Department of Finance, 2016, 2017 and 2018 estimates. Sacramento, California, January 2016, January 2017, and January 2018.

INCORPORATED CITIES:	18
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CIVILIAN LABOR FORCE:		
Year:	2017	2018
Total:	1,571,300	1,592,200

Source: California Employment Development Department, Historical Data for Labor Force, annual average (for the months of January to December) for 2017 and 2018.

UNEMPLOYMENT RATE:		
Year:	2017	2018
Percentage:	4.0%	3.3%

Source: California Employment Development Department, Historical Data for Unemployment Rate, annual average (for the months of January to December) for 2017 and 2018 (data not seasonally adjusted).

EMPLOYMENT MIX: (Industry)¹		
	2017 Employees	2018 Employees
Government ²	252,700	252,500
Professional and Business Services	236,400	249,700
Trade, Transportation and Utilities	228,400	233,500
Educational and Health Services	205,900	215,200
Leisure and Hospitality	194,300	200,900
Manufacturing	108,300	114,600
Financial Activities	76,200	76,000
Construction	80,000	83,100
Other Services	59,200	56,100
Information Technology	24,000	24,000
Farming	8,100	8,100
Mining and Logging	300	300
Total	1,473,800	1,514,000

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

²Excludes the U.S. Department of Defense.

Source: California Employment Development Department, Labor Market Information Division - March 8, 2019 news release.

TEN LARGEST EMPLOYERS:		
	2017 Employees	2018 Employees
University of California San Diego	33,226	34,448
Sharp Healthcare	17,962	18,364
County of San Diego	17,413	17,584
Scripps Health	14,932	14,941
Qualcomm Inc.	12,600	11,800
City of San Diego	11,544	11,462
Kaiser Permanente	9,110	9,606
UC San Diego Health System	8,923	8,932
General Atomics (and affiliated companies)	5,781	6,791
San Diego State University	5,921	6,436

Sources: San Diego Business Journal Book of Lists (2019) & County of San Diego Fiscal Year 2018-19 Adopted Operational Plan.

Note: The Naval Base San Diego and San Diego Unified School District were excluded.



CONSUMER PRICE INDEX:			
Year:	2016	2017	2018
Amount:	274.73	283.01 (3.0% increase)	292.55 (3.4% 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 ¹ :			
Year:	2015 ²	2016 ³	2017 ⁴
Amount:	\$ 64,309	\$ 66,529	\$ 70,588

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

²Source: San Diego County QuickFacts 2011-2015 Estimate.

³Source: San Diego County QuickFacts 2012-2016 Estimate.

⁴Source: San Diego County QuickFacts 2013-2017 Estimate.

MEDIAN HOME PRICE ¹ :			
Year:	January 2017	January 2018	January 2019
Single Family Homes	\$ 556,500	\$ 595,000	\$ 615,000
Attached Homes	\$ 375,000	\$ 406,000	\$ 415,000

¹Median price of all single family and attached homes sold in January of each year.
Source: San Diego Regional Chamber of Commerce.

TOP TEN PROPERTY TAXPAYERS (as of July 2018):	
	2018
San Diego Gas & Electric Company	\$ 138,350,216
Qualcomm Inc.	\$ 23,355,020
Irvine Co.	\$ 15,760,772
Conrad Prebys Trust	\$ 12,327,539
Pacific Bell Telephone Company	\$ 9,921,149
UTC Venture LLC	\$ 9,616,689
Host Hotels and Resorts	\$ 9,389,409
Kilroy Realty, LP	\$ 9,070,714
BSK Del Partners, LLC	\$ 7,726,951
Bosa Development California	\$ 6,675,768

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





**FISCAL YEAR 2018–19
ASSESSED VALUATION:** \$536.9 billion

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

**ESTIMATED TOTAL
HOUSING UNITS:** 1,214,208

Source: U.S. Census Bureau, San Diego County QuickFacts 2013-2017 Estimate.

LAND USE: (in descending order) ¹	
	2018 Acres
Parkland	1,403,497
Vacant or Undeveloped Land	566,385
Residential	363,233
Public/Government	119,528
Agriculture	112,439
Other Transportation	103,599
Commercial/Industrial	58,532
Total	2,727,214

¹The acres available for land use may vary year to year due to survey updates that include tide level changes.
Source: San Diego Association of Governments, 2018.

AGRICULTURAL PRODUCTION:		
	2017 Value	2017 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	\$ 1,232,556,856	12,549
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	\$ 331,590,283	30,710
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	\$ 136,940,824	3,264
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	\$ 46,227,998	N/A
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	\$ 18,167,205	N/A
Field Crops (e.g., pastures, ranges, hay, etc.)	\$ 4,120,952	196,506
Apiary (e.g., honey, pollination, bees & queens, etc.)	\$ 3,765,421	N/A
Timber Products (e.g., firewood and timber)	\$ 836,872	N/A
Grand Totals	\$ 1,774,206,411	243,029

Source: San Diego Agricultural Commissioner/Sealer of Weights & Measures 2017 San Diego County Crop Statistics & Annual Report.



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

Source: U.S. Department of Defense Base Structure Report, 2017.

TOURIST ATTRACTIONS:

Anza-Borrego Desert State Park ¹ , Borrego Springs	Old Town San Diego State Historic Park, San Diego
Aquatica - Seaworld's Waterpark, San Diego	Palomar Observatory, Palomar Mountain
Balboa Park and Museums, San Diego	Petco Park, San Diego
Belmont Park, San Diego	Point Loma and Cabrillo National Monument, San Diego
Birch Aquarium at Scripps, La Jolla	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

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

TOTAL VISITORS 2018: 35,774,000

Source: San Diego Tourism Authority. San Diego Visitor Industry Summary (calendar year through 2018).





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 region. 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. The reservations are 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 2018, the County's population estimate for January 1, 2018 was 3.34 million, which grew 0.8 percent from 3.31 million as of the January 1, 2017 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 2017 population estimates. Population estimates from the

San Diego Association of Governments (SANDAG) for the year 2035 indicate that the San Diego regional population will grow to approximately 3.85 million, a 37.0 percent increase from calendar year 2000 and an increase of 17.2 percent compared to 2017.

SAN DIEGO COUNTY POPULATION:

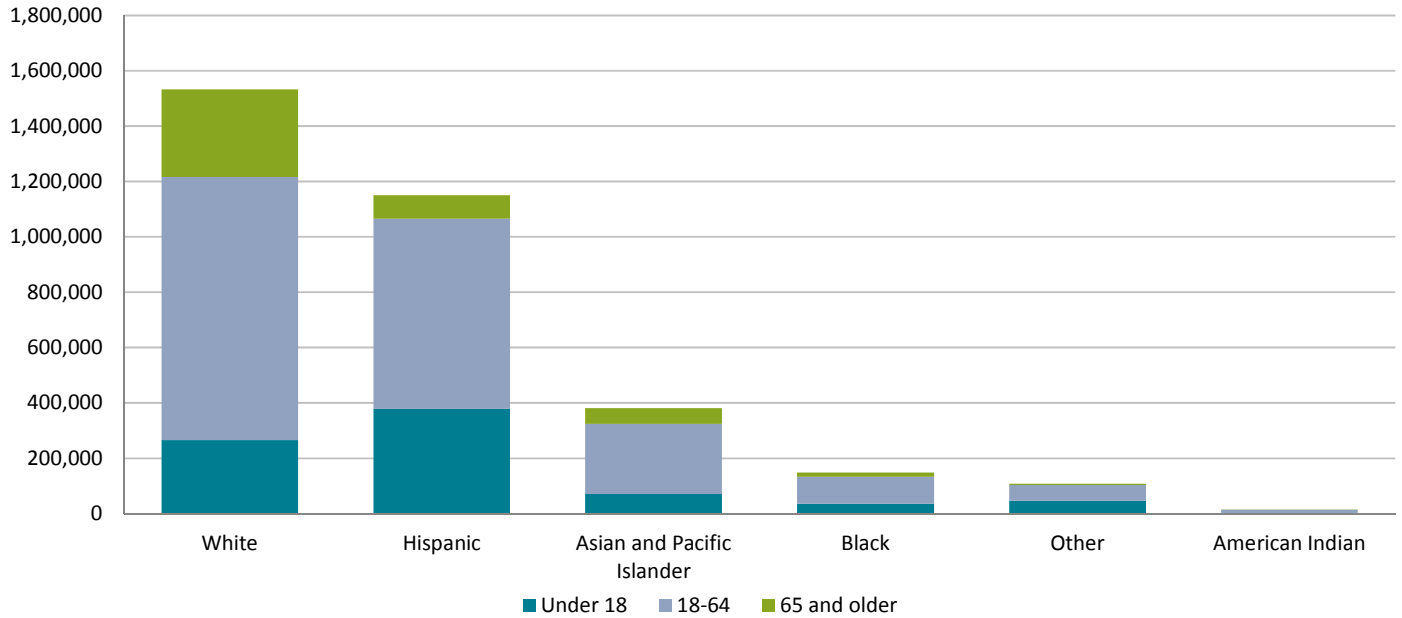
	2000	2017	2018	Year Incorporated
Carlsbad	78,247	113,179	114,622	1952
Chula Vista	173,556	265,357	267,503	1911
Coronado	24,100	24,512	21,683	1890
Del Mar	4,389	4,284	4,322	1959
El Cajon	94,869	105,276	105,557	1912
Encinitas	58,014	62,625	63,158	1986
Escondido	133,559	150,978	151,478	1888
Imperial Beach	26,992	28,041	28,163	1956
La Mesa	54,749	60,980	61,261	1912
Lemon Grove	24,918	26,710	26,834	1977
National City	54,260	61,350	62,257	1887
Oceanside	161,029	176,666	177,362	1888
Poway	48,044	49,986	50,207	1980
San Diego	1,223,400	1,399,924	1,419,845	1850
San Marcos	54,977	94,258	95,768	1963
Santee	52,975	56,434	56,994	1980
Solana Beach	12,979	13,860	13,938	1986
Vista	89,857	102,933	103,381	1963
Unincorporated	442,919	512,156	513,123	1850
Total	2,813,833	3,309,509	3,337,456	

Source: US Census - 2010 data and California Department of Finance 2017 and 2018 estimates.

The accompanying charts show the most recent race, ethnicity and age composition for the regional population as of 2018 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.

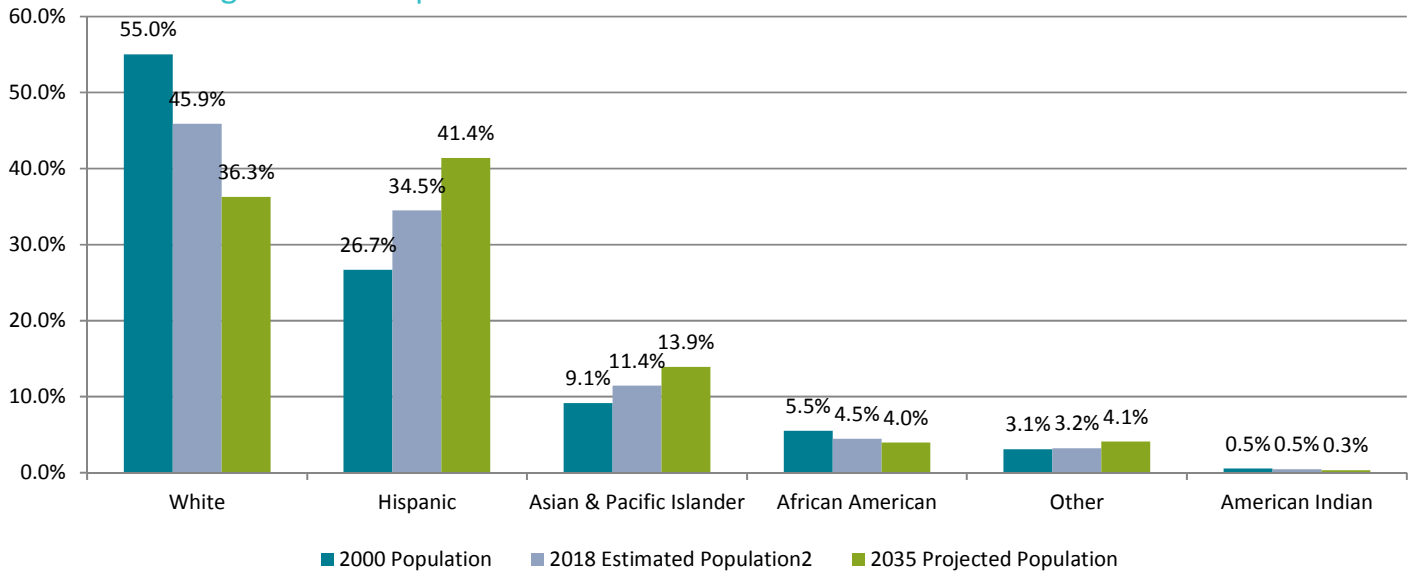


San Diego County Population Distribution by Race, Ethnicity and Age 2018 Total Population: 3,337,456



Source: San Diego Association of Governments 2018 Demographic & Socio Economic Estimates (preliminary)

San Diego County Population Distribution by Race and Ethnicity 2000, 2018 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

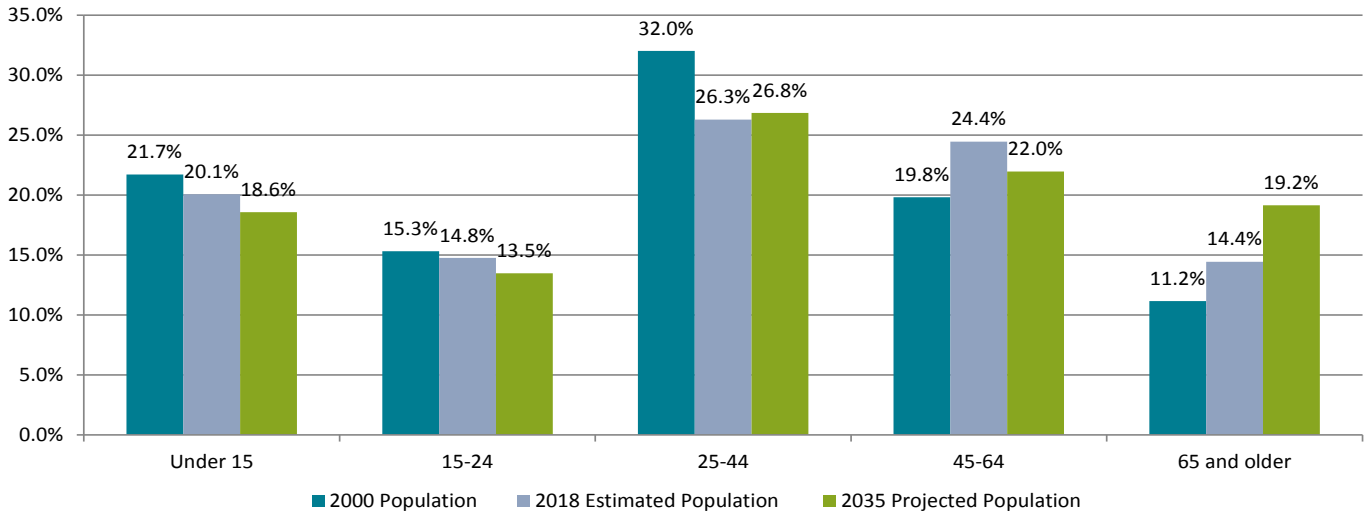




The accompanying chart shows the change in regional population trends in various age segments, with the number of individuals under 65 years of age projected to decline gradually from

2018 estimates, and the number of individuals aged 65 and older estimated to increase by 2035.

San Diego County Population Distribution by Age 2000, 2018 and 2035 Projection



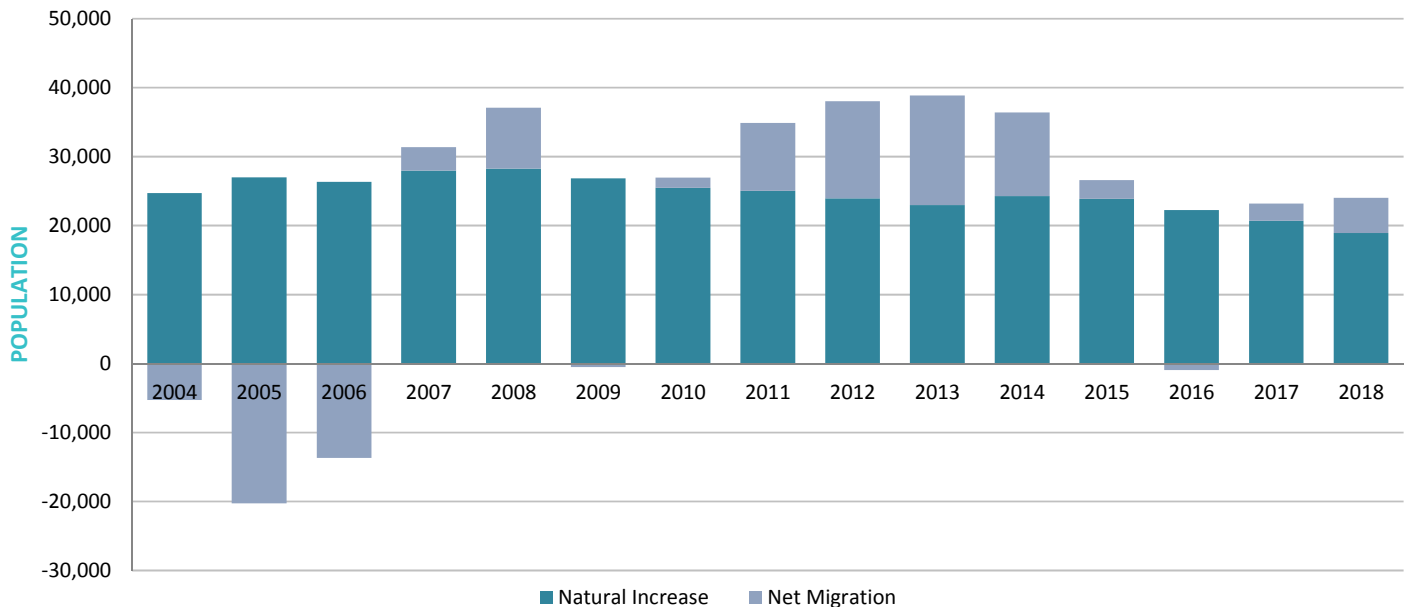
Sources: U.S. Census 2000; San Diego Association of Governments 2018 Demographic & Socio Economic Estimates (preliminary) ; SANDAG 2050 Regional Growth Forecast (Oct 2013) 2035 Projection.

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

San Diego County’s population has grown approximately 0.7 percent annually on average since 2004, as presented in the accompanying chart. Natural increase (local 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 from year-to-year.



San Diego County Population Change: 2004 through 2018



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, 2010-2018.

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 2018 saw some growth in real GDP, closing the year with 2.9 percent annual growth over the previous year, compared to an increase of 2.2 percent seen in 2017, according to the U.S. Department of Commerce Bureau of Economic Analysis (BEA) (GDP Increases In Fourth Quarter, February 28, 2019, <https://www.bea.gov/system/files/2019-02/gdp4q18_ini_fax.pdf>, accessed on March 25, 2019). According to the BEA, “The increase in real GDP in 2018 reflected increases in consumer spending, business investment, exports, government spending, and inventory investment. These contributions were partly offset by a small decrease in housing investment. Imports increased.” (ibid).

According to the minutes of the January 29–30, 2019 meeting of the Federal Open Market Committee (FOMC) of the Federal Reserve Board (“the Fed”), “growth in real GDP was solid in the

fourth quarter of [2018], although the availability of data was more limited than usual because of the partial federal government shut-down that extended from December 22 to January 25,” (February 20, 2019, <<https://www.federalreserve.gov/monetarypolicy/files/fomcminutes20190130.pdf>>, accessed on March 26, 2019, p. 16). “Real GDP growth was expected to slow but remain solid in the first half of [2019], with the effects of the partial federal government shutdown modestly restraining GDP growth in the first quarter and those effects being reversed in the second quarter. In the medium term, real GDP growth in 2019 was forecast to be at a rate above the staff’s estimate of potential output growth, step down to the growth rate of potential output [in 2020] and then slow further to a pace below potential output growth in 2021,” projected the FOMC (ibid).

Looking at 2018, “the U.S. economy [was] marked by strong fundamentals. Private residential investment, private non-residential investment and industrial production have all increased since at least 2016 on an annual basis... Personal consumption also rose again last year, continuing a trend since 2009. Over the long term, the S&P 500 remains at record levels...” explained the Institute for Applied Economics, Los Angeles County Economic Development Corporation (LAEDC) (Economic Forecast & Industry Outlook, February 20, 2019, <<https://laedc.org/wp-content/uploads/2019/02/LAEDC-2019-Economic-Forecast-Report.pdf>>, accessed on March





26, 2019, p. 3). The LAEDC continued, “The U.S. economy is predicted to grow steadily with 2.2 percent real GDP growth projected in 2019 and 2.4 percent in 2020 (ibid, p. 6).

Looking more critically at 2018, the UCLA Anderson Forecast March 2019 Report concluded, “the 3% growth in 2018 was a one-off based on the fiscal stimulus coming from the tax cuts and spending increases, especially for defense enacted in late 2017 and the lagged effects of the extraordinarily easy monetary policy pursued by the Federal Reserve,” (The UCLA Anderson Forecast for the Nation and California: March 2019 Report, p. 14). UCLA Anderson projects, “real GDP growth will slow to below 2% in 2019 and around 1% in 2020 with a modest rebound in 2021. The jolt from the very expansionary fiscal policies of the Trump Administration will soon exhaust itself and there is a very real risk of a recession in late 2020” (ibid, p. 18).

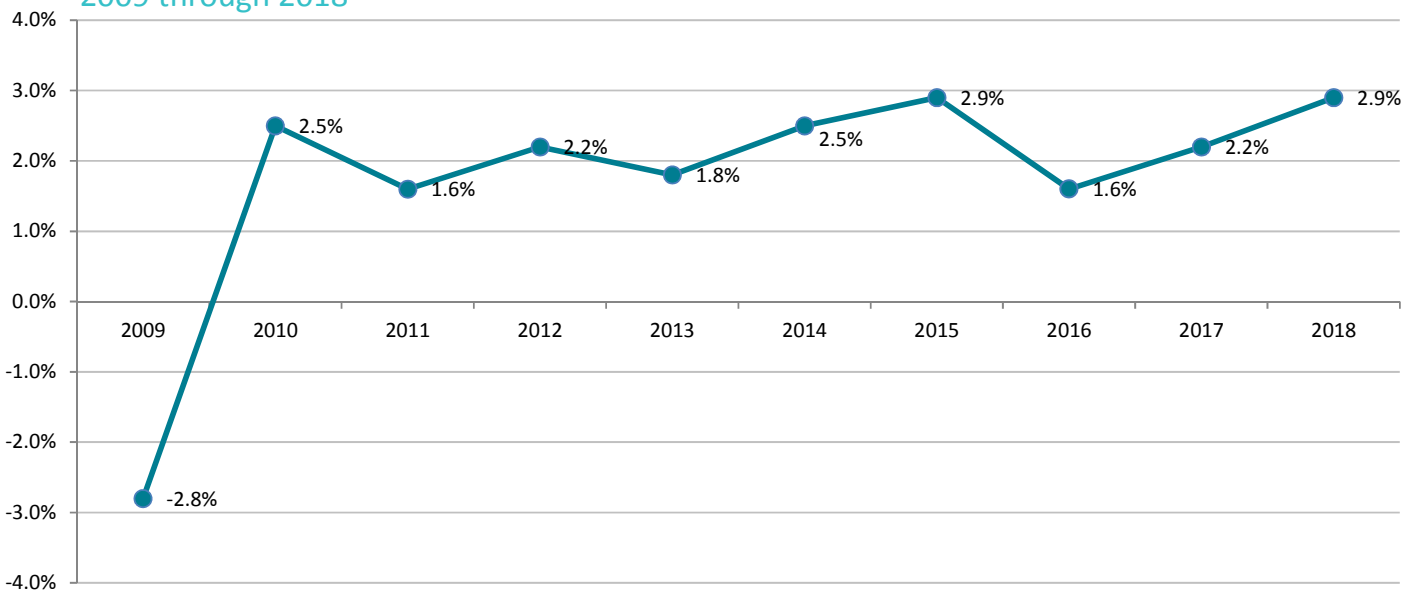
Commenting on the length of the current economic expansion, UCLA Anderson notes, “If this expansion survives the winter and spring quarters of 2019 it will tie the Bush/Clinton expansion of the 1990’s for the longest ever” (ibid, p. 20) but that, “The age of the expansion is not a significant factor for assessing the recession risk one year into the future, but does play a significant role in forecasting the second year and the combined two years” (ibid, p. 25). Nonetheless, “The probability of a recession beginning in one of the twelve months after December 2018 is 17%... The probability of a recession beginning in the twelve months of 2020 is 28%,” UCLA concluded (ibid).

Calendar year 2018 also saw volatility in the stock market, with “Market gyrations [that] were largely driven by tech stocks that failed to perform to investor expectations” according to the

LAEDC (LAEDC, p. 5). “Federal monetary policy has also given cause for greater market turbulence over the last four quarters. As expected, the [FOMC] voted to raise the Federal Funds Target by 100 basis points by the end of 2018, the last rate hike incurring some political rancor” concluded the LAEDC (ibid). Looking toward the Fed’s future for interest rates, the LAEDC projects, “two additional rate hikes totaling a 50-basis point increase by the end of [2019], though the first of these hikes are likely to be later in 2019 than originally anticipated,” (ibid). Discussing this as a, “fundamental shift in Fed policy,” UCLA Anderson stated, “Instead of penciling three or four rate hikes [in 2019], it now looks like it will be zero or one...However, because we are more pessimistic on the real economy than the Fed, we are forecasting that there will be three rate cuts of 25 basis points each in 2020” (UCLA Anderson, p. 14–15).

The end of 2018 brought some positive news in terms of jobs. According to the FOMC, “Total nonfarm payroll employment expanded strongly in December. The national unemployment rate edged up but was still at a low level of 3.9 percent,” (FOMC, p. 13). Looking toward the future, “The unemployment rate was projected to decline somewhat further below the staff’s estimate of its longer-run natural rate but to bottom out by the end of [2019] and begin to edge up in 2021,” states the FOMC (ibid, p. 16), noting also that, “labor market conditions [are] judged to already be tight” (ibid). Nonetheless, the LAEDC projects the, “creation of almost 3 million additional jobs by 2020; further declines in unemployment to 3.5 percent in 2019 and 3.1 per-

U.S. Gross Domestic Product Annual Percent Change 2009 through 2018



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



cent in 2020” (LAEDC, p. 3). However, UCLA Anderson sees 2019 unemployment at, “3.6% later in the year and then gradually rise to 4.2% in early 2021” (UCLA Anderson, p. 13).

The past year was marked with, “continued weakness in the housing sector,” according to the FOMC, “attributed in part to concerns about affordability among potential homebuyers” (FOMC, p. 16). UCLA Anderson explained, “There are number of explanation[s] for the housing’s failure to launch. They include the after effects of the Great Recession, high levels of student loan debt, the aging in place of baby boomers that is keeping housing units off the market, the concentration of job growth in high cost metropolitan areas and environmental/zoning restrictions that are restricting supply” (UCLA Anderson, p. 17). Nonetheless, housing starts are projected to increase nationally from 1.26 million units in 2018 to 1.27 million and 1.29 million in 2019 and 2020, respectively (ibid, p. 42), UCLA Anderson estimates, “the underlying demographic demand for housing starts to be around 1.4 million – 1.5 million units a year” and notes that “We have yet to achieve that level for over a decade” (ibid, p. 17).

On the housing front, the number of building permits is seen as an indicator of future recession risk. “It is declining permits that tells us the recession is imminent,” states UCLA Anderson (ibid, p. 25). The UCLA economists project, “For the first-year ahead forecast, the recession risk elevates if permits are high and declining,” and that, “For the second-year ahead forecast, the recession risk elevates if permits are high and growing higher” (ibid).

Commenting on the overall economic outlook, the LAEDC concludes, “The U.S. macroeconomy faces many challenges in the several years ahead. Policy uncertainty, political gridlock, systemic vulnerabilities and the proliferation of debt all present risks to continued economic health both nationally and internationally. However, these issues should be cause for concern, not panic,” (LAEDC, p. 6).

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 2018, February 26, 2019, <<https://www.bea.gov/system/files/2019-02/qgdp-state0219.pdf>>, accessed on March 27, 2019).

In 2018, California’s economy grew at an estimated rate of 3.4 percent according to the LAEDC, with a, “trend of Californian economic growth exceeding national growth” (LAEDC, p. 7). “These good expectations are forecast to include 3.0 percent gross state product growth in both 2019 and 2020,” continued

the LAEDC (ibid). These projections for Statewide economic expansion include, “employment growth of roughly 320,000 jobs in both 2019 and 2020 with associated declines in unemployment to 3.7 and 3.4 in the respective forecast years. These job gains are estimated to occur across all sectors with the largest gains in construction, logistics, utilities, business services, education, health and tourism,” (ibid).

UCLA Anderson reports California’s unemployment rate at 4.2 percent in 2018 (UCLA Anderson, p. 77) and expects, “California’s average unemployment rate to rise slightly to an average of 4.5% in 2019. For 2020 and 2021 we expect...average unemployment rates of 4.3%” (ibid, p. 62). More optimistically, the LAEDC projects, “declines in unemployment to 3.7 and 3.4” in 2019 and 2020, respectively, bolstered by, “additional employment growth of roughly 320,000 jobs in both 2019 and 2020” with, “job gains... estimated to occur across all sectors with the largest gains in construction, logistics, utilities, business services, education, health and tourism” (LAEDC, p. 7). The UCLA Anderson, “forecast for 2019, 2020 and 2021 total employment growth is 1.3%, 0.6% and 0.5%... Payroll jobs are expected to grow at a 1.8%, 0.6% and 0.3% rate respectively. Real personal income growth is forecast to be 3.2%, 1.8% and 1.6% 2019, 2020 and 2021 respectively. The continued growth in real personal income in 2020 is reflective of the changing mix of employment in California and tight labor markets in high wage occupations” (UCLA Anderson, p. 62).

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 reports that real taxable sales in California grew 2.9 percent in 2018, and will continue to grow by 2.5 percent in 2019, slowing to 1.4 percent in 2020 (UCLA Anderson, p. 77).

The projected job growth and wage gains may be positive news for some California residents. Yet, even with ongoing growth in the California economy, many residents face challenges from the State’s high cost of living. “Economic hardship remains high in most parts of the state, even nearly a decade after the end of the Great Recession,” notes the California Budget & Policy Center, which continued, “...the recovery remains uneven and elusive for many Californians” as evidenced by the State’s poverty rates, high housing costs and continued income disparity (“California Budget Perspective 2019-20,” March 2019, <https://calbudget-center.org/wp-content/uploads/2019/03/California-Budget-Perspective-2019-20_03.2019.pdf>, accessed on March 27, 2019, p. 4).

In terms of housing, “The demand..., especially in coastal California, is also predicted to continue to motivate additional supply gains, with an over 8,000 year-over-year increase in permits in both 2019 and 2020. Despite these additions, home values are also expected to rise through 2020 to an average state value of





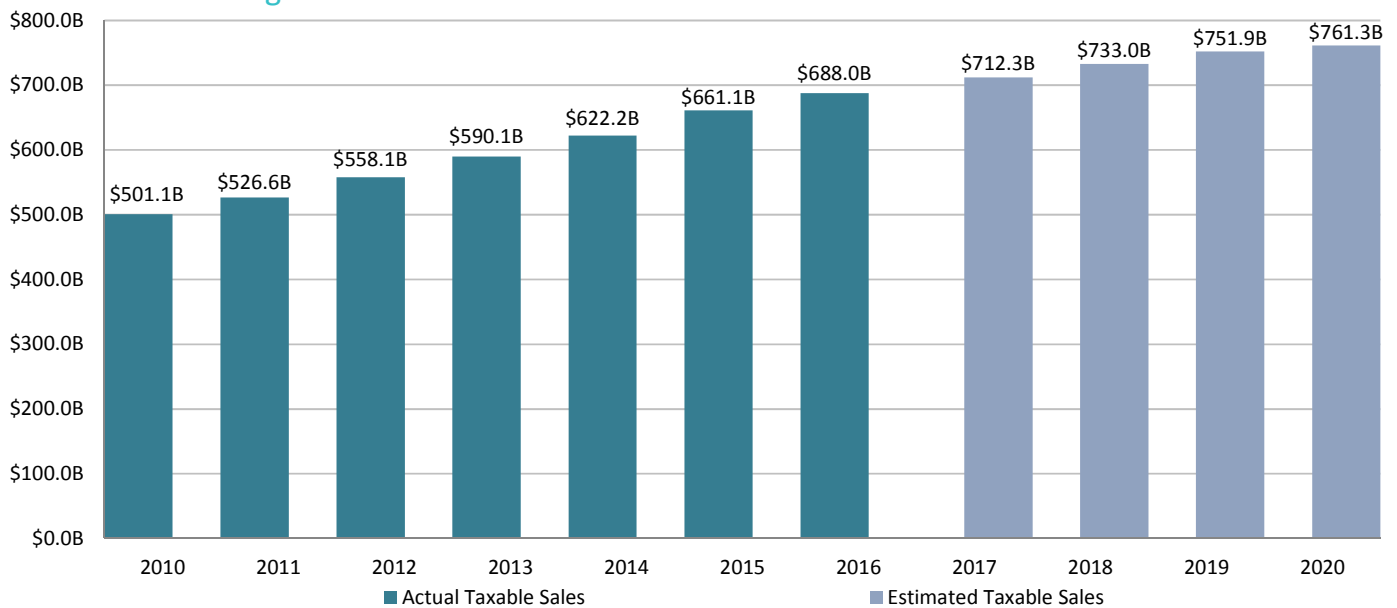
over \$593,000 by the end of 2020” (LAEDC, p. 7). Despite these gains, experts continue to see weakness in California’s ability to meet its housing demand. “Estimates vary regarding total housing stock shortfall; however, all estimates agree on the need for a significant acceleration of construction over the average of 100,000 units added per year between 2014 and 2018,” comments the LAEDC (ibid). UCLA Anderson concludes, “even though there is a concerted effort to increase home construction in the State, in the near term it is likely to fail, and as a consequence our forecast for the California economy is weaker for 2019 and 2020...” (UCLA Anderson, p. 57). In fact, UCLA Anderson projects, “weaker housing markets into 2020,” with, “housing starts in 2019 and 2020... revised downward... with a recovery in building beginning in 2021” (ibid, p. 61).

Housing affordability continues to challenge the State’s growth. “Urban planners recommend that cities make every effort to keep the ratio of median household income to median house price under 4 to 1 to ensure a healthy economy and an undistorted housing market,” cautions the LAEDC, which continued, “Currently no county in Southern California does so, and indeed

the entire Southern California region averages a ratio of nearly 8 to 1, with the state not far behind” (LAEDC, p. 9). In fact, “more than half of California’s renters and over a third of homeowners with mortgages have high housing costs,” defined as shelter costs that exceed 30 percent of household income, according to the California Budget & Policy Center (California Budget & Policy Center, p. 10).

Continued lack of affordable housing presents near-term and longer-range economic constraints. The LAEDC comments, “In addition to its short-term social considerations, the paucity of affordable housing in California arguably serves as the strongest short- and long-term structural economic headwind in the state. In the short-term, housing unaffordability hampers household formation, limits mobility and incentivizes talent to relocate out-of-state. Over the longer-term, the bifurcation of income distribution will worsen inequality; firms will relocate or select other states in the interest of their employees and labor costs; and economic growth will decelerate, decline or disappear” (LAEDC, p. 9).

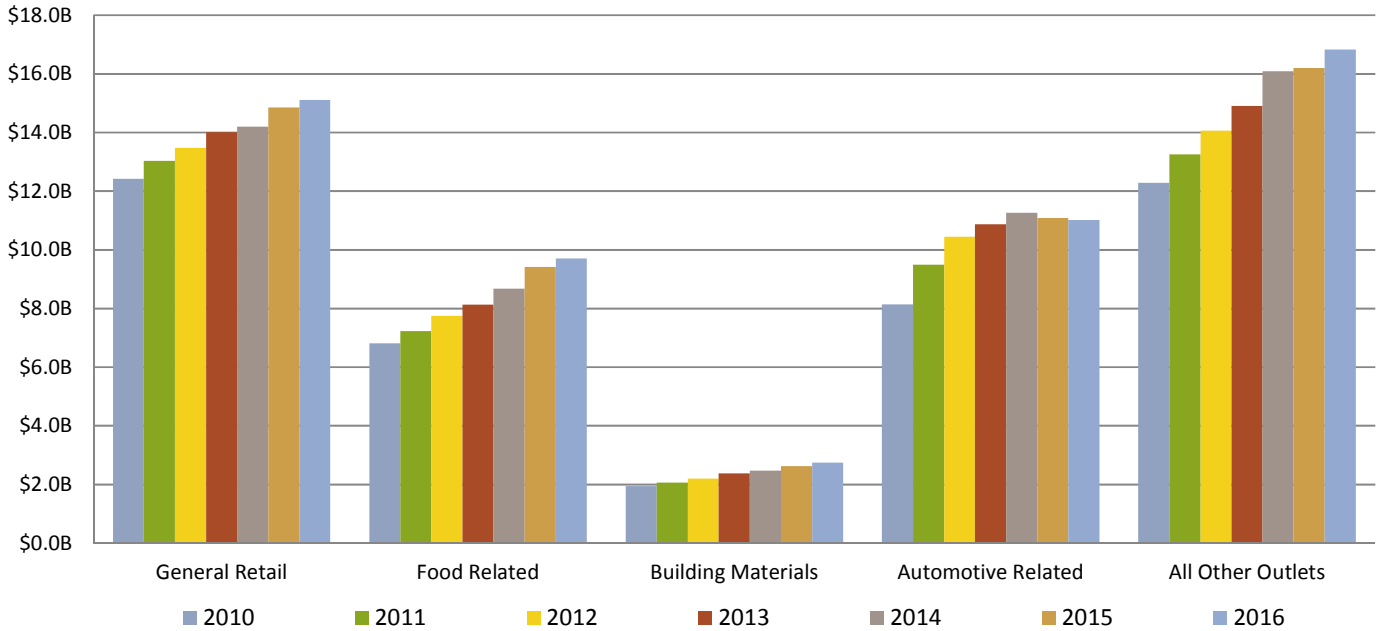
California Annual Taxable Sales Trend 2010 through 2020



Note: Taxable sales are stated in calendar year 2012 dollars.
Source: UCLA Anderson Forecast, December 2018



San Diego County Taxable Sales by Category 2010 through 2016



Source: State Board of Equalization.

San Diego Economy

As of 2017, 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: April 1, 2010 to July 1, 2017: 2017 Population Estimates,” July 1, 2017, <https://factfinder.census.gov/rest/dnldController/deliver?_ts=571917319874>, accessed on March 29, 2019). In 2017 the San Diego metropolitan region accounted for more than \$231.8 billion, or 8.3 percent of California’s 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 U.S. 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 economy will likely run faster than the national economy in the coming year,” according to a consensus of economists (“Economy: Defense, Tech and Tourism to Help S.D. Beat National Numbers,” San Diego Business Journal, January 7, 2019, <<https://www.sdbj.com/news/2019/jan/07/2019-look-ahead-diverse-sectors-bring-balance-econ/?page=1&>>, accessed on March 29, 2019). According to the San Diego Busi-

ness Journal, in 2019 “San Diego will continue to feel the benefits of its diversified economy, which does not rise and fall on the fortunes of a single vertical market. Real estate, technology and tourism are just some of its facets,” (ibid). Dr. Lynn Reaser, chief economist of Point Loma Nazarene University’s Fermanian Business & Economic Institute added, “San Diego’s economy should slightly outperform the U.S. economy because of its core strengths in defense, technology and tourism,” although, “Slowing global growth and higher interest rates may hold back economic growth,” (ibid).

In 2018, San Diego County saw 3.0 percent growth in real Gross County Product, the county-level equivalent to GDP (LAEDC, p. 24). Gross County Product is anticipated to grow 2.9 percent and 2.8 percent in 2019 and 2020, respectively (ibid). Ray Major, Chief Economist for the San Diego Association of Governments (SANDAG) notes, “2019 is going to be [a] slower year than 2018. It’s going to be a little bit rough especially when it comes to things like the stock market” (“What’s In Store for San Diego’s Economy In 2019?” KPBS Midday Edition, December 26, 2018, <<https://www.kpbs.org/audioclips/42872/#transcript>>, accessed on March 29, 2019).

Slower growth could result in a slowdown of sales tax collection. According to the State’s Legislative Analyst’s Office, Sales and Use Tax generated an estimated \$25.9 billion Statewide in Fiscal Year 2018–19, an increase of 3.5 percent from the prior year, and





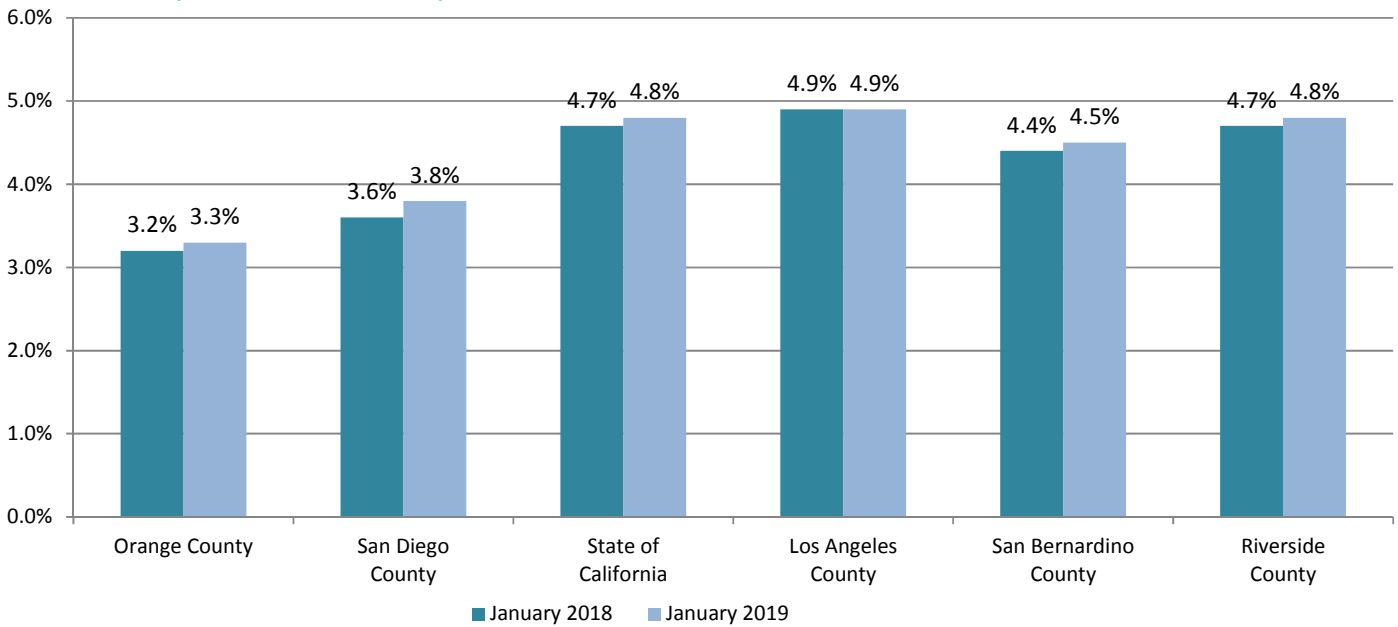
is expected to grow by 3.7 in Fiscal Year 2019–20, slowing to 3.5 percent in Fiscal Year 2020–21 (“California’s Fiscal Outlook,” November 14, 2018, <<https://lao.ca.gov/reports/2018/3896/fiscal-outlook-111418.pdf>>, accessed on March 29, 2019, p. 23). Slowing economic conditions could constrain sales tax revenue growth from consumer spending. Alan Gin, Associate Professor of Economics at the University of San Diego noted a, “reverse wealth effect” (San Diego Business Journal). Gin explained, “Just as consumers feel more comfortable spending money when home values go up and the value of the market goes up (the wealth effect), they might restrain spending as they see the values of their homes decline, and the stock market decline” (ibid).

In terms of jobs, the region’s employment showed positive results in 2018 with an unemployment rate of 3.3 percent, according to the California Employment Development Department. In the fourth quarter of 2018, “San Diego’s unemployment rate remained below the state and national rates,” according to the San Diego Regional Economic Development Corporation (EDC), which also noted, “When compared to its regional neighbors, San Diego’s unemployment rate continued to fare better than both Riverside...and Los Angeles...” (“Unemployment,” San Diego’s Quarterly Economic Snapshot, March 2019, p. 1). Beacon Economics reported, “...nonfarm jobs in San Diego County grew at a year-over-year pace of 2.4%. Still, San Diego County’s job growth over the past year slightly outpaced the state as a whole,

where nonfarm jobs grew by 1.4%. Moreover, in absolute terms, San Diego County added 21,600 jobs from January 2018 to January 2019, outpacing other major metros including Orange County (+16,200 jobs) and the East Bay in Northern California (+15,500 jobs)” (The Regional Outlook San Diego, Spring 2019, <<https://beaconecon.com/publications/regional-outlook/regional-outlook-san-diego/>>, accessed on March 29, 2019). Looking toward the future, “Beacon Economics is forecasting the unemployment rate in San Diego County to remain in a narrow range around its current reading through the end of 2019. Total nonfarm employment in the County is expected to grow by 2.0% this year” (ibid). The accompanying charts present comparisons of unemployment data for select California regions as well as a historical look at local, State and national unemployment rates.

Coupled with the region’s low unemployment, local residents have experienced some growth in wages and personal income. Economist Major predicts, “...wages are going to improve [in 2019]...not necessarily because the minimum wage goes up but because employers are fighting harder for qualified employees. So after about ten years of no increase in real dollar terms in wages we’re starting to see increases... I think in 2019 we’re going to continue to see wage inflation” (KPBS). Of concern is the changing distribution of personal income gains across income levels. Major noted that, “in the past we have seen higher increases in the top 25 percent of wage earners” (ibid).

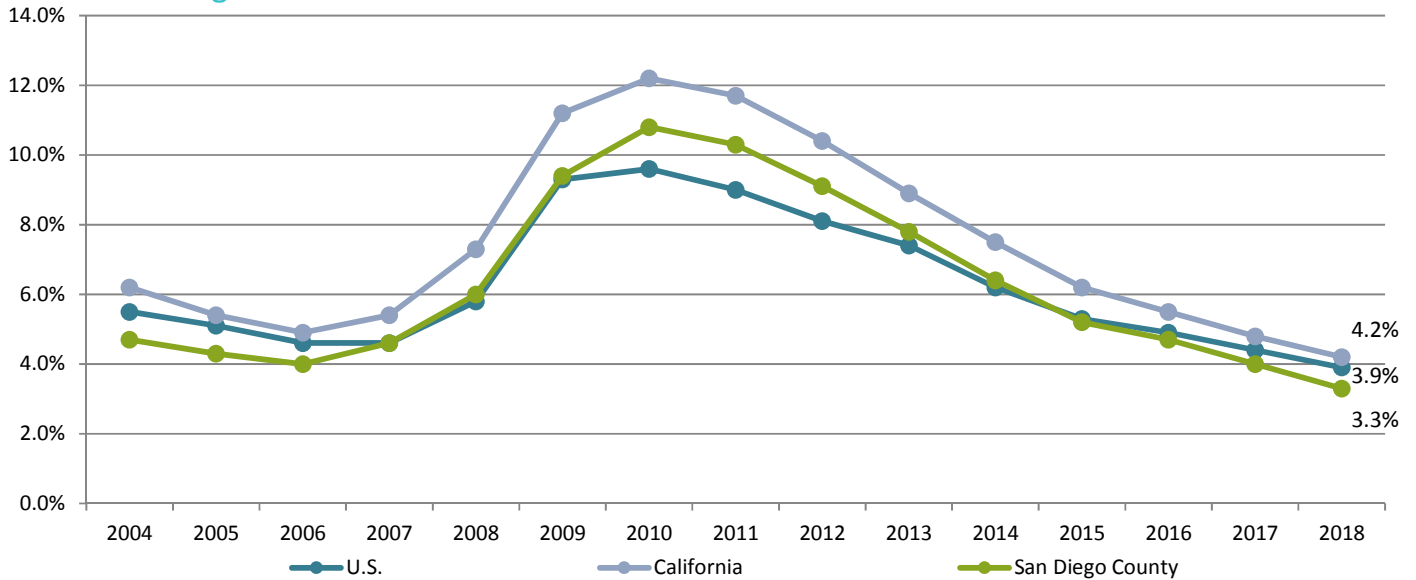
Unemployment Rate Comparison by Select California Regions January 2018 and January 2019



Source: California Employment Development Department

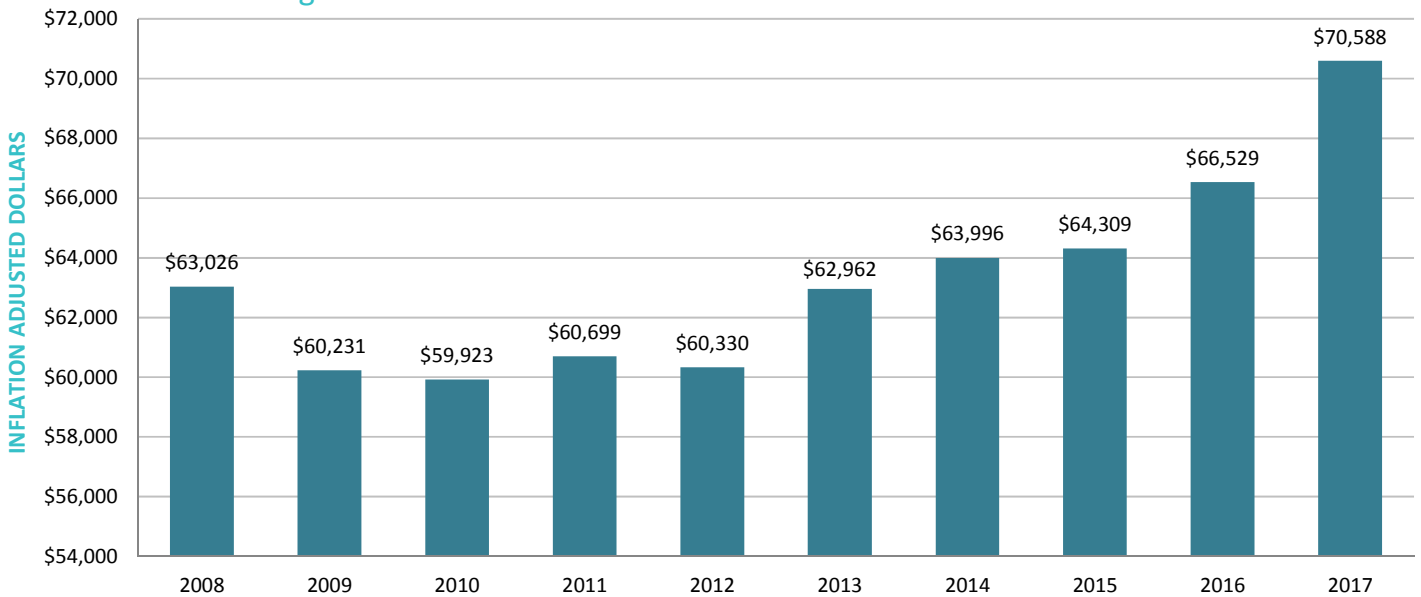


Annual Average Unemployment Rate Comparison U.S., California and San Diego County 2004 through 2018



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

San Diego County Median Household Income 2008 through 2017



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





Inflation can have a dampening effect on the region’s wage gains. SANDAG comments, “Real hourly wages (hourly wages that have been adjusted for inflation) have been flat in San Diego for a decade, while costs, primarily housing costs, have risen precipitously. This stagnation produces circumstances where despite an economy with low unemployment and generally excellent health, many San Diego residents are not able to participate in the prosperity. (Economic Prosperity, February 23, 2018, <http://sdforward.com/docs/default-source/default-document-library/economic-prosperity-white-paper_march-2-2018.pdf?sfvrsn=ded4f965_0>, accessed on March 29, 2018, p. 6). 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 3.4 percent from 2017 to 2018. UCLA Anderson projects that California’s consumer prices will grow by 2.6 percent annually in both 2019 and 2020 (UCLA Anderson, p. 77).

San Diego housing is among the least affordable. The median price of a home in the region reached \$626,000 in the fourth quarter of 2018, 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). “Median home price appreciation has been strong and consistent since 2015, with a compound annual growth rate of 6.7 percent,” states the San Diego Regional EDC, which also noted, “...price growth accelerated in 2018, ending the year up 2.2 percent compared to last year” (ibid). As of February 2018, it is estimated that a salary of more than \$131,600 would be needed to afford the principal, interest, taxes and insurance payments on a local median priced home of \$626,000 in the San Diego-Carlsbad metropolitan region (“The Salary You Must Earn to Buy a Home in the 50 Largest Metros,” February 25, 2019, <<https://www.hsh.com/finance/mortgage/salary-home-buying-25-cities.html#san-diego>>, accessed on March 29, 2019).

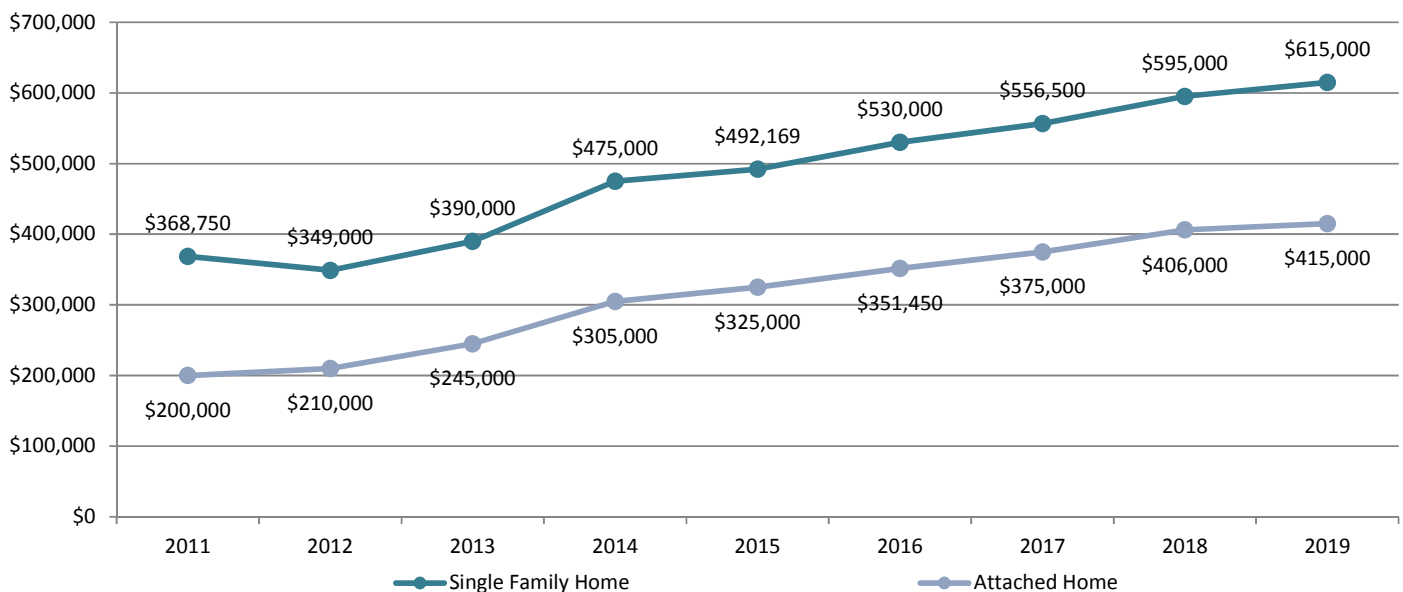
Nonetheless, in the coming year the region’s home prices are anticipated to continue increasing, and generating associated property tax revenue. Accordingly, “Beacon Economics expects the median price of an existing single-family home in San Diego to increase in 2019, but at a slower pace compared to the last few years” (Beacon).

While home sale prices have increased, overall sales activity has remained essentially unchanged. The San Diego Business Journal states, “If there is a weak spot in the real estate market heading into 2019, it is in single family home sales (San Diego Business Journal). According to Steve Fraioli, President of the San Diego Association of Realtors, “Personally, I expect we’ll have a relatively flat year next year. It won’t be great, it won’t be bad” (ibid).

Looking to construction as an indicator of future activity in the residential real estate market, the San Diego Regional EDC reports that in 2018, “Housing permits slightly decreased year-over-year in San Diego, largely due to single-family housing declining by 13.5 percent,” (San Diego Regional EDC, p. 3). However, the LAEDC projects that the region’s housing permits will increase 7.1 percent in 2019, slowing to a 1.9 percent increase in 2020, citing, “...plans to eliminate barriers to housing construction [which] should help to ameliorate the housing crisis, although prices will remain high in the short term” (LAEDC, p. 24).

Outside of the single family home sector, according to the San Diego Business Journal, “Commercial real estate is expected to continue the strong pace it set in 2018” (San Diego Business Journal). “The outlook for 2019 is good with little likelihood of a slowdown, although rising interest rates could temper things” commented Tim Olson, Market Lead and Managing Director of the San Diego office of Jones Lang LaSalle, a commercial real estate firm (ibid).

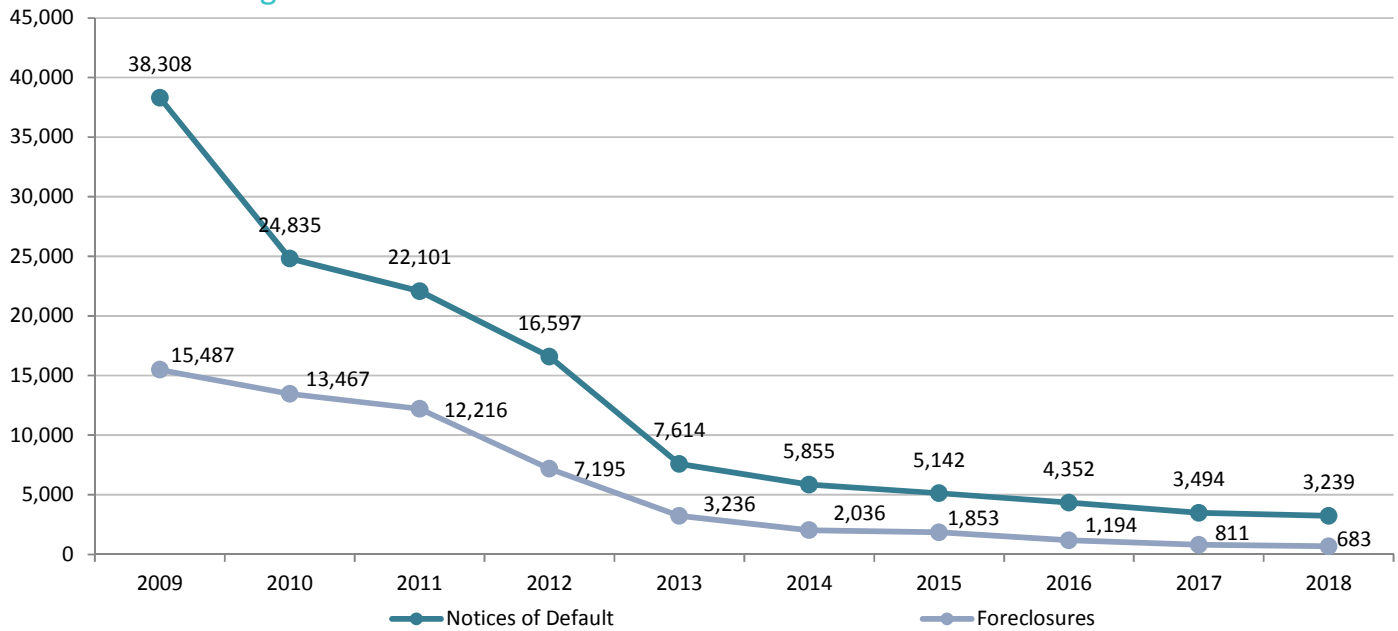
San Diego County Median Price of Homes Sold 2011 through 2019



Note: Median home price of all single family and attached homes sold in January of each year.
Source: San Diego Regional Chamber of Commerce



San Diego County Total Notices of Default and Foreclosures 2009 through 2018



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

Another measure of the housing market is the rate of foreclosures, as well as the companion indices of notices of loan default and deeds recorded (changes in ownership). According to the Assessor/Recorder/County Clerk, foreclosures compared to total deeds recorded averaged 0.3 percent over the three-year period of 2003 through 2005, then rose significantly reaching 16.9 percent in 2008 and has declined to 0.6 percent in 2018. Total deeds recorded in 2018 were 111,382, a decrease of 9.9 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 3,239 Notices of Default in 2018, down 7.3 percent from the 2017 level. 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 21.1 percent in 2018, a decrease of 2.1 percent from 2017. 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 2019 Visitor Industry General Facts,"

<<https://www.sandiego.org/-/media/files/research/facts/2019-general-facts.pdf?la=en>>, accessed on March 29, 2019). San Diego welcomes 35.8 million visitors annually who spend more than \$11.5 billion at local businesses (ibid). The San Diego Travel Forecast indicates that total visits to the region are anticipated to grow 2.0 percent annually in both 2019 and 2020, noting that, "for now, economic fundamentals and consumer confidence remain strong and are staving off the worst effects of persisting trade tensions. We expect visitation to continue to be supported both by day and overnight visitors through 2019" (Tourism Economics, San Diego Travel Forecast: December 2018, San Diego Tourism Authority, <<https://www.sandiego.org/-/media/files/research/forecast/sdcvb-forecast-final-draft-12-2018.pdf?la=en>>, accessed on March 29, 2019, p. 6). Nonetheless, total spending by visitors to the region is projected, "...to cool in 2019..., reflecting the similar cooling of economic conditions" (ibid, p.8). Looking further out, "...we expect expenditure growth to peak in 2020 before moderating over the outer years" (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 2019–20 and 2020–21.





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 four business Groups (Public Safety, Health and Human Services, Land Use and Environment, 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/.



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

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

Operational Planning

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

The four business groups, Public Safety, Health and Human Services, Land Use and Environment, 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 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

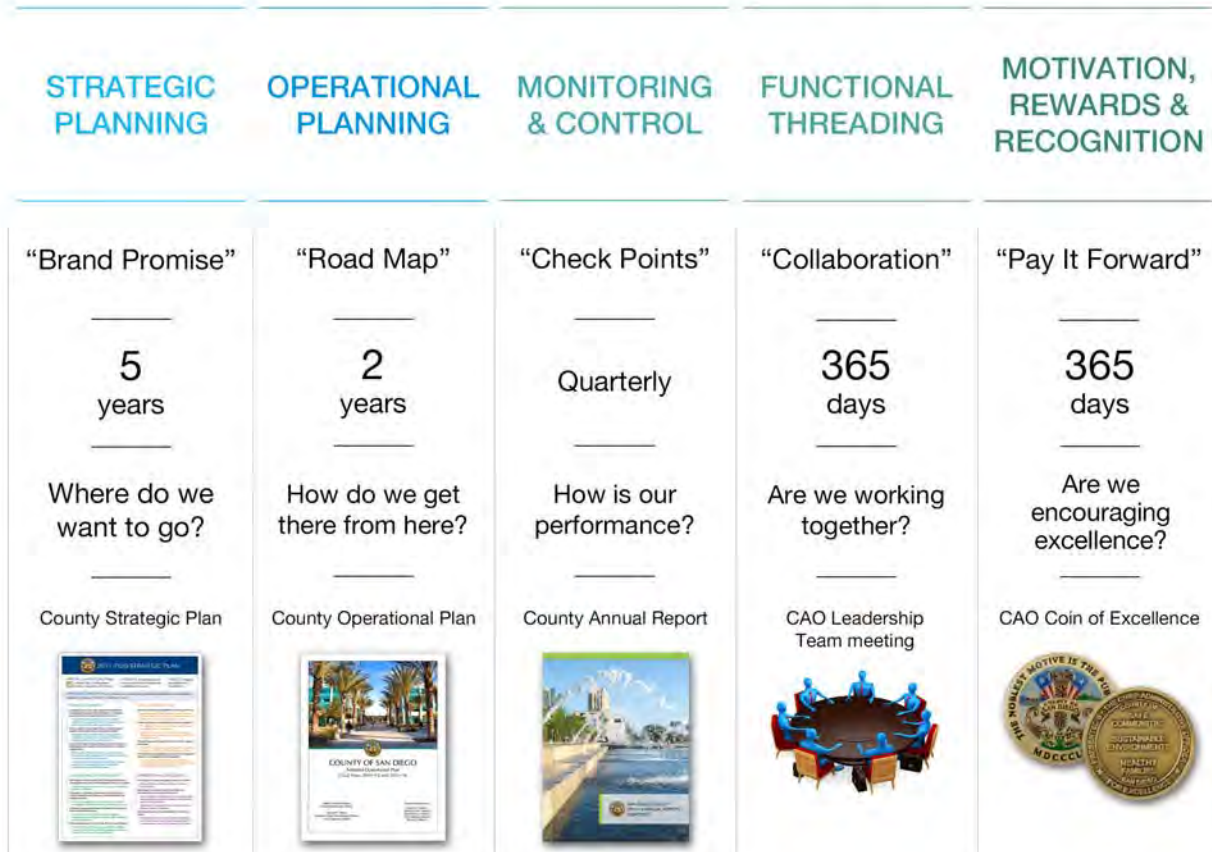
section for the honors County programs have received.

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 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.

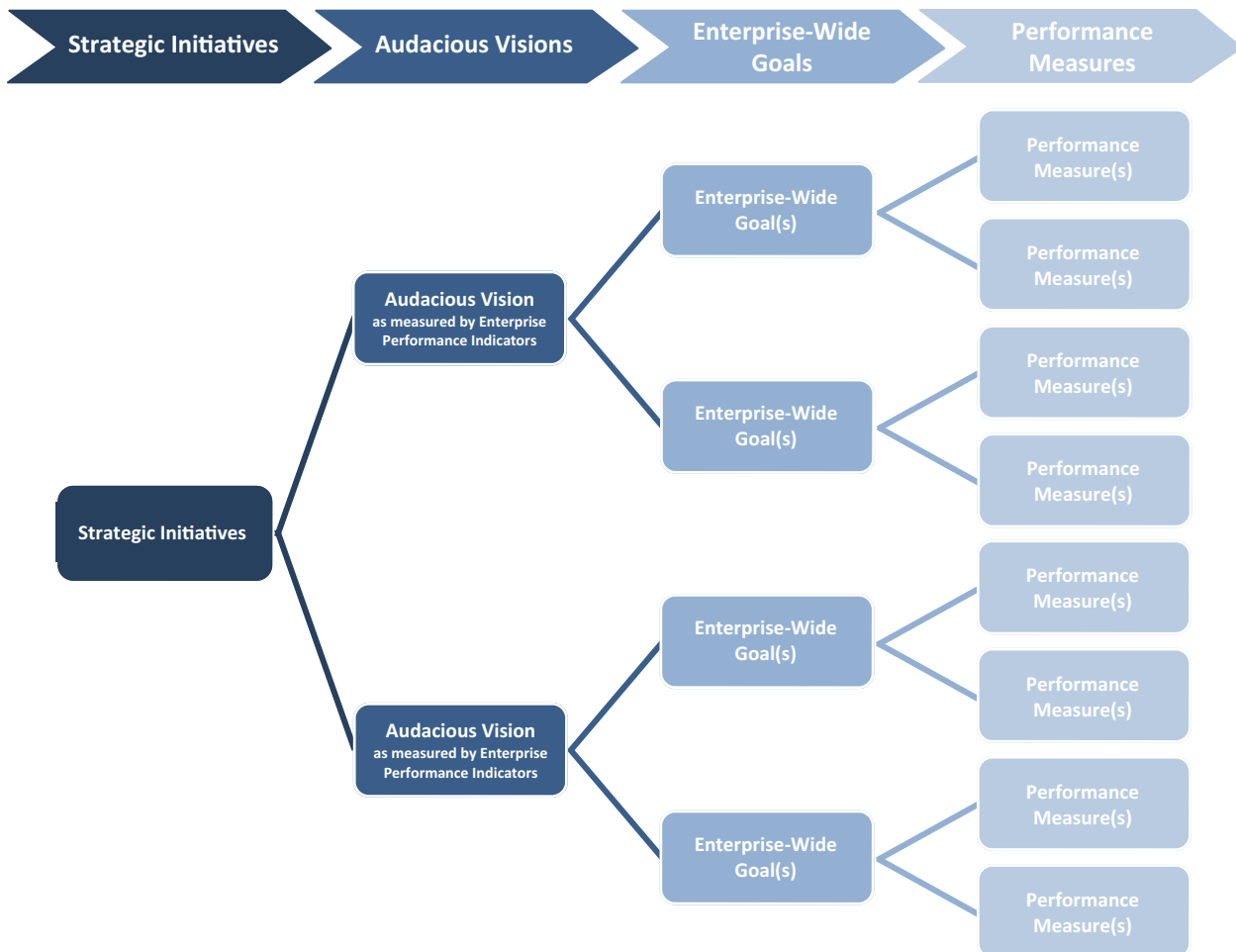


Strategic Alignment

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 Performance Indicators**—are measures of performance on Audacious Visions.
- ◆ **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.
- ◆ **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 and Enterprisewide Goals

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 Departmental Objective is a specific department goal 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		
	- Department Objective		



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 (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 (BBH2)



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 (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 (LS2)
 - Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level (LS3)
- 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 (LS4)
- 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 (LS5)
 - Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime (LS6)



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 (SE/T1)
- 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 (SE/T2)
- 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 (SE/T3)
- 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 (SE/T4)



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 (OE1)
 - Align services to available resources to maintain 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 (OE3)
 - Strengthen our customer service culture to ensure a positive customer experience (OE4)
- 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 (OE5)
- 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 (OE6)
 - Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's vision, *Live Well San Diego* (OE7)

Strategic Initiative Legend:

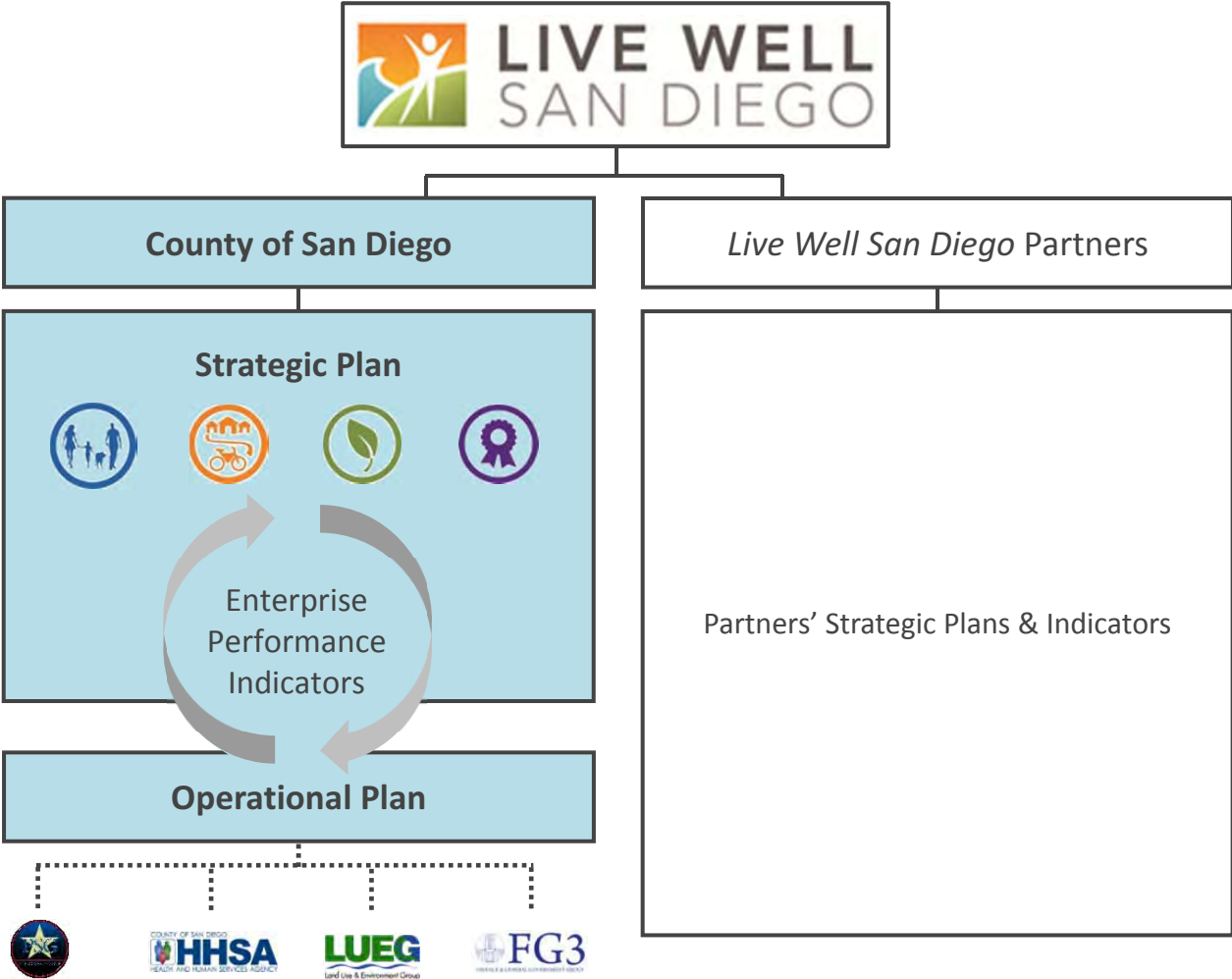
BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise-Wide Goal		
■	- Department Objective		

Enterprise Performance Indicators

Background

The County of San Diego (“County”) is continuously improving its strategic planning processes. Starting in 2015, the County’s Strategic Plan was updated to include Audacious Visions and Enterprise Wide Goals. To further enhance the alignment with the Operational Plan, the Strategic Plan was revised in the following year. In 2017, Enterprise Performance Indicators (EPIs) were developed to measure the County’s success in achieving the Audacious Vision and capture regional contributions.

All of this comes together graphically in the diagram below. At the top is *Live Well San Diego*, a vision for a region that is Building Better Health, Living Safely and Thriving. The County along with the *Live Well San Diego* partners work collectively to contribute to this vision. At the County, the Strategic Plan is a roadmap for achieving the vision, and the EPIs will measure the progress and collective impact of business groups on the Strategic Plan. The Operational Plan supports the strategic planning process, and all the business groups contribute to the Operational Plan with measures that connect all the way to the Strategic Plan and EPIs.



Performance Indicators

Enterprise Performance Indicators (EPIs) are intended to measure the County’s progress toward the Audacious Visions set in the County’s Strategic Plan. The EPIs demonstrate both how the County specifically is performing, and how multiple individuals, organizations, and governments are coming together to create a collective impact. These outcome-based measures are divided into the four Strategic Initiatives, and the definitions for the EPIs follow below. For additional information, please visit:

<https://data.sandiegocounty.gov/performance>.

Building Better Health (BBH)

- **Life Expectancy:** Average number of years a baby born today is expected to live in the San Diego Region
- **Healthy Independence:** Percentage of the population sufficiently healthy to live independently (not including those who reside in nursing homes or other institutions) in the San Diego Region

Living Safely (LS)

- **Crime Rate:** Crimes per 1,000 people (including violent and property crimes) in the San Diego Region
- **Accidental Death:** Number and rate per 100,000 of deaths through motor vehicle deaths, drug overdoses, falls, drownings and all other accidents each year in the San Diego Region
- **Household Disaster Preparedness*:** Percent of households that have taken significant preparedness steps in the San Diego Region
- **All Children, Youth and Older Adults are Protected from Abuse*:** Analysis for this indicator is still under development

Sustainable Environments/Thriving (SE/T)

- **Transportation*:** Access to quality roads, walkable community, and public transit
- **Access to Community Spaces:** Percent of households that have adequate access to community space in the San Diego Region
- **Air Quality:** Percent of days air quality rated as healthy in the San Diego Region
- **Open Space Preservation:** Number of acres of open space preserved in the San Diego Region
- **Housing Affordability:** Percent of the population spending less than a third of household income on housing in the San Diego Region
- **Unemployment Rate:** Percent of the total labor force that is unemployed (ages 16 and over) in the San Diego Region
- **Consumer Assurance*:** Confidence in timely, accurate, and quality delivery of goods and services in the San Diego Region
- **Volunteerism & Community Participation*:** Analysis for this indicator is still under development

Operational Excellence (OE)

- **Customer Service:** Average rating on responses received to Countywide customer service survey
- **Fiscal Stability as measured by the County’s Credit Rating:** Assessment of the County’s creditworthiness in general terms
- **Employee Engagement*:** Average rating on responses received to Countywide employee engagement survey

**Indicators that are still in development*



Live Well San Diego

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

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

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






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



Areas of Influence and *Live Well San Diego* Indicators

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

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

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

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

Live Well San Diego partners come from every sector—from 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 2018–19

Serving and improving communities by expanding programs and services, streamlining services or processes, maintaining budgets, finding ways to reduce taxpayer costs, and incorporating new technologies is a continual goal for the County of San Diego workforce. As a rewarding by-product, the County is often recognized for our efforts in this regard.

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)

Each year the National Association of Counties recognizes innovative county government programs from across the nation each year. In 2018, the County of San Diego received 41 NACo awards including a Best in Category recognition.

- ◆ **Defense Transition Unit (*Primary Public Defender*):** The Defense Transition Unit was created within the Primary Public Defender's Office to effectively resolve criminal cases requiring mental health management. This innovative project relies on licensed mental health clinicians as part of the criminal defense team, accepting referrals directly from a client's attorney. The clinicians personally assess mentally ill clients within two weeks of arrest, and use their knowledge of mental health resources to arrange comprehensive services embodied in a treatment plan.
- ◆ **Know Your Hazards Regional Map Tool (*Office of Emergency Services*):** This program allows County residents to view their address on a map with custom information about the likelihood of hazards in their neighborhood. Specifically, this tool allows them to learn about the wildfire, earthquake, flood and tsunami hazards in the region and how each may affect them.
- ◆ **Portable Charging Stations (*Office of Emergency Services*):** This project utilizes a cache of generators and associated resources to provide a portable source of power to areas affected by loss of electricity as the result of disaster. These generating systems provide power for charging durable medical equipment as well as portable mobile devices.
- ◆ **Storytime Salons: An Afternoon of Music and Words (*Library*):** The Encinitas Branch of the San Diego County Library introduced a new program to support literacy and family engagement. Storytime Salons were developed to expose families to the performing arts at a time when many public schools have been forced to reduce their arts programming. The program brought in 269 participants, featured seven nationally published local authors and dozens of local musicians..
- ◆ **Back to School Jam (*Library*):** The project is led by the San Diego County Library Spring Valley branch to provide local youth with the resources they need to successfully transition back to school. The library branch serves a community with significant income disparity and a high-truancy rate among children.
- ◆ **Kindergarten Gear-Up (*Library*):** In 2017, five libraries within the San Diego County Library system piloted "Kindergarten Gear Up," a 10-session program that incorporates activities to promote early language and literacy development in children. Research has proven that preschool benefits all children, especially children coming from low-income and/or disadvantaged communities.
- ◆ **County Net Zero Energy Portfolio Program (*General Services*):** The County developed a four-step plan to address the State of California's goals for 50% of all commercial buildings to be Zero Net Energy by 2030. San Diego is the first county in California to implement this type of program.
- ◆ **How to Pay by E-Check Video (*Treasurer-Tax Collector*):** A video was created to educate taxpayers about the process for making payments online using electronic checks (e-checks).
- ◆ **Next Level Supervising (*Human Resources*):** The comprehensive training program serves as a boot-camp with new modules for County supervisors. It is comprised of three sets of curricula: Onboarding, Core, and Continuous Learning.
- ◆ **Diversity & Inclusion Training Series (*Human Resources*):** The series is comprised of a collection of courses that focus on the County's commitment to valuing diversity and practicing inclusion. The trainings are open for all County employees to enroll in all or any of the classes.
- ◆ **Sexual Harassment Prevention for Supervisors (*Human Resources*):** An online training was designed to be engaging and memorable. The concept is an episode of Dateline broken up into four 30-minute modules using current life cases and scenarios.
- ◆ **Healthy Balance Weight Management Program (*Human Resources*):** The Employee Wellness Program in collaboration with our medical provider implemented a 16 week evidence-based weight management program. The program is offered after work hours to employees.
- ◆ **Living Well with Diabetes (*Human Resources*):** The 8-week program is offered in a classroom setting to county employees and their loved ones to learn how to manage their blood sugar, understand medication, eat to live well, manage stress, learn to care for their feet, and more. The results of the pro-



gram include reduction in hospitalization, drop in A1c, reduction in LDL levels, weight loss and improved blood pressure for those that complete the program.

- ◆ **Administrative Analyst Recruitment Streamline (*Human Resources*):** A four-step plan was developed to streamline the screening process for the high number of applicants for the entry-level job.
- ◆ **Employee Appreciation Day (*Human Resources*):** Human Resources worked with County Communications to create a video featuring department leaders thanking employees for their work. A custom website was also created for department leaders with thank you card templates if they wanted to do something additional to celebrate employees.
- ◆ **Online Submittal of Vapor Recovery Tests (*Land Use & Environment*):** Owners of retail gas stations conduct annual testing of their gasoline dispensing equipment to verify it complies with State requirements. They can now submit those results online. This has expedited the process and saved staff hours.
- ◆ **iTrapp: An iPad App for Insect Trapping Records (*Land Use & Environment*):** The County’s Pierce’s Disease Control Program regularly traps for the presence of the glassy-winged sharpshooter, an agricultural pest that can spread Pierce’s disease, which is deadly to grapevines. To more efficiently track these trapping efforts, the program worked with an app development company to create iTrapp, an app that can map the location of traps, submit results to a central database, and generate reports to track overall sample submissions. The program automates tasks and eliminates multiple databases and paper records saving about 17 hours a week of staff time.
- ◆ **Structural Fumigation Notice of Intent (*Land Use & Environment*):** An online service allows structural fumigation companies to submit a Notice of Intent electronically. The program maps the location and gives a quick visual overview of the fumigations occurring in the county.
- ◆ **California Environmental Reporting System Help Desk (*Land Use & Environment*):** A CERS Help Desk team was created to work with businesses that were unfamiliar with CERS and offered tools to achieve successful CERS report submittals.
- ◆ **Organized Camp Resource Program (*Land Use & Environment*):** An inspection checklist and biennial seminar was developed to improve safety for organized camp operators. The tool also covers health and safety topics such as Norovirus and bed bugs.
- ◆ **Gramping Connects Seniors and Youth Through Camping (*Land Use & Environment*):** County Parks hosted the first intergenerational camping event at Dos Picos County Park for grandparents who are the primary caretakers for their grandchildren and led activities to connect attendees with social service support.
- ◆ **Using Technology to Bridge the Gap Between Jurisdictions to a Park (*Land Use & Environment*):** A first-ever, all-encompassing map of parks and preserves in San Diego County was created by County Parks with the San Diego Foundation and over a dozen park land owners. The map can be found at GetOutsideSanDiego.org and is a searchable site with downloadable maps and topographic details.
- ◆ **Research Automation Report Tool for Parcel Information & Maps (*Land Use & Environment*):** The department implemented a new web application that receives criteria inputs from end users and automatically extracts data and GIS maps to create a Discretionary Permit research process permit.
- ◆ **Customer Experience Initiative (*Land Use & Environment*):** The initiative fosters a work culture where all employees create a positive customer experience and a common framework for service improvements that could be tailored by departments to meet their specific needs.
- ◆ **Field Assessment App (*Land Use & Environment*):** A mobile app was developed to help staff conduct homeless encampment site assessments within the unincorporated areas of the County. The app helped staff identify property information and other reference information as well as assessment data.
- ◆ **Online Electronic Tax Sale Notification Program (*Treasurer-Tax Collector*):** The program addressed a State mandate that tax sale notices be mailed within a specific timeframe. This process allowed staff to handle a large volume of data in a way that could be leveraged all the way through the process pipeline, and drastically cut down the time needed to complete the mailing.
- ◆ **In Their Shoes Simulation (*Child Support Services*):** A workshop was developed to help staff understand what customers experience when Child Support Services becomes involved in their lives. Participants are asked to write down their emotions and how they would be impacted. This exercise creates a sense of empathy for their customers by walking in their shoes.
- ◆ **Military Outreach (*Child Support Services*):** Child Support Services proactively reaches out to service members and veterans to advise them of options for reviewing and adjusting their child support orders and educating them of available resources in particular as they adjust to civilian life.
- ◆ **Early Intervention Team (*Child Support Services*):** Services proactively reaches out to service members and veterans to advise them of options for reviewing and adjusting their child support orders and educating them of available resources in particular as they adjust to civilian life.
- ◆ **Hepatitis A Housing Program: Preventing the Spread (*Public Health Services*):** A temporary housing program was created to provide shelter to homeless people who had been hospitalized for Hepatitis A but were still infectious upon release.





The single room housing had private toileting facilities and meal delivery service for the duration of their infectious period.

- ◆ Utilizing Foot Teams: Reaching the Unreachable During Hepatitis A Outbreak (*Public Health Services*): Public health nurses adapted from static vaccination sites to a new strategy of field foot teams allowing nurses to travel on foot, accompanied by law enforcement and homeless outreach workers, to vaccinate individuals who might be otherwise reluctant to seek medical care or vaccination at service delivery sites.
- ◆ Innovative Strategies: (*Public Health Services*): The County needed to vaccinate difficult-to-reach populations in order to stop the hepatitis A outbreak. They targeted homeless and illicit drug users in the emergency department at hospitals and 18 local civilian hospital emergency departments were extremely supportive of these efforts.
- ◆ Career Discovery Program (*Human Resources*): The program pairs Career Explorers with experienced Career Guides to help them plan their career path, provide career coaching, and develop a plan to reach their desired classification.
- ◆ HHSO Onboarding Program (*Human Resources*): The program ensures that every new employee is educated in the trauma-informed system of care and experiences a welcoming atmosphere that values, engages and integrates them into the shared vision of *Live Well San Diego*.
- ◆ Universal Workers (*Eligibility Operations Administration*): These workers are comprehensively trained in all eligibility business processes to ensure improved customer service, standardization across all offices and efficient utilization of all eligibility staff.
- ◆ Cultural Responsiveness Academy (*Child Welfare Services*): The Academy is a year-long learning experience to address disproportionality and bias in decision making. The curriculum includes e-learning, classroom skill building, coaching and development of a practicum project.
- ◆ Person-Centered Service Coaching Program (*Health and Human Services*): This service connects people to resources to meet their needs and enhance their well-being through a collaborative, integrated approach that embraces individual, family, and community values.
- ◆ ConnectWellSD (*Health and Human Services*): This is a secure technology platform designed to improve the customer experience by changing how the County is doing business, how departments are working together, and how we are working with data. When a County worker opens the platform, they can see if other departments across the County are serving the same customer. This streamlines collaboration.

- ◆ Law Enforcement Regional Leadership Academy (*District Attorney*): The District Attorney's Office is offering this POST-certified three-week leadership training program in collaboration with federal, State and local law enforcement agencies. The training develops leaders from the inside out. The training consists of 42 courses that focus on self-awareness, leadership competencies and functional skills. The curriculum is taught by more than 40 regional law enforcement leaders.
- ◆ Access & Access2Health Customer Service Call Center Launches a Job Share Pilot to Enhance Customer Service (*HHSO Central Region*): The program between the call center and the Family Resource Centers provides the opportunity for eligibility staff to expand their knowledge of Access/FRC operations through this experience and supports customer service.
- ◆ Access & Access2Health Customer Service Call Center Expands Use of Technology to Include a Telephonic Signature Process (*HHSO Central Region*): In an effort to expand the use of technology to deliver enhanced customer service, the Access Customer Service Center implemented a telephonic signature process for CalFresh Semi-Annual Reports. This option allows residents to maintain ongoing CalFresh benefits by completing their reports via telephone without having to go inside a Family Resource Center.

California State Association of Counties (CSAC)

The CSAC annual awards recognize the most innovative programs developed and implemented by California counties each year. In 2018, the County of San Diego won two Challenge Awards for the Hepatitis A outbreak in 2017 and for the County's portable charging station program. The County also won four Merit Awards for: The County's Defense Transition Unit, which helps clients get long-term mental health treatment after they leave jail; The County's online Know Your Hazards tool, which helps residents prepare for hazards in their community; The County's electronic system for distributing court documents; And the County's a telephonic signature process for semi-annual reports.

Additional Honors

- ◆ The Fitch Ratings agency reaffirmed the County Investment Pool's AAA rating. It is the 19th consecutive year the Pool has had AAA rating. Fitch visits each year to do a complete review of the Treasury's operations and determines which rating to assign based on cash flow management, investment strategy,



credit analysis, oversight and governance. The Treasurer-Tax Collector office is also required to submit portfolio holdings monthly, which they use to monitor our portfolio actions.

- ◆ SANDAG awarded the County of San Diego its **Diamond Award** for efforts in supporting staff’s use of environmentally sustainable transportation choices such as public transit, car and van pooling. Additionally, two more car/vanpool promotional events were hosted at the County Administration Center and County Operations Center in June. The award will be presented to the County at a ceremony in downtown San Diego in August.
- ◆ The County of San Diego has become the first county in California and the second in the nation to receive the US Green Building Council’s highest distinction of **Platinum LEED for Communities** certification. This certification evaluates overall community performance in sustainability and quality of life and recognizes the County as a national leader and innovator in sustainability. The certification process measured the County’s performance on energy, waste, transportation, education, health, safety, prosperity and equitability. The Board of Supervisors’ adopted Climate Action Plan and Strategic Energy Plan along with other policies and strategies that target Greenhouse Gas (GHG) and vehicle emission reduction, and waste diversion plans were compared nationwide.
- ◆ The Department of General Services Capital Improvement Team won the **National Award of Merit** in the Civic/Assembly category from the Design-Build Institute of America for the Alpine Library project. This library branch is the county’s first Zero Net Energy building and includes a variety of indoor and outdoor areas for children, teens, and adults to read, study and take part in creative activities. As a result of this honor, the project is automatically a nominee for the National Award of Excellence in the Civic/Assembly category, the highest honor within each category.
- ◆ The National Association of Area Agencies on Aging (n4a) recognized Aging & Independence Services with an **Aging Achievement Award** for the Adult Protective Services Training Academy at its Annual Conference & Tradeshow in Chicago. The Academy provides year-long training and strengths-based coaching, as well as serving as a support group for new APS specialists. After completing the curriculum successfully, attendees are eligible for the nationally-recognized National Adult Protective Services Association Certificate. Currently, San Diego APS has more NAPSA certificate candidates than any other county in California. Ninety-five percent of participants pass probation successfully and are eligible to obtain the certificate.
- ◆ The Chronic Disease and Health Equity Unit of Public Health Services received the **2018 Promising Practice Award** from the National Association of County and City Health Officials (NACCHO) for the Eat Well Practices. County representatives received the award at the NACCHO Annual Grand Awards

Ceremony in New Orleans, July 10-12. As part of the NACCHO Model Practices Program, award recognizes outstanding local public health practices. The practices were approved by the County Board of Supervisors in December 2016 and are the County of San Diego’s comprehensive food and beverage guidelines for all County food service operations. They symbolize the County’s commitment to making healthy food choices readily available to all, using public funds responsibly, and supporting a more environmentally sustainable and economically viable region for all of San Diego County’s residents. NACCHO’s recognition as a Promising Practice recognizes the County’s leadership in the work to improve nutrition through system level approaches that address health equity, the environment, and support the local economy. timely completion rate for reassessments of their clients.

- ◆ County Communications Office received two national **NATOA Awards** for video content at the Annual Conference of the National Association of Telecommunications Officers and Advisors in Philadelphia, PA. A County News Center video on Parks and Rec’s Discovery Program won first place in the Children’s category and a video public service announcement on earthquake preparedness took top honors in the Public Safety category. CCO’s video teams received several second- and third-place honors from NATOA as well.
- ◆ The County won a **Center for Digital Government award for Most Innovative Use of Social Media/Citizen Engagement** for its Video Comment for the County’s Recommended Operational Plan and another award for Best IT Collaboration Among Organizations for JELS (Justice Electronic Library System) Dependency Document Distribution System. The Center for Digital Government’s Best of California Awards recognize State and local government organizations for innovative technology initiatives.
- ◆ The County Technology Office won third place in the Center for **Digital Government’s Overall County Government Experience** awards. The awards recognize the achievements and best practices of States, cities and counties that have gone to the web and beyond to radically improve the experience of government and push the boundaries of how citizen services are delivered.
- ◆ The National Association of Housing and Redevelopment Official awarded Housing and Community Development Services with an **Administrative Innovation National Award of Merit** for Project One for All. From implementation in February 2016 through November 2017, Project One for All (POFA) has provided mental health treatment and housing to 577 people; almost half of the estimated homeless people with serious mental illness identified in the 2016 homeless count in San Diego County. Without a safe, affordable place to live, it is impossible to achieve good health or to achieve one’s full potential. POFA provides treatment and housing resources





and pairs homeless people with a serious mental illness with outreach and engagement services designed to identify clients and connect them to available resources. POFA was recognized for providing a creative and innovative solution to address the needs of people with serious mental illness who are also experiencing homelessness.

- ◆ Members of the Department of Environmental Health’s Hazardous Incident Response Team (HIRT) won top honors at the Continuing Challenge Hazardous Materials Emergency Response Conference in Sacramento. DEH’s Todd Burton received the **James H. Meidl Instructor of the Year Award**, which is presented to the individual who has played a key role in creating and/or promoting innovations and achievements in hazardous materials training and education. DEH’s Amy Paquette and San Diego Fire’s Chuck Lacey teamed up to compete in the Hazmat Chemical Identification contest at the conference, which was open to civilian, government, and military hazardous materials specialists and technicians. In addition, Burton and Paquette also took 1st place in a team competition where teams were given 15 minutes to identify eight unknown chemicals, four solids and four liquids. The challenge conference is the largest gathering of hazardous materials emergency responders in the nation.
- ◆ The Air Pollution Control District’s Assistant Director Jon Adams and the Department of Environmental Health recently retired Hazardous Materials Division Chief Maryam Dorsey were both honored as **2018’s Regulators of the Year** by the Industrial Environmental Association. Both were presented with the award during the 34th Annual Environmental Training Symposium and Conference.
- ◆ Sheriff’s Senior Crime and Intelligence Analyst John Cromwell was awarded the **Steve Gottlieb/Alpha Group Center Award for Creativity and Excellence** recently. The prestigious honor from the California Crime & Intelligence Analysts Association is given to an individual who has developed or implemented a new method, process, technique or tool for crime analysis. The San Diego County Sheriff’s Department utilizes Information-Led Policing methodologies to keep the public safe. It’s all about putting resources at the right place and time. A crime analyst gathers the information, analyzes the data and identifies patterns. Resources such as increased patrols can then be diverted to where and when crimes are expected to occur. Cromwell has been instrumental in the furtherance of our ILP strategies. Cromwell was honored for his long-term outstanding job performance, exemplary leadership, vision and creativity. His work greatly contributed to the development of a comprehensive analytical platform which has become the gold standard for Sheriff’s investigators and analysts alike. Thanks to the innovation of this analyst, the Sheriff’s Department remains on the cutting edge of modern analytical techniques. Cromwell’s accomplishments help us keep San Diego the safest urban county in the nation.
- ◆ Edgemoor, a 24-hour long term skilled nursing facility, earned a site visit from the examiners of the prestigious **Baldrige Award for Professional Excellence**. It was one of only 12 organizations selected in the nation for a site visit. The visit took place Sept. 24-26 with a team of examiners reviewing the application and validating the information contained therein. This was a highly competitive and rigorous evaluation process. Over a 30-year period, this prestigious award has only been awarded 118 times, which is an average of less than four companies per year. The Baldrige Award recognizes superior performance in the areas of leadership, strategic planning and consumer and staff satisfaction. Results of the evaluation were just announced by the United States Secretary of Commerce.
- ◆ The South Region of the Health and Human Services Agency is part of the first group of communities to receive the Communities of Excellence **“Journey to Community Excellence”** recognition. The Communities of Excellence 2026 Framework, based on the Baldrige Framework for organizational performance excellence, is a systematic approach for community leaders, residents and collaborative partners to strengthen the effectiveness of their efforts towards healthy and thriving residents and safe communities. Using this framework, communities can achieve better results faster, in areas that really matter: educational attainment, jobs, health status and safety. The South Region was recognized as one of four “Journey to Community Excellence” recipients. The other communities include Brookfield/Marceline, Missouri; Kanawha County, West Virginia; and West Kendall, Florida.
- ◆ First 5 San Diego’s public education campaigns and media projects recently earned national recognition. On Oct. 25, First 5 San Diego was recognized with three **Edward L. Bernays Mark of Excellence Awards** from the San Diego and Imperial Counties Chapter of the Public Relations Society of America. First 5 earned Mark of Merit bronze awards for the First 5 San Diego Annual Report, the “Talk, Read, Sing” public service announcement and the newly redesigned first5sandiego.org website. First 5 San Diego’s PSAs also earned Emmy nominations from The National Academy of Television Arts & Sciences – Pacific Southwest region this summer. First 5 San Diego’s “Viral Video” was nominated in the Community/Public Service – Single Spot/Campaign category and “The Beat Goes On” PSA was nominated in the Writer- Short Form category. First 5 San Diego invests in public education campaigns to educate parents, caregivers and the San Diego community on the importance of the first five years of a child’s life. The PSAs were developed for First 5 San Diego’s parent and public education campaign to encourage parents and caregivers to talk, read, sing and be active with their children. Messaging also promotes positive parenting practices that support healthy, social emotional development of children ages 0 through 5.



- ◆ The Community Transition Center (CTC) project earned a **San Diego County Grand Jury letter of commendation** for its work with newly-released inmates who are transitioning into local communities. As part of the multidisciplinary team led by Probation, the Optum Behavioral Health Services team helps these inmates’ transition, linking them to mental health and substance abuse services. The San Diego County CTC model is unique Statewide as the only county program that addresses the requirements of AB 109 realignment by receiving inmates transported directly from prisons upon release, providing immediate assessment and linkage to needed services and offering short-term transitional housing onsite. This program has already served nearly 12,000 men and women who were released from State prisons. The program has also provided short term case management to nearly 6,000 men and women pending placement into programs within the community. Individual case plans are linked to the specific needs of the program’s participants with the goal of successful integration back into the community.
- ◆ County Entomologist Dr. Tracy Ellis of the Agriculture, Weights and Measures department was honored with a **2018 recognition award by the Urban Forests Council** for helping the agriculture industry and the public on tree issues and providing information about several threats including the South American palm weevil, the gold spotted oak borer and invasive shot hole borers. Ellis and AWM were recognized for the “Best Plant Health Care Program,” by the San Diego Regional Urban Forests Council. Ellis also collaborates with a multi-agency Outreach and Education Committee on emerging tree pests. The Council consists of professionals, arborists, urban foresters and tree managers to encourage strong collaborations, partnership and stewardship of trees for a cleaner, healthier and more prosperous San Diego region.
- ◆ To celebrate the 50th anniversary of the San Diego State University School of Public Affairs, SDSU announced the School’s **50 most distinguished alumni**. Among the list was Pascual Benitez, the chief investigator for the Alternate Public Defender. Pascual started as an intern with the Office of the Alternate Public Defender, and graduated Magna Cum Laude from SDSU in 2001. He was hired as a public defender investigator assigned to homicides, violent crimes, fraud and juvenile delinquency and dependency. For the next 17 years, he was promoted through the department until his appointment as chief investigator in 2016. Since 2010, Pascual has managed the internship program for all the Public Defender offices and has facilitated placement for over 150 SDSU criminal justice students.
- ◆ In-Home Supportive Services (IHSS) staff were recently recognized for their hard work with an **achievement award from the California Department of Social Services** during the annual quality assurance monitoring visit. One of IHSS’s responsibilities is to evaluate existing clients for their continued eligibility to receive IHSS (e.g., support and personal care assistance for eligible individuals to help them stay in their own home and remain independent). The State mandates that a face-to-face reassessment be completed every 12 months on active cases. For the 2017-2018 fiscal year, IHSS staff achieved an exceptional 99.7 percent compliance rate for timely reassessments. In addition, San Diego County ranked number one in compliance among similarly-sized large counties.
- ◆ Received **Government Finance Officer Association’s (GFOA’s) Distinguished Budget Award** for the Fiscal Year 2018-19 Adopted Budget including special recognition for Capital and Performance Measures. This award recognizes governments that prepare a budget reflecting industry guidelines and best practices.





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 2018 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 various operational and financial questions including the following:

- ◆ 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 5.00% in Fiscal Year 2019–20 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 drivers in the current long-term outlook is tied to increased retirement costs due to market returns below the assumed rate of return and 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 anticipate that the assumed rate of return will not be met during the valuation year ending June 30, 2019, as well as anticipating 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 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 2019–20 are detailed in the Capital Program section of this document.

Debt

The County’s long-term financial obligations are issued and administered according to San Diego County Administrative Code, Board Policy and other guidelines. 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. This amount, and other amounts that have been appropriated for pension stabilization, are limited to funding pension-related liabilities, pursuant to an amendment of the County Charter (Article VIII Budget and Accounting, Section 800.1 Pension Stabilization) that was passed by voters in November 2018.

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 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 overview of the capital program, including the 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. 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 to be included in a Revised Recommended Operational Plan. 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 at a meeting after the conclusion of public hearings. During budget deliberations, 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.

Budget Adoption

Budget Adoption occurs 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 recommended budget received after the close of the Public Hearing, but prior to adoption 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 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/Chief Financial Officer. 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 County website.







Financial Planning Calendar: 2019 Dates

Calendar Year 2019

- Feb 5** Office of Financial Planning (OFP) issues Operational Plan instructions
- Feb 11** Countywide Operational Plan Kickoff
County's budgeting application, Performance Budgeting (PB), opens for Recommended Operational Plan development
- Feb 12** Capital Appropriations spreadsheet open to Groups
- Mar 6** 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 20** 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 27** 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 3** 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 19** Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer and Deputy Chief Administrative Officer/Auditor and Controller
- April 30** PB opens for Change Letter development
- May 6** 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 (no formal Board action)
- May 22** 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 24** Deadline for Groups and Departments to submit CARs for Change Letter to DHR
- June 3** Docket Budget Presentation Board Letter



 **FINANCIAL PLANNING CALENDAR: 2019 DATES**

- Jun 10–19** Budget Hearings
- Jun 10** Presentation and Public Hearings on CAO Recommended Operational Plan (9:00 AM)
- Jun 17** File/docket Draft Board Letter and resolutions to adopt the budget
- Jun 18** Final CE Allocations to OFP
- Jun 19** 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 25** Budget Deliberations (2:00 PM) & Budget Adoption
- Aug 14** Deadline for Groups and Departments to submit all final Adopted Operational Plan narratives to OFP



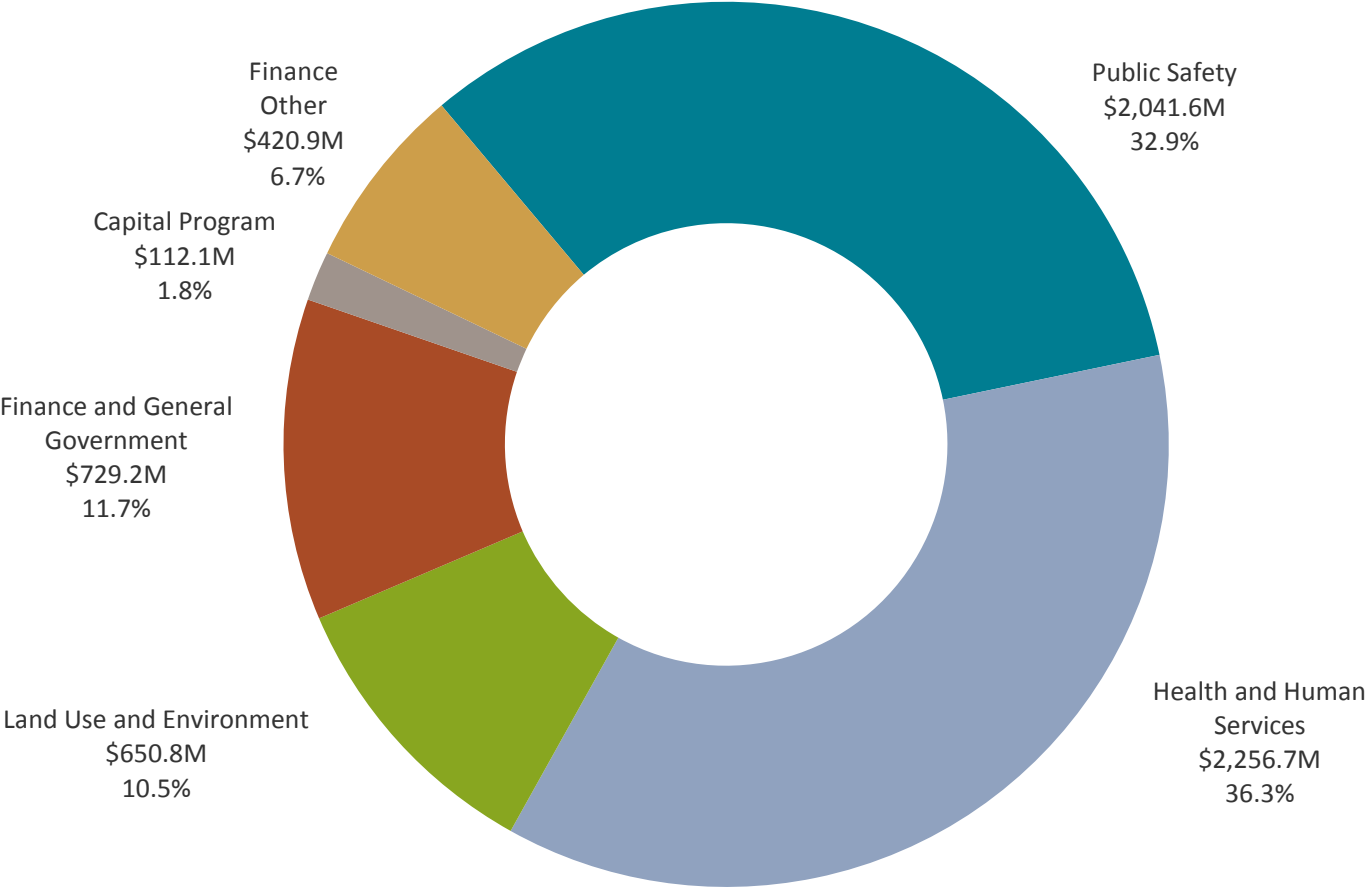
All Funds: Total Appropriations

Total Appropriations by Group/Agency

Appropriations total **\$6.21 billion in the Recommended Budget for Fiscal Year 2019–20** and \$5.94 billion for Fiscal Year 2020–21. This is a decrease of \$59.7 million or 1.0% for Fiscal Year 2019–20 from the Fiscal Year 2018–19 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation decreases in the Capital Program and Finance Other, while there are increases in the Public Safety Group, Health and Human Services Agency, Land Use and Environment Group, and Finance and General Government Group.

Effective July 1, 2019, the County will reorganize and integrate the departments from the Community Services Group into the remaining four business Groups. The following Group/Agency summary incorporates the new group structures for both current and historical appropriations and staffing totals.

Total Appropriations by Group/Agency
Fiscal Year 2019-20: \$6.21 billion

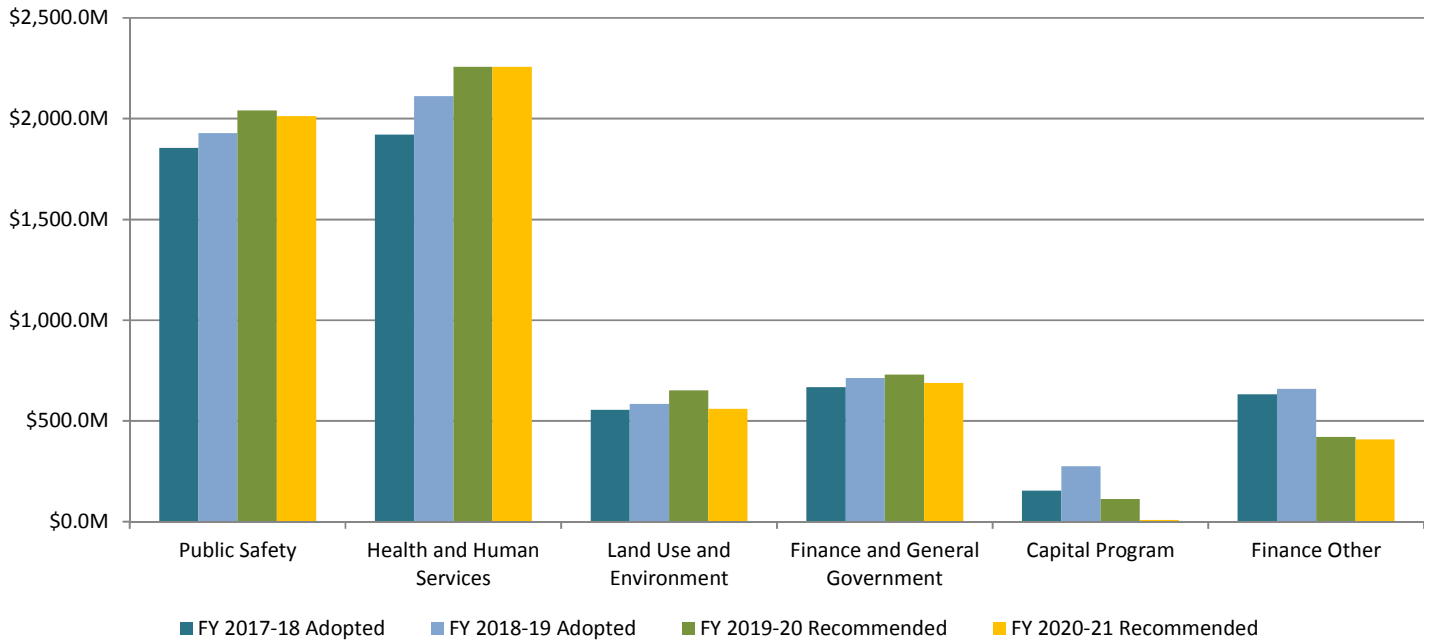


The chart above shows each Group/Agency’s share of the Fiscal Year 2019–20 Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2019–20 and 2020–21 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2019–20 Recommended Budget and the Fiscal

Year 2018–19 Adopted Budget. An overview of the County’s Operational Plan for Fiscal Year 2019–20 by Group/Agency 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 2017-18 through 2020-21



Total Appropriations by Group/Agency (in millions)						
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget	
Public Safety	\$ 1,854.8	\$ 1,928.8	\$ 2,041.6	5.8	\$ 2,012.9	
Health and Human Services	1,921.7	2,112.0	2,256.7	6.9	2,257.5	
Land Use and Environment	555.2	583.2	650.8	11.6	559.6	
Finance and General Government	668.2	713.4	729.2	2.2	689.5	
Capital Program	154.1	274.9	112.1	(59.2)	9.1	
Finance Other	632.3	658.6	420.9	(36.1)	407.7	
Total	\$ 5,786.4	\$ 6,270.9	\$ 6,211.2	(1.0)	\$ 5,936.3	

Public Safety Group (PSG)

A net increase of \$112.7 million or 5.8% from the Fiscal Year 2018-19 Adopted Budget. This includes an increase in Salaries & Benefits of \$65.9 million due to increased negotiated labor costs and retirement contributions offset by the reduction of 24.0 staff years. Other increases primarily relate to activities supported by Proposition 172, The Local Public Safety Protection and Improvement Act of 1993 funding, costs to support law enforcement, fire and emergency medical services, victims services, grants to community for crime reduction efforts, community support to help

at-risk youth achieve long-term success, renovation projects of aging facilities, information technology projects to enhance operational capabilities and capital projects.

Major changes include:

- ◆ Net decrease of 24.0 staff years. The staffing decrease is to align operations with current workload, reduced caseload and current State and federal funding in the Probation Department (40.0 staff years) and in the Department of Child Support Services (15.0 staff years). This decrease is offset by





increases in the Public Defender to address activities in capital cases, Penal Code 3051- Youth Offender Parole and Senate Bill (SB) 1437 – Accomplice Liability for Felony Murder; in the Sheriff’s Department for law enforcement services and security, food services and support to management in the Detentions Services Bureau; in the District Attorney’s Office to implement regional victim services centers and Community Prosecution Programs, as well as to support operational needs in Cold Case Unit and Trial Support Services; and in Animal Services for customer service activities.

- ◆ Amounts allocated for one-time expenditures include:
 - ◆ Staffing costs to support negotiated one-time salaries and benefit payments
 - ◆ Facility costs for major maintenance and renovation projects for the Vista and George Bailey Detentions facilities and the Ridgehaven Administration Center
 - ◆ Capital projects such as Fire Authority Training Center, East Mesa Juvenile Detention Facility Outdoor Field and the Jacumba Fire Station site acquisition
 - ◆ Information technology projects to enhance operational capabilities
 - ◆ Helicopter and equipment purchases and refurbishments
 - ◆ Temporary support related to declining revenue and increases in operational costs
 - ◆ Support for regional law enforcement services
 - ◆ Contracted services to support fire and emergency medical services
 - ◆ Grants to community organizations for Community Crime Reduction program
 - ◆ Community Achievement Centers for youth
 - ◆ Facility lease to establish a victims resource services center

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:

- ◆ Promote the implementation of a service delivery system that is sensitive to individuals’ needs by connecting more people struggling with mental health needs and substance use, in the community and in custody, with treatment options. To achieve this, public safety departments will work with the Health and Human Services Agency and other partners to:
 - ◆ Create access to mental health crisis stabilization services as a healthy and safe alternative to emergency rooms or jails.
 - ◆ Continue to connect persons involved in the justice system to the Drug Medi-Cal Organized Delivery System (DMC-ODS).

- ◆ 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. Continue to practice the crime prevention and interruption strategies to extend the 30-year-low local crime rates and historically low juvenile crime rates.
- ◆ Improve youth outcomes and help youth achieve their full potential. Declining numbers of youth in the juvenile justice system demonstrate the significant progress made. Continue to work with schools, families, community organizations and law enforcement to ensure this positive trend persists.
- ◆ Provide the best wildfire response in the nation. The County made significant investments in fire and emergency response. The region now has more firefighting air resources available than any other county in the nation. 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.
- ◆ Initiate a County Resilience Program beginning with a focus on the County’s ability to resist and rapidly recover from wildfires and similar threats, and will be designed to address challenges across County operations.
- ◆ Provide high-quality facilities designed to support efficient and effective service delivery, including the Juvenile Justice Campus and the Sheriff’s Technology and Information Center.

Health and Human Services Agency (HHS)A

A net increase of \$144.6 million or 6.9% from the Fiscal Year 2018–19 Adopted Budget. The increases in Salaries & Benefits and Services & Supplies bolsters the Agency’s commitment to improving outcomes for the most vulnerable populations in addition to moving the Agency forward in the following priority areas: Child and Family Strengthening, Affordable Housing/Homelessness, Behavioral Health, and Protecting Public Health. Services & Supplies are up by \$131.6 million driven, by service increases across multiple programs with the largest investment in Behavioral Health Services (BHS) to continue to improve the overall system of care, investments in information technology (IT) infrastructure with an emphasis on modernizing systems to exchange health information electronically, and continued investments in facilities to promote a better service delivery system across all programs. Salaries & Benefits are increasing by \$41.3 million which supports an additional 270.0 staff years added across all service departments, with the majority in BHS and Child Welfare Service (CWS), as well as negotiated labor increases and retirement contributions. Offsetting decreases include changes that do not impact services including aligning



the budget with anticipated caseload levels, decreasing the set-aside amount for contingency reserves, and removing prior year major maintenance capital projects.

Major changes include:

- ◆ The addition of 270.0 staff years as noted above, with the largest increase in BHS (123.5 staff years) primarily to support inpatient services at the San Diego County Psychiatric Hospital and the Edgemoor Distinct Part Skilled Nursing Facility, and in CWS to support child and family strengthening (65.0 staff years). The remaining 81.5 staff years augment resources for a variety of programs, including those addressing public health services, housing, homelessness efforts, aging, Alzheimer’s veterans services and administrative support positions.
- ◆ Increases in BHS to expand services throughout the County including to the addition of 177 beds across various levels of acuity/need within the mental health system of care, enhanced mental health outpatient walk-in services, Assertive Community Treatment services, bio-psychological rehabilitation services, the expansion of Psychiatric Response Teams (PERT) during Fiscal Year 2018-19 (bringing the total to 70 teams), as well as an additional set-aside for investments to enhance the overall system of care for mental health and substance use disorder services.
- ◆ Increases to address housing capacity within the County including the No Place Like Home (NPLH) State program aimed at building capacity for supportive housing for persons experiencing or at risk of homelessness and who need mental health services, and for projects funded through the Innovative Housing Trust Fund to increase the region’s inventory of affordable housing for low-income residents and provide options for people experiencing homelessness.
- ◆ Increases in resources providing various types of housing assistance and services including the Housing Support Program to provide housing stability for homeless families in the CalWORKs program; Housing and Disability Advocacy Program to provide outreach, case management, long-term disability advocacy and housing assistance for disabled individuals experiencing homelessness; the Home Safe pilot program to provide housing-related assistance to Adult Protective Services clients that are experiencing homelessness or are at imminent risk of homelessness due to elder or dependent adult abuse, neglect, self-neglect, or financial exploitation; and additional increases in Housing & Community Development Services aligning various community improvement, homeless assistance and affordable housing projects to available funding.
- ◆ Increases in resources addressing child and family strengthening in CWS including social worker training to support improved practices, Community Services for Families Safe-Care Healthy Relationship Module Implementation to help

achieve positive outcomes in reducing family violence, programs to support Native American families in foster home recruitment, retention and support of resource families in the Native American community, the Ridesharing Pilot project to expand transportation services to increase participation in visitation and reunification for families, and an additional set-aside for investments to address recommendations of the CWS Review Working Group. Also, within the CalWORKs program is an increase for Home Visiting Initiative contracts to support positive health development and well-being outcomes for pregnant and parenting women, families, and infants.

- ◆ Continued Implementation of the Live Well Neighborhood program for targeted services to children, youth and families to reduce disparities and strengthen existing relationships and programs in the community as approved by the Board of Supervisors on September 11, 2018.
- ◆ Increase for the In-Home Supportive Services (IHSS) program to reflect the new funding model for the IHSS Maintenance of Effort as proposed by the Governor which covers the increased costs with State funding for Fiscal Year 2019-20 and increase in health benefit contributions for eligible IHSS home care workers which is tied to an increase in paid IHSS service hours.
- ◆ Increase in one-time investments to support ambulance services for County Service Areas and IT related costs for the pre-hospital data collection and integration reporting requirements.
- ◆ Decrease to align benefit payments with projected caseload trends with no impact to services.

These investments reinforce the Agency’s commitment to improving outcomes for the most vulnerable people in addition to moving the Agency forward in priority areas.

Key areas of focus include:

- ◆ Strengthening the system of care for residents with serious mental illness and/or substance abuse disorders including for the second year of (DMC-ODS) implementation, building mental health service capacity at all levels of care, and appropriately resolving crisis situations through the continued use of PERT to respond to 911 calls for individuals that may be experiencing a mental health crisis.
- ◆ Providing for the increasing aging population by ensuring the optimal mix of services and staffing are in place, including a continued focus on Alzheimer’s awareness and support projects such as efforts to advance the Alzheimer’s Response Team program, continuing to promote food security and senior nutrition, and providing access to home-based and caregiver services through the IHSS program.
- ◆ Focusing on affordable housing and homelessness through participation in the State’s NPLH program and by implementing affordable housing projects funded through the Inno-





tive Housing Trust Fund, as well as continuing to improve the integration of housing, health and human services for the homeless population through initiatives like Project One For All, which serves homeless individuals who are seriously mentally ill through comprehensive wraparound services that are paired with housing, and through participation in the Whole Person Wellness pilot program aimed at improving service coordination for homeless individuals who frequently use hospital systems.

- ◆ Protecting public health by continuing to enhance the Agency’s ability to manage public health emergencies; increasing PHS staff to serve foster youth, children and families and to provide disease surveillance; focusing on prevention services; and prioritizing the Getting to Zero initiative which seeks to end the HIV epidemic over the next 10 years.
- ◆ Promote child and family strengthening by addressing recommendations of the County CWS Review Working Group, and continuing investments to improve child well-being as part of the California Well-Being Demonstration Project and continuing to implement components of the State’s Continuum of Care Reform legislation.
- ◆ Enhancing service delivery by continuing to modernize facilities to promote a professional and trauma-informed atmosphere, and by continuing to invest in IT systems that support person-centered service delivery and integrate systems to support coverage and care efforts that include treatment, assistance, protection and prevention.

Land Use and Environment Group (LUEG)

A net increase of \$67.6 million or 11.6% from the Fiscal Year 2018–19 Adopted Budget. The increase primarily relates to the addition of 75.0 staff years across all LUEG departments. Other increases relate to the Watershed Protection Program to fund stormwater Total Maximum Daily Load (TMDL) requirements, the Strategic Plan to Reduce Waste in the Waste Planning and Recycling program, the San Diego County Sanitation District metro water transportation program, the implementation of the Community Air Protection Program (CAPP), expansion of the Funding Agricultural Reduction Measures for Emission Reductions (FARMER) Program and the implementation of the Climate Action Program (CAP) and Housing Affordability action plan. This is partially offset by a net decrease in the Road Fund primarily due to completion of a one-time advance from the General Fund for future maintenance and road rehabilitation projects.

Major changes include:

- ◆ The addition of 75.0 staff years in the following departments: Agriculture, Weights and Measures; Air Pollution Control District to measure and improve air quality within disadvantaged communities; County Library for the Bonita Library expansion; Environmental Health to protect public health in food and housing, mobile homes, vector control and other pro-

grams; Parks and Recreation for new and expanded parks facilities and programs; Planning & Development Services to support housing affordability, CAP, increased permit activity, and data analytics; and in the Department of Public Works for roads and various capital improvements, customer support, stormwater management, waste planning and recycling, airports, and wastewater.

- ◆ Continued investments related to the Watershed Protection Program to fund TMDL for compliance activities, including design and construction of structural Best Management Practices (BMP), such as inspections, incentive programs, and public education; water quality monitoring and reporting; and to fund projects to reduce dry weather flows from County storm drains, compliance with the State’s Trash Policy, special studies for pending regulations, and water quality improvement plan updates.
- ◆ Support of the San Diego County Sanitation District sanitary sewer system upgrades related to the stormwater TMDL program.
- ◆ Implementation of the Climate Action Program (CAP) and Housing Affordability action plan.
- ◆ Expansion of SD Nights (San Diego/Safe Destination Nights), increase in trails inventory and conserved lands, and increase park sustainability and efforts to reduce the carbon footprint of County Parks.
- ◆ Increases in incentive programs for CAPP projects, FARMER projects and for the Carl Moyer VIP program.

Key areas of focus include:

- ◆ Protecting San Diego County’s \$1.8 billion agricultural industry from damaging pests, noxious non-native weeds and diseases. Agriculture supports economic development through its contributions to national and international trade, employment, and the production of healthy and high quality crops necessary for 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 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



ALL FUNDS: TOTAL APPROPRIATIONS

expanding management, monitoring, maintenance, operations and ongoing stewardship of existing and future park land.

- ◆ Enhancing 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 reduce impact to vehicles, enhance road safety and improve transportation facilities for 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.
- ◆ Protecting a sustainable watershed by improving the health of local waters and minimizing downstream pollutants.

Finance and General Government Group (FGG)

A **net increase of \$15.8 million or 2.2%** from the Fiscal Year 2018–19 Adopted Budget. The increase is primarily due to required retirement contributions and negotiated labor agreements, additional staffing changes, facility maintenance and operations costs, and one-time IT projects.

Major changes include:

- ◆ Increase in personnel costs associated with required retirement contributions, negotiated labor agreements and increase of 17.0 staff years. Staffing changes will help improve compliance and procurement action lead time, ease workload related to recording of documents, and support countywide operations.
- ◆ A change in planned IT services for County departments through the County’s information technology outsourcing contract primarily related to HHSAs Behavioral Health Services IT infrastructure improvements to modernize systems to better exchange health information electronically.
- ◆ Implementation of the new Contract Lifestyle Management System in order to maximize competitive procurements, improve transparency in contracting, and ensure continued compliance with contract terms and County procurement and contracting policies.
- ◆ Replacement of legacy voting system with a modern certified voting tabulation system to increase the speed of processing election results while ensuring the integrity and security of the election process.

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.
- ◆ Modernizing voter registration and voting technology to maximize voter participation, while ensuring the transparency, integrity, and security of the election process.
- ◆ Replacing aging infrastructure and facilities with modern, energy-efficient, well-designed facilities for customers and employees.
- ◆ Implementing technology and processes to minimize procurement action lead time while increasing competitive procurements in a transparent and equitable environment.
- ◆ Strengthening the customer service culture by ensuring every customer has a positive experience.

Capital Program

A **net decrease of \$162.8 million or 59.2%** from the Fiscal Year 2018–19 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 2019–20 Capital Program includes \$103.0 million for capital projects and \$9.1 million for the Edgmoor Development Fund to pay debt service on the 2014 Refunding Certificates of Participation. Together, with the amounts in the other Capital Program Funds, appropriations for Fiscal Year 2019–20 total \$112.1 million. The projects included in the Capital Program funds are as follows:

- ◆ \$12.0 million for the design and construction of Ramona Intergenerational Community Campus – HHSAs Family Resource Live Well Center;
- ◆ \$6.0 million for the acquisition and development of San Diego Local Park;
- ◆ \$4.5 million for the synthetic turf replacement and energy upgrades at Lakeside Baseball Park;
- ◆ \$3.0 million for the acquisition and development of Twin Oaks Local Park;
- ◆ \$2.1 million for the acquisition of land known as the Russell Property for the Ramona RICC;
- ◆ \$2.0 million for the construction of the Fire and Emergency Services Training Center;
- ◆ \$2.0 million for Fallbrook Local Park;
- ◆ \$1.5 million for the construction of an East Mesa Juvenile Detention Facility outdoor field;
- ◆ \$1.0 million for electrical upgrades at Otay Lakes County Park;
- ◆ \$0.6 million for the construction of a Fallbrook skatepark;





- ◆ \$0.6 million for Four Gee Park;
- ◆ \$0.5 million for the Stelzer Park Ranger Station/Visitor Center;
- ◆ \$0.4 million for three water conservation projects at Heritage, Homestead and Liberty Park in the 4S Ranch area;
- ◆ \$0.4 million for the Lonny Brewer Park Lease Free Area;
- ◆ \$0.4 million for playground equipment replacement at Lindo Lake County Park;
- ◆ \$0.3 million for improvements to the newly acquired Potts Trail;
- ◆ \$0.3 million for the Sheriff Technology Information Center;
- ◆ \$0.2 million for Playground Equipment Replacement at Steele Canyon County Park;
- ◆ \$0.2 million for a new playground shade structure at Steele Canyon County Park;
- ◆ \$0.2 million for a new playground shade structure at Pine Valley County Park;
- ◆ \$0.2 million for a new playground shade structure at Eucalyptus County Park;
- ◆ \$0.2 million for acquisition of land for a new Jacumba Fire Station #43;
- ◆ \$0.1 million for a new playground shade structure at Goodland Acres County Park;
- ◆ \$0.1 million for playground equipment replacement at Dos Picos County Park (small); and
- ◆ \$17.2 million for various major maintenance projects to be capitalized.

The Fiscal Year 2019-20 Capital Program also includes partial funding for the following capital projects:

- ◆ \$24.8 million for the County Administration Center (CAC) phased renovations;
- ◆ \$7.5 million for the Multiple Species Conservation Program;
- ◆ \$5.0 million for the Tijuana River Valley Regional Park Campground and Equestrian Center;
- ◆ \$2.5 million for the Sycuan Kumeyaay Village Dehesa Road/Sloan Canyon Road Trail;
- ◆ \$2.1 million for the expansion of Lincoln Acres Park;

- ◆ \$1.3 million for design and construction of the Santa Ysabel East – West Trail;
- ◆ \$1.0 million for the SR 94 Safe Passage;
- ◆ \$1.0 million for San Luis Rey River Park acquisition and improvement (Moosa Active Recreation node);
- ◆ \$1.0 million for Calavo Park;
- ◆ \$0.4 million for construction of the Otay Valley Regional Park Heritage Staging Area Zone A; and
- ◆ \$0.4 million for acquisition and construction of the Sweetwater Loop Trail: Segments 5-10.

In Fiscal Year 2020–21, appropriations decrease by \$103.0 million from Fiscal Year 2019–20 and the program includes funding of \$9.1 million for the Edgemoor Development Fund.

Finance Other

A net decrease of **\$237.7 million or 36.1%** from the Fiscal Year 2018–19 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 decrease in the Fiscal Year 2019–20 budget is in Countywide General Expense due to the non-recurrence of a \$75.0 million commitment of fund balance that was set-aside in Fiscal Year 2018-19 to support debt-service costs of existing Pension Obligation Bonds (POBs). See the Finance Other section for additional information.

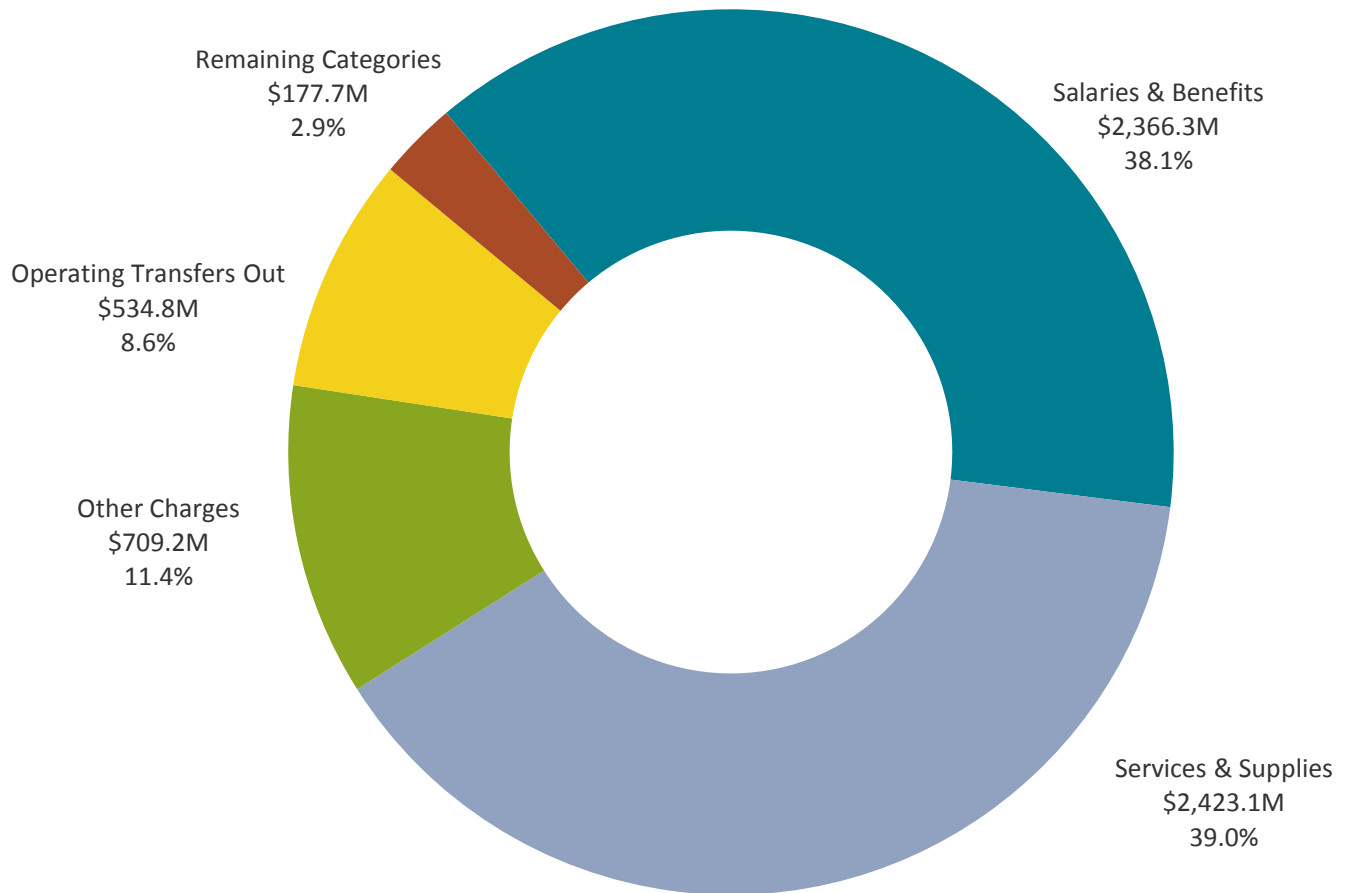
Additional decreases are attributable to a reduction in funded capital projects; in Countywide Shared Major Maintenance for completion of a one-time appropriation for the Countywide Security Assessment, and a reduction in annual lease payments payable to the San Diego County Capital Asset Leasing Corporation as outstanding lease obligations reach final maturity. These decreases are partially offset by increases in appropriations for the demolition of the County’s old Crime Lab, and future capital projects; an additional contribution to the Innovative Housing Trust Fund for funding availability (NOFA) for affordable housing development, payments to the San Diego County Employees Retirement Association to reduce the pension fund’s unfunded actuarial accrued liability, based on prior year overrealized General Purpose Revenue from greater than anticipated assessed value growth.



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 2019–20 CAO Recommended Budget is decreasing overall by \$59.7 million or 1.0%** from the Fiscal Year 2018–19 Adopted Budget and decreasing by \$274.9 million or 4.4% to \$5.94 billion in Fiscal Year 2020–21.

Total Appropriations by Categories of Expenditures Fiscal Year 2019-20: \$6.21 billion



Salaries & Benefits

Salaries & Benefits are **increasing by a net of \$135.2 million or 6.1%** in Fiscal Year 2019–20. This change reflects negotiated labor agreements, increased retirement contributions and a net staffing increase of 338.0 staff years. This net increase is attributable to increased staffing in 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 Public Safety Group (PSG).

In Fiscal Year 2020–21, Salaries & Benefits are increasing by a net of \$93.3 million or 3.9%, which reflects negotiated salary and benefit costs. No change in staffing is recommended in Fiscal Year 2020–21.

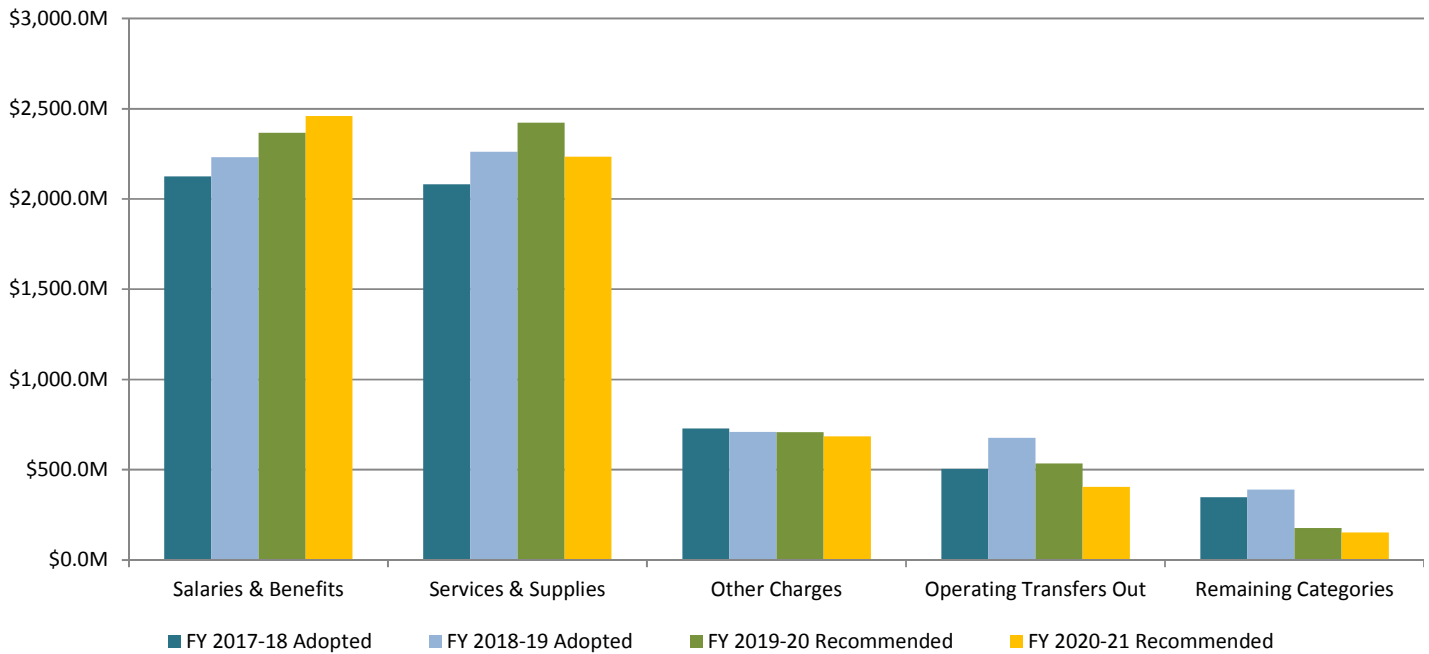
See the All Funds: Total Staffing section for a summary of recommended staffing changes by business group.





Total Appropriations by Categories of Expenditures

Fiscal Years 2017-18 through 2020-21



Total Appropriations by Categories of Expenditures (in millions)						
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget	
Salaries & Benefits	\$ 2,124.2	\$ 2,231.1	\$ 2,366.3	6.1	\$ 2,459.6	
Services & Supplies	2,081.0	2,262.1	2,423.1	7.1	2,234.2	
Other Charges	728.2	710.0	709.2	(0.1)	684.8	
Operating Transfers Out	505.9	676.8	534.8	(21.0)	405.2	
Remaining Categories:						
<i>Capital Assets/Land Acquisition</i>	183.4	279.9	144.9	(48.2)	133.6	
<i>Capital Assets Equipment</i>	39.8	37.3	37.6	0.8	27.0	
<i>Expenditure Transfer & Reimbursements</i>	(35.6)	(37.0)	(38.0)	(2.7)	(38.3)	
<i>Contingency Reserves</i>	30.4	7.3	10.7	46.6	10.7	
<i>Fund Balance Component Increases</i>	98.6	76.4	0.4	(99.5)	0.4	
<i>Management Reserves</i>	30.5	27.0	22.2	(17.8)	19.2	
Total	\$ 5,786.4	\$ 6,270.9	\$ 6,211.2	(1.0)	\$ 5,936.3	



Services & Supplies

Services & Supplies are **increasing by a net of \$161.0 million or 7.1%**. 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.

While individual accounts are increasing or decreasing by varying amounts, the most significant increases include: \$131.6 million in HHSA primarily in Behavioral Health Services for mental health and long-term care services, to modernize electronic health records and for various substance use disorder and mental health-related programs, in Housing and Community Development Services for the No Place Like Home program, the Innovative Housing Trust Fund, the development and rehabilitation of affordable housing and other housing-related programs, in Administrative Support for information technology (IT) investments, the Oceanside Live Well Center, the Live Well Neighborhood program, facility upgrades, major maintenance projects and various programs, in Aging & Independence Services related to In-Home Support Services and various senior-related programs, in Self-Sufficiency Services (SSS) related housing efforts including Housing Support Program (HSP) and Housing and Disability Advocacy Program (HDAP), and the Home Visiting Initiative (HVI) to support positive health development and well-being outcomes for pregnant and parenting women, families and infants, and in Child Welfare Services (CWS) to address recommendations of the CWS Review Working Group and for contracted services related to social worker training, family violence reduction and foster families; \$13.0 million in PSG primarily in the Sheriff's Department for costs associated with replacement of the Jail Information Management System, the Records Management System, various IT projects, renovation of the Vista Detention Facility, helicopter refurbishment, and vehicles and various facilities, in the PSG Executive Office primarily for major maintenance projects, and in the District Attorney primarily for the Community Crime Reduction Grant program and to lease a facility for a regional victim services center; \$11.0 million in LUEG primarily in Planning & Development Services for contracted services related to the Climate Action Plan and housing affordability efforts, fee waivers for accessory dwelling unit permits and transportation impacts, and various facilities and IT costs, and in the Department of Parks and Recreation for major maintenance, utilities, landscaping, expansion of recreational amenities and operational needs at various County parks; and \$8.4 million in FGG primarily in the County Technology Office for increased departmental IT costs and in General Services for increased major maintenance projects, utilities and contracted services at County-owned facilities and fuel tank inspections.

A decrease of \$188.9 million or 7.8% in Fiscal Year 2020–21 is primarily due to the anticipated completion of one-time projects.

Other Charges

Other Charges are **decreasing by a net of \$0.8 million or 0.1%**. 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. The overall decrease is largely driven by a decrease of \$21.2 million in HHSA primarily in Self Sufficiency Services due to declining caseload trends and Approved Relative Caregiver assistance payments; and a decrease of \$5.6 million in Finance Other associated with a transfer of funds to increase the contingency reserve in the Public Liability ISF and a reduction in annual lease payments payable to the San Diego County Capital Asset Leasing Corporation for outstanding obligations that mature in the prior and current fiscal years.

A decrease of \$24.4 million or 3.4% is projected in Fiscal Year 2020–21.

Operating Transfers Out

Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **decreasing by a net of \$142.0 million or 21.0%**. The most significant decrease is associated with the County's capital program for Fiscal Year 2019–20 including a decrease of \$174.8 million in Finance Other for Contributions to the Capital Program.

A decrease of \$129.6 million or 24.2% is projected for Fiscal Year 2020–21 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 **decreasing by \$135.0 million or 48.2%**.

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

A decrease of \$11.3 million or 7.8% is projected for Fiscal Year 2020–21 due to the removal of appropriations to support one-time projects.

Capital Assets Equipment

Capital Assets Equipment is **increasing by \$0.3 million or 0.8%**. This account primarily includes routine Internal Service Fund (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 \$10.6 million or 28.1% is anticipated in Fiscal Year 2020–21.

Expenditure Transfers & Reimbursements

Expenditure Transfer & Reimbursements are **decreasing by \$1.0 million or 2.7%**. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenditures to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

A decrease of \$0.4 million or 1.0% is anticipated in Fiscal Year 2020–21.

The Expenditure Transfer & 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 2019–20, two funds have a contingency reserve. The Employee Benefits ISF

contingency reserve remains at \$5.0 million while the Public Liability ISF contingency reserve is increasing by \$3.4 million to \$5.7 million, to address the ISF's unfunded liability over a 10-year period.

There are no significant changes anticipated to Contingency Reserves in Fiscal Year 2020–21.

Fund Balance Component Increases

Fund Balance Component Increases are **decreasing by \$76.0 million or 99.5%**. These can vary from year to year depending upon the need to set aside fund balance for specific future uses. In Fiscal Year 2019–20, the most significant decrease to the commitment of fund balance includes the non-recurrence of \$75.0 million that was set aside in FY 2018-19 to support debt service costs of existing Pension Obligation Bonds (POBs). See the Finance Other section for additional information.

There are no significant fund balance commitments anticipated in Fiscal Year 2020–21.

Group Management Reserves

Management Reserves are **decreasing by \$4.8 million or 17.8%** in Fiscal Year 2019-20. The level of Management Reserves can vary from year to year. These are used to fund one-time projects or to serve as prudent mitigation for revenue and economic uncertainties at the business group or department level.

A decrease of \$3.0 million or 13.5% is anticipated in Fiscal Year 2020–21.

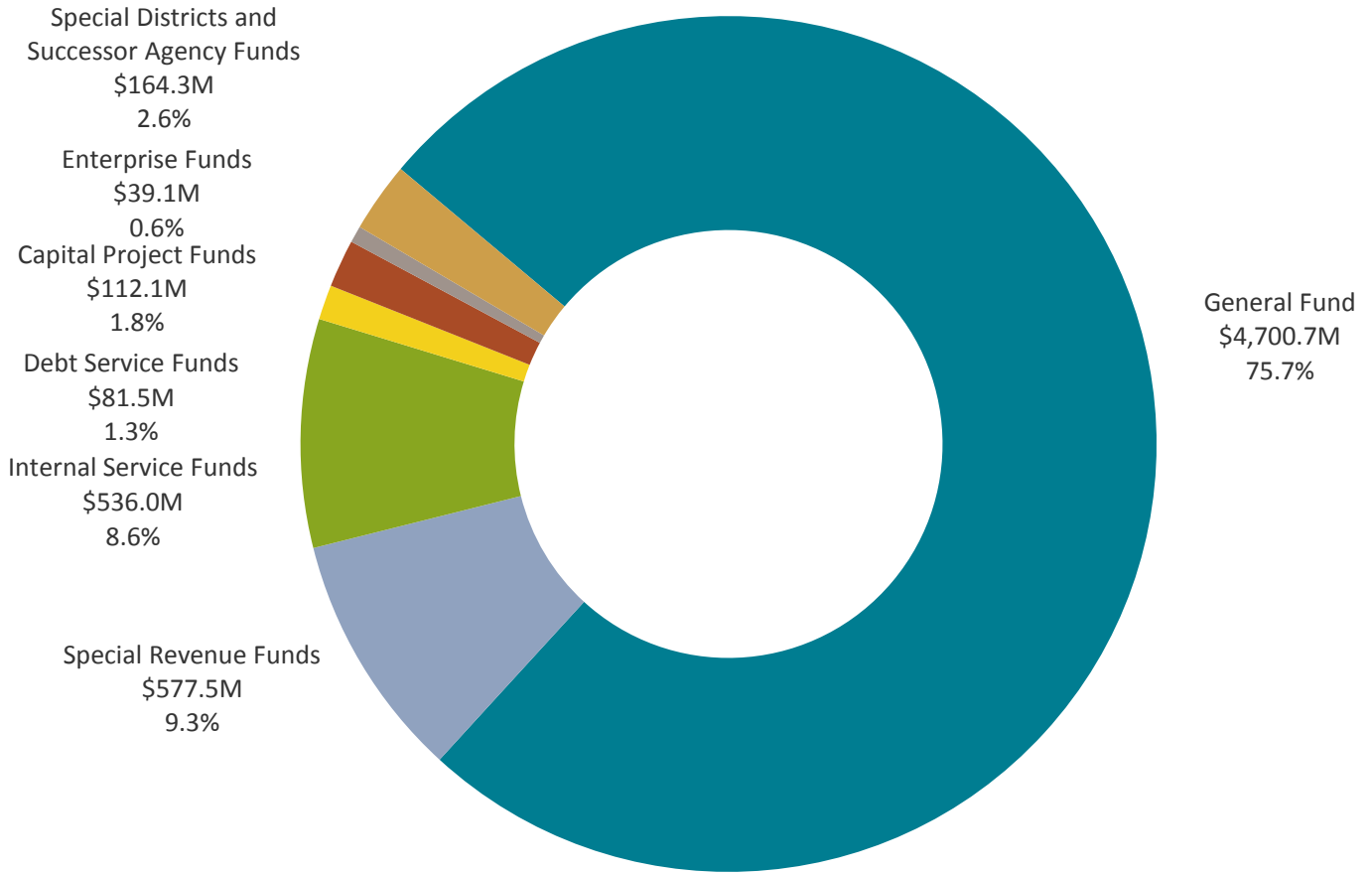




Total Appropriations by Fund Type

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 2019-20: \$6.21 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.

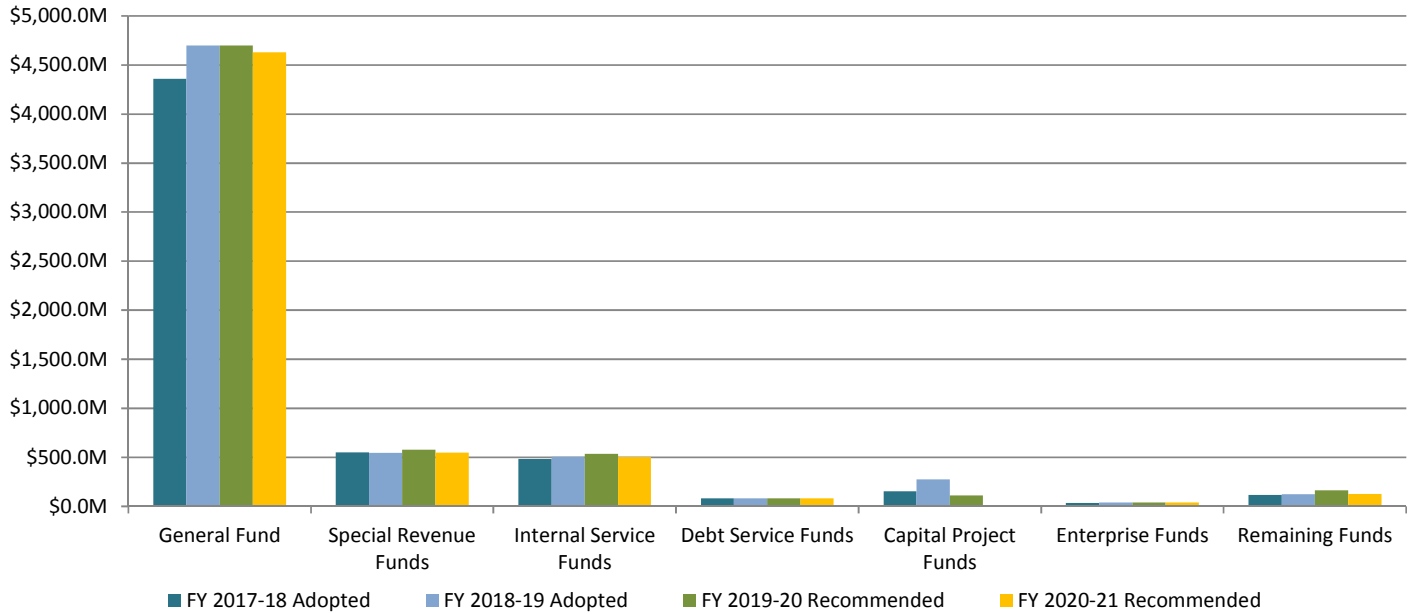
Debt Service Funds account for the accumulation of resources for the payment of principal and interest on general long-term debt.

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 2017-18 through 2020-21



*Remaining Funds include Special Districts and Miscellaneous Local Agencies

Total Appropriations by Fund Type (in millions)						
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget	
General Fund	\$ 4,359.8	\$ 4,699.5	\$ 4,700.7	0.0	\$ 4,628.9	
Special Revenue Funds	551.1	546.2	577.5	5.7	549.8	
Internal Service Funds	485.9	505.8	536.0	6.0	502.0	
Debt Service Funds	81.5	81.5	81.5	0.0	81.5	
Capital Project Funds	154.1	274.9	112.1	(59.2)	9.1	
Enterprise Funds	36.2	39.5	39.1	(1.0)	39.6	
Special Districts and Successor Agency	117.9	123.5	164.3	33.0	125.4	
Total	\$ 5,786.4	\$ 6,270.9	\$ 6,211.2	(1.0)	\$ 5,936.3	

Proprietary Fund Types

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

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

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

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

Examples include the Airport, Wastewater and Jail Commissary Funds.





Fiduciary Funds

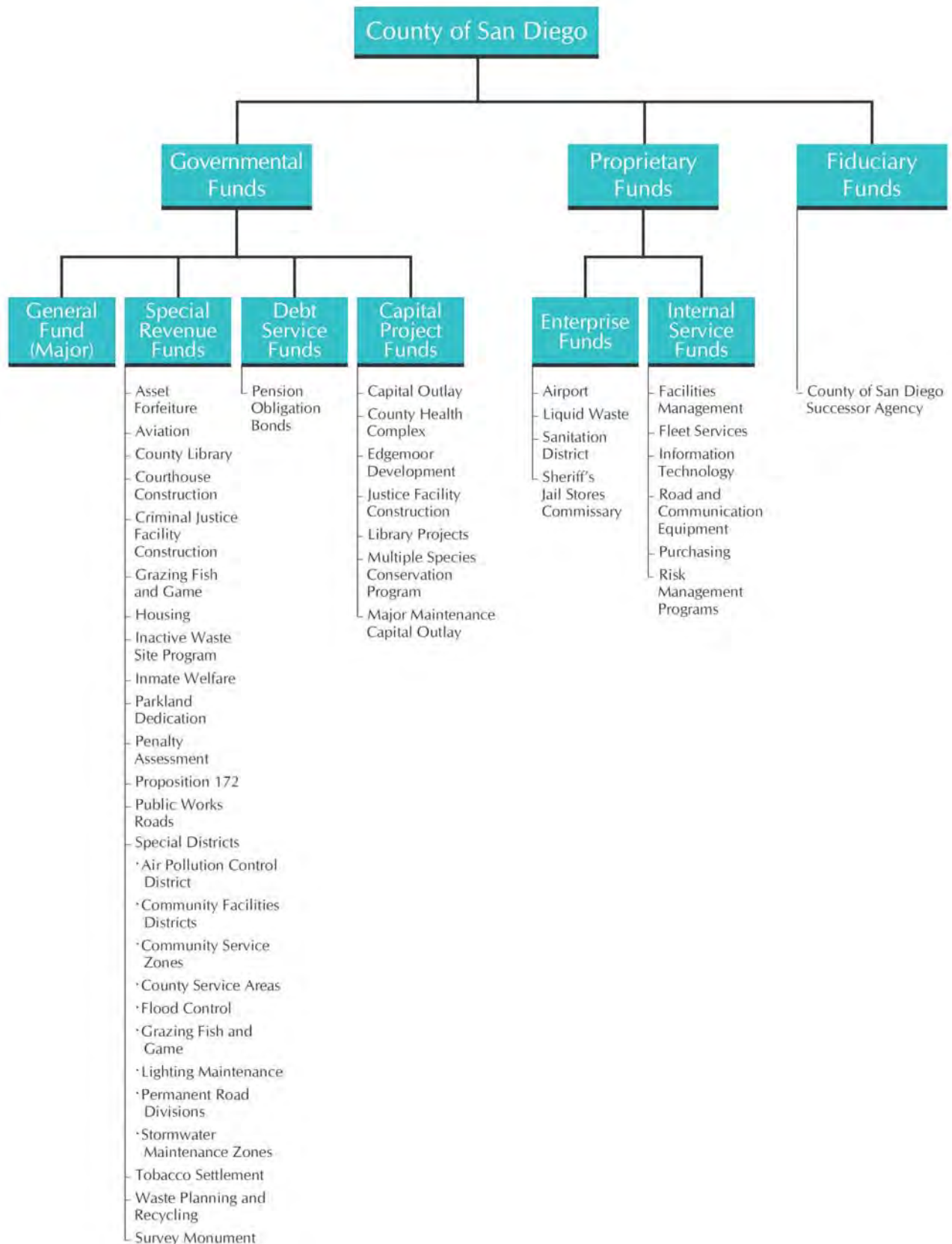
Special Districts are separate legal entities governed by the Board of Supervisors that provide for specialized public improvements and services deemed to benefit properties and residents financed by specific taxes and assessments. The special districts provide authorized services such as air pollution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

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

of redevelopment area incremental taxes, interest revenues and temporary loans which were used to eliminate slums and blighted areas, improve housing, expand employment opportunities and provide an environment for the social, economic and psychological growth and well-being of all 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.



County Budgetary Fund Structure





Department Fund Relationship

The table below summarizes the relationship between County funds and each of the County's business groups as of July 1, 2019. Funds are summarized by fund type and categorized as governmental, proprietary or fiduciary.

Department Fund Relationship							
	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
	General Fund	Special Revenue Fund	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Successor Agency Funds
Public Safety Group (PSG)							
Animal Services	✓						
Child Support Services	✓						
Citizens' Law Enforcement Review Board	✓						
District Attorney	✓	✓					
Medical Examiner	✓						
Office of Emergency Services	✓						
Probation	✓	✓					
Public Defender	✓						
PSG Executive Office	✓	✓					
San Diego County Fire Authority	✓	✓					
Sheriff	✓	✓			✓		
Health and Human Services Agency (HHSA)							
Administrative Support	✓	✓					
Aging & Independence Services	✓						
Behavioral Health Services	✓						
Child Welfare Services	✓						
County of San Diego Successor Agency							✓
Housing & Community Development Services	✓	✓					
Public Health Services	✓	✓					
Self-Sufficiency Services	✓						
Land Use and Environment Group (LUEG)							
Agriculture, Weights & Measures	✓	✓					
Air Pollution Control District		✓					
County Library		✓					



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
Environmental Health	✓						
University of California Cooperative Extension	✓						
LUEG Executive Office	✓						
Parks and Recreation	✓	✓					
Planning & Development Services	✓						
Public Works	✓	✓			✓	✓	
Finance and General Government (FGG) Group							
Assessor/Recorder/County Clerk	✓						
Auditor and Controller	✓						
Board of Supervisors	✓						
Clerk of the Board of Supervisors	✓						
Chief Administrative Office	✓						
Civil Service Commission	✓						
County Counsel	✓					✓	
County Communications Office	✓						
County Technology Office	✓					✓	
FGG Group Executive Office	✓						
General Services						✓	
Grand Jury	✓						
Human Resources	✓					✓	
Purchasing and Contracting						✓	
Registrar of Voters	✓						
Treasurer-Tax Collector	✓						
Capital Program	✓			✓			
Finance Other	✓		✓			✓	





Appropriations Limits

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

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

(1990), Traffic Congestion Relief and Spending Limitations Act, exempt certain appropriations from the limit. These exemptions include capital outlay, debt service, local government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

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

San Diego County Appropriations Limit (in millions)					
	Fiscal Year 2014–15	Fiscal Year 2015–16	Fiscal Year 2016–17	Fiscal Year 2017–18	Fiscal Year 2018–19
Gann Limit	\$ 4,509	\$ 4,737	\$ 5,030	\$ 5,264	\$ 5,509
Appropriations subject to the limit	\$ 1,772	\$ 1,727	\$ 1,796	\$ 1,967	\$ 2,121





All Funds Total Staffing

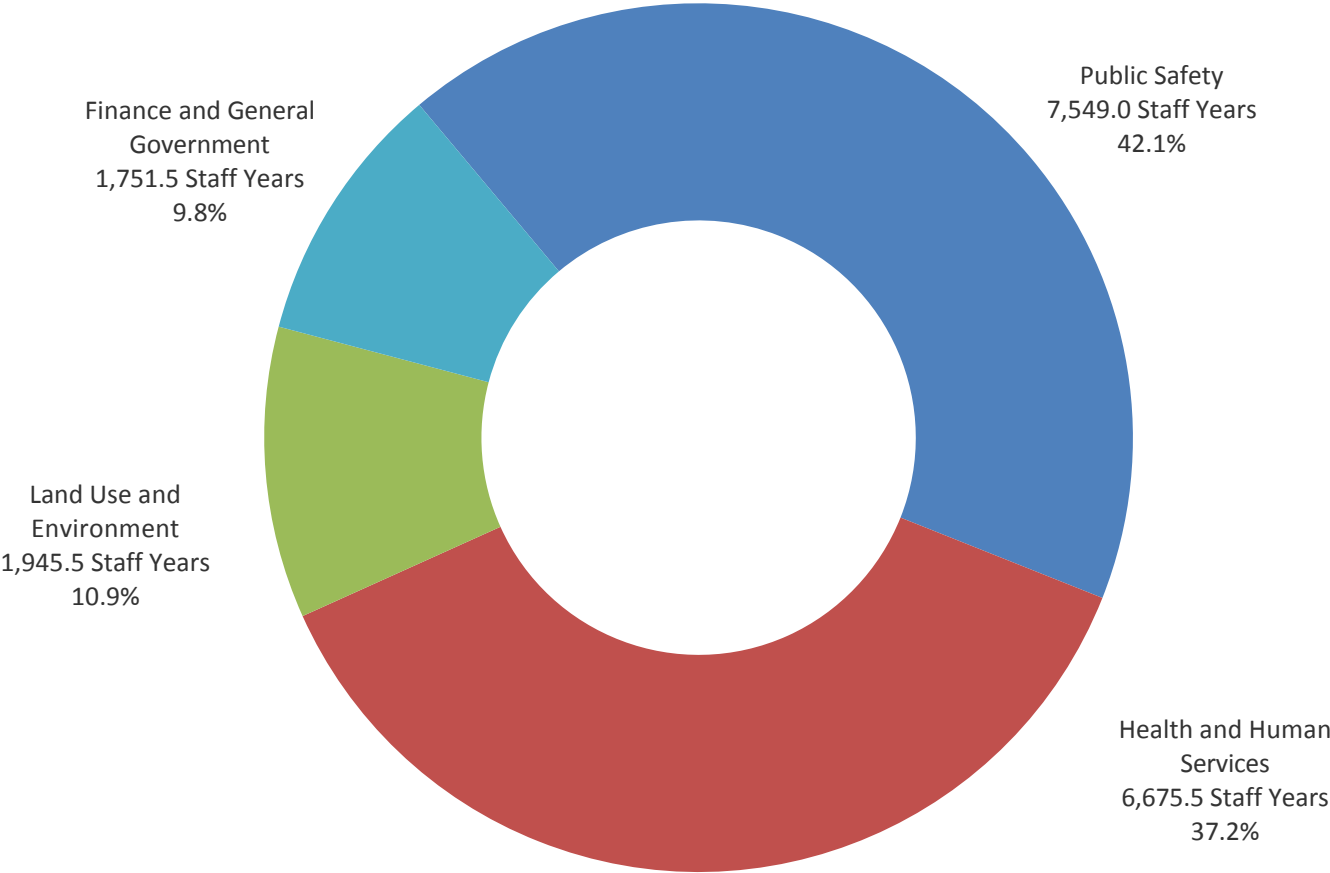
Total Staffing by Group/Agency

Recommended staff years¹ for **Fiscal Year 2019–20 increased by 338.0** from the Adopted Budget for Fiscal Year 2018–19, an increase of 1.9% to a total of 17,921.5 staff years. Total staff years in Fiscal Year 2020-21 are expected to remain unchanged at 17,921.5.

This net increase is attributable to increased staffing in Health and Human Service Agency, Land Use and Environment Group, and Finance and General Government Group, and decreased staffing in the Public Safety Group. While overall staffing levels are increasing, there are some departments and programs in which staffing levels are decreasing. The staffing changes are summarized by business group in the chart below.

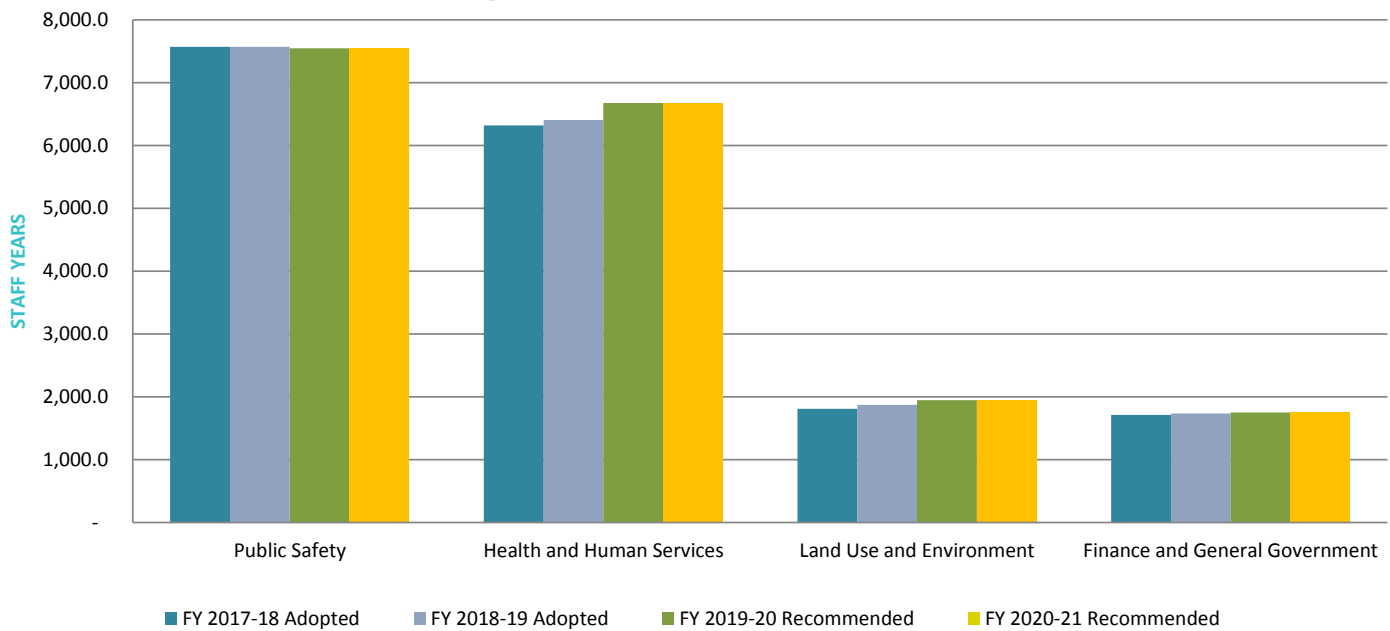
Effective July 1, 2019, the County will integrate the departments from the dissolved Community Service Group to the remaining four business Groups. The following Group summaries incorporate the new group structures for both current and historical staffing levels.

Total Staffing by Group/Agency Fiscal Year 2019-20: 17,921.5 Staff Years



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

Total Staffing by Group/Agency Fiscal Years 2017-18 through 2020-21



Total Staffing by Group/Agency (staff years)					
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget
Public Safety	7,571.0	7,573.0	7,549.0	(0.3)	7,549.0
Health and Human Services	6,320.5	6,405.5	6,675.5	4.2	6,675.5
Land Use and Environment	1,809.0	1,870.5	1,945.5	4.0	1,945.5
Finance and General Government	1,712.5	1,734.5	1,751.5	1.0	1,751.5
Total	17,413.0	17,583.5	17,921.5	1.9	17,921.5

Public Safety Group (PSG)

PSG has a **net decrease of 24.0 staff years, or 0.3%**, to align staffing with available revenues and to address key operational requirements.

- ◆ District Attorney: increases by a net of 9.0 staff years.
 - ◆ Net increase of 14.0 staff years in General Criminal Prosecution to implement regional victim services centers and Community Prosecution Programs to support the Cold Case Unit and Trial Support Services and to reflect transfer from Specialized Criminal Prosecution to meet operational needs.
 - ◆ Increase of 2.0 staff years in Juvenile Court due to transfer from Specialized Criminal Prosecution to meet operational needs.

- ◆ Increase of 2.0 staff years in Administration due to a transfer from Specialized Criminal Prosecution to coordinate and support mental health reform strategies, community crime reduction programs and victim services programs.
- ◆ Decrease of 9.0 staff years in Specialized Criminal Prosecution due to a transfer to General Criminal Prosecution, Juvenile Court and Administration.
- ◆ Sheriff’s Department: increases by a net of 9.0 staff years.
 - ◆ Net increase of 2.0 staff years in the Detention Services Bureau due to increases in food services provided to the Probation department, for the security of inmates participating in a healthcare services assistant training





- program, to assist management forecasting trends and evaluating current processes as well as a transfer to the Health and Human Services Agency for the provision of comprehensive pharmaceutical services.
- ❖ Net increase of 4.0 staff years in the Law Enforcement Services Bureau to maintain service levels in the unincorporated areas which have experienced an increase in population, to increase law enforcement services requested by contract cities, to investigate crimes against elders and dependent adults and to reflect transfers to the Management Services Bureau and the Office of the Sheriff Bureau.
 - ❖ Net increase of 1.0 staff year in the Management Services Bureau due to a transfer from the Law Enforcement Services Bureau.
 - ❖ Net increase of 2.0 staff years in the Office of the Sheriff Bureau due to transfers from the Law Enforcement Services Bureau and the Management Services Bureau.
 - ◆ Animal Services: increases by 1.0 staff year.
 - ❖ Increase of 1.0 staff year to align with customer service staffing in the managed competition operational model.
 - ◆ Probation Department: decreases by a net of 40.0 staff years.
 - ❖ Net increase of 29.0 staff years in Adult Field Services to restructure operations, which includes the transfer of Work Projects and Work Furlough from Institutional Services, to support activities to connect persons on supervision to Behavioral Health treatment services and the transfer of staff to Department Administration for the Training Division and Professional Standards Division.
 - ❖ Net decrease of 48.0 staff years in Institutional Services due to the transfer of Work Projects and Work Furlough to Adult Services, the transfer of Home Supervision to Juvenile Field Services due to declining youth population in custody and the consolidation of detention facilities and to reflect the transfer of staff from Administration for operational alignment to support business operations in juvenile facilities.
 - ❖ Net decrease of 28.0 staff years in Juvenile Field Services due to available services closer to the communities where youth live and attend school, the transfer to Adult Field Services and Department Administration, as well as the transfer of Home Supervision from Institutional Services.
 - ❖ Net increase of 7.0 staff years in Department Administration due to a transfer from Adult Field Services and Juvenile Field Services and the transfer to Adult Field Services to support training and professional standards needs as well as overall business operations.
 - ◆ Public Defender: increases by a net of 12.0 staff years.
 - ❖ Increase of 12.0 staff years in the Primary Public Defender due to increased case responsibilities associated with additional legislative requirements, to support the Collaborative Courts Defense Transition Unit and the Fresh Start program, and for general clerical support.
 - ❖ Increase of 1.0 staff year in Alternate Public Defender to address increased case responsibilities associated with additional legislative requirements.
 - ❖ Decrease of 1.0 staff year in Administration due to a transfer to Primary Public Defender.
 - ◆ Child Support Services: decreases by a net of 15.0 staff years.
 - ❖ Net increase of 28.0 staff years in Production Operations due to transfers from Administrative Services, Quality Assurance and Legal Services, the transfers to Bureau of Public Assistance and Recurring Maintenance Operations, as well as the reduction of staff to align operations with reduced caseload.
 - ❖ Decrease of 12.0 staff years in Quality Assurance due to a transfer to Production Operations.
 - ❖ Decrease of 39.0 staff years in Administrative Services due to a transfer to Production Operations.
 - ❖ Increase of 7.0 staff years in Recurring Maintenance and Operations due to a transfer from Production Operations.
 - ❖ Decrease of 9.0 staff years in Legal Services due to a transfer to Production Operations.
 - ❖ Increase of 10.0 staff years in the Bureau of Public Assistance Investigations due to a transfer from Production Operations to provide support for increased workload.

In Fiscal Year 2020–21, no change in staffing is recommended.

Health and Human Services Agency (HHSA)

HHSA has a **net increase of 270.0 staff years or 4.2%**. The majority of the increase is in Behavioral Health Services (123.5 staff years) primarily to support inpatient services at the San Diego County Psychiatric Hospital (SDCPH) and the Edgemoor Distinct Part Skilled Nursing Facility (DP-SNF) and in Child Welfare Services to support child and family strengthening (65.0 staff years). The remaining 81.5 staff years are spread among the rest of the Agency to augment resources for a variety of programs, including those addressing public health services, housing and homelessness efforts, aging and Alzheimer's programs, veterans services, and others as described below.

- ◆ Self-Sufficiency Services: increases by 8.0 staff years, 6.0 staff years due to internal HHSA transfers, and 2.0 additional staff years to support homeless services.
- ◆ Aging & Independence Services: increases by 29.0 staff years, 18.0 staff years in the Adult Protective Services, In-Home Supportive Services and Public Conservator programs to address increased caseload growth and to operationalize new IHSS review responsibilities, 10.0 staff years in the Alzheimer's Response Team program which provides Adult Protec-



ALL FUNDS TOTAL STAFFING

tive Services investigation and long term case management with specific dementia support for individuals and families, and 1.0 staff year due to an internal HHS transfer.

- ◆ Behavioral Health Services: increases by 123.5 staff years, 57.0 additional staff years, including the transfer of 2.0 staff years from PSG, for the Edgemoor DP-SNF to improve efficiency and quality of care; 54.0 additional staff years to SDCPH to help address increased inpatient capacity; 8.5 additional staff years to augment program monitoring activities and to develop a population health and analytics function; and 4.0 additional staff years to support planning, administering and monitoring of housing strategies and affordable housing development projects and programs tied to No Place Like Home (NPLH) as approved by the Board of Supervisors on February 12, 2019.
- ◆ Child Welfare Services: increases by 65.0 additional staff years to support efforts in addressing recommendations to improve child and family strengthening provided by the County of San Diego CWS Review Working Group, formed at the request of the Board of Supervisors.
- ◆ Public Health Services: increases by 18.5 staff years, 16.5 additional staff years to support health care programs for children and families and to provide disease surveillance, and 2.0 additional staff years to support operational needs in the areas of emergency medical services credentialing and clinical systems improvements.
- ◆ Administrative Support: increases by a net of 15.0 staff years, 12.0 additional staff years to support operational needs in human resources, facilities, fiscal and management support services; 4.0 additional staff years to support efforts related to homeless services, low-income housing programs and services for people at-risk or involved in the justice system; 4.0 staff years in the Office of Military and Veterans Affairs to support increased counseling and outreach services; 2.0 staff years transferred from the former Community Services Group (CSG) due to reorganization within the County; offset by a decrease of 7.0 staff years due to internal HHS transfers.
- ◆ Housing & Community Development Services: increases by 11.0 staff years to support planning, administering and monitoring of housing strategies and affordable housing development projects and programs tied to NPLH.

In Fiscal Year 2020–21, no change in staffing is recommended.

Land Use and Environment Group (LUEG)

LUEG has an **increase of 75.0 staff years or 4.0%**.

- ◆ Agriculture, Weights and Measures: increases by 4.0 staff years. This includes an increase of 1.0 staff year in the Detection, Diagnostics and Quarantine Division to fulfill State dog team contract requirements and other State programs; an increase of 1.0 staff year in the Pesticide Regulation Program

for the Hazardous Materials Inventory Program; and an increase of 2.0 staff years in Budget/Accounting to manage increased workload.

- ◆ Air Pollution Control District: increases by 9.0 staff years to implement the Community Air Protection Program.
- ◆ County Library: increases by 1.0 staff year for the Bonita Library expansion.
- ◆ Environmental Health: increases by 11.0 staff years. This includes an increase of 6.0 staff years for new program mandates and increased risk-based inspections in the Food and Housing Division; an increase of 1.0 staff year for the Land and Water Quality Division Mobile Home program; an increase of 2.0 staff years for increased mosquito trapping and surveillance activities in the Vector Control program; and an increase of 2.0 staff years for increased program activities in all divisions.
- ◆ Parks and Recreation: increases by 29.0 staff years. This includes an increase of 27.0 staff years in the Operations Division for new and expanded parks facilities and programs and an increase of 2.0 staff years in Administration for new Community Facility Districts and information technology enhancements.
- ◆ Planning & Development Services: increases by 7.0 staff years. This includes an increase of 1.0 staff year in Advance Planning to implement housing affordability initiatives; an increase of 3.0 staff years in Building to implement the Climate Action Plan and increased permit activity; an increase of 1.0 staff year in Land Development for increased permit activity; and an increase of 1.0 staff year in LUEG GIS and 1.0 staff year in Support Services to provide additional mapping and statistical support.
- ◆ Public Works: increases by 14.0 staff years. This includes an increase of 5.0 staff years in the Road Fund: 1.0 staff year for increased utility coordination required for capital improvement projects, 1.0 staff year to provide additional front counter customer support, 1.0 staff year to review private land development projects and implement retrofits of existing facilities, and 2.0 staff years to ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements; an increase of 2.0 staff years in the Waste Planning and Recycling Fund to implement the Strategic Plan to Reduce Waste; an increase of 3.0 staff years in the Airport Enterprise fund for Gillespie Field and Palomar Airport; and an increase of 4.0 staff years in Wastewater Management to support program expansion.

In Fiscal Year 2020–21, no change in staffing is recommended.

Finance and General Government Group (FGG)

FGG has a net increase of **17.0 staff years or 1.0%**.

- ◆ Finance and General Government Group Executive Office: decreases by a net of 6.0 staff years.





- ◆ Decrease of 8.0 staff years to reflect the former CSG Executive Office staffing level prior to dissolution effective July 1, 2019, shown for historical purposes.
 - ◆ Increase of 2.0 staff years to support increased finance and information technology needs due to the transfer of the Department of General Services, Department of Purchasing and Contracting, and the Registrar of Voters to the Finance and General Government Group upon the dissolution of CSG.
 - ◆ Board of Supervisors, District 4: increases by 1.0 staff year to provide outreach to historically disadvantaged communities.
 - ◆ Assessor/Recorder/County Clerk: increases by 9.0 staff years to process daily production workloads due in large part to the implementation of Senate Bill 2, *Building Homes and Jobs Act* (2017).
 - ◆ Chief Administrative Office: increases by 1.0 staff year to establish the position of Deputy Chief Administrative Officer for Special Projects to focus on high priorities including identification and use of surplus County property for affordable housing, oversight of the projects resulting from the Board's Innovative Housing Trust Fund Notices of Funding Availability, and energy sustainability solutions as well as other anticipated high priority policy initiatives from the Board of Supervisors. This staff year is a transfer related to the dissolution of the CSG Executive Office effective July 1, 2019.
 - ◆ Office of County Counsel: increases by 2.0 staff years to provide support to address increased workload in the tort litigation practice area.
 - ◆ Department of Human Resources: increases by 4.0 staff years.
 - ◆ Increase of 1.0 staff year to support the Countywide Diversity and Inclusion program.
 - ◆ Increase of 1.0 staff year to provide additional support in the handling of indemnity workers compensation claims.
 - ◆ Transfer in of 2.0 staff years related to the dissolution of the CSG Executive Office to provide additional human resources support to FGG departments.
 - ◆ Department of Purchasing and Contracting: increases by 5.0 staff years.
 - ◆ Increase of 4.0 staff years to support procurement and contracting activities, including development of specifications, source selection processes, and related services for client departments.
 - ◆ Increase of 1.0 staff year to support administrative duties and academy training coordination, including Contracting Officer Representative (COR) training programs.
 - ◆ Registrar of Voters: increase of 1.0 staff year to assist management in public information/relations activities.
- In Fiscal Year 2020–21, no change in staffing is recommended.



ALL FUNDS TOTAL STAFFING

Total Staffing by Department within Group/Agency

Changes by department are summarized in the table on the following pages. Additional detail on staff year changes can be found in the respective Group/Agency sections.

Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Public Safety	7,571.0	7,573.0	7,549.0	(0.3)	7,549.0
Public Safety Executive Office	10.0	14.0	14.0	0.0	14.0
District Attorney	975.0	982.0	991.0	0.9	991.0
Sheriff	4,364.0	4,404.0	4,413.0	0.2	4,413.0
Child Support Services	512.0	512.0	497.0	(2.9)	497.0
Citizen’s Law Enforcement Review Board	4.0	5.0	5.0	0.0	5.0
Office of Emergency Services	19.0	21.0	21.0	0.0	21.0
Animal Services	128.0	60.0	61.0	1.7	61.0
Medical Examiner	57.0	57.0	57.0	0.0	57.0
Probation	1,101.0	1,108.0	1,068.0	(3.6)	1,068.0
Public Defender	380.0	388.0	400.0	3.1	400.0
San Diego County Fire Authority	21.0	22.0	22.0	0.0	22.0
Health and Human Services	6,320.5	6,405.5	6,675.5	4.2	6,675.5
Self Sufficiency Services	2,517.0	2,517.0	2,525.0	0.3	2,525.0
Aging & Independence Services	420.0	420.0	449.0	6.9	449.0
Behavioral Health Services	823.0	864.0	987.5	14.3	987.5
Child Welfare Services	1,368.0	1,368.0	1,433.0	4.8	1,433.0
Public Health Services	648.5	666.5	685.0	2.8	685.0
Administrative Support	443.0	453.0	468.0	3.3	468.0
Housing & Community Development Services	101.0	117.0	128.0	9.4	128.0
Land Use and Environment	1,809.0	1,870.5	1,945.5	4.0	1,945.5
Land Use and Environment Executive Office	12.0	12.0	12.0	0.0	12.0
Agriculture, Weights and Measures	168.0	175.0	179.0	2.3	179.0
Air Pollution Control District	147.0	150.0	159.0	6.0	159.0
County Library	278.0	283.5	284.5	0.4	284.5





Total Staffing by Department within Group/Agency (staff years)					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Environmental Health	287.0	297.0	308.0	3.7	308.0
Parks and Recreation	189.0	205.0	234.0	14.1	234.0
Planning & Development Services	216.0	223.0	230.0	3.1	230.0
Public Works	512.0	525.0	539.0	2.7	539.0
Finance and General Government	1,712.5	1,734.5	1,751.5	1.0	1,751.5
Finance and General Government Group Executive Office	29.0	31.0	25.0	(19.4)	25.0
Board of Supervisors	56.0	56.0	57.0	1.8	57.0
Assessor/Recorder/County Clerk	410.5	410.5	419.5	2.2	419.5
Treasurer-Tax Collector	123.0	123.0	123.0	0.0	123.0
Chief Administrative Office	15.5	15.5	16.5	6.5	16.5
Auditor and Controller	237.5	238.5	238.5	0.0	238.5
County Technology Office	17.0	15.0	15.0	0.0	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	145.0	147.0	1.4	147.0
Grand Jury	1.0	1.0	1.0	0.0	1.0
Human Resources	120.0	120.0	124.0	3.3	124.0
County Communications Office	22.0	23.0	23.0	0.0	23.0
General Services	383.0	395.0	395.0	0.0	395.0
Purchasing and Contracting	58.0	61.0	66.0	8.2	66.0
Registrar of Voters	68.0	68.0	69.0	1.5	69.0
Total	17,413.0	17,583.5	17,921.5	1.9	17,921.5





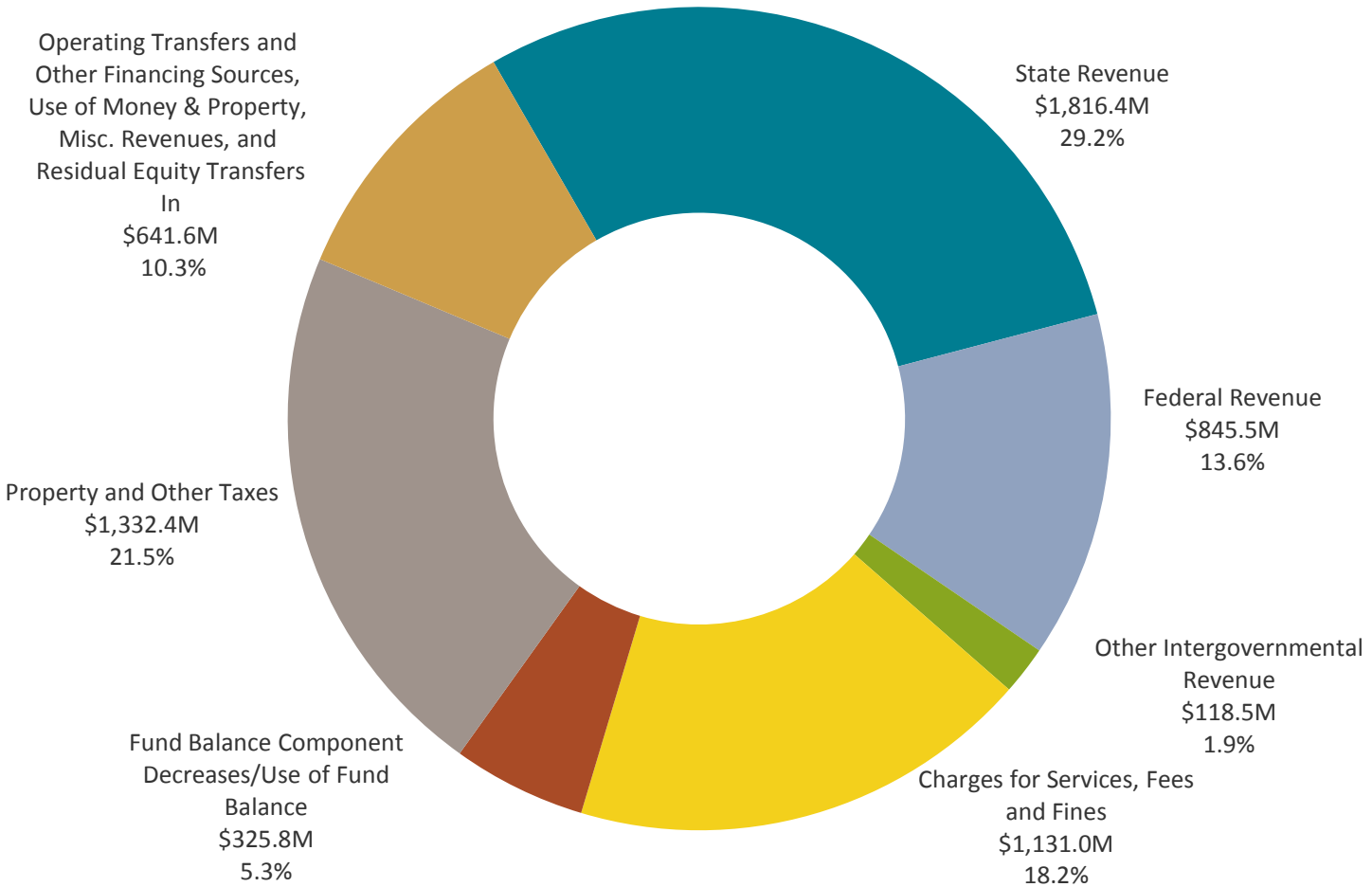


All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for **Fiscal Year 2019-20 are \$6.21 billion, a decrease of \$59.7 million or 1.0%** from the Fiscal Year 2018-19 Adopted Budget. Total resources decrease by \$274.9 million or 4.4% to \$5.9 billion in Fiscal Year 2020-21. For Fiscal Year 2019-20, the combination of State Revenue (\$1.8 billion), Federal Revenue (\$845.5 million) and Other Intergovernmental Revenue (\$118.5 million) supplies 44.8% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues, Residual Equity Transfers In and Other Financing Sources make up 10.3% of the funding sources (\$641.6 million). Another 18.2% (\$1.1 billion) comes from Charges for Current Services, and Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 5.2% (\$325.8 million) of the funding sources.

Total Funding by Source Fiscal Year 2019-20: \$6.21 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 21.5% (\$1.3 billion) of the financing

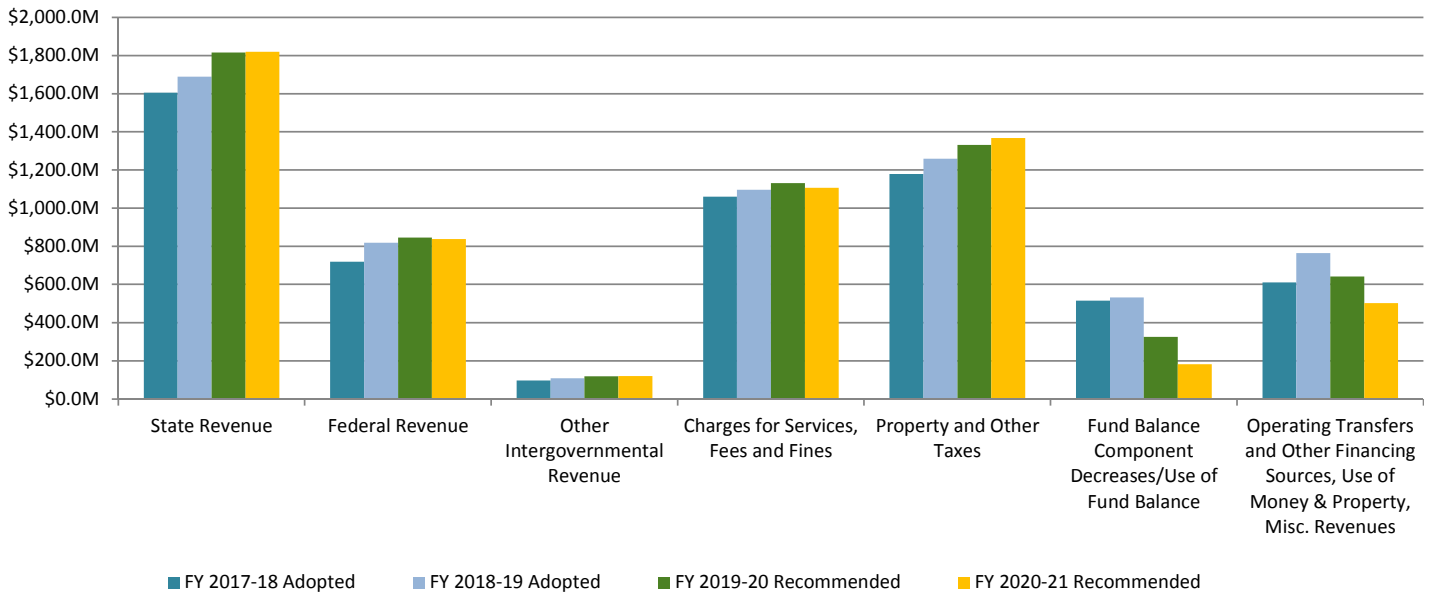
sources for the County's budget. The majority of the revenues in this category (95.0%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.



ALL FUNDS: TOTAL FUNDING SOURCES

Total Funding by Source (in millions)					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Program Revenue	\$ 4,071.2	\$ 4,418.2	\$ 4,477.0	1.3	\$ 4,311.6
Use of Fund Balance/Fund Balance Component Decrease	516.0	533.1	325.8	(38.9)	182.8
General Purpose Revenue	1,199.2	1,319.6	1,408.4	6.7	1,441.9
Total	\$ 5,786.4	\$ 6,270.9	\$ 6,211.2	(1.0)	\$ 5,936.3

Total Funding by Source
Fiscal Years 2017-18 through 2020-21





Total Funding by Source (in millions)						
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	
State Revenue	\$ 1,605.1	\$ 1,690.0	\$ 1,816.4	7.5	\$ 1,819.4	
Federal Revenue	718.9	819.0	845.5	3.2	838.3	
Other Intergovernmental Revenue	97.4	108.9	118.5	8.8	119.7	
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues	610.7	764.2	641.6	(16.0)	501.9	
Charges for Services, Fees and Fines	1,059.7	1,096.1	1,131.0	3.2	1,105.9	
Property and Other Taxes	1,178.7	1,259.7	1,332.4	5.8	1,368.4	
Fund Balance Component Decrease	69.4	95.6	63.2	(33.9)	52.7	
Use of Fund Balance	446.6	437.5	262.7	(40.0)	130.2	
Total	\$ 5,786.4	\$ 6,270.9	\$ 6,211.2	(1.0)	\$ 5,936.3	

Overall Change

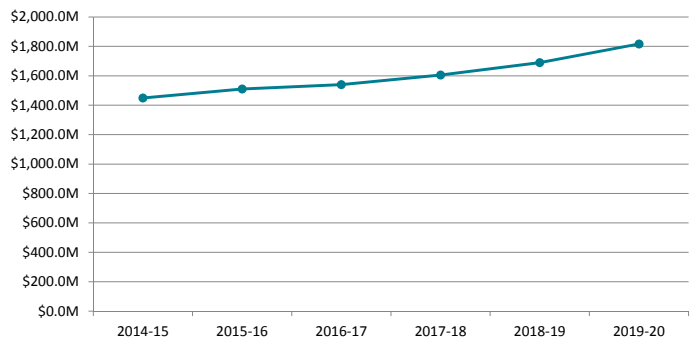
In the Total Funding by Source table, the \$59.7 million decrease in the Fiscal Year 2019-20 Recommended Budget shows decreases in total funding sources. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **increases by \$126.4 million or 7.5%** overall in Fiscal Year 2019-20. The increases in State Revenue are in the Health and Human Services Agency (HHSA) of \$73.6 million, in the Land Use and Environment Group (LUEG) of \$29.9 million, in the Public Safety Group (PSG) of \$16.4 million, in the Capital Program of \$6.5 million and in the Finance and General Government Group (FGG) of \$0.1 million. The increase of \$83.4 million in the General Fund is described in the next section.

All Funds:
State Revenue History



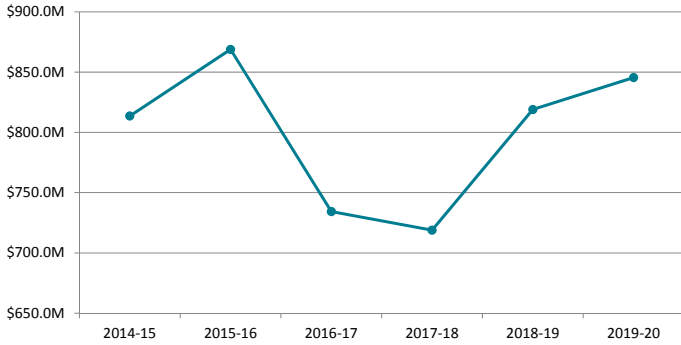
State revenues outside of the General Fund increase by \$43.1 million primarily in LUEG due to an increase of \$29.6 million for Air Pollution Control District (APCD) to implement Community Air Protection Program emission reduction projects, and for Department of Public Works (DPW) for anticipated gas tax receipts from the Highway User’s Tax Account, in PSG due to an increase of \$6.9 million in the Proposition 172 Fund which supports regional law enforcement services, in the Capital Program due to an increase of \$6.5 million for one-time expenditures. and in FGG due to an increase of \$0.1 million for Department of General Services (DGS) to align with projected revenue from the Courts for utilities.



Federal Revenue

Federal Revenue **increases by a net of \$26.5 million or 3.2%** overall in Fiscal Year 2019-20. Of the increases in Federal Revenue, \$28.9 million are in the General Fund which is described in the next section.

All Funds:
Federal Revenue History

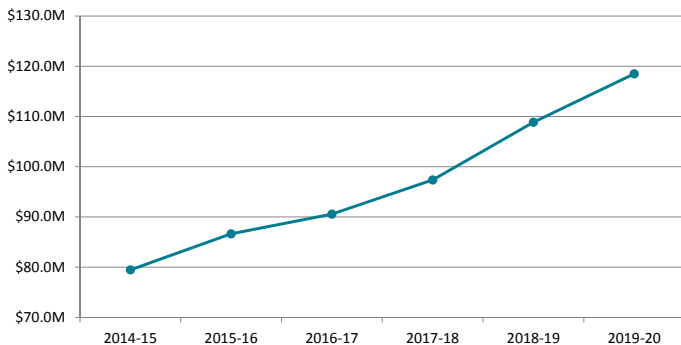


The overall decrease of \$2.4 million outside of the General Fund includes a \$2.5 million decrease in the Capital Program for one-time expenditures, \$0.5 million in PSG for Sheriff’s Department in the Asset Forfeiture Fund due to a decrease in planned expenditures, \$0.1 million in LUEG for APCD due to completed one-time projects, offset by a \$0.7 million increase in HHSA for Public Health Services to align to projected Medi-Cal and Medicare eligible transports in Community Services Areas (CSAs).

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$9.6 million or 8.8%** overall in Fiscal Year 2019-20. Of the increases, \$9.1 million are in the General Fund.

All Funds:
Other Intergovernmental Revenue History

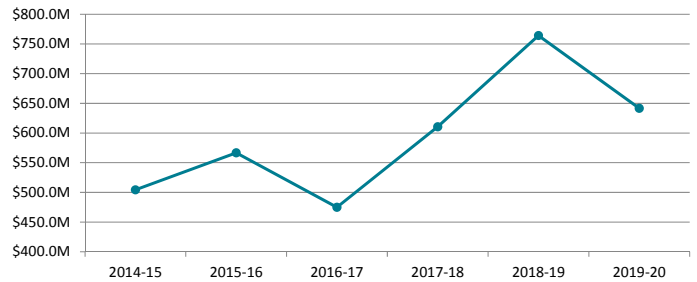


The overall increase of \$0.5 million outside the General Fund is due to a \$0.7 million increase in LUEG primarily for the County Library reimbursement for costs through the E-Rate Program for public access to high speed broadband internet. This is partially offset by a \$0.2 million decrease in HHSA for Public Health Services due to align to projected non-resident ambulance transports in CSAs.

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 **decrease by a net of \$122.6 million or 16.0%** overall in Fiscal Year 2019-20.

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) decrease by a net of \$150.8 million or 23.0%. The General Fund increases by \$21.8 million. The most significant changes outside of the General Fund include decreases of \$174.7 million in the Capital Program for one-time projects. In FGG, the \$1.2 million decrease in DGS is due to the completion of one-time projects. The increase of \$2.8 million in LUEG is primarily in APCD due to the use of the Air Quality Improvement Trust Fund and CAPP Fund for operational needs. The increase of \$0.3 million in HHSA is in the County Successor Agency due to principal and interest payments, and the increase of \$0.2 million in PSG is in the Criminal Justice Facility Construction Special Revenue Fund for transfers from the Penalty Assessment Special Revenue Fund.
- ◆ Revenue from Use of Money & Property increases by \$14.7 million or 25.9% in Fiscal Year 2019-20. The General Fund increases by \$11.8 million. Outside of the General Fund, an increase of \$1.7 million is in Finance Other due to anticipated higher interest earnings in the Employee Benefits ISF and Public Liability ISF, \$0.7 million is in LUEG mainly for increases in rents and leases in County Airports and interest on deposits in the Department of Public Works, \$0.3 million is in FGG for DGS due to increase in interest on deposits, and \$0.2 million is in HSSA in Public Health Services (PHS) due to an increase in interest on deposits.
- ◆ Miscellaneous Revenues increase by a net of \$12.2 million or 24.0% in Fiscal Year 2019-20. The General Fund increases by \$12.3 million. A decrease of \$0.1 million outside of the General Fund primarily includes:



- ◆ Decrease of \$0.8 million in PSG primarily for the Sheriff’s Jail Stores Commissary Enterprise Fund due to decrease in sales of commissary goods to inmates.
- ◆ Decrease of \$0.7 million in LUEG primarily due to one-time donations for the completion of the new Borrego Springs Library and for the completion of tribal grant-funded projects in the Road Fund.
- ◆ Increase of \$1.1 million in the Capital Program for one-time projects.
- ◆ Increase of \$0.3 million in FGG for DGS due to an increase in real estate brokerage commissions.
- ◆ Residual Equity Transfers In increase by \$1.3 million or 325.0% in Fiscal Year 2019-20 in FGG for DGS to recover the replacement cost of vehicles and equipment. There is no change in the General Fund.

PHS due to an increase in non-residential ambulance transports fees. These are partially offset by \$0.4 million decrease in Finance Other primarily for Pension Obligation Bonds due to the use of fund balance.

- ◆ Licenses, Permits & Franchises increase by \$2.4 million or 4.1% in Fiscal Year 2019-20. There is an overall \$2.1 million increase in the General Fund. A \$0.3 million increase outside of the General Fund is in LUEG for the Road Fund due to increased San Diego Gas and Electric impact fees for road maintenance work.
- ◆ Fines, Forfeitures & Penalties decrease by net of \$0.1 million or 0.2% in Fiscal Year 2019-20. There is an overall \$0.4 million decrease in the General Fund. A \$0.3 million increase outside of the General Fund is in PSG for Public Safety Group Executive Office due to increase in penalty assessment revenue.

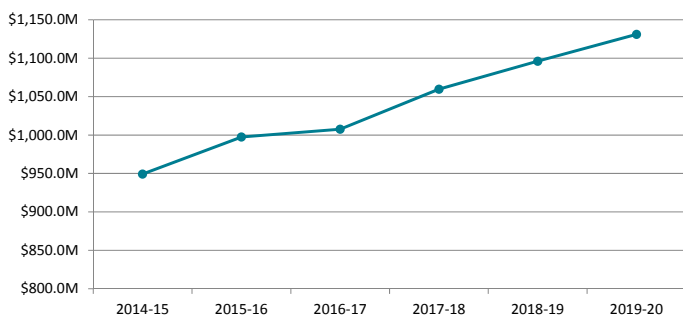
Charges for Services, Fees and Fines

Charges for Services, Fees and Fines **increase by a net of \$34.9 million or 3.2%** overall in Fiscal Year 2019-20.

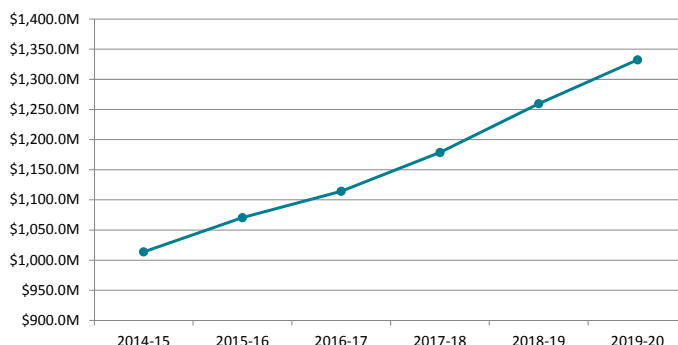
Property and Other Taxes

Property and Other Taxes **increase by \$72.7 million or 5.8%** in Fiscal Year 2019-20.

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



All Funds:
Property and Other Taxes Revenue History



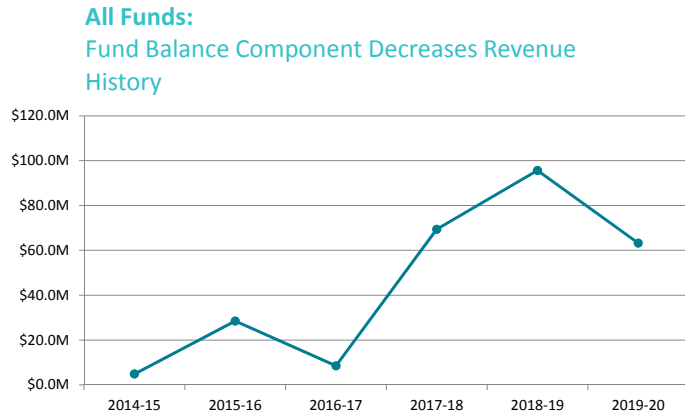
- ◆ Charges for Current Services increase by a net of \$32.6 million or 3.3% in Fiscal Year 2019-20. There is an overall increase of \$4.9 million in the General Fund. Outside of the General Fund, the overall increase is \$27.7 million. An increase of \$20.4 million is in FGG primarily due to increases in departmental IT operations and maintenance costs and for DGS due to an increase in the cost of services provided to client departments, \$7.2 million is in LUEG primarily for DPW due to an increase in sewer service charges in the Sanitation District and for increased work funded by the Flood Control District and Sanitation District, \$0.4 million is in PSG for the San Diego County Fire Authority due to increases in services provided to other agencies, and \$0.1 million is in HHS for

The overall increase of \$68.1 million is in the General Fund. Outside of the General Fund, there is an increase of \$4.6 million. The increase of \$4.2 million in LUEG is for County Library (\$2.0 million) from property taxes, for DPW (\$1.8 million) for TransNet-funded projects in the Road Fund and for projected taxes from property owners for the Flood Control District and Harmony Grove Village, and for the department of Parks and Recreation (\$0.4 million) due to increased property tax collections; and \$0.3 million in HHS for County Successor Agency (\$0.2 million) for payment of enforceable obligations approved by California Department of Finance and for Public Health Services (\$0.1 mil-



ALL FUNDS: TOTAL FUNDING SOURCES

lion) to support services in CSA 17 and 69; and \$0.1 million in PSG is for the San Diego County Fire Authority due to an increase in property tax apportionments.



Fund Balance Component Decreases

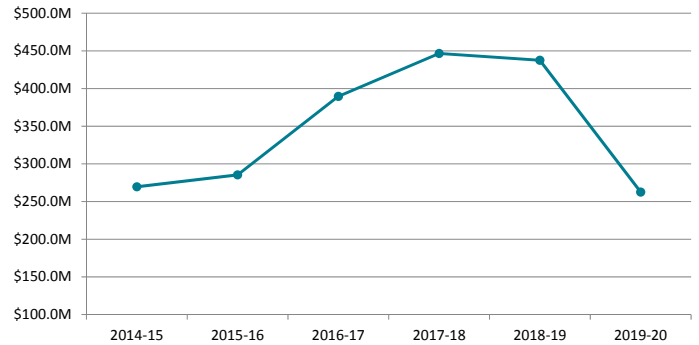
The Use of Fund Balance Component Decreases **decrease by \$32.5 million or 33.9%** in Fiscal Year 2019-20.

The decrease of \$32.5 million in the General Fund is primarily due to the removal of the prior year one time appropriations that were supported by the Committed to Capital fund balance component. There is no change outside of the General Fund.

Use of Fund Balance

Finally, the Use of Fund Balance **decreases by a net of \$174.8 million or 40.0%** in Fiscal Year 2019-20. There is a decrease of \$208.4 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 an increase of \$33.6 million due to \$14.7 million increase in PSG, \$8.0 million in FGG, \$6.9 million in the Capital Program, \$3.4 million in LUEG and \$0.8 million in Finance Other. The increase in PSG is primarily in the Proposition 172 Fund which supports regional law enforcement services and in the Criminal Justice Facility Construction Special Revenue Fund for the maintenance of County criminal justice facilities. The increase in FGG is in the Fleet Management Internal Service Fund for countywide vehicle replacement acquisition program and in the Purchasing Internal Service Fund to reduce procurement rates. The increase in the Capital Program is for one-time projects. The increase in LUEG is primarily in the Park Land Dedication Ordinance fund for various parks expansion projects and in the Air Quality Improvement Trust Fund to support the Moyer Voucher Incentive Program, Electric Vehicle Charging Infrastructure Incentive Program, and the Local Vehicle Retirement Program. The increase in Finance Other is for Pension Obligation Bonds. These are partially offset by \$0.2 million decrease in HHS for the County Successor Agency.



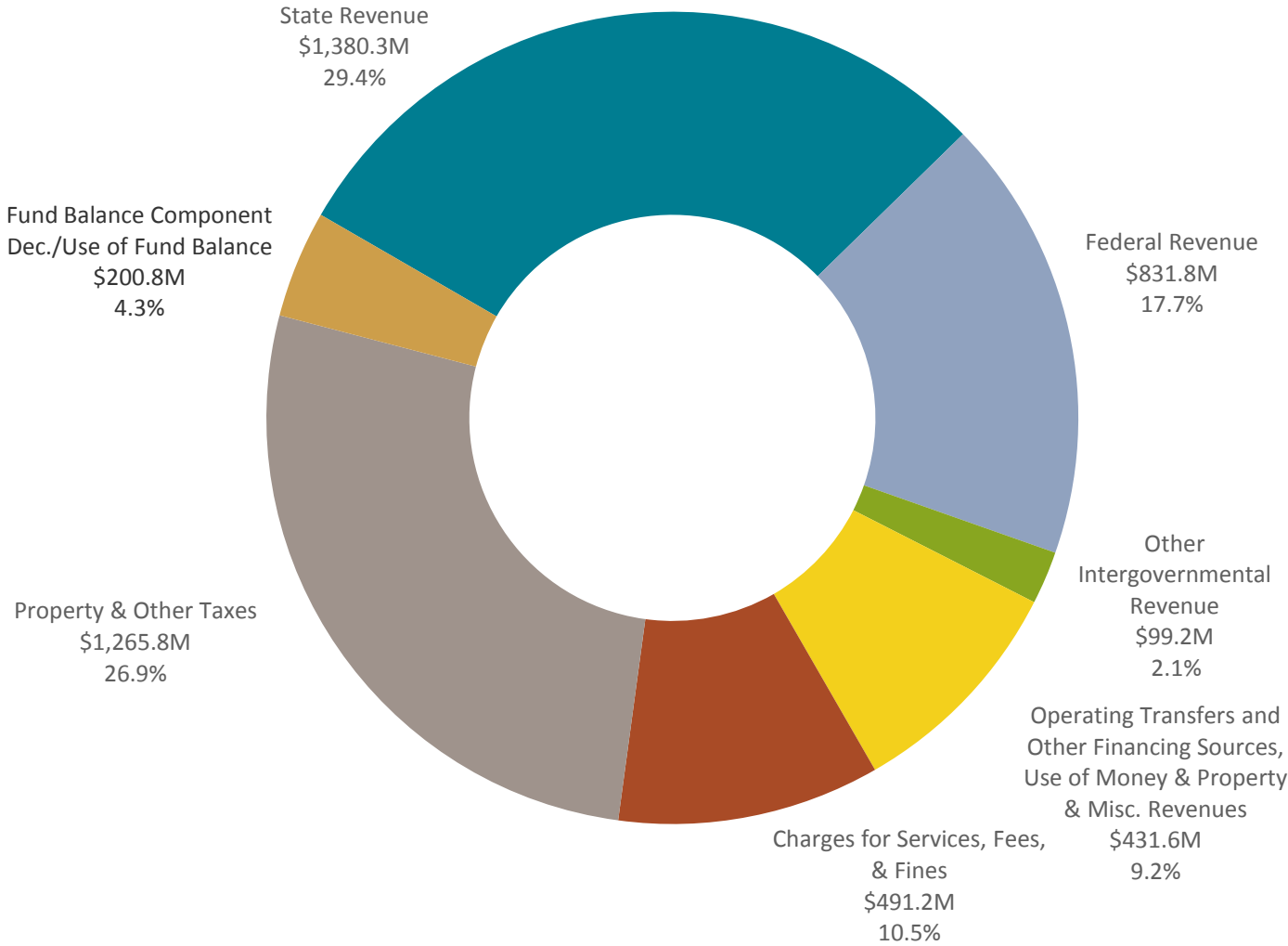


General Fund

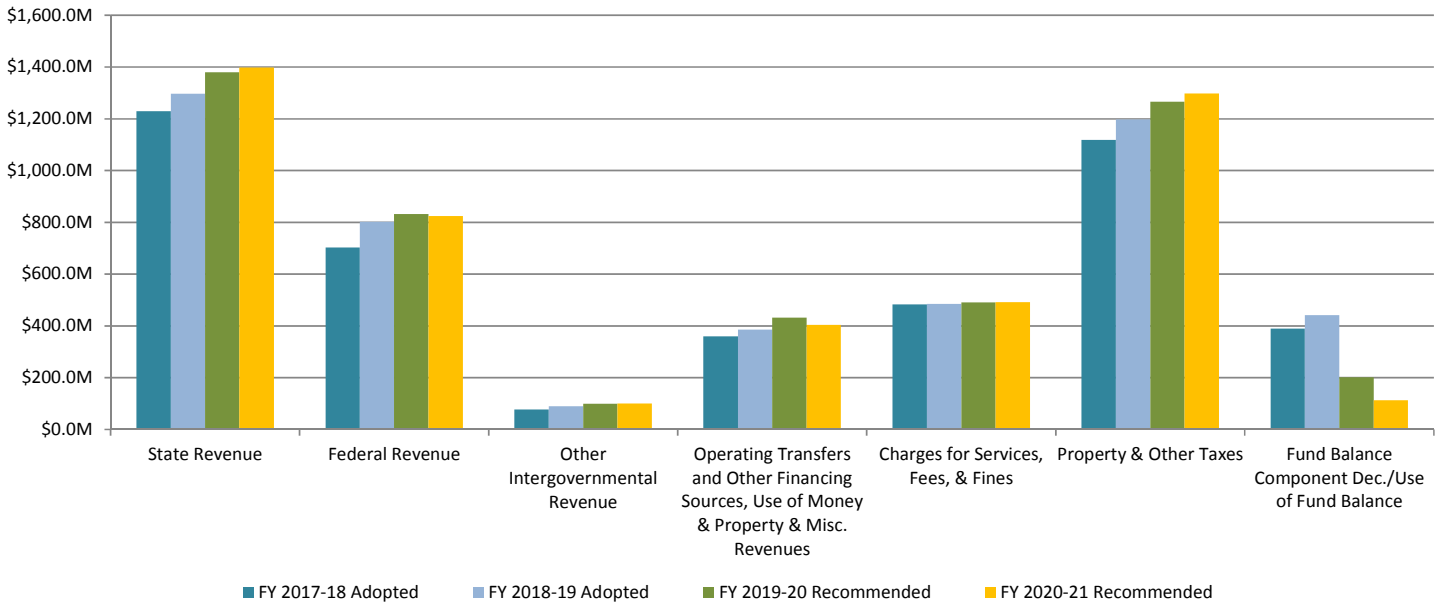
Overview of General Fund Financing Sources

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 **\$4.70 billion for Fiscal Year 2019-20, a \$1.1 million or 0.02% increase** from the Fiscal Year 2018-19 Adopted Budget. Although expenditures for certain operational activities are increasing, the overall General Fund budget is flat due to decreases in one-time uses of General Fund fund balances. In comparison, the ten-year average annual growth rate through Fiscal Year 2018-19 was 2.5%. General Fund Financing Sources decrease by \$71.8 million or 1.5% in Fiscal Year 2020-21 primarily due to a reduction in the use of one-time resources.

General Fund Financing Sources Fiscal Year 2019–20: \$4.70 billion



General Fund Financing by Sources
Fiscal Years 2017-18 through 2020-21



General Fund Financing Sources (in millions)					
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget
State Revenue	\$ 1,229.9	\$ 1,296.9	\$ 1,380.3	6.4	\$ 1,398.3
Federal Revenue	702.6	802.9	831.8	3.6	825.1
Other Intergovernmental Revenue	76.9	90.1	99.2	10.1	99.6
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	359.3	385.7	431.6	11.9	403.6
Charges for Services, Fees, & Fines	483.2	484.6	491.2	1.4	491.6
Property & Other Taxes	1,118.6	1,197.7	1,265.8	5.7	1,297.8
Fund Balance Component Decreases	56.4	95.6	63.2	(33.9)	52.7
Use of Fund Balance	332.9	346.0	137.6	(60.2)	60.3
Total	\$ 4,359.8	\$ 4,699.5	\$ 4,700.7	0.0	\$ 4,629.0

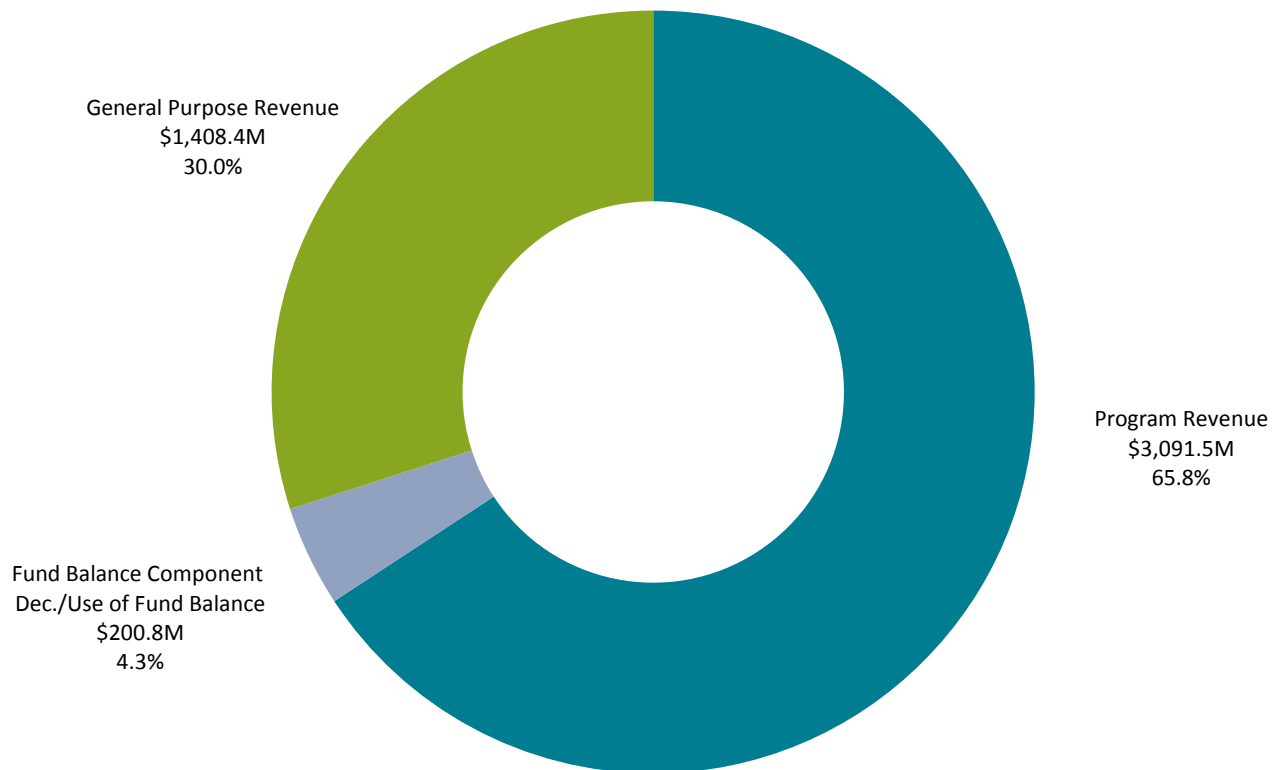


General Fund Financing Sources by Category

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 2019-20, Program Revenue increases by \$153.2 million or 5.2%, while General Purpose Revenue (GPR) increases by \$88.8 million or 6.7% and the Fund Balance Component Decreases/Use of Fund Balance decreases by \$240.8 million or 54.5% from the Fiscal Year 2018-19 Adopted Budget.

General Fund Financing Sources by Category Fiscal Year 2019-20: \$4.70 billion



General Fund Financing Sources by Category (in millions)

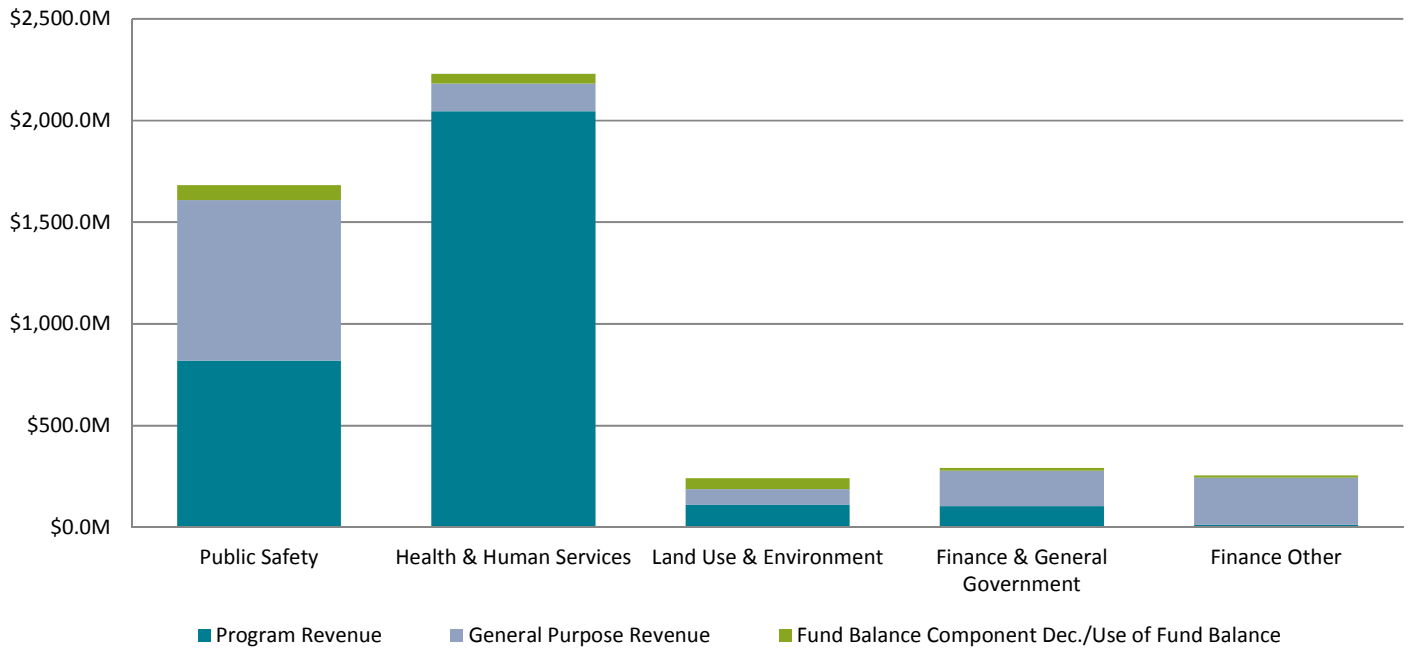
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Program Revenue	\$ 2,771.4	\$ 2,938.3	\$ 3,091.5	5.2	\$ 3,074.0
Use of Fund Balance/Fund Balance Component Decreases	389.2	441.7	200.8	(54.5)	113.0
General Purpose Revenue	1,199.2	1,319.6	1,408.4	6.7	1,441.9
Total	\$ 4,359.8	\$ 4,699.5	\$ 4,700.7	0.0	\$ 4,628.9

In Fiscal Year 2020-21, GPR increases by 2.4% (\$33.5 million), Program Revenue decreases by 0.6% (\$17.5 million) and the planned Use of Fund Balance declines by 43.7% (\$87.8 million).

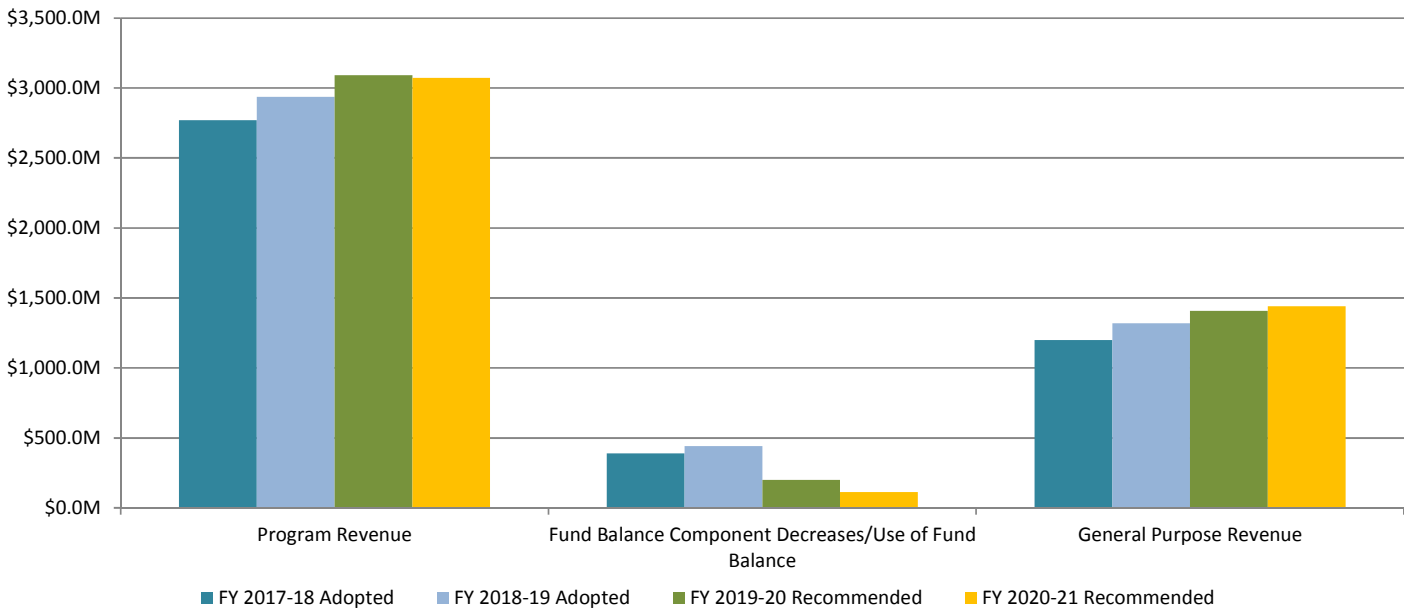
Planned uses of fund balance in Fiscal Year 2020-21 are tentative and subject to revision during the next Operational Plan development cycle.



General Fund Financing by Group and Category Fiscal Year 2019-20: \$4.70 billion



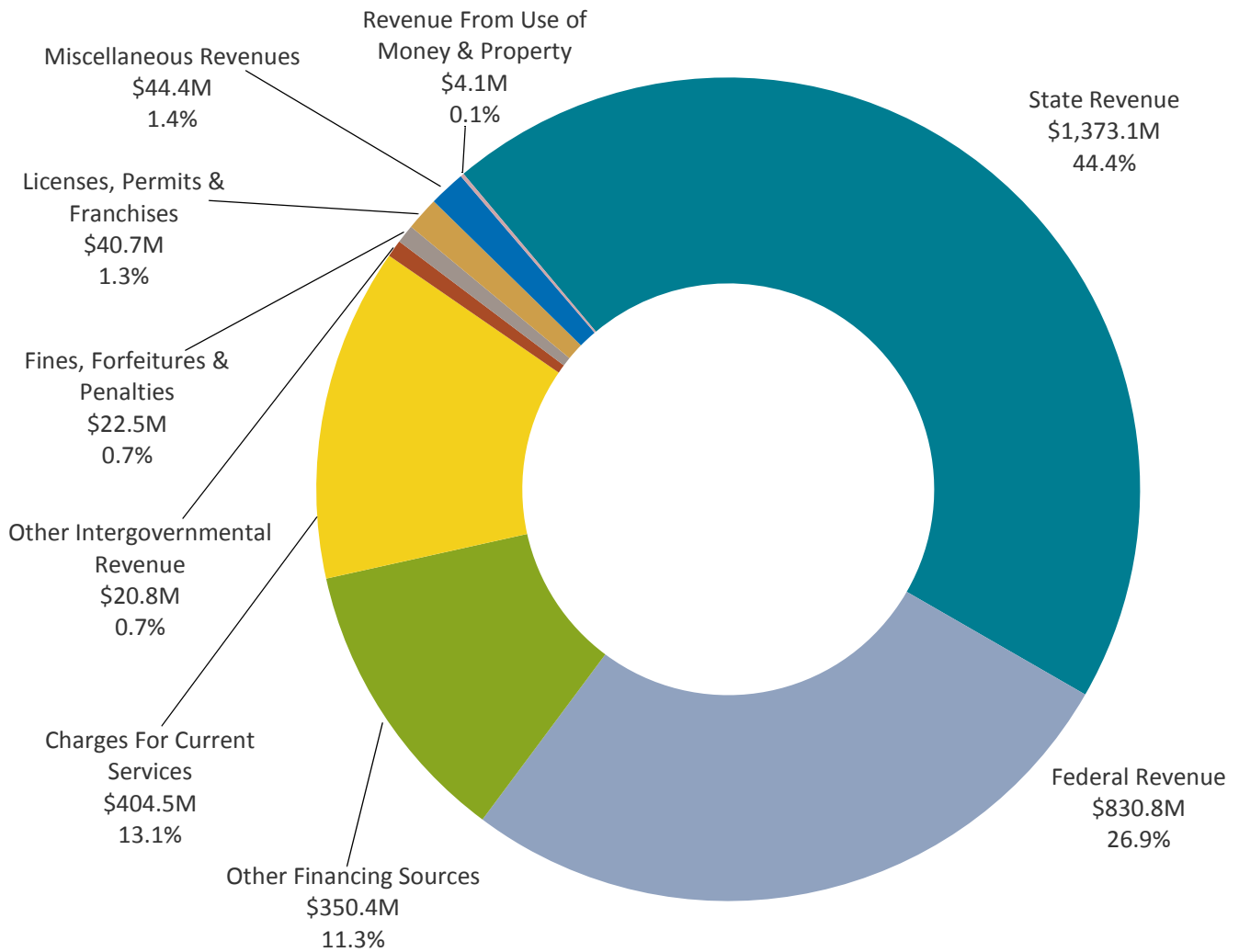
General Fund Financing Sources by Category Fiscal Years 2017-18 through 2020-21



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 source makes up 65.8% of General Fund financing sources in Fiscal Year 2019-20, 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 66.2%, the Public Safety Group manages 26.5% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 5.2% (\$153.2 million) from the Fiscal Year 2018-19 Adopted Budget compared to an average annual growth for the last ten years of 1.9%.

General Fund Program Revenue by Source Fiscal Year 2019-20: \$3.09 billion



General Fund Program Revenue by Source (in millions)					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
State Revenue	\$ 1,222.8	\$ 1,289.7	\$ 1,373.1	6.5	\$ 1,391.1
Federal Revenue	701.7	802.0	830.8	3.6	824.1
Other Financing Sources	317.8	328.6	350.4	6.6	330.4
Charges For Current Services	402.0	401.2	404.5	0.8	408.4
Other Intergovernmental Revenue	34.1	20.6	20.8	1.0	21.2
Fines, Forfeitures & Penalties	20.8	21.5	22.5	4.7	17.5
Licenses, Permits & Franchises	37.4	38.2	40.7	6.5	41.6
Miscellaneous Revenues	31.1	32.1	44.4	38.3	35.3
Revenue From Use of Money & Property	3.7	4.4	4.1	(6.8)	4.1
Total	\$ 2,771.4	\$ 2,938.3	\$ 3,091.5	5.2	\$ 3,074.0

General Fund Change in Program Revenue

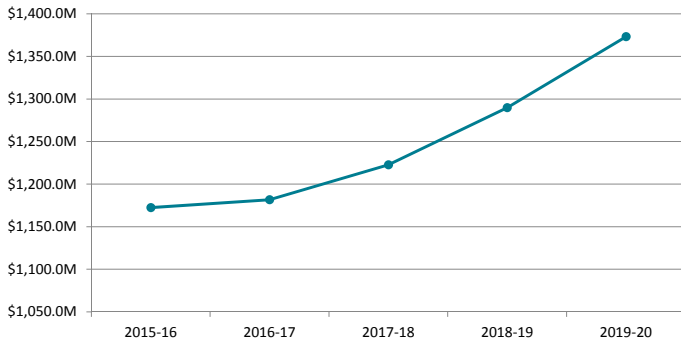
The \$153.2 million increase in Program Revenue in the Fiscal Year 2019-20 Recommended Budget is the result of increases and decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

General Fund Change in Program Revenue by Source

State Revenue

State Revenue increases by \$83.4 million or 6.5%.

General Fund Program Revenue:
State Revenue History



There is an overall net increase of \$73.6 million in the Health & Human Services Agency (HHSA) primarily in Realignment revenue due to increased costs for required retirement contributions

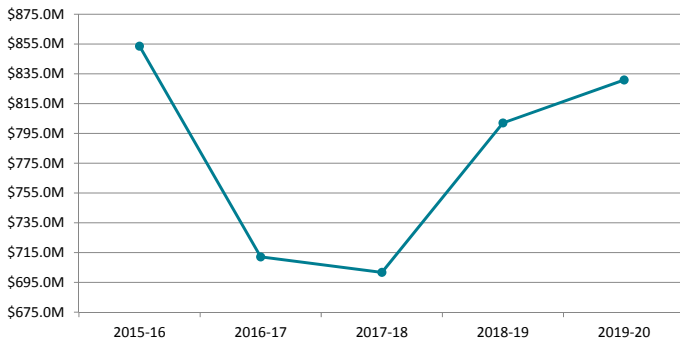
and negotiated labor agreements, and Services & Supplies, based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs in health and human services programs, in Mental Health Services Act (MHSA) revenue due to increased MHSA eligible costs, in No Place Like Home grant revenue to provide funding for permanent supportive housing for persons experiencing homelessness that have serious mental illnesses and in revenues dedicated for the In-Home Supportive Services (IHSS) program. An overall net increase of \$9.5 million in Public Safety Group (PSG) is primarily in the Probation Department for the Enhancing Law Enforcement Activities Subaccount Fund for juvenile activities and the Youth Offender Block Grant to support youth rehabilitation programs and supervisory services, 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 of County inmates participating in State operated fire camps, and in the District Attorney from the Local Revenue Fund 2011 to support the Community Crime Reduction Grant program. An overall net increase of \$0.3 million in Land Use and Environmental Group (LUEG) is primarily in the Department of Agriculture Weights and Measures due to increased contract amounts in Detection, Diagnostics and Quarantine and Plant Health & Pest Prevention.



Federal Revenue

Federal Revenue **increases by a net of \$28.8 million, or 3.6%.**

General Fund Program Revenue:
Federal Revenue History



The net increase of \$33.4 million in HHSA is primarily in Short-Doyle Medi-Cal revenue to align with increased rates and service, in federal administrative revenue to support one-time information technology investments, in HOME grant revenue due to increased funding for the homebuyer program, in Community Development Block Grant revenue for community improvement projects, residential rehabilitation and affordable housing projects, and in revenues dedicated for the IHSS program.

The net increase in LUEG of \$0.3 million is primarily in the Department of Agriculture Weights and Measures due to increased contract amounts from the U.S. Department of Agriculture in Detection, Diagnostics and Quarantine and Plant Health & Pest Prevention.

The net decrease in PSG of \$4.9 million includes a decrease in the Sheriff’s Department mainly for the Urban Areas Security Initiative Grant, Homeland Security Grant Program and the Operation Stonegarden Grant Program, and in Child Support Services due to a decrease in revenue to align to anticipated levels of expenditure reimbursement.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of \$21.8 million or 6.6%.**

The net increase of \$21.6 million in PSG includes an increase in the Sheriff’s Department of \$11.2 million primarily due to renovation projects of George Bailey Detention Facility, Ridgehaven Sheriff’s Administration Center, and Vista Detention Facility based on the Criminal Justice Facility Construction Fund; and increase from the Proposition 172 Fund of \$17.4 million in District Attorney (\$6.4 million), Sheriff’s Department (\$9.2 million) and Probation (\$1.8 million) to support regional law enforcement and detention services. More information about Proposition 172 funding appears in the following section. The net increase of \$0.2 million in LUEG is primarily in the Department of Parks and Recreation from County Service Areas and Community Facilities Districts for increased staff costs.

Charges For Current Services

Charges For Current Services **increases by a net of \$3.3 million or 0.8%.** Revenues increase by \$6.1 million in PSG, \$3.1 million in HHSA and \$1.2 million in LUEG, offset by decreases of \$7.1 million in FGG.

- ◆ In PSG, the net increase of \$6.1 million includes a \$7.0 million increase in the Sheriff’s Department primarily to recover costs of the required retirement contributions and negotiated labor agreements for contracted law enforcement services, and in the Local Revenue Fund 2011, Trial Court Security Subaccount and Supplemental Account and an increase of \$0.4 million in the San Diego County Fire Authority due to increases in services to be provided to other agencies; offset by decreases of \$1.1 million in Probation due to the reduced collection of Work Project fees and juvenile fees and \$0.2 million in Child Support Services due to an anticipated decrease in collections on Title IV-A previously assigned arrears.
- ◆ In HHSA, the net increase of \$3.1 million is primarily in Administrative Support (\$2.0 million) related to Intergovernmental Transfer revenue tied to increases in contracted services for Whole Person Wellness pilot project and in Behavioral Health Services (\$1.1 million) due to increase in the Medi-Cal daily bed rate in the Edgemoor Distinct Part Skilled Nursing Facility.
- ◆ In LUEG, the net increase of \$1.2 million includes an increase of \$0.7 million in the LUEG Executive Office due to increase in support costs from LUEG departments and \$0.5 million in the Department of Environmental Health primarily in Vector Control Program Benefit Assessment Funds to support staff increases.
- ◆ In FGG, the net decrease of \$7.1 million includes a decrease of \$6.7 million in the Assessor/Recorder/County Clerk primarily in trust fund revenues due to reduced costs in consultant and project management services associated with the one-time archival conservatorship project and integrated recorder and vital records system, and major maintenance costs associated with the completion of remodel projects at the County Administration Center and the branch offices and a net decrease of \$1.0 million attributable to the Cost Allocation Plan revenue from billable departments to the CSG Executive Office, which will be dissolved effective July 1, 2019 and \$1.4 million decrease in Register of Voters due to the lower number of billable jurisdictions that will participate in the March 2020 Presidential Primary Election and a net decrease of \$1.0 million attributable to the Cost Allocation Plan revenue from billable departments to the CSG Executive Office, which will be dissolved effective July 1, 2019; offset by



increases of \$1.2 million in County Counsel due to an anticipated increase in legal services relating to contracts and procurement, real property, and road liability matters, \$0.6 million in FGG Executive Office for reimbursement of activities related to the Department of General Services and the Department of Purchasing and Contracting, and \$0.2 million in Auditor and Controller due to changes in the cost allocation plan revenues.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of \$0.2 million or 1.0%**. A net increase of \$0.6 million in LUEG is primarily in Planning & Development services from SANDAG grants for Valley Center and Alpine Community Plan updates and for the Casa de Oro Specific Plan. This is offset by a net decrease of \$0.4 million in HHSA primarily in Public Health Services from various funding sources.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **increases by a net of \$1.0 million or 4.7%**, primarily in PSG in the Sheriff's Department (\$0.4 million) due to an increased in planned expenditures for the Cal-ID program and in the PSG Executive Office (\$0.6 million) due to the increase in anticipated receipts in penalty assessment and collection in Contribution for Trial Courts.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by \$2.5 million or 6.5%**. A net increase of \$1.9 million in LUEG is primarily in the Department of Environmental Health as a result of adjusted permit fees and industry growth. A net increase of \$0.6 million in FGG is in the County Communication Office from Public Educational Governmental (PEG) Access Fee revenue primarily due to the addition of one-time capital expenditures for the purchase of CNC TV production equipment.

Miscellaneous Revenues

Miscellaneous Revenues **increases by a net of \$12.3 million or 38.3%**.

The net increase of \$9.3 million in HHSA includes an increase of \$10.0 million in Housing and Community Development Services from the Innovative Housing Trust Fund for affordable housing projects; offset by a decrease in Public Health Services of \$0.7 million primarily due to a reclassification of Proposition 56 Tobacco Tax revenue to an Intergovernmental revenue account.

The net increase of \$2.4 million in PSG includes an increase of \$3.5 million in the San Diego County Fire Authority due to a one-time allocation to enhance fire and emergency medical services and fire station facility renovations based on Firestorm Trust Fund, and an increase of \$0.4 million in Child Support Services to reflect State funding augmentation for a digital marketing project; offset by a decrease of \$1.5 million in the Sheriff's Depart-

ment due to completion of one-time purchases and planned expenditures from the Regional Communications System Trust Fund.

The net increase of \$0.6 million in FGG is in the Department of Human Resources due to the reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers' Compensation divisions.

Revenue from Use of Money & Property

Revenue from Use of Money & Property **decreases by \$0.3 million or 6.8%**. The primary source of the decrease is in Finance Other as a result of decreases in the annual lease payments for the 2011 MTS Tower Refunding Certificates of Participation (COPs).

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 (**\$680.3 million in Fiscal Year 2019-20 and \$669.5 million in Fiscal Year 2020-21**) 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.

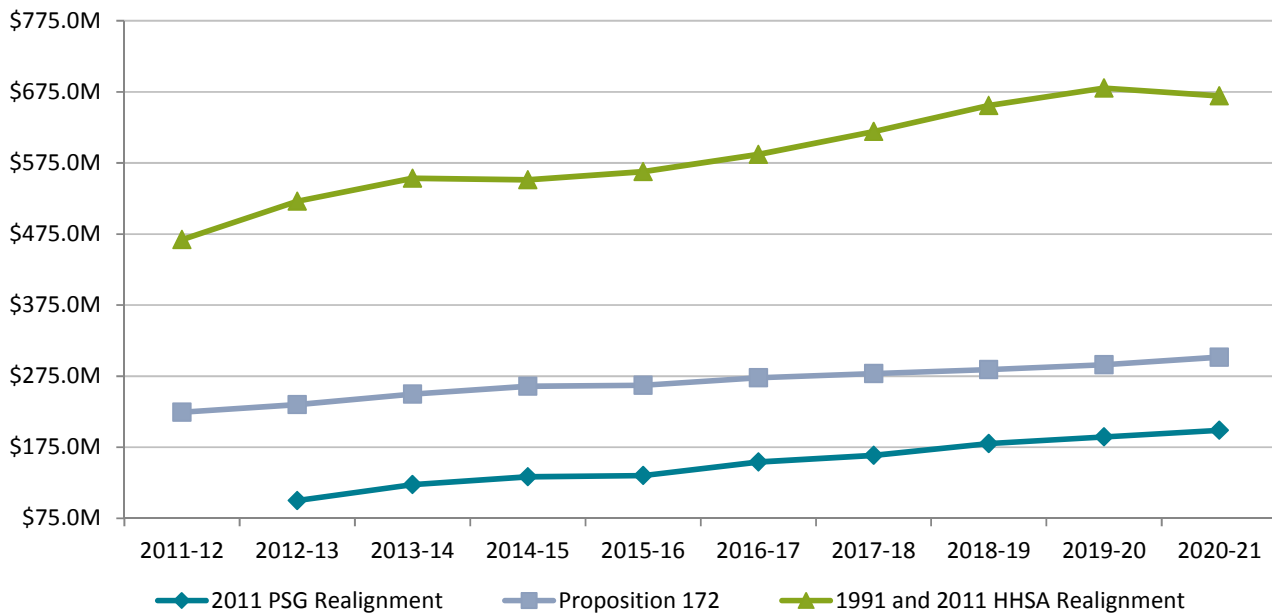
For Fiscal Year 2019-20, it is projected that 30.5% of the HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010–11, the last year prior to the implementation of 2011 Realignment. This assumes an underlying statewide sales tax growth rate of 1.2% for Fiscal Year 2019-20. These revenues are projected to increase by 3.8% (\$24.6 million) compared to the Fiscal Year 2018-19 budget (\$655.7 million) to align with projected statewide sales tax and vehicle license fees. A modest growth of 1.6% (\$10.7 million) is anticipated for Fiscal Year 2020-21.

The following chart 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 2011-12 to Fiscal Year 2020-21



Note: Fiscal Year 2011–12 to 2017–18 figures represent actual revenues. Fiscal Year 2018-19 figures represent the Adopted Operational Plan. Fiscal Year 2019–20 through Fiscal Year 2020–21 figures represent projected revenue as included in the Fiscal Years 2019–21 Recommended Operational Plan. Beginning in 2011, CalWORKs funding was incorporated into the 1991 Realignment.

2011 Public Safety Realignment Revenues

2011 Public Safety Realignment Revenues (**\$189.8 million in Fiscal Year 2019-20 and \$198.8 million in Fiscal Year 2020-21**) 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 2019-20 by 5.21% (\$9.4 million) compared to Fiscal Year 2018-19. This growth is based on formulaic assumptions provided by the State of California and assumes an underlying statewide sales tax growth rate of 1.2% for Fiscal Year 2019-20. No significant change is anticipated for Fiscal Year 2020-21.

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 (**\$291.1 million in Fiscal Year 2019-20 and \$301.8 million in Fiscal Year 2020-21**) 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 taxable sales in each county to the total taxable sales in all qualified counties. In turn, counties distribute a portion of the Proposition 172 receipts to local cities according to ratios established pursuant to the Government Code.

For Fiscal Year 2019-20, these revenues are 2.43% (\$6.9 million) above the Fiscal Year 2018-19 budgeted amount. This assumes an underlying statewide sales tax growth rate of 1.2% for Fiscal Year 2019-20. It is anticipated that these revenues will grow modestly in Fiscal Year 2020-21. The previous chart shows the realized revenues for Proposition 172 for Fiscal Years 2009-10 through 2017-18 and projected levels for Fiscal Years 2018-19 through 2020-21.



Tobacco Settlement Revenues

Tobacco Settlement Revenues (**\$8.0 million in Fiscal Year 2019-20 and \$6.0 million in Fiscal Year 2020-21**) are dedicated to healthcare-based programs pursuant to Board of Supervisors Policy E-14, Expenditure of Tobacco Settlement Revenue in San Diego County. These revenues are the result of the Master Settlement Agreement in 1998 between the California Attorney General and other states and the four major tobacco manufacturers at that time. The agreement provided more than \$206.0 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 counties based on population.

To reduce the risk of volatility or 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 securitized its share of the Tobacco Settlement Payments, and deposited the net proceeds of \$412.0 million into the Tobacco Securitization Endowment Fund based on a securitization of \$466.8 million in January 2002. These funds are spent pursuant to the Board of Supervisors Policy.

In May 2006, the County restructured its 2001 securitization and securitized additional anticipated receipts, adding \$123.5 million to the endowment fund. These proceeds were intended to enable the County to fund health care programs annually through approximately year 2034.

The \$8.0 million budgeted in Fiscal Year 2019-20 reflects \$2.0 million in non-securitized Tobacco Settlement funds to fund the Whole Person Wellness (WPW) pilot project and \$6.0 million in Securitized Tobacco funds for Operating Transfers to fund various Health and Social Services programs. This is a \$2.4 million reduction in non-securitized Tobacco Settlement funds to support General Fund in Fiscal Year 2019-20 to align with funding needs in the WPW pilot project.

General Fund General Purpose Revenue

General Purpose Revenue (GPR) makes up 30.0% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following.

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

Use of Fund Balance, including Fund Balance Component Decreases, (**\$200.8 million in Fiscal Year 2019-20 and \$113.0 million in Fiscal Year 2020-21**), represents 4.3% of General Fund Financing Sources in Fiscal Year 2019-20. Fund Balance is the result of Countywide operational efficiencies 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 \$63.2 million in Fiscal Year 2019-20 consists of:

- ◆ \$38.0 million from fund balance committed for Pension Obligation Bonds (POB) to serve as an alternative funding source for a portion of existing POB costs that have been supported by GPR.
- ◆ \$13.8 million from committed realignment for Welfare to Work contracts for intensive case management services, contracted services under the Foster Parent Recruitment, Retention and Support program, for support of the Alzheimer's Project and the Home Safe pilot project, for one-time negotiated labor agreements in various HHSAs, to support a portion of departmental costs of the County's existing Pension Obligation Bonds, and to support one-time Information IT, major maintenance and facilities projects throughout HHSAs.
- ◆ \$6.0 million from fund balance committed for Parks Expansion and Improvement to fund capital projects for Fallbrook Local Park, San Dieguito Local Park and Twin Oaks Local Park.
- ◆ \$2.9 million draw on fund balance to reduce Pension UAAL per Administrative Code 113.5 (b) Management Practices.
- ◆ \$1.0 million from fund balance committed for San Diego County Fire Authority Equipment Replacement to replace fire equipment apparatus.
- ◆ \$0.8 million from fund balance Assigned to Hall of Justice Lease Payments for the 2009 Justice Facilities Refunding.
- ◆ \$0.6 million from fund balance committed for Department of Environmental Health to fund for one-time information technology (IT) projects and space improvements.

The following list details the various General Fund Use of Fund Balance budgeted for Fiscal Year 2019–20:

- ◆ Labor costs due to negotiated salary and benefit payments.
- ◆ DNA Testing.
- ◆ Hepatitis A Nurses.
- ◆ Public outreach projects.





- ◆ Victim Services XC grant match to fill gaps and needs in District Attorney's victim services.
- ◆ Temporary warehousing costs in Office of Emergency Services to house files, shelter supplies, and public outreach materials.
- ◆ Funding to support the comprehensive strategy for children, youth and families.
- ◆ Evening Reporting Centers (ERC) intended to serve youth already on probation to achieve long-term success and lead to thriving communities.
- ◆ Costs associated with additional legislative requirements imposed by the implementation of Penal Code (PC) 3051, Youth Offender Parole.
- ◆ Support operational costs due to the loss of revenue from the implementation of Senate Bill 190 eliminating juvenile fees.
- ◆ Trial Court Maintenance of Effort costs.
- ◆ Chula Vista Insectary remodel and development and implementation of non-toxic pest control system for shipping ornamental plant commodities.
- ◆ Alternative Water Source Program development and various water conservation programs.
- ◆ Various projects related to the Climate Action Plan (CAP).
- ◆ Housing affordability Accessory Dwelling Unit Program.
- ◆ Public nuisance abatements.
- ◆ Investigation, monitoring, and abatement of dry weather flows from County storm drains.
- ◆ Agricultural Tourism permit, Fire victim and Fire Rebuild fee waivers.
- ◆ Charitable Feeding Plan Check Fees.
- ◆ Biennial dredging of Smugglers Gulch drainage channel in the Tijuana River Valley.
- ◆ Transportation Impact Fee (TIF) program update needed as the result of recent General Plan Amendments and the passage of SB743 tied to CEQA revisions.
- ◆ Tree Replacement program.
- ◆ Purchase of Agriculture Conservation Easements (PACE) program.
- ◆ Various projects related to the Total Maximum Daily Load/Stormwater Permit.
- ◆ Child and Family Strengthening Advisory Board.
- ◆ Grants provided to community organizations.
- ◆ Temporary help in various departments.
- ◆ Sheriff's Technology Information Center Next Gen Capital Project.
- ◆ Julian loan payoff.
- ◆ Pesticide Regulation Program Disposal Event.
- ◆ Electronic charging stations.
- ◆ Agricultural Tourism CEQA.
- ◆ AB885 Onsite Wastewater Treatment to draft and implement uniform performance standards and regulations.
- ◆ Tribal Liaison.
- ◆ Nuisance Abatement.
- ◆ General Plan Amendment for Property Specific Requests.
- ◆ Housing affordability projects.
- ◆ Multiple Species Conservation Program funding.
- ◆ Proctor Valley vacationing.
- ◆ Jacumba Fire Station #43 land acquisition.
- ◆ Fire emergency services training center.
- ◆ Various information technology (IT) projects, including:
 - ◆ Records and data storage.
 - ◆ System acquisition, replacement, implementation, development, enhancements, and upgrades.
 - ◆ Enterprise Information Technology system upgrades.
- ◆ Various facilities, maintenance and upgrades which include:
 - ◆ ADA accessibility improvements.
 - ◆ Emergency Operations Center break fix/upgrades.
 - ◆ Security enhancements.
 - ◆ Hall of Justice remodel.
 - ◆ Costs for Live Well Oceanside (Ocean Ranch).
 - ◆ Pedestrian sidewalks and new bike lanes at select locations.
 - ◆ Keyless Motor Pool system.
 - ◆ Various maintenance projects.
- ◆ Various equipment purchase/replacement including:
 - ◆ Regional Communications System radio replacement.
 - ◆ Refurbish helicopters.
 - ◆ Sheltering and charging station supplies.
 - ◆ Traffic signal modifications.
 - ◆ Asphalt curb machines.
 - ◆ Portable work light stations.
 - ◆ Programmable roadside message boards.
 - ◆ Equipment replacement (washers, dryers and x-ray).
 - ◆ Safety equipment acquisition and replacement.
 - ◆ Acquisition and replacement of various vehicles for programs.





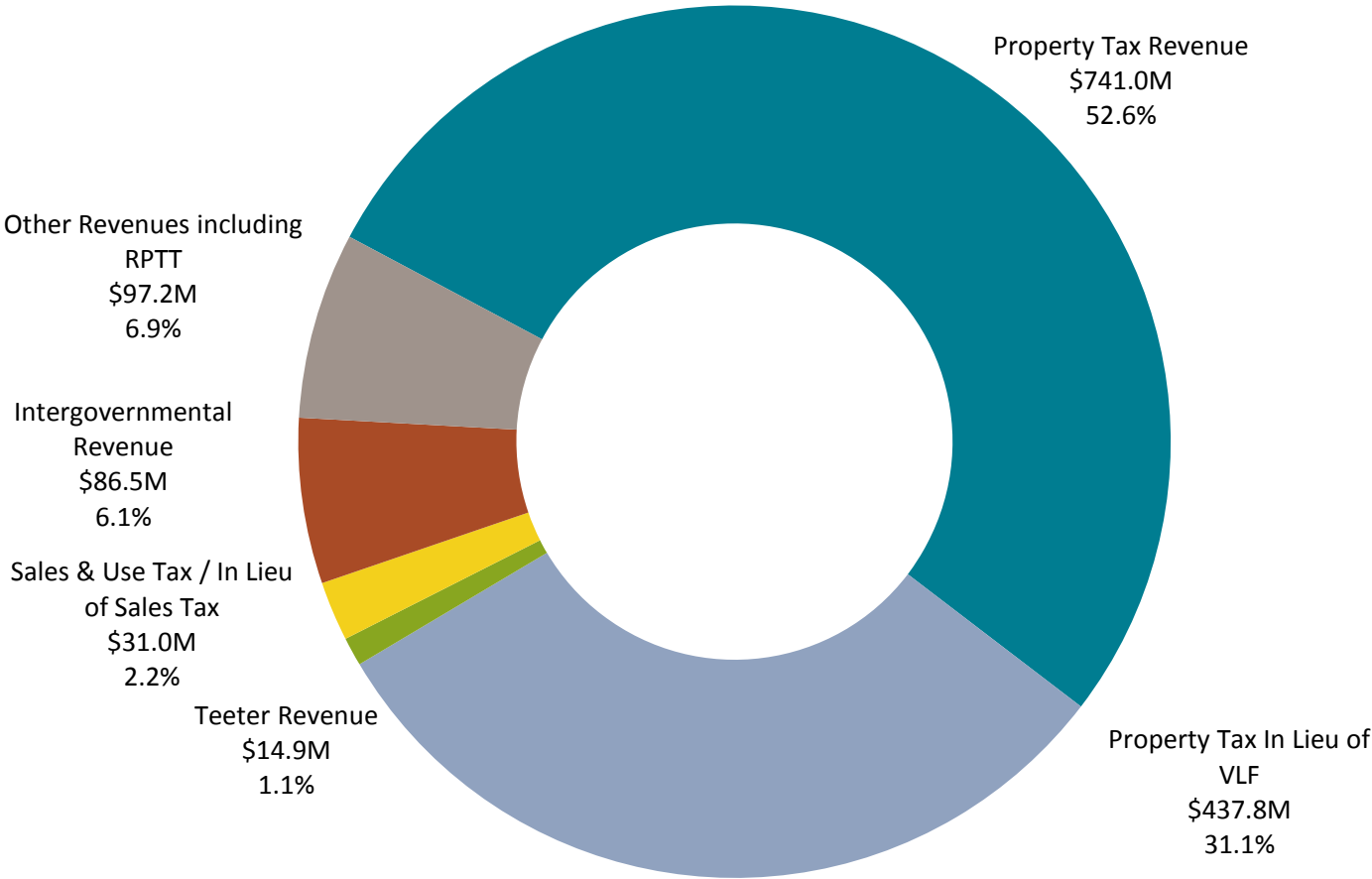


General Purpose Revenue

General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 30.0% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Successor Agencies, and 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 2019-20: \$1,408.4 million

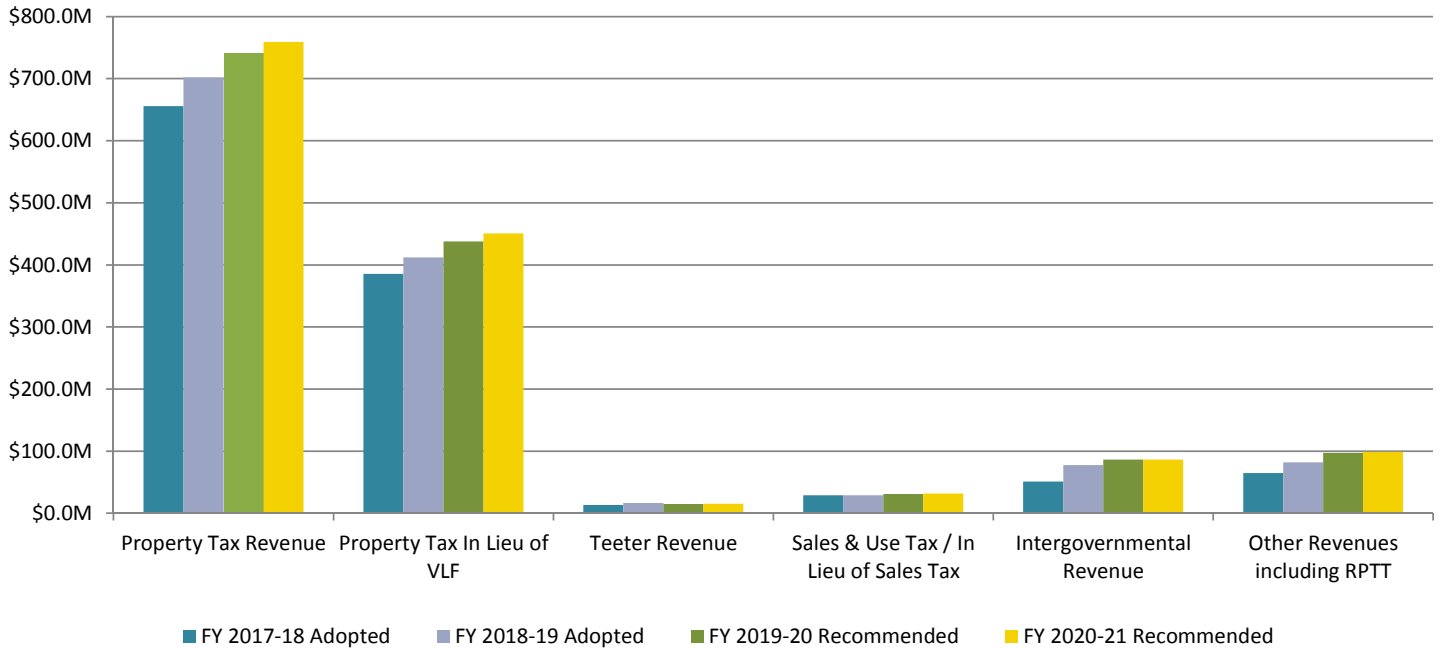


For Fiscal Year 2019–20, the \$1,408.4 million budgeted for GPR is an increase of \$88.8 million or 6.7% from the Fiscal Year 2018–19 budgeted amount of \$1,319.6 million primarily due to increases in AV growth, interest earnings and pass-through distributions from Redevelopment Successor Agencies. These resources are

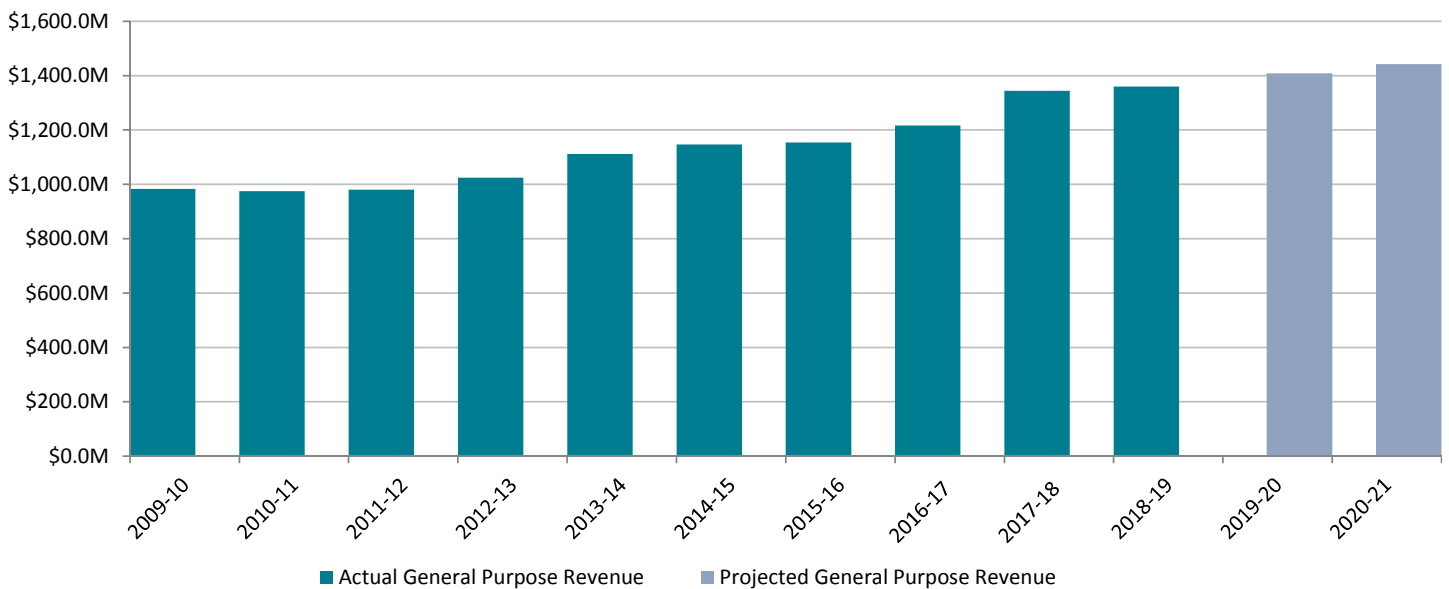
projected to increase to \$1,441.9 million in Fiscal Year 2020–21. The charts on the following page present GPR by source and a historical view of GPR. The accompanying table includes a summary by account of historical and projected GPR.



General Purpose Revenue by Source Fiscal Years 2017-18 through 2020-21



General Purpose Revenue History Fiscal Year 2009-10 to Fiscal Year 2020-21



Notes: General Purpose Revenue (GPR) for Fiscal Years 2009–10 through 2017–18 represents actual revenue. Fiscal Year 2018–19 represents the 2nd Quarter estimate produced in December 2018. For Fiscal Years 2019–20 and 2020–21, the projections are included in the Fiscal Years 2019–21 Recommended Operational Plan.





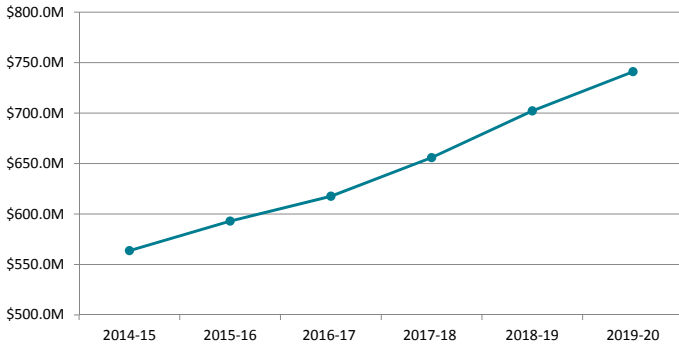
General Purpose Revenue						
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	
Property Taxes Current Secured	\$ 633,193,719	\$ 675,375,815	\$ 714,168,136	5.7	\$ 732,074,737	
Property Taxes Current Supplemental	4,699,460	8,889,993	8,978,893	1.0	9,068,682	
Property Taxes Current Unsecured	17,945,766	17,876,687	17,807,609	(0.4)	17,738,530	
Property Taxes Current Unsecured Supplemental	53,864	54,672	55,492	1.5	56,325	
Total Property Tax Revenue	\$ 655,892,809	\$ 702,197,167	\$ 741,010,130	5.5	\$ 758,938,274	
Total Property Tax In Lieu of VLF	\$ 385,570,058	\$ 412,221,092	\$ 437,826,006	6.2	\$ 450,627,869	
Teeter Tax Reserve Excess	\$ 9,634,131	\$ 12,339,590	\$ 10,473,604	(15.1)	\$ 10,770,941	
Teeter Property Tax All Prior Years	3,684,815	4,287,788	4,428,768	3.3	4,450,912	
Total Teeter Revenue	\$ 13,318,946	\$ 16,627,378	\$ 14,902,372	(10.4)	\$ 15,221,853	
Total Sales & Use Tax/In Lieu of Sales Tax	\$ 28,944,685	\$ 28,823,419	\$ 31,018,014	7.6	\$ 31,613,965	
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	40,316,499	66,997,299	75,864,374	13.2	75,864,374	
Total Intergovernmental Revenue	\$ 50,914,115	\$ 77,594,915	\$ 86,461,990	11.4	\$ 86,461,990	
Property Taxes Prior Secured	\$ 400,000	\$ 400,000	\$ 400,000	0.0	\$ 400,000	
Property Taxes Prior Secured Supplemental	5,858,218	7,897,097	7,976,068	1.0	8,055,829	
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	2,756,225	2,797,568	2,303,461	(17.7)	2,338,012	
Transient Occupancy Tax	4,435,038	5,100,057	5,373,163	5.4	5,373,163	
Real Property Transfer Taxes (RPTT)	20,889,353	21,098,246	24,442,090	15.8	24,686,511	
Franchises, Licenses, Permits	5,469,355	5,469,355	4,989,355	(8.8)	4,989,355	
Fees, Fines & Forfeitures	1,554,325	1,323,673	1,257,488	(5.0)	1,194,614	
Penalties & Cost Delinquency Taxes	15,920,048	16,916,448	15,600,806	(7.8)	15,978,064	
Interest On Deposits & Investments	4,200,000	20,079,556	32,166,954	60.2	33,361,925	
Interfund Charges/Miscellaneous Revenues	2,500,000	500,000	2,100,000	320.0	2,100,000	
Total Other Revenues including RPTT	\$ 64,532,562	\$ 82,132,000	\$ 97,159,385	18.3	\$ 99,027,473	
Total General Purpose Revenue	\$ 1,199,173,175	\$ 1,319,595,971	\$ 1,408,377,897	6.7	\$ 1,441,891,424	



Property Tax Revenue

Property Tax Revenue, (**\$741.0 million in Fiscal Year 2019–20 and \$758.9 million in Fiscal Year 2020–21**), including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 52.6% of the total General Purpose Revenue in Fiscal Year 2019–20 and 52.6% in Fiscal Year 2020–21.

General Purpose Revenue: Property Tax Revenue History

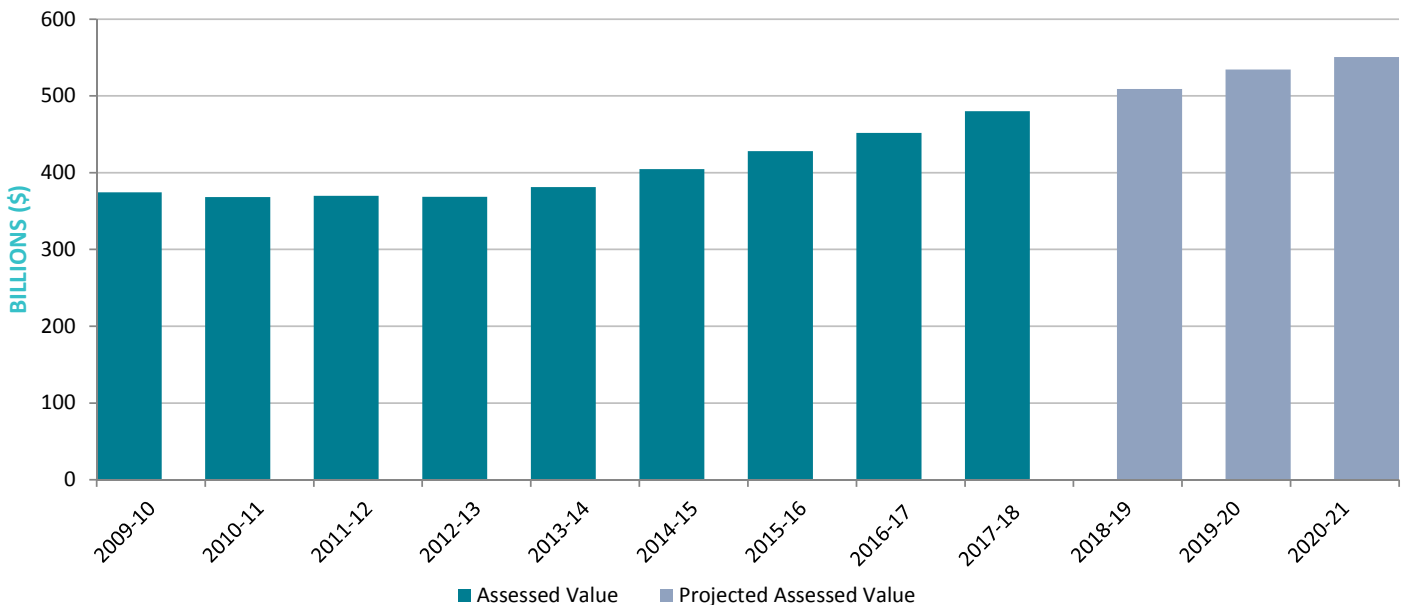


The term “current” refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2019–20, property tax revenue is budgeted to be \$38.8 million

or 5.5% higher than the budget for Fiscal Year 2018–19. Property tax revenue is projected to increase 2.4% or \$17.9 million for Fiscal Year 2020–21. 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, 2017, and 2018 the final growth rate was 5.7%, 5.6%, 6.35% and 6.13% respectively. For Fiscal Year 2019–20, an assumed rate of 5.00% is projected in overall assessed value of real property.

Locally Assessed Secured Property Values Fiscal Year 2009-10 to Fiscal Year 2020-21



Note: The projected locally assessed secured values assume a 5.00% growth rate for Fiscal Year 2019–20 and 3.0% rate for Fiscal Year 2020–21.
Source: San Diego County Auditor and Controller



Current Secured Property Tax Revenue

Current Secured property tax revenue (**\$714.2 million in Fiscal Year 2019–20 and \$732.1 million in Fiscal Year 2020–21**) is expected to increase by \$38.8 million in Fiscal Year 2019–20 from the adopted level for Fiscal Year 2018–19.

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 2019–20 revenue amount assumes an increase of 5.00% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2018–19 of 6.13%. The Fiscal Year 2018–19 current secured revenue assumed a 4.75% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2017–18; however, the actual current local secured assessed value increased by 6.13% (gross less regular exemptions). For Fiscal Year 2020–21, 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 2019–20, 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 (**\$9.0 million in Fiscal Year 2019–20 and \$9.1 million in Fiscal Year 2020–21**) is expected to increase by \$0.1 million in Fiscal Year 2019-20 from the adopted level for Fiscal Year 2018-19. 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.

Current Unsecured Property Tax Revenue

Current Unsecured property tax revenue (**\$17.8 million in Fiscal Year 2019–20 and \$17.7 million in Fiscal Year 2020–21**) 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.

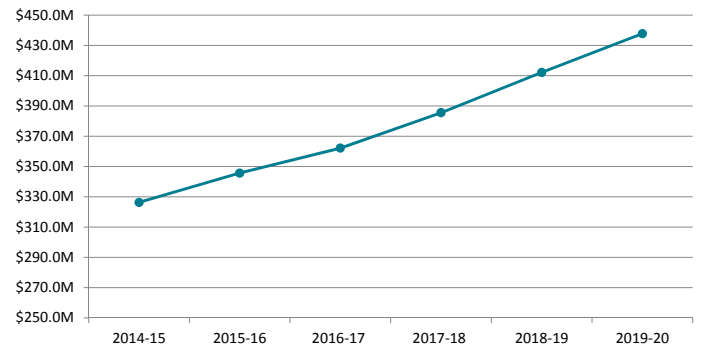
Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue (**\$0.1 million in Fiscal Year 2019–20 and \$0.1 million in Fiscal Year 2020–21**) 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 31.1% (**\$437.8 million**) of the General Purpose Revenue amount in Fiscal Year 2019–20 and 31.3% of the projected amount (**\$450.6 million**) in Fiscal Year 2020–21.

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 5.00% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2019–20, revenues are anticipated to be \$25.6 million higher than budgeted for Fiscal Year 2018–19. The increase is partially associated with the change in actual assessed value in Fiscal Year 2018–19 which increased by 6.13% compared to a budgeted increase of 4.75%. The Fiscal Year 2020–21 revenue is estimated using a 3.0% assessed value growth.



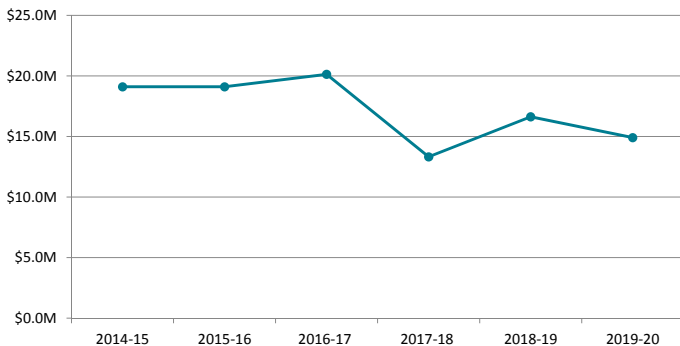
Teeter Revenue

Teeter Revenue (**\$14.9 million in Fiscal Year 2019–20 and \$15.2 million in Fiscal Year 2020–21**) represents approximately 1.1% of General Purpose Revenue in Fiscal Year 2019–20 and 1.1% of the projected amount in Fiscal Year 2020–21. Teeter Revenue is expected to decrease by \$1.7 million in Fiscal Year 2019–20 from the adopted level for Fiscal Year 2018–19 primarily due to improving delinquency rates, indicating the strength of the local real estate market.

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**

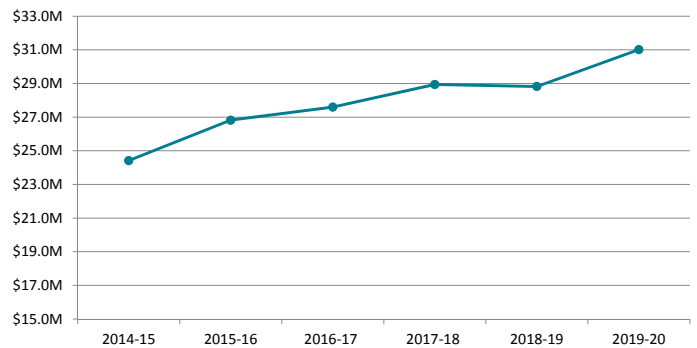


Sales and Use Tax Revenue

Sales & Use Tax Revenue (**\$31.0 million in Fiscal Year 2019–20 and \$31.6 million in Fiscal Year 2020–21**) represents approximately 2.2% of General Purpose Revenue in Fiscal Year 2019–20 and 2.2% in Fiscal Year 2020–2021. 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. Forecasted Sales Tax growth during the current Fiscal Year would sometimes exceed the Budgeted Sales Tax growth in the following year due to payment anomalies from the California Department of Tax and Fee Administration and from adjustments like advance payments or catch up payments from businesses.

Sales & Use Tax Revenue in Fiscal Year 2019–20 is estimated to be \$2.2 million or 7.6% higher than the Fiscal Year 2018-19 Adopted Operational Plan and is estimated to be \$0.6 million higher in Fiscal Year 2020–21 due to growth in Building & Construction, Business & Industry, Fuel & Service Stations, and Restaurants & Hotels.

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



Intergovernmental Revenue

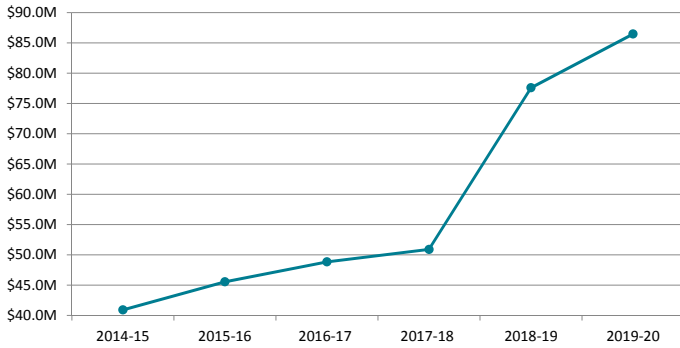
Intergovernmental Revenue (**\$86.5 million in Fiscal Year 2019–20 and \$86.5 million in Fiscal Year 2020–21**) comprises 6.1% of the General Purpose Revenue amount in Fiscal Year 2019–20 and 6.0% of the projected amount in Fiscal Year 2020–21. For Fiscal Year 2019–20, the amount budgeted is \$8.9 million or 11.4% higher than the Fiscal Year 2018–19 Adopted Operational Plan due to continuing growth in pass-through distributions and reduced debt service payments related to a refunding of former redevelopment bonds, which increase the County’s share of available tax increment.

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.

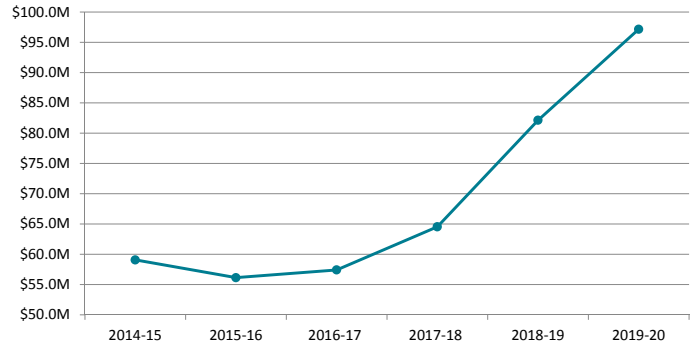
Redevelopment agencies were dissolved by the California Legislature in ABx1 26 on June 28, 2011. The California Supreme Court upheld the constitutionality of the dissolution on December 29, 2011 and extended the date of dissolution to February 1, 2012. Based on Section 34183 of the Health and Safety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

Other Revenues

Other Revenues for **Fiscal Year 2019–20 total \$97.2 million and increase to \$99.0 million in Fiscal Year 2020–21**, and are approximately 6.9% of the total General Purpose Revenue amount in

Fiscal Year 2019–20 and 6.9% in Fiscal Year 2020–21. The Fiscal Year 2019–20 amount represents an 18.3% or \$15.0 million increase from the Fiscal Year 2018–19 Adopted Operational Plan.

**General Purpose Revenue:
Other Revenues History**



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

Interest on Deposits & Investments

Interest on deposits and investments (**\$32.2 million in Fiscal Year 2019-20 and \$33.4 million in Fiscal Year 2020-21**) is expected to increase due to a higher projected interest rate applied to higher cash balances in various funds in the County Pool. The County apportions interest earnings for all funds held in the County Pool on a quarterly basis (California Government Code Section 53647). Interest on deposits is broken down into interest earned through cash balances from various funds in the county pool as well as from borrowing premiums, interest related to property tax apportionments and miscellaneous interest generated through one-time items.

Real Property Transfer Taxes (RPTT)

RPTT revenue (**\$24.4 million in Fiscal Year 2019-20 and \$24.7 million in Fiscal Year 2020-21**) revenue is anticipated to increase from the Fiscal Year 2018-19 Adopted Operational Plan, reflecting a continued improvement in receipts. 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 is 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 transaction in incorporated areas.



Penalties & Cost Delinquency Taxes

Penalties and cost on delinquency taxes (\$15.6 million in Fiscal Year 2019-20 and \$16.0 million in Fiscal Year 2020-21) are projected to decrease from the Fiscal Year 2018-19 Adopted Operational Plan, based on the average of actual receipts for the prior three fiscal years. 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). The projected decrease is a result of an improved collections rate.

Other Miscellaneous Revenues

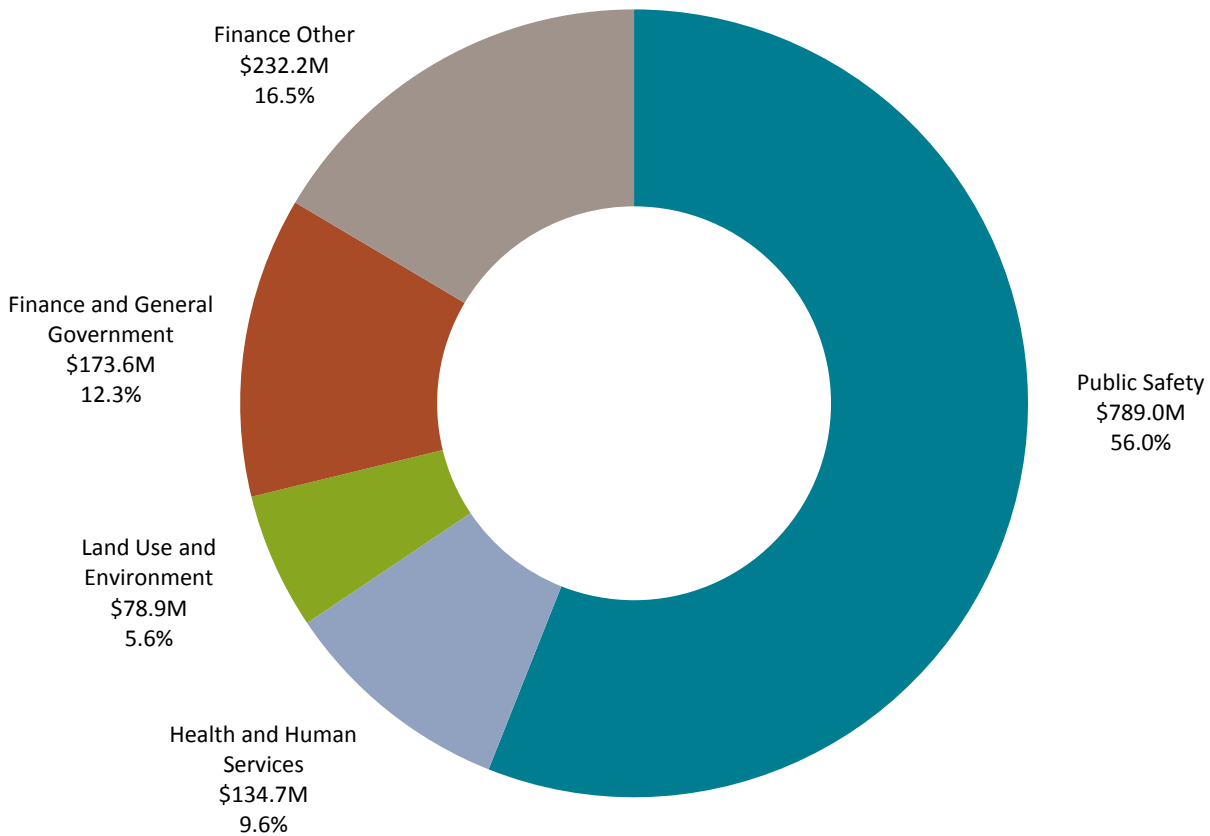
Other Miscellaneous Revenues are projected to be \$24.9 million in Fiscal Year 2019-20, which is a slight increase of \$0.9 million or 3.8% from the Fiscal Year 2018-19 Adopted Operational Plan. This increase is due to growth in Interfund Charges/Miscellaneous Revenues due to the addition of Cost Allocation Plan revenues received from Non-General Fund County Departments. This increase is offset by decreases in Other Tax Aircraft Unsecured, which are based on the average actual receipts from the prior three years, and Franchises, Licenses, Permits due to declining revenue from cable usage.



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 2019-20 budget for the Public Safety Group represents 32.9% of total County expenditures, the allocation of GPR for services in that Group equals 56.0% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 36.3% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 9.6% of total GPR.

General Purpose Revenue Allocations by Group/Agency Fiscal Year 2019-20: \$1,408.4 million



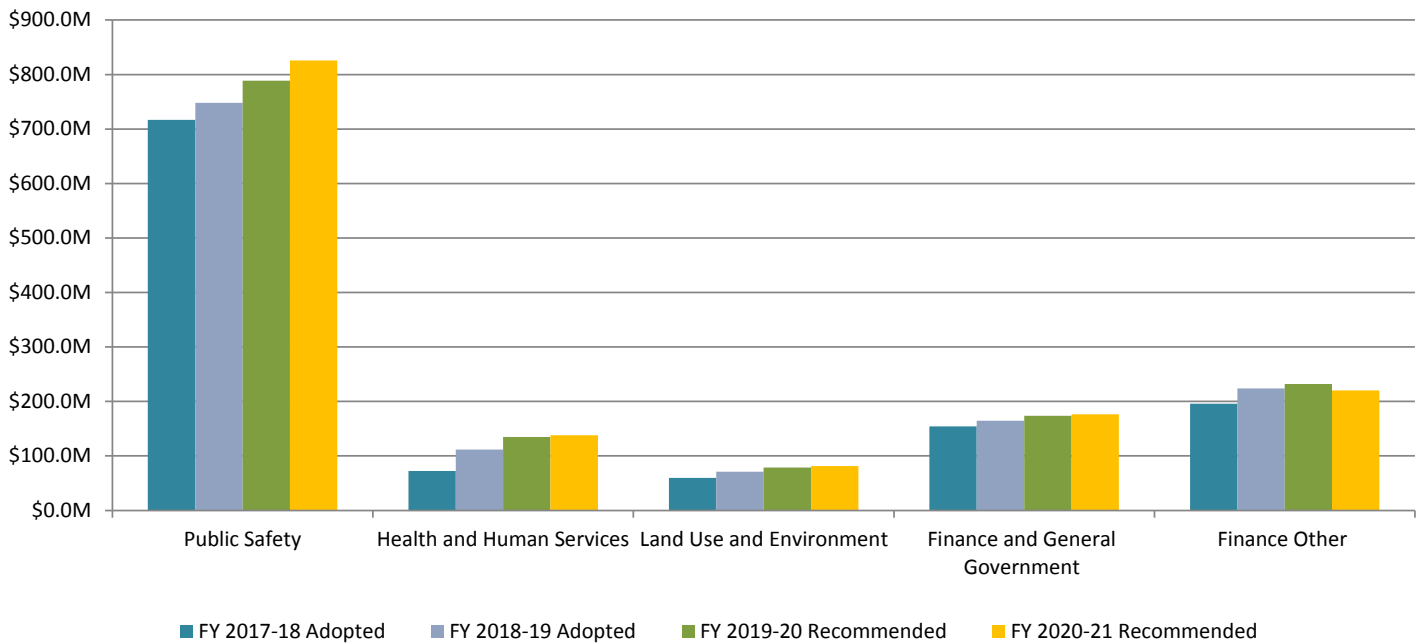
The allocation of GPR for Fiscal Years 2019–20 and 2020–21 reflects a multi-year strategy to manage County resources within the slowly growing economic environment. The primary goals of this strategy are to preserve core services to the public, maintain the commitment to the County's capital program, and address increases in contributions to the retirement fund.

GPR is budgeted at \$1,408.4 million in Fiscal Year 2019–20, an increase from Fiscal Year 2018–19 budget of \$1,319.6 million. While in Fiscal Year 2019–20 employer contributions to the

retirement fund are budgeted to increase by 8.2%, 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. Beginning in Fiscal Year 2020-21, the assumed rate of return to be used for budget will decrease from 7.25% to 7.00%.



General Purpose Revenue by Group/Agency Fiscal Years 2017-18 through 2020-21



General Purpose Revenue Allocations by Group/Agency (in millions)					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Public Safety	\$ 717.0	\$ 748.2	\$ 789.0	5.5	\$ 825.7
Health and Human Services	72.4	111.8	134.7	20.5	137.9
Land Use and Environment	59.9	70.9	78.9	11.3	81.6
Finance and General Government	154.2	164.8	173.6	5.3	176.2
Finance Other	195.7	223.9	232.2	3.7	220.5
Total	\$ 1,199.2	\$ 1,319.6	\$ 1,408.4	6.7	\$ 1,441.9

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

◆ The Fiscal Year 2019–20 Recommended Operational Plan allocates \$80.5 million of GPR to the County's four business groups to fund growth in salary and benefit costs including retirement and negotiated labor agreements (\$45.6 million) as well as allocation for programs (\$34.9 million). Available GPR of \$20.9 million, including unallocated GPR growth and existing stabilization amounts available in Finance Other will increase total stabilization resources to \$170.4 million. These amounts are planned to be allocated to mitigate anticipated future volatility in employer contributions for retirement costs, to support future salary and benefit growth, and to fund one-time capital projects. In Fiscal Year 2019-20, these resources will

be spent on a one-time basis to support capital, retirement and other various one-time operational expenses.

◆ Fiscal Year 2020-21 Recommended Operational Plan allocates \$47.9 million of GPR, which includes a draw from the stabilization amounts described previously, to the County's four business groups to fund increases in negotiated labor agreements and to support future salary and benefit growth.

Further detail on GPR allocations is provided in the Group and Department sections. The previous charts and table show the amount of GPR allocated to support each Group/Agency compared to the two prior fiscal years.



Summary of Financial Policies

Background

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

Financial Planning and Budget

The County is actively engaged in on-going 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 County Charter, County Administrative Code and Board and other policies.

The County Charter was amended by voters in November 2018 with the passage of Measure C, *Protecting Good Government through Sound Fiscal Practices*, which adds Section 800.1, requiring that once the Board of Supervisors has appropriated funds for pension stabilization, these funds shall not be used for any other purpose than pension-related liabilities.

The San Diego County Administrative Code Section 91.5, *Deputy Chief Administrative Officer/Chief Financial Officer 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, *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.

The County Charter, Administrative Code Section 113.5 and Board Policy B-65 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* and Section 232.4 of the County Administrative Code.
- ◆ 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/Chief Financial Officer.
- ◆ Appropriation transfers of any amount between objects within a budget unit may be processed by the Deputy Chief Administrative Officer/Chief Financial Officer, except for Road Projects, Operating Transfers between departmental budget units, Capital Projects and considered routine major maintenance requiring capitalization for financial reporting purposes, or when the transfer would have actual or potential programmatic impacts. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval from the Board of Supervisors pursuant to County of San Diego Administrative Manual 0030–10, *Transfers of Appropriations between Objects within a Budget Unit*.
- ◆ As a general practice, the County does not backfill programmatic funding eliminated by the State of California.
- ◆ Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to the Charter of the County of San Diego §703.10 and §916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods set forth in Board of Supervisors Policy A-81, *Procurement of Contract Services*.

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

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

Reserves

- ◆ The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events or economic uncertainties that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- ◆ Pursuant to San Diego County Code of Administrative Ordinances Article VII, Section 113.1 *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 four fifths 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 use and management of the County's long-term financial obligations is directed by the County Charter, County Administrative Code and Board and other policies. The County Charter requires that proceeds of any long-term obligation of the General Fund shall not be used for recurring operational needs. The County Administrative Code reiterates this and also provides guidance on elements that are also included in Board Policy. 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. 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 Treasurer-Tax Collector is responsible for the collection, banking, investment, disbursement and accountability of public funds, excluding pension funds. Accordingly, the Treasurer-Tax Collector annually prepares 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 Treasurer-Tax Collector (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* is annually reviewed and approved at a public meeting 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 Treasurer-Tax Collector's control.
 - ◆ The secondary objective shall be to meet the liquidity needs of the participants.
 - ◆ The third objective shall be to achieve an investment return on the funds under control of the Treasurer within the parameters of prudent risk management.
- ◆ More information about the Fund and the policy is available at www.sdtreastax.com/treasury.html
- ◆ The Treasurer-Tax Collector prepares a monthly investment report to be posted on the Treasurer-Tax Collector's website at www.sdtreastax.com/treasury.html
- ◆ The Treasurer-Tax Collector provides 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 delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the County's enterprise funds and internal service funds are charges to customers for services. Operating expenses for enterprise funds and internal service funds include the costs of services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

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 Major Maintenance Capital Outlay Fund was implemented for financial reporting purposes in Fiscal Year 2017–18. This fund enables the County to capitalize major maintenance projects that meet the capitalization requirement per accounting rules, which are considered routine maintenance but require capitalization are funded through the originating departmental operating budget. The Fiscal Year 2019–20 capital projects budget for the County is \$103.0 million. This excludes the \$9.1 million appropriated in Fiscal Year 2019–20 and 2020–21 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 2019–20)	Dollar Amount	Number of Projects
Capital Outlay Fund	\$ 76,432,000	34
Major Maintenance Capital Outlay Fund	17,210,206	18
Justice Facility Construction Fund	1,843,061	2
Multiple Species Conservation Program Fund	7,500,000	1
Total	\$ 102,985,267	55

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, 2018, as reported in the County's Comprehensive Annual Financial Report (CAFR). The CAFR can be accessed at www.sdcounty.ca.gov/auditor/cafr.html.

General Fund Fund Balance Categories (in thousands)	
	CAFR (June 30, 2018)
Nonspendable	\$ 22,747
Restricted	319,782
Committed	796,086
Assigned	480,063
Unassigned	688,449
Total General Fund Balance	\$ 2,307,127

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 2018–19 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 \$688.4 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 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 \$623.3 million set aside of General Fund Unassigned Fund Balance for Fiscal Year 2019-20 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 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 2019–20 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 increases, but rather those with specific action being recommended in the budget.

Increases to Fund Balance Components

No increases of fund balance components are recommended for Fiscal Year 2019-20.

Decreases (Uses) in Fund Balance Commitments and Assignments

Fund balance component decreases of \$63.2 million are recommended for Fiscal Year 2019-20. The table below lists those fund balance components and respective amounts that are recommended for use. For additional details, please see the General Fund: Financing Sources, General Fund Use of Fund Balance/ Fund Balance Component Decreases discussion.

Decreases (Uses) in Fund Balance Commitments and Assignments (in millions)		
	Fiscal Year 2019–20 Recommended Budget	Source
Assigned: Hall of Justice Lease Payment	\$ 0.8	Assigned
Committed: Realignment Health, Mental Health, and Social Services	13.8	Committed
Committed: Park Expansion & Improvement	6.0	Committed
Committed: Reduce Pension UAAL	2.9	Committed
Committed: Environmental Health	0.6	Committed
Committed: Pension Obligation Bonds	38.0	Committed
Committed: SDCFA Equipment Replacement	1.0	Committed
Total	\$ 63.2	

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 will only occur if the amount of unassigned fund balance is maintained at or above the targeted level for the General Fund Reserve.

Group/Agency Management Reserves (in millions)		
	Fiscal Year 2019–20 Recommended Budget	Source
Public Safety: District Attorney	\$ 2.0	Unassigned
Health and Human Services	16.0	Unassigned
Finance and General Government	3.0	Unassigned
Total	\$ 21.0	

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 Financial Management Policy*, on August 11, 1998. The policy was 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. Most recently, in November 2018, voters approved a measure amending the County Charter to limit the proceeds of long-term financial obligations. 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, the Deputy Chief Administrative Officer/Chief Financial Officer 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.

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.
- ◆ The County shall maintain fund balances and reserves in the General Fund to support fiscal health and stability.
- ◆ The County shall publish an annual cash flow projection and quarterly status of actual/projected cash flows.
- ◆ 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 Compliance 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 August 2018 in accordance with Board Policy B-65, *Long-Term Financial Management Policy*.

As part of this review, 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 below.

Credit Ratings			
	Moody’s Investors Service	Standard & Poor’s	Fitch Ratings
County of San Diego (Issuer Rating)	Aaa	AAA	AAA
Certificates of Participation and Lease Revenue Bonds	Aa1	AA+	AA+
Pension Obligation Bonds	Aa2	AA+	AA+





Authority to Finance and Bond Ratios

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

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

However, there are three major exceptions to the debt limit that have been recognized by the California courts: (i) the *Offner-Dean* lease exception, (ii) the special fund doctrine and (iii) the obligation imposed by law exception. These types of obligations are not considered indebtedness under the State constitution

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

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

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

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

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



Bond Ratios					
	Fiscal Year 2015–16	Fiscal Year 2016–17	Fiscal Year 2017–18	Fiscal Year 2018–19	Fiscal Year 2019–20
Net Bonded Debt (in millions) ¹	\$ 1,016.9	\$ 939.0	\$ 878.0	\$ 813.0	\$ 745.0
Net Bonded Debt per Capita ²	\$ 312	\$ 286	\$ 267	\$ 245	\$ 223
Ratio of Net Bonded Debt to Assessed Value ³	0.22%	0.20%	0.18%	0.15%	0.13%

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

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

³Assessed value includes total secured, unsecured, and unitary property.

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

Bond and Debt Service Ratios

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

General Fund Debt Service Ratios

The total debt service reported in the Components of General Fund Debt Service Ratio table is composed of payments on the County’s General Fund long-term financial obligations, which

include Pension Obligation Bonds, Certificates of Participation and Lease Revenue Bonds. They are described in the following section titled Long-Term Obligations. In addition, the detail of the annual payments required for 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 2016–17 Adopted Budget	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	Fiscal Year 2020–21 Recommended Budget
General Fund Revenue ¹	\$ 3,812.6	\$ 3,970.6	\$ 4,247.1	\$ 4,499.9	\$ 4,515.9
Total Debt Service ²	\$ 112.6	\$ 112.6	\$ 111.8	\$ 109.9	\$ 108.5
Ratio of Total Debt Service to General Fund Revenue	2.95%	2.84%	2.63%	2.44%	2.40%
General Fund Share of Debt Service Cost ³	\$ 86.0	\$ 86.2	\$ 89.2	\$ 87.6	\$ 86.3
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.25%	2.17%	2.10%	1.95%	1.91%

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

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

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





Outstanding Principal Bonded Debt (in millions)		
	Projected as of June 30, 2019	Projected as of June 30, 2020
Certificates of Participation	\$ 159.7	\$ 146.7
Lease Revenue Bonds	95.7	92.0
Pension Obligation Bonds	508.8	456.0
Redevelopment Successor Agency Bonds	10.7	9.2
Total	\$ 774.9	\$ 703.9

Long-Term Obligations

The County's outstanding General Fund secured long-term principal bonded debt as of June 30, 2019, and projected as of June 30, 2020, 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, 2019, the County is anticipated to have \$255.4 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, 2019, the County is anticipated to have \$508.8 million of taxable POBs outstanding.

In November 2018, San Diego County voters approved Measure C, which amended the County Charter to include Section 800.1, Pension Stabilization, requiring any funds appropriated for pension stabilization to be used for pension-related liabilities. To manage overall pension costs, the County has implemented a pension stabilization strategy, wherein a portion of General Pur-



pose 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.

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.

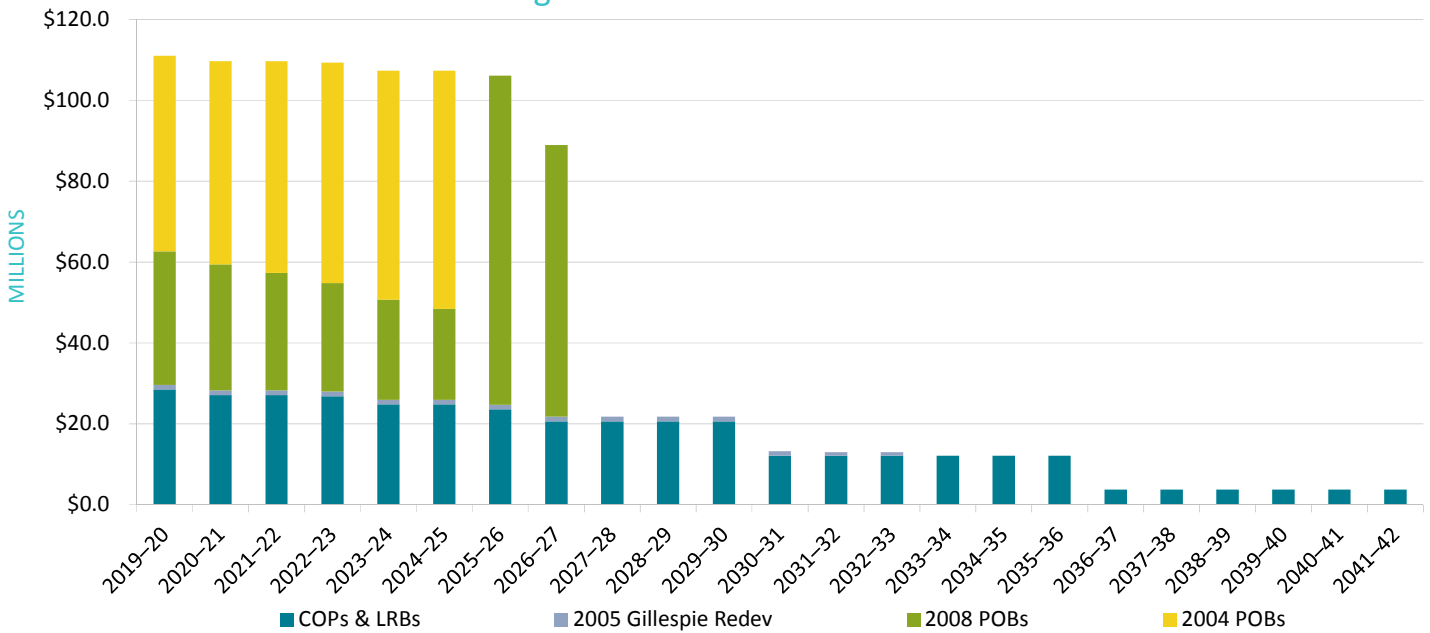
The Long-Term Debt Obligations chart shows the County's scheduled long-term obligation payments through final maturity of Fiscal Year 2041–42 as of June 30, 2019, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation 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 Obligations¹

Fiscal Years 2019–20 through 2041–42



¹Represent principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2019. Details of these obligations are provided in the Outstanding County Financings table nearby.

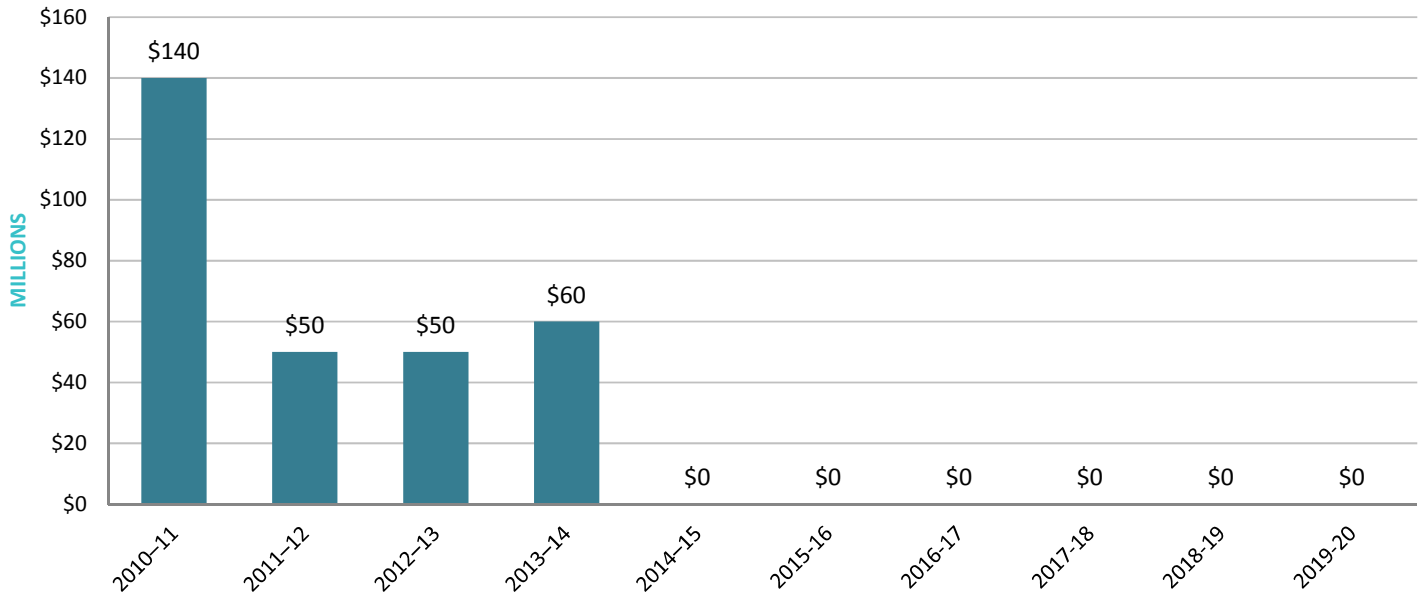
Outstanding County Financings (in thousands)

	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
2009 Justice Facilities Refunding	2025	\$ 80,940	\$ 31,805
2011 MTS Tower Refunding	2019	19,260	1,315
2011 County Administration Center Waterfront Park	2042	32,665	28,265
2012 Cedar and Kettner Development Project	2042	29,335	25,570
2014 Edgemoor and RCS Refunding, issued September 2014	2029	93,750	72,745
2016 COC Refunding, issued March 2016	2035	105,330	95,665
Total Certificates of Participation and Lease Revenue Bonds		\$ 361,280	\$ 255,365
Taxable Pension Obligation Bonds			
Series 2004	2024	\$ 454,113	\$ 268,665
Series 2008	2027	343,515	240,100
Total Pension Obligation Bonds		\$ 797,628	\$ 508,765
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	\$ 16,000	\$ 9,200
Total Tax Allocation Bonds		\$ 16,000	\$ 9,200

¹This table reflects the County's outstanding financings as of June 30, 2019.



Tax and Revenue Anticipation Notes (TRANs) Cash Borrowing 2010–11 through 2019–20



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 2010-11. The County has not issued TRANs on its own behalf for the past six fiscal years.

Conduit Issuances

In previous years, the County has assisted 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. As of June 30, 2019, the County will have four outstanding conduit issuances and has not issued a conduit financing since 2015.

Because of the expanding market and availability of other non-profit agencies specializing in these conduit programs, the County has discontinued its conduit program. The County will continue to administer the remaining outstanding conduit issuances until the debt matures.



County of San Diego

Public Safety Group

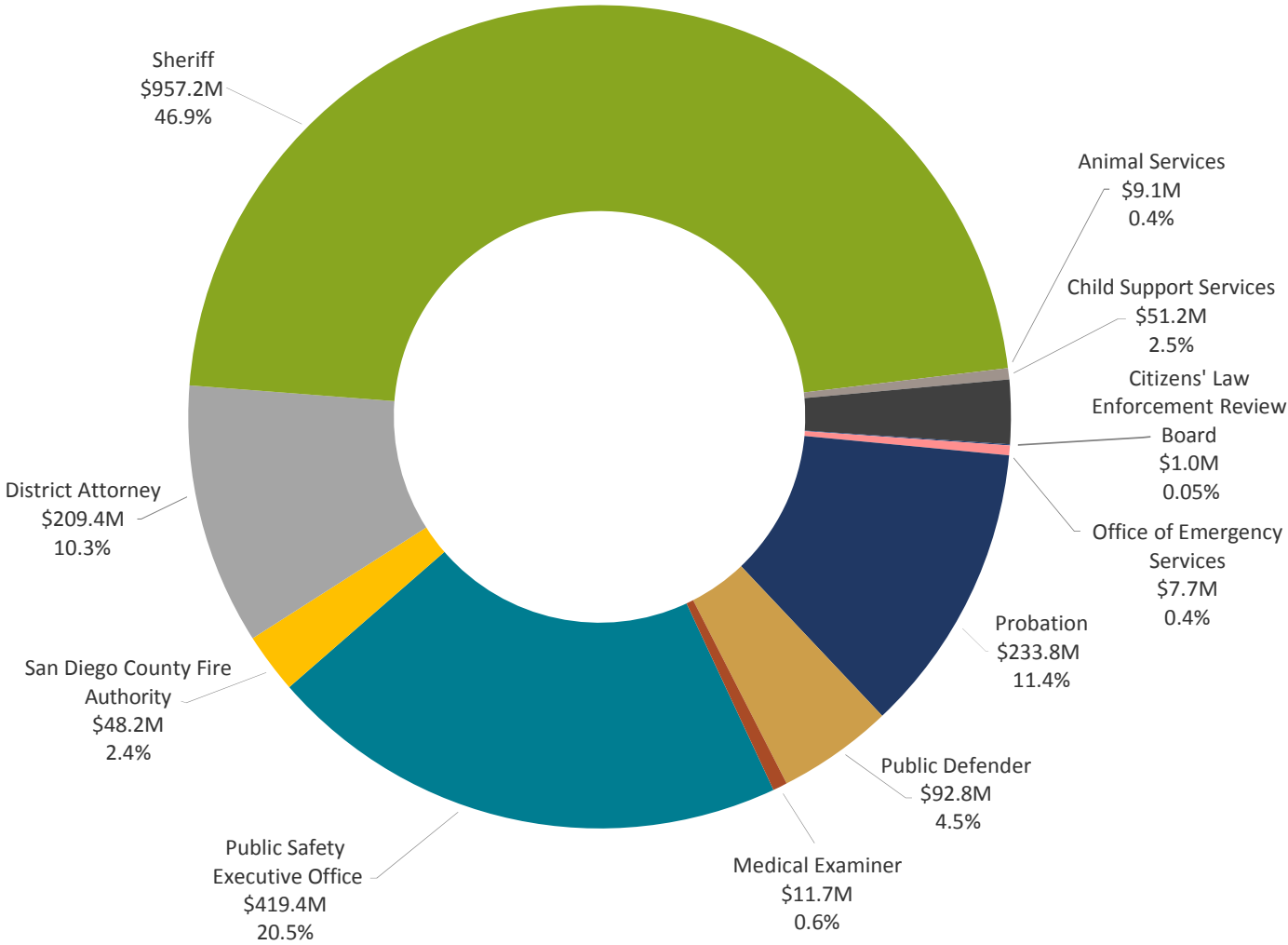
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Public Safety Group at a Glance

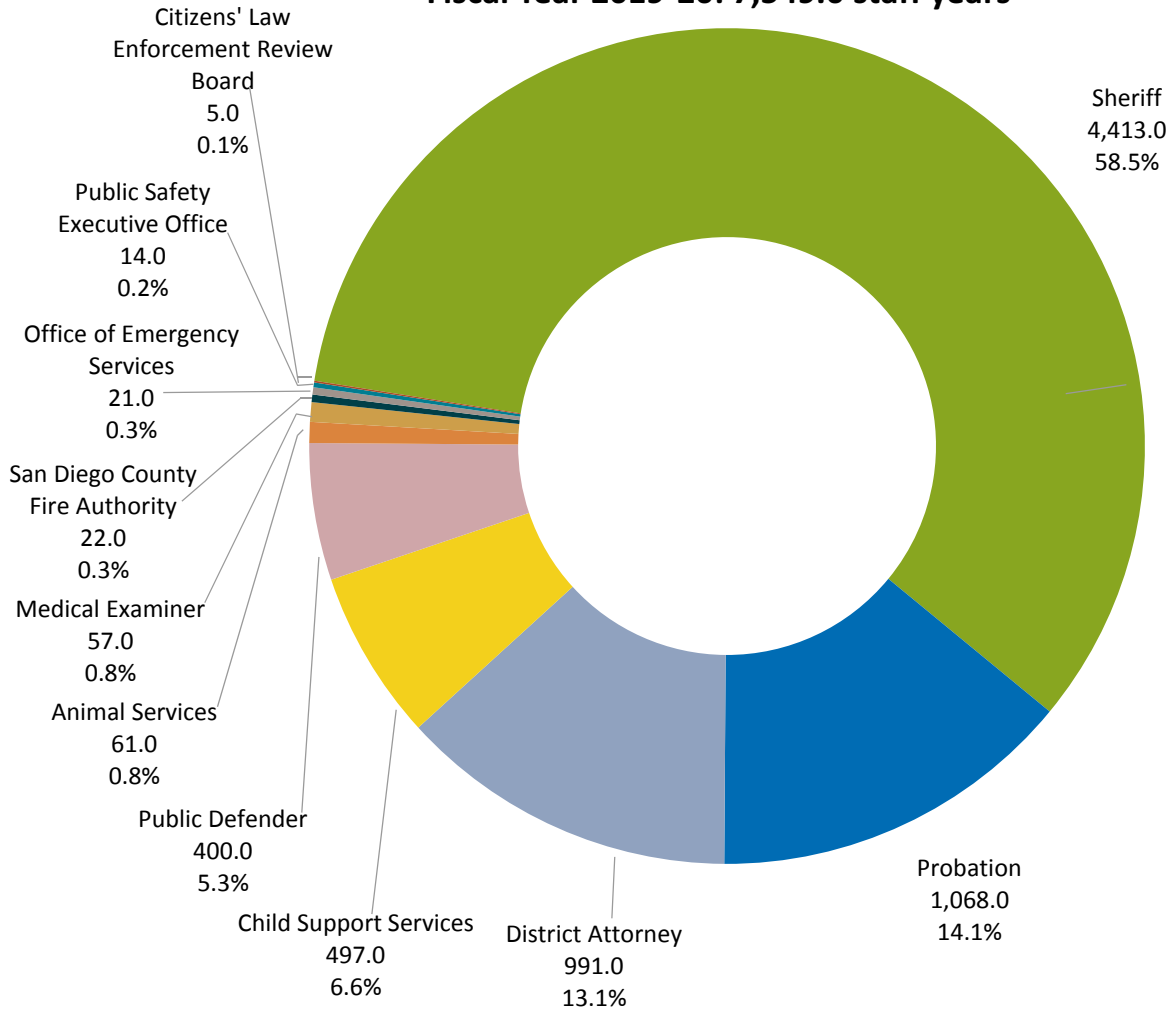
Recommended Budget by Department

Budget by Department Fiscal Year 2019-20: \$2.0 billion



Recommended Staffing by Department

Staffing by Department
Fiscal Year 2019-20: 7,549.0 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.

Effective July 1, 2019, the Department of Animal Services was transferred from the Community Services Group to the Public Safety Group to align County services and increase efficiencies.

Strategic Framework and Alignment

In the County’s Strategic Framework, Groups and Departments support four Strategic Initiatives: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County’s Vision and Strategic Initiatives. In addition, Department Objectives demonstrate how departments contribute to the larger EWG. Nomenclature seen in parentheses (e.g., “BBH1” or “LS2”) throughout the Operational Plan references these EWGs and shows 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
- ◆ Animal Services
- ◆ 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 needs and substance use, in the community and in custody, with treatment options

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

- ◆ Add Mental Health Crisis Stabilization locations as an alternative to emergency rooms or jails, allowing those in crisis to walk in any time and providing law enforcement with rapid access to quickly connect people to the help they need

- ◆ Continue to connect persons involved in the justice system to the Drug Medi-Cal Organized Delivery System (DMC-ODS) for services that address the root causes of criminal behavior and respond to individual needs
- ◆ 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. The Public Safety Group will continue to practice the crime prevention and interruption strategies that helped us reach this milestone. The Public Safety Group will work to extend our 30-year-low local crime rates and historically low juvenile crime rates by:

- ◆ Using data-driven strategies to identify prolific offenders and focus on serious and/or violent offenders to increase community safety
- ◆ Participating in collaborative policing to address the ongoing threats of human trafficking, narcotics and gang activity
- ◆ 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 demonstrate the significant progress made, and the Public Safety Group will continue to 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
- ◆ Adding more innovative service options for youth on probation supervision to support their success, such as intensive community-based support and the development of Achievement Centers. Expanding innovative mentoring programs that connect at-risk and justice-involved youth with community members who share 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. 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 at 15 strategically located stations to protect rural San Diego County
- ◆ Three County fire helicopters, two CAL FIRE air tankers, one CAL FIRE air control aircraft, agreements for contracted aircraft as needed, 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



Operational Excellence

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

Initiate a County Resilience Program

- ◆ The County Resilience Program will begin with a focus on the County’s ability to resist and rapidly recover from wildfires and similar threats. The Program will be designed to address challenges across County operations.

Develop high-quality facilities that improve public safety services

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

- ◆ An Emergency Vehicle Operations Course with 40 acres of training facilities
- ◆ An updated Juvenile Justice Campus in Kearny Mesa that incorporates best practices in youth services across the country
- ◆ Sheriff’s Technology and Information Center (STIC), which will replace the Sheriff’s current data and wireless services headquarters at the County Operations Center
- ◆ At the East Mesa Detention Facility, an outdoor field will be added to provide youth with recreational opportunities
- ◆ A San Diego County Training Center allowing the San Diego County Fire Authority to train staff in county facilities and opportunity to work with local agencies





- ◆ Initiate the search for land acquisition in Jacumba for a future fire station site.

Related Links

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

- ◆ www.sandiegocounty.gov/public_safety

Recommended Executive Office Budget Changes and Operational Impact: 2018-19 to 2019-20

Staffing

No change in staffing.

Expenditures

Net increase of \$33.4 million

- ◆ Salaries & Benefits—increase of \$1.1 million due to negotiated labor agreements, required retirement contributions and temporary staffing.
- ◆ Services & Supplies—net increase of \$5.0 million.
 - ◆ Increase of \$4.9 million in shared major maintenance projects for PSG departments.
 - ◆ Increase of \$0.5 million in facility maintenance costs.
 - ◆ Increase of \$0.4 million in information technology projects.
 - ◆ Increase of \$0.3 million in various operational costs.
 - ◆ Decrease of \$1.1 million in Miscellaneous Expense and transferred to Operating Transfers Out in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*.
- ◆ Other Charges—increase of \$0.3 million for statutorily-required county facility payments in Contribution for Trial Courts primarily due to the transfer of Family Court.
- ◆ Operating Transfers Out—increase of \$27.0 million.
 - ◆ Increase of \$17.4 million for transfers to public safety departments to support regional law enforcement services based on projected increases in revenue and use of fund balance in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*.
 - ◆ Increase of \$8.1 million in Criminal Justice Facility Construction Special Revenue Fund for the maintenance of County criminal justice facilities. This includes debt service payments and renovations of Sheriff's department facilities.
 - ◆ Increase of \$1.0 million due to the recategorization of Major Maintenance projects to Capital.
 - ◆ Increase of \$0.5 million in Penalty Assessment transfers to the Criminal Justice Facility Construction Special Revenue Fund to support debt service payments.

Revenues

Net increase of \$33.4 million

- ◆ Fines, Forfeitures & Penalties—increase of \$0.7 million.
 - ◆ Increase of \$0.5 million in anticipated collections in Contribution for Trial Courts.
 - ◆ Increase of \$0.2 million in anticipated receipts in penalty assessment.
- ◆ Revenue From Use of Money & Property—increase of \$0.1 million due to interest on deposits.
- ◆ Intergovernmental Revenues—increase of \$6.9 million primarily due to projected receipts in Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services.
- ◆ Other Financing Sources—increase of \$0.5 million in Criminal Justice Facility Construction Special Revenue Fund due to transfers from Penalty Assessment Special Revenue Fund.
- ◆ Fund Balance Component Decreases—increase of \$25,387 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 \$20.6 million. A total of \$39.1 million is budgeted.
 - ◆ \$19.6 million in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, for the purchase of a helicopter, an increase in Sheriff's fleet and facility costs, and District Attorney's Office temporary staffing costs for a victims service center, which support regional law enforcement services.
 - ◆ \$13.2 million in the Criminal Justice Facility Construction Special Revenue Fund for the maintenance of County criminal justice facilities. This includes renovations costs of the Vista Detention Facility, George Bailey Detention Facility and the Ridgehaven Sheriff's Administration Center.
 - ◆ \$3.8 million for one-time major maintenance projects.
 - ◆ \$2.0 million in Contribution for Trial Courts to offset the decline in revenues supporting the statutorily-required county facility payments.
 - ◆ \$0.4 million for one-time salaries and benefits payments based on negotiated labor agreements.
 - ◆ \$0.1 million in Courthouse Construction Special Revenue Fund for debt service payments.
- ◆ General Purpose Revenue Allocation—increase of \$4.6 million to support Public Safety Group costs related to major maintenance, information technology, temporary staffing and special projects, as well as increases due to negotiated labor agreements and required retirement contribution.



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

Net decrease of \$24.3 million is primarily due to the removal of prior year one time appropriations.





Group Staffing by Department

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Public Safety Executive Office	10.00	14.00	14.00	0.0	14.00
District Attorney	975.00	982.00	991.00	0.9	991.00
Sheriff	4,364.00	4,404.00	4,413.00	0.2	4,413.00
Animal Services	128.00	60.00	61.00	1.7	61.00
Child Support Services	512.00	512.00	497.00	(2.9)	497.00
Citizens' Law Enforcement Review Board	4.00	5.00	5.00	0.0	5.00
Office of Emergency Services	19.00	21.00	21.00	0.0	21.00
Medical Examiner	57.00	57.00	57.00	0.0	57.00
Probation	1,101.00	1,108.00	1,068.00	(3.6)	1,068.00
Public Defender	380.00	388.00	400.00	3.1	400.00
San Diego County Fire Authority	21.00	22.00	22.00	0.0	22.00
Total	7,571.00	7,573.00	7,549.00	(0.3)	7,549.00

Group Budget by Department

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Public Safety Executive Office	\$ 387,932,181	\$ 386,061,395	\$ 419,420,910	8.6	\$ 395,089,943
District Attorney	193,633,301	193,092,715	209,436,130	8.5	217,496,010
Sheriff	842,852,567	902,578,778	957,182,034	6.0	936,332,125
Animal Services	18,728,128	8,320,364	9,120,023	9.6	8,894,779
Child Support Services	51,804,642	51,804,642	51,229,266	(1.1)	50,963,956
Citizens' Law Enforcement Review Board	717,451	917,060	986,564	7.6	1,003,544
Office of Emergency Services	7,811,529	8,411,474	7,741,836	(8.0)	7,758,852
Medical Examiner	10,975,423	11,468,578	11,668,771	1.7	11,650,154
Probation	213,581,376	231,715,925	233,755,671	0.9	237,398,094
Public Defender	87,591,568	90,334,891	92,826,849	2.8	93,742,321
San Diego County Fire Authority	39,155,221	44,142,048	48,219,753	9.2	52,590,979
Total	\$ 1,854,783,387	\$ 1,928,847,870	\$ 2,041,587,807	5.8	\$ 2,012,920,757



Executive Office Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Public Safety Executive Office	10.00	14.00	14.00	0.0	14.00
Total	10.00	14.00	14.00	0.0	14.00

Executive Office Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Public Safety Executive Office	\$ 13,637,974	\$ 11,845,657	\$ 20,038,748	69.2	\$ 16,215,445
Penalty Assessment	4,738,376	4,168,552	4,662,751	11.9	4,491,025
Criminal Justice Facility Construction	7,736,823	7,618,387	15,708,507	106.2	2,292,849
Courthouse Construction	920,580	1,039,016	1,015,117	(2.3)	930,775
Public Safety Proposition 172	294,038,150	294,370,302	310,720,434	5.6	303,884,496
Contribution for Trial Courts	66,860,278	67,019,481	67,275,353	0.4	67,275,353
Total	\$ 387,932,181	\$ 386,061,395	\$ 419,420,910	8.6	\$ 395,089,943

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 2,625,972	\$ 3,384,211	\$ 4,510,066	33.3	\$ 4,760,765
Services & Supplies	12,104,698	8,912,721	13,889,988	55.8	11,403,815
Other Charges	69,968,283	70,178,604	70,444,745	0.4	70,455,168
Operating Transfers Out	303,233,228	303,585,859	330,576,111	8.9	308,470,195
Total	\$ 387,932,181	\$ 386,061,395	\$ 419,420,910	8.6	\$ 395,089,943





Executive Office Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Fines, Forfeitures & Penalties	\$ 12,857,729	\$ 11,925,126	\$ 12,672,727	6.3	\$ 12,481,611
Revenue From Use of Money & Property	250,000	500,000	646,361	29.3	665,751
Intergovernmental Revenues	278,883,732	284,565,490	291,421,514	2.4	302,110,258
Charges For Current Services	12,521,133	10,715,927	10,685,713	(0.3)	10,685,713
Miscellaneous Revenues	123,000	123,000	123,000	0.0	123,000
Other Financing Sources	1,609,426	1,039,602	1,533,801	47.5	1,362,074
Fund Balance Component Decreases	36,405	46,567	71,954	54.5	71,954
Use of Fund Balance	22,492,534	18,497,682	39,064,542	111.2	4,442,989
General Purpose Revenue Allocation	59,158,222	58,648,001	63,201,298	7.8	63,146,593
Total	\$ 387,932,181	\$ 386,061,395	\$ 419,420,910	8.6	\$ 395,089,943





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 Office of the District Attorney has 991.00 staff years and a budget of \$209.4 million.



Living Safely

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
 - Implemented the Disrupt Sex Trafficking public awareness campaign in collaboration with the Health and Human Services Agency and human trafficking community based organizations to increase public awareness of sex trafficking by posting billboards and creating classroom curriculum available for local schools. (LS4)
 - Implemented at available campuses and community service providers the Sexual Assault Response Team Campus Rape Prevention Campaign and provided trauma informed therapeutic survivor counseling, training to students and staff on topics including sexual assault prevention, and reporting options. (LS4)
 - Increased outreach through presentations to middle school students on the danger of drugs, specifically opioids and similar substances. (LS4)
 - Collaborated with the HHS 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. (LS4)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - Continued 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. (LS3)
 - Collaborated with justice partners to plan and implement a Mobile Homeless Court Program to be held at four homeless shelters in San Diego, identified victims of crime for

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Implemented the updated Child Abuse Victim Witness Protocols with new elements focusing on children exposed to human trafficking and domestic violence. Promoted the protocols and trained law enforcement, first responders and schools on the new protocols. (BBH1)
 - Entered 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)

referral services and provided access to available programs for individuals interested in resolving pending cases or records. (LS5)

- Assessed opportunities for non-violent mentally ill offenders who have violated the terms of their probation to participate in the Mental Health Collaborative Court Program. This program helps to provide stability and access to possible intervention services. (LS5)
- Convened a Mental Health Summit with justice partners, the Health and Human Services Agency, the defense bar, mental health consumers, service providers and other community based organizations. The summit resulted in the creation of the “Blueprint for Mental Health Reform - Transforming Criminal Justice Responses to Individuals Living with Mental Illness.” The Blueprint represents a strategy for identifying early interventions for offenders living with mental illness to receive supportive services and lessen their involvement with the justice system. (LS5)
- Implemented the District Attorney Community Justice Initiative, a misdemeanor diversion program that provides early intervention and diversion programming options for low level offenders. (LS5)
- Reviewed petitions for eligibility for resentencing, and where appropriate, filed petitions for relief in accordance with Proposition 64, the Adult use of Marijuana Act. (LS5)
- Achieved a 94% (10,570 of 11,269) rate of conviction on felony cases prosecuted, exceeding the goal of 90%.
- Achieved an 80% (17,437 of 21,796) rate of conviction on misdemeanor cases prosecuted.
- Resolved 73% (8,226 of 11,269) of adult felony cases prior to the preliminary hearing, exceeding the goal of 65%.
- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime
 - Implemented 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. (LS6)
 - Implemented an early intervention truancy case management program to promote school attendance, avoid barriers to education attainment and address other risk factors. (LS6)

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs (BBH1)
 - Initiate a planning and implementation process to provide support to victims in the form of regionalized one-stop regional victim services centers. These centers will co-locate criminal justice, social services, local hospitals, and victim services advocacy stakeholders. Regionalizing services will enhance collaboration and provide support to victims of crime through improved victim-center philosophies and practices that are specific, culturally appropriate, physically accessible and driven by the needs of individuals and neighborhoods impacted by crime and violence.
 - Develop and implement a Peer Support Specialist program using survivors of human trafficking as Lived Experience Experts (LEEs) to provide case management services for survivors of human trafficking and link them to needed services.



Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level (LS3)
 - Develop and implement a public outreach campaign focused on the dangers of opioid use under the umbrella of the County’s *Live Well San Diego* initiative. In addition, partner with Federal law enforcement to heighten public awareness of the consequences of juvenile drug smuggling.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse (LS4)
 - Continue the School Safe Initiative Protocols in partnership with the School Threat Assessment Team to preemptively identify, evaluate and track cases where an individual shows signs of possible escalation to violence against local schools and on college campuses.
 - Continue to implement school-based prevention programs including Prevention Organized to Educate Children on Trafficking (PROTECT), kNOW MORE, and ROOTS , which educate and increase awareness among elementary, middle school and high school students and teachers. The programs help youth to gain a comprehensive understanding of the underlying causes of, and the signs and dangers of human trafficking and exploitation, and how to prevent the abuse from occurring.



- Implement the San Diego County Elder and Dependent Adult Abuse Blueprint protocols to include collaboration with leaders of local financial institutions to create an awareness campaign and tools to assist banking staff and the public in identifying the signs of elder financial abuse.
- Implement a community partnership and problem solving model dedicating prosecutors to each region of the county to work with local government, schools, law enforcement and the community in addressing the underlying causes of crime and solutions to enhance and maintain public safety. Part of this partnership will include the development of Power League youth mentorship programs in each region to encourage student participation in school and healthy life styles.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation (LS5)
 - Leverage the Animal Cruelty Prosecution Unit to include training for law enforcement in best practices related to the investigation and reporting of animal abuse crimes.
 - Expand the Domestic Assault Forensic Exam (DAFE) program, a mobile nurse forensic exam program using best practices in evidence collection to support successful prosecution of felony domestic violence cases.
 - Continue to implement Assembly Bill (AB) 865, *Military personnel, veterans, resentencing, mitigating circumstances*, a law that allows resentencing on a retroactive basis for any veteran convicted of a felony prior to January 1, 2015, where the court finds the veteran committed the offense as a result of a duty-related mental illness.
 - Continue to participate in the “Justice Day” program, a mobile courtroom at homeless shelters giving residents an opportunity to resolve court cases related to minor infractions and certain misdemeanor cases.
 - Implement Senate Bill (SB) 1437, *Accomplice liability for felony murder*, which involves the development of review protocols for certain murder convictions and possible hearings requiring prosecutors to prove beyond a reasonable doubt a past murder conviction should remain and not be resentenced.
- Work with justice partners, the Health and Human Services Agency and service providers to implement the “Blueprint for Behavioral Health Reform - Transforming Criminal Justice Responses to Individuals Living with Mental Illness.” The plan will address the impacts of mental illness on public safety and aid in the development of strategies to combat and minimize involvement by persons with mental illness in the justice system. In addition, open Crisis Stabilization Centers for individuals experiencing mental health crises to address immediate acute care needs and facilitate and track linkages to available behavioral health resources and aftercare.
- Provide training to regional law enforcement officers on best practices of de-escalation tactics when intervening during mental health crises.
- Expand the District Attorney’s Community Justice Initiative, an early intervention program that steers low level misdemeanor offenders away from the criminal justice system in the North and East County regions of San Diego County.
- Achieve a 90% rate of conviction on felony cases prosecuted.
- Achieve an 80% rate of conviction on misdemeanor cases prosecuted.
- Resolve 65% of adult felony cases prior to the preliminary hearing.

Related Links

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

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


Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Achieve a conviction on felony cases (defendants) prosecuted ¹	93% of 11,384	90%	94% of 11,269	90%	90%
	Achieve a conviction on misdemeanor cases (defendants) prosecuted ¹	80% of 22,751	80%	80% of 21,796	80%	80%
	Resolve adult felony cases (defendants) prior to the preliminary hearing ¹	71% of 11,384	65%	73% of 11,269	65%	65%

Table Notes

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

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

Staffing

Net increase of 9.00 staff years

- ◆ General Criminal Prosecution—increase of 14.00 staff years.
 - ◆ Increase of 9.00 staff years to implement regional victim services centers and Community Prosecution Programs, as well as to support operational needs in Cold Case Unit and Trial Support Services.
 - ◆ Increase of 5.00 staff years due to transfers from Specialized Criminal Prosecution to meet operational needs.
- ◆ Specialized Criminal Prosecution—decrease of 9.00 staff years due to transfers to General Criminal Prosecution, Juvenile Court and Administration.
- ◆ Juvenile Court—increase of 2.00 staff years due to transfers from Specialized Criminal Prosecution to meet operational needs.
- ◆ Administration—increase of 2.00 staff years due to the transfer from Specialized Criminal Prosecution to coordinate and support mental health reform strategies, community crime reduction programs and victim services programs.

Expenditures

Net increase of \$16.3 million

- ◆ Salaries & Benefits—increase of \$10.9 million due to negotiated labor agreements, required retirement contributions, and the addition of 9.00 staff years.
- ◆ Services & Supplies—increase of \$4.5 million.
 - ◆ Increase of \$2.0 million in Contracted Services available to community organizations for the Community Crime Reduction Grant program.
 - ◆ Increase of \$2.0 million in Rents and Leases to lease a facility for a regional victim services center.
 - ◆ Increase of \$0.5 million for one-time facility maintenance projects and minor equipment purchases.
- ◆ Capital Assets Equipment—increase of \$0.2 million for one-time information technology hardware replacements and upgrades.

- ◆ Management Reserves—increase of \$0.7 million. A total of \$2.0 million is budgeted for DNA evidence inventory (\$1.0 million) and a one-time facility renovation project at the Hall of Justice (\$1.0 million).

Revenues

Net increase of \$16.3 million

- ◆ Intergovernmental Revenues—increase of \$1.7 million.
 - ◆ Increase of \$2.0 million in Public Safety Realignment, Local Revenue Fund 2011 to support the Community Crime Reduction Grant program.
 - ◆ Decrease of \$0.3 million in one-time grant revenue from the California Governor’s Office of Emergency Services.
- ◆ Other Financing Sources—increase of \$6.4 million in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional law enforcement services to include funding the increase in staff years and a regional victim services center.
- ◆ Fund Balance Component Decrease—increase of \$1.8 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—increase of \$1.9 million. A total of \$7.1 million is budgeted.
 - ◆ \$2.3 million associated with temporary staffing.
 - ◆ \$1.2 million for one-time facility maintenance and renovation projects.
 - ◆ \$1.0 million for DNA evidence inventory.
 - ◆ \$0.5 million to provide a required match for federal grant funds for the CalOES Victim Services (XC) Grant Program.
 - ◆ \$1.4 million for one-time negotiated salaries and benefits payments.
 - ◆ \$0.7 million in Asset Forfeiture funds to support law enforcement purposes.
- ◆ General Purpose Revenue Allocation—increase of \$4.6 million as a result of required retirement contributions and negotiated labor agreements.

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

Net increase of \$8.0 million primarily due to negotiated labor agreements.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
General Criminal Prosecution	600.00	616.00	630.00	2.3	630.00
Specialized Criminal Prosecution	279.00	270.00	261.00	(3.3)	261.00
Juvenile Court	43.00	43.00	45.00	4.7	45.00
District Attorney Administration	53.00	53.00	55.00	3.8	55.00
Total	975.00	982.00	991.00	0.9	991.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
General Criminal Prosecution	\$ 121,118,999	\$ 119,196,047	\$ 133,776,363	12.2	\$ 139,089,326
Specialized Criminal Prosecution	55,439,257	55,912,771	55,932,404	0.0	58,021,448
Juvenile Court	6,507,585	6,901,516	7,708,091	11.7	8,098,328
District Attorney Administration	9,942,460	10,332,381	11,369,272	10.0	11,636,908
District Attorney Asset Forfeiture Program	625,000	750,000	650,000	(13.3)	650,000
Total	\$ 193,633,301	\$ 193,092,715	\$ 209,436,130	8.5	\$ 217,496,010

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 163,069,036	\$ 165,969,232	\$ 176,912,312	6.6	\$ 185,022,176
Services & Supplies	24,055,850	24,091,568	28,558,903	18.5	28,808,919
Other Charges	2,278,594	2,278,594	2,211,594	(2.9)	2,211,594
Capital Assets Equipment	1,508,000	281,500	531,500	88.8	231,500
Expenditure Transfer & Reimbursements	(778,179)	(778,179)	(778,179)	0.0	(778,179)
Management Reserves	3,500,000	1,250,000	2,000,000	60.0	2,000,000
Total	\$ 193,633,301	\$ 193,092,715	\$ 209,436,130	8.5	\$ 217,496,010



Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 20,855,927	\$ 20,073,643	\$ 21,739,484	8.3	\$ 22,073,643
Charges For Current Services	1,160,000	1,120,000	1,120,000	0.0	1,120,000
Miscellaneous Revenues	2,041,000	2,041,000	2,041,000	0.0	2,041,000
Other Financing Sources	57,487,678	56,113,895	62,478,613	11.3	62,695,000
Fund Balance Component Decreases	2,886,760	3,673,016	5,462,635	48.7	5,462,635
Use of Fund Balance	8,500,870	5,188,773	7,067,021	36.2	8,316,498
General Purpose Revenue Allocation	100,701,066	104,882,388	109,527,377	4.4	115,787,234
Total	\$ 193,633,301	\$ 193,092,715	\$ 209,436,130	8.5	\$ 217,496,010



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 3.3 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 5,400 inmates per day. The Sheriff's detention facilities process approximately 80,000 unduplicated inmate bookings annually. Services provided to the San Diego Superior Court include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for 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 4,413.00 staff years and a budget of \$957.2 million.



2018–19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Provided mental health screening to over 7,000 inmates within 14 days of admission into jail custody by a qualified mental health professional or mental health staff, exceeding the goal of 4,000 due to the resources and systems in place



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Increased 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. (LS2)
 - Worked with community partners and provided over 130 documented homeless resource referrals to those in our communities facing the threat of homelessness. This number does not include those activities conducted in coordination with community-based partners and organizations engaged in reducing the risks of homelessness. (LS4)
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
 - Sought and developed opportunities for increased community engagement to foster public trust and open relations by conducting over 1,000 documented community outreach activities and putting in place a Community Relations Director. (LS4)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

- Expanded reentry services to approximately 1,500 unique individuals in alternative custody to assist in their rehabilitation and successful reentry into our communities. (LS5)



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Reached 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
 - Provided updated and specifically designed critical incident training to deputies to enhance their preparedness and response to the increasing public safety needs during critical incidents. This included Mobile Field Force Training and Critical Incident Training for Supervisors. (OE4)

- Make significant progress towards achieving the National Commission on Correctional Health Care (NCCHC) Accreditation.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers (OE3)
 - Fully implement and deploy the electronic health records system to increase efficiencies in managing and providing necessary medical and mental health services to those in custody.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted (OE5)
 - Enhance De-escalation Training for deputies in order to better respond to and manage critical incidents in an effort towards achieving positive outcomes in crises.
 - Provide cyber security and risk awareness training to employees as prevention against cyber threats to the department that would degrade the integrity of data systems and could adversely affect the delivery of services to the community.

2019–21 Objectives



Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level (LS3)
 - Utilize existing video platforms to enhance law enforcement and investigative operations in order to counter criminal threats to the community.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation (LS5)

Related Links

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

- ◆ www.sdsheeriff.net

Performance Measures	2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
Mental Health Clinician contacts and referrals for psychiatric services ¹	N/A	4,000	7,000	N/A	N/A
Field Interviews ²	13,183	N/A	N/A	N/A	N/A
Number of Jail “A” Bookings ³	81,412	81,000	81,000	81,000	81,000
Warrants Cleared ²	20,278	N/A	N/A	N/A	N/A
Deputy Initiated Activity ⁴	N/A	222,000	222,000	N/A	N/A
Public Calls for Service ⁵	239,998	245,000	237,000	236,000	235,000
Calls answered within 15 seconds	N/A	95%	95%	95%	95%



Table Notes

¹ 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. The goal was exceeded due to resources and systems put into place. This measure will be discontinued in Fiscal Year 2019–20 as it will not be tied to a future operational plan goal.

² This measure was discontinued in Fiscal Year 2018–19 as it was not tied to a future goal or objective.

³ “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.

⁴ 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. This measure will be discontinued in Fiscal Year 2019–20 as it will not be tied to a future operational plan goal.

⁵ Calls for service reflect the demand for law enforcement services by the public.

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

Staffing

Net increase of 9.00 staff years

- ◆ Net increase of 2.00 staff years in the Detention Services Bureau.
 - ◆ Increase of 2.00 staff years due to an increase in food services provided to the Probation Department.
 - ◆ Increase of 1.00 staff year to provide security for inmates participating in a healthcare services assistant training program.
 - ◆ Increase of 1.00 staff year to assist management with researching, formulating, and analyzing economic, mathematical and statistical data to forecast trends and evaluate current processes.
 - ◆ Decrease of 2.00 staff years due to the transfer to the Health and Human Services Agency. The Sheriff's Department entered into a contract for the provision of comprehensive pharmaceutical services and no longer needs to operate its own pharmacy or have full time pharmacists on staff.
- ◆ Net increase of 4.00 staff years in the Law Enforcement Services Bureau.
 - ◆ Increase of 4.00 staff years to maintain service levels to the unincorporated areas due to increases in population in those areas.
 - ◆ Increase of 2.00 staff years due to an increase in law enforcement services requested by contract cities.
 - ◆ Increase of 1.00 staff year to investigate crimes committed against elders and dependent adults.
 - ◆ Decrease of 3.00 staff years due to transfers to the Management Services Bureau and the Office of the Sheriff Bureau based on operational needs.

- ◆ Net increase of 1.00 staff year in the Management Services Bureau due to transfers to the Office of the Sheriff Bureau and from the Law Enforcement Services Bureau based on operational needs.
- ◆ Increase of 2.00 staff years in the Office of the Sheriff Bureau due to transfers from the Law Enforcement Services Bureau and the Management Services Bureau based on operational needs.

Expenditures

Net increase of \$54.6 million

- ◆ Salaries & Benefits—net increase of \$41.6 million.
 - ◆ Increase of \$45.2 million due to required retirement contributions and negotiated labor agreements.
 - ◆ Increase of \$0.8 million due to the addition of 9.00 staff years described above.
 - ◆ Net decrease of \$3.8 million due to a decrease in planned training academies and anticipated salary savings offset by an increase in funding for nurses to provide vaccinations.
 - ◆ Decrease of \$0.6 million for operational needs.
- ◆ Services & Supplies—net increase of \$7.5 million.
 - ◆ Increase of \$9.3 million due to one-time costs to replace the Jail Information Management System (JIMS) and the Records Management System (RMS), to renovate the Vista Detention Facility, and costs associated with various IT projects.
 - ◆ Increase of \$3.0 million primarily due to increased fleet and facility ISF costs for vehicles and facilities and the realignment of expenditures from Other Charges and Operating Transfer Out.
 - ◆ Increase of \$1.2 million for the refurbishment of a helicopter.
 - ◆ Increase of \$0.6 million due to increased costs for Public Liability insurance.



- ❖ Increase of \$0.6 million in Professional & Specialized Services for educational and psycho-social programs associated with the Inmate Welfare Program.
- ❖ Increase of \$0.4 million for the housing of County inmates participating in State operated fire camps and for healthcare enrollment services to connect inmates in custody to Medi-Cal Outreach and Enrollment Assistance programs.
- ❖ Decrease of \$2.8 million prior year one time costs related to State and federal homeland security initiatives.
- ❖ Decrease of \$2.0 million due to decreased costs primarily in Medicines, Drugs & Pharmaceuticals and the realignment of expenditures to Other Charges.
- ❖ Decrease of \$1.0 million due to the completion of one-time projects in Fiscal Year 2018-19 including Electronic Medical Records and radio replacements.
- ❖ Decrease of \$0.8 million in the Asset Forfeiture Fund due to a decrease in planned expenditures to align expenditures associated with decreased available resources.
- ❖ Decrease of \$0.8 million due to the completion of Regional Communication System one-time projects and purchases in Fiscal Year 2018-19.
- ❖ Decrease of \$0.2 million due to reduced food and household expense costs associated with services provided to the Probation Department.
- ❖ Other Charges—net decrease of \$0.1 million.
 - ❖ Decrease of \$0.6 million due to decrease in planned vehicle purchases.
 - ❖ Increase of \$0.5 million due to a realignment of expenditures from Services & Supplies for increased inmate medical costs.
- ❖ Capital Assets Equipment—net decrease of \$0.2 million.
 - ❖ Decrease of \$1.2 million due to the completion of one-time projects and purchases including State and federal homeland security initiatives in Fiscal Year 2018-19.
 - ❖ Increase of \$0.8 million to support for the purchase of a helicopter.
 - ❖ Increase of \$0.2 million in planned expenditures for the Cal-ID program.
- ❖ Expenditure Transfer & Reimbursements—decrease of \$0.4 million primarily associated with the reimbursement of expenditures for food services provided to the Probation Department. Since this is a transfer of expenditures, it has the effect of a \$0.4 million increase in expenditures.
- ❖ Operating Transfers Out—net increase of \$5.4 million.
 - ❖ Increase of \$9.7 million for one-time capital major maintenance projects.
 - ❖ Decrease of \$4.3 million due to transfers between the Asset Forfeiture Fund, Jail Commissary Enterprise Fund, Inmate Welfare Fund and the General Fund.

Revenues

Net increase of \$54.6 million

- ❖ Fines, Forfeitures & Penalties—increase of \$0.4 million due to an increase in planned expenditures for the Cal-ID program offset by a decrease in Sheriff's Warrant Automation Trust Fund revenue as a result of lower reimbursement for IT costs.
- ❖ Revenue from Use of Money & Property—decrease of \$0.1 million in the Asset Forfeiture Fund due to a decrease in anticipated revenue from Interest on Deposits & Investments to align the budget with anticipated actuals.
- ❖ Intergovernmental Revenues—decrease of \$0.5 million.
 - ❖ Decrease of \$2.6 million of one time allocations in State and federal grant revenues in the Urban Areas Security Initiative Grant, State Homeland Security Grant Program, and the Operation Stonegarden Grant Program.
 - ❖ Decrease of \$0.5 million in the Asset Forfeiture Fund due to a decrease in planned expenditures.
 - ❖ Decrease of \$0.2 million in revenue from the Bureau of State and Community Corrections Police Grant for overtime costs.
 - ❖ Decrease of \$0.1 million in revenue from the High Intensity Drug Trafficking Areas program for salaries & benefits costs.
 - ❖ Increase of \$2.7 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, for the housing of County inmates participating in State operated fire camps and for healthcare enrollment services to connect inmates in custody to Medi-Cal Outreach and Enrollment Assistance programs.
 - ❖ Increase of \$0.2 million from the Department of State Hospitals to reimburse costs of providing a jail-based competency treatment program.
- ❖ Charges for Current Services—increase of \$7.0 million.
 - ❖ Increase of \$6.2 million to recover costs of the required retirement contributions and negotiated labor agreements for contracted law enforcement services to nine contract cities, transit entities, a community college district and tribes.
 - ❖ Increase of \$0.8 million in State funds allocated from the Local Revenue Fund 2011, Trial Court Security Subaccount and Supplemental Trial Court Security based on estimates included in the Fiscal Year 2019-20 Governor's Proposed Budget.
- ❖ Miscellaneous Revenue—decrease of \$2.4 million.
 - ❖ Decrease of \$0.8 million due to a decrease in planned expenditures reimbursed from the RCS Trust Fund.



- ❖ Decrease of \$0.7 million due to the completion of a one-time helicopter purchase in Fiscal Year 2018-19 partially funded from the Aerial Support to Regional Agencies Trust Fund.
- ❖ Decrease of \$0.7 million due to a decrease in sales of commissary goods to inmates.
- ❖ Decrease of \$0.2 million due to the completion of one-time purchases reimbursed from the Cal-ID Equipment Replacement/System Enhancement Trust Fund and from donations.
- ◆ Other Financing Sources—increase of \$13.0 million.
 - ❖ Increase of \$13.5 million due to an increase in the use of fund balance available in the Criminal Justice Facility Construction Special Revenue Fund for the renovation of the Vista Detention Facility, George Bailey Detention Facility and the Ridgehaven Sheriff’s Administration Center.
 - ❖ Increase of \$9.2 million due to projected receipts (\$7.0 million) and the use of fund balance available for one-time projects and to provide temporary funding for operational costs (\$2.2 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 \$0.4 million due to an increase in funds to be transferred from the Inmate Welfare Fund to the General Fund.
 - ❖ Decrease of \$5.4 million due to a decrease in anticipated Penalty Assessment revenue.
 - ❖ Decrease of \$4.5 million due to a decrease in funds to be transferred from the Asset Forfeiture Fund to the General Fund including the completion of a one-time helicopter purchase in Fiscal Year 2018-19 partially funded with Asset Forfeiture fund balance.
 - ❖ Decrease of \$0.2 million due to a decrease in funds to be transferred from the Sheriff’s Jail Commissary Enterprise Fund to the Inmate Welfare Fund.
- ◆ Fund Balance Component Decreases—increase of \$5.3 million.
 - ❖ Increase of \$5.9 million to support a portion of departmental costs of the County’s existing pension obligation bonds (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
 - ❖ Decrease of \$0.6 million due to the completion of a one-time helicopter purchase in Fiscal Year 2018-19 partially funded from the Sheriff Capital Project Commitment.
- ◆ Use of Fund Balance—increase of \$2.1 million. A total of \$20.9 million is budgeted.
 - ❖ \$16.9 million in General Fund fund balance.
 - ❖ \$6.1 million for one-time IT projects including the replacement of the JIMS and the RMS.
 - ❖ \$3.0 million to support the decrease in anticipated Penalty Assessment revenue.
 - ❖ \$1.9 million for one-time negotiated salaries and benefits payments.
 - ❖ \$1.4 million for costs related to radio replacements.
 - ❖ \$1.2 million for the refurbishment of a helicopter.
 - ❖ \$1.1 million to rebudget equipment and migration costs related to Sheriff’s Technology and Information Center.
 - ❖ \$0.5 million for the replacement of grant funded vehicles and senior volunteer vehicles not included in the Department of General Services Fleet ISF vehicle replacement schedule.
 - ❖ \$0.5 million to refresh Sheriff’s facilities and furnish and install metal screening and cameras at San Diego Central Jail.
 - ❖ \$0.4 million in lease space costs for Data Services & Wireless Services Divisions.
 - ❖ \$0.3 million for additional costs of nurses providing vaccinations.
 - ❖ \$0.3 million for costs related to conventional radio system technology update from analog to digital.
 - ❖ \$0.1 million for costs related to courthouse security cameras and fencing.
 - ❖ \$0.1 million to rebudget one-time vehicle costs related to the Rock Mountain Detention Facility.
 - ❖ \$4.0 million in the Inmate Welfare Fund to support core services.
- ◆ General Purpose Revenue—increase of \$29.8 million primarily due to negotiated labor agreements and required retirement contributions.

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

Net decrease of \$20.9 million primarily due to removal of prior year one-time appropriations funded by Use of Fund Balance and Other Financing Sources partially offset by increases due to negotiated labor agreements.

Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Detention Services	2,092.00	2,118.00	2,120.00	0.1	2,120.00
Law Enforcement Services	1,421.00	1,432.00	1,436.00	0.3	1,436.00
Sheriff's Court Services	417.00	418.00	418.00	0.0	418.00
Human Resource Services	133.00	133.00	133.00	0.0	133.00
Management Services	257.00	259.00	260.00	0.4	260.00
Sheriff's ISF / IT	17.00	17.00	17.00	0.0	17.00
Office of the Sheriff	27.00	27.00	29.00	7.4	29.00
Total	4,364.00	4,404.00	4,413.00	0.2	4,413.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Detention Services	\$ 317,683,074	\$ 333,173,658	\$ 351,250,018	5.4	\$ 364,913,753
Law Enforcement Services	263,156,804	283,796,081	299,915,613	5.7	287,667,861
Sheriff's Court Services	66,406,119	68,693,107	72,581,170	5.7	75,190,379
Human Resource Services	28,029,981	30,269,757	30,608,561	1.1	31,592,521
Management Services	45,467,119	48,284,794	47,855,976	(0.9)	42,189,607
Sheriff's ISF / IT	96,249,781	104,916,377	126,233,068	20.3	105,636,111
Office of the Sheriff	6,712,435	6,903,412	7,375,731	6.8	7,556,062
Sheriff's Asset Forfeiture Program	2,127,326	5,277,262	—	(100.0)	—
Jail Commissary Enterprise Fund	9,322,113	11,088,808	10,360,321	(6.6)	10,393,289
Sheriff's Inmate Welfare Fund	7,410,918	9,909,022	10,776,517	8.8	10,967,483
Countywide 800 MHZ CSA's	286,897	266,500	225,059	(15.6)	225,059
Total	\$ 842,852,567	\$ 902,578,778	\$ 957,182,034	6.0	\$ 936,332,125



Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 640,344,898	\$ 666,669,686	\$ 708,299,935	6.2	\$ 733,633,591
Services & Supplies	172,875,635	188,506,788	196,039,854	4.0	170,537,063
Other Charges	26,489,834	30,241,049	30,119,907	(0.4)	30,119,907
Capital Assets Equipment	2,610,149	9,833,827	9,678,809	(1.6)	220,000
Expenditure Transfer & Reimbursements	(8,204,712)	(8,171,121)	(7,809,686)	(4.4)	(8,095,585)
Operating Transfers Out	8,736,763	15,498,549	20,853,215	34.5	9,917,149
Total	\$ 842,852,567	\$ 902,578,778	\$ 957,182,034	6.0	\$ 936,332,125

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Licenses Permits & Franchises	\$ 500,500	\$ 500,500	\$ 500,500	0.0	\$ 500,500
Fines, Forfeitures & Penalties	5,498,430	6,506,482	6,921,879	6.4	2,406,744
Revenue From Use of Money & Property	3,115,606	3,927,906	3,800,395	(3.2)	3,800,395
Intergovernmental Revenues	75,776,012	78,939,501	78,440,097	(0.6)	66,688,525
Charges For Current Services	149,004,213	155,071,979	162,081,374	4.5	167,392,817
Miscellaneous Revenues	18,156,591	21,050,318	18,688,448	(11.2)	14,700,720
Other Financing Sources	220,619,373	233,898,474	246,888,885	5.6	226,689,694
Fund Balance Component Decreases	9,116,711	12,392,359	17,644,181	42.4	17,644,181
Use of Fund Balance	5,989,518	18,826,432	20,927,810	11.2	8,000,403
General Purpose Revenue Allocation	355,075,613	371,464,827	401,288,465	8.0	428,508,146
Total	\$ 842,852,567	\$ 902,578,778	\$ 957,182,034	6.0	\$ 936,332,125



Animal Services

Mission Statement

To protect the health, safety and welfare of people and animals.

Department Description

Effective July 1, 2019, the Department of Animal Services (DAS) has been transferred from the Community Services Group to the Public Safety Group to align County services and increase efficiencies. The DAS will continue to protect 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 7,500 animals from the unincorporated area of the county, enter DAS' two shelters annually. DAS provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the county.

To ensure these critical services are provided, DAS has 61.00 staff years and a budget of \$9.1 million.



Living Safely

- Make San Diego the most resilient community in America
 - Partnered with the unincorporated communities to be prepared in the event of a disaster to evacuate and shelter their pets. DAS participated in a total of six disaster preparedness events throughout the County: SDG&E headquarters, Valley Center, Ramona, Jamul, the International Association of Venue Managers and the Silver Bay Kennel Club Dog Show at the Del Mar Fairgrounds. DAS also responded to the West Fire in Alpine. DAS rescued a total of 35 large and small animals and provided shelter for those animals at both the Lakeside Rodeo Grounds and the animal shelter in Bonita. (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, through adoption to a new family or transfer to a rescue partner. (LS2)
 - Responded to 98% (7,113 of 7,250) of patrol calls on time according to department protocols. (LS2)
 - Ensured 93% (5,586 of 6,000) of sheltered dogs and cats were reunited with their owner, adopted into a new home or transferred to a rescue partner, exceeding goal of 85%. (LS2)

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Promoted and conducted two vaccination, licensing, and microchipping clinics in the department's top underserved communities in collaboration with external partners. DAS held a free rabies vaccination promotion for the entire month of January 2019 and participated in the Project Homeless Connect in the East County wherein the pets of homeless people were vaccinated against rabies, provided wellness vaccinations and microchipped. (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, by conducting four meet & greet and Q&A events between volunteer and staff to discuss and evaluate implementation of new DAS operational model. In addi-

tion, DAS medical staff held two medical information trainings for volunteers regarding current overall veterinary practices. (SE/T4)



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service and delivery to our customers
 - Animal Services has participated in initial meetings for the countywide Volunteer Management System. The implementation has been delayed and will be completed in Fiscal Year 2019-20. (OE3)
 - Researched and started the process to update the Animal Services Case Management System for improved functionality. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured customers were provided with superior services by being helpful, knowledgeable, attentive, respectful, and timely. Achieved a customer satisfaction rating of 4.95 (on a scale of 1 to 5, with 5 being “excellent”), exceeding goal of 4.75. (OE4)
- 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. DAS animal care and medical staff and volunteers attended eight canine behavior trainings focusing on topics such as identifying aggressive behavior, proper leash handling and confidence building. Staff also participated in a hands-on horse handling safety training. (OE5)

- Partner with unincorporated communities and use community input to develop an Evacuation Disaster Plan.
- Plan, build, and maintain safe communities to improve the quality of life for all residents (LS2)
 - 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.
 - Respond to 98% of patrol calls on time according to department protocols.
 - 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.



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 (SE/T4)
 - Continue to implement business process improvements to enhance DAS’ Volunteer Program and increase volunteer and staff engagement.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service and delivery to our customers (OE3)
 - Support a feasibility study to consider the consolidation of the department’s two shelters into one centralized location or the potential implementation of capital improvements to the County Animal Shelter, Bonita.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted (OE5)
 - Continue annual training program for new employees and implement a dog behavior training for staff and volunteers to foster professional development and consistency in core competencies.

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs (BBH1)
 - Promote and conduct two vaccination, licensing, and microchipping clinics in the department’s top underserved communities in collaboration with external partners.



Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves, their families, and their pets for the first 72 hours during a disaster (LS1)

Related Links

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

◆ www.sddac.com

Follow DAS on Facebook at:

◆ www.facebook.com/sddac





Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Sheltered dogs and cats either adopted or reunited with owners	87.7% of 19,681	85% of 7,500	93% of 6,000	85%	85%
	On-time patrol response ¹	98% of 25,000	98.0%	98% of 7,250	98.0%	98.0%
	Healthy or treatable animals euthanized ²	0.0%	0.0%	0.0%	0.0%	0.0%
	Customer Satisfaction Rating ³	4.80	4.75	4.95	4.75	4.75

Table Notes

¹ Patrol time response standards, varying by urgency of call, are established by the department. Fiscal Year 2017–18 number of patrol responses include contracts with other cities which ended on June 30, 2018.

² Healthy and treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized. The Department in collaboration with the San Diego Animal Welfare Coalition (SDAWC) has also embarked on an ambitious goal of zero euthanasia of any healthy or treatable homeless animal. This coalition of shelters and other animal welfare agencies will work together to transfer, foster, treat or find solutions other than euthanizing adoptable and healthy or treatable animals.

³ Scale of 1 to 5, with 5 being “excellent”.

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

Staffing

Increase of 1.00 staff year to align with proposed customer service staffing in the managed competition operational model.

Expenditures

Increase of \$0.8 million

- ◆ Salaries & Benefits—increase of \$0.3 million for negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—increase of \$0.3 million for operational costs and feasibility study related to facility needs to determine future space requirements and operational model for the department.
- ◆ Capital Assets Equipment—increase of \$0.1 million for purchase of equipment for operational needs.
- ◆ Operating Transfers Out—increase of \$0.1 million for capitalized major maintenance projects.

Revenues

Net increase of \$0.8 million

- ◆ Miscellaneous Revenue—increase of \$0.2 million to fund feasibility study related to facility needs.

- ◆ Fund Balance Component Decreases—increase of \$22,444 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 \$2.8 million. A total of \$0.4 million is budgeted.
 - ◆ \$0.1 million for washer/dryer and tractor equipment for shelter operations.
 - ◆ \$0.1 million to replace five animal control trucks.
 - ◆ \$0.1 million for one-time salaries and benefits payments.
 - ◆ \$0.1 million for one-time costs related to facilities and IT projects.
- ◆ General Purpose Revenue Allocation—increase of \$3.4 million due to negotiated labor agreements, required retirement contributions and for support of operations.

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

Net decrease of \$0.2 million primarily due to removal of prior year one time appropriations.

Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Animal Services	128.00	60.00	61.00	1.7	61.00
Total	128.00	60.00	61.00	1.7	61.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Animal Services	\$ 18,728,128	\$ 8,320,364	\$ 9,120,023	9.6	\$ 8,894,779
Total	\$ 18,728,128	\$ 8,320,364	\$ 9,120,023	9.6	\$ 8,894,779

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 13,632,701	\$ 6,146,264	\$ 6,444,019	4.8	\$ 6,788,662
Services & Supplies	5,095,427	2,174,100	2,507,504	15.3	2,086,117
Capital Assets Equipment	—	—	85,000	0.0	20,000
Operating Transfers Out	—	—	83,500	0.0	—
Total	\$ 18,728,128	\$ 8,320,364	\$ 9,120,023	9.6	\$ 8,894,779

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Licenses Permits & Franchises	\$ 1,980,000	\$ 553,390	\$ 553,390	0.0	\$ 553,390
Fines, Forfeitures & Penalties	1,300	325	325	0.0	325
Charges For Current Services	13,054,620	344,566	362,523	5.2	350,343
Miscellaneous Revenues	37,300	17,035	200,535	1,077.2	84,035
Fund Balance Component Decreases	41,143	53,087	75,531	42.3	75,531
Use of Fund Balance	—	3,274,289	437,496	(86.6)	284,994
General Purpose Revenue Allocation	3,613,765	4,077,672	7,490,223	83.7	7,546,161
Total	\$ 18,728,128	\$ 8,320,364	\$ 9,120,023	9.6	\$ 8,894,779



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. With approximately two-thirds of its caseload receiving cash assistance at some point, the Bureau of Public Assistance Investigations unit provides efficient oversight of public assistance programs administered through the County of San Diego. Many of its customers also receive Child Support Services. The unit conducts timely and fair investigations to safeguard the integrity of public assistance programs and ensuring benefits go to the region's residents in need. The department's mission aligns with its day-to-day work providing services that benefit all customers.

To ensure these critical services are provided, Child Support Services has 497.00 staff years and a budget of \$51.2 million.



2018–19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to the individuals' needs
 - Established parentage on 100% (43,230 of 43,230) of children in the caseload, exceeding the statewide goal of 99%.
 - Attained a percentage of 87% (54,606 of 62,453) of open cases with an enforceable order, falling short of the statewide goal of 91% attributed to a decline in cases with an established support order due to satisfied judgement, unenforceable arrears, emancipation, and custodial parent request.
 - Maintained the percentage of current support collected to current support owed at 71% (\$117 million of \$165 million) consistent with the statewide goal.
 - Collected a payment on 75% (35,066 of 46,755) of arrears cases.
 - Maintained collections for child support at \$177 million.
 - Reduced the percentage of cases not paying current support from 17% to 14% (4,426 of 31,611).
 - Expanded collaboration 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 by adding eight on-site partners each month including: the Family Law Facilitator, Legal Aid Society of San Diego, San Diego Workforce Partnership, Sedona Staffing, Go-Staff, YMCA of San Diego County, U.S. Census Bureau and Neighborhood Health.
 - Implemented tools and strategies aimed at breaking the cycle of intergenerational poverty among child support customers. DCSS conducted a workshop led by a subject-matter expert in the area of intergenerational poverty to provide tools to increase customer engagement and reduce agency time. Partnered with County agencies and community organizations in efforts to address intergenerational poverty.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

tional poverty among our customers. In partnership with the Public Safety Group, held a countywide training for multiple departments to learn and understand how to address intergenerational poverty.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collected \$3.60 for every \$1.00 spent on operations, exceeding our goal of \$3.50 while ensuring child support orders are correct and reliable.
 - Identified areas to increase operational efficiency and effectiveness of case processing, specifically focusing on reducing the amount of time between the opening of a case to the establishment of an order.
 - Reduced the number of days from initial order to first payment from the previous fiscal year average of 34 to 33 days, falling short of our goal to reduce to 30 days due to delays in payments from non-custodial parents or employers. We continue to work with and educate employers and parents paying support on the advantages of making timely payments to prevent automated enforcement actions and increase customer confidence.
 - Identified 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.
 - Provided modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers through the implementation of texting and online chatting. (OE2)
 - Continued 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. The case management system is currently 60% complete. (OE2)
 - Expanded the use of an automated check in system for our customers to all branch locations. (OE2)
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Opened 7 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. This fell short of the goal of 75 due to the program's first year of implementation and the challenges in a mind-set shift to future goal thinking and investing in children's post-secondary education. We have adjusted our goal to 15 by Fiscal Year end 2019-20, and will continue to make strides to ease the application process to make the program more accessible for customers. (OE6)

- Continued to explore issues surrounding the homeless population to identify innovative ways to improve our customer service to homeless customers, including outreach and referral processing. Implemented an Outreach Team which addressed unique barriers faced by homeless applicants through the use of texting and video conferencing to ensure that interviews are completed in a timely manner. Participated in various homeless outreach events including: Project Homeless Connect, Stand Down, North County Stand Down and Homeless Court.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision
 - Disseminated news stories via the department's employee intranet, digital signage, and use of an internal blog regarding the work employees do in assisting child support customers to lead a healthy and thriving lifestyle. (OE7)

2019-21 Objectives



Building Better Health

- Promote the implementation of service delivery system that is sensitive to the individuals' needs (BBH1)
 - Establish parentage on at least 99% of children in the caseload, consistent with the statewide goal.
 - Achieve 88% of open cases with an enforceable order, consistent with the statewide goal.
 - Maintain the percentage of current support collected to current support owed at or above 71%, consistent with statewide goal.
 - Collect on arrears cases at or above 75%.
 - Maintain child support collections at or above \$177 million.
 - Maintain the percentage of cases not paying current support at 14% or lower.
 - Continue to expand partnerships with community organizations and County departments to offer our customers wraparound services and resources that have a direct impact on improving quality of life.
 - Implement new tools and strategies aimed at breaking the cycle of intergenerational poverty among our customers.
 - Partner with County agencies and community organizations in efforts to address intergenerational poverty among our customers.



Operational Excellence

- Align services to available resources to maintain fiscal stability (OE2)
 - 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 33 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.
- Expand the use of an automated check in system for customers to all branch locations.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents (OE6)
- Continue to explore issues surrounding the homeless population to identify innovative ways to improve our customer service to homeless customers, including outreach and referral processing.
- Open a minimum of 15 college savings accounts for dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood.
- In partnership with the San Diego County Library award 12 scholarships to enable participants to earn a high school diploma, which studies show correlation to higher income earnings and in turn leading to self-sufficiency.
- Strengthen our customer service culture to ensure a positive customer experience (OE4)
 - Disseminate news stories via the department’s employee intranet regarding the work employees do in assisting our customers.

Related Links

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

◆ www.sandiegocounty.gov/dcss


Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Current support collected (federal performance measure #3) (in millions) ¹	72% of \$163	71%	71% of \$165	71%	71%
	Cases with an enforceable order (federal performance measure #2) ¹	90% of 62,250	91%	87% of 62,453	88%	88%
	Arrears cases with a collection (federal performance measure #4) ¹	73% of 46,952	75%	75% of 46,755	75%	75%
	Total Collections (in millions)	\$177	\$177	\$177	\$177	\$177
	Reduce percentage of cases not paying current support ²	N/A	14%	14% of 31,611	N/A	N/A
	Maintain or lower the percentage of cases not paying current support ³	N/A	N/A	N/A	14%	14%

Table Notes

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

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

² This was a new measure for Fiscal Year 2018–19. The objective was to reduce cases not paying current support from 17% in Fiscal Year 2017–18 to 14%. The goal has been met and will be discontinued for FY 2019–20 and replaced with new measure to maintain the measure at the current percentage or lower.

³ This is a new measure for Fiscal Year 2019–20 to maintain at current 14% level or lower the percentage of cases not paying current support.

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

Staffing

Net decrease of 15.00 staff years to align operations with reduced caseload and current State and federal funding. There will be no impact to service delivery.

- ◆ Net increase of 28.00 staff years in Production Operations to align with State reporting requirements.
 - ◆ Increase of 43.00 staff years due to transfers within the department.
 - ◆ Decrease of 15.00 staff years to align operations with reduced caseload.
- ◆ Decrease of 12.00 staff years in Quality Assurance due to a transfer to Production Operations.
- ◆ Decrease of 39.00 staff years in Administrative Services due to a transfer to Production Operations.
- ◆ Increase of 7.00 staff years in Recurring Maintenance and Operations due to the a transfer from Production Operations.
- ◆ Decrease of 9.00 staff years in Legal Services due to the a transfer to Production Operations.
- ◆ Increase of 10.00 staff years in the Bureau of Public Assistance Investigations due to a transfer from Production Operations to provide support for increased workload.

Expenditures

Net decrease of \$0.6 million.

- ◆ Salaries & Benefits—increase of \$2.0 million due to negotiated labor agreements and required retirement contributions offset by costs of decrease in staff years.

- ◆ Services & Supplies—increase of \$0.3 million due to the development of a new case management system for the Bureau of Public Assistance Investigations.
- ◆ Expenditure Transfer & Reimbursements—increase of \$2.9 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 an effect of \$2.9 million decrease in expenditures.

Revenues

Net decrease of \$0.6 million

- ◆ Intergovernmental Revenues—decrease of \$0.7 million to align to anticipated levels of expenditure reimbursement by the California Department of Child Support Services.
- ◆ Charges for Current Services—decrease of \$0.3 million due to an anticipated decrease in collections on Title IV-A previously assigned arrears.
- ◆ Miscellaneous Revenues—increase of \$0.4 million to reflect State funding augmentation for a digital marketing project.

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

Net decrease of \$0.3 million primarily due to removal of prior year one time appropriations partially offset by negotiated labor agreements.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Production Operations	345.00	345.00	373.00	8.1	373.00
Quality Assurance	12.00	12.00	—	(100.0)	—
Administrative Services	38.00	39.00	—	(100.0)	—
Recurring Maintenance and Operations	6.00	5.00	12.00	140.0	12.00
Legal Services	47.00	47.00	38.00	(19.1)	38.00
Bureau of Public Assistance Investigation (BPAI)	64.00	64.00	74.00	15.6	74.00
Total	512.00	512.00	497.00	(2.9)	497.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Production Operations	\$ 40,243,153	\$ 36,815,801	\$ 41,528,903	12.8	\$ 41,048,456
Quality Assurance	1,274,389	1,328,377	—	(100.0)	—
Administrative Services	2,384,588	5,562,896	1,210,365	(78.2)	1,210,365
Recurring Maintenance and Operations	921,284	797,754	1,638,261	105.4	1,692,820
Legal Services	6,981,228	7,299,814	6,851,737	(6.1)	7,012,315
Bureau of Public Assistance	—	—	—	—	—
Total	\$ 51,804,642	\$ 51,804,642	\$ 51,229,266	(1.1)	\$ 50,963,956

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 50,326,071	\$ 50,693,007	\$ 52,673,441	3.9	\$ 52,994,667
Services & Supplies	11,954,913	11,993,123	12,302,360	2.6	11,723,605
Other Charges	15,000	15,000	15,000	0.0	15,000
Capital Assets Equipment	150,000	168,000	168,000	0.0	168,000
Expenditure Transfer & Reimbursements	(10,641,342)	(11,064,488)	(13,929,535)	25.9	(13,937,316)
Total	\$ 51,804,642	\$ 51,804,642	\$ 51,229,266	(1.1)	\$ 50,963,956

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 50,146,537	\$ 50,146,537	\$ 49,443,150	(1.4)	\$ 49,443,150
Charges For Current Services	1,658,105	1,658,105	1,411,116	(14.9)	1,395,807
Miscellaneous Revenues	—	—	375,000	0.0	124,999
Total	\$ 51,804,642	\$ 51,804,642	\$ 51,229,266	(1.1)	\$ 50,963,956



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 \$1.0 million.



- Completed 100% of 123 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). (OE3)
- Completed 100% of 18 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). (OE3)
- Processed 100% of 129 new complaints in a timely manner; maintaining a complaint turnaround time of two working days or less, measured from when the complaint was received, to when case documents were completed and returned to the complainant for signature. (OE3)
- Presented seven policy and procedure recommendations to the Sheriff's Department and/or Probation Department. (OE3)
- Completed a comprehensive CLERB Staff Policies and Procedure Manual that provides direction and expectations for CLERB staff. (OE3)
- 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. (OE3)
- Maintained a transparent and independent citizen complaint process, to the extent allowed by law, which provided relevant feedback and recommendations to the Sheriff and Chief Probation Officer. (OE3)
- Provided redacted case synopses that included relevant information for the public, while respecting peace officer confidentiality rights. (OE3)
- Provided quarterly trainings on law enforcement oversight issues to the community. (OE3)

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 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
 - Conducted or attended four community outreach activities to increase awareness of CLERB. (SE/T4)

Operational Excellence

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

2019-21 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 (SE/T4)
 - Conduct or attend four community outreach activities to increase awareness of CLERB.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers (OE3)
 - Complete 100% of complaint investigations within one year of receipt of filed complaint, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Complete 100% of death investigations within one year of notification of death, unless delayed by Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
 - Process 100% of new complaints in a timely manner; maintain a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.

- Provide quarterly training on law enforcement oversight issues to the community.
- Implement a new jail inspection program, in which CLERB investigators will visit and examine Sheriff's and Probation detention facilities in San Diego County each year.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents (OE6)
 - Present five policy and procedure recommendations to the Sheriff's Department and/or Probation Department.
 - Provide monthly "early warning" reports to the Sheriff's Department and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.
 - Maintain a transparent and independent citizen complaint process, to the extent allowed by law, which provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
 - Provide redacted case synopses that include relevant information for the public, while respecting peace officer confidentiality rights.

Related Links

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

- ◆ www.sandiegocounty.gov/clerb







Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Hold or attend at least four community-based meetings annually ¹	100% of 4	N/A	N/A	N/A	N/A
	Conduct or attend community outreach activities ^{2,3}	N/A	100% of 4	100% of 4	4	4
	Mail complaint documents for complainant signature within two working days of initial contact ^{4,5}	100% of 156	100%	100% of 129	100%	100%
	Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions ⁵	100% of 94	100%	100% of 123	100%	100%
	Complete death investigations within one year of notification of death, excluding applicable tolling exemptions. ⁶	N/A	100%	100% of 18	100%	100%
	Present policy and procedure recommendations to the Sheriff's Department and/or Probation Department ^{2,3}	N/A	100% of 5	100% of 7	5	5
	Provide monthly early warning reports to the Sheriff's Department and Probation Department ^{2,3}	100% of 12	100% of 12	100% of 12	12	12
	Provide quarterly training on law enforcement oversight issues to the community ³	100% of 4	100% of 4	100% of 4	4	4

Table Notes

- ¹ 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.
- ² Performance Measure description updated since goal is identified in the fiscal year column.
- ³ Removed percentages from future goals to only reflect the numeric amount. The success of this goal is based on all activities being completed within the fiscal year rather than a percentage of those activities.
- ⁴ Data on number of complaints is gathered by calendar year (January-December) versus fiscal year (July-June).
- ⁵ 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.
- ⁶ 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.



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

Staffing

No change in staffing.

Expenditures

Increase of \$0.1 million.

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

Revenues

Increase of \$0.1 million.

- ◆ Use of Fund Balance—a total of \$4,939 for one-time salaries and benefits payments.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million due to negotiated labor agreements and required retirement contributions.

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

No significant changes.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Law Enforcement Review Board	4.00	5.00	5.00	0.0	5.00
Total	4.00	5.00	5.00	0.0	5.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Law Enforcement Review Board	\$ 717,451	\$ 917,060	\$ 986,564	7.6	\$ 1,003,544
Total	\$ 717,451	\$ 917,060	\$ 986,564	7.6	\$ 1,003,544

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 552,106	\$ 721,793	\$ 787,843	9.2	\$ 799,824
Services & Supplies	165,345	195,267	198,721	1.8	203,720
Total	\$ 717,451	\$ 917,060	\$ 986,564	7.6	\$ 1,003,544

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Use of Fund Balance	\$ —	\$ 4,939	\$ 4,939	0.0	\$ 9,878
General Purpose Revenue Allocation	717,451	912,121	981,625	7.6	993,666
Total	\$ 717,451	\$ 917,060	\$ 986,564	7.6	\$ 1,003,544





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 \$7.7 million.



- Used past results to improve efficiency and refine outreach programs, and conducted two campaigns to increase the number of AlertSanDiego registrations by 4% (528,467 to 550,523) overall. This exceeded the overall goal of 3%. In County Service Area 135, a 1.5 million-acre area of unincorporated San Diego County served by the County Fire Authority, an additional 15% (4,649 to 5,327) of citizens registered for the app. (LS1)
- Conducted two public outreach campaigns to increase the number of SD Emergency mobile application downloads, resulting in a 7% (277,822 to 297,449) increase, exceeding the goal of 5%. (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. Operations included a regional tabletop exercise that tested the Family Reunification Concept of Operations Plan. (LS2)

Strategic Initiative Legend



For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 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
 - Led the regional development of a post-disaster interim housing plan for the region. Coordinated 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, which incorporated nationwide best practices and lessons learned. The final plan included 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)

- Engaged stakeholders and cooperators in the development of an auxiliary communications services plan for the region. Developed a communications 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
 - Expanded the number of disaster service workers trained for the Advanced Recovery Initiative (ARI) by 29% (765 to 987). This exceeded the goal of 3% due to the increased employee recruitment, at a time of elevated interest in disaster preparedness following major wildfires and other emergencies in the State. 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. Employees serve in positions including shelter manager, shelter worker and local assistance center team member. (OE5)

- Plan, build and maintain safe communities to improve the quality of life for all residents (LS2)
 - Launch a new County Resilience Program, including a pilot effort focused on wildfire resiliency. The Resilience program will support planning, engagement and review of the County’s existing capabilities, and the strengthening of our ability to resist, rapidly recover from, and adapt to complex challenges and uncertainty during disasters. It will also include a review process designed to identify capability, capacity and resource gaps in our approach to addressing issues that impact our community.
 - Produce and distribute an updated family disaster plan and personal survival guide to help residents prepare for any type of disaster that could affect the San Diego region.
 - Conduct four regional exercises with a focus on working with external partners. These exercises will center on improving OES’s overall coordination, collaboration and response capability. Operations will include a regional full-scale exercise that will test family reunification.

2019–21 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 (LS1)
 - Conduct at least two public outreach campaigns to increase the number of AlertSanDiego registrations by 3% overall and by 15% in County Service Area 135, a 1.5 million-acre area of unincorporated San Diego County served by the County Fire Authority.
 - Conduct two public outreach campaigns to increase the number of SD Emergency mobile application downloads by 5%.



Operational Excellence

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted (OE5)
 - 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 and 2-1-1 during and after large disasters.

Related Links

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

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





Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Percentage increase of AlertSanDiego registration downloads	29% (408,720 to 528,467)	3%	4% (528,467 to 550,523)	3%	3%
	Percentage increase of AlertSanDiego registration downloads in the CSA 135 service area ¹	N/A	15%	15%	15%	15%
	Percentage increase of SD Emergency mobile application downloads	41% (197,083 to 277,822)	5%	7% (277,822 to 297,449)	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 ²	3% (742 to 765)	3%	29% (765 to 987)	3%	3%

Table Notes

¹ This was a new measure in Fiscal Year 2018–19 to increase AlertSanDiego registration downloads in CSA 135, an area at risk for wildfires.

² OES exceeded this target in Fiscal Year 2018–19 due to the increased active employee recruitment, at a time of elevated interest in disaster preparedness following major wildfires and other emergencies in the State.

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

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.7 million.

- ◆ Salaries & Benefits—net increase of \$0.1 million due to negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—net decrease of \$0.8 million due to completion of one-time major maintenance projects and the purchase of replacement radios.

Revenues

Net decrease of \$0.7 million.

- ◆ Intergovernmental Revenues—decrease of \$0.4 million due to completion of one-time Homeland Security Grant funded projects.

- ◆ Use of Fund Balance—decrease of \$0.6 million. A total of \$0.7 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.
 - ◆ \$0.1 million for mapping software upgrades.
 - ◆ \$0.2 million for public outreach projects, purchase of equipment to support the Operational Area Emergency Operations Center, and for temporary warehouse leasing costs.
 - ◆ \$22,246 for one-time negotiated salaries and benefits payments.
- ◆ General Purpose Revenue—increase of \$0.3 million for negotiated labor agreements, required retirement contributions and costs associated with implementation of robust information technology systems to ensure the public's access to emergency information.

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

Changes reflect negotiated labor agreements.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Office of Emergency Services	19.00	21.00	21.00	0.0	21.00
Total	19.00	21.00	21.00	0.0	21.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Office of Emergency Services	\$ 7,811,529	\$ 8,411,474	\$ 7,741,836	(8.0)	\$ 7,758,852
Total	\$ 7,811,529	\$ 8,411,474	\$ 7,741,836	(8.0)	\$ 7,758,852

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 2,803,363	\$ 2,863,884	\$ 3,015,515	5.3	\$ 3,153,621
Services & Supplies	3,241,539	3,780,963	2,959,694	(21.7)	2,838,604
Other Charges	1,766,627	1,766,627	1,766,627	0.0	1,766,627
Total	\$ 7,811,529	\$ 8,411,474	\$ 7,741,836	(8.0)	\$ 7,758,852

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 4,972,309	\$ 4,972,395	\$ 4,594,973	(7.6)	\$ 4,285,366
Charges For Current Services	334,560	332,438	332,438	0.0	332,438
Fund Balance Component Decreases	17,433	4,821	32,363	571.3	32,363
Use of Fund Balance	847,000	1,352,246	736,246	(45.6)	1,006,492
General Purpose Revenue Allocation	1,640,227	1,749,574	2,045,816	16.9	2,102,193
Total	\$ 7,811,529	\$ 8,411,474	\$ 7,741,836	(8.0)	\$ 7,758,852



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 36% of deaths in the county, or 8,347 cases, and ultimately transports approximately 14% of decedents to the department’s 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 \$11.7 million.



- Gathered epidemiology information to address public health issues and partnered with agencies to alert the community on patterns and trends. The department published an annual report executive summary highlighting many of these trends. (LS2)
- Contributed to research efforts in Alzheimer’s, Epilepsy, Autism and Schizophrenia studies by providing 56 tissue samples to academic research organizations, with family consent. (LS2)
- 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 637 medical students, residents and first responders received training or observed a forensic investigation. (LS2)
- Produced and displayed data on all pedestrian deaths through the County’s open data portal. This allows the public and decision-makers to identify current trends and modifiable risk factors to help improve pedestrian safety. (LS2)
- Produced and displayed cause of death statistical information on all prescription drug-related deaths through the County’s open data portal. This allows the public and decision-makers to identify modifiable risk factors to help reduce accidental prescription drug-related deaths. (LS2)
- Produced and displayed cause of death statistical information on all illicit drug-related deaths through the County’s open data portal. This allows 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
 - Contributed 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 Review Committee,

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments

Living Safely

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

San Diego County Methamphetamine Strike Force, San Diego Prescription Drug Abuse Task Force (PDATF), Medical Examiners and Coroners 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. (LS4)



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 18% (590 of 3,232) of cases.
 - ◆ Used barcoding technology to ensure that the transfer and maintenance of specimens (2,259 cases), evidence (566 cases) and bodies (3,210) were accomplished quickly, efficiently, and accurately.
 - Completed 85% (86 of 101) of homicide examination reports in 60 days or less, which did not meet the goal of 90% due to the complexity of a few cases. (OE3)
 - 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. (OE3)
 - ◆ Notified 96% (10,881 of 11,354) of next-of-kin for identified Medical Examiner cases within 24 hours or less, exceeding the goal of 90%.
 - ◆ Completed 87% (2,787 of 3,204) of investigative reports in 60 days or less, exceeding the goal of 85%.
 - ◆ Completed 99% (2,243 of 2,259) of toxicology reports in 60 days or less, exceeding the goal of 97%.
 - ◆ Completed 92% (2,848 of 3,103) of examination reports in 60 days or less, exceeding the goal of 90%.
 - ◆ Provided 97% (4,643 of 4,783) of case report requests within 7 days or less, exceeding the goal of 95%.
 - Provided a guideline questionnaire on death reporting criteria and made it available online for 100% of deaths reported by phone. (OE3)
 - Updated 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
 - Enabled timely funeral services for families by making 99% (3,205 of 3,210) of bodies ready for release in 7 days or less, exceeding the goal of 97%. (OE4)

- Identified 90% (528 of 587) of John and Jane Does in 72 hours or less. (OE4)

2019–21 Objectives



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents (LS2)
 - Gather epidemiology information to address public health issues and partner with agencies to alert the community on patterns and trends.
 - Contribute to research efforts in Alzheimer’s, Epilepsy, Autism and Schizophrenia studies by providing tissue samples to academic research organizations, with family consent.
 - 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.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse (LS4)
 - 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 Review Committee, San Diego County Methamphetamine Strike Force, San Diego Prescription Drug Abuse Task Force (PDATF), Medical Examiners and Coroners 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.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers (OE3)
 - Use advanced forensic imaging to assist in the determination of the cause and manner of death.
 - ◆ 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.
 - 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 cus-



tomers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.

- ◆ Notify 90% of next of kin for identified Medical Examiner cases within 24 hours.
- ◆ 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.

- Update media interest cases on the website within 12 hours of incident in 100% of cases.
- Strengthen our customer service culture to ensure a positive customer experience (OE4)
 - Enable timely funeral services for families by making 97% of bodies ready for release in 7 days or less.
 - Identify 80% of John and Jane Does within 72 hours.

Related Links

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

- ◆ www.sandiegocounty.gov/me


Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Bodies ready for release in seven days or less ¹	99% of 3,043	97%	99% of 3,210	97%	97%
	Investigative reports completed in 60 days or less ¹	82% of 3,136	85%	87% of 3,204	85%	85%
	Toxicology reports completed in 60 days or less ¹	99% of 2,174	97%	99% of 2,259	97%	97%
	Examination reports completed in 60 days or less ¹	87% of 3,017	90%	92% of 3,103	90%	90%
	Homicide examination reports completed in 60 days or less ¹	83% of 105	90%	85% of 101	90%	90%
	Next-of-kin notification completed in 12 hours or less ^{1,2}	88% of 4,523	N/A	N/A	N/A	N/A
	Next-of-kin notification completed in 24 hours or less, upon next of kin being identified ¹	N/A	90%	96% of 11,354	90%	90%
	Case reports completed in seven days or less ¹	97% of 5,194	95%	97% of 4,783	95%	95%

Table Notes

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

² Effective Fiscal Year 2018–19 the goal re-written to: Next-of-kin notification completed in 24 hours or less, upon next of kin being identified.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$0.2 million.

- ◆ Salaries & Benefits—increase of \$0.3 million due to negotiated labor agreements and required retirement contributions.

MEDICAL EXAMINER

- ◆ Services & Supplies—increase of \$0.1 million due to costs associated with the decedent transportation contract.
- ◆ Capital Assets Equipment—decrease of \$0.2 million due to the completed purchase of one-time equipment replacement in Fiscal Year 2018-19.

Revenues

Net increase of \$0.2 million.

- ◆ Fund Balance Component Decreases—increase of \$0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

- ◆ Use of Fund Balance—decrease of \$0.5 million. A total of \$0.3 million is budgeted.
 - ◆ \$0.1 million for one-time temporary staff.
 - ◆ \$0.1 million for equipment replacement.
 - ◆ \$0.1 million for one-time negotiated salaries and benefits payments.
- ◆ General Purpose Revenue Allocation—increase of \$0.6 million for negotiated labor agreements, required retirement contributions and for increased costs in decedent transportation contract.

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

Changes reflect negotiated labor agreements.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Decedent Investigations	57.00	57.00	57.00	0.0	57.00
Total	57.00	57.00	57.00	0.0	57.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Decedent Investigations	\$ 10,975,423	\$ 11,468,578	\$ 11,668,771	1.7	\$ 11,650,154
Total	\$ 10,975,423	\$ 11,468,578	\$ 11,668,771	1.7	\$ 11,650,154

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 8,021,075	\$ 8,378,731	\$ 8,702,721	3.9	\$ 9,094,750
Services & Supplies	2,504,348	2,739,847	2,866,050	4.6	2,555,404
Capital Assets Equipment	450,000	350,000	100,000	(71.4)	—
Total	\$ 10,975,423	\$ 11,468,578	\$ 11,668,771	1.7	\$ 11,650,154

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Charges For Current Services	\$ 682,083	\$ 152,332	\$ 152,332	0.0	\$ 152,332
Miscellaneous Revenues	86,460	960	960	0.0	960
Fund Balance Component Decreases	143,121	182,282	269,876	48.1	87,594
Use of Fund Balance	470,000	763,909	287,909	(62.3)	127,818
General Purpose Revenue Allocation	9,593,759	10,369,095	10,957,694	5.7	11,281,450
Total	\$ 10,975,423	\$ 11,468,578	\$ 11,668,771	1.7	\$ 11,650,154





Probation

Mission Statement

Through 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 2018-19, a weekly average of 10,989 adults and 1,432 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 1,068.00 staff years and a budget of \$233.8 million.



2018–19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Create a trauma-informed County culture. (BBH1)
 - ◆ Used the Youth in Custody Practice Model (YICPM) 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. Employed re-entry officers in juvenile facilities to enhance case planning services by providing orientations to families about the case planning process and involving a full range of supportive adults in case plan meetings, including field staff and community partners.
 - ◆ Implemented a trauma-informed program for youth in the Juvenile Detention Facilities, which educates youth on the impacts of complex traumatic stress and provides a strengths-based practical skills approach for re-setting trauma-related reactions.
 - ◆ Provided training on trauma-informed care and restorative practices to correctional officers in the juvenile detention facilities in order to equip officers with evidence-based techniques specifically designed to help youth regulate their emotional states and help youth believe in their abilities to address challenges.



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. (LS2)

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

- ◆ Ensured that 82% (768 of 940) of juvenile probationers completed their probation without new sustained law violations, exceeding the goal of 73%.
- ◆ Ensured that 77% (3,300 of 4,306) of adult probationers completed their probation without being convicted of new crimes, exceeding the goal of 68%.
- ◆ Ensured that 86% (512 of 592) of Mandatory Supervision clients completed their supervision without being convicted of new crimes, exceeding the goal of 80%.
- ◆ Ensured that 61% (688 of 1,128) of Post Release Community Supervision clients completed their supervision without being convicted of new crimes, exceeding the goal of 60%.
- Assisted victims who have been harmed by crime by collecting court ordered restitution on their behalf. (LS2)
 - ◆ Collected \$2.1 million in restitution from adult probationers.
 - ◆ Collected \$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
 - Provided youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse. (LS4)
 - ◆ Integrated the YICPM into Institutional Services. Adopted best practices that support staff, youth and healthy environments to create lasting change for children, youth and their families. Implemented a new medical services contract for juvenile detention facilities that incorporates YICPM principles into service delivery and provides a broad range of preventative, regular, and urgent medical services including but not limited to dental services, enhanced vision services, and screenings for developmental disabilities.
 - ◆ Increased the monthly in-custody visitation rate to 60% (3,615 of 6,000) to improve youth outcomes through stronger support systems, family visitation and community engagement, exceeding the goal of 50% due to the opening of the Urban Camp in a central location that is more accessible for visitation.
 - ◆ Enrolled 100% (584) of eligible youth in the Alternatives to Detention (ATD) program. The continued expansion of the ATD program helps youth at risk of detention and on probation to connect with resources and services that will help them succeed.
 - ◆ Decreased by 21% (from 38 to 30) the monthly average number of youth detained as a result of probation violations through the use of community-based alternatives to custody, exceeding the goal of 5% by using the least restrictive options to respond to violations of court conditions in partnership with community-based services for enhanced collaborative case management.
- ◆ Developed a community 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.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - Employed practices to provide rehabilitative services to clients. (LS5)
 - ◆ Linked 70% (1,243 of 1,764) of high-risk adult probationers and Post Release Community Supervision clients to appropriate intervention services to address factors that lead to criminal behavior, falling short of the goal of 75%. The Probation Department plans to expand reentry support activities, co-locate officers in LiveWell centers to facilitate service referrals, and develop more ways to link clients to the services they need.
 - ◆ Linked 95% (537 of 567) of Mandatory Supervision clients to appropriate intervention services to address factors that lead to criminal behavior, exceeding the goal of 90%.
 - ◆ Ensured that 50% (225 of 453) of clients enrolled in Cognitive Behavior Therapy to address criminal thinking successfully graduated.
 - ◆ Ensured that 39% (473 of 1,224) of Post Release Community Supervision clients successfully completed supervision within 12 months by increasing the use of early discharge for clients in compliance with the conditions of supervision, exceeding the goal of 30%.
 - ◆ Expanded 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
 - Utilized new and existing technology and infrastructure to improve customer service. (OE3)
 - ◆ Implemented technology to integrate the juvenile risk assessment tool with an electronic case plan. This will be used collaboratively by youth, their families and probation officers to develop goals for youth to achieve success in the community.
 - ◆ Completed the remodel of the North Region Probation Office to improve customer service and make the space more “client friendly,” by providing a larger lobby and an updated client orientation area.



- ◆ Successfully closed Camp Barrett and opened the Urban Camp in Kearny Mesa in order to leverage the central location to increase visitation, implement re-entry case management services, and provide youth with improved access to community-based services.
- ◆ Completed the planning for the construction of the Kearny Mesa Juvenile Justice Campus and the Central Region Probation Office on Ohio Street.
- ◆ Remodeled the kitchens in the Kearny Mesa and East Mesa Juvenile Detention Facilities in order to allow for on-site preparation of fresh and healthy meals.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Fostered employee well-being, inclusion and development. (OE5)
 - ◆ Provided staff with training on cultural competence, effective strategies for communicating, and engaging and building positive relationships with families.
 - ◆ Completed development of the employee wellness program and offered trainings and regional site visits to provide assessments and other information on employee wellness.
 - ◆ Conducted Professional Development Academies, which provided staff with training and opportunities for both professional and personal growth. Provided leadership development courses that included team building, personality assessment, and instruction on emotional intelligence.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued to engage the community by participating in over 250 programs and special events such as community events, volunteer/charity events, career fairs/recruitments, collaborative meetings, outreach, speaking/presentations, and parades in order to strengthen relationships with stakeholders and create long-term value and positive social impact on the communities we serve. (OE4)
 - ◆ Launched a Citizen’s Academy that was open to the members of the community to allow them to learn about the Probation Department.

- ◆ Provide training to staff on the principles of trauma-informed care, adolescent brain development, restorative practices and childhood disorders.



Living Safely

- Plan, build, and maintain safe communities to improve the quality of life for all residents (LS2)
 - Employ operational practices to protect community safety and reduce crime.
 - ◆ Ensure that 73% of juvenile probationers complete their probation without new sustained law violations.
 - ◆ Ensure that 68% of adult probationers complete their probation without being convicted of new crimes.
 - ◆ Ensure that 80% of Mandatory Supervision clients complete their supervision without being convicted of new crimes.
 - ◆ Ensure that 60% of Post Release Community Supervision clients complete their supervision without being convicted of new crimes.
- Fully implement a balanced-approach model that reduces crime by holding clients accountable while providing them access to rehabilitation (LS5)
 - Employ practices to provide rehabilitative services to offenders.
 - ◆ Link 90% of 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 35% 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.
- Use evidence-based prevention and intervention strategies to prevent youth from entering the juvenile justice system or progressing in delinquency or crime (LS6)
 - Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse.
 - ◆ Integrate the Youth in Custody Practice Model (YICPM) into Institutional Services by enhancing the manner in which youth transition to the community by planning for re-entry shortly after youth enter the juvenile detention facilities and by engaging supportive adults, community partners, and field staff in transition planning.
 - ◆ Increase the monthly in-custody visitation rate to 60% to improve youth outcomes through stronger support systems, family visitation and community engagement.

2019–21 Objectives



Building Better Health

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

- ◆ Enroll 100% of eligible youth in the Alternatives to Detention (ATD) program and ensure that they successfully complete the program and do not get detained for new arrests within six months of case closure.
- ◆ 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 CHOICE inspired program, which is focused on positive youth development and supports youth in the community by providing intensive case management services, mentoring, and supervision utilizing case managers who are recent college graduates.
- ◆ Create Achievement Centers in communities where at-risk youth reside which will provide programming that is restorative and helps youth to successfully exit the juvenile justice system while not disrupting their educational progress and positive community connections.

- ◆ Continue development of self-service kiosks for clients in order to ensure the most efficient and effective service delivery.
- ◆ Improve the public-facing website to ensure that customers have access to the most up-to-date and complete information about the Department, including policies, to increase the transparency of service delivery.
- Strengthen our customer service culture to ensure a positive customer experience (OE4)
 - Engage the community by participating in programs and special events in order to strengthen relationships with stakeholders and create long-term value and positive social impact on the communities we serve.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted (OE5)
 - Foster employee well-being, inclusion and development.
 - ◆ Provide staff with training on cultural competence and implicit bias, including presentations on diversity and inclusion, as part of new employee orientation.
 - ◆ Enhance departmental efforts in staff recruitment and retention.

 **Operational Excellence**

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers (OE3)
 - Utilize new and existing technology and infrastructure to improve customer service.
 - ◆ Expand the customer service survey on the public-facing Probation Department website in order to collect information about areas where customer engagement could be enhanced.

Related Links

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

- ◆ www.sandiegocounty.gov/probation


Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Adult probationers who complete their probation without being convicted of a new crime	75% of 4,871	68%	77% of 4,306	68%	68%
	Juvenile probationers who complete their probation without a new law violation	78% of 992	73%	82% of 940	73%	73%
	High-risk adult probationers and Post Release Community Supervision clients linked to appropriate intervention services to address factors that lead to criminal behavior ¹	76% of 1,953	75%	70% of 1,764	N/A	N/A
	Enrollment of eligible youth into the Alternatives to Detention Program ^{2,3}	N/A	100% of 750	100% of 584	100%	100%
	Visitation rate for youth in custody ⁴	N/A	50%	60% of 6,000	60%	60%

Table Notes

- ¹ This measure will be discontinued in Fiscal Year 2019-20 as the department initiates the review of the process to refer formal probation clients to intervention services.
- ² This measure was added in Fiscal Year 2018-19 to increase the number of eligible youth enrolled in the Alternatives to Detention program. This program helps youth at risk of detention and on probation to connect with resources and services that will help them succeed. This measure's description has been updated to clarify that it is related to the enrollment of eligible youth.
- ³ Removed counts from future goals to only reflect the percentage goal. The number of youth eligible to participate in the Alternatives to Detention program is not known in advance and may only be determined at year-end.
- ⁴ This measure was 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.

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

Staffing

Net decrease of 40.00 staff years to align operations with current workload. Staff are reallocated internally to design and deliver core services with no impact to service delivery.

- ◆ Adult Field Services—net increase of 29.00 staff years due to the transfer of Work Projects and Work Furlough programs to this division, and transfers for operational alignment.
- ◆ Institutional Services—net decrease of 48.00 staff years due to the transfer of 28.00 Work Projects staff years to Adult Field Services, Work Furlough and Home Supervision from this division, and a decrease of 20.00 staff years due to the consolidation of custody services in the combined Kearny Mesa Juvenile Detention Facility and Urban Camp, reflecting a continued decline in the number of youth in custody.
- ◆ Juvenile Field Services—net decrease of 28.00 staff years, including a decrease of 20.00 staff years due to providing and coordinating services closer to the communities where youth live and attend school, and the transfer to department administration and Adult Field Services.
- ◆ Department Administration—net increase of 7.00 staff years to deliver a larger number of core training academies, to develop and update policies, and to design approaches to supporting employee wellness and community engagement.

Expenditures

Net increase of \$2.0 million

- ◆ Salaries & Benefits—net increase of \$6.0 million.
 - ◆ Increase of \$10.2 million due to required retirement contributions and negotiated labor agreements.
 - ◆ Decrease of \$4.2 million due to the reduction of 40.00 staff years to align operations with current workload.
- ◆ Services & Supplies—net decrease of \$5.6 million.

- ◆ Decrease of \$8.3 million based on lower numbers of youth in the juvenile facilities due to efficiencies resulting from the consolidation of resources within the juvenile halls and camps, and due to providing and coordinating services closer to the communities where youth live and attend school. This reduction to contracted services will result in no impact to service delivery.
- ◆ Increase of \$1.9 million for programs that include an expansion of intensive community services within the Alternatives to Detention Program and two Achievement Centers to provide services to youth under supervision.
- ◆ Increase of \$0.8 million due to one-time major maintenance projects.
- ◆ Other Charges—increase of \$1.3 million based on cost of care for juveniles participating in the Title IV-E California Well-Being project.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$1.3 million due to a realignment of operations with current workload. Since this is a transfer of expenditures, it has the effect of a \$1.3 million increase in expenditures.
- ◆ Operating Transfers Out—decrease of \$1.0 million due to the completion of major maintenance projects.

Revenues

Net increase of \$2.0 million

- ◆ Intergovernmental Revenues—increase of \$3.8 million.
 - ◆ Increase of \$2.0 million based on available amounts in the Enhancing Law Enforcement Activities Subaccount (ELEAS) Fund to support juvenile probation activities including prevention and intervention programs and supervision services.
 - ◆ Increase of \$1.7 million in resources related to the Youthful Offender Block Grant to support youth rehabilitation programs and supervision services.
 - ◆ Increase of \$0.2 million in Medi-Cal Administrative Activities related to Medi-Cal outreach.

- ◆ Decrease of \$0.1 million for the National School Breakfast and Lunch Program due to the lower number of youth in the juvenile facilities.
- ◆ Charges for Current Services—decrease of \$1.1 million due to the reduction in fee collection including Work Projects and juvenile fees.
- ◆ Other Financing Sources—increase of \$1.8 million due to available Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional law enforcement services and for one-time major maintenance projects.
- ◆ Fund Balance Component Decreases—increase of \$1.1 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$1.4 million. A total of \$4.8 million is budgeted.

- ◆ \$2.4 million for one-time salaries and benefits payments.
- ◆ \$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.
- ◆ \$0.4 million for radio replacements.
- ◆ \$0.2 million to support the Achievement Centers.
- ◆ General Purpose Revenue Allocation—decrease of \$5.0 million to align operations with the decline of youth in custody and supervised in the community.

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

Net increase of \$3.3 million reflects reduction in prior year one time appropriations which are offset by increases to reflect negotiated labor agreements.



Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Adult Field Services	410.00	366.00	395.00	7.9	395.00
Institutional Services	380.00	451.00	403.00	(10.6)	403.00
Juvenile Field Services	227.00	192.00	164.00	(14.6)	164.00
Department Administration	84.00	99.00	106.00	7.1	106.00
Total	1,101.00	1,108.00	1,068.00	(3.6)	1,068.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Adult Field Services	\$ 78,024,691	\$ 75,279,056	\$ 88,456,362	17.5	\$ 89,042,801
Institutional Services	61,923,383	75,890,862	68,062,793	(10.3)	69,555,165
Juvenile Field Services	53,578,559	51,003,857	51,584,945	1.1	51,959,069
Department Administration	19,859,743	29,347,150	25,456,571	(13.3)	26,646,059
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
Total	\$ 213,581,376	\$ 231,715,925	\$ 233,755,671	0.9	\$ 237,398,094

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 132,277,003	\$ 132,411,510	\$ 138,393,305	4.5	\$ 141,045,158
Services & Supplies	72,765,412	91,313,690	85,669,439	(6.2)	86,660,009
Other Charges	10,566,437	8,988,757	10,333,000	15.0	10,333,000
Expenditure Transfer & Reimbursements	(2,027,476)	(1,998,032)	(640,073)	(68.0)	(640,073)
Operating Transfers Out	—	1,000,000	—	(100.0)	—
Total	\$ 213,581,376	\$ 231,715,925	\$ 233,755,671	0.9	\$ 237,398,094

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Fines, Forfeitures & Penalties	\$ 68,500	\$ 55,000	\$ 55,000	0.0	\$ 55,000
Intergovernmental Revenues	98,221,471	110,127,344	113,907,135	3.4	121,655,992
Charges For Current Services	7,488,790	6,553,002	5,475,500	(16.4)	5,475,500
Miscellaneous Revenues	102,132	96,500	96,000	(0.5)	96,000
Other Financing Sources	23,453,514	23,752,096	25,554,775	7.6	25,440,575
Fund Balance Component Decreases	2,020,647	2,558,205	3,677,690	43.8	3,677,690
Use of Fund Balance	2,213,097	3,433,613	4,849,406	41.2	857,173
General Purpose Revenue Allocation	80,013,225	85,140,165	80,140,165	(5.9)	80,140,164
Total	\$ 213,581,376	\$ 231,715,925	\$ 233,755,671	0.9	\$ 237,398,094



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 400.00 staff years and a budget of \$92.8 million.



- Improved opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation. (LS4)
 - ◆ 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 90% (810 of 900) of requests.
 - ◆ Maintained the number of elapsed days between admission and sentencing in 100% of 2,000 juvenile cases at 28 days or less to accelerate rehabilitation when doing so benefited the client.
- Established a Youth Council comprised of high school students representing six high schools. Attorney advisors from the Public Defender trained and guided this diverse group of students as they built a collective and positive voice on issues that had an immediate effect on their community. Youth Council members gained skills to impact their own lives and the lives of others as they learned to work together toward a common goal.
- Developed and implemented policies and procedures and worked with local law enforcement agencies to ensure effective compliance with California Senate Bill 395, Custodial Interrogation: Juveniles, protecting juvenile custodial interrogation rights. (LS4)

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Completed 90% (773 of 858) 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/T4)
 - Filed 475 felony expungement requests to help clients obtain meaningful employment. (SE/T4)
 - 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/T4)

- ◆ Received 72,000 hours of volunteer service, falling short of the goal of 80,000 due to an increase in paid internships for opportunities previously offered as volunteer roles.



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. (OE4)
 - ◆ Resolved 90% (41,850 of 46,500) of misdemeanor cases prior to trial when doing so benefited the client more than engaging in litigation. When the Public Defender’s Office established this goal, the department estimated handling about 50,000 misdemeanor cases annually.
 - ◆ Resolved 65% (7,150 of 11,000) of felony cases prior to preliminary hearing, when doing so benefitted the client more than engaging in litigation. When the Public Defender’s Office established this goal, the department estimated handling about 15,000 felony cases annually.
 - ◆ Continued to report on the number of requests for post-conviction relief received and processed through the Fresh Start Comprehensive 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.

- Improve opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
 - ◆ 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, when doing so benefits the client.



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 (SE/T4)
 - Continue the Youth Council, comprised of high school students representing six high schools. Attorney advisors from the Public Defender 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 community. Youth Council members gain skills to impact their own lives and the lives of others as they learn to work together toward a common goal.
 - File at least 475 misdemeanor expungement requests to help clients obtain meaningful employment.
 - File at least 475 felony expungement requests to help clients obtain meaningful employment.
 - Develop and maintain partnerships with educational and community organizations to promote opportunities for residents to be civically engaged, leverage resources and address common needs.
 - ◆ Receive 72,500 hours of volunteer service.



Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience (OE4)
 - 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.
 - ◆ Resolve 90% of misdemeanor cases prior to trial when doing so benefits the client more than engaging in litigation.
 - ◆ Resolve 65% of felony cases prior to preliminary hearing when doing so benefits the client more than engaging in litigation.
 - ◆ Report on the number of requests for post-conviction relief received and processed through the Fresh Start Comprehensive Criminal Record Relief Program (Fresh Start) to establish baseline data for the following year.

2019–21 Objectives



Building Better Health

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



Living Safely

- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation (LS5)



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/ Governorial Pardons and more.

Related Links

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

- ♦ www.sandiegocounty.gov/public_defender





Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Complete 90% of mental health treatment plans for referred individuals about to be released from custody within two weeks. ¹	91%	90%	90% of 858	90% of 850	90% of 850
	Number of juvenile record requests sealed	100% of 632	90% of 900	90% 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	502	475	475	475	475
	Number of felony expungement requests filed	470	475	475	475	475
	Total volunteer hours ²	72,427	80,000	72,000	72,500	72,500
	Misdemeanor cases resolved prior to trial when doing so benefits the client more than engaging in litigation	99% of 48,863	90% of 50,000	90% of 46,500	90% of 46,500	90% of 46,500
	Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than engaging in litigation	72% of 19,951	65% of 15,000	65% of 11,000	65% of 15,000	65% of 15,000

Table Notes

¹ Licensed mental health clinicians conduct psychosocial case assessments and provide case management plans for referred individuals about to be released from custody. This results in comprehensive discharge planning, and improved continuity of treatment. The objective is to eliminate gaps in mental health services for at-risk clients. Homelessness and recidivism should be reduced, which will result in safer communities.

² The goal for total volunteer hours was not met due to increased use of paid internships for opportunities previously offered as volunteer roles.

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

Staffing

Net increase of 12.00 staff years.

- ◆ Increase of 12.00 staff years in the Primary Public Defender
 - ◆ Increase of 8.00 staff years to address increased case responsibilities associated with additional legislative requirements such as, Penal Code (PC) 3051 - Youth Offender Parole and Senate Bill (SB) 1437 – Accomplish Liability for Felony Murder. This includes a transfer of 1.00 staff year from Administration.
 - ◆ Increase of 1.00 staff year to support the Collaborative Courts and the Defense Transition Unit.
 - ◆ Increase of 1.00 staff year to support the Fresh Start Program.
 - ◆ Increase of 2.00 staff years for general clerical support.
- ◆ Increase of 1.00 staff year in the Alternate Public Defender to address increased case responsibilities associated with additional legislative requirements.
- ◆ Decrease of 1.00 staff year in Administration due to a transfer to the Primary Public Defender.

Expenditures

Net increase of \$2.5 million.

- ◆ Salaries & Benefits—increase of \$3.3 million due to the addition of 12.00 staff years, negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—net decrease of \$1.2 million due to reduced information technology costs, the re-categorization of certain leases, and operational costs related to office expenses, printing, books and special department expenses.

- ◆ Other Charges—increase of \$0.4 million due to re-categorization of certain leases to capital lease payments.

Revenues

Net increase of \$2.5 million.

- ◆ Intergovernmental Revenues—increase of \$0.1 million due to increase in State reimbursements related to PC 4750 costs.
- ◆ 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 through Fiscal Year 2026 - 27.
- ◆ Use of Fund Balance—decrease of \$0.8 million. A total of \$3.1 million is budgeted.
 - ◆ \$1.5 million to support costs associated with temporary staffing.
 - ◆ \$0.5 million for the loss of revenue related to State legislation which eliminated juvenile fees.
 - ◆ \$0.5 million to provide funding for PC 3051 Juvenile cases.
 - ◆ \$0.6 million for one-time negotiated salaries and benefits payments.
- ◆ General Purpose Revenue Allocation—increase of \$2.4 million as a result of required retirement contributions, negotiated labor agreements and the increase of 4.00 staff years.

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

Net increase of \$0.9 million reflect reductions due to removal of prior year one time appropriations which offset by increases due to negotiated labor agreements.



Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Primary Public Defender	303.00	310.00	322.00	3.9	322.00
Office of Assigned Counsel	5.00	5.00	5.00	0.0	5.00
Alternate Public Defender	46.00	48.00	49.00	2.1	49.00
Multiple Conflicts Office	10.00	9.00	9.00	0.0	9.00
Administration	16.00	16.00	15.00	(6.3)	15.00
Total	380.00	388.00	400.00	3.1	400.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Primary Public Defender	\$ 54,990,453	\$ 57,934,701	\$ 60,715,422	4.8	\$ 62,569,559
Office of Assigned Counsel	6,092,745	5,476,599	5,575,865	1.8	5,596,469
Alternate Public Defender	9,404,529	9,836,999	10,214,307	3.8	10,589,020
Multiple Conflicts Office	2,109,107	2,065,934	2,103,294	1.8	2,174,228
Administration	14,994,734	15,020,658	14,217,961	(5.3)	12,813,045
Total	\$ 87,591,568	\$ 90,334,891	\$ 92,826,849	2.8	\$ 93,742,321

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 69,709,559	\$ 72,767,998	\$ 76,080,295	4.6	\$ 78,176,413
Services & Supplies	18,089,366	17,796,671	16,659,848	(6.4)	15,487,206
Other Charges	—	—	362,000	0.0	362,000
Expenditure Transfer & Reimbursements	(207,357)	(229,778)	(275,294)	19.8	(283,298)
Total	\$ 87,591,568	\$ 90,334,891	\$ 92,826,849	2.8	\$ 93,742,321

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 1,511,839	\$ 1,702,239	\$ 1,822,239	7.0	\$ 1,860,539
Charges For Current Services	1,050,000	800,000	800,000	0.0	800,000
Miscellaneous Revenues	1,000,000	1,000,000	975,528	(2.4)	1,000,000
Fund Balance Component Decreases	1,290,172	1,642,482	2,438,878	48.5	2,438,878
Use of Fund Balance	3,767,484	3,842,596	3,092,596	(19.5)	1,185,192
General Purpose Revenue Allocation	78,972,073	81,347,574	83,697,608	2.9	86,457,712
Total	\$ 87,591,568	\$ 90,334,891	\$ 92,826,849	2.8	\$ 93,742,321



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 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 across 1.5 million acres of the unincorporated county.

To ensure these critical services are provided, San Diego County Fire Authority has 22.00 staff years and a budget of \$48.2 million.



- ◆ Continued 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
 - Leveraged internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness. (LS1)
 - ◆ Attended 10 community events and dispensed information related to fire prevention and/or defensible space.
 - ◆ Worked to unify the Community Emergency Response Team (CERT) programs in CSA 135.
 - ◆ Coordinated and supported 12 local CERT meetings/trainings.
 - ◆ Coordinated and supported 24 community Fire Safe Council 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. (LS2)
 - ◆ Developed and implemented an Urban Search and Rescue (USAR) program to support and assist surrounding partnering agencies in the County, with one USAR engine in operation in North County and a second USAR engine in South County.
 - ◆ Performed fire inspections at 85% (366 of 431) of existing businesses requiring inspections in CSA 135.
 - ◆ Ensured that 85% (695 of 817) of building plan reviews were completed within their scheduled deadline.
 - ◆ Ensured that 85% (183 of 216) of building development project reviews were completed within the scheduled deadlines.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Public Safety Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Created a trauma-informed County culture. (BBH1)
 - ◆ In collaboration with the Health and Human Services Agency (HHS), provided blood pressure screenings at 18 locations during the County's "Love Your Heart" campaign, exceeding the goal of 10 due to additional CSA 135 fire stations participating in the campaign.

- Continued to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer Reserve Firefighter program. (LS2)
 - ◆ Participated in 15 public outreach events to recruit Volunteer Reserve Firefighters, exceeding the goal of 12 due to additional opportunities to participate in outreach events.

- ◆ Continue collaborating with the Health and Human Services Agency (HHS), by providing blood pressure screenings at 15 locations as part of the County’s “Love Your Heart” campaign.
- ◆ Continue working to lower the risk of sudden cardiac death by providing 15 community CPR classes in CSA 135.



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. (OE2)
 - ◆ Completed the selection of a warehouse/procurement/inventory system to support County fire fixed asset and minor equipment inventories.
 - ◆ Strategically assigned county fire apparatus to the most appropriate fire station in accordance with the department’s Standards of Coverage plan.
- 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)
 - ◆ Initiated a project to upgrade the High Performance Wireless Research and Education Network (HPWREN) capacity, by adding five camera sites to the HPWREN network.
 - ◆ Acquired the software, computers and new technology alerting systems at two fire stations to support improved response times.
 - ◆ Reduced the average turnout time at fire stations by 6% (1:30 to 1:25), which was less than the 10% goal due to a longer than anticipated timeline for alert-system upgrades.
 - ◆ Achieved a 10-minute response time for the first unit on scene at 70% of county fire stations for Emergency Medical Service (EMS) calls.
 - ◆ Deployed ruggedized laptops in 70% of the identified fire apparatus to support EMS reporting and dispatch communications.



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 (LS1)
 - Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness.
 - ◆ Standardize priorities, projects and messaging among 10 of 14 Fire Safe Councils in CSA 135.
 - ◆ Create a program that provides an installed Knox Box at or near the front door for at-risk segments of the population.
 - ◆ Design an education program to promote the replacement of non-fire rated windows, roofs, and vents in existing homes within CSA 135.
 - ◆ Provide a fire prevention education program for grades K-3 in 10 schools within CSA 135.
 - ◆ Develop a fire prevention education program for grades 4-5 within CSA 135.
- Plan, build and maintain safe communities to improve the quality of life for all residents (LS2)
 - Identify and mitigate community threats that impact quality of life.
 - ◆ Perform fire inspections at 85% of existing businesses requiring inspections in CSA 135.
 - ◆ Adopt the San Diego County Consolidated Fire Code, which contains the County’s and Fire Protection Districts’ amendments to the 2019 California Fire Code.
 - ◆ Reduce the defensible space inspection cycle from five to three years in 50% of CSA 135.
 - ◆ Complete Wildfire Pre-Plans for five at-risk communities.
 - Continue to coordinate with CAL FIRE to increase recruitment and training opportunities for the Volunteer Reserve Firefighter program.
 - ◆ Develop an Apprentice Program for Volunteer Firefighters that encourages and promotes opportunities for future recruitment of high school students.

2019–21 Objectives



Building Better Health

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



Operational Excellence

- Align services to available resources to maintain fiscal stability (OE2)



- Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the County.
 - ◆ Implement the warehouse/procurement/inventory system to support County fire fixed asset and minor equipment inventories.
 - ◆ Negotiate agreements with new alternative energy project developers to ensure that the impacts on Fire and EMS services are addressed.
 - ◆ Enhance San Diego County Fire Authority’s pre-fire website.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers. (OE3)
 - Utilize new and existing technology and infrastructure to improve customer service.
 - ◆ Implement the use of the “Tablet Command Incident Command” application during significant fire and EMS incidents within 65% of CSA 135.
 - ◆ Achieve a 10-minute response time for the first unit on scene at 70% of County fire stations for Emergency Medical Service (EMS) calls.
 - ◆ Maintain a turnout time of less than 2 minutes on 80% of the emergency response incidents within CSA 135.

Related Links

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

- ◆ www.sandiegocounty.gov/sdcfa



Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Number of Volunteer Reserve Firefighters recruitment public outreach events ¹	12	12	15	12	12
	Number of ALS paramedic engines in CSA 135 ²	15	N/A	N/A	N/A	N/A
	Perform fire inspections at commercial/ business occupancies in CSA 135	75%	85%	85%	85%	85%
	Average response time in minutes in CSA 135 ³	10	N/A	N/A	N/A	N/A
	Install standard computing and printing devices at former San Diego Rural Fire Protection District Fire Stations ⁴	100%	N/A	N/A	N/A	N/A
	Install Advanced Vehicle Location Devices (AVL) in Fire Engines and Fire Trucks designated as requiring AVL by SDCFA Fleet Services ⁵	100%	N/A	N/A	N/A	N/A
	Response time in minutes for first unit on scene for EMS calls at 70% of county fire stations ⁶	N/A	10	10	10	10
	Number of community CPR classes in CSA 135 ⁷	N/A	15	15	15	15
	Reduce average turnout time at fire stations ⁸	N/A	10%	6%	N/A	N/A
	Maintain a turnout time of less than 2 minutes on 80% of the emergency response incidents within CSA 135 ⁹	N/A	N/A	N/A	80%	80%

Table Notes

- ¹ This goal was exceeded in Fiscal Year 2018–19 due to additional opportunities to participate in outreach events becoming available.
- ² This measure was discontinued in Fiscal Year 2018–19. All upgrades to ALS Paramedic Service were completed in Fiscal Year 2017–18.
- ³ Measures the average response time in minutes from time of dispatch to first engine arrival. This measure was discontinued in Fiscal Year 2018–19 and replaced with another measure to better reflect the impacts of improvements in technology.
- ⁴ This measure was discontinued in Fiscal Year 2018–19. All upgrades of technology infrastructure at fire stations formerly under San Diego Rural Fire's jurisdiction were completed in Fiscal Year 2017–18.
- ⁵ This measure was discontinued in Fiscal Year 2018–19. All upgrades to technology in fire apparatus were completed in Fiscal Year 2017–18.
- ⁶ This was a new measure for Fiscal Year 2018–19. This measure reflects the impacts of technology improvements at county fire stations.
- ⁷ This was a new measure for Fiscal Year 2018–19. This measure reflects the number of community education classes to lower risk of sudden cardiac death.
- ⁸ The goal to reduce turnout time was not met due to a longer than anticipated timeline for alert-system upgrades. The measure will be discontinued in Fiscal Year 2019–20 and will be replaced with a new measure that more accurately describes the goal.
- ⁹ This is a new measure for Fiscal Year 2019–20. This measure accurately describes the average turnout time at the fire stations.

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

Staffing

No change in staffing.

Expenditures

Net increase of \$4.1 million

- ◆ Salaries & Benefits—net increase of \$0.1 million due to negotiated labor agreements and required retirement contributions.
- ◆ Services & Supplies—net increase of \$2.9 million.
 - ◆ Increase of \$4.3 million for contracted services primarily due to increased fire and emergency medical services staffing and negotiated labor agreements.
 - ◆ Increase of \$1.1 million in CSA 135 costs related to a Warehouse Inventory System, enhanced information technology, minor equipment for Community Risk Reduction activities and one-time maintenance projects for facility improvements.
 - ◆ Increase of \$0.7 million for one-time radio purchases.
 - ◆ Increase of \$0.2 million for annual software license related to the incident command management solution and materials and supplies for Fire Fighter training.

- ◆ Increase of \$0.2 million for Fleet ISF costs.
- ◆ Decrease of \$2.9 million in consultant contracts due to the completion of one-time fire enhancements projects.
- ◆ Decrease of \$0.7 million related to reduction in the number of Volunteer Reserve Firefighters and re-categorization of expenditure accounts.
- ◆ Other Charges—increase of \$0.9 million for replacement of fire equipment apparatus.
- ◆ Capital Assets Equipment—increase of \$0.2 million for replacement of fire and safety devices.

Revenues

Net increase of \$4.1 million

- ◆ Taxes Current Property—increase of \$0.1 million due to anticipated increase in property tax apportionments.
- ◆ Intergovernmental Revenues—increase of \$0.2 million due to Fiscal Year 2019–20 Community Development Block Grant funding.
- ◆ Charges for Current Services—increase of \$0.8 million due to increases in services to be provided to other agencies.
- ◆ Miscellaneous Revenues—increase of \$3.4 million due to one-time allocation to enhance fire and emergency medical services and fire station facility renovations based on Firestorm Trust Fund.





- ◆ Other Financing Sources—increase of 0.1 million due to Operating Transfer In from CSA 135 for services to be provided within that area.
- ◆ Fund Balance Component Decreases—increase of \$1.0 million for the replacement of a fire equipment apparatus.
- ◆ Use of Fund Balance—decrease of \$1.5 million. A total of \$6.2 million is budgeted.
 - ◆ \$1.0 million for radio replacements.
 - ◆ \$0.1 million for a Warehouse Inventory System.
 - ◆ \$0.1 million for the purchase of rescue and safety equipment.
 - ◆ \$0.2 million for the Volunteer Reserve Firefighter program temporary staffing.
 - ◆ \$0.5 million for contract costs for Potrero station to provide paramedic services.
- ◆ \$1.4 million for contract costs to provide fire and emergency medical services staffing for Ranchita, Harbison Canyon, Boulevard, De Luz and Potrero fire stations.
- ◆ \$1.6 million for the rebudget of the Julian Fire station loan pay-off.
- ◆ \$1.3 million for contracted costs to provide fire and emergency medical services within CSA 135.
- ◆ General Purpose Revenue Allocation—increase of \$16,115 for negotiated labor agreements and required retirement contributions.

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

Net increase of \$4.4 million is primarily due to anticipated cost increases for contracted services, major maintenance projects, and negotiated labor agreements.



Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
San Diego County Fire Authority	21.00	22.00	22.00	0.0	22.00
Total	21.00	22.00	22.00	0.0	22.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
San Diego County Fire Authority	\$ 35,912,493	\$ 41,170,398	\$ 43,606,648	5.9	\$ 47,977,874
County Service Areas - Fire Protection/EMS	3,242,728	2,971,650	4,613,105	55.2	4,613,105
Total	\$ 39,155,221	\$ 44,142,048	\$ 48,219,753	9.2	\$ 52,590,979

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 2,986,496	\$ 3,142,957	\$ 3,219,962	2.5	\$ 3,336,186
Services & Supplies	35,312,374	39,964,540	42,839,853	7.2	48,197,100
Other Charges	17,500	160,000	1,022,245	538.9	450,000
Capital Assets Equipment	243,330	76,000	324,000	326.3	294,000
Expenditure Transfer & Reimbursements	(20,000)	(25,000)	(25,000)	0.0	(25,000)
Operating Transfers Out	615,521	823,551	838,693	1.8	338,693
Total	\$ 39,155,221	\$ 44,142,048	\$ 48,219,753	9.2	\$ 52,590,979





Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 1,350,741	\$ 1,498,665	\$ 1,568,009	4.6	\$ 1,608,490
Revenue From Use of Money & Property	5	5	—	(100.0)	—
Intergovernmental Revenues	243,330	—	155,000	0.0	—
Charges For Current Services	4,399,956	4,536,166	5,295,709	16.7	5,470,731
Miscellaneous Revenues	650,117	602,050	4,037,473	570.6	300,392
Other Financing Sources	507,472	123,455	262,455	112.6	262,455
Fund Balance Component Decreases	36,398	47,020	1,073,966	2,184.1	73,966
Use of Fund Balance	4,454,214	7,724,489	6,200,828	(19.7)	15,178,789
General Purpose Revenue Allocation	27,512,988	29,610,198	29,626,313	0.1	29,696,156
Total	\$ 39,155,221	\$ 44,142,048	\$ 48,219,753	9.2	\$ 52,590,979





County of San Diego

Health and Human Services Agency

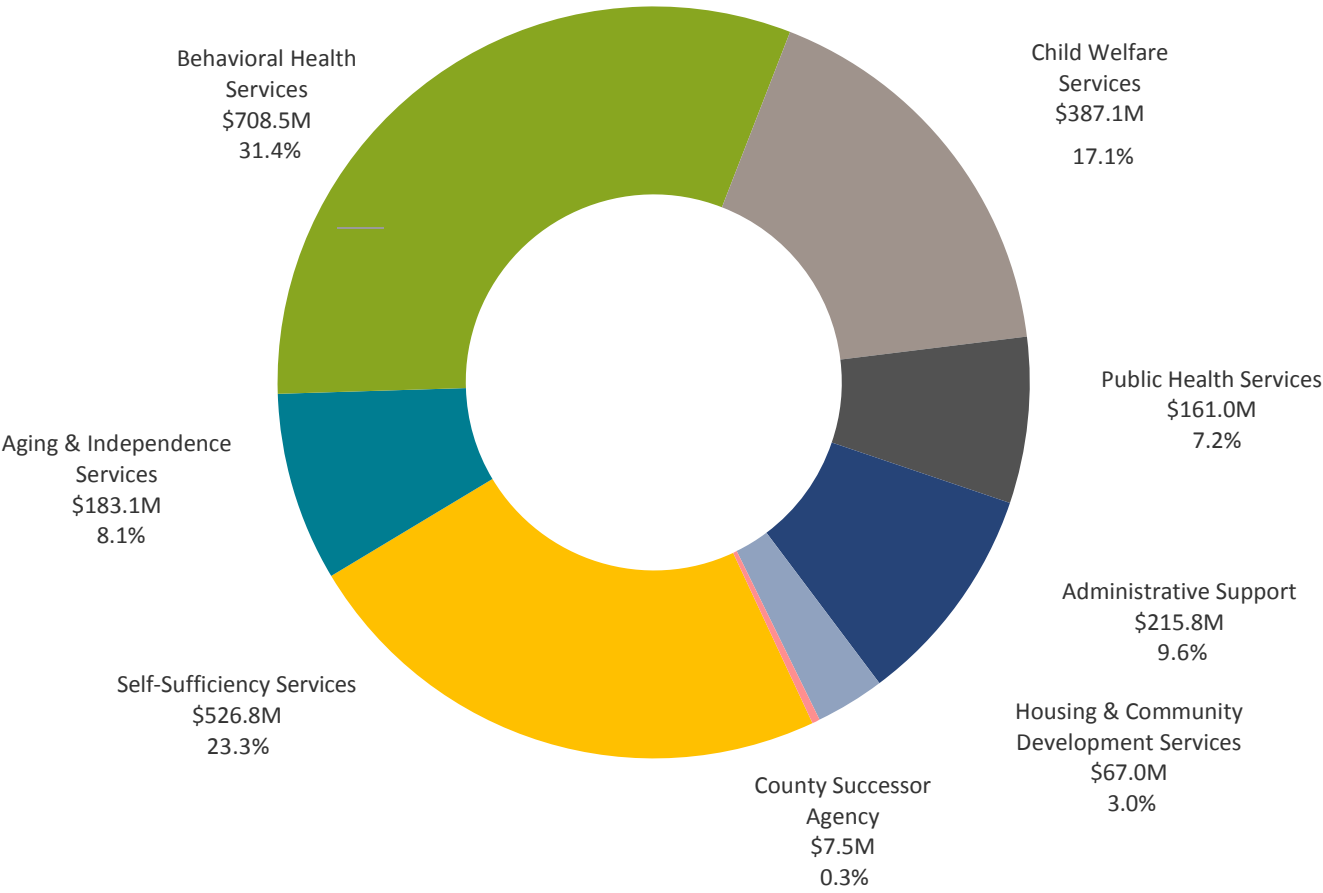
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Health and Human Services Agency at a Glance

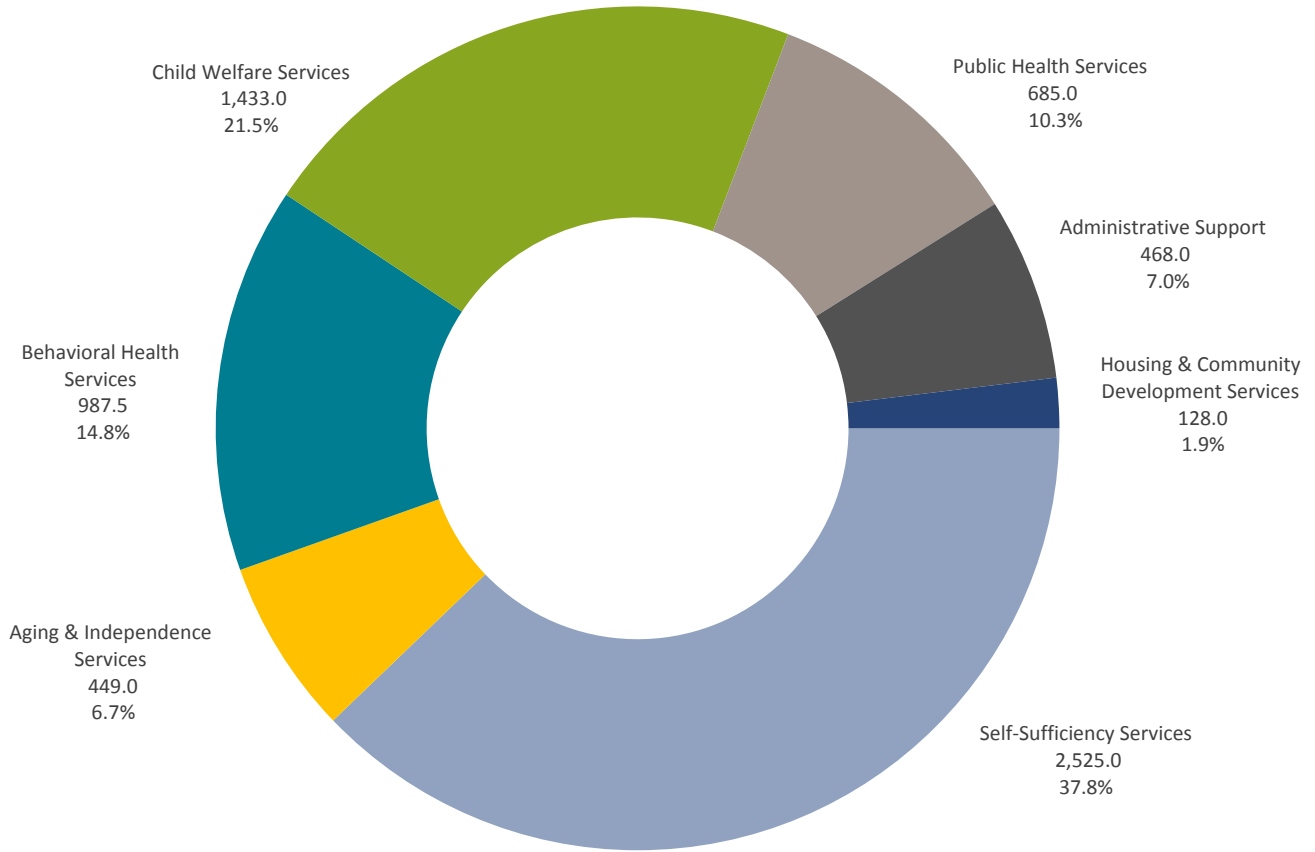
Recommended Budget by Department

Budget by Department
Fiscal Year 2019-20: \$2.3 billion



Recommended Staffing by Department

Staffing by Department
Fiscal Year 2019-20: 6,675.5 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 5,500 vulnerable children;
- ◆ Prevent the spread of infectious diseases through nearly 9,000 disease investigations; and
- ◆ Ensure over 750,000 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.

Beginning in Fiscal Year 2019-20, the County Successor Agency was integrated into HHSA and is continuing its efforts in winding down the affairs of the former County Redevelopment Agency.

HHSA provides these services directly and indirectly with 6,675.50 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 \$2.3 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.

HHSA Departments

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

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 the *Live Well San Diego* vision of supporting the health and well-being of a region that is Building Better Health, Living Safely, and Thriving.

As a fully integrated agency and recognized leader both locally and nationally, HHSA will boldly focus on improving the lives of residents who are experiencing some of the greatest difficulties, including serious mental illnesses and/or substance use disorders (SUD), homelessness, and those in struggling families. 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. Through innovative approaches, HHSA works to create healthy environments where people live, work, learn and play, with a focus on those communities where the prevalence of chronic disease is highest. 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 the most vulnerable populations to ensure all children and families have access to services and information so they can better manage challenging situations they are facing. To strengthen families and communities, HHSA is enhancing the role of advisory bodies to include a deeper community perspective and glean best practices from topic experts. By strengthening communities, HHSA improves its capacity to integrate and align actions and measure how effective we are at achieving outcomes such as limiting the spread of disease outbreak through vaccination and launching campaigns to combat infectious diseases such as HIV, hepatitis C virus and tuberculosis.

Sustainable Environments/Thriving

HHSA is focused on 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 ensuring individuals and families receive access to needed health care and coverage. It also means 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

In 2018, HHSA was recognized statewide for its commitment to the health and well-being of its residents and the pursuit of performance excellence. Through its continuous self-evaluation, improvements, and the cultivation of leadership and workforce beliefs, HHSA was recognized by the California Award for Performance Excellence with a Eureka Silver Level Award. In addition, HHSA received a national Commitment to Community Excellence award by Communities of Excellence 2026 for demonstrating a commitment to continuous learning and development of effective approaches that improve community outcomes.

Edgemoor, HHSA’s 24-hour skilled nursing facility, was an applicant for the Malcolm Baldrige National Quality Award, the highest level of national recognition for performance excellence and was one of 12 entities to earn a prestigious site visit. While



Edgemoor did not receive the award, the application process helped further drive HHSAs' commitment to service delivery excellence.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the website:

- ◆ www.SanDiegoCounty.gov/HHSA

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

- ◆ www.LiveWellSD.org

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

Overview

The Health and Human Services Agency's Fiscal Year 2019-20 budget includes appropriations of \$2.3 billion, a net increase of \$144.6 million from the prior year. Salaries & Benefits are up \$41.3 million which includes 270.00 additional staff years added across all service departments, with the majority in Behavioral Health Services (BHS) and Child Welfare Services (CWS), as well as negotiated labor increases and retirement contributions. Services & Supplies are up by \$131.6 million driven by service increases across multiple programs with the largest investment in Behavioral Health Services (BHS) to continue to improve the overall system of care, investments in IT infrastructure with an emphasis on modernizing systems to exchange health information electronically, and continued investments in facilities to promote a better service delivery system across all programs. Offsetting decreases of \$28.3 million in Other Charges, Capital Assets Equipment, Operating Transfers Out, and Management Reserves include changes that do not impact services including aligning the budget with anticipated caseload levels, decreasing the set-aside for contingency reserves, and removing prior year major maintenance capital projects.

The increases in Salaries & Benefits and Services & Supplies reinforce the Agency's commitment to improving outcomes for the most vulnerable populations in addition to moving the Agency forward in the following four priority areas: Child and Family Strengthening, Affordable Housing/Homelessness, Behavioral Health, and Protecting Public Health. Listed below are examples of some of the main budgetary increases in each of these areas.

- ◆ **Child and Family Strengthening:** In CWS, 65.00 new staff years will augment resources to conduct child abuse investigations, focus on family strengthening efforts, and enhance the capacity of supervisors to support staff. These new positions and additional designated funds will allow CWS to address recommendations provided by the County of San Diego CWS Review Working Group, formed at the request of

the Board of Supervisors. In addition, contracted services are being increased in order to further support best practices in serving families and achieving positive outcomes.

- ◆ **Affordable Housing/Homelessness:** In total, 21.00 new staff years are being added throughout Housing & Community Development Services (HCDS), Integrative Services and Self-Sufficiency Services (SSS) to directly support housing and homelessness efforts. Funds are included for contracted projects for the No Place Like Home (NPLH) program aimed at building capacity for supportive housing for persons experiencing or at risk of homelessness, and who need mental health services, as well as projects funded through the Board established Innovative Housing Trust Fund, to increase the region's inventory of affordable housing for low-income residents and provide options for people experiencing homelessness. Also, new funds are added for the Home Safe pilot program in Aging & Independence Services to provide housing related services to Adult Protective Services (APS) clients, and further contracted increases for the CalWORKs Housing Support Program are budgeted.
- ◆ **Behavioral Health:** In BHS, there are continued enhancements in services across all levels of care for individuals struggling with mental illness and or substance abuse, including but not limited to the addition of 177 beds across various levels of acuity/need within the mental health system of care, enhanced outpatient walk-in clinic services, and increased prevention programs. Additionally, 123.50 staff years are being added, 57.00 of which will improve efficiency and quality of care for Edgemoor Distinct Part Skilled Nursing Facility (DP-SNF) and will help to address inpatient capacity at the San Diego County Psychiatric Hospital (SDCPH), and funds are being designated for investments to enhance the overall system of care for mental health and substance use disorder services.
- ◆ **Protecting Public Health:** Protecting and preserving the health of San Diego residents remains a key priority. A total of 18.50 new staff years are proposed for Public Health Services to provide disease surveillance, serve foster youth, children, and families, as well as provide operational support for emergency medical services improvements. In addition, funds are included to begin planning for a new electronic health record in the Administration, Public Health Lab, Tuberculosis Control, and STD Control programmatic branches in order to provide enhanced service to the public. These services include preventing injuries, disease and disabilities; promoting wellness, healthy behaviors and access to quality care; and protecting against public health threats and emergent needs such as health screening assessments in the setting of the San Diego Rapid Response Network shelter(s) and referrals for outside medical care as appropriate for families seeking asylum.



Additionally, HHS continues broad support for new investments in order to improve outcomes for all vulnerable populations such as adding new staff and contracted outreach and counseling services in the Office of Military and Veterans Affairs (OMVA) and funding new staff in Adult Protective Services (APS), In-Home Support Services (IHSS), and in the Alzheimer’s Response Team (ART) program.

Staffing

Net increase of 270.00 staff years

- ◆ Increase of 65.00 staff years tied to support of child and family strengthening.
- ◆ Increase of 57.00 staff years, including the transfer of 2.00 staff years from the Public Safety Group, for the Edgemoor Distinct Part Skilled Nursing Facility to improve efficiency and quality of care.
- ◆ Increase of 54.00 staff years to SDCPH to address increased inpatient capacity.
- ◆ Increase of 18.00 staff years located in APS, IHSS, and Public Conservator programs to meet continued increased caseload growth and to operationalize new IHSS review responsibilities.
- ◆ Increase of 16.50 staff years to support health care programs for children and families and to provide disease surveillance activities.
- ◆ Increase of 15.00 staff years to support planning, administering and monitoring of housing strategies and affordable housing development projects and programs tied to NPLH as approved by the Board of Supervisors on February 12, 2019.
- ◆ Increase of 12.00 staff years across various administrative support departments to support operational needs in human resources, facilities, fiscal and management support services.
- ◆ Increase of 10.00 staff years for the ART program which provides APS investigation and long-term case management with specific dementia support and education for those individuals and families experiencing crisis around dementia and/or utilizing emergency services because of the crisis.
- ◆ Increase of 8.50 staff years for overall BHS support to develop and implement new and expanded contracted services, increase monitoring and oversight of new programs, and develop a population health and analytics function.
- ◆ Increase of 6.00 staff years to provide additional support for efforts related to homeless services, low-income housing programs and services for people at-risk or involved in the justice system.
- ◆ Increase of 4.00 staff years in OMVA to support increased counseling and outreach services to veterans.
- ◆ Increase of 2.00 staff years to support operational needs in the areas of emergency medical services credentialing and clinical systems improvements.

- ◆ Transfer of 2.00 staff years due to the dissolution of the Community Services Group (CSG).
- ◆ Increase of 1.00 staff year to support the administration of the County Successor Agency.
- ◆ Increase of 1.00 staff year to continue to advance Agency financial operational excellence goals.

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

Expenditures

Net increase of \$144.6 million

- ◆ Salaries & Benefits—increase of \$41.3 million due to the addition of 270.00 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$131.6 million.
 - ◆ Increase of \$25.3 million in BHS to expand services throughout the County including but not limited to enhanced mental health outpatient walk-in services, Assertive Community Treatment (ACT) services, biopsychological rehabilitation services, expansion of PERT teams during Fiscal Year 2018-19 (bringing the total to 70 teams), and additional investments to enhance the overall system of care for mental health and substance use disorder services.
 - ◆ Increase of \$17.2 million in the NPLH State program aimed at building capacity for supportive housing for persons experiencing or at risk of homelessness, and who need mental health services.
 - ◆ Increase of \$12.5 million in long-term care services to include increased bed capacity for IMD beds at SDCPH, shelter beds for transition youth, Skilled Nursing Facilities, Residential Board & Care facilities, Augmented Service Provider (ASP) beds in the community, and increased rates for SDCPH contracted psychiatrists.
 - ◆ Increase of \$12.4 million for housing efforts including Housing Support Program (HSP) contracted services to provide housing stability for homeless families in the CalWORKs program, Housing and Disability Advocacy Program (HDAP) program to provide outreach, case management, long-term disability advocacy and housing assistance for disabled individuals experiencing homelessness, additional increases in HCDS aligning various community improvement, homeless assistance and affordable housing projects to funding, and the new Home Safe pilot program to provide housing-related assistance to APS clients that are experiencing homelessness or are at imminent risk of homelessness due to elder or dependent adult abuse, neglect, self-neglect, or financial exploitation.
 - ◆ Increase of \$10.9 million one-time costs associated with modernizing systems to exchange health information electronically in BHS, SDCPH, Edgemoor, and PHS.





- ❖ Increase of \$10.6 million for one-time investments covering furniture, fixtures and equipment and tenant improvements for the opening of the Oceanside Live Well Center and other various facility upgrades and major maintenance projects.
- ❖ Increase of \$10.0 million for projects supported by the Innovative Housing Trust Fund to increase the region's inventory of affordable housing for low-income residents and provide options for people experiencing homelessness.
- ❖ Increase of \$8.5 million for the County's IHSS MOE based on the IHSS funding model proposed by the Governor which covers the increased costs with funding for Fiscal Year 2019-20.
- ❖ Increases of \$7.8 million primarily for one-time IT investments supporting various initiatives to improve process and customer service.
- ❖ Increase of \$7.6 million in CWS for a range of services including \$6.0 million for additional investments to address recommendations of the CWS Review Working Group, social worker training to support improved practices, Community Services for Families (CSF) SafeCare Healthy Relationship Module Implementation to help achieve positive outcomes in reducing family violence, programs to support Native American families in foster home recruitment, retention and support of resource families in the Native American community, and the Ridesharing Pilot project to expand transportation services to increase participation in visitation and reunification for families.
- ❖ Increase of \$4.6 million in contracted services for the Whole Person Wellness pilot providing comprehensive care coordination for eligible individuals that are homeless or at risk of homelessness.
- ❖ Increase of \$4.0 million for the Live Well Neighborhood program for targeted services to children, youth and families to reduce disparities and strengthen existing relationships and programs in the community as approved by the Board of Supervisors on September 11, 2018.
- ❖ Increase of \$3.6 million for Agencywide ongoing enterprise IT costs.
- ❖ Increase of \$2.2 million in AIS for a range of services including, various contracted services funded through the Older Americans Act (OAA), in the San Diego Veterans Independence Service at Any Age (SD-VISA) program, and the Victim Services Program.
- ❖ Increase of \$1.9 million for increased costs in ambulance services for County Service Areas (CSA) and in Emergency Medical Services including ambulance subsidies for unincorporated areas and IT consultant costs for continued implementation and integration of the pre-hospital information and communication system.
- ❖ Increase of \$1.7 million in Home Visiting Initiative (HVI) contracts to support positive health development and well-being outcomes for pregnant and parenting women, families, and infants in the CalWORKs program.
- ❖ Increase of \$0.6 million for various programs such as Connect2Careers, Safety First, and additional capacity for outreach, counseling and other services provided to veterans.
- ❖ Decrease of \$5.2 million in BHS for an anticipated reduction in contracted temporary staffing help due to increased added staff years to support inpatient services.
- ❖ Decrease of \$3.0 million in PHS contracted services to align with expected Prevention, STD/HIV and Bio-Terrorism grant funding.
- ❖ Decrease of \$1.6 million primarily in Welfare to Work contracts to align with estimated expenditures and reduce prior year one-time cost associated with the re-procurement and transition of services.
- ◆ Other Charges—net decrease of \$21.2 million.
 - ❖ Net decrease of \$22.0 million to align the budget with anticipated caseload levels with no impact to services.
 - ❖ Decrease of \$1.0 million for California Children's Services (CCS) Diagnostic, Treatment and vendored therapy to align with caseload trends, with no impact to services.
 - ❖ Increase of \$1.1 million in General Relief and Cash Assistance Program for Immigrants (CAPI) benefit payments to align with caseload trends.
 - ❖ Net increase of \$0.7 million in HCDS related to aligning various community improvement, homeless assistance and affordable housing projects to available funding.
- ◆ Capital Assets Equipment—decrease of \$0.6 million for one-time projects in PHS.
- ◆ Expenditure Transfer & Reimbursement—increase 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 decrease in appropriations.
- ◆ Operating Transfer Out—net decrease of \$2.4 million.
 - ❖ Decrease of \$7.1 million in Operating Transfer Out to Major Maintenance Capital Outlay Fund (MMCOF) to reflect elimination of prior year one-time facility projects.
 - ❖ Increase of \$4.4 million in health benefit contributions for eligible IHSS home care workers which are tied to an increase in paid IHSS service hours.
 - ❖ Increase of \$0.3 million for account for operating transfers required to properly account for principal and interest payments for Successor Agencies in separate funds.
- ◆ Management Reserves—decrease of \$4.0 million in Management Reserves with \$16.0 million remaining to meet emergent one-time operational requirements.



Revenues

Net increase of \$144.6 million

- ◆ Taxes Current Property—net increase of \$0.1 million to support services in CSA 17 and 69.
- ◆ Taxes Other Than Current Secured—increase of \$0.2 million for Successor Agencies for payment of enforceable obligations approved by California Department of Finance.
- ◆ Revenue From Use of Money & Property—net increase of \$0.2 million to support services in CSA 17 and 69.
- ◆ Intergovernmental Revenue—net increase of \$107.2 million.
 - ◆ Increase of \$26.9 million in Realignment revenue to support Salaries & Benefits and enhanced contracted services based on projected statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services program costs.
 - ◆ Increase of \$18.8 million in Short-Doyle Medi-Cal revenue to align with increased rates, units of service, and additional SDMC eligible costs.
 - ◆ Increase of \$17.5 million in MHSA revenue due to increased MHSA eligible costs.
 - ◆ Increase of \$17.2 million in funding for the NPLH grant.
 - ◆ Increase of \$14.5 million in Social Services federal and State administrative revenue supporting Salaries & Benefits and Services & Supplies.
 - ◆ Increase of \$12.0 million in federal and State revenue dedicated for the IHSS program.
 - ◆ Increase of \$9.3 million in various HCDS federal grant revenue streams supporting housing assistance and community development projects.
 - ◆ Increase of \$7.0 million in prior year federal administrative revenue to support one-time IT investments.
 - ◆ Increase of \$2.7 million in CalWORKs Housing Support Program revenue due to an allocation increase.
 - ◆ Increase of \$0.9 million in State revenue for HDAP to align with estimated expenditures and available funding.
 - ◆ Increase of \$0.5 million in residential ambulance transports fees to align to projected transports in the CSAs.
 - ◆ Increase of \$0.2 million in State funding for the new Home Safe pilot program in APS.
 - ◆ Increase of \$0.1 million in grant revenue for the Victim Services Program.
 - ◆ Decrease of \$16.3 million in assistance payment revenues tied to expenditure adjustments described in Other Charges.
 - ◆ Decrease of \$3.1 million primarily in various public health grant revenues to align with expected federal and State allocations.
 - ◆ Decrease of \$1.0 million in State revenue associated with the ending of the Healthy San Diego funding by the California Department of Health Care Services.
- ◆ Charges for Current Services—net increase of \$3.3 million.
 - ◆ Increase of \$2.7 million primarily for Intergovernmental Transfer (IGT) revenue tied to increases in contracted services for the Whole Person Wellness pilot project.
 - ◆ Increase of \$1.2 million for revenue in the Edgemoor DP SNF primarily due to an increase in the Medi-Cal daily bed rate.
 - ◆ Increase of \$0.4 million in non-residential ambulance transports fees to align with projected transports in CSAs.
 - ◆ Increase of \$0.2 million in EMT certification fees.
 - ◆ Decrease \$0.6 million in First 5 revenue to align to a reduction in First 5 administrative costs.
 - ◆ Decrease of \$0.4 million to align third party reimbursement revenue to current collection trends for the County Medical Services program.
 - ◆ Decrease of \$0.2 million in Dispute Resolution Fees to align with projected spending on contracted mediation services administered through Community Action Partnership.
- ◆ Miscellaneous Revenues—net increase of \$9.2 million primarily due to bringing in funding from the Innovative Housing Trust Fund established by the Board of Supervisors for projects to increase the region’s inventory of affordable housing.
- ◆ Other Financing Sources—increase of \$0.3 million in operating transfers to account for principal and interest payments for Successor Agencies in separate funds.
- ◆ Fund Balance Component Decreases—increase of \$3.1 million. A total of \$15.9 million is budgeted.
 - ◆ \$3.7 million in Committed Realignment revenue to support one-time major maintenance and facilities projects.
 - ◆ \$3.7 million in Committed Realignment revenue for one-time negotiated labor agreements.
 - ◆ \$2.7 million in Committed Realignment revenue to support one-time IT projects.
 - ◆ \$2.1 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.
 - ◆ \$2.0 million in Committed Realignment revenue for contracted Welfare to Work intensive case management services.
 - ◆ \$0.9 million in Committed Realignment revenue for contracted services under the Foster Parent Recruitment, Retention and Support program, which supports licensed foster family homes, approved resource families, and relative caregivers to remove barriers to placing children in family settings.
 - ◆ \$0.6 million in Committed Realignment revenue for the support of the Alzheimer’s Project.
 - ◆ \$0.2 million in Committed Realignment revenue for the Home Safe pilot program.
- ◆ Use of Fund Balance—decrease of \$2.0 million. A total of \$36.0 million is budgeted.





- ❖ \$16.0 million for management reserves.
- ❖ \$15.0 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.
- ❖ \$0.7 million for one-time negotiated labor agreements.
- ◆ General Purpose Revenue—net increase of \$23.0 million.
 - ❖ Increase of \$7.0 million to support additional staff to address CWS Review Working Group recommendations.
 - ❖ Increase of \$6.0 million to support expansion of the SDCPH.
 - ❖ Increase of \$4.0 million for the Live Well Neighborhood program.
 - ❖ Increase of \$2.4 million to offset required retirement and contributions and negotiated labor agreements.
 - ❖ Increase of \$1.2 million to support additional staffing for Alzheimer’s Response Team pilot project.
 - ❖ Increase of \$1.2 million to support staffing and contracted services for the Respite Voucher Program.

- ❖ Increase of \$0.5 million for ambulance services in the unincorporated areas of the County.
- ❖ Increase of \$0.4 million for the transfer of 2.00 staff years from PSG.
- ❖ Increase of \$0.3 million for the transfer of 2.00 staff years from CSG.

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

Net increase of \$0.8 million is the result of an increase of \$35.5 million in Salaries & Benefits due to negotiated labor agreements and an increase of \$1.7 million in Operating Transfer Out primarily to reflect an increase in health benefit contributions for eligible IHSS home care workers tied to growth in IHSS paid service hours. The increase is partially offset by decreases in the Operating Transfer Out to the Major Maintenance Capital Outlay Fund and in Services & Supplies due to the elimination of prior year one-time operational and facility projects.



Group Staffing by Department					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Self-Sufficiency Services	2,517.00	2,517.00	2,525.00	0.3	2,525.00
Aging & Independence Services	420.00	420.00	449.00	6.9	449.00
Behavioral Health Services	823.00	864.00	987.50	14.3	987.50
Child Welfare Services	1,368.00	1,368.00	1,433.00	4.8	1,433.00
Public Health Services	648.50	666.50	685.00	2.8	685.00
Administrative Support	443.00	453.00	468.00	3.3	468.00
Housing & Community Development Services	101.00	117.00	128.00	9.4	128.00
Total	6,320.50	6,405.50	6,675.50	4.2	6,675.50

Group Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Self-Sufficiency Services	\$ 524,147,156	\$ 523,606,308	\$ 526,758,244	0.6	\$ 536,997,462
Aging & Independence Services	137,696,011	162,485,712	183,094,858	12.7	190,653,552
Behavioral Health Services	529,098,092	658,175,550	708,486,993	7.6	702,328,264
Child Welfare Services	364,705,045	379,140,438	387,095,386	2.1	395,409,722
Public Health Services	143,994,039	155,979,651	160,968,043	3.2	157,943,126
Administrative Support	186,052,773	197,265,929	215,830,339	9.4	186,701,706
Housing & Community Development Services	28,704,848	28,280,967	66,991,500	136.9	79,960,809
County Successor Agency	7,347,420	7,110,190	7,460,304	4.9	7,460,304
Total	\$ 1,921,745,384	\$ 2,112,044,745	\$ 2,256,685,667	6.8	\$ 2,257,454,945



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 750,000 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 2,525.00 staff years and a budget of \$526.8 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
○	- Audacious Vision		
●	- Enterprise Wide Goal		
■	- Department Objective		

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Processed 97% (27,160 of 28,000) 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. Target exceeds the State requirement of 90%.
 - Processed 95% (168,150 of 177,000) 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. Target exceeds the State requirement of 90%.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it

- Processed 95% (157,700 of 166,000) of CalFresh applications timely, within 30 days, and helped eligible families and individuals buy food and improved their nutrition. Target exceeds the State requirement of 90%.
- Increased by 6% (from 27,457 to 29,100) 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 310,000 individuals and families were 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)
 - Increased by 54% (16,500) the number of status reports and renewals that were 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)

- 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% (from 29,100 to 31,700) 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.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Increase to 24,450 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.

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Process 96% (26,880 of 28,000) 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%.

Related Links

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

- ◆ www.SanDiegoCounty.gov/HHSA

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

- ◆ www.LiveWellSD.org





Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Timely processing of CalWORKs applications	97% of 29,114	96% of 32,000	97% of 28,000	96% of 28,000	96% of 28,000
	Timely Processing of Medi-Cal applications	94% of 174,845	91% of 169,000	95% of 177,000	91% of 169,000	91% of 169,000
	Timely processing of CalFresh applications	96% of 165,545	92% of 150,000	95% of 166,000	92% of 150,000	92% of 150,000
	Seniors on CalFresh	27,457	29,100	29,100	31,700	31,700
	Customers using Access Email and Self Service ^{1,2}	306,689	230,000	310,000	n/a	n/a
	Status reports submitted through Benefits CalWIN ¹	16,268	10,700	16,500	24,450	24,450

Table Notes

¹ Fiscal Year 2018–19 target exceeded due to more customers having access to technology and the internet.

² Performance measure for Access customers using self-service and emails will be retired Fiscal Year 2019–20.

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

Self-Sufficiency Services has an overall budget increase of \$3.2 million, driven by 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 increased investments in programs providing housing assistance and support to CalWORKs customers and those eligible to other assistance programs. These increases are offset by reductions in appropriations mainly for California Work Opportunity and Responsibility to Kids (CalWORKs) benefit payments to align with caseload trends, with no impact to services.

Staffing

Increase of 8.00 staff years

- ◆ Increase of 6.00 staff years due to the transfer from Administrative Support to support homeless services and operational needs.
- ◆ Increase of 2.00 new staff years to support homeless services.

Expenditures

Net increase of \$3.2 million

- ◆ Salaries & Benefits—net increase of \$8.1 million due to the addition of 8.00 staff years noted above, required retirement contributions, and negotiated labor agreements.

- ◆ Services & Supplies—net increase of \$8.1 million.
 - ◆ Increase of \$3.7 million due to transferring the contract for the Information & Referral line and Access General Information line out of Administrative Services.
 - ◆ Increase of \$2.7 million in Housing Support Program (HSP) contracts to provide housing stability for homeless families in the CalWORKs program.
 - ◆ Increase of \$1.7 million in Home Visiting Initiative (HVI) contracts to support positive health development and well-being outcomes for pregnant and parenting women, families, and infants in the CalWORKs program.
 - ◆ Increase of \$0.9 million for the Housing and Disability Advocacy Program (HDAP) contracts to provide outreach, case management, long-term disability advocacy and housing assistance for disabled individuals experiencing homelessness.
 - ◆ Increase of \$0.3 million associated with various IT system upgrades and other operating expenditures.
 - ◆ Decrease of \$1.2 million primarily in Welfare to Work contracts to align with estimated expenditures and reduce prior year one time cost associated with the re-procurement and transition of services.
- ◆ Other Charges—net decrease of \$13.0 million.
 - ◆ Decrease of \$10.0 million in CalWORKs benefit payments to align with caseload trends with no impact to services.
 - ◆ Decrease of \$2.8 million in Child Care Stage One (CCSO) benefit payments to align with caseload trends with no impact to services.



- ❖ Decrease of \$2.3 million in Welfare to Work (WTW) benefit payments to align with caseload trends with no impact to services.
- ❖ Increase of \$1.0 million to reflect a new Diaper Assistance benefit payment implemented by the State for eligible CalWORKs families.
- ❖ Increase of \$0.9 million in General Relief benefit payments to align with caseload trends.
- ❖ Increase of \$0.2 million in Cash Assistance Program for Immigrants (CAPI) benefit payments to align with caseload trends.

Revenues

Net increase of \$3.2 million

- ◆ Intergovernmental Revenues—net increase of \$1.0 million.
 - ❖ Increase of \$5.8 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 \$2.7 million in CalWORKs Housing Support Program revenue due to an allocation increase.
 - ❖ Increase of \$1.2 million in State and federal revenue funding to support expenditure adjustments described in Other Charges for CAPI and Diaper Assistance benefits.
 - ❖ Increase of \$1.0 million in Social Services State and federal administrative revenue in line with anticipated State allocations to support Salaries & Benefits and Services & Supplies.
 - ❖ Increase of \$0.9 million in State revenue for HDAP to align with estimated expenditures.

- ❖ Decrease of \$9.6 million in State and federal revenue associated with reducing appropriations for CalWORKs benefit payments to align with caseload trends.
- ❖ Decrease of \$1.0 million in State revenue associated with the ending of the Healthy San Diego funding by the California Department of Health Care Services. The end of this revenue has no impact on services to customers as the State will be continuing these services to customers through the State contractor.
- ◆ Charges for Current Services—net decrease of \$0.4 million to align third party reimbursement revenue to current collection trends for the County Medical Services program.
- ◆ Miscellaneous Revenues—increase of \$0.2 million in recoupment of payments in the General Relief program.
- ◆ Fund Balance Component Decreases—increase of \$1.8 million in Committed Realignment. A total of \$3.8 million is budgeted.
 - ❖ \$2.0 million for contracted Welfare to Work intensive case management services.
 - ❖ \$1.8 million for one-time Salaries & Benefits cost.
- ◆ General Purpose Revenue—increase of \$0.6 million to offset required retirement contributions and negotiated labor agreements.

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

Net increase of \$10.2 million. Increase of \$13.5 million in Salaries & Benefits primarily due to negotiated labor agreements, offset by a decrease of \$3.3 million in Services & Supplies due to one-time projects ending in the prior fiscal year.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Health Care Policy Administration	2.00	2.00	2.00	0.0	2.00
Eligibility Operations Administration	253.00	253.00	255.00	0.8	255.00
Regional Self-Sufficiency	2,262.00	2,262.00	2,268.00	0.3	2,268.00
Total	2,517.00	2,517.00	2,525.00	0.3	2,525.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Health Care Policy Administration	\$ 8,206,365	\$ 7,488,061	\$ 7,504,756	0.2	\$ 7,512,957
Eligibility Operations Administration	58,321,444	60,337,818	60,690,739	0.6	60,970,128
Assistance Payments	261,108,655	248,052,713	243,185,179	(2.0)	240,885,179
Regional Self-Sufficiency	196,510,692	207,727,716	215,377,570	3.7	227,629,198
Total	\$ 524,147,156	\$ 523,606,308	\$ 526,758,244	0.6	\$ 536,997,462

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 196,900,792	\$ 210,113,194	\$ 218,197,176	3.8	\$ 231,736,394
Services & Supplies	100,047,024	102,983,503	111,117,510	7.9	107,817,510
Other Charges	227,199,340	210,509,611	197,443,558	(6.2)	197,443,558
Total	\$ 524,147,156	\$ 523,606,308	\$ 526,758,244	0.6	\$ 536,997,462



Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 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	248,605	248,605	248,605	0.0	248,605
Intergovernmental Revenues	482,215,969	479,642,092	480,614,850	0.2	490,854,068
Charges For Current Services	1,620,000	620,000	270,000	(56.5)	270,000
Miscellaneous Revenues	1,218,820	1,570,798	1,722,999	9.7	1,722,999
Other Financing Sources	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Fund Balance Component Decreases	—	2,000,000	3,829,117	91.5	3,829,117
General Purpose Revenue Allocation	34,043,762	34,724,813	35,272,673	1.6	35,272,673
Total	\$ 524,147,156	\$ 523,606,308	\$ 526,758,244	0.6	\$ 536,997,462



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 (APS)**—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 2018-19 PA/PG/PC received 1,900 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 over 750,000. The fastest growing age group, those aged 85 years and older, is projected to increase from 54,429 in 2015 to over 100,000 in 2030.



In order to deliver these critical and essential services, AIS has 449.00 staff years, numerous volunteers and a budget of \$183.1 million.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018-19 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Completed 90% (14,400 of 16,000) of initial eligibility determinations for IHSS within the 45-day State program mandate so individuals can remain safely in their own home.
 - Ensured 97% (24,638 of 25,400) of annual reassessments for IHSS were completed timely so 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

- Decreased to 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)
- Ensured 50% (50 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 (SFT) manual. A special project using trained SFT evaluators was 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
 - Conducted 97% (6,305 of 6,500) of face-to-face contacts within 10 days of receiving an APS referral and provided timely assistance and resources that helped adults meet their own needs.
 - Conducted 98% (343 of 350) of investigations for temporary conservatorship within 10 business days of referral assignment to protect basic freedom and rights of customers.
 - Closed 95% (19 of 20) 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.
 - Filed 94% (47 of 50) of PA/PG accountings concerning all assets and liabilities of each person’s estate with the Probate Court within 60 days and provided information necessary for proper oversight of conservatorship and decedent affairs.
 - Ensured continued action to prevent and address elder abuse and help community members plan for their financial health and end-of-life needs. Continued efforts on the Alzheimer's Project Implementation Plan and 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 Collaboration4Cure funding to support new drug development to identify a cure for Alzheimer’s disease. Accomplishments include:

- ◆ Educated and increased awareness of ADRD amongst caregivers, older adults, and other residents through 20 presentations.
- ◆ Continued the implementation of the Age Well San Diego Plan with community partners, which provide a focus on dementia awareness and increasing accessible/affordable transportation, housing, health/ community supports, opportunities for social participation for people of all ages and abilities.
- ◆ Distributed the updated 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. Educational presentations on dementia, The Alzheimer’s Project, Physician Guidelines, and AlzDxRx app were also provided in-person to physicians.
- ◆ Collaboration4Cure (C4C) has funded 12 drug discovery projects since 2015. Currently, C4C has a three-year grant for \$1.3 million to identify prototype drugs with the long-term goal of developing a treatment for Alzheimer’s disease from the National Institute for Health.
- ◆ Continued work on the Alzheimer’s Response Team (ART) Pilot serving the areas of Santee, Lakeside, and unincorporated El Cajon. The ART Pilot has over 350 trained first responders to provide crisis intervention and long-term support to families experiencing an Alzheimer’s disease related crisis. Since the beginning of the pilot in June 2018, more than 70 clients have been screened for ART, approximately 60 clients have received an ART visit, 18 cases have been closed.



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Visited 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)
 - Visited 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
 - Connected 1,700 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. Although outreach levels have remained consistent throughout the year, the target of 2,050 was not met due to increasing reports of older adults having other commitments such as work and needing to care for their grandchildren. (SE/T6)

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Complete 90% (14,400 of 16,000) of initial eligibility determinations for IHSS within the 45-day county imposed program mandate so individuals can remain safely in their own home.
 - Ensure 97% (24,638 of 25,400) of annual reassessments for IHSS are completed timely so older adults and persons with disabilities receive the appropriate level of care to remain safely in their own home, exceeding the State performance expectation of 80%.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - Decrease to 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.
 - 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.



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - 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% (343 of 350) of investigations for temporary conservatorship within 10 business days of referral assignment to protect basic freedom and rights of customers.

- Close 95% (19 of 20) 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 94% (47 of 50) 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.



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Visit 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.
 - Visit 90% (566 of 629) 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.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Connect 2,050 older adults and others with volunteer opportunities, through the Retired Senior Volunteer, Senior Volunteers in Action, Intergenerational, Legacy Corps, Healthier Living Workshops, National Diabetes Prevention and Ombudsman programs, to support Thriving, a *Live Well San Diego* component, which includes volunteerism and civic engagement.



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
 - 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 Collaboration4Cure committee, which funds new drug discovery projects;
 - ◆ Training primary care physicians to screen, diagnose and manage ADRD;

AGING & INDEPENDENCE SERVICES

- ◆ 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.

Related Links

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

- ◆ www.SanDiegoCounty.gov/HHSA

- ◆ For additional information on the programs offered by Aging & Independence Services:
- ◆ www.SanDiegoCounty.gov/HHSA/content/sdc/hhsaprogram/ais.html
- ◆ 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	2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
 Initial IHSS assessments certified timely (Within 45 Days)	90% of 16,455	90% of 16,000	90% of 16,000	90% of 16,000	90% of 16,000
Annual IHSS assessments recertified timely	97% of 26,049	97% of 25,400	97% of 25,400	97% of 25,400	97% of 25,400
Older adults self-reporting food insecurity	32% of 1,534	28% of 1,900	28% of 1,900	28% of 1,900	28% of 1,900
Feeling Fit participants scoring higher than national norms ¹	77% of 111	75% of 100	50% of 100	75% of 100	75% of 100
 Face-to-face APS investigations conducted within 10 days of referral	97% of 6,311	97% of 6,500	97% of 6,500	97% of 6,500	97% of 6,500
PC assessment notes completed within 10 days	99% of 511	98% of 350	98% of 350	98% of 350	98% of 350
AVA cases closed at stable or higher rating	94% of 17	95% of 20	95% of 20	95% of 20	95% of 20
Timely PA/PG Accountings Filed with Probate Court	100% of 46	95% of 50	94% of 50	94% of 50	94% of 50
 Skilled Nursing Facilities visited quarterly	100% of 89	100% of 89	100% of 89	100% of 89	100% of 89
Residential Care Facilities visited quarterly	94% of 597	90% of 598	90% of 598	90% of 629	90% of 629
Older adults linked with RSVP and Intergenerational volunteer opportunities ²	1,639	2,050	1,700	2,050	2,050

Table Notes

¹ Although seniors demonstrated significant improvements in their fitness levels due to their participation in the program, the standardized fitness levels were not met due to lower than expected baseline strength levels of sampled participants.

² Although outreach levels have remained consistent throughout the year, the target of 2,050 was not met due to increasing reports of older adults having other commitments such as work and needing to care for their grandchildren.





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

Aging & Independence Services (AIS) has an overall budget increase of \$20.6 million driven by expenditures in the In-Home Supportive Services (IHSS) program, increases in contracted services funded through the Older American's Act (OAA), and an increase in Salaries & Benefits, including an investment in 28.00 additional staff years. Additional staff years will support the expansion of the Alzheimer's Response Team (ART) program, Adult Protective Services (APS), IHSS and the Public Conservator program to address continued caseload growth and to operationalize new IHSS review responsibilities. Additionally, the budget continues AIS support of existing County initiatives under the Alzheimer's Project, including the Respite Voucher Program; and a focus on providing opportunities for older adults to age in their home and community through Age Well San Diego and the Home Safe programs.

Staffing

Increase of 29.00 staff years

- ◆ Increase of 28.00 staff years including 10.00 staff years to expand the ART program which provides APS investigation and long term case management with specific dementia support and education for those individuals and families experiencing crisis around dementia and/or utilizing emergency services because of the crisis, and 18.00 staff years supporting Adult Protective Services, IHSS and Public Conservator programs to meet continued increased caseload growth and to operationalize new IHSS review responsibilities.
- ◆ Increase of 1.00 staff year due to the transfer from Administrative Support to support operational needs.

Expenditures

Net increase of \$20.6 million

- ◆ Salaries & Benefits—net increase of \$5.1 million due to the addition of 29.00 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$11.2 million.
 - ◆ Increase of \$8.5 million for the County's IHSS MOE based on the IHSS funding model proposed by the Governor which covers the increased costs with funding for Fiscal Year 2019-20.
 - ◆ Increase of \$1.6 million for various contracted services funded through the Older Americans Act (OAA).
 - ◆ Increase of \$0.5 million in contracted services for the new Home Safe pilot program to provide housing-related assistance to APS clients that are experiencing homelessness or are at imminent risk of homelessness due to elder or dependent adult abuse, neglect, self-neglect, or financial exploitation.

- ◆ Increase 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.
- ◆ Increase of \$0.2 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—increase 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 decrease in appropriations.
- ◆ Operating Transfer Out—increase of \$4.4 million in health benefit contributions for eligible IHSS home care workers which are tied to an increase in paid IHSS service hours.

Revenues

Net increase of \$20.6 million

- ◆ Intergovernmental Revenues—increase of \$18.5 million.
 - ◆ Increase of \$12.0 million in federal and State revenue dedicated for the IHSS program.
 - ◆ Increase of \$2.7 million in Realignment revenue to fund 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 \$2.7 million in OAA revenue to fund contract increases as well as Salaries & Benefits for staff providing direct services.
 - ◆ Increase of \$0.8 million in State and federal administrative revenue to support increases in Salaries & Benefits and Services & Supplies for programs such as Adult Protective Services, SNAP-ED, and other social services programs.
 - ◆ Increase of \$0.2 million in State funding for the new Home Safe pilot program.
 - ◆ Increase of \$0.1 million in grant revenue for the Victim Services Program.
- ◆ Charges for Current Services—decrease of \$0.1 million in Estate fees to align with projected revenue.
- ◆ Miscellaneous Revenues—increase of \$0.3 million in revenues primarily earned for the SD-VISA program.
- ◆ Fund Balance Component Decreases—increase of \$0.1 million in committed Realignment. A total of \$1.5 million is budgeted.
 - ◆ \$0.6 million for the support of the Alzheimer's Project.
 - ◆ \$0.5 million for one-time negotiated labor agreements.
 - ◆ \$0.2 million for the Home Safe pilot program.
 - ◆ \$0.2 million for contracted IT costs in support of the Ombudsman program.
- ◆ Use of Fund Balance—decrease of \$1.1 million. Zero is budgeted.



AGING & INDEPENDENCE SERVICES

- ◆ General Purpose Revenue Allocation—increase of \$2.9 million.
 - ◆ Increase of \$1.2 million to support additional staffing for the ART program.
 - ◆ Increase of \$1.2 million to support staffing and contracted services for the Respite Voucher Program.
 - ◆ Increase of \$0.5 million for negotiated labor agreements and an increase in retirement contributions.

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

Increase of \$7.6 million is the result of increase of \$2.5 million in Salaries & Benefits due to negotiated labor agreements, \$2.7 million in Services & Supplies mainly related to the 4% annual increase in the IHSS MOE, and \$2.4 million in Operating Transfers Out to reflect an increase in health benefit contributions for eligible IHSS home care workers tied to growth in IHSS paid service hours.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
In-Home Supportive Services	210.00	210.00	213.00	1.4	213.00
Senior Health and Social Services	47.00	39.00	40.00	2.6	40.00
Protective Services	81.00	89.00	110.00	23.6	110.00
Administrative and Other Services	28.00	28.00	29.00	3.6	29.00
Public Administrator/Guardian/Conservator	54.00	54.00	57.00	5.6	57.00
Total	420.00	420.00	449.00	6.9	449.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
In-Home Supportive Services	\$ 94,484,961	\$ 117,284,263	\$ 131,607,069	12.2	\$ 138,096,051
Senior Health and Social Services	17,287,997	16,024,843	17,938,999	11.9	18,148,252
Protective Services	12,406,078	14,968,805	18,194,646	21.6	18,604,699
Administrative and Other Services	5,913,256	6,233,633	6,617,159	6.2	6,797,457
Public Administrator/Guardian/Conservator	7,603,719	7,974,168	8,736,985	9.6	9,007,093
Total	\$ 137,696,011	\$ 162,485,712	\$ 183,094,858	12.7	\$ 190,653,552

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 44,616,551	\$ 47,182,546	\$ 52,269,937	10.8	\$ 54,787,914
Services & Supplies	77,843,611	89,380,622	100,533,109	12.5	103,221,988
Other Charges	250,000	250,000	250,000	0.0	250,000
Expenditure Transfer & Reimbursements	(177,106)	(81,836)	(127,869)	56.3	(127,869)
Operating Transfers Out	15,162,955	25,754,380	30,169,681	17.1	32,521,519
Total	\$ 137,696,011	\$ 162,485,712	\$ 183,094,858	12.7	\$ 190,653,552



Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Other Than Current Secured	\$ 2,000	\$ 2,000	\$ —	(100.0)	\$ —
Licenses Permits & Franchises	51,000	57,772	57,772	0.0	57,772
Fines, Forfeitures & Penalties	172,489	172,489	172,489	0.0	172,489
Revenue From Use of Money & Property	52,000	65,000	65,000	0.0	65,000
Intergovernmental Revenues	122,595,022	145,411,191	163,959,896	12.8	171,759,933
Charges For Current Services	893,838	887,869	750,000	(15.5)	750,000
Miscellaneous Revenues	2,054,628	1,509,779	1,846,529	22.3	1,605,186
Other Financing Sources	100,000	100,000	100,000	0.0	100,000
Fund Balance Component Decreases	—	1,314,805	1,453,673	10.6	1,453,673
Use of Fund Balance	—	1,189,773	—	(100.0)	—
General Purpose Revenue Allocation	11,775,034	11,775,034	14,689,499	24.8	14,689,499
Total	\$ 137,696,011	\$ 162,485,712	\$ 183,094,858	12.7	\$ 190,653,552



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 (DMC-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. Services include, but are not limited to, (the list below with numbers reflecting the end of Fiscal Year 2017-18):

- ◆ **Access and Crisis Line**—answer over 56,000 calls annually by licensed clinical staff to provide crisis intervention and referrals;
- ◆ **Collaborative Courts**—provide over 400 individuals court directed substance use disorder and mental health treatment 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 6,700 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 14,000 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**—supports the provision of Intensive Care Coordination (ICC), Intensive Home-Based Services (IHBS) and the development of the Child and Family Team (CFT) for over 800 youth involved in Child Welfare Services, as well as for youth receiving services in mental health treatment programs who have multi-system involvement (Probation, Education, Regional Centers, etc.);
- ◆ **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 Teams (PERT)**—pair a clinician with law enforcement responding to 911 calls for individuals who may be experiencing a mental health crisis, with the goal of a more compassionate and effective handling of incidents - in Fiscal Year (FY) 2018-19, the number of teams grew from 50 to 70; In addition, PERT/EMS provides outreach and engagement to high utilizers of the 911 EMS system. Similar to the Crisis Assistance Helping Out On The Streets (CAHOOTS) program, PERT/EMS responds to 911 EMS calls by high utilizers with the goal of linking individuals to ongoing services and decreasing the frequency of 911 calls and emergency department transports;
- ◆ **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;
- ◆ **Recovery Centers (RCs)**—offer outpatient SUD treatment and recovery services to over 4,000 individuals, which includes specialized programming for pregnant and parenting moth-

ers; services support participants who may have co-occurring mental health treatment needs, as well as provide service connections to support the individual’s recovery;

- ◆ **School-Based Mental Health Services**—offer outpatient mental health treatment in over 400 designated schools throughout the County; services are known as SchoolLink;
- ◆ **Teen Recovery Centers (TRCs)**—offer outpatient substance use disorder treatment services to over 900 youth ages 12-17 through regionally based clinic locations and over 25 school-based facilities; and
- ◆ **Wraparound Programs**—provide individualized and intensive case management services to over 550 children and youth with complex behavioral health service needs.
- ◆ **Acute Inpatient Hospitalization Services**—provide 24/7 care and help patients of all ages deal with a mental health crisis, become stabilized, and move ahead to a less restrictive level of care. In Fiscal Year 2019-20, services in this category include 82 beds at the San Diego County Psychiatric Hospital and an additional 579 beds through contracted providers.
- ◆ **Adult Residential Facilities**—provide services in a home-like residential facility to individuals with mental illness who require psychiatric treatment and psycho/social rehabilitative services, with an estimated 37 beds serving clients in Fiscal Year 2019-20.
- ◆ **Long-Term Residential Care**—include services in the following settings: Institutions for Mental Disease (Mental Health Rehabilitations Center, SNF/Special Treatment Programs), Skilled Nursing Facilities (SNF) and Board and Care Facilities, with an estimated 687 beds serving clients in Fiscal Year 2019-20.
- ◆ **Edgemoor Distinct Part Skilled Nursing Facility**—has a maximum bed capacity of 192 and provides 24-hour, long-term skilled nursing care for individuals having complex medical needs who require specialized interventions from highly trained staff.

In addition to the services above, BHS participates in a number of key initiatives, including but not limited to:

- ◆ **Project One For All (POFA)**—houses and treats over 900 individuals experiencing serious mental illness and 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**—informs the public through a media campaign to eliminate mental health stigma and prevent suicide, and
- ◆ **Drug Medi-Cal Organized Delivery System (DMC-ODS) Implementation**—expands overall system capacity for treatment of substance use disorders, which provides new and enhanced services for our customers such as withdrawal management, expanded case management, post-treatment recovery services, residential treatment, physician consulta-

tion 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. Implementation began July 1, 2018.

In order to deliver these critical services, BHS has 987.50 staff years, including medical professionals, and a budget of \$708.5 million that includes payments made to care providers.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018-19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Linked 45% (54 of 120) of participants identified as Potential Laura’s Law (PLL) candidates to services via In-Home Outreach Team (IHOT) or via voluntary Assisted Outpatient Treatment (AOT) program thus successfully diverting them from court-ordered treatment.
 - Ensured 90% (1,350 of 1,500) of individuals who were admitted to the San Diego Psychiatric Hospital (SDCPH), were not readmitted within 30 days of discharge, demonstrating accountability and commitment to outstanding patient care.
 - Diverted 65% (3,575 of 5,500) of residents (of all ages) who received crisis stabilization services from inpatient hospitalization. Crisis stabilization units provide 24/7, short-term services (less than 24 hours) to individuals who are experiencing a psychiatric emergency.
 - Ensured 53% (451 of 850) of Full-Service Partnership/Assertive Community Treatment (FSP/ACT) participants, with a history of inpatient and emergency services use, demonstrated a decrease in the use of these critical and costly services, this measure includes individuals receiving services under Project One For All. FSP/ACT services are the highest level of outpatient care serving homeless individu-





als (or at risk of homelessness) with a “whatever it takes, 24/7” approach to treatment which includes housing and employment services.

- Diverted 82% (1,722 of 2,100) of individuals who completed 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.
- Ensured 95% (855 of 900) of adolescents had an appointment at a Substance Use Disorder (SUD) outpatient program within 10 business days of requesting services.
- Launched Schoolink, a rebranding of the behavioral health services provided at schools that share successful strategies for linking students to services. It also provides resources for staff and providers on available services, referral processes, roles and responsibilities, and best practices for outreach and communication.



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Diverted 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). The PERT model pairs a clinician with law enforcement to ensure appropriate response, which includes linkages to needed services for individuals who may be experiencing a mental health crisis. (LS2)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - Ensured 98% (98 of 100) of clients who complete Drug and Re-entry court program treatment had no new criminal activity resulting in a conviction while enrolled in the program.



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 35,000 community members countywide and enhanced community recognition of suicide warning signs and mental health crises so they can refer those at risk to available resources. These trainings empowered community members 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 maintained 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 ensured Edgemoor will remain in the top 10% of skilled nursing facilities in California. (OE4)
 - Edgemoor Distinct Part Skilled Nursing Facility submitted an application for the Malcom Baldrige National Quality Award, the highest level of national recognition for performance excellence and was one of 12 entities nationwide to earn a prestigious site visit. While Edgemoor did not receive the award this year, earning a place in the competition demonstrated their commitment to service delivery excellence.
- Enhanced continuity of services for customers of all ages exiting residential SUD treatment and throughout their recovery process by collecting baseline data for customers admitted to outpatient treatment within 10 days, as required by the State. These efforts demonstrated an alignment of resources to increase care coordination as part of the Drug Medi-Cal Organized Delivery System (DMC-ODS) implementation and a commitment to improve outcomes by supporting relapse prevention.
- Strengthen our customer service culture to ensure a positive customer experience
 - Answered 95% (50,350 of 53,000) of calls to the Access and Crisis Line (ACL) within an average of 60 seconds and provided timely access to for individuals seeking behavioral health services.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Reported accomplishments in alignment with the Visions and Strategies outlined in the HHSA Ten Year Roadmap for Behavioral Health Services from within the County, as well as the achievements from community partners and stakeholders groups.
 - Released the Suicide Prevention Action Plan Update 2018 to advance the community conversation on specific steps everyone can take to reduce suicide. The Action Plan Strategic Framework was designed to bring together multi-systems of advocates, service providers, community members and schools so they can advocate for those struggling with mental health challenges.

- Unveiled “Stop Firearm Suicide SD,” a new suicide prevention educational campaign with a focus on reducing access to guns for persons with suicidal ideation.

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Link 45% (59 of 130) of participants identified as Potential Laura’s Law (PLL) candidates to services via In-Home Outreach Team (IHOT) or via Assisted Outpatient Treatment (AOT) program thus successfully diverting them from court-ordered treatment.
 - Ensure 90% (1,350 of 1,500) of individuals who are admitted to the San Diego Psychiatric Hospital (SDCPH), are not readmitted within 30 days of discharge, demonstrating accountability and commitment to outstanding patient care.
 - Divert 70% (4,410 of 6,300) of residents (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 individuals experiencing a psychiatric emergency.
 - Ensure 50% (600 of 1,200) of Full-Service Partnership/Assertive Community Treatment (FSP/ACT) program participants with a history of inpatient and emergency services use, demonstrate a decrease in the use of these critical and costly services, this measure includes individuals served under Project One For All. 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% (2,295 of 2,700) 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 100% (900 of 900) of adolescents have an appointment at a Substance Use Disorder (SUD) outpatient program within 10 business days of requesting services, as required by the Centers for Medicare and Medicaid Services.
 - Address the needs across the continuum of care for those with behavioral health conditions, through enhanced data analytics, improved care coordination, the establishment of a regionally distributed and community located behavioral healthcare hubs that will include a focus on crisis stabilization, long-term residential care and prevention activities.



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Divert 50% (5,500 of 11,000) of individuals of all ages 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. To strengthen the continuum of care and provide alternatives to emergency rooms or jails, Mental Health Crisis Stabilization centers will be created regionally to provide immediate access to behavioral health services for individuals in need.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
 - Ensure 95% (95 of 100) of clients who complete Drug and Re-entry court program treatment will have no new criminal activity resulting in a conviction while enrolled in the program.



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 35,000 community members county-wide 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.



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.
 - Track and analyze the Third Next Available Appointment (TNAA) in accordance with nationally recognized measures to establish a baseline for offering timely appointments for clients seeking Substance Use Disorder treatment. TNAA is





- an industry standard that most closely reflects a program's true access time as the first and second next available appointments might be due to client cancellation or other event that is not predictable or reliable.
- Answer 95% (50,350 of 53,000) of calls to the Access and Crisis Line (ACL) within 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
 - Annually report accomplishments in alignment with the Visions and Strategies outlined in the HHSA Ten Year Roadmap for Behavioral Health Services from within the County, as well as the achievements from community partners and stakeholders groups.

Related Links

For information about mental illness, how to recognize symptoms, use local resources and access assistance, go to:

◆ www.Up2SD.org

For information about the Network of Care for Behavioral Health, go to:

◆ www.SanDiego.NetworkOfCare.org

For additional information on the programs offered by the Health and Human Services Agency, refer to the website:

◆ www.sandiegocounty.gov/hhsa







Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Clinical Improvement in Children and Youth Who Complete Mental Health Treatment ¹	89% of 9,322	N/A	N/A	N/A	N/A
	PLL Candidates Successfully Linked to Services ⁴	50% of 278	45% of 120	45% of 120	45% of 130	45% of 130
	SDCPH patients not readmitted within 30 days ^{4, 5}	92% of 1,460	85% of 1,500	90% of 1,500	90% of 1,500	90% of 1,500
	CSU Patients Diverted From Psychiatric Hospitalization ^{4, 5}	62% of 6,570	60% of 5,500	65% of 5,500	70% of 6,300	70% of 6,300
	FSP/ACT participants who decreased use of inpatient and emergency services ^{4, 5}	59% of 1,224	50% of 850	53% of 850	50% of 1,200	50% of 1,200
	Individuals not readmitted to a crisis residential program and/or hospital within 30 days ^{4, 5}	82% of 3,002	85% of 2,100	82% of 2,100	85% of 2,700	85% of 2,700
	Adolescents receiving timely access to SUD treatment ⁵	100% of 978	90% of 900	95% of 900	100% of 900	100% of 900
	PERT Interventions not resulting in hospitalization or Incarceration ⁴	45% of 9,675	50% of 7,900	50% of 7,900	50% of 11,000	50% of 11,000
	Drug and Re-entry court participants who did not have criminal activity resulting in a conviction while enrolled in the program ⁵	100% of 184	95% of 100	98% of 100	95% of 100	95% of 100
	Community members receiving suicide prevention training ^{4, 5}	38,414	30,000	35,000	35,000	35,000
	Edgemoor CMS Rating System ²	N/A	5	5	5	5
	Edgemoor Patients with Complex Needs Not Readmitted to Hospital within 30 Days ³	83% of 24	N/A	N/A	N/A	N/A
	Access and Crisis Line answered within an average of 60 seconds ⁵	95% of 56,671	95% of 53,000	95% of 53,000	95% of 53,000	95% of 53,000
	BHS Employees who Complete Cultural Competency Training ³	100% of 864	N/A	N/A	N/A	N/A

Table Notes

¹ Measure deleted in Fiscal Year 2018–19 as tool to measure clinical improvement is being replaced.

² 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.

³ Measure deleted in Fiscal Year 2018–19 to demonstrate better alignment of resources.





⁴ BHS provides mental health and substance use disorder services to San Diego County residents based on need and can only estimate the number expected to be served due to the inability to project the exact demand for behavioral health services each year.

⁵ Final Fiscal Year 2017–18 Actuals updated following the publication of Fiscal Year 2018–20 Adopted Op Plan.

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

Behavioral Health Services (BHS) has an overall increase of \$50.3 million. The majority of the increase is related to the enhancement of services across all levels of care, the modernization of BHS Information Technology (IT) systems, and investments in our system of care workforce.

BHS is expanding offered services throughout the County to address the recognized on-going need for mental health and substance use disorder services. Increased services include the addition of 177 beds across various levels of acuity/need within the mental health system of care, enhanced outpatient walk-in clinic services, increased prevention programs, targeted programs for seniors, and increased services for veterans. BHS also continues to invest in developing and maintaining a robust and first-class workforce, with both County employees and its contracted service providers. These efforts include contract enhancements to increase investments in our system of care workforce and hiring County staff to administer and monitor contracted services.

In addition, modernizing BHS' IT system is critical to its ability to provide and deliver optimum services to clients. This effort will enhance BHS' ability to exchange health information electronically, resulting in the provision of higher quality care for patients and better managed care and health care outcomes. The IT systems will support the San Diego County Psychiatric Hospital (SDCPH), outpatient services, and Edgemoor Distinct Part Skilled Nursing Facility (DP-SNF).

Staffing

Increase of 123.50 staff years

- ◆ Increase of 57.00 staff years, including the transfer of 2.00 staff years from the Public Safety Group for the Edgemoor Distinct Part Skilled Nursing Facility (DP SNF) to improve efficiency and quality of care. The majority of the positions (45 total staff years) will improve staffing consistency by replacing shifts currently filled by registry staff or overtime staff, while the remaining positions (12 total staff years) will address the implementation of 12-hour nursing shifts to support improved quality of care and nursing recruitment and retention.

- ◆ Increase of 54.00 staff years to SDCPH to address increased inpatient bed capacity. The increased staffing is required to support the necessary direct patient care and administrative support to care for an increased patient population and will also help to address shifts currently filled by registry staff and overtime staff.
- ◆ Increase of 8.50 staff years in BHS administration to augment program monitoring activities and to develop a population health and analytics function within BHS.
- ◆ Increase of 4.00 staff years to support the implementation and ongoing management of No Place Like Home to create affordable housing for MHA-eligible clients as approved by the Board of Supervisors on February 12, 2019.
- ◆ Additionally, staff transferred among related programs within BHS to manage operational needs.

Expenditures

Net increase of \$50.3 million

- ◆ Salaries & Benefits—increase of \$11.2 million due to the addition of 123.50 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$39.1 million.
 - ◆ Increase of \$17.7 million to expand mental health services, including enhanced outpatient walk-in services, Assertive Community Treatment (ACT) services, and bio-psychological rehabilitation services. In addition, cost of doing business adjustments are included for existing contracted services due for re-procurement.
 - ◆ Increase of \$12.5 million in long-term care services
 - ◆ Adding 38 contracted Institute of Mental Disease (IMD) beds in the community.
 - ◆ Adding 24 contracted IMD beds located at SDCPH through new procurement
 - ◆ Adding 8 shelter beds for transition youth
 - ◆ Adding 4 contracted beds at Skilled Nursing Facilities
 - ◆ Adding 3 contracted beds at Residential Board & Care facilities
 - ◆ Adding 100 Augmented Service Provider (ASP) beds in the community
 - ◆ Increasing rates for SDCPH contracted psychiatrists
 - ◆ Net Increase of \$6.5 million for primarily one-time costs to modernize electronic health records at BHS, SDCPH and Edgemoor.



- ❖ Increase of \$3.2 million to cover the expansion of PERT teams during Fiscal Year 2018-19 (bringing the total to 70 teams), pre-acute crisis stabilization services, and veteran call center crisis services.
- ❖ Increase of \$3.2 million to allow for additional investments to enhance the overall system of care for mental health and substance use disorder services.
- ❖ Increase of \$1.2 million to enhance contracted prevention services.
- ❖ Decrease of \$5.2 million for an anticipated reduction in contracted temporary staffing help due to increased added staff years.

Revenues

Net increase of \$50.3 million

- ◆ Intergovernmental Revenue—net increase of \$43.3 million.
 - ❖ Increase of \$18.8 million in Short-Doyle Medi-Cal revenue to align with increased rates, units of service, and additional SDMC eligible costs.
 - ❖ Increase of \$18.2 million in MHSA revenue due to increased MHSA eligible costs.
 - ❖ Increase of \$5.5 million in Realignment revenue to support Salaries & Benefits and enhanced contracted services based on projected statewide sales tax receipts and vehicle license fees dedicated to Health and Human Services program costs.

- ❖ Increase of \$0.8 million in funding to compensate for training, certification and oversight costs associated with new State mandated mental health outcome measurement reporting.
- ◆ Charges for Current Services—increase of \$1.2 million
 - ❖ Increase of \$1.2 million for revenue in the Edgemoor DP SNF primarily due to an increase in the Medi-Cal daily bed rate.
- ◆ Miscellaneous Revenues—decrease of \$0.6 million.
 - ❖ Decrease of \$0.5 million for a contracted expense that is now located in Child Welfare Services.
 - ❖ Decrease of \$0.1 million in Edgemoor DP SNF to align with expected share of cost revenue.
- ◆ General Purpose Revenue — Increase of \$6.4 million.
 - ❖ Increase of \$6.0 million to support expansion of San Diego County Psychiatric hospital.
 - ❖ Increase of \$0.4 million to fund two positions transferred from Public Safety Group to support services with Edgemoor hospital.

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

Net decrease of \$6.2 million is the result of a decrease of \$11.1 million in Services & Supplies associated with one time costs offset by an increase of \$4.9 million in Salaries & Benefits due to negotiated labor agreements.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Alcohol and Other Drug Services	28.00	56.00	55.00	(1.8)	55.00
Mental Health Services	235.00	191.00	195.50	2.4	195.50
Inpatient Health Services	471.00	471.00	583.00	23.8	583.00
Behavioral Health Svcs Administration	89.00	146.00	154.00	5.5	154.00
Total	823.00	864.00	987.50	14.3	987.50

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Alcohol and Other Drug Services	\$ 67,661,442	\$ 185,142,425	\$ 186,138,067	0.5	\$ 184,262,023
Mental Health Services	371,394,999	372,029,897	408,211,983	9.7	403,548,694
Inpatient Health Services	76,820,188	79,201,587	89,362,095	12.8	89,802,617
Behavioral Health Svcs Administration	13,221,463	21,801,641	24,774,848	13.6	24,714,930
Total	\$ 529,098,092	\$ 658,175,550	\$ 708,486,993	7.6	\$ 702,328,264

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 90,569,701	\$ 99,925,275	\$ 111,138,599	11.2	\$ 116,026,935
Services & Supplies	442,924,060	567,541,274	606,620,893	6.9	595,573,828
Other Charges	4,909,686	20,000	20,000	0.0	20,000
Capital Assets Equipment	168,000	168,000	186,500	11.0	186,500
Expenditure Transfer & Reimbursements	(9,473,355)	(9,478,999)	(9,478,999)	0.0	(9,478,999)
Total	\$ 529,098,092	\$ 658,175,550	\$ 708,486,993	7.6	\$ 702,328,264



Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 472,554,608	\$ 572,859,066	\$ 616,175,856	7.6	\$ 608,700,234
Charges For Current Services	42,895,718	43,854,744	45,040,047	2.7	46,345,802
Miscellaneous Revenues	1,749,624	1,863,598	1,239,578	(33.5)	1,239,578
Other Financing Sources	4,400,000	4,400,000	4,400,000	0.0	4,400,000
General Purpose Revenue Allocation	7,498,142	35,198,142	41,631,512	18.3	41,642,650
Total	\$ 529,098,092	\$ 658,175,550	\$ 708,486,993	7.6	\$ 702,328,264



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 5,500 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 44,000 calls from the community about the safety and wellbeing of children, 24 hours a day, 7 days a week, representing nearly 79,700 children;
- ◆ **Foster and Adoptive Resource Family Services (FARFS)**—provide placement stability and permanency for approximately 2,100 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 335 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 90 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 excellence in preventing and responding to child abuse and neglect through the delivery of culturally competent, family-centered, child-focused and trauma-informed protective services. This includes addressing the challenges of disproportionality through support of the newly-formed Child and Family Strengthening Advisory Board of San Diego County, through increased utilization of the Cultural Broker Program and through 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 1,433.00 staff years and a budget of \$387.1 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, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Screened 89% (312 of 350) 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 94% (89 of 95) 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 46% (736 of 1,600) of foster care children with a relative or close non-family member to minimize trauma to children and maintained their connections to familiar environments, meeting statewide average of 46%. Goal of 60% not met due to the implementation of Resource Family Approval requiring additional State guidance and training.
 - Ensured 70% (420 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.
 - Averaged 5.9 moves per 1,000 days for all foster children in care. The federal standard for the rate of placement moves is 4.12. Fewer placements minimize the trauma that children experience and may help lessen negative impacts to

their school performance. Goal of 4.12 moves per 1,000 days for all foster children in care not met due to evolving State guidance requiring additional training.

- Finalized over 450 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
 - Collected 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 36% (396 of 1,100) 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 84% (2,436 of 2,900) 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.

Operational Excellence

- Strengthen our customer service culture to ensure a positive customer experience
 - Provided exceptional customer service to Child Welfare Service customers as demonstrated through an average satisfaction rating of 3 (1 to 4 scale) on the Customer Experience Survey. This was achieved through a commitment to using a positive service-delivery approach to provide all customers with a positive experience.

2019–21 Objectives

Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Screen 100% (950) of children ages 0–17, 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.

- Ensure 90% (86 of 95) 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% (930 of 1,550) 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%.
- Ensure 80% (440 of 550) of randomly selected child abuse referrals and cases reviewed document the use 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.



Living Safely

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

- Determine baseline data of families (Resource Families) who 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. 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.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Ensure 40.5% (385 of 950) 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%.
 - Ensure 91.7% (407 of 444) of children who return home or enter into legal guardianship do not reenter foster care within 12 months of going home, through family strengthening and child abuse prevention efforts.

Related Links

For additional information on the programs offered by the Health and Human Services Agency (HHSA), go to:

- ◆ www.SdCounty.ca.gov/HHSA

For information about San Diego County Adoptions, go to:

- ◆ www.IAdoptU.org

For information about San Pasqual Academy, go to:

- ◆ www.SanPasqualAcademy.org



Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Children removed from home with mental health assessment ¹	98% of 318	86% of 400	89% of 350	100% of 950	100% of 950
	Youth in intensive, wraparound program in a family-like setting	91% of 95	90% of 95	94% of 95	90% of 95	90% of 95
	Foster care child placed with relative or close family member ²	51% of 1,714	60% of 1,700	46% of 1,600	60% of 1,550	60% of 1,550
	Child abuse referrals with documented Safety Organized Practice (SOP) ³	67% of 542	80% of 550	70% of 600	80% of 550	80% of 550
	Placement moves per 1,000 days for all children in Foster Care ²	5.4	4.12	5.9	4.12	4.12
	Children achieving permanency within 12 months ⁴	37% of 1,055	40.5% of 1,110	36% of 1,100	40.5% of 950	40.5% of 950
	Family participation in joint case planning and meetings quarterly ⁵	79% of 3,161	82% of 3,000	84% of 2,900	N/A	N/A
	Children who do not reenter foster care within 12 months of going home ⁵	N/A	N/A	N/A	91.7% of 444	91.7% of 444

Table Notes

- ¹ The baseline data for Fiscal Year 2019–20 was increased to capture assessments for children of all ages.
- ² In Fiscal Year 2018–19, target not met due to evolving State guidance requiring additional training.
- ³ In Fiscal Year 2018–19, target not met due to piloting a new tool to meet the needs of all children, including those with specialized cases.
- ⁴ In Fiscal Year 2018–19, target not met due to the increasing complexity of the cases, making it more difficult to establish permanency in 12 months.
- ⁵ To better capture family strengthening and child abuse prevention efforts in Fiscal Year 2019–20, the measure capturing family participation in joint case planning and quarterly meetings was replaced with measuring the number of children who do not reenter foster care within 12 months of going home.

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

Child Welfare Services (CWS) has an overall budget increase of \$8.0 million. This budget includes investments in resources, including 65.00 new staff years, to support efforts in addressing recommendations to improve child and family strengthening provided by the County of San Diego CWS Review Working Group, formed at the request of the Board of Supervisors. Additional staffing will allow for more resources to conduct child

abuse investigations, focus on family strengthening efforts, and enhance the capacity of supervisors to support staff. Contracted services for children and families are being augmented in order to further expand upon practices already demonstrating positive outcomes as well as to pilot new practices. The CWS budget 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 supports are provided to a child or youth and his/her family with the ultimate goal of maintaining a stable permanent family. In addition, the



CWS budget continues existing investments to improve child well-being, as part of the California Well-Being Demonstration Project.

Staffing

Increase of 65.00 staff years

- ◆ Increase of 65.00 staff years tied to addressing the CWS Review Working Group recommendations to support operational and service needs.
- ◆ Additionally, staff were transferred among related programs within CWS to manage operational needs.

Expenditures

Net increase of \$8.0 million

- ◆ Salaries & Benefits—increase of \$8.7 million due to the addition of 65.00 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$7.2 million.
 - ◆ Increase of \$6.0 million to allow for additional investments to address recommendations of the CWS Review Working Group.
 - ◆ Increase of \$0.6 million in contracted services associated with San Diego State University Research Foundation social worker training to support improved practices.
 - ◆ Increase of \$0.4 million in contracted services related to Community Services for Families (CSF) SafeCare Healthy Relationship Module implementation to help achieve positive outcomes in reducing family violence.
 - ◆ Increase of \$0.4 million in contracted services associated with Indian Health Council and Southern Indian Health Council contracts to support Native American families in foster home recruitment, retention and support of resource families in the Native American community.
 - ◆ Increase of \$0.2 million in contracted services related to a Ridesharing Pilot project to expand transportation services to increase participation in visitation and reunification for families.
 - ◆ Decrease of \$0.4 million in application services due to the scheduled completion in one-time IT project from the prior year.
- ◆ Other Charges—decrease of \$7.9 million.

- ◆ Decrease of \$7.9 million in the Foster Care (FC) and Approved Relative Caregiver (ARC) assistance payments to align with caseload trends with no impact to services.

Revenues

- ◆ Net increase of \$8.0 million
- ◆ Intergovernmental Revenues—increase of \$1.1 million.
 - ◆ Increase of \$6.1 million in Realignment Revenues to support Salaries & Benefits and Services & Supplies based on projected statewide sales tax receipts and vehicle license fees that are dedicated for costs for health and human services programs.
 - ◆ Increase of \$1.5 million in Mental Health Services Act revenues to support Wraparound contracts offering team based intensive and individualized case management services to children and youth.
 - ◆ Increase of \$1.4 million in Social Services State and federal administrative revenues to support the expenditure increase in Salaries & Benefits and Services & Supplies.
 - ◆ Decrease of \$7.9 million in assistance payment revenues primarily due to revised estimates of caseload levels and growth trends in Other Charges.
- ◆ Fund Balance Component Decreases—Decrease of \$0.1 million in Committed Realignment. A total of \$2.4 million is budgeted.
 - ◆ \$1.5 million for one-time negotiated labor agreements.
 - ◆ \$0.9 million for contracted services under the Foster Parent Recruitment, Retention and Support program, which supports licensed foster family homes, approved resource families, and relative caregivers to remove barriers to placing children in family settings.
- ◆ General Purpose Revenue Allocation—increase of \$7.0 million to support efforts in addressing the CWS Review Working Group recommendations.

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

Net increase of \$8.3 million is the result of an increase in Salaries & Benefits due to negotiated labor agreements.

Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Child Welfare Services	1,118.00	1,179.00	1,252.00	6.2	1,252.00
CWS Eligibility	64.00	64.00	64.00	0.0	64.00
Adoptions	186.00	125.00	117.00	(6.4)	117.00
Total	1,368.00	1,368.00	1,433.00	4.8	1,433.00

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Child Welfare Services	\$ 185,538,429	\$ 202,247,891	\$ 218,407,498	8.0	\$ 225,741,362
CWS Eligibility	5,436,139	5,441,503	5,588,546	2.7	5,913,076
CWS Assistance Payments	152,878,894	157,305,954	149,453,653	(5.0)	149,453,653
Adoptions	20,851,583	14,145,090	13,645,689	(3.5)	14,301,631
Total	\$ 364,705,045	\$ 379,140,438	\$ 387,095,386	2.1	\$ 395,409,722

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 140,312,662	\$ 147,406,456	\$ 156,071,280	5.9	\$ 163,885,616
Services & Supplies	69,313,315	72,225,297	79,367,722	9.9	79,867,722
Other Charges	155,108,188	159,535,248	151,682,947	(4.9)	151,682,947
Expenditure Transfer & Reimbursements	(29,120)	(26,563)	(26,563)	0.0	(26,563)
Total	\$ 364,705,045	\$ 379,140,438	\$ 387,095,386	2.1	\$ 395,409,722





Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 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	357,211,334	368,455,119	369,520,362	0.3	377,834,698
Charges For Current Services	1,464,490	1,464,490	1,464,490	0.0	1,464,490
Miscellaneous Revenues	1,996,500	1,996,500	1,996,500	0.0	1,996,500
Fund Balance Component Decreases	—	2,510,489	2,400,194	(4.4)	2,400,194
General Purpose Revenue Allocation	2,697,510	3,378,629	10,378,629	207.2	10,378,629
Total	\$ 364,705,045	\$ 379,140,438	\$ 387,095,386	2.1	\$ 395,409,722



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), a nationally accredited public health department, 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, and emergent needs such as health screening assessments in the setting of the San Diego Rapid Response Network shelter(s) and referrals for outside medical care as appropriate for families seeking asylum and 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 2018-19, PHS launched new initiatives to combat two infectious diseases—the hepatitis C virus (HCV) and tuberculosis (TB). Both initiatives reflect comprehensive strategies, engage community partners, and align with national targets to eliminate these diseases. The majority of HCV cases become chronic, leading to long-term negative impacts such as liver failure. Although substantial progress has been made in addressing TB in San Diego, new treatment strategies offer an opportunity to eliminate TB across this county.

Additionally, by the end of Fiscal Year 2018-19, PHS supported the efforts of the San Diego Rapid Response Network by providing over an estimated 13,000 health screening assessments for asylum seeking families. The intent of the



health assessments provided by HHS and contracted staff at the shelter site was to identify and prevent the spread of communicable disease and to refer to outside care when appropriate.

In June 2018, PHS was selected to participate in the Kresge Foundation Emerging Leaders in Public Health fellowship. This initiative will strengthen leadership skills and enhance communication, coordination and collaboration between the County, other local city governments, as well as the unincorporated areas. The goal is to transform City/County relationships to enhance the impact of local governments on common public health matters as well as emergencies and threats.

Since May 2016, PHS has been a nationally recognized accredited public health department, demonstrating its continuing 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 600 refugees with 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 hepatitis A and C, measles, HIV, gastro-intestinal and other diseases. Test 65,000 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, provide case management, and conduct contact investigations for about 250 active tuberculosis cases to interrupt the spread of disease in over 1,000 contacts to infectious TB cases. Provide over 10,000 residents with sexually transmitted disease prevention and clinical services;
- ◆ **California Children Services**—provide case management services to 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 685.00 staff years and a budget of \$161.0 million.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments

 **Building Better Health**

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

- Ensured that 95% (1,615 of 1,700) of children in out-of-home placement received 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)
- Ensured that 90% (1,350 of 1,500) of children in out-of-home placement received dental examinations to identify and correct dental issues per timeframes established by the State. While this performance meets the State recommended target of 90%, it falls below the County’s target of 95% as the County adapts to new recommendations that children receive an exam earlier (age one instead of three) and more frequently (every six months). (BBH1)
- Ensured 90% (540 of 600) 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)
- Supported 31% (59 of 190) behavioral health treatment programs to adopt smoke-free policies that included tobacco cessation support for clients. Forty behavioral health treatment programs already had smoke-free policies with an additional 19 programs supported in Fiscal Year 2018–19. 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
 - Ensured 61% (122 of 200) of infants continued to breastfeed up to 6 months of age when their mothers received home visitation from public health nurses. Breastfeeding promotes healthier outcomes. Performance exceeds the national average of 55.3% and matches 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 Program. (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 at least seven (7) times during 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



- Ensured 90% (1,350 of 1,500) 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. (LS3)
- Ensured 90% (211,500 of 235,000) of emergency ambulance responses occurred within time standards established by the County, consistent with State guidelines. (LS3)
- Immunized 99% (15,840 of 16,000) of children under 18 who were served at Public Health Centers and Clinics to protect them from diseases, such as measles and whooping cough. (LS3)
- Connected 85% (60 of 70) 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)
- Investigated 100% (of approximately 400) reported cases of select communicable diseases within the 24 hours of receipt of report so steps can be taken to prevent the spread of disease. (LS3)
- Ensured 98% (235 of 240) of active TB cases were reported by the community to Public Health Services within one business day from start of treatment to prevent further transmission, exceeding the State standard of 93%. (LS3)
- Began implementation of an enterprise-wide “Stop the Bleed” program at the direction of the Board of Supervisors. Stop the Bleed is a nationwide initiative intended to cultivate grassroots efforts that encourage bystanders to become trained, equipped, and empowered to help in a bleeding emergency before professional help arrives. The Stop the Bleed program includes the placement of bleeding control kits collocated with existing Automatic External Defibrillators (AEDs) in County facilities and ensuring County employees have access to training and education regarding the use of bleeding control kits as an added component of the County’s existing safety initiatives. (LS3)



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 95% (3,800 of 4,000) of children referred to California Children Services had their medical eligibility determined within the State required time frame of five business 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
 - Registered 95% (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)
 - Conducted eight (8) quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success. Projects focused on improving the quality of specimens submitted by providers to the Public Health Laboratory; enhancing the reporting of latent tuberculosis infection by medical personnel; improving training of partners to dispense medications during public health emergencies; and streamlining how time studies of maternal and child health service activities are conducted in order to maximize federal reimbursement while ensuring accuracy. Several projects were initiated earlier but continued into Fiscal Year 2018-19. These projects focused on linking newly diagnosed individuals to HIV primary care in a timely fashion; ensuring timely acquisition of equipment for children with physical limitations and chronic health conditions; and streamlining internal administrative processes within Public Health Services. (OE5)

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals needs
 - Ensure that 95% (1,615 of 1,700) 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.
 - Ensure that 95% (1,425 of 1,500) 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%.
 - Ensure 90% (540 of 600) 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.
 - Support 40% (76 of 190) behavioral health treatment programs adopt smoke-free policies that included tobacco cessation support for clients. Clients who stop smoking have better health outcomes and there is evidence that their prospects for recovery are improved.



- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it
 - 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%.
 - Identify five (5) small to medium-sized food retailers to be assessed and recognized by the Live Well Community Market Program to increase the availability of healthy foods in underserved communities.



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.
- 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).
 - Ensure 90% (211,500 of 235,000) of emergency ambulance responses occur within time standards established by the County, consistent with State guidelines.
 - 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.
 - Connect 85% (60 of 70) 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.
 - Investigate 100% (of an estimated 270) of reported cases of select communicable diseases within the 24 hours of receipt of report so steps can be taken to prevent the spread of disease.
 - Ensure 98% (235 of 240) of active TB cases are reported by the community to Public Health Services within one business 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
 - Maintain 100% compliance with federal and State accrediting requirements at the Public Health Services laboratory to ensure protection of community health and prevention of the spread of disease.
 - Ensure 99% (3,960 of 4,000) of children referred to California Children Services have their medical eligibility determined within the State required time frame of five business days to ensure that these children receive timely coverage and family-centered care coordination for serious physical limitations, chronic health conditions and diseases.
- Strengthen our customer service culture to ensure a positive customer experience
 - Register 90% (39,600 of 44,000) of birth certificates within 10 days of birth to maintain accurate census data, exceeding the State goal of 80%.
 - Conduct eight (8) quality improvement projects to advance operational excellence through continuous improvement and engage staff in identifying and resolving barriers to success.

Related Links

For additional information about the programs offered by the Health and Human Services Agency, refer to the website:

- ◆ www.sandiegocounty.gov/hhsa

For additional information about Public Health Services, the PHS strategic plans, and information about each of its branches, go to:

- ◆ <https://www.sandiegocounty.gov/hhsa/programs/phs/>

For more information about the *Live Well San Diego* Community Health Improvement Assessment (CHA), Community Health Improvement Plans(CHIP) and Regional Results Summaries, go to:

- ◆ <http://www.livewellsd.org/content/livewell/home/community-community-leadership-teams.html>

For more information about Healthy Works, a component of *Live Well San Diego*, go to:

- ◆ www.healthyworks.org/

For more information about public health accreditation, go to:

- ◆ www.phaboard.org

For more information about Kresge Emerging Leaders in Public Health, go to:

- ◆ <https://kresge.org/elph>







For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to the website:

♦ www.sdhealthstatistics.com

For additional information about the Top 10 *Live Well San Diego* Indicators and Data Portal, go to:

♦ <http://www.livewellsd.org/content/livewell/home/data-results/indicators-dashboard-and-data-portal.html>

Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Timely Preventive Health Examinations for Children in Out-of-Home Placements ⁴	93% of 1,862	95% of 1,900	95% of 1,700	95% of 1,700	95% of 1,700
	Timely Dental Examinations For Children In Out Of Home Placements ^{2,4}	N/A	95% of 1,600	90% of 1,500	95% of 1,500	95% of 1,500
	Refugees Completed the Health Assessment Process Within 90 Days ⁵	86% of 1,786	90% of 1,000	90% of 600	90% of 600	90% of 600
	Smoke Free Behavioral Health Treatment Programs ³	N/A	30% of 190	31% of 190	40% of 190	40% of 190
	Infants who are Breastfed until 6 Months of Age	60% of 212	61% of 200	61% of 200	61% of 200	61% of 200
	Live Well Market Retailer Participants	9	5	5	5	5
	Activation of Public Health Emergency Response System for Drills, Exercises and Actual Responses	8	7	7	7	7
	Tuberculosis Samples Tested and Reported by Lab Within One Business Day ⁶	100% of 2,125	90% of 2,200	90% of 1,500	90% of 2,200	90% of 2,200
	Emergency Ambulance Response Times Within Established Standards	91% of 219,006	90% of 235,000	90% of 235,000	90% of 235,000	90% of 235,000
	Children With Age-Appropriate Vaccines	99% of 13,264	99.9% of 16,000	99% of 16,000	99% of 16,000	99% of 16,000
	Clients with Newly Confirmed HIV Diagnosis with a Medical Visit Within 30 Days ¹	87% of 54	85% of 70	85% of 70	85% of 70	85% of 70
	Selected Communicable Diseases Cases Contacted/Investigations Initiated within 24 hours ⁷	98% of 1,093	100% of 270	100% of 400	100% of 270	100% of 270
	TB Cases Reported to PHS Within One Working Day from Start of Treatment	98% of 230	98% of 240	98% of 240	98% of 240	98% of 240


Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Laboratory Compliance	100%	100%	100%	100%	100%
	CCS Medical Eligibility Determined Within 5 Days	99% of 4,456	95% of 4,000	95% of 4,000	99% of 4,000	99% of 4,000
	Birth Certificates Registered Within 10 Days of Event	98% of 41,970	90% of 44,000	95% of 44,000	90% of 44,000	90% of 44,000
	Quality Improvement Projects	7	8	8	8	8

Table Notes

- ¹Target of 85% was achieved, even with the new, more rigorous, national standard that clients be linked to care within a shorter time period. Also, the low number of clients receiving an HIV diagnoses in the first place reflects the positive impact of the County’s “Getting to Zero” initiative which aims to end the HIV epidemic.
- ²The dental exam compliance rate of 95% is challenging to meet because an initial preventive dental exam is now recommended to occur much earlier (at age one instead of age three) and the recommended frequency of exams is now every 6 months.
- ³The goal is to increase 19 additional treatment programs (of a total of 190) to adopt smoke-free policies each year for two years (38 treatment programs), in addition to the 40 programs that had already adopted smoke-free policies prior to Fiscal Year 2018–19. Measure added in Fiscal Year 2018–19 to support better health outcomes for customers and improve their prospects for recovery.
- ⁴The decline in number of children in placement is due to the expansion of family strengthening practices by Child Welfare Services (CWS) to safely keep children with their families.
- ⁵The Refugee Health Assessment Program is for eligible refugees and includes those with granted asylum, Special Immigrant Visas, and Victims of Trafficking.
- ⁶The number of samples that come into the Public Health Laboratory for testing fluctuates from year to year.
- ⁷The number of communicable disease investigations fluctuates from year to year.

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

Public Health Services (PHS) has an overall increase of \$5.0 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 investments in IT, including costs for a new electronic health record in the following programmatic branches, Administration, Public Health Lab, Tuberculosis Control, and STD Control, with the goal of providing better service to the public. Also included is the addition of 18.50 new staff years to serve foster youth, chil-

dren, and families and to provide disease surveillance. The budget also reflects adjustments to various grant funded services to align with anticipated federal and State allocations.

Staffing

Net increase of 18.50 staff years

- ◆ Increase of 16.50 staff years to support public health care programs for children and families and for the control of tuberculosis and sexually transmitted diseases.
- ◆ Increase of 2.00 staff years to support operational needs in the areas of emergency medical services credentialing and clinical systems improvements.
- ◆ Additionally, staff were transferred among related programs within PHS to manage operational needs.





Expenditures

Net increase of \$5.0 million

- ◆ Salaries & Benefits—increase of \$3.3 million due to the addition of 18.50 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$3.3 million.
 - ◆ Increase of \$4.4 million in IT primarily for work associated with the implementation of a new Electronic Health Record system and for upgrades to comply with new standards and maintenance of current systems.
 - ◆ Increase of \$1.0 million associated with increased costs in ambulance services for County Service Areas (CSA).
 - ◆ Increase of \$0.9 million to support Emergency Medical Services including ambulance subsidies for unincorporated areas and IT consultant costs associated with the continued implementation and integration of the pre-hospital information and communication system.
 - ◆ Decrease of \$3.0 million in contracted services to align with expected Prevention, STD/HIV and Bio-Terrorism grant funding.
- ◆ Other Charges—decrease of \$1.0 million in Support & Care of Persons for California Children's Services (CCS) Diagnostic, Treatment and vendored therapy to align with caseload trends, with no impact to services.
- ◆ Capital Assets Equipment—decrease of \$0.6 million associated with the completion of prior year one-time projects.

Revenues

Net increase of \$5.0 million

- ◆ Taxes Current Property—net increase of \$0.1 million to support services in CSA 17 and 69.
- ◆ Revenue From Use of Money & Property —net increase of \$0.2 million to support services in CSA 17 and 69.
- ◆ Intergovernmental Revenues—net increase of \$3.7 million.

- ◆ Increase of \$5.4 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 \$1.5 million in Proposition 56 Tobacco Tax revenue to reflect a budget adjustment from the miscellaneous revenue account as well as additional revenue to support a portion of the new staff years added.
- ◆ Increase of \$0.9 million for CCS State and federal administrative revenue in line with the anticipated allocation supporting Salaries & Benefits.
- ◆ Increase of \$0.5 million in residential ambulance transport fee due to align to projected transports in CSAs.
- ◆ Decrease of \$4.6 million primarily in various grant funding sources such as STD/HIV, Bio-Terrorism and Prevention Grants to align with expected federal and State allocations.
- ◆ Charges for Current Services—increase of \$0.6 million.
 - ◆ Increase of \$0.2 million in EMT certification fees.
 - ◆ Increase of \$0.4 million in non-residential ambulance transports fees to align with projected transports in CSAs.
- ◆ Miscellaneous Revenues—net decrease of \$0.7 million primarily due to a reclassification of Proposition 56 Tobacco Tax revenue to an intergovernmental revenue.
- ◆ General Purpose Revenue Allocation—increase of \$1.0 million.
 - ◆ Increase of \$0.5 million to offset required retirement and contributions and negotiated labor agreement.
 - ◆ Increase of \$0.5 million for ambulance services in the unincorporated areas of the County.

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

Net decrease of \$3.0 million is the result of a decrease of \$6.9 million in Services & Supplies for contracted services and completion of one-time projects offset by an increase of \$3.9 million in Salaries & Benefits due to negotiated labor agreements.



Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Administration and Other Services	29.00	30.00	29.00	(3.3)	29.00
Bioterrorism	15.00	19.00	20.00	5.3	20.00
Infectious Disease Control	108.25	110.25	118.25	7.3	118.25
Surveillance	86.00	94.00	92.00	(2.1)	92.00
Prevention Services	74.00	73.00	82.00	12.3	82.00
California Childrens Services	137.25	138.25	139.75	1.1	139.75
Regional Public Health Services	154.00	152.00	152.00	0.0	152.00
Medical Care Services Division	45.00	50.00	52.00	4.0	52.00
Total	648.50	666.50	685.00	2.8	685.00

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Administration and Other Services	\$ 6,182,980	\$ 7,245,129	\$ 10,016,743	38.3	\$ 7,750,077
Bioterrorism	4,560,807	5,315,206	4,521,954	(14.9)	4,549,924
Infectious Disease Control	30,877,989	32,542,093	32,450,181	(0.3)	32,913,266
Surveillance	14,825,203	16,646,869	16,917,919	1.6	16,975,805
Prevention Services	20,460,859	22,754,518	23,018,311	1.2	22,507,336
California Childrens Services	20,702,901	21,803,184	21,668,141	(0.6)	21,931,049
Regional Public Health Services	21,977,542	22,010,239	22,513,868	2.3	23,313,226
Medical Care Services Division	12,809,506	14,947,667	16,174,976	8.2	15,135,759
Ambulance CSA's - Health & Human Services	11,596,252	12,714,746	13,685,950	7.6	12,866,684
Total	\$ 143,994,039	\$ 155,979,651	\$ 160,968,043	3.2	\$ 157,943,126





Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 78,153,628	\$ 84,963,587	\$ 88,241,605	3.9	\$ 92,125,714
Services & Supplies	62,174,179	67,355,358	70,669,183	4.9	63,760,157
Other Charges	3,448,228	3,448,228	2,448,228	(29.0)	2,448,228
Capital Assets Equipment	494,000	691,451	88,000	(87.3)	88,000
Expenditure Transfer & Reimbursements	(275,996)	(478,973)	(478,973)	0.0	(478,973)
Total	\$ 143,994,039	\$ 155,979,651	\$ 160,968,043	3.2	\$ 157,943,126

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 1,651,132	\$ 1,784,154	\$ 1,891,472	6.0	\$ 1,891,472
Taxes Other Than Current Secured	25,905	26,423	33,303	26.0	33,303
Licenses Permits & Franchises	220,000	256,325	290,399	13.3	290,399
Fines, Forfeitures & Penalties	3,133,231	3,433,231	3,433,231	0.0	3,169,090
Revenue From Use of Money & Property	69,503	105,926	329,198	210.8	329,198
Intergovernmental Revenues	115,628,577	122,985,347	126,699,515	3.0	124,647,430
Charges For Current Services	9,137,793	10,089,639	10,691,844	6.0	9,983,153
Miscellaneous Revenues	924,444	1,530,704	793,779	(48.1)	793,779
Other Financing Sources	500,000	500,000	500,000	0.0	500,000
Use of Fund Balance	1,010,100	—	—	0.0	—
General Purpose Revenue Allocation	11,693,354	15,267,902	16,305,302	6.8	16,305,302
Total	\$ 143,994,039	\$ 155,979,651	\$ 160,968,043	3.2	\$ 157,943,126



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;
- ◆ **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;
- ◆ **Integrative Services**—integrate health, housing and human services to drive better outcomes in the communities and includes Community Action Partnership to address the needs of economically disadvantaged communities and the residents that live there, including services that support the employment of newly arriving refugee families;
- ◆ **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 468.00 staff years and a budget of \$215.8 million.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018-19 Anticipated Accomplishments



Building Better Health

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

ADMINISTRATIVE SUPPORT

- Provided 93% (4,650 of 5,000) of parents/caregivers educational services to increased the knowledge and capacity to help their children enter school as active learners through Healthy Development Services (HDS) Parent Education Support and Empowerment Workshops, and the Quality Preschool Initiative (QPI). (BBH1)
- Provided 92% (23,460 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)



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 and provided Alternative Dispute Resolution mediation services (846) 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
 - Engaged 150 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)
 - Conducted 24,000 interviews to veterans and their dependents with benefits counseling, information and referral services.
 - Processed 4,300 compensation and pension claims, which allowed veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experience
 - Promoted events that encouraged residents to exercise, enjoy the environment and learn more about improving their health and wellness. Events throughout the year included: (SE/T5)
 - ◆ Love Your Heart blood pressure screenings, with over 36,000 blood pressure screenings at over 300 sites with over 200 partners at the 2018 Love Your Heart campaign;
 - ◆ *Live Well San Diego* 5k and 1 Mile Kids Fun Run, with over 2,000 registered participants and nearly 3,000 attending the post-race expo; and

- ◆ Check Your Mood depression screenings with over 1,400 individuals completing a depression screening.

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Convened six (6) *Live Well San Diego* Resident Leadership Academy (RLA) Council meetings that provided supplemental education and development opportunities to over 125 participants across the region, as they identified and implemented community improvement projects that increased the health, safety, and well-being of their own neighborhoods. (SE/T6)



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Conducted a minimum of 48 comprehensive financial reviews of contractors and ensured they complied with standards and had financial controls in place. Each review consisted of testing of financial material, and a review of contractor financial systems, activities and processes. These activities helped ensure contractors remain in compliance with contractual obligations and that the County maintains fiscal stability. (OE1)
 - Coordinated and attended eight (8) financial trainings comprised of budgetary topics affecting program operations such as funding streams and fiscal impacts to service delivery. Improved financial competency of staff and management through these presentations on funding and financial issues to 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 175 HHS contract administration staff to ensure adherence to contracting policies and procedures in accordance with funding source requirements. This ensured 100% of programs were reviewed to identify best practices and areas of improvement to design effective contracting training content for HHS staff. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Maintained the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org) at 90,000 by providing access to timely, 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 the *Live Well San Diego* Open Performance Data and other community level data. This data provided demographic, economic, and behavioral and health information used to proactively identify and address community needs. (OE4)





- Collected baseline data on how ConnectWellSD users are using collaboration features in the system 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
 - 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 is lower than three, 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 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
 - Ensured 100% (800) of new employees participated 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
 - Increased to 450 the number of recognized *Live Well San Diego* partners and supported 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. (OE7)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
 - Ensured 70% of County employees' understand 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)

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Provide 91% (4,550 of 5,000) of parents/caregivers educational services to increase the knowledge and capacity to help their children enter school as active learners through Healthy Development Services (HDS) Parent Education Support and Empowerment Workshops, and the Quality Preschool Initiative (QPI).
 - Provide 92% (23,460 of 25,500) 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.
- 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 meeting 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.



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Utilize 100% of Dispute Resolution Trust Fund funding to provide Alternative Dispute Resolution mediation services (approximately 850) 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.



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Engage 150 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.
 - Conduct 24,000 interviews to veterans and their dependents with benefits counseling, information and referral services.
 - Process 4,500 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor 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:
 - ◆ Love Your Heart blood pressure screenings;
 - ◆ *Live Well San Diego* 5k and 1 Mile Fun Run; and
 - ◆ Check Your Mood depression screenings.



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 had 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.
 - Coordinate and attend eight (8) financial trainings comprised of budgetary topics affecting program operations such as funding streams and fiscal impacts to service delivery. Improve financial competency of staff and management by conducting these presentations on funding and financial issues that affect operations and service delivery. These trainings provide staff with the knowledge to make better-informed decisions.
 - Conduct 15 Quality Assurance (QA) reviews and train 175 HHS contract administration staff to ensure adherence to contracting policies and procedures in accordance with funding source requirements. These reviews ensure 100% of programs are reviewed to identify best practices and areas of improvement to design effective contracting training content for HHS staff.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Maintain the number of unique visitors to the *Live Well San Diego* website (LiveWellSD.org) above 90,000 by providing access to timely, 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 the *Live Well San Diego* Open Performance Data and other community level data. This data provided demographic, economic, and behavioral and health information used to proactively identify and address community needs.

- 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.
 - 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 HHS contracting experience.
- Develop, maintain and attract a skilled adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Develop baseline data demonstrating new HHS employees who complete the 90-day HHS Onboarding Program (HOP) with increased knowledge of the *Live Well San Diego* vision. This program provides the principles of a trauma informed service delivery to produce a workforce with an increased appreciation toward their contributions in the lives of customers.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Increase to 500 the number of recognized *Live Well San Diego* partners to amplify the impact of collective actions by the County and its partners 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.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of *Live Well San Diego*
 - Increase to 70% the number of 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.

Related Links

For additional information about the programs offered by HHS, go to:

- ◆ www.sandiegocounty.gov/hhsa

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

- ◆ www.LiveWellSD.org









Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	First 5 Parents with the knowledge and capacity to help their children enter as school learners	4,167	91% of 5,000	93% of 5,000	91% of 5,000	91% of 5,000
	First 5 Children Receiving a Comprehensive Developmental Screening	91% of 25,960	92% of 25,500	92% of 25,500	92% of 25,500	92% of 25,500
	Alternative Dispute Resolution Services to Community Members ¹	1,722	846	846	850	850
	Work Ready Refugees Engaged in ESL Activities ²	251	150	150	150	150
	Veterans and Dependents Interviews for Benefits Counseling and Referral Services	22,648	24,000	24,000	24,000	24,000
	Veteran Compensation and Benefits Claims Processed	4,417	4,300	4,300	4,500	4,500
	<i>Live Well San Diego</i> 5K Participants ³	2,722	N/A	N/A	N/A	N/A
	<i>Live Well San Diego</i> Resident Leadership Academy Council Meetings	6	6	6	6	6
	Comprehensive Financially Focused Review for HHSA Contractors	48	48	48	48	48
	HHSA Financial Literacy Events	10	8	8	8	8
	Quality Assurance Reviews of Contracting Policies and Procedures Completed for HHSA Departments	15	15	15	15	15
	Staff Trained on Contract Administration	150	175	175	175	175
	Unique Visitors to the <i>Live Well San Diego</i> website	89,923	87,500	90,000	90,000	90,000
	Average Rating For Contractors' Satisfaction With Contracting Experience	3	3	3	3	3
	Total <i>Live Well San Diego</i> Partners	380	450	450	500	500
	County Staff Understanding of how their Work Contributes to <i>Live Well San Diego</i>	69%	70%	70%	70%	70%

Table Notes

¹ In Fiscal Year 2018-19, the shift of North County small claims cases to the Central Courthouse, as well as reduction in available revenue for Alternative Dispute Resolution Services resulted in a reduced target for this measure.



²In Fiscal Year 18-19, 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.

³Performance measure specific to the Live Well 5K was discontinued due to broader focus on capturing opportunities for residents to improve their health and wellness such as Love Your Heart blood pressure screenings and Check Your Mood depression screenings.

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

Administrative Support has an overall budget increase of \$18.6 million. This includes an increase in Salaries & Benefits supporting required retirement contributions and negotiated labor agreements as well as an increase of 15.00 staff years across various departments including new positions for the Office of Military & Veterans Affairs (OMVA) to support increased counseling and outreach services and new positions in the Integrative Services department to provide additional support for homeless and housing programs. 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.

Staffing

Net increase of 15.00 staff years

- ◆ Increase of 12.00 staff years across various administrative support departments to support operational needs in human resources, facilities, fiscal and management support.
- ◆ Increase of 4.00 staff years in the Integrative Services department to provide additional support for efforts related to homeless services, low-income housing programs and services for people at-risk or involved in the justice system.
- ◆ Increase of 4.00 staff years in OMVA to support increased counseling and outreach services to veterans.
- ◆ Transfer of 2.00 staff years due to the dissolution of the Community Services Group.
 - ◆ Increase of 1.00 staff year to support the administration of the County Successor Agency.
 - ◆ Increase of 1.00 staff year to continue to advance Agency financial operational excellence goals.
- ◆ Decrease of 7.00 staff years due to transfers to Self-Sufficiency Services (SSS) and Aging and Independence Services (AIS) to support operational needs.
- ◆ A program transfer in which 17.00 staff years originally reflected in Agency Executive Office and Community Action Partnership will now be budgeted in Integrative Services – with no impact to services or clients.
- ◆ Additionally, staff were transferred among related programs within Administrative Support to manage operational needs.

Expenditures

Net increase of \$18.6 million

- ◆ Salaries & Benefits—net increase of \$3.3 million due to the addition of 15 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$26.4 million.
 - ◆ Increases of \$7.0 million primarily for one-time IT investments supporting various initiatives to improve process and customer service including the implementation of automated tools for performance monitoring and testing, storage and data archiving and infrastructure updates.
 - ◆ Increase of \$6.3 million for one-time investments covering furniture, fixtures and equipment and tenant improvements for the opening of the Oceanside Live Well Center.
 - ◆ Increase of \$4.6 million in contracted services for the Whole Person Wellness pilot providing comprehensive care coordination for eligible individuals that are homeless or at risk of homelessness.
 - ◆ Increase of \$4.0 million for the Live Well Neighborhood program for targeted services to children, youth and families to reduce disparities and strengthen existing relationships and programs in the community as approved by the Board of Supervisors on September 11, 2018.
 - ◆ Increase of \$4.0 million in various facility upgrades and major maintenance projects.
 - ◆ Increase of \$3.6 million for Agencywide enterprise IT costs.
 - ◆ Increase of \$0.4 million primarily for increases for Connect2Careers program that expands work readiness training to socially and economically disadvantaged youth; and Safety First program to support child passenger safety and pedestrian/bicycle safety.
 - ◆ Increase of \$0.2 million for additional capacity for outreach, counseling and other services provided to veterans.
 - ◆ Decrease of \$3.7 million due to transfer of the Info and Referral line and Access General Information Line to Self Sufficiency Services.
- ◆ Operating Transfers Out—decrease of \$7.1 million in Operating Transfer Out to Major Maintenance Capital Outlay Fund (MMCOF) to reflect elimination of prior year one-time facility projects.





- ◆ Management Reserves—decrease of \$4.0 million in Management Reserves.

Revenues

Net increase of \$18.6 million

- ◆ Intergovernmental Revenues—increase of \$11.9 million.
 - ◆ Increase of \$7.0 million in Short-Doyle federal administrative revenue to support one-time IT investments.
 - ◆ Increase of \$3.6 million in Social Services federal and State administrative revenue due to allocation changes and reallocation within the Agency supporting Salaries & Benefits and Services & Supplies.
 - ◆ Increase of \$1.3 million in Realignment revenues primarily due to redistribution within the Agency supporting Salaries & Benefits and Services & Supplies.
- ◆ Charges for Current Services—net increase of \$2.0 million.
 - ◆ Increase of \$2.8 million primarily for Intergovernmental Transfer (IGT) revenue tied to increases in contracted services for the Whole Person Wellness pilot project.
 - ◆ Decrease \$0.6 million in First 5 revenue to align to a reduction in First 5 administrative costs.
 - ◆ Decrease of \$0.2 million in Dispute Resolution Fees to align with projected spending on contracted mediation services administered through Community Action Partnership.
- ◆ Miscellaneous Revenue Other—increase of \$0.1 million in sponsorship revenue to support community engagement forums.
- ◆ Fund Balance Component Decreases—increase of \$0.7 million. A total of \$7.8 million is budgeted.
 - ◆ \$3.7 million in Committed Realignment revenue to support one-time major maintenance and facilities projects.
 - ◆ \$2.1 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.
 - ◆ \$2.0 million in Committed Realignment revenue to support one-time IT projects.
- ◆ Use of Fund Balance—decrease of \$0.7 million. A total of \$35.9 million is budgeted.
 - ◆ \$16.0 million for management reserves.
 - ◆ \$8.7 million for one-time Major Maintenance projects.
 - ◆ \$6.3 million for one-time investments for the Oceanside Live Well Center noted above.
 - ◆ \$4.3 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health related services.
 - ◆ \$0.6 million for one-time negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$4.6 million.
 - ◆ Increase of \$4.0 million for the Live Well Neighborhood program
 - ◆ Increase of \$0.3 million for the transfer of 2.0 staff years from CSG.
 - ◆ Increase of \$0.3 million for increase of 4.0 staff years for OMVA to support increased counseling and outreach services

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

Net decrease of \$29.1 million is the result of a decrease of \$30.6 million in Services & Supplies and \$0.7 million in Operating Transfers Out due to one-time projects ending in the prior fiscal year, offset by an increase of \$2.2 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements.



Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Agency Executive Office	29.00	33.00	28.00	(15.2)	28.00
Agency Contract Support	23.00	25.00	25.00	0.0	25.00
Financial Services Division	165.00	169.00	176.00	4.1	176.00
Human Resources	78.00	79.00	84.00	6.3	84.00
Management Support	25.00	24.00	26.00	8.3	26.00
Proposition 10	17.00	17.00	14.00	(17.6)	14.00
Regional Administration	47.00	47.00	43.00	(8.5)	43.00
Office of Military & Veterans Affairs	17.00	17.00	21.00	23.5	21.00
Office of Strategy and Innovation	30.00	30.00	30.00	0.0	30.00
Community Action Partnership	12.00	12.00	0.00	(100.0)	0.00
Integrative Services	0.00	0.00	21.00	0.0	21.00
Total	443.00	453.00	468.00	3.3	468.00

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Agency Executive Office	\$ 52,840,126	\$ 58,376,703	\$ 49,255,163	(15.6)	\$ 48,956,886
Agency Contract Support	3,475,142	3,872,420	4,119,007	6.4	4,285,046
Financial Services Division	40,083,228	50,121,386	52,739,504	5.2	37,734,842
Human Resources	11,970,682	12,748,670	13,387,537	5.0	13,843,630
Management Support	43,146,642	35,006,703	46,263,807	32.2	35,643,807
Proposition 10	2,086,680	2,059,787	1,647,061	(20.0)	1,718,879
Regional Administration	11,670,075	12,521,444	12,813,672	2.3	13,036,103
Office of Military & Veterans Affairs	2,819,485	3,026,730	3,774,862	24.7	3,904,095
Office of Strategy and Innovation	5,775,584	6,316,379	6,815,297	7.9	6,610,045
Community Action Partnership	5,985,129	7,015,707	—	(100.0)	—
Integrative Services	—	—	18,814,429	0.0	14,768,373
Tobacco Settlement Fund	6,200,000	6,200,000	6,200,000	0.0	6,200,000
Total	\$ 186,052,773	\$ 197,265,929	\$ 215,830,339	9.4	\$ 186,701,706





Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 50,919,391	\$ 55,035,961	\$ 58,311,143	6.0	\$ 60,468,720
Services & Supplies	109,133,382	108,410,770	134,812,469	24.4	104,232,986
Operating Transfers Out	6,000,000	13,819,198	6,706,727	(51.5)	6,000,000
Management Reserves	20,000,000	20,000,000	16,000,000	(20.0)	16,000,000
Total	\$ 186,052,773	\$ 197,265,929	\$ 215,830,339	9.4	\$ 186,701,706

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Fines, Forfeitures & Penalties	\$ 39,162	\$ 27,500	\$ 38,000	38.2	\$ 38,000
Revenue From Use of Money & Property	1,900,000	1,900,000	1,900,000	0.0	1,900,000
Intergovernmental Revenues	110,885,503	119,384,077	131,285,806	10.0	116,767,376
Charges For Current Services	28,055,450	25,269,191	27,229,871	7.8	24,989,231
Miscellaneous Revenues	—	—	100,000	0.0	100,000
Fund Balance Component Decreases	1,089,783	7,058,761	7,753,171	9.8	7,753,171
Use of Fund Balance	38,984,116	36,615,957	35,864,033	(2.1)	20,300,000
General Purpose Revenue Allocation	5,098,759	7,010,443	11,659,458	66.3	14,853,928
Total	\$ 186,052,773	\$ 197,265,929	\$ 215,830,339	9.4	\$ 186,701,706



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 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 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.



Affordable Housing:

- ◆ **No Place Like Home (NPLH)**—provide funding from the State for Permanent Supportive housing for persons experiencing homelessness that have serious mental illness;
- ◆ **County Innovative Housing Trust Fund (IHTF)**—provide local trust fund to increase affordable housing opportunities throughout San Diego County through the construction, acquisition, rehabilitation and loan repayment of affordable multi-family rental housing; and
- ◆ **County Owned Excess Properties**—assist other County departments with activities associated with planning and development of affordable housing for seniors, people with disabilities and families in need.

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 128.00 staff years and a budget of \$67.0 million.

Strategic Initiative Legend



For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human and Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

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)

- ▣ Transitioned 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)
- ▣ 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. (LS3)
- Completed 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.

2018–19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - ▣ Ensured 98% (570 of 581) of Veterans Affairs Supportive Housing (VASH) were consumed monthly. The VASH program provides eligible homeless veterans, who are referred by the U.S. Department of Veterans Affairs, access to safe and affordable housing through rental assistance. (BBH1)
 - ▣ Provided 100 additional individuals 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)
 - ▣ Recruited 150 new landlords in renting to individuals experiencing homelessness, which include in Project One For All (POFA), 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
 - ▣ Ensured 20% (65 of 326) of households experiencing homelessness received rental assistance through the Tenant Based Rental Assistance (TBRA) program. TBRA

2019–21 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, and affordable housing through rental assistance.
 - 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).
 - 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.





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 2017 Point in Time Count.
 - 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.
 - 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.

- Ensure Innovative Housing Trust Funds (IHTF) are awarded 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.
- Expend 100% (\$17.2 million) of the No Place Like Home (NPLH) Program funding allocation to maximize Permanent Supportive housing for persons experiencing homelessness that have serious mental illnesses.

Related Links

For additional information about Housing and Community Development Services, refer to the website at:

◆ www.SanDiegoCounty.gov/sdhcd

Follow HCD on Facebook at:

◆ www.facebook.com/sdhcd




Performance Measures	2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
 Average lease rate for the Veterans Affairs Supportive Housing (VASH) program ²	N/A	98% of 581	98% of 581	98% of 581	98% of 581
Veterans Receiving VASH Rental Assistance ³	100% of 659	N/A	N/A	N/A	N/A
Individuals Living in Unincorporated Areas who are Receiving Rental Assistance and Treatment for SMI	71	100	100	100	100
New Landlords Secured to Rent to Previously Homeless Individuals Experiencing SMI	35	150	150	150	150
 Public Housing Units with Crime Free Multi Housing Program Certification ³	100% of 159	N/A	N/A	N/A	N/A
Households Assisted Through the Home Repair Program ³	48	40	N/A	N/A	N/A
Random Fair Housing Compliance Site Tests	40	40	40	40	40
Families Receiving Rental Assistance through TBRA ²	N/A	20% of 326	20% of 326	20% of 326	20% of 326
TBRA Families Transitioned Into Permanent Housing ²	N/A	60% of 60	60% of 60	60% of 60	60% of 60
 Rental Assistance Funding Allocation Utilized ^{1, 3}	100% of \$108 million	N/A	N/A	N/A	N/A



Table Notes

- ¹ 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.
- ² Performance measure added in Fiscal Year 2018–19 to better demonstrate alignment of resources.
- ³ Performance measures discontinued due to a focus on aligning programs and services that provide greater access to potential customers.

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

Housing & Community Development Services (HCDS) has an overall budget increase of \$38.7 million mainly attributed to new investments to support affordable housing development projects and programs funded through No Place Like Home (NPLH), the Innovative Housing Trust Fund, SB-2 Building Home and Jobs Act (SB-2), and CA Emergency Solutions and Housing (CESH). HCDS is continuing its efforts to promote affordable housing with increases from programs like HOME Investment Partnership (HOME) and Community Development Block Grant (CDBG). With the addition of 11.00 staff years, the budget supports the implementation, planning, administering and monitoring of housing strategies and affordable housing development projects and programs tied to NPLH. Overall, the budget continues to fund HCDS programs which 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 11.00 staff years

- ◆ Increase of 11.00 staff years to support planning, administering and monitoring of housing strategies and affordable housing development projects and programs tied to NPLH as approved by the Board of Supervisors on February 12, 2019.

Expenditures

Net Increase of \$38.7 million

- ◆ Salaries & Benefits—increase of \$1.7 million due to the addition of 11.00 staff years noted above, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$36.3 million.
 - ◆ Increase of \$17.2 million in the NPLH State program aimed at building capacity for supportive housing for persons experiencing or at risk of homelessness, and who need mental health services.

- ◆ Increase of \$10.0 million for the Innovative Housing Trust Fund to increase the region’s inventory of affordable housing for low-income residents and provide options for people experiencing homelessness.
- ◆ Increase of \$2.1 million for affordable housing development projects tied to the HOME Investment Partnership program due to increased funding of homebuyer program and prior year carryover.
- ◆ Increase of \$1.8 million to align to expected federal grant funding available through the Housing Opportunities for Persons with Aids (HOPWA) grant and the Emergency Shelter Grant (ESG) program to operate emergency shelters and transitional shelters, provide essential social services, and prevent homelessness.
- ◆ Increase of \$1.7 million for residential rehabilitation and affordable housing projects from the allocation of CDBG funds.
- ◆ Increase of \$1.5 million for housing and community development projects due to the award and distribution of the SB-2 State grant to support affordable housing, home ownership opportunities, and other housing-related programs.
- ◆ Increase of \$1.2 million for housing and community development projects tied to CESH State grant to support housing assistance needs of persons experiencing or at risk of homelessness.
- ◆ Increase of \$0.5 million to upgrade case management systems to meet the needs of applicants, landlords and residents.
- ◆ Increase of \$0.3 million in facility costs and other various operating costs.
- ◆ Other Charges—net increase of \$0.7 million.
 - ◆ Increase of \$0.8 million in the HOME Tenant Based Rental Assistance (TBRA) program.
 - ◆ Increase of \$0.2 million in residential rehabilitation based on the allocation of CDBG funds in alignment with the Fiscal Year 2019-20 Annual Funding Plan.
 - ◆ Decrease of \$0.3 million in rental and housing assistance to align to anticipated Fiscal Year 2019-20 HOPWA program allocations.





Revenues

Net Increase of \$38.7 million

- ◆ Intergovernmental Revenues—increase of \$27.7 million.
 - ◆ Increase of \$17.2 million for the NPLH grant revenue.
 - ◆ Increase of \$3.0 million in HOME grant revenue due to increased funding of homebuyer program and prior year carryover.
 - ◆ Increase of \$1.9 million in CDBG revenue for community improvement projects, residential rehabilitation and affordable housing projects based on the Fiscal Year 2019-20 Annual Funding Plan.
 - ◆ Increase of \$1.6 million in SB-2 State grant funds for housing and community development projects to support affordable housing, home ownership opportunities, and other housing-related programs.
 - ◆ Increase of \$1.3 million in CESH State grant funds for housing and community development projects to support housing assistance needs of persons experiencing or at risk of homelessness.
 - ◆ Increase of \$1.2 million in Mental Health Services Act (MHSA) funds for NPLH program administrative costs.
 - ◆ Increase of \$1.1 million grant revenue based on the anticipated Fiscal Year 2019-20 HOPWA program allocation.
- ◆ Increase of \$0.4 million in Emergency Shelter Grant (ESG) program grant revenue based on the anticipated Fiscal Year 2019-20 allocation.
- ◆ Miscellaneous Revenue—increase of \$10.0 million from the Innovative Housing Trust Fund established by the Board of Supervisors in order to fund projects as noted above to increase the region's inventory of affordable housing.
- ◆ Fund Balance Component Decreases—increase of \$0.5 million Committed Realignment to cover one-time to upgrade case management systems to meet the needs of applicants, landlords and residents. Total of \$0.5 million is budgeted.
- ◆ Use of Fund Balance—Increase of \$0.1 million. A total of \$0.1 million is budgeted for one-time negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million.
 - ◆ Increase of \$0.4 million to cover required retirement contributions and negotiated labor agreements.

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

Net increase of \$13.0 million as a result of an increase of \$12.3 million in Services & Supplies primarily related to an increase for the NPLH program, and a \$0.7 million increase in Salaries & Benefits due to negotiated labor agreements.



Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Housing & Community Development	101.00	117.00	128.00	9.4	128.00
Total	101.00	117.00	128.00	9.4	128.00

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Housing & Community Development	\$ 13,326,444	\$ 16,927,796	\$ 19,161,278	13.2	\$ 19,429,174
County Successor Agency - Housing	20,000	25,000	13,500	(46.0)	13,500
HCD - Multi-Year Projects	15,358,404	11,328,171	47,816,722	322.1	60,518,135
Total	\$ 28,704,848	\$ 28,280,967	\$ 66,991,500	136.9	\$ 79,960,809

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 10,231,477	\$ 12,415,999	\$ 14,110,101	13.6	\$ 14,832,997
Services & Supplies	15,578,388	12,333,527	48,687,754	294.8	60,934,167
Other Charges	3,107,470	3,695,966	4,373,170	18.3	4,373,170
Expenditure Transfer & Reimbursements	(212,487)	(164,525)	(179,525)	9.1	(179,525)
Total	\$ 28,704,848	\$ 28,280,967	\$ 66,991,500	136.9	\$ 79,960,809





Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ —	\$ 1,500	\$ 4,591	206.1	\$ 4,591
Intergovernmental Revenues	27,663,656	23,569,995	51,287,568	117.6	65,382,963
Charges For Current Services	3,000	3,000	3,000	0.0	3,000
Miscellaneous Revenues	864,182	287,945	10,287,945	3,472.9	9,295,945
Fund Balance Component Decreases	—	—	500,000	0.0	500,000
Use of Fund Balance	545,489	16,655	136,150	717.5	2,064
General Purpose Revenue Allocation	(371,479)	4,401,872	4,772,246	8.4	4,772,246
Total	\$ 28,704,848	\$ 28,280,967	\$ 66,991,500	136.9	\$ 79,960,809





County Successor Agency

Mission Statement

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

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 expeditiously 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 & 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 became effective on July 1, 2018 to perform the functions of all other existing San Diego County area oversight boards. The County of San Diego acts 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 \$7.5 million.

Beginning in Fiscal Year 2019-20, the County Successor Agency was integrated into HHS and is continuing its efforts in winding down the affairs of the former County Redevelopment Agency.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Health and Human Services Agency Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continued 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.
 - Conducted one Countywide Redevelopment Successor Agency Oversight Board meeting for approval of Successor Agency-approved items, then submitted required materials to California State Department of Finance in a timely fashion.

2019–21 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 Countywide Redevelopment Successor Agency Oversight Board.
 - Conduct Countywide Redevelopment Successor Agency 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

For additional information about Gillespie Field, refer to:

- ◆ www.sandiegocounty.gov/dpw/airports/gillespie.html

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

County Successor Agency has an overall budget increase of \$0.4 million driven by projected increases in debt service payments for the enforceable obligations of the County’s former redevelopment agencies. The payment of each obligation has been

approved by the Countywide Redevelopment Successor Agency Oversight Board and the California Department of Finance, and is funded by property tax revenues distributed under the authority of California Health and Safety Code.

Staffing

No staffing is included in the recommended budget.

Expenditures

Increase of \$0.4 million

- ◆ Other Charges—increase of \$0.1 million reflects principal payments scheduled for the coming fiscal year, including projected “turbo” payment for accelerated bond redemption
- ◆ Operating Transfers Out—increase of \$0.3 million for account for operating transfers required to properly account for principal and interest payments in separate funds

Revenues

Net increase of \$0.4 million

- ◆ Taxes Other Than Current Secured—increase of \$0.3 million for payment of enforceable obligations approved by California Department of Finance
- ◆ Other Financing Sources—increase of \$0.3 million in operating transfers to account for principal and interest payments in separate funds
- ◆ Use of Fund Balance—decrease of \$0.2 million used in previous fiscal year for enforceable obligations

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

No significant changes.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
County Successor Agency	0.00	0.00	0.00	0.0	0.00
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
County Successor Agency	\$ 7,347,420	\$ 7,110,190	\$ 7,460,304	4.9	\$ 7,460,304
Total	\$ 7,347,420	\$ 7,110,190	\$ 7,460,304	4.9	\$ 7,460,304

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ 40,000	\$ 30,000	\$ 30,000	0.0	\$ 30,000
Other Charges	2,210,291	2,192,931	2,241,012	2.2	2,241,012
Operating Transfers Out	5,097,129	4,887,259	5,189,292	6.2	5,189,292
Total	\$ 7,347,420	\$ 7,110,190	\$ 7,460,304	4.9	\$ 7,460,304

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Other Than Current Secured	\$ 2,245,898	\$ 1,999,394	\$ 2,227,242	11.4	\$ 2,271,012
Revenue From Use of Money & Property	4,393	—	—	0.0	—
Other Financing Sources	5,097,129	4,887,259	5,189,292	6.2	5,189,292
Use of Fund Balance	—	223,537	43,770	(80.4)	—
Total	\$ 7,347,420	\$ 7,110,190	\$ 7,460,304	4.9	\$ 7,460,304





County of San Diego

Land Use and Environment Group

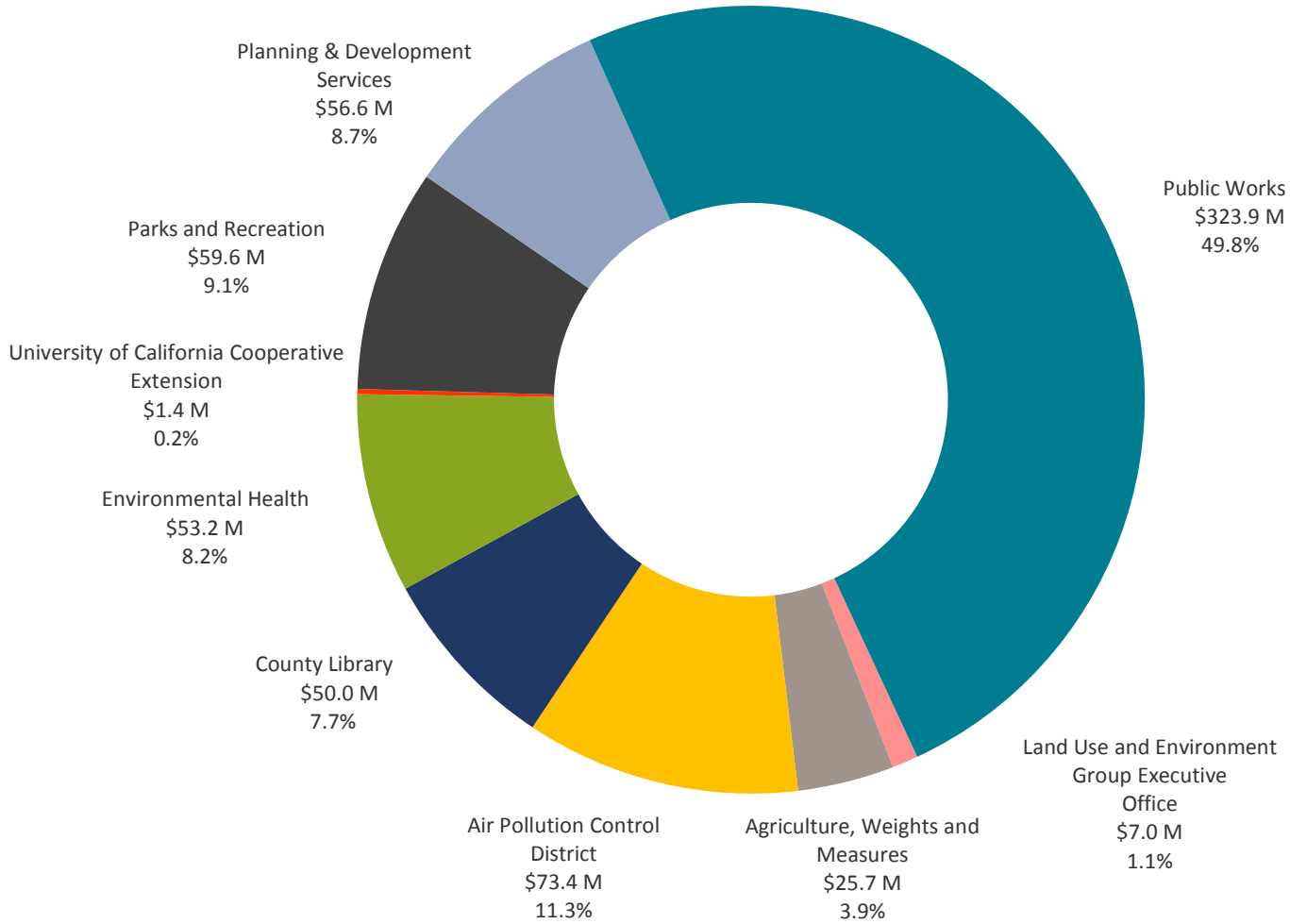
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Land Use and Environment Group at a Glance

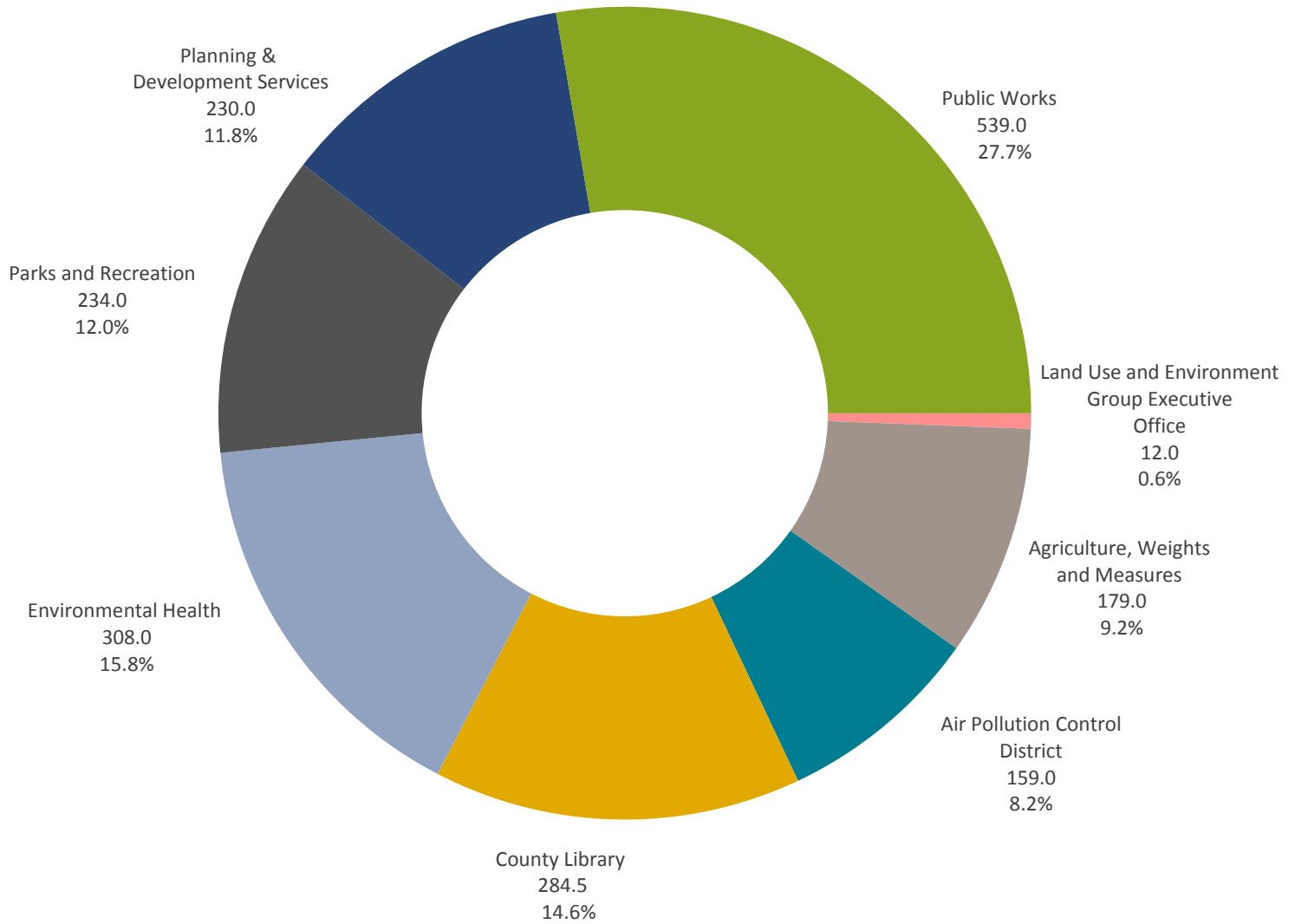
Recommended Budget by Department

Budget by Department
Fiscal Year 2019-20: \$650.8 million



Recommended Staffing by Department

Staffing by Department
Fiscal Year 2019-20: 1,945.5 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 including libraries 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. Effective July 1, 2019, the County Library will be shifted from the Community Services Group (CSG) to LUEG as a part of the reorganization of all of the departments within CSG for improved alignment of County services and efficiency in delivering these services.

To ensure these critical services are provided, the Land Use and Environment Group has 1,945.50 staff years and a budget of \$650.8 million.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and departments support four Strategic Initiatives: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Department Objectives demonstrate how departments contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "BBH1" or "LS2") throughout the Operational Plan references these EWGs 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
- ◆ County Library



- ◆ 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 components 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, reduce food waste and promote and increase food donation in the region.

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 the 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 provides \$538.0 million to the County over the next decade. This funding will allow the County to significantly improve the condition of County maintained roads for safety and convenience of the driving public.

Disaster Preparedness and Recovery

As the region continues to face the threat of natural disasters, it is important to promote disaster preparedness among residents. As the County’s lead in the disaster recovery process, LUEG also must be prepared to provide vital services to the public, and assist residents after an emergency.

Sustainable Environments/Thriving

Municipal Separate Storm Sewer Systems (MS4)

LUEG is committed to pollution prevention and clean water. Yet, the County’s stormwater compliance efforts, outlined in the most recent MS4 permit, cost more than \$30.0 million annually with the possibility of additional unfunded stormwater cost increases. As the County continues to look for solutions that help maintain 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, securing continued resources are critical for stewardship and monitoring of 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, open spaces and 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 and from County operations. The CAP identifies specific actions the County can take to achieve GHG reductions related to energy, the built environment and transportation, solid waste, water and wastewater, agriculture and conservation. The CAP balances environmental, economic and community interests; implements the County’s General Plan;

and aligns with multiple, ongoing County initiatives. Implementing 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 advertised price, inspecting organic produce for illegal pesticide residue, inspecting pest control companies, inspecting certified farmers’ markets, and inspecting produce stands.

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 exceptional 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 customer feedback, 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 (e.g., potholes and non-working streetlights) in the community using the “Tell Us Now!” mobile application, now available in Spanish. LUEG is also imple-



menting a new Un-piloted Aerial System program to collect data for improved management of agricultural pests, monitor biological preserve areas, map and manage public improvement projects, conduct damage assessment, and monitor aging infrastructure. Additionally, LUEG 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 departments 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. Additionally, effective Fiscal Year 2019-20 the San Diego County Library will become a part of LUEG. As part of this transition LUEG will focus on integrating the Library into the Group as a new member of "Team LUEG."

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 LUEG Compliance Team takes on, and resolves, complicated compliance cases by uniting disparate departments to address them.

To better represent the community, LUEG will focus on maintaining and promoting diversity and inclusion of staff. This also 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.

Innovation

LUEG is committed to adapting to the ever-changing world in which it operates. LUEG will continue and expand its collaboration with communities and industries to address and adapt to emerging trends, technologies and changing dynamics of those it regulates and serves.

Related Links

For additional information about the Land Use and Environment Group, refer to the websites at:

- ◆ www.sandiegocounty.gov/lueg
- ◆ <https://performance.sandiegocounty.gov/>

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

Staffing

No change in staffing

Expenditures

Net increase of \$0.4 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.6 million due to one-time LUEG Stakeholders and Customer Engagement Technology Strategy (SCETS) and Assets Management System Phase 2 information technology projects and increased contracted services for stakeholder engagement facilitation services and Writing for Professionals workshops.
- ◆ Operating Transfers Out—decrease of \$0.3 million primarily due to the completion of a one-time project in the Air Pollution Control District (APCD) to create a GHG Credit Registry

Revenues

Net increase of \$0.4 million.

- ◆ Charges for Current Services—increase of \$0.6 million in support costs from LUEG departments
- ◆ Use of Fund Balance—decrease of \$0.1 million. A total of \$1.0 million of LUEG General Fund fund balance 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 Radio Replacement – Phase 2 for various departments.
 - ◆ \$0.2 million for one-time costs associated with negotiated wage and benefit increases
- ◆ General Purpose Revenue Allocation—decrease of \$0.1 million to support LUEG department activities

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

Net decrease of \$0.8 million primarily due to the non-recurrence of one-time expenditures.



Group Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Land Use and Environment Executive Office	12.00	12.00	12.00	0.0	12.00
Agriculture, Weights and Measures	168.00	175.00	179.00	2.3	179.00
Air Pollution Control District	147.00	150.00	159.00	6.0	159.00
County Library	278.00	283.50	284.50	0.4	284.50
Environmental Health	287.00	297.00	308.00	3.7	308.00
Parks and Recreation	189.00	205.00	234.00	14.1	234.00
Planning and Development Services	216.00	223.00	230.00	3.1	230.00
Public Works	512.00	525.00	539.00	2.7	539.00
Total	1,809.00	1,870.50	1,945.50	4.0	1,945.50

Group Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Land Use and Environment Executive Office	\$ 6,032,276	\$ 6,584,601	\$ 7,016,202	6.6	\$ 6,200,334
Agriculture, Weights and Measures	22,076,450	23,290,648	25,715,911	10.4	24,980,143
Air Pollution Control District	46,376,350	42,731,522	73,381,377	71.7	51,419,922
County Library	43,366,672	46,555,993	49,974,204	7.3	51,073,273
Environmental Health	45,095,456	48,466,580	53,228,971	9.8	54,355,995
Parks and Recreation	44,042,448	49,533,326	59,565,815	20.3	49,334,394
Planning and Development Services	44,860,121	49,853,299	56,637,410	13.6	43,422,075
Public Works	302,169,247	314,888,639	323,848,980	2.8	277,971,829
University of California Cooperative Extension	1,139,291	1,265,971	1,381,370	9.1	869,971
Total	\$ 555,158,311	\$ 583,170,579	\$ 650,750,240	11.6	\$ 559,627,936





Executive Office Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Land Use and Environment Executive Office	12.00	12.00	12.00	0.0	12.00
Total	12.00	12.00	12.00	0.0	12.00

Executive Office Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Land Use and Environment Executive Office	\$ 6,032,276	\$ 6,584,601	\$ 7,016,202	6.6	\$ 6,200,334
Total	\$ 6,032,276	\$ 6,584,601	\$ 7,016,202	6.6	\$ 6,200,334

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 2,296,159	\$ 2,364,278	\$ 2,487,556	5.2	\$ 2,515,390
Services & Supplies	3,683,900	4,129,769	4,704,531	13.9	3,867,909
Expenditure Transfer & Reimbursements	(147,783)	(163,333)	(175,885)	7.7	(182,965)
Operating Transfers Out	200,000	253,887	—	(100.0)	—
Total	\$ 6,032,276	\$ 6,584,601	\$ 7,016,202	6.6	\$ 6,200,334

Executive Office Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Charges For Current Services	\$ 1,056,671	\$ 697,800	\$ 1,343,457	92.5	\$ 1,343,457
Fund Balance Component Decreases	35,336	46,831	71,684	53.1	71,684
Use of Fund Balance	462,102	1,140,638	1,043,169	(8.5)	—
General Purpose Revenue Allocation	4,478,167	4,699,332	4,557,892	(3.0)	4,785,193
Total	\$ 6,032,276	\$ 6,584,601	\$ 7,016,202	6.6	\$ 6,200,334





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 \$1.77 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 179.00 staff years, 12 contracts and a budget of \$25.7 million.



Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Land Use and Environment Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 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 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 planned for publication in Fiscal Year 2019-20. The report identified and tracked the movement of key indicators in a sustainable food system, served as an informative resource for community education and engagement, and provided a decision-making tool for policymakers and program staff. (BBH2)
 - ◆ Save California citrus from serious pests and diseases that threaten the growth of citrus in residential communities and on commercial farms.
 - ◆ Developed an informational video for residential citrus growers on preventing the spread of Asian Citrus Psyllid (ACP) through proper green waste management. The video was deployed on AWM website and County News

Center and shared with the University of California Cooperative Extension (UCCE), Master Gardeners, California Department of Food and Agriculture (CDFA), Farm Bureau, Citrus Pest Control District, landscape business, Citrus Pest & Disease Prevention Program and Emerging Tree Pests Education & Outreach and other stakeholders.



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents.
 - Contribute to environmental justice and protect people in the region, regardless of race, age, culture, income, or geographic location, from any adverse environmental and health effects of pesticides. (LS1)
 - ◆ Responded to 100% of pesticide complaints within 2 business days and completed related investigations in an average of 73 days, surpassing the State’s guideline of 120 days.
 - ◆ Monitored structural fumigations (which use the most frequent fumigant reported in the region) 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.
 - ◆ Trained and registered 10% (20) more new beekeepers by conducting 10 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
 - Increased 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.
 - Worked with the CDFA and organic and State certifiers to provide outreach training to local organic farmers, and improved knowledge of organic laws and regulations by achieving a 20% improvement in knowledge of training material based on testing results.
 - Increased 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)

- ◆ Conducted five outreach activities to enhance the awareness of businesses about the price verification regulation.
- Increased the percentage of recycling businesses that pay out the correct amount of money, when customers sell recyclable beverage containers by 2% (to 82%).
 - ◆ Increased the number of undercover test sales of recyclable beverage containers at recyclers currently registered in the county by 5% to 90% of an estimated 92 registered locations.
 - ◆ Inspected 100% of 134 scales used by registered recyclers to ensure accuracy.
 - ◆ Conducted two outreach activities to enhance the awareness of businesses about the undercover test sale services.
- Completed 100% of 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
 - Ensured that 100% of 950 certified plant shipments from San Diego County arrived at destination counties without live Glassy-Winged Sharpshooter present, in order to protect California’s \$56.7 billion wine and grape industries.
 - Supported the capacity of agricultural exporters to access foreign markets by ensuring that 100% of 9,000 certificates issued met United States Department of Agriculture’s export requirements for accuracy.
 - Protected and promoted agriculture 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 38% (49 of 129) of nurseries one acre or less in size.
 - Completed 100% of 4,900 initial inspections of high risk agricultural import shipments within two days of when the inspection requests were 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.
 - ◆ Maintained and inspected 9,579 detection traps to facilitate timely detection of invasive fruit flies, gypsy moths, Japanese beetles and light brown apple moths (LBAM), reducing the probability of agricultural





quarantines that impact trade. The number of traps maintained was reduced by 211 due to the removal of LBAM traps within the core of the quarantine boundary to more efficiently monitor the expansion of the pest in the perimeter and surrounding areas.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Updated 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
 - Increased customer convenience by implementing an online payment system for the Hazardous Materials Inventory program. (OE3)
 - Used existing departmental technology to consolidate and streamline invasive weed eradication data for the Integrated Pest Control Program’s 120 habitat restoration sites, which reduced manual data entry, manual calculation of invoicing, resulting in faster invoicing for customer billing and service reporting.
- 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 experience. (OE5)
 - ◆ AWM’s Team HEART updated all 7 HEART bulletin boards at all 4 AWM building locations (COC, Chula Vista, Vista and San Marcos) to include county-wide training opportunities and reasons to recognize co-workers who display the customer service values of HEART daily.
 - ◆ AWM’s Team HEART is in progress of implementing a new all staff paperless online recognition program.
 - ◆ Customer experience feedback link was implemented on all AWM signature blocks. As a County-wide enterprise initiative, the feedback link reflects a continued commitment of demonstrating HEART and providing exceptional service to our AWM customers.
- 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 “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 were better prepared to maintain exceptional service levels for AWM’s diverse customers.

(OE6)

- ◆ Supported staff participation in Employee Resource Groups’ activities and events which developed leadership skills and supported Diversity and Inclusion.
- ◆ Provided training to 196 AWM employees to enhance awareness and education on inclusiveness.
- ◆ Translated four outreach documents into at least six languages other than English.
- ◆ Increased cultural competence and promoted an inclusive workplace by ensuring at least 10% or approximately 20 AWM employees attended a culture-specific class through the Health and Human Services Agency’s The Knowledge Center or another similar provider.

2019–21 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
 - Protect California citrus from serious pests and diseases that threaten the growth of citrus in residential communities and on commercial farms.
 - ◆ Achieve cooperative abatement of 30% of the identified abandoned/neglected citrus groves in the county.



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
 - Within the first year of their employment, 100% of all new permanent, full-time AWM employees will be oriented in their role as a disaster service worker to assist in emergency situations.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Contribute to environmental justice and protect people in the region, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides.



- ◆ 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.
- ◆ Respond to pesticide complaints within 2 business days and complete related investigations in an average of 73 days, surpassing the State’s guideline of 120 days.
- To identify areas requiring future compliance activities, determine the employee safety and business records compliance baseline of registered structural (Structural Branch 2) businesses headquartered in San Diego county that conduct general pest control.
 - ◆ Inspect 10% (31) of businesses applying pesticides (excluding fumigants) to control general structural household pests. These 31 businesses accounted for 65% of both the total pounds of pesticides used and total number of pesticide applications as reported by all Structural Branch 2 businesses in Fiscal Year 2017-18.
- Conduct eight fieldworker safety trainings (two per quarter) for agricultural employees that work in pesticide-treated fields. Increase fieldworkers’ knowledge of pesticide safety requirements by 20% as measured by comparing pre- and post-training test results.
- Responded to 100% of bee sting complaints received for managed colonies in unincorporated area of San Diego County, within two business days to assess and address public health and safety issues.
- ◆ Increase the number of undercover test sales of recyclable beverage containers at recycling locations currently registered in the county (approximately 92 locations) by 5% (to 95%).
- Increase the number of retail locations that charge accurate prices at the check-out registers (i.e., no overcharges) when customers pay for merchandise by 2% (1,420) to 90%.
 - ◆ Conduct five outreach activities to enhance industry awareness of price verification services.
- Support San Diego County’s \$1.2 billion ornamental nursery and cut flower industry capacity for agricultural export by ensuring freedom from pests of concern.
 - ◆ Ensure 100% of plant shipments sent from regulated nurseries arrive at their destination free from live immature life stages of Light Brown Apple Moth (LBAM).
 - ◆ Ensure that 100% of certified plant shipments from San Diego County arrive at destination counties without any viable life stages of the glassy winged sharpshooter.
- Improve understanding of nursery stock regulations and foster compliance by re-issuing updated compliance agreements and increasing outreach to nurseries.
 - ◆ Re-issue 100% of 105 High Risk Pest Exclusion Compliance Agreements which document how and where plants are to be held for inspection at production nurseries. Review terms, conditions, and addendum checklist with nursery representatives.
 - ◆ Re-issue 100% of 80 Phytophagous Snail-Free Compliance Agreements to nurseries exporting to snail-enforcing states and Canada. Review terms and conditions, and addendum checklist with nursery representatives.
 - ◆ Re-issue 50% of 100 California Nursery Stock Certificates to nurseries. Provide outreach on nursery laws and regulations, and other requirements. Review terms and conditions, and addendum checklist with nursery representatives.



Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Protect the integrity of the organic label by working with the CDFA Organic program 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 results from pre- and post-testing of the training material.
 - Complete 100% of annual inspections (initial and new inspections) for all registered retail fuel meters, taximeters, retail water dispensers, jewelry scales, computing scales and counter scales (approximately 30,000 devices) 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 businesses.
 - Increase the number of recycling locations (approximately 92) that pay out the correct amount of money to customers selling recyclable beverage containers by 2% (to 84%).
 - ◆ Inspect 100% of scales used by all registered recycling locations to ensure accuracy.
- 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.
 - ◆ Ensure both new Agricultural Detector Dogs are fully proficient and acclimated to all 13 local parcel facilities (USPS, FedEx, and UPS) historically serviced by the detector dog teams.
 - ◆ Increase the percentage of McPhail fruit fly traps observed to be in good or exceptionally good fruit tree hosts during CDFA Quality Control evaluation from 88% to 90%.





- ◆ Increase the percentage of Mediterranean fruit fly traps observed to be in good or exceptionally good fruit tree hosts during California Department of Food and Agriculture Quality Control evaluation from 84% to 86%.
- Continue implementing Climate Action Plan (CAP) measures promoting consumption of locally grown and raised food through public outreach and education, and reduce the unincorporated county’s impact on the climate.
 - ◆ Collaborate with agricultural stakeholders and the UCCE to develop conservation and sustainable agricultural farming practices, carbon farming methods, and other climate beneficial practices on agricultural lands and rangeland, including practices and incentives that reduce the impact and use of synthetic fertilizer.
 - ◆ Explore sustainable manure management practices and incentives through promotion of the CDFA Dairy Digester Research and Development Program and the Alternative Manure Management Program.
 - ◆ Conduct outreach in support of the Air Pollution Control District’s incentive grant programs for conversion of gas or diesel powered farm equipment to electric or alternatively fueled equipment.

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Use technology and infrastructure to improve communication and illustrate the spatial relationships of agricultural growing locations during agricultural events, such as invasive pest finds, agricultural quarantines, and pesticide drift incidents.
 - ◆ Ensure 100% of the registered agricultural locations are mapped in AWM’s geographic information system by agricultural operator, commodity, and acreage. This spatial information will improve decision-making during events that can impact agriculture.
 - Create and provide an Integrated Pest Management (IPM) training program for all county departments currently using AWM pest control services, to improve communication among departments in prioritizing the types of pests found and level of infestation for more coordinated control and eradication.
 - ◆ Create and provide annual training for IPM Coordinators to provide an increased awareness of IPM principles to improve pest control efforts in County facilities. Increase the knowledge gained by IPM Coordinators by 20% based on results of pre- and post-training tests.
 - ◆ Update the Integrated Pest Control intranet site from three to eight outreach support resources that can be used by County staff for self-education.
 - ◆ Increase online pest control solutions informational handouts by 50% so employees can take proactive steps to reduce the risk of infestation.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue 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.
 - 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.
 - Improve customer service by creating and providing a comprehensive guide for agricultural producers to navigate and understand the regulations and permits required to operate their business.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Support the Diversity and Inclusion (D&I) initiative by providing opportunities for employees to feel valued, engaged and trusted.
 - ◆ All AWM employees will complete at least one D&I classroom or online training that covers D&I vision, strategy or business case.
 - ◆ All hiring managers and interview panelists will complete “Unconscious Bias in Hiring” training prior to participating in the hiring and selection process.
- Align services to available resources to maintain fiscal stability
 - Update AWM 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 operational efficiencies for AWM and its customers.
 - Continue employee participation in financial literacy training for at least 20% of AWM staff, in order to increase staff’s understanding of their individual and collective contribution to the County’s fiscal stability.
 - ◆ Ensure 100% of AWM designated Contracting Officer’s Representatives, attend the required training as assigned.



- 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 AWM “all hands” staff meeting; offering training to enhance education and awareness; and by strongly supporting staff participation in Employee Resource Groups (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 AWM’s diverse customers.
- Preserve historical inspector knowledge and experience to standardize training of AWM inspectors in all divisions.
 - ◆ Develop training modules in areas of common concern for inspections and investigations.
 - ◆ Compile and organize guidance received from CDFA and other agencies on proper interpretation and enforcement of laws and regulations.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s vision, *Live Well San Diego*
- Ensure that AWM employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego* by requiring 100% of AWM employees complete “The Growing Resiliency within a Trauma Informed Lens eLearning 101” online training in order to create an environment of caring and support for both employees and customers.
 - ◆ By the end of this training, staff will be able to: (1) Describe trauma and resiliency and why they are critical to *Live Well San Diego*; (2) Identify a trauma-informed system of care; (3) Recognize the science of resilience and the three core building blocks; (4) Describe the power of healthy relationships and behaviors that build healing relationships; and (5) Identify resources and ways to support healing and resiliency. Staff will participate in post-training exams in order to ensure training success.

Related Links

For additional information about Agriculture, Weights and Measures, refer to:

- ◆ www.sdcountry.ca.gov/awm





Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Structural Fumigation Undercover Inspections	44	44	44	44	44
	Average number of days to complete pesticide-related complaint investigations	75	73	73	73	73
	Undercover recyclable beverage container test sales at CRV recyclers ¹	85% of 94	90% of 94	90% of 92	95% of 92	95% of 92
	Increase permission rate to open U.S. First Class mail identified by Agricultural detector dogs from 58% to 60%, which will increase the chances that serious invasive pests will be detected and prevented from being established in the environment ²	75% of detected packages	N/A	N/A	N/A	N/A
	Annual number of initial and new install inspections for these registered retail devices:					
	—Fuel meters	100% of 20,591	100% of 20,436	100% of 20,482	100% of 20,482	100% of 20,482
	—Taximeters	100% of 1,074	100% of 1,019	100% of 933	100% of 933	100% of 933
	—Water dispensers	100% of 1,404	100% of 1,389	100% of 1,371	100% of 1,371	100% of 1,371
	—Computing scales	100% of 6,008	100% of 5,947	100% of 5,942	100% of 5,942	100% of 5,942
	—Counter scales	100% of 863	100% of 845	100% of 900	100% of 900	100% of 900
	—Jewelers Scales ³	N/A	100% of 290	100% of 282	100% of 282	100% of 282

Table Notes

- ¹This measure is dependent on the current inventory of registered recycling businesses, which fluctuates during any given fiscal year.
- ²This goal was discontinued effective Fiscal Year 2018–19 due to the replacement and training of two detector dogs. One year of training is required before the dogs are allowed to work in the U.S. Post Office locations.
- ³The inspections of Jewelers Scales was added as new measure effective Fiscal Year 2018–19 to reflect AWM operations.

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

Staffing

Increase of 4.00 staff years

- ◆ Increase of 1.00 staff year in the Detection, Diagnostics and Quarantine Division to fulfill contract requirements and implement, monitor and enforce State programs.

- ◆ Increase of 1.00 staff year in the Pesticide Regulation Division for the Hazardous Materials Inventory Program.
- ◆ Increase of 2.00 staff years in the Administrative Division to improve the internal service level to field staff.

Expenditures

Net increase of \$2.4 million

- ◆ Salaries & Benefits—increase of \$1.1 million primarily due to the staffing increase described above, required retirement contributions and negotiated labor agreements



- ◆ Services & Supplies—net increase of \$1.3 million primarily due to major maintenance projects for the remodel of the Chula Vista Insectary and building enhancements at the Hazard Way facility, professional and specialized services for and invasive weed survey and application services for the Accela upgrade; partially offset by decreases in various other accounts.
- ◆ Other Charges—increase of \$0.2 million due to a reclassification of expenditures from Capital Assets Equipment for the rebudgeted purchase of vehicles.
- ◆ Capital Assets Equipment—decrease of \$0.2 million due to the reclassification of expenditures to Other Charges for the purchase of vehicles, as noted above.

Revenues

Net increase of \$2.4 million

- ◆ Licenses Permits & Franchises—increase of \$0.1 million primarily as a result of adjusted fees in the Pest Exclusion, Direct Marketing, Hazardous Materials, Verification of Agriculture, and Weights and Measures programs effective July 1, 2019.
- ◆ Intergovernmental Revenues—increase of \$1.0 million primarily due to increased contract amounts in Detection, Diagnostics and Quarantine and Plant Health & Pest Prevention and additional State reimbursement.
- ◆ Fund Balance Component Decrease—increase of \$0.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

- ◆ Use of Fund Balance—increase of \$0.8 million. A total of \$1.3 million is budgeted.
 - ◆ \$0.8 million for major maintenance projects at the Chula Vista Insectary and building enhancements at the Hazard Way facility.
 - ◆ \$0.1 million for one-time costs associated with negotiated wage and benefits increases and one-time funding to purchase a liquid propane gas testing unit.
 - ◆ \$0.2 million rebudget for the purchase of two electric vehicle charge station testing devices, a slip-on gas pump testing unit and costs associated with a pesticide disposal collection event.
 - ◆ \$0.2 million rebudget for the purchase of program vehicles for new staff.
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million primarily as a result of negotiated wage and benefit increases.

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

Net decrease of \$0.7 million. Decreases of \$1.2 million in Services & Supplies, \$0.2 million in Other Charges and \$0.1 million in Capital Assets Equipment for the completion of one-time projects are offset by an increase of \$0.8 million in Salaries & Benefits, primarily as a result of negotiated wage and benefit increases.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Agriculture, Weights and Measures	168.00	175.00	179.00	2.3	179.00
Total	168.00	175.00	179.00	2.3	179.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Grazing Advisory Board	\$ —	\$ —	\$ 8,700	100.0	\$ —
Agriculture, Weights and Measures	22,058,450	23,272,648	25,689,211	10.4	24,962,143
Fish and Wildlife Fund	18,000	18,000	18,000	0.0	18,000
Total	\$ 22,076,450	\$ 23,290,648	\$ 25,715,911	10.4	\$ 24,980,143

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 17,452,631	\$ 19,158,439	\$ 20,289,133	5.9	\$ 21,070,610
Services & Supplies	4,834,119	4,084,709	5,339,778	30.7	4,192,533
Other Charges	25,000	25,000	255,000	920.0	25,000
Capital Assets Equipment	227,500	337,500	140,000	(58.5)	—
Expenditure Transfer & Reimbursements	(462,800)	(315,000)	(308,000)	(2.2)	(308,000)
Total	\$ 22,076,450	\$ 23,290,648	\$ 25,715,911	10.4	\$ 24,980,143

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Licenses Permits & Franchises	\$ 3,816,300	\$ 4,138,934	\$ 4,249,549	2.7	\$ 4,249,549
Fines, Forfeitures & Penalties	116,000	116,000	116,000	0.0	116,000
Intergovernmental Revenues	9,445,842	10,410,216	11,445,678	9.9	11,584,178
Charges For Current Services	605,500	666,838	667,000	0.0	667,000
Miscellaneous Revenues	12,000	13,000	13,000	0.0	15,000
Fund Balance Component Decreases	113,285	147,270	222,191	50.9	222,191
Use of Fund Balance	1,174,500	513,101	1,319,301	157.1	2,000
General Purpose Revenue Allocation	6,793,023	7,285,289	7,683,192	5.5	8,124,225
Total	\$ 22,076,450	\$ 23,290,648	\$ 25,715,911	10.4	\$ 24,980,143



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 San Diego region. 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 the county. The APCD issues permits to more than 4,000 local businesses and public agencies, with permit conditions that limit or require specific actions to reduce air pollutant emissions and associated health risks. The APCD also conducts over 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 projects that reduce air pollutant emissions and associated health risks from high-polluting on-road and off-road equipment.

To ensure these critical services are provided, the APCD has 159.00 staff years and a budget of \$73.4 million. This includes \$29.2 million in State pass-through funds for projects that improve air quality and public health.



2018–19 Anticipated Accomplishments

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Conducted 23 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)
 - Reduced air pollutant emissions in the San Diego region by 230 tons by providing incentive grants for projects that removed 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)
 - Supported the implementation of the County's Climate Action Plan with its goal of reducing greenhouse gas emissions. Initiated the design of an incentive grant program for the purchase and installation of electric vehicle charging stations in the region, including the unincorporated areas of the county. Providing accessible, convenient, and reliable charging infrastructure will play a critical role in integrating more electric vehicles into the region's transportation system to reduce greenhouse gas emissions from transportation sources and the associated 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
 - Maintained a robust public information program that promoted awareness of the harmful effects of air pollution and the steps individuals can take to improve air quality and public health in their communities. Activities included hosting informational exhibits at six public events and conducting a 2019 calendar contest, where the APCD reached

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Land Use and Environment Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

out to K-12 students countywide and encouraged them to submit artwork for a 2019 calendar that showcases commitment to clean air. (SE/T6)

- Expended 52% (\$27.5 million of \$52.7 million) of the financial incentives 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 as identified by the California Environmental Health Screening Tool and other factors. The resulting emission reductions help the region to thrive by protecting the health of residents who may be more vulnerable to the effects of air pollution.
- Conducted six meetings with residents and businesses in communities that are the most adversely impacted by air pollution, to solicit community input on air pollution concerns and effective solutions for cleaner air and improved public health.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Evaluated and updated 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. The cost recovery proposal was presented to the Air Pollution Control Board for consideration on April 10, 2019. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Increased the percentage of permit applications for construction of new or modified facilities or equipment that are issued within 60 days of receipt of a complete application, from 81% to 83% (182 of 219 permit applications). Surpassing the 180-day State regulatory deadline for processing permit applications helps to minimize delays in the applicants' project construction schedules and increase customer convenience. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued and expanded departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience. (OE5)

- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Maintained and promoted diversity and inclusion of staff 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 all 150 staff members to enhance education and awareness; sustaining a workforce development team that meets regularly and provides valuable input on department goals, future "all hands" and training meetings, and suggestions for enhancing workforce development; and by promoting staff participation in Employee Resource Groups during new employee orientation and brown bag "lunch and learn" events, and via Employee Resource Group event announcements emailed to all staff and posted in employee break areas. Additionally, the APCD's staff newsletter includes a section dedicated to highlighting the benefits that diversity, inclusion and equity can bring. This helps employees feel valued, engaged and better prepared for career advancement opportunities. Additionally, staff becomes 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
 - Implemented the first year of a two-year objective to prepare a comprehensive air quality plan, known as the State Implementation Plan (SIP). This plan will work to further reduce ozone-forming emissions throughout the county and provide for region-wide attainment of the National Ambient Air Quality Standards for ozone. Completed activities include updating a region-wide inventory of existing and projected future emissions for use in a computer-driven air quality simulation model that will be used to forecast future ozone levels in the region. The SIP will benefit public health and the environment by ensuring air quality continues to improve as expeditiously as possible. (OE7)

2019–21 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
 - Within the first year of their employment, 100% of all new permanent, full-time APCD employees will be trained to respond to emergency situations either within their classification's scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.





- 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 impact the quality of life for residents.



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.
 - Reduce air pollutant emissions in the San Diego region by 230 tons 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.
 - Support the implementation of the County's Climate Action Plan with its goal of reducing greenhouse gas emissions. Anticipated activities include developing a program to offer financial incentives to vehicle owners to voluntarily retire their older, highly polluting vehicles earlier than they would have otherwise; and developing a program to offer incentives for the installation of electric vehicle charging stations to support the ever increasing number of electric vehicles in the region. These programs will help to accelerate the transition to newer, cleaner vehicles, thereby reducing greenhouse gas and other air pollutant emissions from transportation sources and the associated 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
 - Develop and expand the Community Air Protection Program by deploying a community-scale air quality monitoring system in the Portside Community comprised of the neighborhoods of Barrio Logan, Logan Heights, Sherman Heights and a portion of western National City. The resulting neighborhood-level measurements of air pollutants will help to inform individual and community-wide efforts to improve air quality and public health in the Portside Community and other communities that are the most vulnerable to air pollution exposure.
 - Conduct at least four meetings with residents and businesses in communities that are the most adversely impacted by air pollution, to solicit community input on air pollution concerns and effective solutions for cleaner air and improved public health.

- Expend at least 50% (\$28.1 million of a projected \$56.2 million) of the financial incentives 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 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 people who may be more vulnerable to the effects of air pollution.
- Maintain a 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 2020 calendar that showcases commitment to clean air.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Update 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.
 - Provide budgetary training to APCD's new managers and supervisors within their first year. This training will build the financial literacy of the workforce and facilitate the effective management of the fiscal impacts of service delivery.
 - Ensure 100% of designated Contracting Officer's Representatives (COR) attend COR I or COR II training, as assigned.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Take action on at least 80% of all permit applications received for the construction of new or modified facilities or equipment within 60 days of receipt of a complete application. Surpassing the 180-day State regulatory deadline for processing permit applications helps to minimize delays in the applicants' project construction schedules and increase customer convenience.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue and expand APCD's participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communications and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a "ser-



vice before self” organization that works seamlessly across departments to meet varying customer needs and 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
 - 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 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 and their 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.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Complete the preparation of a comprehensive air quality plan, known as the State Implementation Plan (SIP), to further reduce ozone-forming emissions throughout the county and provide for region-wide attainment of the National Ambient Air Quality Standards for ozone. The SIP

will benefit public health and the environment by ensuring air quality continues to improve as expeditiously as possible.

- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s vision, *Live Well San Diego*
 - Ensure that APCD employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego* by requiring 100% of APCD employees to complete the “Growing Resiliency within a Trauma-Informed Lens eLearning 101” online training course.
 - ◆ By the end of this training, staff will be able to: (1) describe trauma and resiliency and why they are critical to *Live Well San Diego*; (2) identify a trauma informed system of care; (3) recognize the science of resilience and the three core building blocks; (4) describe the power of healthy relationships and behaviors that build healing relationships; and (5) identify resources and ways to support healing and resilience.

Related Links

For additional information about the Air Pollution Control District, refer to the website at:

- ◆ www.sdapcd.org





Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 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	58%	50%	52%	50%	50%
	Conduct at least ten training sessions to aid the business community in achieving compliance with air quality rules	N/A	N/A	23	10	10
	Tons of air pollutants reduced from completed grant-funded projects that remove high polluting vehicles and engines from service ¹	251	230	230	230	230
	Conduct at least four meetings with residents and businesses in communities that are the most adversely impacted by air pollution	N/A	4	6	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	81%	80%	83%	80%	80%

Table Notes

¹ Results can vary by year depending on the amount of grant funding available for projects, as determined by the State.

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

Staffing

Increase of 9.00 staff years to support implementation of the Community Air Protection Program (CAPP).

Expenditures

Net increase of \$30.6 million

- ◆ Salaries & Benefits—increase of \$1.7 million due to the increase of 9.00 staff years as noted above, required retirement contributions and negotiated labor agreements.
- ◆ Services and Supplies—net increase of \$0.1 million
 - ◆ Increase of \$0.6 million in laboratory, professional and specialized services associated with the implementation of the CAPP
 - ◆ Increase of \$0.4 million for lab equipment, lab supplies, and minor equipment in the air quality monitoring program
 - ◆ Increase of \$0.1 million in other services and supplies including inter-departmental costs, vehicle related costs and facilities management costs
 - ◆ Decrease of \$0.3 million in major maintenance costs due to completion of one-time facility improvement projects
 - ◆ Decrease of \$0.7 million in information technology related costs primarily due to completion of one-time projects including online asbestos notifications and the eForm Notice of Violation (NOV) project.
- ◆ Other Charges—net increase of \$23.3 million
 - ◆ Increase of \$18.4 million to provide additional incentives for projects to reduce air pollutant emissions from mobile and stationary sources in disadvantaged and low-income communities, tied to an increase in State CAPP funds.

- ❖ Increase of \$3.1 million to provide additional incentives to reduce air pollutant emissions from high-polluting mobile sources, tied to increased funding from the Air Pollution Control Air Quality Improvement Trust Fund
- ❖ Increase of \$1.2 million to provide additional incentives to reduce air pollutant emissions from diesel-powered agricultural equipment, tied to increased State funds for the Funding Agricultural Reduction Measures for Emission Reductions (FARMER) Program
- ❖ Increase of \$0.8 million to provide additional incentives to reduce air pollutant emissions from heavy-duty diesel-powered trucks and other mobile equipment, tied to increased State funds for the Carl Moyer Air Quality Attainment Program
- ❖ Decrease of \$0.2 million in the Air Quality Proposition 1B Goods Movement Emission Reduction Program (GMERP) due to completion of projects
- ◆ Capital Assets Equipment—increase of \$1.2 million
 - ❖ Increase of \$0.6 million for equipment purchases related to the implementation of the CAPP
 - ❖ Increase of \$0.3 million for replacement of equipment at air monitoring stations
 - ❖ Increase of \$0.3 million for vehicle replacement purchases
- ◆ Operating Transfers Out—increase of \$4.3 million
 - ❖ Increase of \$2.2 million for a transfer from the Air Quality Improvement Trust Fund to the Air Pollution Control District Operations Fund to support the expenditure increases in Salaries & Benefits, Services & Supplies and Capital Assets Equipment, as noted above.
 - ❖ Increase of \$0.8 million for a transfer from the CAPP Fund to the Air Pollution Control District Operations Fund to support Salaries & Benefits costs associated with the implementation of the CAPP
 - ❖ Increase of \$0.6 million for transfers from the Incentive Program Fund to the Air Pollution Control District Operations Fund primarily due to increased staffing costs to implement the CAPP incentive program.
 - ❖ Increase of \$0.7 million in Operating Transfers Out to the Major Maintenance Capital Outlay Fund for air monitoring station facility projects
 - ❖ Increase of \$0.1 million for transfers from the Farmer Program Fund to the Air Pollution Control District Operations Fund primarily due to increased staffing costs to support the FARMER program.
 - ❖ Decrease of \$0.1 million for transfers from the GMERP Program Fund to the Air Pollution Control District Operations Fund primarily tied to decreased staffing costs to support the projects.

Revenues

Net increase of \$30.6 million

- ◆ Licenses, Permits & Franchises—decrease of \$0.1 million to align with anticipated emission fees revenue
- ◆ Revenue From Use of Money & Property—decrease of \$0.1 million due to an anticipated reduction in interest earnings due to decreased cash balances upon completion of grant-funded projects.
- ◆ Intergovernmental Revenues—net increase of \$22.1 million
 - ❖ Increase of \$19.0 million due to additional State funding to implement CAPP emission reduction projects and to provide for staffing to implement the CAPP program
 - ❖ Increase of \$2.1 million in State funding to support community air monitoring and related activities pursuant to the CAPP
 - ❖ Increase of \$1.3 million in State funding to support the FARMER program
 - ❖ Increase of \$0.9 million in State funding to support the Moyer program
 - ❖ Decrease of \$0.2 million in federal grant revenue due to completion of one-time projects to establish near-road air quality monitoring stations
 - ❖ Net decrease of \$1.0 million in other federal and State funding to align with anticipated grant revenues
- ◆ Charges for Current Services—increase of \$0.1 million associated with increased asbestos notification fee revenues
- ◆ Other Financing Sources—net increase of \$3.4 million
 - ❖ Increase of \$2.2 million in the use of Air Quality Improvement Trust Fund for operational needs associated with addressing motor vehicle-related air pollution
 - ❖ Increase of \$0.8 million associated with a transfer from the CAPP Fund to the Air Pollution Control District Operations Fund
 - ❖ Increase of \$0.6 million due to transfer from the Incentive program Fund to the Air Pollution Control District Operations Fund
 - ❖ Increase of \$0.1 million tied to transfer from the FARMER Program Fund to the Air Pollution Control District Operations Fund
 - ❖ Decrease of \$0.1 million tied to a transfer from the GMERP Program Fund to the Air Pollution Control District Operations Fund
 - ❖ Decrease of \$0.2 million in prior year one-time funding from LUEG General Fund Fund Balance for IT projects that have been completed
- ◆ Use of Fund Balance—increase of \$5.2 million. A total of \$7.6 million is budgeted.
 - ❖ \$5.0 million in Air Quality Improvement Trust Fund fund balance to support the Moyer Voucher Incentive Program, Electric Vehicle Charging Infrastructure Incentive Program,





Local Vehicle Retirement Program, and additional projects that reduce air pollutant emissions from motor vehicles and other mobile sources

- ❖ \$2.4 million in Air Pollution Control District Operations Fund fund balance to support one-time operational projects including facility improvements, equipment replacements, vehicle replacements and information technology upgrade and advancement projects
- ❖ \$0.1 million of GMERP Fund fund balance associated with the use of prior year interest earned from the fund to partially offset GMERP project costs
- ❖ \$0.1 million of Moyer Fund fund balance to partially offset Moyer project costs

Recommended Budget Changes and Operational Impact: 2019-20 to 2020-21

Net decrease of \$22.0 million primarily resulting from an anticipated decrease of \$21.6 million in Other Charges mainly due to the uncertainty of future State CAPP funding (\$18.4 million), and one-time Air Quality Improvement Trust funding (\$3.2 million). A decrease of \$0.7 million in Capital Assets Equipment is related to equipment replacements, a decrease of \$0.4 million in Operating Transfers Out is associated with a reduction in mobile incentives program administration funds, a decrease of \$0.1 million in Services & Supplies is due to completion of one-time minor equipment purchases and completion of major maintenance projects. This is partially offset by an increase of \$0.8 million in Salaries & Benefits due to required retirement contributions and negotiated labor agreements.

Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Air Pollution Control District Programs	147.00	150.00	159.00	6.0	159.00
Total	147.00	150.00	159.00	6.0	159.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Air Pollution Control District Programs	\$ 46,376,350	\$ 42,731,522	\$ 73,381,377	71.7	\$ 51,419,922
Total	\$ 46,376,350	\$ 42,731,522	\$ 73,381,377	71.7	\$ 51,419,922

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 17,574,733	\$ 18,872,218	\$ 20,583,397	9.1	\$ 21,457,767
Services & Supplies	6,800,784	6,516,988	6,674,337	2.4	6,535,237
Other Charges	10,319,647	5,894,919	29,197,576	395.3	7,605,881
Capital Assets Equipment	1,228,000	1,384,000	2,586,956	86.9	1,909,956
Fund Balance Component Increases	350,000	350,000	350,000	0.0	350,000
Operating Transfers Out	10,103,186	9,713,397	13,989,111	44.0	13,561,081
Total	\$ 46,376,350	\$ 42,731,522	\$ 73,381,377	71.7	\$ 51,419,922





Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Licenses Permits & Franchises	\$ 8,737,788	\$ 8,683,694	\$ 8,580,142	(1.2)	\$ 8,580,142
Fines, Forfeitures & Penalties	980,000	1,030,000	1,030,000	0.0	1,030,000
Revenue From Use of Money & Property	196,000	275,000	220,000	(20.0)	220,000
Intergovernmental Revenues	23,843,432	19,587,551	41,716,770	113.0	23,955,335
Charges For Current Services	540,708	760,393	856,706	12.7	856,706
Miscellaneous Revenues	—	30,100	30,000	(0.3)	30,000
Other Financing Sources	10,303,186	9,967,284	13,339,111	33.8	13,561,081
Use of Fund Balance	1,775,236	2,397,500	7,608,648	217.4	3,186,658
Total	\$ 46,376,350	\$ 42,731,522	\$ 73,381,377	71.7	\$ 51,419,922



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. Effective July 1, 2019, SDCL has been shifted from the Community Services Group (CSG) to LUEG as a part of the Countywide reorganization to shift departments from CSG for improved alignment of County services and efficiency in delivering these services.

To ensure these critical services are provided, SDCL has 284.50 staff years and a budget of \$50.0 million.



Springs, Casa de Oro, El Cajon, Jacumba, Julian, Lincoln Acres, Ramona, Spring Valley, Valley Center, and Vista. (BBH2)

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Land Use and Environment Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 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 approximately 20,048 free summer meals to youth under the age of 18 in high-need neighborhoods during the summer months. SDCL served meals at 10 branches including Borrego

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 64 meetings for teens who identify as LGBTQ and allies. (LS2)

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 160,000 participants.
 - Ensured that collections and library materials were current and relevant to the needs and interests of a dynamic community by obtaining the planned annual average circulation of 7.58 times per item, exceeding the goal of 7.50 times per item. The increase was due to gains in digital circulation.

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 public access to library resources and services and SDCL capacity to meet these goals.

- ◆ Maintained the planned schedule of library operations with a total of 107,805 operating hours. The actual number of hours open was higher than the goal, which represents the overall level of accessibility that the community has to the library branches and kiosks.
- ◆ Provided digital library resources that are available and relevant including e-books, audio downloads, video downloads, and access to premium databases. SDCL exceeded the goal of digital library resource usage with average checkouts of digital material and usage of databases per capita of 1.60. The eBook and downloadable audiobook circulation increased by more than 36% year-over-year.
- SDCL partnered with the Auditor & Controller’s Office of Revenue and Recovery and the County Technology Office to implement a new cashiering system to allow customers to make credit card payments at all library branch locations. When fully implemented, this updated technology will improve cash management and internal controls throughout the library system and maximize customer service and efficiency. (OE3)
- Partnered with the County Technology Office for the procurement of a new Integrated Library System to modernize the discovery experience of SDCL’s inventory for customers and staff, allowing more seamless integration of all library collection formats. The new system will enable SDCL to increase staff efficiency through updated technology. SDCL anticipates the contract award will take place by the end of July 2019. (OE3)
- Updated SDCL’s website to maximize customer usability and access to library resources. SDCL added content about popular and special events, including author visits, Signature Events, and system-wide campaigns; highlighted SDCL’s collection with features linked to eBooks and eAudiobooks, new arrivals, and staff recommendations; and maintained links to online subscription resources in the eLibrary. SDCL also improved website accessibility for users with screen readers and other assistive technologies. (OE4)
- Captured and told SDCL’s stories by highlighting major branch events through publicity, media coverage, and photography. SDCL staff successfully maintained SDCL’s social media pages, messaging to followers about system-wide events and initiatives; created press releases to inform media about newsworthy happenings at the library; and attended a number of events to showcase important milestones, including the grand opening of the new library in Borrego Springs and the unveiling of the 24/7 Library Kiosk in Boulevard. A fifth and final 24/7 Library Kiosk is scheduled for installation in Encinitas in July 2019. SDCL also strategically partnered with the County Communications Office to place nearly two dozen stories about SDCL on the County News Center webpage. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured customers were provided with quality programs that were current, relevant, and engaging by achieving an average customer satisfaction rating of 4.75 (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 customer needs, professional, courteous, attentive, and knowledgeable by achieving an average overall customer satisfaction rating of 4.60 (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
 - Promoted pathways to careers for communities and residents by offering the “Library High School” scholarship program which graduated 15 adults as part of Library High School.
 - Supported the County of San Diego’s *Live Well San Diego* Building Better Health initiative by offering an average of 330 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 three events through partnerships with County Employee Resource Groups (ERGs), including working with the African American Association of County Employees (AAACE) and the County of San Diego Filipino-American Employees Association (CSDFEA) for a joint discussion for “One Book, One San Diego” which is SDCL’s premiere literary program that provides free books and educational programming related to the One Book selection; Asian Pacific Alliance of County Employees (APACE) advertisement of a musical performance at the Bonita Library; and refreshing SDCL’s main conference room by the Emerging Workforce Group. These events enhanced social participation, community, and built knowledge among employees. (OE8)

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Ensure early childhood literacy by offering kindergarten readiness programs throughout the County Library system, including the “Kindergarten Gear Up” program to 110 families in high-need populations.



- Provide outreach, engagement, and connection to needed support and services for library patrons experiencing homelessness in and around the El Cajon Library, representing 7.9% of the region’s total homeless population, by providing a full-time social worker for one year.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - In partnership with Feeding San Diego and other local resources, SDCL will provide children at least one nutritional meal a day during the summer to reduce the number of children experiencing hunger in high-need communities. Offer more than 20,000 meals to youth under the age of 18 in high-need neighborhoods during the summer months. In addition, children will have access to the Summer Learning Program which encourages exciting learning activities and reading to help continue learning while children are not in school.

- ◆ Support the County’s Employee Resource Groups’ (ERGs’) goal of providing opportunity for employees to enhance cultural awareness, support workforce outreach, and promote County initiatives through participation in at least three events in partnership with ERGs. Reaching diverse audiences through community engagement is a core value and supports SDCL’s mission of education and civic engagement.
- ◆ Offer an accredited High School diploma program to qualifying adults aged 19 and older. Students will complete their High School educational requirement in an online program, available at LibraryHighSchool.org and matriculate with a High School diploma and career certificate in one of eight career areas. Promote pathways to careers for communities and residents by graduating 25 students.
- Provide language learning opportunities to 150 non-English speaking adults through SDCL’s English as a Second Language (ESL) program which increases literacy and has a positive impact on socioeconomic issues affecting San Diego County. SDCL will partner with Laubach Literacy to provide space and resources for volunteer tutors to conduct classes.
- Provide literacy tutoring to adults. SDCL supports adult literacy with State Library funding in partnership with the San Diego Council on Literacy, and by developing SDCL teachers to provide these services



Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Ensure that collections and library materials are current and relevant to the needs and interests of a dynamic community by obtaining the planned annual average circulation of 7.60 times per item.
 - Provide County residents with access to community rooms by working with the Department of General Services to increase community room capacity and capability in all new library buildings. Offer reservations to community rooms at 25 libraries.
 - Offer a variety of library programs for all ages at all library branches and bookmobiles. SDCL will work with its partners to offer programs at all library branches around the topics of *Live Well San Diego*, civic engagement, culture and the arts, diversity and inclusion, and reading.
 - ◆ Partner with Jewish Family Service (JFS) and U.S. Citizenship and Immigration Services to teach citizenship classes using the JFS curriculum in twice-a-week sessions for 10-week periods to provide quality preparation for future U.S. citizens. Offer 30 members of the community citizenship classes.
 - ◆ Support the Registrar of Voters (ROV) and the efforts to conduct fair, secure elections with convenient access for the voter by having library branches serve as mail ballot drop off locations and/or polling places for each election conducted by ROV. Voter participation in the election process is vital to a healthy democracy and a core value to SDCL’s mission to serve communities.



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
 - Hold quarterly meetings with the security managers from each branch including active shooter drills and tabletop scenarios. SDCL will partner with HHSA Behavioral Health Services in a pilot project to host a social worker to offer support to the El Cajon community, where there are many people experiencing homelessness and struggle with mental illness and substance abuse.



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 public access to library resources and services and SDCL capacity to meet these goals.
 - ◆ Maintain the planned schedule of 107,822 library operating hours.
 - ◆ Maintain the annual count of foot traffic at SDCL at 5.0 million people using physical library services.

- ◆ Provide digital library resources that are available and relevant including e-books, audio downloads, video downloads, and access to premium databases, with digital library resource usage of an average of 1.80 checkouts per capita.
- ◆ Maintain annual visits to the SDCL Virtual Branch at www.sdcl.org at 2.5 million.
- ◆ Offer 26,000 programs to the public at County libraries.
- Complete implementation of a new cashiering system to allow customers to make credit card payments at all library branch locations. This updated technology and infrastructure will improve cash management and internal controls throughout the library system and maximize customer service and efficiency.
- Partner with the County Technology Office to complete procurement of a new Integrated Library System to modernize the discovery experience of SDCL’s inventory for customers and staff, allowing more seamless integration of all library collection formats. The new system will enable SDCL to increase staff efficiency through updated technology.
- Continue to update SDCL’s website to maximize customer usability and access to library resources.
- Capture and tell SDCL’s stories by highlighting major branch events through publicity, media coverage, and photography.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensure customers are provided with quality programs that are current, relevant, and engaging by achieving an average customer satisfaction rating of 4.75 or higher (on a scale of 1 to 5, with 5 being “excellent”) for SDCL programs.
 - Ensure customers are provided with superior services by being responsive to customers’ needs, professional, courteous, attentive, and knowledgeable by achieving an average overall customer satisfaction rating of 4.60 or higher (on a scale of 1 to 5, with 5 being “excellent”).
- 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. 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.
- Develop, maintain and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Provide consistent, visible leadership on Diversity and Inclusion (D&I) by:
 - ◆ Routinely discuss the importance of diversity, inclusion, cultural competence and equity as keys to SDCL’s success
 - ◆ Regularly include D&I topics in meetings
 - ◆ Develop diverse programs for customers and staff
 - ◆ Uphold principles of intellectual freedom and continue to resist any efforts to censor library resources
 - ◆ Ensure SDCL’s services and collections reflect the diversity of San Diego County’s population
 - ◆ Support all persons with disabilities, both employees and users of SDCL
 - ◆ Offer staff training to enhance education and awareness of D&I
 - ◆ Strongly support staff participation in ERGs, activities and events.

Related Links

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

- ◆ www.sdcl.org/

Follow SDCL on Facebook at:

- ◆ www.facebook.com/sdcountylibrary






Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Annual average circulation per item ¹	7.51	7.50	7.58	7.60	7.60
	Library hours open ²	109,046	107,700	107,805	107,822	107,822
	Annual SDCL Virtual Branch visits ³	2,743,112	2,000,000	2,700,000	2,500,000	2,500,000
	SDCL digital library resource usage per capita ⁴	1.42	1.50	1.60	1.80	1.80
	Average overall customer satisfaction rating ⁵	4.60	4.60	4.60	4.60	4.60
	Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County ⁶	4.87	4.75	4.75	4.75	4.75
	Annual count of foot traffic at the library ⁷	5,016,845	5,400,000	5,055,265	5,000,000	5,000,000
	Annual SDCL programs ⁸	34,623	28,000	28,000	26,000	26,000
	Library High School Graduates ⁹	N/A	N/A	N/A	25	50
	Adult Literacy Tutorings ¹⁰	N/A	N/A	N/A	60	60

Table Notes

- ¹ Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection. The Fiscal Year 2018–19 Estimated Actual circulation is higher than the Fiscal Year 2018–19 Adopted level due to gains in digital circulation.
- ² Library hours open represents the overall level of accessibility that the community has to the library branches and kiosks. The Fiscal Year 2018–19 Estimated Actual number of hours open is higher than the Fiscal Year 2018–19 Adopted level due to no decreases in branch operating hours from unanticipated events.
- ³ Virtual Branch Visits represent the number of user sessions on sdcl.org. A visit is defined as a sequence of consecutive page views without a 30-minute break. The Fiscal Year 2018–19 Estimated Actual Virtual Branch Visits is higher than the Fiscal Year 2018–19 Adopted level due to the addition of popular online resources and promotional items, streamlining of web pages and content, and social media referrals.
- ⁴ Measures the use of premium databases, e-books, audiobook 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 2018–19 Estimated Actual level is higher than the Fiscal Year 2018–19 Adopted level due to the increase in eBook usage.
- ⁵ On a scale of 1 to 5, with 5 being the highest level of customer satisfaction. Overall customer satisfaction indicates how individuals perceive SDCL's ability to provide services of value to them.
- ⁶ On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perceptions of how well SDCL is meeting the needs of a diverse population.
- ⁷ The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from “people counters” that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services. The Fiscal Year 2018–19 Estimated Actual level is lower than the Fiscal Year 2018-19 Adopted Level due to less computer usage when employment is up and increasing use of digital eBooks.

⁸ SDCL Programs represent opportunities for customers to learn, create, and experience free programs at branches and bookmobile stops. Programs are for all customers and range in various types such as: story times, after-school programs, health and wellness, digital literacy, summer reading, special events, etc.

⁹ Library High School offers an accredited High School diploma program to qualifying adults aged 19 and older. Students will complete their High School educational requirement in the online program available at LibraryHighSchool.org. This measure was added effective Fiscal Year 2019–20 to reflect SDCL's role as an educational institution.

¹⁰ SDCL will provide literacy tutoring to adult residents in San Diego County. Adult literacy learners self-select various goals to complete within 6-week periods such as acquiring skills with new technologies, completing job applications, developing skills needed for ATM access, or practicing skills to read to their children. This measure was added in Fiscal Year 2019–20 to show SDCL's commitment to provide all residents with the love of reading.

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

Staffing

Net increase of 1.00 staff year to support the Bonita Library expansion

Expenditures

Net increase of \$3.4 million

- ◆ Salaries & Benefits—increase of \$1.2 million due to the addition of 1.00 staff year as noted above, required retirement contributions, and negotiated labor agreements
- ◆ Services & Supplies—increase of \$1.8 million
 - ◆ \$0.1 million increase in inter-departmental costs related to the Countywide Cost Allocation Plan and other County Department services to SDCL
 - ◆ \$0.5 million for contracted services for a bookmobile consultant, library software, call center services, and an E-Rate Program project
 - ◆ \$0.1 million for special departmental expense due to an overall increase in the Learning-Marketing-Engagement division
 - ◆ \$0.2 million for the purchase of books & library materials
 - ◆ \$0.7 million for increased information technology ISF costs
 - ◆ \$0.8 million for increased Department of General Services ISF costs
 - ◆ \$0.6 million decrease in major maintenance improvement projects
- ◆ Other Charges—increase of \$0.1 million due to the procurement of a cargo van for SDCL operations through Fleet ISF
- ◆ Capital Assets Equipment—increase of \$0.1 million due to the procurement of two laptop kiosks
- ◆ Operating Transfers Out—increase of \$0.2 million in transfers to the Major Maintenance Capital Outlay Fund (MMCOF) due to an increase in projects categorized as MMCOF projects

Revenues

Net increase of \$3.4 million

- ◆ Taxes Current Property—increase of \$2.0 million in revenue from property taxes
- ◆ Taxes Other Than Current Secured—increase of \$0.1 million in revenue from property taxes
- ◆ Intergovernmental Revenues—increase of \$0.4 million for the reimbursement of costs through the E-Rate Program for public access to high-speed broadband internet related to the Statewide Califa project
- ◆ Miscellaneous Revenues—decrease of \$0.6 million in one-time donations due to the completion of the new Borrego Springs Library
- ◆ Use of Fund Balance—increase of \$1.5 million. A total of \$7.0 million is budgeted:
 - ◆ \$1.0 million in management reserves for unanticipated needs
 - ◆ \$1.0 million to procure and implement a new integrated library system database
 - ◆ \$3.1 million for the purchase of books and library materials
 - ◆ \$0.1 million for the purchase of additional books and library materials for the opening day collection for the Bonita Library expansion
 - ◆ \$0.3 million to provide matching funds for public donations for library materials
 - ◆ \$0.3 million to procure a new cashiering system
 - ◆ \$0.1 million to procure a cargo van to replace bookmobiles
 - ◆ \$0.1 million for one-time costs associated with a social worker at the El Cajon Library in Fiscal Year 2019-20
 - ◆ \$0.8 million to support an operating transfer to the MMCOF for capital projects
 - ◆ \$0.1 million to procure two laptop kiosks for the El Cajon and La Mesa libraries
 - ◆ \$0.1 million to procure an automated book sorter for the Lemon Grove Library



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

Net increase of \$1.1 million primarily due to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Library Operations and Administration	21.50	21.50	21.50	0.0	21.50
Library Professional & Technical Support Service	39.50	40.50	40.50	0.0	40.50
Library Branch Operations	217.00	221.50	222.50	0.5	222.50
Total	278.00	283.50	284.50	0.4	284.50

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Library Operations and Administration	\$ 6,224,451	\$ 6,624,536	\$ 6,741,052	1.8	\$ 6,775,294
Library Professional & Technical Support Service	13,049,232	13,996,246	16,633,489	18.8	16,743,719
Library Branch Operations	24,092,989	25,935,211	26,599,663	2.6	27,554,260
Total	\$ 43,366,672	\$ 46,555,993	\$ 49,974,204	7.3	\$ 51,073,273

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 25,017,740	\$ 27,006,290	\$ 28,185,129	4.4	\$ 29,311,140
Services & Supplies	16,698,932	17,654,203	19,455,133	10.2	20,362,133
Other Charges	—	—	100,000	100.0	100,000
Capital Assets Equipment	650,000	300,000	420,000	40.0	300,000
Operating Transfers Out	—	595,500	813,942	36.7	—
Management Reserves	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Total	\$ 43,366,672	\$ 46,555,993	\$ 49,974,204	7.3	\$ 51,073,273



Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 33,748,489	\$ 35,124,034	\$ 37,101,358	5.6	\$ 38,214,399
Taxes Other Than Current Secured	459,042	560,728	628,979	12.2	647,848
Revenue From Use of Money & Property	105,000	105,000	105,000	0.0	105,000
Intergovernmental Revenues	3,048,521	3,048,521	3,473,521	13.9	3,473,521
Charges For Current Services	1,138,112	1,138,112	1,138,112	0.0	1,138,112
Miscellaneous Revenues	553,821	1,103,821	553,821	(49.8)	553,821
Use of Fund Balance	4,313,687	5,475,777	6,973,413	27.4	6,940,572
Total	\$ 43,366,672	\$ 46,555,993	\$ 49,974,204	7.3	\$ 51,073,273



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 over 40 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 308.00 staff years and a budget of \$53.2 million.



2018–19 Anticipated Accomplishments



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Partnered with County Public Health Services (PHS) to protect public health by reducing the risk of vector, water, and food-borne illnesses, particularly for vulnerable populations.
 - ◆ Maintained response to 100% (720) of food-borne illness complaints within 3 business days.
 - ◆ Investigated 100% (50) of confirmed vector-borne disease referrals from County PHS within 1 business day.
 - ◆ Conducted beach water quality sampling weekly and informed swimmers when ocean water had bacteria levels above health standards.
 - ◆ Investigated 100% (45) 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).
 - DEH reduced the number of public pool closures, including spas and splash pads, due to serious health code violations by 5% through additional outreach and education focused on areas of noncompliance. In FY 2017-18, 11% of routine inspections (1,107 of 10,324) resulted in a pool closure and in FY 2018-19, 6% of routine inspections (620 of 10,325) resulted in a pool closure, which achieved the goal of reducing pool closures by 5%.
 - Worked with small public water system operators to complete their required annual chemical water quality sampling to maintain pure, safe, and reliable drinking water supplies for the public and to quickly identify any chemicals that may cause unhealthy water.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Land Use and Environment Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

- ◆ Notified 100% (136) of small drinking water systems at least 1 month prior to their scheduled chemical monitoring as a reminder to conduct required water sampling.
- ◆ Completed 100% (33) of State-mandated water system inspections.
- In collaboration with County 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 0.1 cases per 100,000 people. The State reports the disease levels based on a calendar year frequency.
 - ◆ Initiated investigation of 99% (268 of 271) of complaint-based green swimming pools within three business days.
 - ◆ Initiated investigation of 96% (241 of 252) of aerial-identified green swimming pools within seven business days.
 - ◆ Regularly monitored and treated, as needed, 100% (1,500) of known mosquito breeding sites.
 - ◆ Monitored mosquito populations through biweekly trappings at 100 locations.



Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Reduced the incidence of 3 Centers for Disease Control and Prevention risk factor violations associated with foodborne illness: holding temperatures, contact surfaces, and employee hygiene to 8% (1,720 of 21,500).
 - ◆ Conducted routine inspections of all 14,875 food facilities annually.
 - ◆ Performed targeted outreach and education for food facilities and food handlers.
 - Decreased the number of violations related to annual underground storage tank (UST) monitoring certifications violations by 50% (from 14 to 7) 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.
 - Increased the number of California Environmental Reporting System (CERS) submittals for permitted facilities in the Unified Program to 100% (14,491) by assisting facilities with submittals during inspections or workshops, to provide accurate and reliable information for first responders in the event of an emergency.
 - Increased the rate of return to compliance for Certified Unified Program Agency (CUPA) facilities to 90% (5,772 of 6,413). Keeping facilities in compliance ensures businesses prevent and mitigate chemical releases, keep harmful

chemicals out of landfills, keep emergency responders apprised of what hazards could be encountered during an emergency, train their employees to properly to handle harmful substances at work, as well as many other program requirements put in place to keep the county thriving.

- ◆ Notified 100% (6,413) of CUPA facilities with outstanding violations.
- ◆ Ensured 79% (6,775 of 8,595) of facilities re-certify their Hazardous Materials Business Plan.
- Provided 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 our customers
 - Identified opportunities for future improvements in DEH's business processes and enhancements for the customer experience. This goal was accomplished by the following:
 - ◆ Streamlined program operations and enhanced customer service by restructuring the plan check unit to have a single point of contact for customers throughout the process for customers obtaining construction permits for food facilities and pools.
 - ◆ Leveraged technology to develop a new Recycled Water Status Report that helps staff track the workflow and billing status of new recycled water projects, increasing staff productivity by up to 4 hours per week and reducing response time for customer inquiries.
- Align services to available resources to maintain fiscal stability
 - Updated 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 implementing opportunities to gain business process efficiencies for DEH and its customers. (OE1)
 - Continued employee participation in financial literacy training for 20% (60 of 297) of DEH staff, to increase staff's understanding of the individual and collective contribution to the County's fiscal stability. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
 - Promoted public health and environmental protection through weekly posts to DEH's Facebook, Twitter and Instagram sites, and at least monthly customer-targeted messages via the GovDelivery email subscription service.





- Expanded 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
 - 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 staff” staff meeting; provided training to all staff during the annual “all staff” meeting, division meetings, and staff meetings; and by strongly supporting staff participation in Employee Resource Groups, activities and events through the DEH onboarding process and the promotion of ERG events through D&I Champions. DEH held a “Holiday for Heroes” campaign and sent 476 holiday cards to service members, veterans and their families. 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, completed 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)
- Work with small public water system operators to complete their required annual chemical water quality sampling to maintain pure, safe, and reliable drinking water 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 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.
 - ◆ Regularly monitor and treat, as needed, 100% of known mosquito breeding sites.
 - ◆ Monitor mosquito populations through biweekly trappings at 100 locations.



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.
 - Within the first year of their employment, 100% of all new permanent, full-time DEH employees will be trained to respond to emergency situations either within their classification’s scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.



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 3 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.
 - ◆ Continue targeted outreach and education efforts for food facilities and food handlers.
 - Increase the rate of return to compliance for CUPA facilities to 90% or higher.
 - ◆ Notify 100% of CUPA facilities with outstanding violations.
 - ◆ Ensure 50% or more of facilities re-certify their Hazardous Materials Business Plan.

2019–21 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).

- Provide 10 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).



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 and enhancements for the customer experience
- 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 implementing business process efficiencies for DEH and its customers.
 - Continue employee participation in financial literacy training for at least 20% of DEH staff, to increase staff’s understanding of the individual and collective contribution to the County’s fiscal stability.
 - Ensure 100% of DEH designated Contracting Officer’s Representatives (COR), attend COR I or COR II training as assigned.
- 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 the GovDelivery email subscription service.
 - 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. 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.
 - 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.

- 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.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - In partnership with County PHS, pursue US EPA approval of Polymerase Chain Reaction (PCR) as an alternative beach water quality testing method for faster sample analysis (i.e., less than 24 hours).
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s vision, *Live Well San Diego*
 - Ensure that DEH employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego* by requiring 100% of DEH employees complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
 - ◆ By the end of this training, staff will be able to: (1) Describe trauma and resiliency and why they are critical to *Live Well San Diego*; (2) Identify a trauma informed system of care; (3) Recognize the science of resilience and the three core building blocks; (4) Describe the power of healthy relationships and behaviors that build healing relationships; and (5) Identify resources and ways to support healing and resiliency.

Related Links

For additional information about the Department of Environmental Health, refer to the website and Facebook page at:

- ◆ www.sdcounty.ca.gov/deh
- ◆ www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529





Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Reduce the number of pool closures due to serious health code violations by 5% ¹	5%	5%	5%	N/A	N/A
	Reduce the number of people with probable or confirmed cases of locally acquired mosquito-borne diseases to a level of less than 1 per 100,000 people ²	0.06 cases per 100,000 for Calendar Year 2017	<1.0 cases per 100,000 for Calendar Year 2018	<1.0 cases per 100,000 for Calendar Year 2018	<1.0 cases per 100,000 for Calendar Year 2019	<1.0 cases per 100,000 for Calendar Year 2020
	Reduce to 8% or less, 3 Centers for Disease Control and Prevention risk factor violations associated with foodborne illness: holding temperatures, contact surfaces, and employee hygiene ³	5%	8%	8%	N/A	N/A
	Increase the number of CERS submittals for permitted facilities in Unified Program ⁴	99%	100%	100%	100%	N/A
	Increase the overall compliance rate for Unified Program facilities with violations at or above 90% ⁵	90%	90%	90%	90%	90%
	Decrease the number of violations related to annual underground storage tank monitoring certifications ⁶	50% of 42	50% of 42	50% of 14	N/A	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) ⁷	10	10	10	10	10

Table Notes

¹ 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. This measure will be discontinued effective Fiscal Year 2019–20 since the number of pool closures has been maintained over the past several years.

² The State reports the disease levels on a calendar year frequency. The Fiscal Year 2018–19 goal was exceeded due to lower West Nile Virus activity and diligent efforts to inspect and treat more than 1,500 known breeding sites in accordance with product longevity and/or with tidal cycles (where applicable). In addition, consistent monitoring and timely response to neglected green swimming pools contributed to the effectiveness of the Vector Control efforts.

³ This measure will be discontinued effective Fiscal Year 2019–20 because DEH cannot control permit turnover in restaurants, which is common, and results in new operators with less food safety knowledge and experience. Restaurants with new operators have a higher potential for risk factor violations. DEH will continue to measure and report results of this goal.

⁴ 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. This measure will be discontinued effective Fiscal Year 2020–21 because there is no longer an issue with businesses submitting their CERS information electronically.



⁵The 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.

⁶The goal was exceeded by sending reminder notifications one month prior to inspections, and having DEH Inspectors work with underground storage tank operators on monitoring requirements during annual inspections. This goal will be discontinued effective Fiscal Year 2019–20 due to the success of efforts to reduce the number of violations related to annual underground storage tank monitoring certifications.

⁷DEH 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.

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

Staffing

Increase of 11.00 staff years

- ◆ Increase of 6.00 staff years to support new program mandates and increased risk-based inspection frequency goals to protect public health in the Food and Housing Division.
- ◆ Increase of 1.00 staff year to support the Land and Water Quality Division Mobile Home program.
- ◆ Increase of 2.00 staff years to support increased mosquito trapping and surveillance activities in the Vector Control Program.
- ◆ Increase of 2.00 staff years to support increased program activities in all divisions.

Expenditures

Net increase of \$4.8 million

- ◆ Salaries and Benefits—net increase of \$3.4 million due to the staffing increase noted above, step increases, required retirement contributions and negotiated labor agreements
- ◆ Services and Supplies—net increase of \$1.4 million.
 - ◆ \$0.3 million in information technology costs related to software upgrades and mobile applications
 - ◆ \$0.2 million in professional and specialized services for the Household Hazardous Waste program to expand the number of collection events and public outreach
 - ◆ \$0.1 million related to charges for County staff services in other departments
 - ◆ \$0.3 million for enhanced beach water quality testing and monitoring
 - ◆ \$0.4 million for major maintenance improvement projects
 - ◆ \$0.1 million related to an increase in the unincorporated County’s share of the payment for the Hazardous Incident Response Team contract
 - ◆ \$0.2 million related to facility improvements, contracted lead and asbestos abatement and the purchase of a plotter for food plan checks

- ◆ \$0.1 million in the facilities management internal service fund allocation
- ◆ \$0.3 million decrease in Vector Control primarily due to delayed Vector Habitat Remediation projects as a result of other agencies’ licensing and permitting requirements
- ◆ Other Charges—decrease of \$0.2 million due to replacing fewer vehicles
- ◆ Capital Assets Equipment—increase of \$0.1 million for the purchase of new equipment for the Vector Disease Diagnostic laboratory
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million in reimbursements the department receives for services related to lead and asbestos remediation. Since this is a reimbursement, it has a net effect of \$0.1 million increase in appropriations.

Revenues

Net Increase of \$4.8 million

- ◆ Licenses, Permits & Franchises—net increase of \$1.9 million as a result of adjusted permit fees and industry growth
- ◆ Intergovernmental Revenues—increase of \$0.1 million related to additional grant funding
- ◆ Charges for Current Services—net increase of \$0.5 million
 - ◆ \$0.7 million in Vector Control Program benefit assessment funds to support the staff increases noted above
 - ◆ \$0.2 million in solid waste tonnage fee revenue to support additional Household Waste collection events as noted above
 - ◆ \$0.1 million decrease in a State contract for Local Oversight Program cleanup of leaking underground storage tanks
 - ◆ \$0.3 million decrease in one-time projects funded by settlement funds.
- ◆ Fund Balance Component Decreases—net increase of \$0.6 million from the General Fund Commitment for Environmental Health for one-time information technology projects and space improvements
- ◆ Use of Fund Balance—net decrease of \$0.1 million. A total of \$0.4 million of General Fund fund balance is budgeted.





- ❖ \$0.3 million in permit fee waivers for charitable feeding and agricultural tourism programs and implementation of the Alternative Water Source program
- ❖ \$0.1 million rebudget for Assembly Bill (AB) 885, Onsite Sewage Treatment Systems, and to offset tribal liaison costs and permit fee waivers for services to fire victims
- ◆ General Purpose Revenue Allocation—increase of \$1.8 million
 - ❖ \$0.9 million for the unincorporated County's share of the payment for the Hazardous Incident Response Team and contract
 - ❖ \$0.3 million in fee waivers for veterans, temporary events and nonprofit organizations and the addition of a permitting coordinator for community events as noted above

- ❖ \$0.3 million for the beach and bay enhanced monitoring program
- ❖ \$0.3 million for permit fee waivers for Accessory Dwelling Units

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

Net increase of \$1.1 million. Increase of \$2.0 million in Salaries & Benefits due to negotiated labor agreements, offset by a reduction of \$0.6 million in Services & Supplies related to completed one-time projects, \$0.2 million in Other Charges due to replacement of fewer vehicles, and \$0.1 million in Capital Assets Equipment related to completed one-time projects.

Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Environmental Health	287.00	297.00	308.00	3.7	308.00
Total	287.00	297.00	308.00	3.7	308.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Environmental Health	\$ 45,095,456	\$ 48,466,580	\$ 53,228,971	9.8	\$ 54,355,995
Total	\$ 45,095,456	\$ 48,466,580	\$ 53,228,971	9.8	\$ 54,355,995

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 32,062,461	\$ 34,876,961	\$ 38,277,754	9.8	\$ 40,257,576
Services & Supplies	12,590,662	13,329,293	14,732,297	10.5	14,141,994
Other Charges	465,161	352,084	195,855	(44.4)	33,360
Capital Assets Equipment	229,000	320,070	369,893	15.6	269,893
Expenditure Transfer & Reimbursements	(251,828)	(411,828)	(346,828)	(15.8)	(346,828)
Total	\$ 45,095,456	\$ 48,466,580	\$ 53,228,971	9.8	\$ 54,355,995

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Licenses Permits & Franchises	\$ 23,215,003	\$ 25,126,254	\$ 26,977,182	7.4	\$ 29,185,306
Fines, Forfeitures & Penalties	239,315	254,315	269,315	5.9	269,315
Intergovernmental Revenues	3,826,143	4,038,148	4,084,141	1.1	4,160,838
Charges For Current Services	17,475,459	18,469,827	18,980,051	2.8	18,573,708
Fund Balance Component Decreases	—	—	555,600	0.0	—
Use of Fund Balance	189,917	428,417	367,854	(14.1)	172,000
General Purpose Revenue Allocation	149,619	149,619	1,994,828	1,233.3	1,994,828
Total	\$ 45,095,456	\$ 48,466,580	\$ 53,228,971	9.8	\$ 54,355,995



Parks and Recreation

Mission Statement

The Department of Parks and Recreation enhances the quality of life in the region 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 the region. 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 biodiversity, and access to open space. DPR implements the Multiple Species Conservation Program that conserves hundreds of acres annually, protecting species, habitat and smart development in the region. The County continues to expand its award-winning park system which features 131 facilities including local and regional parks, camping parks, historic park sites, fishing lakes, ecological preserves and a botanic garden. DPR operates and manages more than 50,000 acres of parkland and more than 360 miles of trails that foster an appreciation of nature and history.

DPR 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 234.00 staff years, a budget of \$59.6 million and a robust volunteer program with a value of \$2.5 million.



2018–19 Accomplishments



Building Better Health

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
 - Increased recreation opportunities for the public by constructing new parks and park improvements. Increased park usage by allowing people to enjoy a healthy lifestyle.
 - ◆ Established a baseline of park patronage to demonstrate where unmet recreation opportunities exist and assessed opportunities to increase recreation through marketing and targeting special events to draw new customers to those parks.
 - ◆ Increased opportunities for the public to recreate by constructing 11 new park and park improvement projects, including: Steele Canyon Synthetic Turf, Lamar Park Playground Improvements, Lamar Park Off Leash Area, Borrego Springs Park, San Dieguito Playground Replacement project, Dos Picos Cabins, San Dieguito Park ADA Improvements, Lindo Lake ADA Improvements, Glen Abbey Trail, Sweetwater Community Garden, and Clemmens Lane Soccer Improvements. Construction was initiated on new parks at Ildica Park, Estrella Park, and Sweetwater Bike Park

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Land Use and Environment Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.



Sustainable Environments/Thriving

- Cultivate a natural environment for residents, visitors and future generations to enjoy
 - Preserved the region’s natural resources by conserving, monitoring, and restoring land while educating the public on its value through passive recreational experiences.
 - ◆ Increased the amount of conserved lands by 500 acres, from 49,800 to 50,300 parkland acres owned and effectively managed. (SE/T4)

- ◆ Increased trail inventory by 4 miles, for a total of 368 miles of managed trails in the County Trails Program. (SE/T4)
- ◆ Planted over 5,000 trees to decrease greenhouse gases in the environment. (SE/T3)
- ◆ Started a Genetic Conservation Program to preserve local oak populations (i.e., *Q. engelmannii*, *Q. agrifolia*, *Q. chrysolepis*, and *Q. kelloggii*) in selected County parks where changes in environmental conditions are making it more difficult for seeds to germinate and seedlings to establish successfully. Approximately 2,000 acorns were collected during fall 2018 and planted at the greenhouse inside the East Mesa Reentry Facility through the Sheriff Department’s CIVICS Program. Five County parks participated in the project’s first year. The goal is to grow at least 800 new seedlings annually and to transplant trees from the facility to the original location after two years of cultivation.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Increased access to community spaces and provided new recreational opportunities by constructing new parks or trails within 0.5 miles of 3,800 homes which supports the County’s General Plan goal of 10 acres of local parks and 15 acres of regional parks for every 1,000 residents in unincorporated communities. (SE/T4)
 - Constructed new local parks and/or trails in five communities in the county. (SE/T4)
 - ◆ New parks and trails have been constructed or are under construction in the communities of Borrego Springs, Lakeside, Spring Valley, Sweetwater, and Valle de Oro.
 - Increased park sustainability and reduced carbon footprint by maintaining the amount of annual energy generated by DPR photovoltaic systems at 590 MWh. (SE/T3)
- All residents engage in community life and civic activities
 - Increased community participation in volunteerism and taking part in public meetings by 5% (5,500 to 5,775 people) through holding additional DPR stakeholder and community events. (SE/T6)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Expanded 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)
- Reduced staff and consultant expenditures for landscape management by \$66,000 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.
- Updated DPR 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 implementing opportunities to gain business process efficiencies for DPR and its customers. (OE1)
- Conserved financial resources by using volunteers to support parks and facilities, resulting in annual cost avoidance of \$2.5 million.
- 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. DPR staff participate in the LUEG Diversity and Inclusion (D&I) and Innovation committees, and marketing staff collaborate with various LUEG departments to produce social media content, news articles, grand openings and other promotional projects to streamline communications and present a uniform message to customers. (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 for 200 employees; inviting staff to participate in D&I Champion meetings; sending D&I-related training suggestions to promote 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 through internal communication and coordination of events at park facilities. 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)
- Strengthen our customer service culture to ensure a positive customer experience



Operational Excellence

- Align services to available resources to maintain fiscal stability





- 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
 - ◆ Increased accessible play options at parks by establishing a new inclusive playground at San Dieguito County Park, with equipment designed for visitors of all abilities.
 - ◆ Created a notice to inform residents about tree pests and park health. The notice was translated into five languages and displayed at polling places in three County Parks community centers.
 - ◆ Published two new virtual trail videos so that users of all abilities can experience more trails online.
 - ◆ Established a diversity and inclusion page on sdparcs.org where the public can find information about park amenities that have been upgraded for improved ADA access, DPR programs, and related countywide initiatives and events.
- Demonstrated customer satisfaction with an increase in the number of registered park and recreation patrons who are repeat customers for park and camping reservations from 7,200 to 7,450.
- Implemented a new parks reservation system that enhances the customer experience, improves reservation efficiency and streamlines reporting functionality.

fication’s scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Expand the SD Nights (San Diego/Safe Destination Nights) program to three new communities, agencies and/or school districts. The program provides teenagers with a safe place for recreation and enrichment during critical hours and is intended to build safe communities and to reduce youth gang and criminal activity.



Sustainable Environments/Thriving

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - 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 50,300 to 50,800 parkland acres owned and effectively managed in Fiscal Year 2019–20 and 51,300 acres in Fiscal Year 2020–21.
 - ◆ Increase the trail inventory by 4 additional miles, for a total of 372 miles of trails managed in the County Trails Program in Fiscal Year 2019–20 and 376 miles in Fiscal Year 2020–21.
 - ◆ Support the implementation of the Climate Action Plan to meet the County greenhouse gas emission reduction targets by planting 3,500 trees.
 - ◆ Increase access to community spaces and provide new recreational opportunities by constructing new parks or trails within 0.5 miles of homes, thereby working toward the General Plan goal of 10 acres of local parks and 15 acres of regional parks for every 1,000 residents in unincorporated communities.
 - ◆ Construct new parks, park improvements and/or trails in five communities in the region.
 - ◆ Increase park sustainability and reduce carbon footprint by increasing the use of light-emitting diode (LED) lights in five parks.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find solutions to current and future challenges
 - Increase community participation in volunteerism and taking part in public meetings by 5% (5,775 to 6,000 people) through additional DPR stakeholder and community events.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning

2019–21 Objectives



Building Better Health

- Every resident has the opportunity to make positive healthy choices that reduce preventable deaths
 - Increase opportunities for public recreation by constructing new park improvements or programs.
 - ◆ Using the baseline measurement for park patronage, identify solutions that will increase visitation to five underused parks, and develop a plan to employ increased visitation strategies at other parks.
 - Increase opportunities for public recreation by constructing a new nature center and ten park improvement projects.



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
 - Within the first year of their employment, 100% of all new permanent, full-time DPR employees will be trained to respond to emergency situations either within their classi-

- 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 1,500 people.
- Increase park sustainability and reduce carbon footprint by increasing the amount of annual energy generated by DPR photovoltaic systems from 590 MWh to 600 MWh.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Update DPR 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 implementing opportunities to gain business process efficiencies for DPR and its customers.
 - Continue employee participation in financial literacy training for at least 20% of staff, in order to increase understanding of the individual and collective contribution to the County’s fiscal stability.
 - Ensure 100% of designated Contracting Officer’s Representatives (COR), attend COR I or COR II training as assigned.
 - Conserve financial resources by using volunteers to support parks and facilities, resulting in annual cost avoidance of \$2.5 million.
 - ◆ Reduce staff and consultant expenditures on landscape management by \$77,000 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 14 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. 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.
- Develop, maintain and attract a skilled, diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Value diversity and inclusion of customers by ensuring recreational programming and special events are shared through a variety of communication channels, including web, social media and print, with multi-lingual options, as appropriate. Programming and events will reflect the diverse San Diego regional community, with special offerings for youth, seniors, veterans, as well as inter-generational and cultural activities.
- 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 training 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Using the County’s “Tell Us Now” app, enable the public to report problems related to trash, illegal dumping, parking, broken amenities, illegal activity, homelessness, trees, noise, dogs and other frequently reported issues related to County parks and trails.
 - Publish two new virtual experience videos so that users of all abilities can experience more trails online.
 - Complete the fourth year of the ADA Transition plan at three parks so users of all abilities can experience recreational activities.
 - Demonstrate customer satisfaction by increasing the number of registered park and recreation patrons who are repeat customers for park and camping reservations from 7,450 to 7,600.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s vision, *Live Well San Diego*
 - Ensure that DPR employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*. 100% of DPR employees will complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training to increase their resilience so they can advance their ability to build a better service delivery system for the benefit of all San Diegans.
 - ◆ By the end of this training, staff will be able to: (1) Describe trauma and resiliency and why they are critical to *Live Well San Diego*; (2) Identify a trauma-informed system of care; (3) Recognize the science of resilience and the three core building blocks; (4) Describe the power of healthy relationships and behaviors that build healing relationships; and (5) Identify resources and ways to support healing and resiliency.



Related Links

For additional information about the Department of Parks and Recreation, refer to the website at:

- ◆ www.sdcountry.ca.gov/parks

Follow us on Facebook and Twitter at:

- ◆ www.facebook.com/CountyofSanDiegoParksandRecreation
- ◆ twitter.com/sandiegoparks


Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Protect and preserve the region’s natural resources through the number of parkland acres owned and effectively managed	49,784	49,800	50,300	50,800	51,300
	Maintain responsible stewardship for number of miles of trails managed in the County Trails Program	371	364	368	372	376
	Increase park sustainability and reduce carbon footprint through the number of megawatt hours (MWhs) of electricity generated by DPR photovoltaic systems	590	590	590	600	600
	Plant additional trees to decrease greenhouse gases in the environment ¹	N/A	N/A	5,000	3,500	4,000
	Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions)	\$2.45	\$2.45	\$2.5	\$2.5	\$2.5

Table Notes

¹ New measure effective Fiscal Year 2018–19 to reflect DPR operations.

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

Staffing

Net increase of 29.00 staff years.

- ◆ Increase of 27.00 staff years in the Operations Division to support daily operations and maintenance of new and expanded parks facilities and programs
- ◆ Increase of 2.00 staff years in Administration to provide program administration for new Community Facility Districts and information technology enhancements

Net Increase of \$10.0 million

- ◆ Salaries & Benefits—increase of \$2.9 million due to the addition of 29.00 staff years as described above and as a result of negotiated labor agreements and increased retirement contributions
- ◆ Services & Supplies—net increase of \$2.3 million.

- ◆ \$1.4 million for major maintenance of County park facilities
- ◆ \$0.5 million of increased utilities costs for park facilities
- ◆ \$1.0 million in contracted services for landscaping at the Waterfront Park and for increased costs related to new Joint Exercise of Powers Agreements to expand recreational amenities to County residents
- ◆ \$0.2 million in increased Facility Management ISF costs
- ◆ \$0.2 million in increased operations and maintenance costs for the Horse Creek Ridge Community Facility District
- ◆ Net decrease of \$1.0 million in consultant contract services due to the completion of one-time projects
- ◆ Other Charges—decrease of \$0.1 million due to the completion of one-time fleet purchases
- ◆ Operating Transfers Out—net increase of \$4.9 million.
 - ◆ Increase of \$6.3 million due to the Park Land Dedication Ordinance-funded capital projects for the Fallbrook Skatepark, Fallbrook Local Park, San Dieguito Park, Twin Oaks Local Park, and Four Gee Park

- ◆ Decrease of \$1.4 million due to the completion of major maintenance capital projects

Revenues

Net increase of \$10.0 million

- ◆ Taxes Current Property—increase of \$0.4 million due to projected property tax collections
- ◆ Intergovernmental Revenues—decrease of \$0.1 million due to completion of Habitat Conservation Fund grant-funded projects
- ◆ Charges for Current Services—increase of \$0.2 million due to additional revenue from park services, camping and recreational programs
- ◆ Miscellaneous Revenues—increase of \$0.4 million from the Waterfront Park Trust Fund and the interim funding agreement with the Developer of the Horse Creek Ridge Community Facilities District park facilities
- ◆ Other Financing Sources—increase of \$0.2 million from County Service Areas and Community Facility Districts for increased staff costs
- ◆ Fund Balance Component Decrease—increase of \$0.1 million to support a portion of departmental cost 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 \$6.2 million. A total of \$10.7 million is budgeted.
 - ◆ \$3.7 million of General Fund fund balance:
 - ◆ \$2.0 million for the Comprehensive Tree Program

- ◆ \$0.5 million for Americans with Disabilities Act (ADA) improvements at County parks
- ◆ \$0.4 million for dredging in Smuggler’s Gulch
- ◆ \$0.3 million to improve technology for tracking the number of visitors to park facilities
- ◆ \$0.3 million for security enhancement projects at County parks
- ◆ \$0.1 million to support increased salary and benefit costs resulting from negotiated labor agreements
- ◆ \$0.1 million for start-up costs related to the Santa Ysabel Nature Center, South County Bike Skills Course, and Mt. Woodson trail access
- ◆ \$7.0 million of Park Land Dedication Ordinance Fund fund balance for various parks expansion projects
- ◆ General Purpose Revenue Allocation—increase of \$2.6 million as a result of negotiated labor agreements, the addition of 29.00 staff as noted above, and services and supplies for the management, monitoring, maintenance, and operations of the County’s park facilities and open space preserves

Recommended Budget Changes and Operational Impact: 2019-20 to 2020-2021

Net decrease of \$10.2 million is primarily due to a decrease of \$11.5 million from the completion of one-time projects, offset by an increase of \$1.0 million due to increased salary and benefit costs resulting from negotiated labor agreements and an increase of \$0.3 million park services, camping, and recreational program revenue.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Parks and Recreation	189.00	205.00	234.00	14.1	234.00
Total	189.00	205.00	234.00	14.1	234.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Parks and Recreation	\$ 39,975,775	\$ 45,562,055	\$ 47,923,127	5.2	\$ 44,457,854
Park Land Dedication	63,100	69,900	6,927,700	9,810.9	70,700
Park Special Districts	4,003,573	3,901,371	4,024,150	3.1	4,104,644
Parks Community Facilities Districts	—	—	690,838	100.0	701,196
Total	\$ 44,042,448	\$ 49,533,326	\$ 59,565,815	20.3	\$ 49,334,394

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 21,304,131	\$ 24,576,229	\$ 27,486,891	11.8	\$ 28,466,084
Services & Supplies	20,067,927	20,605,445	22,867,398	11.0	18,424,258
Other Charges	660,671	313,500	224,000	(28.5)	86,440
Capital Assets Equipment	11,000	—	—	0.0	—
Expenditure Transfer & Reimbursements	—	(15,000)	(15,000)	0.0	(15,000)
Operating Transfers Out	1,998,719	4,053,152	9,002,526	122.1	2,372,612
Total	\$ 44,042,448	\$ 49,533,326	\$ 59,565,815	20.3	\$ 49,334,394



Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 2,009,015	\$ 2,134,612	\$ 2,539,083	18.9	\$ 2,568,168
Taxes Other Than Current Secured	14,700	14,950	15,950	6.7	15,950
Licenses Permits & Franchises	50,450	54,950	10,500	(80.9)	10,500
Revenue From Use of Money & Property	1,208,856	1,171,938	1,200,200	2.4	1,205,200
Intergovernmental Revenues	686,800	1,502,919	1,366,097	(9.1)	415,000
Charges For Current Services	6,922,113	7,270,198	7,503,451	3.2	7,752,802
Miscellaneous Revenues	488,271	464,100	853,560	83.9	862,512
Other Financing Sources	1,998,719	2,038,870	2,274,776	11.6	2,372,612
Fund Balance Component Decreases	265,667	339,463	511,205	50.6	511,205
Use of Fund Balance	3,494,404	4,531,441	10,691,460	135.9	126,691
General Purpose Revenue Allocation	26,903,453	30,009,885	32,599,533	8.6	33,493,754
Total	\$ 44,042,448	\$ 49,533,326	\$ 59,565,815	20.3	\$ 49,334,394



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 new 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 provides a framework for long-term growth. 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 230.00 staff years and a budget of \$56.6 million.



2018–19 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 adoption of the Active Transportation Plan (ATP) in October 2018. The ATP assists in prioritizing sidewalk access to community facilities and further improves bike and trail pathways in the unincorporated county. (LS1)
 - Ensured that livable communities are achieved through the review and approval of permits for discretionary projects while balancing community, economic and environmental interests.
 - ◆ Received approximately 800 discretionary permits in the unincorporated area of the county in 2018. PDS also approved approximately 750 discretionary permits in 2018, including 12 Tentative Maps, 23 Major Use Permits and Modifications, and 44 new Site Plans and Modifications. Discretionary permits require approval of the Director of PDS, Zoning Administrator, Planning Commission, or the Board of Supervisors.
 - 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 15,391 building plans to ensure that structures are properly and safely designed per the building code.
 - ◆ Helped 58,219 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Land Use and Environment Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

- ◆ Conducted 38,229 building inspections during construction to ensure structures are built in accordance with approved building plans and applicable building safety codes.
- ◆ Promoted safe communities through the plan check and inspection of an anticipated 926 new permit applications for new homes.
- Addressed code compliance concerns through a variety of means, including education and outreach, to help ensure compliance without the need for punitive enforcement. (LS3)
 - ◆ Resolved 57% (934 of 1,625) of code compliance-related cases within a 1-year period of case opening.
 - ◆ Collaborated through continued participation in the LUEG Compliance Team by attending 22 cross-departmental meetings. This multi-departmental team used a comprehensive approach to identify opportunities for improved coordination to resolve complex compliance issues that may impact residents' quality of life. The team worked together to develop and implement a robust process for capturing and reporting various types of issues to ensure future consistency.
 - ◆ Resolved 70% (231 of 330) of debris and waste complaints within 6 months of initial notice to the property owner, exceeding the goal of 40%.

- ◆ Completed 75% (610 of 813) of first round plan reviews for new single family dwelling building permit applications within 15 business days following submittal.
- ◆ Completed 50% (23 of 46) of grading plan reviews within 10 business days following submittal, which did not meet the goal of 75% due to an unanticipated increase in workload.
- ◆ Worked with stakeholders, including the Building Industry Association, to use outcome-based performance measures in tracking performance related to housing affordability through bi-monthly meetings of the Land Development technical working group.
- ◆ The Board of Supervisors received the report on Options to Improve Housing Affordability in the Unincorporated Area on October 10, 2018 and provided direction on 19 actions to address housing affordability and identify short to long-term solutions for increasing the housing supply, addressing regulatory and process barriers and expanding housing opportunities in the unincorporated area. Implementation has commenced.
- ◆ Completed the "Development Tracker," a tool to track implementation of the General Plan. Beginning in the fall of 2019, this tool will assist County staff when responding to requests for information from stakeholders, industry and the public on General Plan implementation.

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on the sustainability, pollution prevention and strategic planning
 - Implemented the Climate Action Plan (CAP) measures with a goal to reduce Greenhouse Gases (GHG) emissions by 132,205 metric tons by 2020 to meet State targets, and reduce the unincorporated county's impact on the climate. (SE/T3)
 - ◆ Reduced 108,863 metric tons of carbon dioxide equivalents (MTCO_{2e}) in 2018, and on track to meet the County's 2020 reduction target of 132,205 MTCO_{2e}.
- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Facilitated 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)

- 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 anticipate customer expectations and demands. (SE/T2)
 - ◆ Outreach events included workshops for housing affordability strategies in August and September, Alpine Community Plan Update in October through March, and Valley Center Community Plan Kickoff in January.
- Improved customer service by increasing consistency and clarity of County planning policy documents through periodic updates to the County General Plan.
 - ◆ Completed a draft update of the Alpine Community Plan, and began 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. The updates included public stakeholder outreach meetings, a dedicated project website, and Community Planning Group meetings.





- Protected the environment and preserved community character through the efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.
 - ◆ Continued implementation of the Purchase of Agricultural Conservation Easement (PACE) program, which supports the local agricultural industry and the preservation of community character, by preserving approximately 273 acres of agricultural land.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through streamlined permit processing.
 - ◆ Promoted renewable energy generation in the unincorporated areas of the county through the plan check and inspection of solar system capacity by providing three updated outreach materials, including the Eligibility Checklist for Expedited Permitting Process, Product and Compatibility Listing Resource document, and Minimum Construction Specifications for Solar PV document, to a wide array of potential solar system users.
- Implemented the California Sustainable Groundwater Management Act (SGMA), which is intended to strengthen local management of groundwater, in four groundwater basins.
 - ◆ Conducted comprehensive public outreach to develop a Groundwater Sustainability Plan (GSP) for the Borrego Valley Groundwater Basin, which will be considered by the Board of Supervisors in 2020. Engaged local public agencies and Tribes to lead the effort in developing a GSP for the San Luis Rey Valley Groundwater Basin. This allowed the County to transition from managing resources as a Groundwater Sustainability Agency (GSA) to overseeing integration of the GSP with the County’s land use and well permitting responsibilities as a non-GSA agency. Coordinated with the City of San Diego to establish an advisory committee and technical working group to inform the development of a GSP in the San Pasqual Valley Groundwater Basin. The San Diego River Valley Basin has been tentatively re-prioritized by the State and may not be subject to SGMA. Outreach and GSP development have been put on hold until final prioritization, which is anticipated in summer 2019.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and find 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.

- ◆ Facilitated four quarterly Chair meetings in July, October, February and May. Topics for these meetings were solicited from the groups and presented by various departments within LUEG.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Updated PDS fees to ensure full cost recovery for services in compliance with Board Policy B-29, *Fees, Grants, Revenue Contracts – Department Responsibility for Cost Recovery*, considered by the Board of Supervisors on April 10, 2019, while continuously implementing business process efficiencies for PDS and its customers. (OE1)
 - Continued employee participation in financial literacy training for 17% of PDS staff (38 of 223), to increase understanding of the individual and collective contribution to the County’s fiscal stability. Training topics included long-term financial forecasting, Operational Plan development and quarterly budget status reports. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued and expanded departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments 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)
 - ◆ Achieving an average turnaround time of 14 business days for the first review of residential building plans.
 - ◆ Exceeding the goal of 12% voluntary code compliance to 92% compliance (2,116 of 2,302 cases) through ongoing education and outreach methods in place of punitive compliance options. The results significantly exceeded the target due to a change in business process which resulted in a higher percentage of voluntary compliance.
 - ◆ Achieving an average Permit Center counter wait time of 18 minutes.
 - ◆ Achieving an average Permit Center counter transaction time for residential permits of 30 minutes.
- 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 with staff members at all levels of the department, including at an “all hands” staff meeting; offering trainings to enhance education and awareness to over 150 staff; sus-



taining 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 by distributing all activity and event information. 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' diverse customers. (OE6)

- ◆ Demonstrated a diverse workforce with a world map in which PDS staff pinned their heritage origin.
- ◆ Created a diversity and inclusion banner signed by PDS staff, representing an inclusive environment.
- ◆ Added a Diversity and Inclusion carousel image in the PDS public facing website that links to the D&I informational website.
- ◆ Incorporated cultural themes into departmental staff events to foster an inclusive environment.
- Continued participation in the PDS Workforce Development Program that included 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)
 - ◆ Evaluated the success of Project Management training through regular meetings with the outcome committee to ensure continued retention and application of these vital skills. Working with a technical advisor, PDS has developed tool kits and templates for each division to customize the Project Management components to their specific work plan.
 - ◆ Continued to implement a robust orientation and overview process to better engage more than 40 new staff in PDS processes and principles on an ongoing basis, through quarterly PDS New Employee onboarding trainings.
 - ◆ Conducted monthly “Nuts and Bolts” training courses for all PDS employees, to develop a solid understanding of key business areas and concepts. Topics ranged from conducting building inspections to managing code compliance cases to how final maps are processed for discretionary projects and were presented by staff who perform these duties on a daily basis.
- 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.
 - ◆ As part of the draft update of the Alpine Community Plan, engaged residents in identifying and defining the vision for the community through project website updates, workshops, and Community Planning Group meetings.

- ◆ Completed the draft Camp Lockett Master Plan to protect the historic character of the area and add an educational museum and health-related community services. The Plan will be brought to the Board in fall 2019 for consideration.
- ◆ Updated the Ramona Form Based Code in February 2019 to ensure consistency with new State guidelines, and expanded the Code to include additional properties, as requested by the community.
- ◆ Completed the Local Coastal Program Implementation Plan in June 2019 (i.e., zoning) for the western portions of San Dieguito to streamline permit processing.
- ◆ Developed a framework for a comprehensive update to the Land Development Code in June 2019, including design guidelines for villages, and modern, simplified, and user-friendly regulations.
- ◆ Initiated the Valley Center Community Plan update and engaged residents through project website updates, presentations at Community Planning and Sponsor Group meetings and workshops.
- ◆ Brought a Zoning Ordinance clean-up to the Board of Supervisors for their consideration in February 2019 to address minor corrections, edits, and changes in State and federal law.
- ◆ In September 2018, brought the Property Specific Requests to the Board of Supervisors for direction on specific Analysis Areas to ensure the land use and zoning designations are consistent with the 2011 Updated General Plan. This item will return to the Board of Supervisors for consideration in 2020.

2019–21 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
 - Within the first year of their employment, 100% of all new permanent, full-time PDS employees will be trained to respond to emergency situations either within their classification’s scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensure that livable communities are achieved through the review and approval of permits for discretionary projects while balancing community, economic and environmental interests.
 - ◆ Improve three County application and permit processes through business process reengineering resulting in reduced processing times and costs to applicants,





compliance with existing laws and regulations, improvements to the quality of the review process, and increased process transparency.

- ◆ Provide training on technical components of the planning process, such as the California Environmental Quality Act, to Community Planning/Sponsor Groups.
- ◆ Develop case and project management training materials for staff, resulting in improved project scoping; communication; application processing, tracking and archiving; coordination and partnership among County departments.
- 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 13,000 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 ensure compliance without the need for punitive enforcement.
 - ◆ Resolve 40% of code compliance-related cases within a 1-year period of case opening.
 - ◆ Resolve 60% of debris and waste complaints within 6 months of initial notice to the property owner.
 - ◆ Reduce the backlog of code cases by 50% from 1,286 cases to 643 cases.



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Support and encourage housing production in the unincorporated county through the reduction of permit processing time and costs, additional incentives to diversify housing products and regulatory reforms to address outdated or inconsistent regulations.
 - ◆ Complete first round plan reviews for new single family dwelling building permit applications within an average of 15 business days following submittal.

- ◆ Complete grading plan reviews within an average 20 business days following submittal.
- ◆ Implement short-term solutions identified in the Options to Improve Housing Affordability report, including the evaluation of the Resource Protection Ordinance, the Grading Ordinance, and Density Bonus Ordinance for opportunities to increase affordable housing in the unincorporated area.
- ◆ 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.
- ◆ Provide excellent customer service by completing 5 Major Use Permits (excluding cellular phone sites) within a 24-month timeframe.
- ◆ Provide excellent customer service by issuing Final Map scoping letters within an average of 20 days of submittal.
- Improve customer service by increasing consistency and ease of interpretation of County planning policy documents through periodic updates to the County General Plan.
 - ◆ Attain approval of the Board of Supervisors for the draft Alpine Community Plan, and complete the draft update to the Valley Center Community Plan to improve consistency with the 2011 General Plan, including public stakeholder outreach meetings, a dedicated project website, and Community Planning Group meetings.
 - ◆ Complete draft guidelines to the Mobility Element of the General Plan to analyze development applications for vehicle miles traveled.
 - ◆ Train PDS staff on community engagement and enhanced communication with Community Planning/Sponsor Groups and develop a community engagement process with increased transparency, efficiency, and a consistent methodology for providing recommendations to all County decision makers.
- Develop case and project management training materials for PDS staff, to improve protection of the environment and preservation of community character through the efficient application of planning, engineering and environmental regulations.
 - ◆ Improve project scoping; communication; issue identification/elevation; application processing, tracking and archiving; and coordination and partnership among County departments through business process reengineering.
 - ◆ 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.
- 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 targets, and reduce the unincorporated county’s impact on the climate.
- Support countywide efforts to explore renewable energy program options.
- Develop an Electric Vehicle Roadmap, that will include strategies to increase electric vehicle ownership and use and install electric vehicle charging infrastructure, for adoption by the Board in late summer/early fall 2019.
- 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 to available resources to maintain fiscal stability
 - Update PDS 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 implementing opportunities to gain business process efficiencies for PDS and its customers.
 - Continue employee participation in financial literacy training for at least 15% of PDS staff to increase understanding of the individual and collective contribution to the County’s fiscal stability.
 - Ensure 100% of PDS designated Contracting Officer’s Representatives (COR), attend COR I or COR II training as assigned.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue and expand departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG is comprised of all LUEG departments and is aimed at providing a “service before self” organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience.
 - 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 impact the quality of life for residents.
 - Ensure a positive customer experience by:
 - ◆ Maintaining the voluntary code compliance rate at 90% through ongoing education and outreach methods in place of punitive compliance options.
 - ◆ Achieving an average turnaround time of 15 business days or less for the first review of residential building plans.

- ◆ Achieving an average Permit Center counter wait time of 20 minutes or less.
- ◆ Achieving an average Permit Center counter transaction time for residential permits of 30 minutes or less.
- ◆ Providing excellent customer service by issuing 100% of Final Map scoping letters within 20 days of submittal.
- 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, including at PDS “all hands” staff meetings; 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 becomes better prepared to maintain exceptional service levels for PDS’ diverse customers.
 - 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.
 - ◆ Evaluate the success of Project Management training through regular meetings with staff to ensure continued retention and application of these vital skills.
 - ◆ Continue to implement a robust orientation and overview process to better engage new staff in PDS processes and principles on an ongoing basis through quarterly PDS New Employee onboarding trainings.
 - ◆ Maintain an average staff vacancy rate of 5% or less.
- 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.
 - ◆ Improve public engagement in the California Environmental Quality Act process by more frequent collaboration with community members on environmental issues, alternatives, and mitigation measures for further analysis.
 - ◆ Present the draft Camp Lockett Master Plan for consideration to the Planning Commission and Board of Supervisors to protect the historic character of the area and to add an educational museum and health-related community services.
 - ◆ Complete the first phase of updates to restructure land development ordinances into a consolidated Land Development Code that is modern, streamlined, and user-friendly.





- ◆ Obtain approval of the Board of Supervisors for a General Plan clean-up to address minor corrections, edits, and changes in State law.
- Leverage internal communication resources, resource groups, and social media, to enhance employee understanding of the County’s vision, *Live Well San Diego*
 - Ensure that PDS employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego* by requiring 100% of PDS employees complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.

- ◆ By the end of this training, staff will be able to: (1) Describe trauma and resiliency and why they are critical to *Live Well San Diego*; (2) Identify a trauma informed system of care; (3) Recognize the science of resilience and the three core building blocks; (4) Describe the power of healthy relationships and behaviors that build healing relationships; (5) Identify resources and ways to support healing and resiliency.

Related Links

For additional information about Planning & Development Services, refer to the website at:

◆ www.sdcountry.ca.gov/pds




Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Review proposed building plans to ensure structures are properly and safely designed ¹	100% of 13,850 plans	100% of 15,000 plans	100% of 15,391 plans	100% of 13,000 plans	100% of 13,000 plans
	Assist customers navigating the building permit and inspection process by explaining code requirements and exploring options to achieve compliance ²	100% of 55,275 customers	100% of 50,000 customers	100% of 58,219 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 ³	100% of 36,099 inspections	100% of 32,000 inspections	100% of 38,229 inspections	100% of 32,000 inspections	100% of 32,000 inspections
	Promote safe communities through the plan check and inspection of new homes ³	1,137	600	926	600	600
	Resolve debris and waste complaints within 6 months of initial notices to the property owner ⁴	44%	40%	70%	60%	60%
	Preserve agricultural acres under the Purchase of Agricultural Easements (PACE) Program	—	230	273	230	230
	Average turnaround time for first review of residential building plans (in business days)	22	15	14	15	15
	Average Permit Center counter wait time (in minutes)	23	20	18	20	20
	Average Permit Center counter transaction time for residential permits (in minutes)	24	30	30	30	30
	Maintain a 90% voluntary compliance rate on closed code cases ⁵	88%	12%	92%	90%	90%



Table Notes

- ¹ Due to changing economic conditions, anticipating a decrease in the number of building permits submitted for FY 2019–20.
- ² The number of customers exceeds the projected amount for Fiscal Year 2018–19 due to changes in State Code and the new Municipal Separate Storm Sewer Systems (MS4) permit which generated additional questions from customers.
- ³ Fiscal Year 2018–19 results exceed the projected amounts due to a surge in building construction.
- ⁴ Fiscal Year 2018–19 results significantly exceeded the target due to streamlining the assignment of debris and solid waste complaints and addressing other inefficiencies in the process. Measure adjusted for Fiscal Year 2019–20 to 60% cases resolved within 6 months.
- ⁵ Fiscal Year 2018–19 results significantly exceeded the target due to a change in business process which resulted in a higher percentage of voluntary compliance. Measure adjusted for Fiscal Year 2019–20 to maintain a 90% voluntary compliance rate.

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

Staffing

Net increase of 7.00 staff years

- ◆ 1.00 staff year in Advance Planning to support implementation of housing affordability initiatives
- ◆ 3.00 staff years in Building to support implementation of the CAP and increased permit activity
- ◆ 1.00 staff year in Land Development to support increased permit activity
- ◆ 1.00 staff year in LUEG GIS and 1.00 staff year in Support Services to provide additional mapping and data analytic support

Expenditures

Net increase of \$6.8 million

- ◆ Salaries & Benefits—net increase of \$1.2 million to support the staffing changes noted above, step increases, and negotiated labor agreements
- ◆ Services & Supplies—net increase of \$5.4 million
 - ◆ Increase of \$3.0 million in contracts related to new one-time projects including implementing the CAP program and short- and long-term solutions identified in the Housing Affordability report
 - ◆ Increase of \$1.9 million related to the Accessory Dwelling Unit permit and impact fee waiver program
 - ◆ Increase of \$0.1 million in facility costs related to security and custodial contracts
 - ◆ Increase of \$0.4 million in information technology costs
- ◆ Capital Asset Equipment—increase of \$0.1 million for the purchase of self-service kiosks for the Q-matic cueing system for more efficient over-the-counter service to customers

- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.1 million in reimbursements for GIS mapping services to General Fund departments. Since this is a reimbursement, it has a net effect of \$0.1 million increase in appropriations.

Revenues

Net increase of \$6.8 million

- ◆ Fines, Forfeitures & Penalties—increase of \$0.1 million due to civil penalties collected for illegal marijuana dispensaries
- ◆ Intergovernmental Revenues—increase of \$0.3 million from SANDAG grants for Valley Center and Alpine Community Plan updates and for the Casa de Oro Specific Plan
- ◆ Charges for Current Services—decrease of \$0.2 million due to decreased Internal Agreement reimbursements from non-General Fund departments for GIS mapping services
- ◆ Fund Balance Component Decreases—increase of \$0.1 million to support a portion of departmental costs of the County's existing Pension Obligation Bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$3.7 million. A total of \$13.7 million is budgeted:
 - ◆ \$2.4 million for implementation of the short- and long-term solutions identified in the Housing Affordability report
 - ◆ \$2.1 million for continued implementation of the Climate Action Plan
 - ◆ \$1.5 million for the PACE program
 - ◆ \$0.9 million for the General Plan SEIR update and Transportation Impact Fee program update
 - ◆ \$0.4 million for code compliance nuisance abatements and consultant costs to address case backlog
 - ◆ \$0.3 million for litigation support
 - ◆ \$0.2 million for Quino Amendment to the South County MSCP Plan EIR and EIS





- ❖ \$0.2 million for General Plan monitoring and permit tracking activities
- ❖ \$0.1 million for one-time costs associated with negotiated wage and benefit increases
- ❖ \$1.7 million rebudget for various information technology projects
- ❖ \$1.6 million rebudget for Phase 1 of the Comprehensive Land Development Code update
- ❖ \$1.1 million rebudget for continued implementation of the Climate Action Plan for the Alpine and Valley Center Community Plan updates which are multi-year projects
- ❖ \$0.6 million rebudget due to contracting delays for code compliance nuisance abatements and consultant costs to address case backlog
- ❖ \$0.2 million rebudget for the North County MSCP plan development
- ❖ \$0.2 million rebudget for building permit fee waivers related to rebuilding activities following the 2007 Firestorm

- ❖ \$0.2 million rebudget for the General Plan amendment for property specific requests
- ❖ General Purpose Revenue Allocation—increase of \$2.8 million
 - ❖ \$1.9 million for the Accessory Dwelling Unit permit and impact fee waiver program
 - ❖ \$0.6 million for growth in Salaries & Benefits associated with step increases and negotiated labor agreements
 - ❖ \$0.3 million to support the addition of staff years as noted above

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

Net decrease of \$13.2 million primarily due to the non-recurrence of one-time projects and program support.



Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Administration	17.00	19.00	20.00	5.3	20.00
Advance Planning	24.00	29.00	32.00	10.3	32.00
Project Planning	61.00	60.00	58.00	(3.3)	58.00
Land Development	25.00	25.00	26.00	4.0	26.00
Building Services	52.00	52.00	55.00	5.8	55.00
Code Compliance	24.00	25.00	25.00	0.0	25.00
LUEG GIS	8.00	9.00	10.00	11.1	10.00
SanGIS COSD	5.00	4.00	4.00	0.0	4.00
Total	216.00	223.00	230.00	3.1	230.00

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Administration	\$ 5,415,604	\$ 6,185,500	\$ 6,033,995	(2.4)	\$ 4,876,007
Advance Planning	9,775,984	12,259,618	15,540,588	26.8	5,793,510
Project Planning	9,533,543	9,956,519	10,004,587	0.5	10,151,844
Land Development	4,220,612	4,550,331	4,686,666	3.0	4,962,231
Building Services	10,102,499	9,990,949	12,594,531	26.1	10,780,679
Code Compliance	3,353,334	4,199,355	5,080,889	21.0	4,069,722
LUEG GIS	1,463,351	1,735,704	1,721,814	(0.8)	1,787,332
SanGIS COSD	995,194	975,323	974,340	(0.1)	1,000,750
Total	\$ 44,860,121	\$ 49,853,299	\$ 56,637,410	13.6	\$ 43,422,075

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 28,337,088	\$ 31,655,449	\$ 32,845,290	3.8	\$ 34,604,838
Services & Supplies	16,862,867	18,602,684	24,043,954	29.2	9,169,071
Capital Assets Equipment	60,000	51,000	100,000	96.1	—
Expenditure Transfer & Reimbursements	(399,834)	(455,834)	(351,834)	(22.8)	(351,834)
Total	\$ 44,860,121	\$ 49,853,299	\$ 56,637,410	13.6	\$ 43,422,075





Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Licenses Permits & Franchises	\$ 4,435,346	\$ 5,629,372	\$ 5,599,420	(0.5)	\$ 4,801,391
Fines, Forfeitures & Penalties	205,703	225,404	334,886	48.6	416,282
Revenue From Use of Money & Property	1,000	1,000	6,000	500.0	6,000
Intergovernmental Revenues	662,040	978,274	1,296,943	32.6	1,213,286
Charges For Current Services	15,436,932	16,665,968	16,498,981	(1.0)	17,032,869
Fund Balance Component Decreases	161,271	213,373	343,122	60.8	343,122
Use of Fund Balance	12,144,093	10,078,419	13,737,506	36.3	—
General Purpose Revenue Allocation	11,813,736	16,061,489	18,820,552	17.2	19,609,125
Total	\$ 44,860,121	\$ 49,853,299	\$ 56,637,410	13.6	\$ 43,422,075





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; closed landfills; wastewater systems management; and permanent road divisions.

To ensure these critical services are provided, the Department of Public Works has 539.00 staff years and a budget of \$323.8 million.



hensive approach to identify opportunities for improved coordination to resolve complex compliance issues that may impact residents' quality of life. The team worked together to develop and implement a robust process for capturing and reporting various types of issues to ensure future consistency. (LS3)

- Maintained County roadway infrastructure in good condition to provide for reduced impact to vehicles, enhanced road safety and improved transportation facilities for customers. (LS2)
 - ◆ Implemented the second 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 62 in Fiscal Year 2018-19, missing the goal of a PCI level of 63. Due to the increases in construction costs since this goal was established, fewer miles of roads can be resurfaced each year to improve the condition of County roads and it is estimated that two additional years will be needed, through Fiscal Year 2023-24, to achieve a PCI of 70.
 - ◆ Replaced 30% (1,300) low pressure sodium street lights with energy-efficient LED streetlights. The department exceeded the second 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.
- Operated the sanitary sewer system with 4 Sanitary Sewer Overflows (SSO) that exceeded 1,000 gallons. The spills were the result of two buried pipe breaks and vandalism of a sewer manhole. While the goal of no overflows was not

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Land Use and Environment Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

2018–19 Anticipated Accomplishments

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Collaborated through continued participation in the LUEG Compliance Team by attending 22 cross-departmental meetings. This multi-departmental team used a compre-

achieved this year, timely response minimized public health and environmental risks, and prevented impacts to surface waters or sensitive environments.

- ◆ Cleaned 390 miles of 12-inch diameter sewer lines to prevent overflow from potential clogs, achieving the annual goal.
- ◆ Inspected 30 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.
- ◆ Used in-line monitors at critical sewer locations to provide early warnings of potential sanitary sewer overflows. At least 11 potential 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% (12) 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 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters, such as flooding, snow removal, downed trees or vehicle accidents. (LS3)
- Sustained an efficient inspection and maintenance program that achieved a 99.7% runway availability rate at the five largest airports managed by the County of San Diego, which supports emergency responders, local, regional and international businesses and aviators. (LS3)



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 for improved water quality by achieving a 17% 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 such as car washing, lawn watering, etc. Baseline flows were established during a period when statewide drought restrictions were in place, and outdoor water usage was much lower than usual. This

lower-than-normal baseline makes achievement of the desired flow reductions more difficult than if the baseline period had been established during typical conditions. While the goal of achieving a 30% reduction across all monitored sites was not achieved, County staff successfully identified and eliminated prohibited flows from a number of sources through a comprehensive inspection and public outreach program, which helped to prevent pollution from reaching local creeks. There were increased efforts to inspect thousands of commercial and residential areas and to educate unincorporated residents and businesses about ways to reduce outdoor water use. Additionally, DPW initiated studies to identify other sources of runoff, which may include unpreventable sources such as surfacing ground-water and permitted water line maintenance discharges as significant contributors. (SE/T3)

- Enhanced the environment and improved water quality in the region by performing stormwater inspections using highly skilled and certified staff to facilitate MS4 permit compliance during the construction phase of private development and capital improvement projects. These inspections helped to increase industry knowledge of stormwater best management practices. (SE/T3)
 - ◆ Approximately 1,200 stormwater inspections were conducted on nearly 1,000 private development projects and 191 inspections on 48 capital improvement projects.
 - ◆ 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% (48) of DPW Capital Improvement Program (CIP) construction sites.
- Protected a sustainable watershed by improving the health of local waters and minimizing downstream pollutants. (SE/T3)
 - ◆ To protect public health and the environment at closed landfills and burn sites, operated an inspection and maintenance program that resulted in 3 notices of violation (NOV). One of the violations was a result of methane concentrations exceeding State standards in a perimeter monitoring probe, which was remedied with the addition of new landfill gas extraction wells. Two violations resulted from winter storms exposing debris



at a burn site. County crews stabilized the area and a timely response minimized public health and environmental risks.

- ◆ 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, achieved a 60% diversion rate for calendar year 2017 in the unincorporated area.
- ◆ Increased recycling awareness and participation through 840 outreach/compliance visits including inspections, trainings, site visits, community events and school presentations for 22,500 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% (4,176) 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.
- Align services to available resources to maintain fiscal stability
 - Continued employee participation in financial literacy classes by incorporating budget and fiscal training for 15% (78) of staff to increase understanding of individual and collective contributions to the County’s fiscal stability.
 - Updated fees and deposits for the Private Development Construction and Inspection Program, considered by the Board of Supervisors on April 10, 2019, to ensure full cost recovery for services in compliance with Board Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Full Cost Recovery*, while continuously implementing opportunities to gain business process efficiencies for DPW and its customers.
 - Met with 100% (25) of the Permanent Road Divisions (PRDs) with inadequate funding, to communicate the current conditions of their roads and funding options available to increase funding for road maintenance and develop a path forward to provide adequate funding for the PRD.
- 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 “ser-

vice 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)
 - ◆ The Customer Experience Initiative (CEI) team developed a new team vision and mission, outlined the revised short-, mid-, and long-term audacious goals. Most recently, the CEI team worked closely with Executive Management to develop and implement the County’s Global Customer Experience Survey, creating customer service feedback links on DPW’s website. (OE5)
 - ◆ All staff participated in enhancing the customer service culture by adding the customer service feedback links to their email signature blocks.
- 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 training to enhance education and awareness to over 150 staff; and by strongly supporting staff participation in Employee Resource Groups by distributing all activity and event information. 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)
- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
 - Staff designed sidewalks at five locations identified in the Pedestrian Gap Program and two additional locations, Aviation Road in Fallbrook and Rios Canyon Road in Lakeside. When completed, these projects will result in approximately 3,300 feet of sidewalks which will enhance pedestrian safety, accessibility, and walkability for those living in the unincorporated communities.(OE7)

2019–21 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
 - Within the first year of their employment, 100% of all new permanent, full-time DPW employees will be trained to respond to emergency situations, either within their classi-

- fication’s scope of responsibilities or as disaster service workers, such as shelter workers or managers, to assist in emergency situations.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Maintain County roadway infrastructure in good condition to reduce impacts to vehicles, enhance road safety and improve transportation facilities for customers. This will be accomplished by implementing the third year of a 7-year program to increase the Pavement Condition Index from 60 to 63 by the end of Fiscal Year 2019–20 and to 70 by the end of Fiscal Year 2023–24.
 - Early completion of the multi-year retrofit program of 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. The retrofit is a 5-year program that began in Fiscal Year 2017-18 and was funded by an assessment rate increase approved by the Board of Supervisors in Fiscal Year 2016–17.
 - Construct sidewalk at five locations identified in the Pedestrian Gap Program and at two additional locations, Aviation Road in Fallbrook and Rios Canyon Road in Lakeside. When completed, these projects will result in approximately 3,300 feet of sidewalk which will enhance pedestrian safety, accessibility, and walkability of those living in the unincorporated communities.
 - 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.
 - ◆ Use in-line monitors at critical sewer locations to provide early warning of potential sanitary sewer overflows.
 - Ensure that County bridges are safe for public use by identifying community threats that impact quality of life.
 - ◆ 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 response to inclement weather, roadway hazards and natural disasters, such as flooding, snow removal, downed trees or vehicle accidents.
 - Continue to sustain an efficient inspection and maintenance program that achieves at least a 95% runway availability rate at the five largest airports managed by the County of San Diego which support emergency responders, local, regional and international businesses and aviators.
 - Upgrade and maintain the County’s ALERT Flood Warning System to the Alert2 radio protocol to provide accurate real-time rainfall and flood information to emergency managers, Road Crew Supervisors, the County’s Office of Emergency Services, Sheriff Department, city and tribal partners, and the National Weather Service, for rapid response to flood events.
 - Ensure that County-maintained storm drains will function as planned by eliminating the risk of trapped trash and debris and unauthorized entrance of individuals into open storm drain culverts.
 - ◆ Design and construct grates at up to 20 individual storm drain openings in the unincorporated county to reduce trash and debris and control access into the storm drain system by the end of fiscal year 2020-21.

 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 to improve water quality by achieving a 75% 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 such as car washing, lawn watering, etc. To assess achievement of this objective, the County has a network of flow measurement devices across multiple County storm drains. Results for each year are compared to a baseline established during 2015 and 2016.
 - 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. These inspections will help increase industry knowledge of stormwater best management practices

- Protect a sustainable watershed by minimizing downstream pollutants.
 - ◆ 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 400 outreach/compliance visits including inspections, trainings, site visits, community events and school presentations for 13,000 attendees annually.



Operational Excellence

- Align services available to resources to maintain fiscal stability
 - Update DPW 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 implementing opportunities to gain business process efficiencies for DPW and its customers.
 - Continue employee participation in financial literacy classes by incorporating budget and fiscal training for 20% of staff, to increase employees’ understanding of the individual and collective contribution to the County’s fiscal stability.
 - Ensure 100% of designated Contracting Officer’s Representatives (COR), attend COR I or COR II training as assigned.
- 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.
- 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. 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.
 - 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.
- 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.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County’s vision, *Live Well San Diego*
 - Trauma-informed services are becoming part of our County culture due to the increased number of individuals who may have experienced trauma in their lives. DPW employees are encouraged to understand the impacts of trauma in order to best serve the vulnerable and at-risk populations we may encounter, as well as promoting our own self-care, self-awareness, and resiliency in traumatic times. To ensure that DPW employees deliver trauma-informed services and become engaged and integrated into the shared vision of *Live Well San Diego*, all employees are required to complete the “Growing Resiliency within a Trauma Informed Lens eLearning 101” online training course.
 - ◆ By the end of this training, staff will be able to: (1) Describe trauma and resiliency and why they are critical to *Live Well San Diego*; (2) Identify a trauma informed system of care; (3) Recognize the science of resilience and the three core building blocks; (4)

Describe the power of healthy relationships and behaviors that build healing relationships; (5) Identify resources and ways to support healing and resiliency.


Related Links

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

◆ www.sdcounty.ca.gov/dpw





Performance Measures		2017-18 Actuals	2018-19 Adopted	2018-19 Estimated Actuals	2019-20 Recommended	2020-21 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 ¹	93%	N/A	N/A	N/A	N/A
	Working with law enforcement and other agencies, road maintenance crews will ensure safe, open roads within 24 hours after the end of an emergency 100% of the time by implementing immediate responses to inclement weather, roadway hazards and natural disasters. ²	N/A	100%	100%	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 ³	1 spill over 1,000 gallons	0	4 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	98%	95%	99%	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 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 ⁴	60 PCI	63 PCI	62 PCI	N/A	N/A



Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	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 customers. This will be accomplished by implementing a seven-year program to increase the Pavement Condition Index (PCI) from 60 to 70 by the end of Fiscal Year 2023–24 ⁵	N/A	N/A	N/A	63 PCI	65 PCI
	Engage businesses, residents and County staff to promote clean water so that by the end of 2019–20, water quality will be improved by achieving a 75% reduction in urban runoff (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.) ⁶	24%	30%	17%	75%	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 ⁷	100% 20 days	N/A	N/A	N/A	N/A

Table Notes

- ¹ 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.
- ² New measure added in Fiscal Year 2018–19 to focus on opening roads within 24-hours after the end of an emergency.
- ³ In Fiscal Year 2018–19, four spills occurred as a result of two buried pipe breaks and vandalism. Timely response by County crews minimized public health and environmental risks, and emergency contracts were issued to immediately repair the pipes and manhole.
- ⁴ Due to the increase in construction costs since the goal was established, fewer miles of roads can be resurfaced each year to improve the condition of County roads. It will take two additional years to achieve a PCI of 70. This performance measure will be discontinued and replaced with a measure that reflects achieving a PCI of 70 by Fiscal Year 2023–24.
- ⁵ New measure added in Fiscal Year 2019–20 to focus on achieving a PCI of 70 by Fiscal Year 2023–24.
- ⁶ While the goal of achieving a 30% reduction across all monitored sites was not achieved, County staff successfully identified and eliminated prohibited flows from a number of sources, which helped to prevent pollution from reaching local creeks. There were increased efforts to inspect thousands of commercial and residential areas and to educate unincorporated residents and businesses about ways to reduce outdoor water use. Additionally, DPW initiated studies to identify other sources of runoff, which may include unpreventable sources such as surfacing groundwater and permitted water line maintenance discharges as significant contributors to dry weather runoff.



⁷ Performance measure was discontinued effective Fiscal Year 2017–18 since this goal has been consistently met and departmental procedures remain in place to continuously track and meet or surpass target.

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

Staffing

Net increase of 14.00 staff years

- ◆ Increase of 5.00 staff years in the Road Fund
 - ❖ 1.00 staff year for increased utility coordination required for capital improvement projects
 - ❖ 1.00 staff year to provide additional front counter customer support
 - ❖ 1.00 staff year to review private land development projects and implement retrofits of existing facilities
 - ❖ 2.00 staff years to ensure compliance with the stormwater Bacteria Total Maximum Daily Load (TMDL) requirements
- ◆ Increase of 2.00 staff years in the Waste Planning and Recycling Fund to implement the Strategic Plan to Reduce Waste by achieving 75% waste diversion by 2025
- ◆ Increase of 3.00 staff years in the Airport Enterprise Fund for Gillespie Field and Palomar Airport
- ◆ Increase of 4.00 staff years in Wastewater Management to support program expansion

Expenditures

Net increase of \$9.0 million

- ◆ Salaries & Benefits—net increase of \$4.2 million primarily due to the additional staff years noted above, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—Net decrease of \$2.0 million.
 - ❖ Decrease of \$11.6 million
 - ◆ \$4.8 million for maintenance of debris control facilities and construction costs for completed capital improvement projects in the Road Fund
 - ◆ \$5.9 million for contracted services for debris control facilities and consultants for the Flood Control District
 - ◆ \$0.9 million for completed non-capitalizable public facilities-related costs in Community Facilities District No. 2008-01 Harmony Grove Village Improvement Area No. 1
 - ❖ Increase of \$9.6 million
 - ◆ \$2.2 million for contracted road services, including: guardrail repairs; traffic control; mowing; security enhancements for the road stations and materials laboratory facility; and miscellaneous inter-fund rental for vehicles in the Road Fund
 - ◆ \$0.9 million for contracted services and disposal costs related to the San Pasqual cleanup program in the Solid Waste Management Program
 - ◆ \$0.3 million for specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program
 - ◆ \$2.3 million for professional services related to the stormwater Total Maximum Daily Load (TMDL) compliance contract costs in the Watershed Protection Program
 - ◆ \$1.1 million for major and routine maintenance projects in the Airport Enterprise Fund
 - ◆ \$0.1 million for utility charges for the Wastewater Management Program
 - ◆ \$1.5 million for increased maintenance work in the Sanitation District
 - ◆ \$0.8 million for new major maintenance projects and routine maintenance in the Flood Control District
 - ◆ \$0.4 million for maintenance costs for Harmony Grove Village
- ◆ Other Charges—Net decrease of \$1.2 million.
 - ❖ Decrease of \$1.4 million due to reduced structures depreciation for capital projects in the Airport Enterprise Fund and decreases in right-of-way costs based on the Detailed Work Program project schedule.
 - ❖ Increase of \$0.2 million due to 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.
- ◆ Capital Assets/Land Acquisition—Increase of \$10.6 million for sanitary sewer system upgrades and capital improvement projects in the San Diego County Sanitation District.
- ◆ Capital Assets Equipment—Decrease of \$2.1 million
 - ❖ \$1.3 million for completed vehicle purchases in the Equipment Acquisition ISF program
 - ❖ \$0.8 million for the deferred purchase of an aircraft rescue and firefighting truck, and completed equipment purchases in the Airport Enterprise Fund.
- ◆ Operating Transfers Out—Net decrease of \$0.5 million.
 - ❖ Decrease of \$9.5 million
 - ◆ \$5.8 million completed transfer from the DPW General Fund to the Flood Control District for debris control facilities and maintenance
 - ◆ \$3.2 million completed transfer from the DPW General Fund to the Road Fund for various one-time projects
 - ◆ \$0.3 million completed one-time transfer from the Wastewater Enterprise Fund to the Liquid Waste Equipment Acquisition ISF for a new sewer maintenance vehicle



- ◆ \$0.2 million completed one-time transfer from the Special Aviation to the Airport Enterprise Fund for operational needs
- ❖ Increase in \$9.0 million for a transfer from the DPW General Fund to the Sanitation District Fund for sewer system upgrades related to the stormwater TMDL program

Revenues

Net increase of \$9.0 million

- ◆ Taxes Current Property—Increase of \$0.3 million primarily due to projected taxes from property owners for the Flood Control District and Harmony Grove Village.
- ◆ Taxes Other Than Current Secured—Increase of \$1.5 million for TransNet-funded projects in the Road Fund.
- ◆ Licenses Permits & Franchises—Net increase of \$0.4 million
 - ❖ \$0.5 million increase from San Diego Gas and Electric (SDG&E) impact fees for road maintenance work
 - ❖ \$0.1 million decrease from passenger facility charges in the Airport Enterprise Fund.
- ◆ Revenue from Use of Money & Property—Net increase of \$0.7 million
 - ❖ Increase of \$0.9 million includes \$0.8 million in rents and leases in County Airports and \$0.1 million in interest earned on deposits.
 - ❖ Decrease of \$0.2 million includes \$0.1 million in vehicle usage rental revenue in the Equipment ISF program and \$0.1 million in rental revenue resulting from the sale of a trailer in the Road Fund.
- ◆ Intergovernmental Revenues—Net increase of \$7.7 million
 - ❖ Increase of \$10.2 million
 - ◆ \$8.1 million in anticipated gas tax receipts from the Highway User’s Tax Account
 - ◆ \$1.4 million in Federal Highway Planning and Construction for Federal Highway Administration projects in the Road Fund
 - ◆ \$0.7 million in State grant for the San Pasqual Clean Closure project in the Solid Waste Management Program
 - ❖ Decrease of \$2.5 million
 - ◆ \$0.8 million in transportation funding from the Road Repair and Accountability Act of 2017
 - ◆ \$0.9 million in completed State grant funded projects and Community Development Block Grant funded projects in the Road Fund
 - ◆ \$0.7 million in federal grant for the deferred acquisition of an aircraft rescue and firefighting truck in the Airport Enterprise Fund
 - ◆ \$0.1 million in State grant for tire amnesty and tire cleanup projects in the Waste Planning and Recycling Program.
- ◆ Charges for Current Services—Net increase of \$7.0 million
 - ❖ Increase of \$7.8 million
- ◆ \$0.7 million for work funded by the DPW General Fund, including staff years to ensure compliance with Bacteria TMDL requirements, as noted above
- ◆ \$0.3 million for work funded by the Airport Enterprise, Inactive Waste, and Liquid Waste Enterprise Funds
- ◆ \$1.8 million for work funded by the Flood Control District and the Sanitation District
- ◆ \$0.1 million in assessment fees in the Street Lighting District
- ◆ \$0.1 million in special drainage area fees
- ◆ \$0.4 million in negotiated developer funding for the Alta Road project
- ◆ \$4.0 million increase in sewer service charges in the Sanitation District
- ◆ \$0.1 million in solid waste tonnage fees
- ◆ \$0.3 million in funding from the Environmental Trust Fund for maintenance of closed landfills and burn sites maintained by the County.
- ◆ Decrease of \$0.8 million
 - ◆ \$0.1 million in reduced work for the Road Fund, Capital Outlay and Internal Service Funds
 - ◆ \$0.1 million in Transportation Impact Fee (TIF) Recovery projects
 - ◆ \$0.6 million in Special Tax A revenues for non-capitalizable public facilities-related costs in Community Facilities District No. 2008-01 Harmony Grove Village Improvement Area No. 1.
- ◆ Miscellaneous Revenues—Decrease of \$0.5 million in tribal grant-funded projects in the Road Fund.
- ◆ Other Financing Sources—Net decrease of \$0.5 million.
 - ❖ Decrease of \$0.6 million
 - ◆ \$0.3 million from a completed one-time transfer from the Liquid Waste Enterprise Fund to the Liquid Waste Equipment Acquisition ISF for the purchase of a new sewer maintenance vehicle
 - ◆ \$0.2 million from a completed one-time transfer from the Special Aviation Fund to the Airport Enterprise Fund for operational needs
 - ◆ \$0.1 million decrease in transfer from the DPW General Fund for completed one-time projects
 - ❖ Increase of \$0.1 million for a transfer from the Road Fund to the Road Fund Equipment Acquisition ISF for the purchase of a new vehicle.
- ◆ 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—Net decrease of \$8.3 million. A total of \$60.1 million is budgeted.



- ◆ General Fund fund balance of \$30.8 million for one-time projects
 - ◆ \$25.24 million for the Watershed Protection Program to fund stormwater TMDL compliance activities, including design and construction of structural Best Management Practices (BMP); sanitary sewer system upgrades; non-structural BMPs such as inspections, incentive programs, and public education; water quality monitoring and reporting; and to fund projects to reduce dry weather flows from County storm drains, compliance with the State’s Trash Policy, special studies for pending regulations, and water quality improvement plan (WQIP) updates
 - ◆ \$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
 - ◆ \$0.68 million for security enhancements for the road stations and materials laboratory facility
 - ◆ \$0.5 million for traffic signal upgrades to enhance traffic and pedestrian safety
 - ◆ \$0.4 million for crosswalk marking enhancements for pedestrian safety
 - ◆ \$0.16 million for two asphalt curb machines to more efficiently install, repair and replace asphalt curbs on County roads
 - ◆ \$0.08 million for four programmable road message boards for emergency response activities
 - ◆ \$0.05 million for eight portable work light stations to improve lighting during night operations of road maintenance staff
 - ◆ \$0.05 million to implement the third 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
 - ◆ \$0.04 million to partially offset one-time Salaries & Benefits payments in the DPW General Fund based on negotiated labor agreements
 - ◆ \$0.02 for Accela record updates for improved tracking of land development counter flood reviews
 - ◆ Rebudget of \$0.08 million for the Proctor Valley Road vacation and closure project that will continue into Fiscal Year 2019–20
- ◆ One-time funding of \$29.3 million from various DPW funds
 - ◆ \$7.5 million for capital improvement projects and depreciation expense in the San Diego County Sanitation District service areas
 - ◆ \$5.6 million for maintenance and paving projects and potential emergencies in the Permanent Road Divisions
 - ◆ \$5.2 million for depreciation expense and major maintenance in the Airports program
 - ◆ \$5.0 million for the purchase of vehicles in the DPW Equipment Acquisition ISF
 - ◆ \$4.3 million for capital improvement and major maintenance projects in the Road Fund
 - ◆ \$0.4 million for specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program
 - ◆ \$0.4 million for new major maintenance projects in the Flood Control District
 - ◆ \$0.3 million of remaining bond proceeds for non-capitalizable public facilities-related costs in Community Facilities District No. 2008-01 Harmony Grove Village Improvement Area No. 1
 - ◆ \$0.2 million for preservation of survey monuments
 - ◆ \$0.2 million for irrigation and landscaping projects in the County Service Area Landscaping Districts
 - ◆ \$0.2 million for equipment purchase and information technology costs for Wastewater Management
- ◆ General Purpose Revenue Allocation—Increase of \$0.6 million
 - ◆ \$0.3 million for the Watershed Protection Program for two additional staff years, as noted above, to ensure compliance with the stormwater bacteria TMDL requirements
 - ◆ \$0.3 million for increased costs related to negotiated labor agreements and increased retirement contributions.

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

A net decrease of \$45.9 million includes a decrease of \$26.5 million in Services & Supplies primarily due to the projected completion of one-time projects related to the stormwater TMDL program, one-time projects funded by the DPW General Fund, and completion of maintenance and paving projects in the Permanent Road Divisions; a decrease of \$9.8 million in Capital Assets/Land Acquisition for completed CIP projects in the San Diego County Sanitation District; and a decrease of \$14.5 million in Operating Transfers Out due to the completion of transfers from the DPW General Fund for one-time projects.

 **PUBLIC WORKS**

An offsetting increase of \$4.9 million includes \$3.1 million in Salaries & Benefits from required retirement contributions and negotiated labor agreements; \$0.2 million in Other Charges for

equipment depreciation expense in the Equipment Acquisition ISFs; and \$1.6 million in Capital Assets Equipment due to new vehicle purchases in the Equipment Acquisition ISFs.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Road Program	351.00	363.00	368.00	1.4	368.00
Solid Waste Management Program	19.00	20.00	22.00	10.0	22.00
General Fund Activities Program	63.00	63.00	63.00	0.0	63.00
Airports Program	36.00	36.00	39.00	8.3	39.00
Wastewater Management Program	43.00	43.00	47.00	9.3	47.00
Total	512.00	525.00	539.00	2.7	539.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Road Program	\$ 176,408,114	\$ 160,857,564	\$ 160,236,840	(0.4)	\$ 159,747,206
Solid Waste Management Program	7,169,765	8,945,025	10,384,062	16.1	9,186,997
General Fund Activities Program	27,978,594	47,201,107	49,795,331	5.5	19,529,404
Airports Program	18,582,502	19,568,831	19,175,359	(2.0)	19,433,784
Wastewater Management Program	8,295,972	9,106,626	9,634,795	5.8	9,846,132
Sanitation Districts	29,253,827	31,086,602	43,254,449	39.1	33,111,449
Flood Control	4,607,137	10,953,609	5,855,651	(46.5)	5,847,251
County Service Areas	583,650	533,373	445,945	(16.4)	248,630
Street Lighting District	2,860,759	2,879,966	2,789,906	(3.1)	2,828,352
Community Facilities Districts	469,000	1,386,658	875,606	(36.9)	583,895
Permanent Road Divisions	7,220,112	6,930,137	7,008,536	1.1	1,383,729
Equipment ISF Program	18,739,815	15,439,141	14,392,500	(6.8)	16,225,000
Total	\$ 302,169,247	\$ 314,888,639	\$ 323,848,980	2.8	\$ 277,971,829

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 67,686,158	\$ 72,668,170	\$ 76,896,151	5.8	\$ 80,050,634
Services & Supplies	202,609,975	197,624,400	195,618,680	(1.0)	169,130,916
Other Charges	17,475,560	17,684,170	16,446,250	(7.0)	16,636,380
Capital Assets/Land Acquisition	2,327,000	3,261,000	13,838,000	324.3	4,000,000
Capital Assets Equipment	9,449,000	6,602,000	4,538,500	(31.3)	6,162,000
Operating Transfers Out	2,621,554	17,048,899	16,511,399	(3.2)	1,991,899
Total	\$ 302,169,247	\$ 314,888,639	\$ 323,848,980	2.8	\$ 277,971,829

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 6,350,854	\$ 6,733,302	\$ 7,025,536	4.3	\$ 7,015,975
Taxes Other Than Current Secured	12,189,609	12,074,792	13,556,515	12.3	16,284,514
Licenses Permits & Franchises	5,001,000	5,110,000	5,557,000	8.7	5,557,000
Revenue From Use of Money & Property	21,266,994	23,004,025	23,729,432	3.2	24,554,660
Intergovernmental Revenues	82,632,565	108,982,414	116,642,387	7.0	115,812,463
Charges For Current Services	51,342,619	58,859,136	65,891,153	11.9	66,981,703
Miscellaneous Revenues	2,098,600	2,752,269	2,253,350	(18.1)	2,253,350
Other Financing Sources	30,621,554	17,048,899	16,511,399	(3.2)	1,991,899
Fund Balance Component Decreases	13,099,443	129,484	200,771	55.1	200,771
Use of Fund Balance	68,717,987	68,368,720	60,093,627	(12.1)	24,553,799
General Purpose Revenue Allocation	8,848,022	11,825,598	12,387,810	4.8	12,765,695
Total	\$ 302,169,247	\$ 314,888,639	\$ 323,848,980	2.8	\$ 277,971,829



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 \$1.4 million and a volunteer program with a value of more than \$6.2 million.



2018–19 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 and Reentry 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 536 families, related to food resource management practices, nutrition and food safety practices and positive dietary changes. Following the assessment, 83% of participants made positive dietary changes including: improving 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)

Strategic Initiative Legend

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

For more information on alignment to the Strategic Initiatives, Contributing Departments and External Partners, refer to the Group Description section within the Land Use and Environment Group Summary. Text that is followed by EWG nomenclature indicates coordination with at least one other department.

- ◆ Educated 2,523 youth, exceeding the goal of 2,000, through education and outreach activities. Assessed behavior changes through the collection of data on 1,202 of youth participants. Following the assessment, 85% 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 182 consumers via newsletter articles and blogs on how to help prevent costly—yet preventable—foodborne illnesses such as *salmonella* and *E. coli*. (BBH2)
- The goal to complete a research and evaluation project on the content and formatting of the University of California’s “Food Safety in the Garden” tip cards was not completed due to an unanticipated shift in workload priorities. (BBH2)
- UCCE staff provided administrative assistance for 40 projects, grants and contracts with a total value of \$1.6 million. The grants received enabled 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
 - Recruited and trained 543 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)
 - ◆ This effort reached 3,391 youth under the age of 18 who 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 was created with information about therapeutic horticulture, including references and online train-the-trainer curriculum for organizations that want to begin a therapeutic horticulture program at their facility. Additionally, more than 240 participants attended in-person, hands-on train-the-trainer workshops.



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 more than 125 agricultural producers, including financial management, food safety, and business management topics, through 6 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 more than double the number of pounds as the traditional planting method and used slightly less water. An avocado growers seminar series was provided for 120 participants.
 - Assisted families in achieving and maintaining financial self-sufficiency through household savings and debt reduction, by providing train-the-trainer sessions to 14 case-workers. 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 including farm tours, on-farm classes, festivals, farm stands, and other activities that added value to the existing farm, assisting with increasing business confidence and revenue. Disseminated the information to 1,164 agricultural producers via 8 workshops, seminars and field days.
 - Evaluated four crops pitahaya (Dragon Fruit), blueberries, strawberries and coffee and production methods that may improve production and viability of commercial crops.
 - Developed and delivered a Master Beekeeper Program to educate and certify beekeepers. In collaboration with key stakeholders including Agriculture, Weights and Measures (AWM) and UC Davis, a cohort of 30 participants attended a series of 6, day-long workshops and learned about beekeeping basics and the benefits of maintaining colonies in compliance with the County’s ordinances on beekeeping.





- In collaboration with AWM and UC Riverside, developed a South American Palm Weevil (SAPW) monitoring survey protocol, provided workshops and field trainings on SAPW identification, monitoring and management and created easy-to-use factsheets for a variety of target audiences.
- Established an Asian Citrus Psyllid (ACP) and Huanglong-bing (HLB) education and outreach program for public land managers and relevant industry professionals, tribal environmental representatives and community gardeners and volunteers. Digital and print resources were created and training events and systems for the monitoring, reporting and responding to HLB were created.
- In collaboration with the Department of Planning & Development Services (PDS) and AWM, completed qualitative research pertaining to sustainable agriculture in order to develop relevant and appropriate education and outreach resources and activities for the County's Climate Action Plan. UCCE completed a scientific literature review of climate-resilient agricultural practices, collaborated with public and private stakeholders, UC specialists and academics, and created state-of-the-science and case study reports.
- 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 more than 133,000 residents and the agricultural community concrete ways and methods to reduce water usage and/or Total Maximum Daily Load (TMDL) stormwater pollution impacts through 4 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 2019–20.
 - 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 35 outreach activities, including workshops, publications, and presentations, exceeding the goal of 4 activities. In collaboration with AWM, Department of Parks and Recreation (DPR) and the Farm Bureau, more than 2,055 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, more than 11,000 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 2,221 office consultations, exceeding the goal of 400; 191 educational exhibits, exceeding the goal of 10; and 25,096 hours of volunteer service, exceeding the goal of 4,000. Total savings for the volunteered hours amounted to more than \$619,000.
- 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 one outreach activity, 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 4 outreach activities, exceeding the goal of 2 activities and reaching more than 215 participants.
- Provided leadership, by hosting and facilitating four meetings of the San Diego Weed Management Area, a Memorandum Of Understanding-based network of public agencies, private organizations and individuals including DPR and AWM.

2019–21 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 400 low-income families with children via 24 workshops (consisting of at least 6 hours for each workshop series), 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.



- ◆ Assess a minimum of 320 individuals and family behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes.
- Conduct nutrition education for 1,000 children and youth from low-income and limited-resource families via a minimum of 12 workshops (consisting of at least 6 hours for each workshop series) 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.
 - ◆ Assess a minimum of 480 individuals behavioral changes related to food resource management practices, nutrition and food safety practices and positive dietary changes.
- UCCE staff will provide administrative assistance for 35 projects, grants and contracts with a total value of \$1.4 million. The grants received enable the UCCE academics to provide research, education and outreach in local issues of public concern in agriculture, natural resources, home and health.
- Improve business and risk management skills of local agricultural producers by conducting educational and research activities focusing on business and financial management and risk management strategies through a minimum of three outreach activities.
- 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.
- Improve market access and 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 three outreach activities to agricultural producers.
- Introduce new or alternative crops, production techniques and systems to commercial agricultural operations in the San Diego region, such as pitahaya (Dragon Fruit), blueberries, hops, coffee, cider apples, etc. via four activities.
- Support the development and revisions of policies, legislation and regulations related to UCCE subject matter expertise such as agriculture, natural resources, youth development and nutrition.



Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Enroll 2,000 youth and adults in the 4-H program and provide 10 training activities to assist in delivering 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.
 - Provide leadership training experiences to a minimum of 75 4-H youth to gain leadership skills and abilities which contributes to improved college readiness and developing a qualified workforce.
 - Conduct pest management education and outreach for groups such as pest management professionals, school Integrated Pest Management coordinators, landscape professionals and contractors, agricultural programs, etc. via four activities.
 - UCCE staff will provide coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs with 1,250 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.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Identify problems and potential solutions for agricultural water and land in San Diego County via two trainings and one outreach activity.
 - Educate residents and visitors on research-based solutions to conserve and protect water resources for future generations via one outreach activity and any appropriate applied research activity.
 - Identify problems and potential solutions in agricultural production systems on issues impacting production viability via 11 activities.
 - Identify problems and potential solutions to challenges caused by endemic and invasive pests such as insects, diseases, weeds, etc. impacting San Diego production agriculture, natural resources and urban environments through a minimum of three outreach activities as well as any applied research activity.
 - 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 2,400 office consultations, educational exhibits and workshops.
 - As needed, provide participatory research such as 'citizen science' opportunities, to augment the research conducted by the UC ANR.
 - Identify problems and potential solutions when managing land and conserving natural resources and sensitive species via five activities.



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence





- 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.
- Working with UCCE San Bernardino, develop and provide education and outreach resources for promoting safety considerations of plant placement in drought-tolerant and fire resistant landscapes. Analyze existing science-based information and identify those plants with potential safety hazards.
- Working with UC Merced, improve and verify the reliability of existing hot water system prototype, demonstrate its efficacy on a spectrum of nursery crops and pests, conduct an in-field workshop with growers and create a final report and deliver to stakeholders.
- Working with local non-governmental organizations, AWM and UC Specialists, develop education and outreach resources for promoting health and well-being through gardening to older adults, their family members and caregivers. Develop an online community resource about the health benefits of gardening including curricula, lesson plans and research.

- Conduct and summarize a literature review on how Blockchain has been used for water management nationally and globally. Explore and analyze the feasibility of using Blockchain technology for water management. Establish a Water Festival event which will introduce, present and disseminate the Blockchain concept and water management to the public.
- Develop basic information, outreach and training resources related to climate-resilient agriculture for the County’s Climate Action Plan. Further develop the website and provide a field training or demonstration for growers about carbon-smart farming. Participate in collaborative working groups and organize and host a webinar for public and private stakeholders.

Related Links

For additional information about the University of California Cooperative Extension refer to the website at:

◆ www.sandiegocounty.gov/fha




Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Staff provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) ¹	43 projects/ \$2,303,107	40 projects/ \$1,550,000	40 projects/ \$1,550,000	35 projects/ \$1,400,000	35 projects/ \$1,400,000
	Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety ²	623 families	600 families	600 families	400 families	400 families
	Staff provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/volunteer hours)	1,131 vol/ 252,791 hours	1,200 vol/ 250,000 hours	1,200 vol/ 250,000 hours	1,250 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

¹ Projects are based on existing and new grants. In Fiscal Year 2018–19 three grants have ended. Applications for three new grants have been submitted.

² Adopted participant numbers for performance measures in nutrition education are set by State funding contract requirements; actual participant numbers can vary due to the number of paid nutrition education staff and the number of participants the State requires each educator to reach. These numbers can vary depending on State funding. The Fiscal Year 2019–20 target number of families reached is declining as the nutrition staff has decreased by one person.



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

Staffing

No change in staffing

Expenditures

Increase of \$0.1 million

- ◆ Services & Supplies—increase of \$0.1 million for one-time projects, as described below.

Revenues

Increase of \$0.1 million

- ◆ Use of Fund Balance—Increase of \$0.1 million. A total of \$0.5 million is budgeted for:
 - ◆ \$0.16 million for the Climate Action Plan – Conservation & Sustainable Agriculture Farming

- ◆ \$0.12 million for the development and implementation of a Non-toxic Pest Control System for shipping ornamental plant commodities
- ◆ \$0.1 million for promoting health and well-being through gardening
- ◆ \$0.07 million for promoting public involvement in water issues and exploring opportunities to use technological advancement for water supply management
- ◆ \$0.05 million for health and safety considerations in selecting plants for drought-tolerant and fire-resistant landscapes

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

Net decrease of \$0.5 million primarily due to the non-recurrence of one-time projects.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
University of California Cooperative Extension	0.00	0.00	0.00	0.0	0.00
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
University of California Cooperative Extension	\$ 1,139,291	\$ 1,265,971	\$ 1,381,370	9.1	\$ 869,971
Total	\$ 1,139,291	\$ 1,265,971	\$ 1,381,370	9.1	\$ 869,971

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ 1,139,291	\$ 1,265,971	\$ 1,381,370	9.1	\$ 869,971
Total	\$ 1,139,291	\$ 1,265,971	\$ 1,381,370	9.1	\$ 869,971

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Use of Fund Balance	269,320	396,000	511,399	29.1	—
General Purpose Revenue Allocation	869,971	869,971	869,971	0.0	869,971
Total	\$ 1,139,291	\$ 1,265,971	\$ 1,381,370	9.1	\$ 869,971





County of San Diego

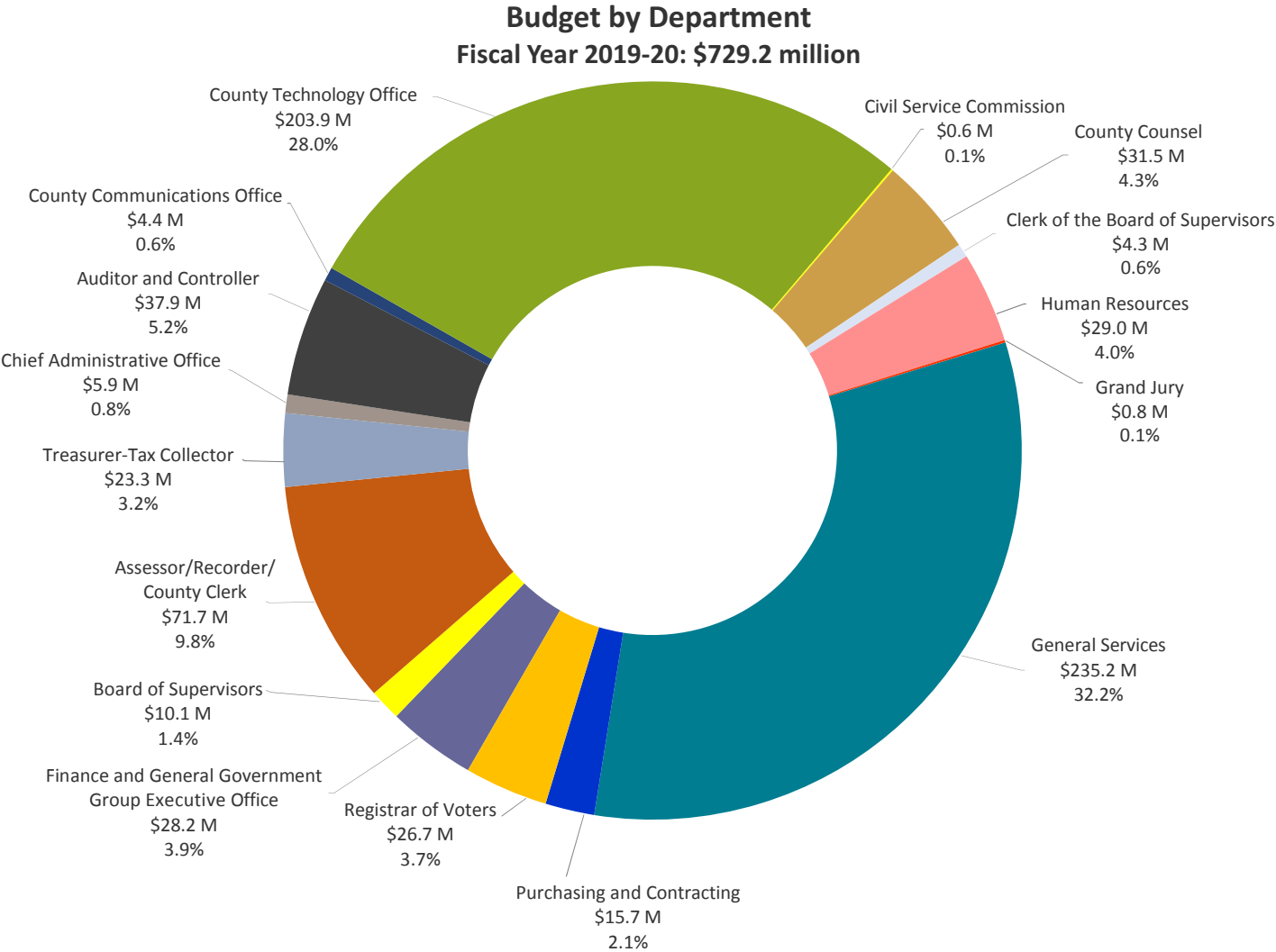
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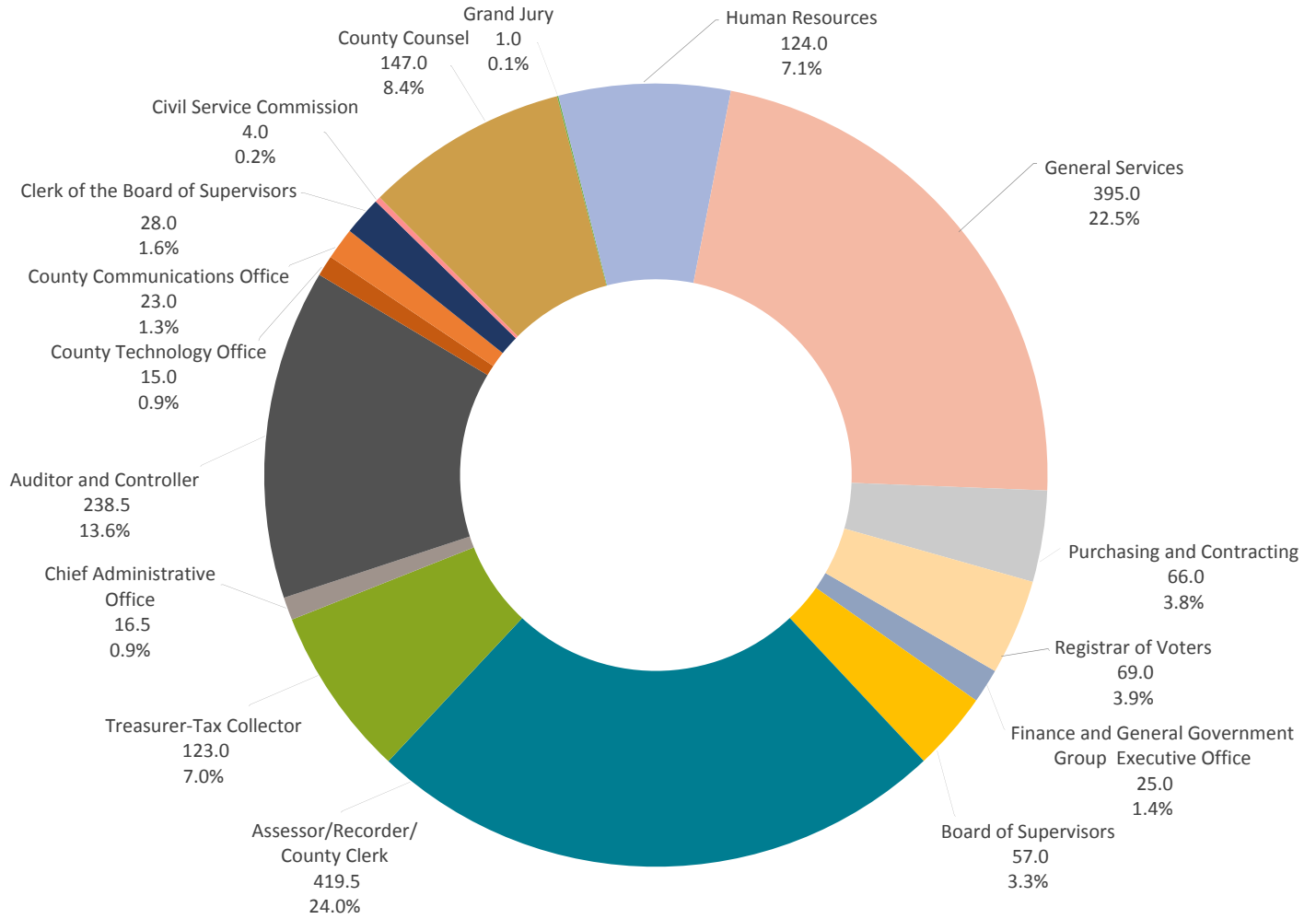
Finance and General Government Group at a Glance

Recommended Budget by Department



Recommended Staffing by Department

Staffing by Department
Fiscal Year 2019-20: 1,751.5 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). Effective July 1, 2019, the Department of General Services, the Department of Purchasing and Contracting and the Registrar of Voters has been shifted from the Community Services Group (CSG) to FGG for improved alignment of County services and efficiency in delivering these services. FGG maintains and continually strengthens the financial and operational backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative, compliance, facilities and fleet management, major maintenance projects, capital improvements, procurement and contracting oversight, energy usage management, and other key government support functions. FGG also provides public services such as voter and election services, passport application processing, marriage services, and accepting and recording of legal documents. Services are provided to internal and external customers based on the following principles that align with the Operational Excellence Strategic Initiative:

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



Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Department Objectives (DOs) demonstrate how departments contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "BBH1" or "LS2") throughout the Operational Plan reference these EWGs 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 Communications Office
- ◆ County Technology Office
- ◆ Civil Service Commission
- ◆ Clerk of the Board of Supervisors
- ◆ County Counsel
- ◆ General Services
- ◆ Grand Jury
- ◆ Human Resources
- ◆ Purchasing and Contracting
- ◆ Registrar of Voters

FGG 2019–21 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.



Sustainable Environments/Thriving

Help residents become civically engaged

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



Operational Excellence

Maintain the fiscal stability of County resources

- Provide leadership on issues and decisions that impact the financial well-being of the County.
- Continue to increase the financial literacy of County employees at every level within the organization in order to reinforce prudent decision making and increase expertise of departmental financial activities.
- Continue to earn the Distinguished Budget Award from the Government Finance Officers Association, demonstrating that the published budget document meets program criteria for excellence as a policy document, an operations guide, a financial plan and a communications device.

Utilize modern, innovative technology and infrastructure to deliver services

- Evaluate and invest in upgraded technology and infrastructure where applicable to enhance functionality and increase effectiveness of County departments.

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

- Strengthen and enhance compliance efforts with increased trainings across departments and migrate to a case management system to enhance reporting and monitoring.
- 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.

Related Links

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

- ◆ www.sandiegocounty.gov/fg3

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

For historical reconciliation and record keeping purposes, the budget changes and operational impact discussion below includes budgetary information related to the former Community Services Group Executive Office, which will be dissolved effective July 1, 2019.

Staffing

Decrease of 6.00 staff years

- ◆ Decrease of 8.00 staff years to reflect the former Community Services Group (CSG) Executive Office staffing level prior to dissolution effective July 1, 2019, shown here for historical purposes.
- ◆ Increase of 2.00 staff years to support increased finance and information technology needs due to the transfer of the Department of General Services, Department of Purchasing and Contracting, and the Registrar of Voters to FGG from CSG.

Expenditures

Decrease of \$5.4 million

- ◆ Salaries & Benefits—decrease of \$1.1 million
 - ◆ Decrease of \$1.7 million to reflect the reduction of CSG Executive Office staffing levels included in Fiscal Year 2018–19.
 - ◆ Increase of \$0.6 million due to the addition of 2.00 staff years, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$2.8 million
 - ◆ Decrease of \$0.3 million to reflect the reduction of CSG Executive Office expenditures, primarily information technology (IT) costs in support of CSG departments.
 - ◆ Decrease of \$2.5 million primarily due to the non-recurrence of one-time IT projects related to Kronos timekeeping system upgrade and the County's budgeting





system upgrade, offset by increases related to departmental IT costs previously provided by the former CSG Executive Office and operation and maintenance costs associated with the County Administration Center (CAC), Waterfront Park, and Cedar and Kettner parking garage.

- ◆ Operating Transfers Out—decrease of \$0.2 million to remove prior year contributions to the Major Maintenance Capital Outlay Fund for one-time capital project related to window repairs at the CAC.
- ◆ Management Reserves—decrease of \$1.3 million
 - ◆ Decrease of \$1.3 million due to elimination of CSG management reserves previously budgeted for one-time needs such as information technology and facility projects.
 - ◆ No change in FGG Executive Office management reserves; 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

Decrease of \$5.4 million

- ◆ Charges for Current Services—net decrease of \$0.3 million in cost allocation plan revenues for reimbursement of administrative services provided to other County departments. Of this amount, \$1.0 million is related to the dissolution of CSG, offset by increases of \$0.7 million in FGG Executive Office for reimbursement of activities related to the Department of General Services and the Department of Purchasing and Contracting.

- ◆ 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 POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—decrease of \$4.4 million, for a total of \$3.0 million in planned uses.
 - ◆ Decrease of \$1.3 million due to dissolution of CSG, previously budgeted for management reserves.
 - ◆ Decrease of \$3.1 million due to the non-recurrence of one-time IT projects including the Kronos timekeeping system upgrade and the County’s budgeting system upgrade. Use of Fund Balance includes \$3.0 million in support of management reserves for Groupwide unanticipated IT, facility, or emergent operational needs.
- ◆ General Purpose Revenue—decrease of \$0.7 million
 - ◆ Decrease of \$1.0 million due to the dissolution of CSG and reallocation of resources to other Groups
 - ◆ Increase of \$0.3 million primarily due to negotiated salary and benefit costs, including additional staffing for support of departments transferred from CSG to FGG.

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

Net decrease of \$2.7 million primarily due to the non-recurrence of management reserves needed in support of FGG unanticipated IT, facility or emergent operational needs.



Group Staffing by Program*					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Finance & General Government Executive Office	29.00	31.00	25.00	(19.4)	25.00
Board of Supervisors	56.00	56.00	57.00	1.8	57.00
Assessor / Recorder / County Clerk	410.50	410.50	419.50	2.2	419.50
Treasurer - Tax Collector	123.00	123.00	123.00	0.0	123.00
Chief Administrative Office	15.50	15.50	16.50	6.5	16.50
Auditor and Controller	237.50	238.50	238.50	0.0	238.50
County Communications Office	22.00	23.00	23.00	0.0	23.00
County Technology Office	17.00	15.00	15.00	0.0	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	145.00	147.00	1.4	147.00
General Services	383.00	395.00	395.00	0.0	395.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	120.00	120.00	124.00	3.3	124.00
Purchasing and Contracting	58.00	61.00	66.00	8.2	66.00
Registrar of Voters	68.00	68.00	69.00	1.5	69.00
Total	1,712.50	1,734.50	1,751.50	1.0	1,751.50

**Due to the dissolution of the Community Services Group (CSG), the staffing and budget data for the Finance and General Government Group has been restated from prior year to include the CSG Executive Office.*





Group Budget by Program *					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Finance & General Government Executive Office	\$ 29,859,427	\$ 33,591,187	\$ 28,197,805	(16.1)	\$ 25,524,445
Board of Supervisors	9,249,947	9,506,564	10,134,043	6.6	10,139,995
Assessor / Recorder / County Clerk	69,669,615	77,524,311	71,674,938	(7.5)	71,804,265
Treasurer - Tax Collector	22,992,232	23,312,168	23,339,921	0.1	23,751,283
Chief Administrative Office	5,193,816	5,114,587	5,921,870	15.8	5,768,681
Auditor and Controller	36,276,913	37,205,936	37,925,850	1.9	39,245,579
County Communications Office	4,608,494	3,695,904	4,380,851	18.5	3,976,851
County Technology Office	176,875,569	195,688,797	203,922,455	4.2	175,489,730
Civil Service Commission	531,768	570,141	574,328	0.7	588,342
Clerk of the Board of Supervisors	3,933,716	4,094,835	4,281,744	4.6	4,417,970
County Counsel	27,253,889	29,729,546	31,459,375	5.8	32,631,344
General Services	215,628,350	228,459,295	235,201,244	3.0	226,299,067
Grand Jury	781,387	786,712	799,215	1.6	802,050
Human Resources	26,649,865	27,630,087	28,998,184	5.0	29,320,265
Purchasing and Contracting	14,801,253	13,024,305	15,694,139	20.5	14,642,705
Registrar of Voters	23,940,444	23,427,241	26,655,234	13.8	25,059,175
Total	\$ 668,246,685	\$ 713,361,616	\$ 729,161,196	2.2	\$ 689,461,747

*Due to the dissolution of the Community Services Group (CSG), the staffing and budget data for the Finance and General Government Group has been restated from prior year to include the CSG Executive Office.



Executive Office Staffing by Program*					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Finance & General Government Executive Office	16.00	18.00	12.00	(33.3)	12.00
Office of Financial Planning	13.00	13.00	13.00	0.0	13.00
Total	29.00	31.00	25.00	(19.4)	25.00

Executive Office Budget by Program*					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Finance & General Government Executive Office	\$ 26,535,023	\$ 28,954,568	\$ 24,583,657	(15.1)	\$ 21,849,573
Office of Financial Planning	3,324,404	4,636,619	3,614,148	(22.1)	3,674,872
Total	\$ 29,859,427	\$ 33,591,187	\$ 28,197,805	(16.1)	\$ 25,524,445

Executive Office Budget by Categories of Expenditures*					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 5,196,060	\$ 6,240,725	\$ 5,091,374	(18.4)	\$ 5,216,657
Services & Supplies	19,413,367	22,950,462	20,106,431	(12.4)	20,307,788
Operating Transfers Out	—	150,000	—	(100.0)	—
Management Reserves	5,250,000	4,250,000	3,000,000	(29.4)	—
Total	\$ 29,859,427	\$ 33,591,187	\$ 28,197,805	(16.1)	\$ 25,524,445

*Due to the dissolution of the Community Services Group (CSG), the staffing and budget data for the Finance and General Government Group has been restated from prior year to include the CSG Executive Office.





Executive Office Budget by Categories of Revenues*					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ 200,000	\$ 200,000	\$ 250,000	25.0	\$ 250,000
Intergovernmental Revenues	2,293,173	39,802	34,586	(13.1)	34,586
Charges For Current Services	2,304,394	2,049,458	1,668,563	(18.6)	1,668,563
Fund Balance Component Decreases	92,103	117,660	132,250	12.4	132,250
Use of Fund Balance	5,250,000	7,423,779	3,028,779	(59.2)	57,558
General Purpose Revenue Allocation	19,719,757	23,760,488	23,083,627	(2.8)	23,381,488
Total	\$ 29,859,427	\$ 33,591,187	\$ 28,197,805	(16.1)	\$ 25,524,445

**Due to the dissolution of the Community Services Group (CSG), the staffing and budget data for the Finance and General Government Group has been restated from prior year to include the CSG Executive Office.*





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 is the President of the National Association of Counties, representing 3,069 counties across the nation.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its 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, ballfields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over \$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 measured outcomes. She is the youngest woman ever elected to the Board of Supervisors and the first elected Mayor of Encinitas.

The Supervisor is currently Chair of San Diego's First Five Commission, on the SANDAG Board of Directors as well as the North County Gang Commission.

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

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

The Supervisor was instrumental in providing funding for several additional mountain-top cameras that monitor conditions in real-time during wildfires. The extra resources will give firefighters the upper hand when facing the unpredictable forces of Mother Nature. The Supervisor has made helping some of our most vulnerable populations the cornerstone of her work at the County. She has worked closely with the San Diego Food Bank to stop food insecurity, Solutions for Change to solve family homelessness, and Saved in America to help save young girls from the horrors of trafficking. She recently joined with the Safe Homes Coalition to end opioid abuse and is also currently working to help fund and expand a milk bank for babies in the NICU.

District 4

Supervisor Nathan Fletcher represents the Fourth Supervisorial District, 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 decisive election to the Board of Supervisors in 2018, Supervisor Fletcher's priorities have been focused on improving the quality of life for people who live and work in San Diego County. He is working to improve behavioral health services and the child welfare system; protect the environment and tackle climate change; address housing affordability and improve the ser-



vices for our homeless population; protect the rights of underrepresented and immigrant communities; and improve transit accessibility for people across San Diego County. He currently serves on a variety of boards and commissions including the San Diego Metropolitan Transit System, the Regional Task Force on the Homeless, The Polinsky Children's Center, the California Air Resources Board, the San Diego Association of Governments' (SANDAG) Transportation Committee, and the Policy Board for the San Diego Workforce Partnership.

Because the entire Fourth Supervisorial District is located within the City of San Diego, many municipal services, like street improvements, trash collection and tree trimming, are 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 environmental health.

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, Marine Corps Recruit Depot, the Children's Pool in La Jolla and the world-famous San Diego Zoo.

District 5

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

culture and a theme park. Supervisor Desmond and his staff consider it an honor to serve the approximately 630,000 people who reside in the Fifth District.

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

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

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

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

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

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs,

Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, 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 in Fallbrook that fall within district boundaries.

Related Links

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

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





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 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	11.00	10.0	11.00
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
Total	56.00	56.00	57.00	1.8	57.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Board of Supervisors District 1	\$ 1,562,389	\$ 1,624,885	\$ 1,706,129	5.0	\$ 1,706,129
Board of Supervisors District 2	1,623,065	1,744,795	1,866,931	7.0	1,866,931
Board of Supervisors District 3	1,562,389	1,562,389	1,562,389	0.0	1,562,389
Board of Supervisors District 4	1,562,389	1,624,885	1,866,931	14.9	1,866,931
Board of Supervisors District 5	1,562,389	1,679,568	1,866,931	11.2	1,866,931
Board of Supervisors General Offices	1,377,326	1,270,042	1,264,732	(0.4)	1,270,684
Total	\$ 9,249,947	\$ 9,506,564	\$ 10,134,043	6.6	\$ 10,139,995

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 7,858,984	\$ 8,260,626	\$ 8,829,161	6.9	\$ 8,835,113
Services & Supplies	1,390,963	1,238,188	1,304,882	5.4	1,304,882
Operating Transfers Out	—	7,750	—	(100.0)	—
Total	\$ 9,249,947	\$ 9,506,564	\$ 10,134,043	6.6	\$ 10,139,995

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Fund Balance Component Decreases	\$ 145,054	\$ 183,004	\$ 269,058	47.0	\$ 269,058
Use of Fund Balance	—	58,612	58,612	0.0	117,224
General Purpose Revenue Allocation	9,104,893	9,264,948	9,806,373	5.8	9,753,713
Total	\$ 9,249,947	\$ 9,506,564	\$ 10,134,043	6.6	\$ 10,139,995



Assessor/Recorder/County Clerk

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the Assessor/Recorder/County Clerk (ARCC) has 419.50 staff years and a budget of \$71.7 million.



2018–19 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)
 - Ensured 100% (135) of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This assured the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations. (SE/T2)
 - Completed 100% (246,930) of the State of California Fiscal Year 2018-19 mandated Assessment Roll for the County of San Diego by June 30, 2019. (SE/T2)
 - Continued work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I, which was 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 estimated to be completed in Fiscal Year 2022-23 at its earliest. This timeline is based on an assessment of the current state of the Recorder's maps was completed in 2018-19. This assessment was used to determine conservation steps required for all recorded maps.
 - Expanded property tax relief programs and services for disaster relief victims. (SE/T1)

Operational Excellence

- Align services to available resources to maintain fiscal stability

Strategic Initiative Legend

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

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

- Collected, distributed and accounted for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations. Collected and remitted Senate Bill 2 (SB2) - Atkins Recording Fees to the State Controller; calculated Recorder administrative costs and deposited into the Building Homes and Jobs Trust Fund on a quarterly basis. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Examined and processed 98.1% (324,415 of 330,698) 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, 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)
 - Provided the public with Parent/Child Exclusion online form for submittal and related services. This provided 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 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 leveraged SharePoint to store the data centrally in the database and utilize the built-in electronic workflow resulting in reduction of printed paper, elimination of manually updating and synchronizing multiple spreadsheets, reduction in data entry errors and expedited processing of the documents. (OE3)
 - Upgraded the QMatic queuing system to the latest release that enhanced the current customer notification functionality as well as provided additional functionalities utilized at the front counters to summon or notify back end staff. (OE3)
 - Automated the Performance Reports (PR) process to streamline the distribution, collection, storage, and tracking of Performance Report forms. The solution provided automation and seamless integration with the existing standards of document signing technologies (CoSign). The solution also provided document workflow permitting the parties involved (Supervisor, Reviewer, ARCC Payroll/Personnel, and Employee) to complete and review the form electronically without being required to use their email to keep track of the PR form. (OE3)
- Contracted for the 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, the project will be initiated in July 2019. This will allow for standardization of the appraisal worksheet used by the C&I staff. (OE3)
- Implemented Phase 1 of a Data Warehouse environment that laid the necessary foundational infrastructure, installed the required reporting tools, converted the pilot applications data, and built the reporting environment that will facilitate true end user ad hoc reporting. (OE3)
- Completed the Business Process analysis of Assessment Services of the Assessor Division to produce an updated process flow of all its functions. This will lay the foundation for the implementation of integrated and seamless workflows across all groups to streamline all processes and increase the overall efficiency of the division. (OE3)
- Completed Phase 1 and began Phase 2 of the Recorder work space remodel project at the County Administration Center. Phase 1 reconfigured the customer area in Suite 260, increasing the number of customer-facing workstations from 10 to 18. This project is scheduled to be completed in Fiscal Year 2019-20. (OE3)
- Implemented the Government to Government (G2G) partial lights out electronic recording process with the County of San Diego Treasurer Tax Collector's Office. This increased efficiency in electronic recording allowing documents to be recorded behind the scenes with the document titles already included. (OE3)
- Streamlined and expedited the process of importing the indexing information by local registration number on vital records. This reduced index and verify times allowing for records to be readily available for purchase by the public. This allowed the department to meet the customer's needs in a timely and efficient manner. (OE3)
- Implemented TimeTrade online marriage appointment system to allow customers the flexibility to book, reschedule, and cancel appointments online 24 hours a day and reducing calls to the Recorder/County Clerk Call Center. Since implementation, the volume of calls for marriage appointment in the call center have steadily decreased as 77.25% of appointments are now booked/cancelled/modified by the customers. TimeTrade also provides email and text notifications, if customers select this option. (OE3)
- Provided qualified applicants the Disabled Veterans' Property Tax Exemption application form online with interactive chatbot assistance. (OE3)
- Processed an increase of 30% in Disabled Veterans' Property Tax Exemptions for qualified applicants. (OE3)





- Reviewed and enhanced all County partner agencies and materials that support the promotion of the Disabled Veterans' Property Tax Exemption to ensure accuracy of materials and maximization of current County resources being deployed. (OE4)
- Established a Disabled Veterans Advisory Group comprised of veterans currently receiving the Disabled Veterans' Property Tax Exemption to assist in community outreach and promotion of the exemption. (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)

2019–21 Objectives



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property.
 - Complete 100% of the State of California Fiscal Year 2019-20 mandated Assessment Roll for the County of San Diego by June 30, 2020.
 - 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.
 - Continue work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I, 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 combined with a new east county building located in the City of Santee. This project is estimated to be completed in Fiscal Year 2022–23 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.

- Provide fair assessment to both County of San Diego and Taxpayers by completing review of 100% of parcels designated as Proposition 8. In 1978, Proposition 13 was passed by voters, and provides that all real property in California is reassessed upon a change in ownership or new construction. The base assessment is then subject to an annual inflation adjustment not to exceed 2.0% per year. Proposition 8 also passed in 1978, and provided a mechanism to reduce property assessments when the market value of a property (the amount a property would sell for) falls below the Proposition 13 assessed value. This saves taxpayers money when the market is down. However, Proposition 8 reductions are temporary. When the market goes back up, the assessed value will increase as well and can increase more than 2.0% per year. The taxpayer is still protected, however, by Proposition 13. The assessed value can never exceed the original base value plus the annual inflation adjustment, compounded.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Examine and process 96.0% of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
 - Implement Recorded Document Notification Service to allow interested parties to register to receive notifications when documents are entered into the public record.
 - 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.
 - Provide the public with a variety of online forms for submission and related services. This will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology.
 - 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.
 - Implement Phase 2 of a Business Intelligence/Data Warehouse environment that will lay the foundational infrastructure necessary, install the required reporting tools, convert the pilot applications data, and build the reporting environment that will facilitate true end user ad hoc reporting.

- Complete the Business Process analysis of the Realty and Business sections of the Assessor Division and develop a strategy to implement an integrated and seamless workflow across all groups to streamline all processes and increase the overall efficiency of the division.
- Complete the redesign and remodel of Recorder work space in the County Administration Center. This project is scheduled to be completed in Fiscal Year 2019-20.
- Increase services available outside normal business hours by providing a second Saturday per month for customers to obtain the following: marriage licenses and ceremonies, Fictitious Business Name Statement filings, and vital record copies.
- Provide qualified applicants the Disabled Veterans' Property Tax Exemption application online with electronic signature capability.
- 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%.
- Increase community partnerships to reach more qualified applicants for the Disabled Veterans' Property Tax Exemption.
- Establish new community partnerships to expand education on the property tax process, exemptions, and exclusions.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Ensure 50% of new employees complete a customer service focused training within six months of their hire date for each fiscal year.

Related Links

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

◆ <https://arcc.sdcounty.ca.gov>



Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Mandated assessments completed by close of annual tax roll ¹	100% of 262,867	100%	100% of 246,930	100%	100%
	Vital records, certificates and licenses indexed within 48 hours of receipt ²	99.97% of 93,208	N/A	N/A	N/A	N/A
	Satisfactory customer service rating ³	98%	93%	98%	93%	93%
	Examine and process all documents submitted for eRecording within three hours of receipt ⁴	99.4% of 350,378	95%	98.1% of 330,698	96%	96%
	Review of parcels designated as Proposition 8 ⁵	N/A	N/A	N/A	100%	100%

Table Notes

- ¹ Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County's first step to assessing and billing annual property taxes.
- ² Measures the timely manner in which the public can access vital records and certificates affording them the most current information. This measure was discontinued effective Fiscal Year 2018–19.
- ³ The customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.
- ⁴ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.
- ⁵ Review of parcels designated as Proposition 8 provides fair assessment to both County of San Diego and Taxpayers. This is a new measure effective Fiscal Year 2019–20.





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

Staffing

Net increase of 9.00 staff years

- ◆ Increase of 9.00 staff years to process daily production workloads due in large part to the implementation of SB 2, Atkins-Building Homes and Jobs Act.

Expenditures

Net decrease of \$5.8 million

- ◆ Salaries & Benefits—increase of \$1.6 million due to the addition of 9.0 staff years associated with SB 2, Atkins-Building Homes and Jobs Act, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$6.7 million mostly due to reduced costs in consultant and project management services associated with the archival conservatorship project and integrated recorder and vital records system, and major maintenance costs associated with the completion of remodel projects at the County Administration Center and the branch offices.
- ◆ Capital Assets Equipment—decrease of \$0.5 million due to non-recurrence of equipment costs incurred in the East County Operations and Archive capital project.
- ◆ Operating Transfer Out—decrease of \$0.2 million in the contributions to the Major Maintenance Capital Outlay Fund due to the non-recurrence of a one-time capital project at the Kearny Mesa Office.

Revenues

Net decrease of \$5.8 million

- ◆ Charges for Current Services—net decrease of \$6.7 million
 - ◆ Decrease of \$6.9 million in Trust Fund revenues due to reduced costs in consultant and project management services associated with the archival conservatorship

project and integrated recorder and vital records system, and major maintenance costs associated with the completion of remodel projects at the County Administration Center and the branch offices.

- ◆ Decrease of \$0.6 million in Recording Document revenues due to a reduced number of recorded documents and reclassification of revenues to Filing Documents.
- ◆ 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—decrease of \$0.3 million for a total budget of \$0.8 million primarily due to negotiated labor agreements, and labor-saving automation projects to build the Business Intelligence Data Warehouse.
- ◆ Fund Balance Component Decrease—increase of \$0.7 million for a total budget of \$1.8 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.
- ◆ General Purpose Revenue Allocation—increase of \$0.5 million primarily due to negotiated labor agreements and increase in retirement contributions.

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

Net increase of \$0.1 million primarily due to increases in negotiated labor agreements offset by reduced costs due to anticipated completion of contracts associated with the restoration and preservation of Recorder microfilm and integrated recorder and vital records system.

Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Property Valuation ID	275.75	275.75	273.75	(0.7)	273.75
Recorder / County Clerk	107.75	107.75	117.75	9.3	117.75
Management Support	27.00	27.00	28.00	3.7	28.00
Total	410.50	410.50	419.50	2.2	419.50

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Property Valuation ID	\$ 39,621,861	\$ 41,039,589	\$ 41,498,509	1.1	\$ 42,797,579
Recorder / County Clerk	24,923,554	30,742,369	23,954,590	(22.1)	22,208,162
Management Support	5,124,200	5,742,353	6,221,839	8.3	6,798,524
Total	\$ 69,669,615	\$ 77,524,311	\$ 71,674,938	(7.5)	\$ 71,804,265

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 44,432,478	\$ 47,801,674	\$ 49,404,205	3.4	\$ 51,786,238
Services & Supplies	25,187,137	28,837,637	22,120,733	(23.3)	19,968,027
Capital Assets Equipment	50,000	650,000	150,000	(76.9)	50,000
Operating Transfers Out	—	235,000	—	(100.0)	—
Total	\$ 69,669,615	\$ 77,524,311	\$ 71,674,938	(7.5)	\$ 71,804,265





Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 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	—	—	0.0	—
Charges For Current Services	43,160,298	49,209,690	42,464,364	(13.7)	40,354,594
Fund Balance Component Decreases	830,174	1,059,457	1,774,531	67.5	1,931,595
Use of Fund Balance	521,084	1,081,438	750,438	(30.6)	900,876
General Purpose Revenue Allocation	24,148,059	25,173,726	25,685,605	2.0	27,617,200
Total	\$ 69,669,615	\$ 77,524,311	\$ 71,674,938	(7.5)	\$ 71,804,265



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 \$11.6 billion in public funds invested in the County investment pool; the billing and collection of nearly \$6.5 billion in secured and \$180.0 million in unsecured property taxes for all local governments. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

To ensure these critical services are provided, the Treasurer-Tax Collector has 123.00 staff years and a budget of \$23.3 million.



- Continued to fund the delivery of superior services throughout the San Diego County region, invested public monies held in the Treasury and maximized return on 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 symposiums for local agencies including Fraud Prevention, Cash Handling, Municipal Debt and Investment/Financial Management. (OE1)
- Achieved a collection rate in excess of the targeted 99.2% 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 4.87 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 50.1% of eligible County employees through June 30, 2019.

Strategic Initiative Legend

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

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

2018–19 Anticipated Accomplishments



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Safeguarded public funds and maintained public trust, efficiently managed the provisions of banking services for public entities and County departments. Provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds. (OE1)

- ◆ Maintained the average participant contribution in the Deferred Compensation 457 Plan at \$166 per pay period by June 30, 2019.
- ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums this 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, 2019.
- ◆ Expanded the knowledge and skills in fiscal controls by newly training 228 cash handlers in the County and other government entities by June 30, 2019.

Bank. This transition is expected to complete in Fiscal Year 2019-20 and result in lower banking fees for the county-wide participants.

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Strengthen our customer service culture to ensure a positive customer service experience
 - Achieve a minimum customer satisfaction rating of 4.7 on a 5.0 scale, based on Customer Satisfaction Survey results.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Broaden the Countywide base of employees who are planning for financial security during retirement.
 - ◆ Achieve enrollment in the Deferred Compensation 457 Plan of 50.0% of eligible County employees through June 30, 2020, and continue to maintain a minimum rate of 50.0% through June 30, 2021.
 - ◆ Achieve an average participant contribution in the Deferred Compensation 457 Plan above \$160 per pay period by June 30, 2020, and maintain the participant contribution at \$160 through June 30, 2021.
 - ◆ 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, 2020.
 - ◆ Expand the knowledge and skills in fiscal controls by newly training 120 cash handlers in the County and other government entities by June 30, 2020, and training another 120 new cash handlers by June 30, 2021.

2019–21 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - To safeguard public funds and maintain public trust, efficiently manage the provisions of banking services for public entities and County departments. Provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
 - To continue to fund the delivery of superior services throughout the San Diego County region, invest public monies held in the Treasury and maximize cash resources without sacrificing the principles of safety or liquidity.
 - Provide a learning platform and forum to address current government finance issues by facilitating four seminars for local agencies including Fraud Prevention, Cash Handling, Municipal Debt and Investment/Financial Management.
 - Maintain a collection rate of 98.5% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County’s taxpayers.
 - In coordination with all county departments, K-12 school districts, certain special districts, community college districts and other voluntary agencies participating in the County investment pool, continue the transition of primary banking services from Wells Fargo to JP Morgan Chase

Related Links

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

- ◆ <https://www.sdttc.com>






Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Secured Taxes Collected (% of total) ¹	99.2%	98.5%	99.2%	98.5%	98.5%
	Unsecured Taxes Collected (% of total) ¹	97%	97%	97%	97%	97%
	The Investment Pool met the liquidity needs of participants (Y/N) ²	YES	YES	YES	YES	YES
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ³	4.61	4.70	4.87	4.70	4.70
	457 Deferred Compensation Plan average deferral amount per employee per pay period ⁴	\$166	\$155	\$166	\$160	\$160
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	49.6%	48.5%	50.1%	50.0%	50.0%
	Number of newly Certified Cash Handlers for the County and other government entities ⁵	217	120	228	120	120

Table Notes

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

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

Staffing

No change in staffing

Expenditures

No significant change

- ♦ Salaries & Benefits—increase of \$0.3 million due to

required retirement contributions and negotiated labor agreements.

- ♦ Services & Supplies—decrease of \$0.3 million primarily due to completion of one-time projects for Information Technology (IT) systems.



Revenues

No significant change

- ♦ 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 balance for POB costs through Fiscal Year 2026-27.
- ♦ Use of Fund Balance—decrease of \$0.2 million. A total of \$0.1 million is budgeted primarily for negotiated labor agreements.

- ♦ General Purpose Revenue—increase of \$0.1 million for negotiated labor agreements.

Recommended Budget Changes and Operational Impact: 2019-20 to 2020-21

Net increase of \$0.4 million primarily due to increases in negotiated labor agreements offset by completion of one-time IT projects.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Treasury	20.00	21.00	21.00	0.0	21.00
Deferred Compensation	3.00	3.00	3.00	0.0	3.00
Tax Collection	83.00	82.00	82.00	0.0	82.00
Administration - Treasurer / Tax Collector	17.00	17.00	17.00	0.0	17.00
Total	123.00	123.00	123.00	0.0	123.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Treasury	\$ 6,233,154	\$ 6,143,974	\$ 6,058,752	(1.4)	\$ 5,946,466
Deferred Compensation	515,930	529,516	569,695	7.6	583,551
Tax Collection	12,296,738	12,202,752	12,165,347	(0.3)	12,453,112
Administration - Treasurer / Tax Collector	3,946,410	4,435,926	4,546,127	2.5	4,768,154
Total	\$ 22,992,232	\$ 23,312,168	\$ 23,339,921	0.1	\$ 23,751,283

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 13,042,510	\$ 13,787,783	\$ 14,157,915	2.7	\$ 14,775,315
Services & Supplies	9,949,722	9,524,385	9,182,006	(3.6)	8,975,968
Total	\$ 22,992,232	\$ 23,312,168	\$ 23,339,921	0.1	\$ 23,751,283

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Fines, Forfeitures & Penalties	\$ 920,150	\$ 620,150	\$ 620,150	0.0	\$ 620,150
Charges For Current Services	14,791,216	15,170,223	15,170,223	0.0	15,170,223
Miscellaneous Revenues	701,748	500,000	500,000	0.0	500,000
Fund Balance Component Decreases	133,503	171,114	255,127	49.1	255,127
Use of Fund Balance	190,000	332,658	142,658	(57.1)	285,316
General Purpose Revenue Allocation	6,255,615	6,518,023	6,651,763	2.1	6,920,467
Total	\$ 22,992,232	\$ 23,312,168	\$ 23,339,921	0.1	\$ 23,751,283



Chief Administrative Office

Mission Statement

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

Department Description

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

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

To ensure these critical services are provided, the Chief Administrative Office has 16.50 staff years and a budget of \$5.9 million.



- Provided oversight and guidance to ensure the County moves the dial to create the opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level. In Fiscal Year 2018-19, the County continued to implement the Live Well Communities Action Plan throughout County operations. As part of the implementation, the Live Well Communities leadership team composed of the CAO, CAO Chief of Staff and Director of Strategy and Innovation for the Health and Human Services Agency, worked with County staff to develop and implement several trainings focused on understanding disproportionalities and inequities in underserved communities. The County also held several outreach sessions in regard to the building of the new Live Well Center in South-eastern San Diego to achieve the *Live Well San Diego* vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.
- Modeled ethical courage by always doing the right thing and acting in the best interests of all. In Fiscal Year 2018-19, the Office of Ethics & Compliance conducted 14 trainings, presentations, and workshops and held the 6th Annual Ethics Awareness Fair on March 28, 2019.
- 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 2018-19, 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 2018-19, the County successfully published 14 completed audits in multiple facets of County operations, providing transparency in all fiscal reporting and audits. (OE4)
- Align services to available resources to maintain fiscal stability

Strategic Initiative Legend

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

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

2018–19 Anticipated Accomplishments

Operational Excellence

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

- Managed risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies.
- Continued to meet with executive management to focus on operational priorities such as homelessness prevention, affordable housing, criminal justice reform, mental health, fiscal stability and infrastructure among other top priorities. These meetings are meant to ensure leadership oversight and accountability on the County’s top priorities.
- Received GFOA’s Distinguished Budget Award for the Fiscal Year 2018-19 Adopted Budget including special recognition for Capital and Performance Measures.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers through oversight and guidance of the development of the County’s Capital Improvement Needs Assessment (CINA) and Major Maintenance Improvement Plan.
 - Provided support and oversight of the County Communications Office’s efforts to provide easy, on-the-go access to important County information through social media.
 - Began 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 and transparency. Hired the County’s first Chief Data Officer and created the Data and Performance Analytics Unit to lead and manage these efforts across the County.
- Strengthen our customer service culture to ensure a positive customer experience
 - Awarded 30 employees from different departments and teams the Heart of Service Award for going above and beyond to provide a positive customer experience. The Department of Child Support Services and the Public Safety Group Executive Office worked together to bring a dynamic training event called “Bridges Out of Poverty” to County employees. Highly trained Communicable Disease Investigators (CDIs) were exceptional at providing trauma-informed Customer Service to the diverse clients of Public Health Services. The Department of Parks and Recreation provides the County’s Movies in the Park program. Lastly, the team that is implementing Project One For All. (OE5)
 - Provided tools across the enterprise to measure customer satisfaction. In Fiscal Year 2018-19, the County launched a new Customer Satisfaction survey and created a County-wide performance indicator based on survey results to measure the County’s performance in Customer Service. Results from this survey will be available in fall 2019. (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 excellence. In Fiscal Year 2018-19, the County continued to implement the employee engagement program that focuses on engaging, enhancing, and empowering our employees. Highlights of the program include: Employee Intramural Sports, TED Talks, and employee event notifications via text message. The program has been further enhanced by launching a County-wide Employee Engagement survey to evaluate our progress and continue to improve our programs. (OE6)
 - Championed the Diversity & Inclusion initiative by implementing objectives of the County’s Diversity & Inclusion Strategic Plan. Provided leadership and oversight by facilitating the Diversity & Inclusion Executive Council. The County now has 11 Employee Resource Groups that contribute to increasing workforce diversity and promoting inclusion. In Fiscal Year 2018-19, the County awarded the inaugural CAO Diversity & Inclusion Award that acknowledges a County department that promotes and demonstrates excellence in diversity and inclusion and continually seeks ways to create an inclusive environment for our employees and customers. The recipient of this award was the San Diego County Library for demonstrating commitment to the highest ideals of culturally competent service in the many on-going programs and specialty events they offer to their patrons. (OE6)
 - Championed employee wellness activities to ensure team members thrive.

2019–21 Objectives

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



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Provide oversight and guidance to ensure the County moves the dial to create the opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level—to achieve the *Live Well San Diego* vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.





- Model ethical courage by always doing the right thing and acting in the best interests of all.
- Conduct at least 25 trainings, workshops, or presentations on ethics and compliance across departments.
- Migrate the Office of Ethics and Compliance to a case management system that will allow for increased reporting, monitoring, and tracking capability.
- 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.
- Align services to available resources to maintain fiscal stability
 - Manage risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies and priorities.
 - Review State legislative proposals that could have an operational impact to programs and services the County provides to residents.
 - Oversee operations to ensure program needs are met and specific outcomes are achieved.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers.
 - Deliver direct communications about, online access to and resourceful apps for program services.
 - Continue the implementation of a countywide data and performance analytics strategy that will enhance operational performance and service delivery through data and performance outcomes, improved cross-departmental data sharing, and external data availability.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue to promote a culture that serves with HEART (Helpfulness, Expertise, Attentiveness, Respect, and Timeliness) at our core by recognizing a department and/or employee annually for creativity and demonstrated outcomes towards ensuring a positive customer experience.
 - Provide tools across the enterprise to measure customer satisfaction.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Sustain government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue the County's journey to becoming world class.
- Champion the Diversity & Inclusion Strategic Plan and enterprise initiatives of the Employee Resource Group Council.
- Champion employee wellness activities to ensure team members thrive.

Related Links

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

- ◆ www.sandiegocounty.gov/cao

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

Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff year to establish the position of DCAO for Special Projects to focus on high priorities including identification and use of surplus County property for affordable housing, oversight of the projects resulting from the Board's Innovative Housing Trust Fund Notices of Funding Availability, and energy sustainability solutions as well as other anticipated high priority policy initiatives from the Board of Supervisors. This staff year is shifted from the Community Services Group (CSG) as CSG will be dissolved as of July 1, 2019.
- ◆ Transfer of 1.00 staff year from the Office of Strategy and Intergovernmental Affairs to support operational needs in the Office of Ethics and Compliance.

Expenditures

Net increase of \$0.8 million

- ◆ Salaries & Benefits—increase of \$0.5 million due to staffing changes noted above, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.3 million due to establishment of the child and family strengthening advisory board.

Revenues

Increase of \$0.8 million

- ◆ General Purpose Revenue Allocation—increase of \$0.5 million, primarily due to an increase associated with the position transfer related to the dissolution of CSG, required retirement contributions and negotiated labor agreements.
- ◆ Use of Fund Balance—increase of \$0.3 million in support of the establishment of the child and family strengthening advisory board.



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

Net decrease of \$0.2 million primarily due to the non-recurrence of the one-time costs associated with the establishment of the child and family strengthening advisory board.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Executive Office	6.00	6.00	7.00	16.7	7.00
Office of Intergovernmental Affairs	5.50	5.50	4.50	(18.2)	4.50
Office of Ethics & Compliance	4.00	4.00	5.00	25.0	5.00
Total	15.50	15.50	16.50	6.5	16.50

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Executive Office	\$ 1,930,984	\$ 1,834,343	\$ 2,493,902	36.0	\$ 2,300,733
Office of Intergovernmental Affairs	1,718,881	1,725,088	1,583,225	(8.2)	1,612,517
County Memberships and Audit	773,342	765,313	765,313	0.0	744,858
Office of Ethics & Compliance	770,609	789,843	1,079,430	36.7	1,110,573
Total	\$ 5,193,816	\$ 5,114,587	\$ 5,921,870	15.8	\$ 5,768,681

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 3,156,276	\$ 3,289,205	\$ 3,796,057	15.4	\$ 3,884,919
Services & Supplies	2,037,540	1,825,382	2,125,813	16.5	1,883,762
Total	\$ 5,193,816	\$ 5,114,587	\$ 5,921,870	15.8	\$ 5,768,681

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Charges For Current Services	\$ 176,052	\$ 184,463	\$ 202,067	9.5	\$ 202,067
Fund Balance Component Decreases	56,709	72,824	106,116	45.7	106,116
Use of Fund Balance	—	26,713	276,713	935.9	53,426
General Purpose Revenue Allocation	4,961,055	4,830,587	5,336,974	10.5	5,407,072
Total	\$ 5,193,816	\$ 5,114,587	\$ 5,921,870	15.8	\$ 5,768,681



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 \$37.9 million.



2018–19 Anticipated Accomplishments



Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - In Fiscal Year 2017-18, the Judicial Council provided a new formula for calculating the collections performance but did not update the corresponding benchmark. As a result, our Gross Recovery Rate (GRR) was 8.0% in Fiscal Year 2017-18, which was below the Judicial Council's collections performance benchmark goal of 34%. Because of this change, only 2 of the 58 reporting Counties met the benchmark. In our response to the Judicial Council, we suggested updating the benchmark and throughout the report the Judicial Council included a note that stated "The benchmarks for GRR of 34 percent and the Success Rate (SR) of 31 percent were established in 2009 and may need to be revisited based on the new criteria in Government Code section 68514".



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Validated 100% (42) of audit recommendations reported as implemented within ten business days. The Office of Audits and Advisory Services (OAAS) issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations. (OE4)
 - Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored and/or investigated 100% (56) of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.

Strategic Initiative Legend

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

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

- Processed 99% of (266,046 of 268,734) 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. Although the goal was not achieved, all available discounts were captured.
- Earned the State Controller’s Award for Counties Financial Transactions Report 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)
- Submitted 100% (1,347) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions. (OE4)
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Continued planning for the upgrade of 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.
- Achieved a recovery rate (total dollars collected/total available accounts receivable) of 6.86% which was below the goal of 7.45%. This measure represents effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). The recovery percentage was affected

this year by the implementation of Senate Bill 190, which eliminated the collection of certain debts related to juveniles. Additionally, the recovery percentage continues to be impacted by federal Telephone Consumer Protection Act (TCPA) changes, which significantly reduced the ability of the County to use the automated phone dialer for efficiency in collection activities. 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, health and human services.

- The County’s existing cashiering system is outdated and unable to support modern payment channels and other effective reporting and audit trail options. As a result, A&C has undertaken a multi-phase effort to source an enterprise level cashiering system to facilitate the retirement of the existing payment processing applications currently utilized by A&C and other departments. This effort has led to the acquisition of a new cashiering system and enabled the rapid implementation of the new solution by ORR, HHS’s Vital Records, as well as the Clerk of the Board of Supervisors. (OE3)
- Continued to support financial literacy in the County by developing A&C curriculum and conducting 27 trainings that focus on core competencies of employees in accounting functions. (OE2)
- Achieved a success/quality rate of 91% (69,899 of 76,769 requests) in obtaining TCPA customer consents in the ORR allowing the department to make calls using a pre-recorded voice or send SMS text messaging. Obtaining consent ensures ORR is compliant with the law, while continuing to provide important messages in an effective and efficient manner to our customers.
- Achieved a success/quality rate of 93% (\$76,243 of \$81,937) in recovering unclaimed property claims belonging to County of San Diego.
- Processed ‘Demands’ within an average of six calendar days from the date of receipt in the ORR, Enforcement Division, to clear liens and judgements in order to meet statutory deadlines.
- Processed ‘Probation Cost’ judgements to secure debts owed to the County within an average of eight business days from the date of receipt in the ORR, which was better than the goal of 10 business days.
- 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)





2019–21 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Continue to plan for the upgrade of 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 is expected to begin by June 2021 which 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 7.45%. 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 and Human Services.
 - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continue the design, development, testing, and implementation of the IPTS. This system will significantly improve property assessment, tax collection and apportionment activities in the County.
 - Validate at least 95% of audit recommendations reported as implemented within 10 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.
 - 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, 56 reports are received annually through the Ethics Hotline from various sources. Reports primarily involve Fraud, Waste and Abuse or Labor Relations.
- Complete the final stages of the multi-phase effort to implement an enterprise cashing system for County departments by June 2020. This part of the initiative involves implementing new cashing solution for the ORR and the Library. Once implemented, the new system will facilitate reconciliation and allow for payment processing via multiple and varied workstation types. These enhancements will eliminate duplicate work, increase efficiency and accuracy while processing payments. The solution will be designed for enterprise wide use to accommodate other County departments to maximize customer service, customer satisfaction, cost savings and efficiency with a single payment processing system.
- Achieve success/quality rate of at least 90% in obtaining TCPA customer consents in the ORR allowing the department to make calls using a pre-recorded voice or send SMS text messaging. Obtaining consent ensures ORR is compliant with the law, while continuing to provide important messages in an effective and efficient manner to our customers.
- Achieve success/quality rate of at least 90% in recovering unclaimed property claims belonging to County of San Diego.
- Process 'Demands' within an average of ten business days from the date of receipt in the ORR, to clear liens and judgements in order to meet statutory deadlines.
- Earn the State Controller's Award for Counties Financial Transactions Report for the Fiscal Year ending June 30, 2018, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2019. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and obtaining/maintaining a AAA rating from the three major rating agencies.
- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Process 100% of County invoices within five business days after receipt from departments to ensure timely payments of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Continue to support financial literacy in the County by developing A&C curriculum and conducting at least 20 trainings that focus on core competencies of employees in accounting functions.



AUDITOR AND CONTROLLER

- Strengthen our customer service culture to ensure a positive customer experience
 - Upgrade the A&C's ORR collection management system, Revenue Plus Collector System (RPCS) which is currently running on the 2007 release and nearing the end of vendor support. RPCS is used by ORR to establish and manage accounts, collect and post payments and generate collections reports for County Client departments with accounts referred to ORR for collections. The supportability of a reliable and improved ORR collection management system is essential to ensure accurate account balances, improved

customer service, and operational and fiscal transparency. The planned upgrade will enhance the functionality of the system.

- Provide ongoing customer service training to all A&C staff to enhance customer service skills and techniques.

Related Links

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

- www.sandiegocounty.gov/auditor


Performance Measures	2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
 Processing—County payments processed within five days of receipt of invoice in Accounts Payable ¹	99% of 114,607	N/A	N/A	N/A	N/A
Processing—County invoices processed within five days of receipt from departments ²	N/A	100%	99% of 268,734	100%	100%
Reporting—Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,347	100%	100% of 1,347	100%	100%
Auditing—Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date ³	91% of 71	N/A	N/A	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 ⁴	N/A	95%	100% of 42	95%	95%
Collections—Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) ⁵	7.38%	7.45%	6.86%	7.45%	7.45%

Table Notes

¹This measure was discontinued effective Fiscal Year 2018–19 and replaced by another measure to more accurately reflect the Accounts Payable process.

²This was a new measure effective Fiscal Year 2018–19 to reflect the Accounts Payable division's approval time once an invoice has been received from County departments

³This measure was discontinued effective Fiscal Year 2018–19 and replaced by another measure to more accurately reflect the validation of audit recommendations that seek to improve and strengthen County operations in areas of risk management, control, and governance processes.





⁴This was a new measure effective Fiscal Year 2018–19, which reflects that audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The validation of implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.

⁵This 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.

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

Staffing

No changes in staffing

Expenditures

Net increase of \$0.7 million

- ◆ Salaries & Benefits—increase of \$1.5 million as a result of required retirement contributions 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 2018–19.

Revenues

Net increase of \$0.7 million

- ◆ Charges for Current Services—increase of \$0.2 million due to changes in the cost allocation plan revenues.

- ◆ Fund Balance Component Decreases—increase of \$0.3 million for a total budget of \$0.9 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—net decrease of \$0.7 million for a total budget of \$0.3 million for negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$0.9 million primarily due to negotiated labor agreements and an increase in retirement contributions.

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

Net increase of \$1.3 million primarily due to increases in negotiated labor agreements.



Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Audits	15.00	15.00	15.00	0.0	15.00
Controller Division	98.00	99.00	100.00	1.0	100.00
Revenue and Recovery	98.50	98.50	97.50	(1.0)	97.50
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
Total	237.50	238.50	238.50	0.0	238.50

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Audits	\$ 2,526,930	\$ 2,692,336	\$ 2,800,908	4.0	\$ 2,884,654
Controller Division	12,505,972	13,383,097	13,023,071	(2.7)	13,489,908
Revenue and Recovery	10,450,512	9,991,384	10,645,487	6.5	10,945,397
Administration	3,070,682	3,452,131	3,586,323	3.9	3,881,200
Information Technology Mgmt Services	7,722,817	7,686,988	7,870,061	2.4	8,044,420
Total	\$ 36,276,913	\$ 37,205,936	\$ 37,925,850	1.9	\$ 39,245,579

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 23,953,330	\$ 25,620,168	\$ 27,089,116	5.7	\$ 28,426,053
Services & Supplies	12,488,341	11,740,169	10,976,974	(6.5)	10,984,284
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	24,518	136.7	—
Total	\$ 36,276,913	\$ 37,205,936	\$ 37,925,850	1.9	\$ 39,245,579





Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 4,000	\$ 48,449	\$ 0	(100.0)	\$ 0
Charges For Current Services	6,435,078	6,356,598	6,629,942	4.3	6,629,942
Miscellaneous Revenues	220,000	220,000	220,000	0.0	220,000
Fund Balance Component Decreases	453,681	582,680	868,867	49.1	868,867
Use of Fund Balance	1,413,253	980,964	270,964	(72.4)	541,928
General Purpose Revenue Allocation	27,750,901	29,017,245	29,936,077	3.2	30,984,842
Total	\$ 36,276,913	\$ 37,205,936	\$ 37,925,850	1.9	\$ 39,245,579



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 \$4.4 million.



2018–19 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
 - Participated in two drills in Fiscal Year 2018-19 to prepare for and respond to major natural or human-made disasters impacting the San Diego County region. (LS1)
 - Organized two meetings of regional Public Information Officers from various sectors, such as education, health-care and government, to review disaster preparedness and response. Meetings built critical relationships needed during regional emergencies and provided 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 promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - Provided timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 413 items. (SE/T6)

Strategic Initiative Legend

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

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

 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to 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 7%. Several factors contributed to the lower projected percentage this fiscal year: no major regional emergency, which typically drives Twitter followers; and a purge of spam accounts by Facebook and Twitter. Despite these factors, the County continues to be among the top five counties nationally for Facebook, Twitter and Instagram followers.
- Strengthen our customer service culture to ensure a positive customer experience
 - Responded to 100% of all California Public Records Act requests submitted by members of the media within 10 calendar days from receipt of the request.
- 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 208 content items, such as an article or video.

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

 Sustainable Environments/Thriving

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

 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide information access to all customers ensuring consistency, transparency and customer confidence.
 - Develop creative and innovative promotional campaigns to increase awareness of and participation in *Live Well San Diego* signature events, including but not limited to: *Love Your Heart*, *Live Well San Diego 5K*, *Live Well San Diego Advance* and the *Aging Summit*.
 - Support County departments’ goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This 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. Increase number of followers on Facebook, Instagram and Twitter by 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.

2019–21 Objectives

 Living Safely

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





Related Links

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

- ◆ www.countynewscenter.com

Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 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	N/A	2	2	2	2
	News items (article or video) posted on County News Center ¹	462	365	413	365	365
	Increase in followers of County social media sites ²	22% (22,770 above 102,027 actual base)	20%	7% (8,845 over 124,807 actual base)	20%	20%
	California Public Records Act requests are responded to within 10 calendar days from receipt of original request	N/A	100%	100%	100%	100%
	Articles, videos and information posted on department’s intranet site	184 content posts	200	208	200	200

Table Notes

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

² Fiscal Year 2017–18 and 2018–19 reflect combined followers on Facebook and Twitter. Fiscal Year 2019–20 will include Instagram followers in addition to Facebook and Twitter. This year’s projected total followers for all three platforms is 153,460. The actual total for the three platforms will serve as the base for Fiscal Year 2019–20. In addition, several factors contributed to the lower projected percentage this fiscal year: no major regional emergency, which typically drives Twitter followers; and a purge of spam accounts by Facebook and Twitter. Despite these factors, the County continues to be among the top five counties nationally for Facebook, Twitter and Instagram followers.

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

Staffing

No change in staffing

Expenditures

Net increase of \$0.7 million

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

- ◆ Capital Assets Equipment—increase of \$0.7 million primarily due to the addition of one-time capital expenditures for CNC TV production equipment.
- ◆ Operating Transfers Out—decrease of \$0.1 million to remove prior year contributions to the Major Maintenance Capital Outlay Fund for one-time capital projects.



Revenues

Net increase of \$0.7 million

- ◆ Licenses, Permits & Franchises—increase of \$0.6 million in Public Educational Governmental (PEG) Access Fee revenue, primarily due to the addition of one-time capital expenditures for CNC TV production equipment.

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

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

Net decrease of \$0.4 million due to removal of one-time capital expenditures for CNC TV production equipment.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
County Communications Office	22.00	23.00	23.00	0.0	23.00
Total	22.00	23.00	23.00	0.0	23.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
County Communications Office	\$ 4,608,494	\$ 3,695,904	\$ 4,380,851	18.5	\$ 3,976,851
Total	\$ 4,608,494	\$ 3,695,904	\$ 4,380,851	18.5	\$ 3,976,851

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 2,961,651	\$ 3,289,301	\$ 3,398,789	3.3	\$ 3,549,289
Services & Supplies	524,843	505,603	527,062	4.2	515,562
Capital Assets Equipment	1,472,000	111,000	805,000	625.2	262,000
Expenditure Transfer & Reimbursements	(350,000)	(350,000)	(350,000)	0.0	(350,000)
Operating Transfers Out	—	140,000	—	(100.0)	—
Total	\$ 4,608,494	\$ 3,695,904	\$ 4,380,851	18.5	\$ 3,976,851

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Licenses Permits & Franchises	\$ 1,526,500	\$ 270,500	\$ 846,500	212.9	\$ 292,000
Fund Balance Component Decreases	59,279	74,856	109,541	46.3	109,541
Use of Fund Balance	—	25,451	25,451	0.0	50,902
General Purpose Revenue Allocation	3,022,715	3,325,097	3,399,359	2.2	3,524,408
Total	\$ 4,608,494	\$ 3,695,904	\$ 4,380,851	18.5	\$ 3,976,851



County Technology Office

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the CTO has 15.00 staff years, an operating budget of \$12.5 million and an IT internal service fund of \$191.5 million.



- The upgrade the County’s Enterprise Single Sign-on solution, Identity Access Management (IDAM), is on schedule to complete Winter 2020. 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)
- Expanded the capabilities of the Justice Electronic Library System (JELS) as follows: distribution of electronic collection referrals to Office of Revenue and Recovery, establishing an Electronic Media Center for Juvenile Delinquency Justice partners and establishing an electronic Case File strategy for County Counsel Dependency cases. All projects are in progress and targeted to be completed Spring 2020. (OE3)
- The implementation of enhancements to the County’s Fusion Middleware (FMW) platform, which provides service-oriented architecture and web services to support email integration for notifications and workflow, was canceled after a re-assessment of the platform and determination that these functionalities are not needed at this point in time. (OE3)
- The implementation of the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business, is on schedule to complete December 2020. (OE3)
- Continued to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHSA, its community partners and other County departments the capability to access a comprehensive view of a client's history, thereby creating a coordinated care network between multiple providers. Project is ongoing with various projects and upgrades within the program. (OE3)
- Continued to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County’s property assessment, tax collection and apportionment activities. Project is ongoing. (OE3)

Strategic Initiative Legend

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

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

2018–19 Anticipated Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - The upgrade of several core products (Documentum, Live-Cycle Forms) that make up the County’s Enterprise Document Processing Platform (EDPP) is on schedule to complete Fall 2019. This upgrade provides County users with new and improved functionality and allows County to remain on a current, vendor-supported version of the product. Phases 1 and 2, which upgraded 21 applications residing on the platform, completed in June 2019. Phases 3 and 4, which will upgrade the remaining 15 applications, is on schedule to complete Fall 2019. (OE3)

- The migration of all County employees' file shares to One-Drive for Business storage service has a revised target completion date of Fall 2020. This migration will provide enhanced functionality and reduce recurring network storage cost.
- Implemented 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. Completed Fall 2018.
- Implemented enhancements to DocVault, the system of record for the County's IT documentation, to support users' need for an efficient and user-friendly application. Completed Spring 2019. (OE3)
- The implementation of replacement technology for the County's document and records viewer, Webtop, is on schedule to complete Fall 2019. Phases 1 and 2, which replaced Webtop for 12 applications, completed June 2019. Phases 3 and 4, which will replace Webtop for the 8 remaining applications, is on schedule to complete Fall 2019. (OE3)
- Implemented enhancements to ensure a secure IT environment. (OE3)
 - ◆ Developed and implemented end-user multi-factor authentication methodology to improve overall County security for identification. Anticipated to be completed Summer 2019.
 - ◆ Enhanced current desktop end point security to provide higher levels of protection for County users and data. Completed September 2018.
 - ◆ Implemented 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. Completed October 2018.
- Established formal process to explore and pilot innovative IT proof of concepts. Completed July 2018. (OE3)
- Enhanced 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. Completed May 2019. (OE3)
- Continued to provide project management and support to County Departments for the Microsoft Windows 10 Operating System (OS) upgrade effort, including testing of enterprise applications and platforms. This multi-year effort will ensure the successful migration of all enterprise-wide desktop and laptop devices to the new Windows 10 OS and that all business applications are compatible and functioning with the new OS by Fiscal Year 2019-20. Ongoing support and project management will continue through Fiscal Year 2019-20. (OE3)
- Developed County's IT Strategic Plan for 2019-2024. This plan outlines the County's strategy for achieving its vision of a digital ecosystem that supports the delivery of innovative, customer-centric County services. Completed November 2018. (OE3)
- Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)
 - ◆ Outsourcing Provider anticipated to achieve 97% overall performance rating for Service Levels, which is less than the goal of 99%, due to challenges related to new systems which were implemented as part of the transition to a new contract.
 - ◆ Outsourcing Provider anticipated to achieve 100% overall performance rating for IT project performance to budget and schedule.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure end-user satisfaction. (OE3)
 - ◆ Outsourcing Provider anticipated to achieve 98% overall rating from Service Desk users for delivery of IT services.
 - ◆ Anticipated to achieve a Best in Class rating using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner's IT Customer Satisfaction survey.

2019–21 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continue upgrade of several core products (Documentum, LiveCycle Forms) that make up the County's Enterprise Document Processing Platform (EDPP).
 - Continue implementation of replacement technology for the County's document and records viewer, Webtop, as there is no upgrade path provided by vendor and support ends in 2018.
 - Continue upgrade of the County's Enterprise Single Sign-on solution, Identity Access Management (IDAM). This upgrade will allow County to remain on a current, vendor-supported version of the product for both hardware and software, and minimize downtime for end users.
 - Continue expansion of the capabilities of the Justice Electronic Library System (JELS) as follows: distribution of electronic collection referrals to Office of Revenue and





Recovery, establishing an Electronic Media Center for Juvenile Delinquency justice partners and establishing an electronic Case File strategy for County Counsel Dependency cases.

- Implement the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business.
- Migrate all County employees’ file shares to OneDrive for Business storage service. This migration will provide enhanced functionality and reduce recurring network storage cost.
- Migrate the County’s collaboration sites and intranet to Microsoft’s O365 SharePoint Online cloud offering. This migration will result in additional functionality to end users and deliver cost savings to the organization.
- Implement an enterprise-wide End User Security Awareness training program to reduce risk of a data breach.
- Enhance County departments’ IT planning capabilities related to County applications.
 - ◆ Implement lifecycle reporting, which provides visibility towards end of support of technologies used in County applications.
 - ◆ Implement continuous analysis processes, which provides current capabilities, gaps and costs of County applications.
- Implement replacement technology for MyRequest, which is used to submit requests to IT Outsourcer. The replacement technology will have more integration capabilities and features to benefit the enterprise.
- Continue to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHSA, its community partners and other County departments the capability to access a comprehensive view of a client's history, thereby creating a coordinated care network between multiple providers.

- Continue to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County’s property assessment, tax collection and apportionment activities.
- 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.
- Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.
 - ◆ Achieve 99% overall performance rating for Service Levels by the Outsourcing Provider.
 - ◆ Achieve 100% overall performance rating for IT project performance for budget and schedule by the Outsourcing Provider.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure end-user satisfaction.
 - ◆ Achieve 98% overall rating from Service Desk users for delivery of IT services.
 - ◆ Achieve a Best in Class rating using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from the 219 organizations who have participated in Gartner’s IT Customer Satisfaction survey.

Related Links

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

- ◆ www.sandiegocounty.gov/cto




Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	IT initiatives resulting from CTO-driven advanced planning. ¹	4	5	5	5	5
	Outsourcing Provider IT Service Levels (previously performance. ²	95%	99%	97%	99%	99%
	Outsourcing Provider IT project performance to budget and schedule. ³	100%	100%	100%	100%	100%
	County end-user satisfaction with delivery of IT services relative to 219 organizations. ⁴	100%	100%	100%	100%	100%
	Outsourcing Provider IT customer satisfaction survey results. ⁵	93%	93%	98%	93%	93%

Table Notes

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

Recommended County Technology Office Budget Changes and Operational Impact: 2018–19 to 2019–20

Staffing

No change in staffing.

Expenditures

Net decrease of \$7.4 million in the County Technology Office

- ◆ Salaries & Benefits—increase of \$0.2 million as a result of required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net decrease of \$7.1 million.

- ◆ Decrease of \$9.7 million due to decreases in one-time IT projects in Fiscal Year 2018-19 including County website updates, EDPP component upgrades, Mega IT Portfolio Management Service, Security initiatives, Windows 10 Upgrade, FMW enhancements, IDAM upgrade, JELS enhancements, Oracle Business Intelligence (OBI) enhancements, and ODP enhancements.
- ◆ Increase of \$2.6 million in one-time costs related to County website updates, EDPP extended support and enhancements, Electronic Approval System update, Apps Manager and DocVault enhancements, Fusion Middleware upgrade, Auto Provisioning Phase II, JELS upgrade, and OBI enhancements.
- ◆ Management Reserves—decrease of \$0.5 million due to the removal of funding of emergent or unanticipated IT platform needs.



Revenues

Net decrease of \$7.4 million in the County Technology Office

- ◆ Use of Fund Balance—decrease of \$7.6 million. A total of \$2.6 million is budgeted.
 - ◆ \$0.4 million for funding of EDPP extended support and enhancements.
 - ◆ \$0.3 million for funding of Electronic Approval System update.
 - ◆ \$0.1 million for funding of Apps Manager and DocVault enhancements.
 - ◆ \$0.5 million for funding of Fusion Middleware upgrade.
 - ◆ \$0.5 million for funding of Auto Provisioning Phase II.
 - ◆ \$0.2 million for funding of JELS upgrade.
 - ◆ \$0.2 million for funding OBI enhancements.
 - ◆ \$0.4 million for funding County website enhancements and other enterprise projects.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million due to retirement contributions and negotiated labor agreements.

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

Net decrease of \$2.5 million primarily due to the non-recurrence of IT projects that were planned in Fiscal Year 2019-20.

Recommended Information Technology Internal Service Fund Budget Changes and Operational Impact: 2018–19 to 2019–20

Expenditures

Increase of \$15.7 million

- ◆ Services & Supplies—increase of \$15.7 million in the Information Technology Internal Service Fund (IT ISF) based on one-time and ongoing information technology expenditures projected by all County departments using the IT outsourcing contract.

Revenues

Increase of \$15.7 million

- ◆ Charges for Current Services—increase of \$15.5 million primarily due to increase in departmental operation and maintenance costs.
- ◆ Other Financing Sources—increase of \$0.2 million primarily due to increases in enterprise-wide license costs.

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

Net decrease of \$26.0 million in the Information Technology Internal Service Fund based on departmental projections for IT needs throughout the County.

Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
CTO Office	17.00	15.00	15.00	0.0	15.00
Total	17.00	15.00	15.00	0.0	15.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
CTO Office	\$ 13,302,552	\$ 19,913,073	\$ 12,461,370	(37.4)	\$ 10,003,393
Information Technology Internal Service Fund	163,573,017	175,775,724	191,461,085	8.9	165,486,337
Total	\$ 176,875,569	\$ 195,688,797	\$ 203,922,455	4.2	\$ 175,489,730

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 3,577,615	\$ 3,468,786	\$ 3,652,497	5.3	\$ 3,746,900
Services & Supplies	172,797,954	191,720,011	200,269,958	4.5	171,742,830
Management Reserves	500,000	500,000	0	(100.0)	0
Total	\$ 176,875,569	\$ 195,688,797	\$ 203,922,455	4.2	\$ 175,489,730

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Charges For Current Services	\$ 158,565,345	\$ 170,656,749	\$ 185,906,722	8.9	\$ 159,762,562
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	5,793,798	5,924,047	6,147,099	3.8	6,316,511
Fund Balance Component Decreases	65,554	85,182	125,974	47.9	125,974
Use of Fund Balance	4,300,000	10,218,819	2,583,199	(74.7)	61,638
General Purpose Revenue Allocation	8,050,872	8,704,000	9,059,461	4.1	9,123,045
Total	\$ 176,875,569	\$ 195,688,797	\$ 203,922,455	4.2	\$ 175,489,730



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
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Department Objective		

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

2018–19 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolved 58% (15 of 26) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Distributed 100% (11) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. (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.
- Digitized and indexed old, historical records of the Civil Service Commission as well as County Counsel opinions and court cases, providing staff with easy access to these records while also safely and permanently storing them on the shared drive.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieved a positive customer satisfaction rating of 95%. Customer satisfaction surveys focus 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 in order to facilitate 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 human resources professionals 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)

2019–21 Objectives



Operational Excellence

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

- 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.
 - 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.

Related Links

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

◆ www.sandiegocounty.gov/civilservice


Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Positive customer satisfaction rating ¹	98%	95%	95%	95%	95%
	Personnel disputes resolved without need of an evidentiary hearing ²	66% of 29	55%	58% of 26	55%	55%
	Commission decisions distributed within 48 hours of Commission approval	100% of 10	95%	100% of 11	95%	95%

Table Notes

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

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



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

Staffing

No change in staffing

Expenditures

No significant changes

Revenues

No significant changes

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

No significant changes

Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Total	4.00	4.00	4.00	0.0	4.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Civil Service Commission	\$ 531,768	\$ 570,141	\$ 574,328	0.7	\$ 588,342
Total	\$ 531,768	\$ 570,141	\$ 574,328	0.7	\$ 588,342

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 450,957	\$ 488,331	\$ 485,875	(0.5)	\$ 499,889
Services & Supplies	80,811	81,810	88,453	8.1	88,453
Total	\$ 531,768	\$ 570,141	\$ 574,328	0.7	\$ 588,342

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Charges For Current Services	\$ 43,412	\$ 41,244	\$ 41,379	0.3	\$ 41,379
Fund Balance Component Decreases	7,558	9,687	14,446	49.1	14,446
Use of Fund Balance	—	4,642	4,642	0.0	9,284
General Purpose Revenue Allocation	480,798	514,568	513,861	(0.1)	523,233
Total	\$ 531,768	\$ 570,141	\$ 574,328	0.7	\$ 588,342



Clerk of the Board of Supervisors

Mission Statement

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

Department Description

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

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

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

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 28.00 staff years and a budget of \$4.3 million.



Strategic Initiative Legend

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

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

2018–19 Anticipated Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Upgraded the online Board of Supervisors records repository to improve stability and provide mobile-friendly search capabilities. (OE3)
 - Assisted with development, testing and training for the Integrated Property Tax System. (OE3)
 - Provided open access to Board of Supervisors' actions by making 100% of 42 audio recordings of all Board of Supervisors meetings available on the County's website within three days of the related meeting. (OE4)
 - Ensured efficiency and transparency of the Property Tax Assessment Appeal process by entering 100% of 3,400 Appeal Applications within seven days of receipt. (OE4)
 - Ensured compliance with AB 2257, a State bill that mandated new website requirements for online agenda postings by January 1, 2019. (OE4)

- Strengthen our customer service culture to ensure a positive customer experience
 - Received customer survey cards from 70% (12,600 of 18,000) of the customers served in Fiscal Year 2018-19, with an average rating of 4.9 out of 5.0 in all five categories. (OE5)
 - Monitored and adjusted the appointment processes for passport acceptance services to ensure an optimal customer experience and achievement of revenue targets. (OE5)
 - Won a national award as the “2018 Public Passport Acceptance Facility of the Year” by the United States Department of State for the implementation of an online appointment system that greatly enhanced the ability to serve customers efficiently and conveniently. (OE5)

- Assist with testing, training, and implementation of the Integrated Property Tax System.
- Strengthen our customer service culture to ensure a positive customer experience
 - Receive customer survey cards from 35% of the customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all six categories.
 - Ensure the efficiency and transparency of the Property Tax Assessment Appeals process by processing Assessment Appeal applications within seven days of receipt.
 - Improve the processing of Statements of Economic Interests (Form 700s) by increasing the percentage of forms filed electronically.
 - Reduce the average passport acceptance transaction time to meet the department’s benchmark of 12.5 minutes per application.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Develop an electronic onboarding orientation guide for new Property Tax Assessment Appeals Board members, Air Pollution Control District Hearing Board members and County Hearing Officers.

2019–21 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Improve the department’s passport acceptance customer queuing and online appointment system by identifying a cost-effective solution that consolidates functions and provides for enhanced functionality.
 - Provide access to Board of Supervisors’ actions by making the draft Statements of Proceedings of Board of Supervisors meetings available on the Clerk of the Board's webpage within three days of the related meeting.

Related Links

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

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






Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Average score on internal customer surveys ¹	4.9 of 15,144 surveys	4.9	4.9 of 12,600 surveys	4.9	4.9
	Property Tax Assessment Appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	100% of 3,658 applications	98%	100% of 3,400 applications	98%	98%
	Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting ³	100% of 45 recordings	100%	100% of 42 recordings	N/A	N/A
	United States Passport applications processed and mailed on the same day they are received ³	100% of 22,898 applications	100%	100% of 16,898 applications	N/A	N/A
	Statement of Proceedings of Board of Supervisors meetings posted online within three days after a meeting ⁴	N/A	N/A	N/A	100%	100%
	Statements of Economic Interests (Form 700s) filed electronically ⁴	N/A	N/A	N/A	55%	55%
	Average transaction time for processing passport applications ⁵	N/A	N/A	N/A	12.5 minutes	12.5 minutes

Table Notes

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

² During Fiscal Year 2017–18, total applications received were 3,658. Target varies with volume of applications received: 1-5,000 received = 98%, 5,001-10,000 received = 95%, 10,001 or more received = 85%.

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

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

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

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

Staffing

No change in staffing

Expenditures

Net increase of \$0.2 million

- ◆ Salaries & Benefits—increase of \$0.15 million due to required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—increase of \$0.05 million due to information technology projects.

Revenues

Net increase of \$0.2 million

- ◆ Fund Balance Component Decreases—increase of \$0.05 million, for a total 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.



- ◆ General Purpose Revenue—increase of \$0.15 million primarily due to negotiated labor agreements.

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

Net increase of \$0.1 million primarily due to increases in negotiated labor agreements.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 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
Total	28.00	28.00	28.00	0.0	28.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Legislative Services	\$ 1,589,735	\$ 1,606,972	\$ 1,632,838	1.6	\$ 1,698,870
Public Services	1,518,585	1,611,810	1,755,209	8.9	1,801,306
Executive Office	825,396	876,053	893,697	2.0	917,794
Total	\$ 3,933,716	\$ 4,094,835	\$ 4,281,744	4.6	\$ 4,417,970

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 3,153,702	\$ 3,359,051	\$ 3,497,809	4.1	\$ 3,634,035
Services & Supplies	780,014	735,784	783,935	6.5	783,935
Total	\$ 3,933,716	\$ 4,094,835	\$ 4,281,744	4.6	\$ 4,417,970

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Charges For Current Services	\$ 870,350	\$ 811,150	\$ 837,000	3.2	\$ 837,000
Miscellaneous Revenues	14,200	14,200	13,800	(2.8)	13,800
Fund Balance Component Decreases	49,734	65,521	101,947	55.6	101,947
Use of Fund Balance	—	32,506	32,506	0.0	65,012
General Purpose Revenue Allocation	2,999,432	3,171,458	3,296,491	3.9	3,400,211
Total	\$ 3,933,716	\$ 4,094,835	\$ 4,281,744	4.6	\$ 4,417,970





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 147.00 staff years and a budget of \$31.5 million.



- Supported the County's *Live Well San Diego* Food System Initiative by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
 - ◆ Completed 100% (4) of all advisory assignments for the Department of Environmental Health, Food and Housing Division, and the Department of Agriculture Weights and Measures that related to the County's *Live Well San Diego* Food System Initiative by the agreed upon due date.

Strategic Initiative Legend

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

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

2018–19 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

- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults from neglect and abuse
 - Provided effective legal services to Health and Human Services Agency (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% (713 of 728) of Juvenile Dependency petitions contested in Superior Court.
 - Prevailed in 95% (274 of 288) of Juvenile Dependency appeals and writs filed.
 - Worked with the Juvenile Court and HHSA to establish and implement policies and procedures to execute removal warrants after business hours. (LS6)

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Improved policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.

- Conducted 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to 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
 - 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 maintained 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 21 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.
- ◆ Handled 95% (83 of 87) of the defense of all resolved lawsuits filed in California against the County, unless a conflict of interest required outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Completed integration and coordination of records retention policies and schedules, email policies and open data procedures and policies and completed training of attorneys and clients.
 - Enhanced the 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
 - Developed and continued to implement a five-year succession plan to train and prepare future office leaders. Implemented needs-based, focused training programs, developed legal resource databases for common issues, strengthened team support structures, and kept current with changing legal technology. (OE6)
 - ◆ Three supervisory staff members completed the Aspiring Supervisor Certificate Online Program which enhances supervisory skills.
 - ◆ Established six in-house trainings for new and current employees that covered topics such as Conflict of Interests Form 700, Advanced Legal Writing Techniques, National Institute for Trial Advocacy (NITA), Opening Mistakes, and two mock trial trainings.
 - ◆ Evaluated the current recruitment process to ensure it identifies and captures the pool of candidates being sought and does not inadvertently exclude qualified candidates. County Counsel presented at the University of San Diego Law Panel to introduce students to the importance of serving the public from the perspective of a public sector attorney. In addition, the Office posted several attorney position openings on Indeed, an online job search engine, in order to reach a broader and more diverse audience.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Provided quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively. (OE1)
 - ◆ Completed 100% (35) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Completed 100% (1,228) 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)
 - All County Counsel paralegals and secretaries (35 staff members) completed 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% (64 of 71) of court decisions in all resolved lawsuits filed against the County.
 - ◆ Achieved 100% (2) success rate in cases where the County is the plaintiff by obtaining favorable financial settlements.



2019–21 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 *Live Well San Diego* Food System Initiative by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
 - Complete 100% advisory assignments for the County related to the County’s initiative to strengthen the local food system by the agreed upon due date.



Living Safely

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



Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.
 - Conduct at least 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to ensure we continue to provide efficient, legally sound, and effective contracting practices.
 - Assist and counsel the Department of Purchasing and Contracting and other County departments in implementing the Contracting Tiger Team recommendations.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Ensure coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review.

- ◆ Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.
- ◆ Conduct at least 20 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.



Operational Excellence

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





- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Implement the Justice Electronic Library System (JELS) which will take the place of hard files at the Office’s Juvenile Dependency Division. JELS will allow attorneys to appear in court without paper files and allow staff to upload and distribute documents electronically.
 - Complete a comprehensive review and update to the County Counsel Office Manual policies.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Continue to develop and implement a five-year succession plan to train and prepare future office leaders. Implement needs-based, focused training programs, develop legal resource databases for common issues, strengthen team support structures, and keep current with changing legal technology.
 - ◆ Ensure that all staff members who are new to supervisory positions complete a training program that enhances supervisory skills in Fiscal Year 2019-20.
 - ◆ Establish at least five in-house trainings for new and current employees.
 - ◆ Create a new deputy training manual that will provide a resource for new hires containing all office procedures, policies and practices specific to Juvenile Dependency.
 - ◆ Create a mentorship program that pairs up newer litigation attorneys with more experienced attorneys to acquire more complex litigation skills and promote trial experience.
 - ◆ Implement 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.

Related Links

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

- ◆ www.sandiegocounty.gov/CountyCounsel



Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	All advisory assignments related to promoting the County’s initiative of strengthening the local food system completed by the due date	100% (2)	100%	100% (4)	100%	100%
	Success rate in Juvenile Dependency petitions contested in Superior Court	99% (628 of 637)	98%	98% (713 of 728)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	96% (226 of 235)	95%	95% (274 of 288)	96%	96%
	Draft Environmental Impact Report reviews completed in 40 days or less	100% (5)	100%	100% (3)	100%	100%
	Number of internal meetings to evaluate new and ongoing land use projects ¹	20	15	21	20	20
	Number of meetings with Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environmental Group staff to facilitate more efficient, legally sound, and effective contracting services	35	30	30	30	30
	Number of meetings with the Sheriff’s Department, and site visits to their facilities to improve communication to provide greater efficiency during the litigation discovery process ²	N/A	N/A	N/A	5	5
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (30)	100%	100% (35)	100%	100%
	Advisory assignments for all County departments completed by the due date	98% (1,493 of 1,527)	100%	100% (1,228)	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	98% (85 of 87)	90%	90% (64 of 71)	90%	90%
	Resolved non-conflict cases against the County handled by County Counsel	100% (115)	95%	95% (83 of 87)	95%	95%
	Success rate in County cases against other parties	100% (1)	90%	100% (2)	90%	90%

Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Number of risk mitigation education sessions provided by County Counsel	57	40	40	40	40
	Number of in-house trainings for new and current employees ³	20	3	6	5	5
	Percentage of designated staff that completed Financial Literacy online LMS training	100%	100%	100%	100%	100%

Table Notes

- ¹ Performance measure results for Fiscal Year 2018–19 increased due to more meetings being necessary to address an increase in complex land use projects. This performance measure is being increased for Fiscal Year 2019–20 due to the increase of complex land use projects and the client's anticipated needs.
- ² New performance measure added for Fiscal Year 2019–20 to support strategic alignment to the Enterprise Wide Goal to strengthen our customer service to ensure a positive client experience.
- ³ 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. This performance measure is being increased for Fiscal Year 2019–20 due to the number of new attorneys joining the office and the need for specialized training.

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

Staffing

Net increase of 2.00 staff years

- ◆ Increase of 2.00 staff years to provide support to address increased workload in the tort litigation practice area.

Expenditures

Net increase of \$1.7 million

- ◆ Salaries & Benefits—increase of \$1.1 million primarily as a result of staffing increases and due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$0.4 million due to plans to provide additional staff development trainings and to update the Department’s current practice management system.
- ◆ Expenditure Transfer & Reimbursements—decrease of \$0.2 million to reflect decrease in cost reimbursements from HHSA for legal services relating to juvenile dependency matters. Since this is a transfer of expenditures, it has the effect of a \$0.2 million increase in expenditures.

Revenues

Net increase of \$1.7 million

- ◆ Charges for Current Services—increase of \$1.2 million due to an anticipated increase in legal services relating to contract and procurement, real property, and road liability matters.
- ◆ Fund Balance Component Decreases—increase of \$0.2 million, for a total 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.
- ◆ General Purpose Revenue Allocation—increase of \$0.3 million due primarily to negotiated labor increases.

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

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



Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
County Counsel	140.00	145.00	147.00	1.4	147.00
Total	140.00	145.00	147.00	1.4	147.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
County Counsel	\$ 27,253,889	\$ 29,729,546	\$ 31,459,375	5.8	\$ 32,631,344
Total	\$ 27,253,889	\$ 29,729,546	\$ 31,459,375	5.8	\$ 32,631,344

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 26,935,143	\$ 30,313,369	\$ 31,451,988	3.8	\$ 32,688,570
Services & Supplies	1,784,402	1,742,008	2,161,156	24.1	2,161,156
Expenditure Transfer & Reimbursements	(1,465,656)	(2,325,831)	(2,153,769)	(7.4)	(2,218,382)
Total	\$ 27,253,889	\$ 29,729,546	\$ 31,459,375	5.8	\$ 32,631,344

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Charges For Current Services	\$ 12,742,181	\$ 13,901,208	\$ 15,113,736	8.7	\$ 15,478,746
Miscellaneous Revenues	1,000	1,000	1,000	0.0	1,000
Fund Balance Component Decreases	266,799	342,672	517,993	51.2	517,993
Use of Fund Balance	138,828	233,201	233,201	0.0	466,402
General Purpose Revenue Allocation	14,105,081	15,251,465	15,593,445	2.2	16,167,203
Total	\$ 27,253,889	\$ 29,729,546	\$ 31,459,375	5.8	\$ 32,631,344



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 396 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 27 internal fuel sites. DGS is also a committed leader in energy and sustainability and has been recognized for its efforts in conserving energy resources while promoting expansion of renewable sources of energy in the County. Effective July 1, 2019, DGS has been shifted from the Community Services Group (CSG) to FGG as a part of the Countywide reorganization to shift departments from CSG for improved alignment of County services and efficiency in delivering these services.

To ensure these critical services are provided, DGS has 395.00 staff years and a budget of \$235.2 million.



- Identified suitable County-owned property and facilitated the development of affordable housing units in collaboration with the Health and Human Services Agency.
 - ◆ Began the Environmental Impact Report, Community Plan Amendment, and a public outreach campaign to solicit input from the communities of Clairemont for the former Crime Lab site at 5255 Mt. Etna Drive. Held 11 community meetings and three stakeholder meetings in conjunction with the developer.
 - ◆ Executed a lease for the former Family Court building downtown to be used as a temporary shelter for asylum-seeking migrants.
 - ◆ Executed a lease at 6950 Levant Street to enable a Senior Affordable Housing development.

Strategic Initiative Legend

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

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

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Reduced annual building Energy Use Intensity by 1.5%, comparing Fiscal Year 2018–19 to Fiscal Year 2017–18.
 - Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2018 and remain on track for 2019. Achieved a 1% reduction in total greenhouse gas emissions compared to the prior calendar year.
 - Established a baseline for waste diversion in County operations.
 - Completed construction of a 1.4 megawatt (MW) photovoltaic (PV) system at the South Bay Regional Center and began construction of PV systems at the County Operations Center (COC) and Borrego Springs Library.
 - Completed a retro commissioning of the entire cooling and heating system at each of the COC’s nine buildings and central plant.
 - Received the U.S. Green Building Council’s highest distinction of Platinum LEED for Communities Certification.
 - Delivered a total of 50 electric vehicles (EV) or plug-in hybrid electric vehicles (PHEV) to client departments.

2018–19 Anticipated Accomplishments

Building Better Health

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

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Supported the Department of Parks and Recreation’s effort to acquire property at nine sites for active and passive park development.
 - Ensured that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Supported client departments in relocating to more efficient facilities located in areas that provide optimal service to customers. (OE3)
 - ◆ Completed construction of the new COC Crime Lab and Evidence Warehouse in July 2018 and the North Coastal Live Well Health Center, Pine Valley Fire Station, Borrego Springs Library, Sheriff Office and Community Park in December 2018.
 - ◆ Began construction of the new Assessor Recorder County Clerk East County Operations and Archive facility in summer 2018.
 - ◆ Completed relocation of Sheriff’s Court Services from the San Diego Downtown Courthouse to the Madge Bradley Courthouse in October 2018 and Health and Human Services Agency, Office of Business Intelligence to a newly renovated space in the lower level of the County Administration Center (CAC) in December 2018.
 - ◆ Began construction of the Sheriff Technology and Information Center in December 2018.
 - ◆ Completion of the Ramona Intergenerational Community Center (RICC) replacement property improvements are anticipated in May 2019 and on track to finalize the property transfer with the State.
 - ◆ Began Phase I design, relocation and construction for the CAC Major Systems Renovations Project.
 - ◆ Programming, environmental and entitlement for the County Live Well Center (Health Services Complex) was extended due to the complexity of the Psychiatric Hospital and housing integration. The advertisement of a Design-Build contract is expected in Fiscal Year 2020-21.
 - ◆ Advertised design-build contracts for construction of the Southeastern Live Well Center, new Lakeside Branch Library, new Ohio Street Probation Office, and San Diego Juvenile Justice Campus Phase 1 Project with anticipated awards in Fiscal Year 2019-20.

- ◆ Executed an option to purchase land for the Sheriff Emergency Vehicle Operations Course (EVOC) and began design for a Contract Manager at Risk (CMAR) procurement.
- ◆ Awarded a design-build contract and began design for the Bonita Library Expansion Project.
- ◆ Designed the Palomar Mountain Fire Station Living Quarters and the new Mount Laguna Fire Station and advertised for CMAR contracts.
- ◆ Executed a disposition and development agreement for the demolition of the former downtown County Courthouse building and jail and construction of a pedestrian inmate transfer tunnel from the Central Jail to the new State Courthouse.
- ◆ Passed Life Safety section of Joint Commission Triannual Inspection for the Psychiatric Hospital and received license to continue operating.
- Completed capital projects with less than 5% budget growth.
- Expanded EV infrastructure by installing 12 charging stations at the County Operations Center, 10 charging stations at the Juvenile Justice Campus, and 8 charging stations at the Sheriff’s Department Administrative Center and continued the promotion and use of EVs.
- Maintained an average vehicle turnaround of eight hours for scheduled preventive maintenance actions.
- Delivered 85% of standard vehicle orders within the same fiscal year as ordered.
- Worked with the California Air Resources Board (CARB) for approval of new programming related to the Ford F-550 emission system and placed 13 critical assets back into service for the Fire Authority.
- Utilized Smith System, a fleet driver safety training curriculum, to drive 214,853 miles to deliver County mail with no vehicle accidents in calendar year 2018.
- Upgraded the Fleet Information Management System (M5) and deployed Client View Portals to County departments to enhance visibility on vehicle and work order information.
- Deployed the Tririga Major Maintenance Improvement Plan (MMIP) self-service portal to track MMIP requests.
- Strengthen our customer service culture to ensure a positive customer experience
 - Completed the evaluation of a new electronic point of service survey process and decided to continue the existing process. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Maintained facilities operations staffing at or above 95% of authorized positions. (OE6)





- Ensured 100% of staff appointed as Contracting Officer's Representatives (CORs) attend COR Level I (28 employees) and Level II (21 employees).
- Conducted three onsite Board letter training sessions for 54 employees.
- Hosted a three-day County General Services Association (CGSA) Annual Conference including 17 information sessions.

- ◆ Complete construction of the Sheriff Technology and Information Center in spring 2020.
- ◆ Continue design, relocation, and construction for the CAC Major Systems Renovation Project.
- ◆ Complete programming, environmental and entitlement for the County Live Well Center (Health Services Complex) for advertisement of a Design-Build contract in Fiscal Year 2020-21.
- ◆ Award a design-build contract and begin construction of the Southeastern Live Well Center in early 2020.
- ◆ Award a design-build contract and begin construction of the new Lakeside Branch Library in early 2020.
- ◆ Award a design-build contract and begin construction of the new Ohio Street Probation Office in early 2020.
- ◆ Award a design-build contract and begin construction of the San Diego Juvenile Justice Campus Phase 1 Project in mid-2020.
- ◆ Complete the purchase of land and begin construction of the Sheriff Emergency Vehicle Operations Course (EVO) with an anticipated completion in early 2021.
- ◆ Complete the Bonita-Sunnyside Library Expansion Project in spring 2020.
- ◆ Award a CMAR contract and complete construction of the Palomar Mountain Fire Station Living Quarters in 2020.
- ◆ Award a CMAR contract and complete construction of the new Mount Laguna Fire Station in 2020.
- ◆ Begin construction of a pedestrian inmate transfer tunnel from the Central Jail to the new State Courthouse.
- Complete capital projects with less than 5% budget growth.
- Continue to expand EV infrastructure and the use of EVs.
- Benchmark scheduled preventive maintenance actions with current fleet standards.
- Deliver 85% of standard vehicle orders within the same fiscal year as ordered.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Maintain facilities operations staffing at or above 95% of authorized positions.

2019–21 Objectives



Building Better Health

- Promote the implementation of a service delivery system that is sensitive to individuals' needs
 - Facilitate the development of affordable housing units in collaboration with the Health and Human Services Agency.



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 2019–20 to Fiscal Year 2018–19.
 - Prepare greenhouse gas (GHG) inventories of County operations for calendar years 2019 and 2020. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
 - Continue to expand the use of renewable energy through the installation of PV systems at County facilities.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Support the Department of Parks and Recreation's effort to acquire property for active and passive park development.
 - Ensure that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Support client departments in relocating to more efficient facilities located in areas that provide optimal service to customers.
 - ◆ Complete construction of the new Assessor Recorder County Clerk East County Operations and Archive facility in fall 2019.

Related Links

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

- ◆ www.sandiegocounty.gov/general_services






Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Law enforcement patrol vehicles available ¹	97% of 575	95% of 575	98% of 568	N/A	N/A
	Fire services program apparatus available ¹	96% of 67	91% of 69	95% of 68	N/A	N/A
	Energy Use Intensity (EUI) decrease ²	1.5% of 65.20 kBTU/SF	1.5% of 64.22 kBTU/SF	1.5% of 63.26 kBTU/SF	1.5% of 62.31 kBTU/SF	1.5% of 61.37 kBTU/SF
	County operations greenhouse gas (GHG) emissions reduction ³	4.6% of 112,940 Metric Tons CO2e	1% of 107,745 Metric Tons CO2e	1% of 106,668 Metric Tons CO2e	1% of 105,601 Metric Tons CO2e	1% of 104,545 Metric Tons CO2e
	Average vehicle turnaround within 8 hours for scheduled preventive maintenance actions ¹	N/A	100%	100%	N/A	N/A
	Vehicle delivery for standard orders within same fiscal year	N/A	85%	85%	85%	85%
	Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	98% of 1,679	100% of 1,700	100% of 1,700	100% of 1,700	100% of 1,700
	Major Maintenance Improvement Plan and capital projects completed within estimated budget	93% of 92	93% of 43	93% of 77	93% of 50	93% of 50
	Annual facilities ¹ preventive maintenance actions completed	97% of 31,940	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 ¹	99% of 5,713,224	98% of 5,600,000	98% of 5,600,000	N/A	N/A
	Leases managed less than 30 days delinquent ¹	99.5% of 202	98% of 200	99% of 202	N/A	N/A

Table Notes

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

² EUI is calculated by taking the total energy consumed (natural gas and electricity) in one year (measured in kBTU) and dividing it by total gross square feet of all County properties with energy accounts. The reduction is mainly attributed to completed energy conservation projects and the addition of the Zero Net Energy Alpine and Imperial Beach Libraries.

³ Data on GHG emissions in the Stationary Combustion category (natural gas consumption and emergency generator usage/testing) and the replacement of older fleet vehicles with new more efficient models is gathered by calendar year (January-December) versus fiscal year (July-June).



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

Staffing

No change in staffing.

Expenditures

Net increase of \$6.7 million

- ◆ Salaries & Benefits—increase of \$2.3 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$6.2 million.
 - ❖ Increase of \$5.9 million due to an increase in major maintenance projects
 - ❖ Increase of \$1.5 million primarily to align costs with projected spending for utilities and contracted services at County-owned facilities
 - ❖ Increase of \$0.2 million due to scheduled triannual fuel tank inspections
 - ❖ Decrease of \$1.0 million due to the cancelled one-time project for the keyless motorpool system
 - ❖ Decrease of \$0.4 million due to decreased costs related to vehicle accident repairs.
- ◆ Other Charges—increase of \$1.1 million related to additional depreciation costs for the replacement of vehicles and equipment.
- ◆ Capital Assets Equipment—increase of \$1.3 million for the replacement of vehicles and equipment to align with projected spending.
- ◆ Operating Transfers Out—net decrease of \$4.3 million due to the completion of one-time projects.
- ◆ Management Reserves—increase of \$0.1 million. A total of \$0.2 million is budgeted for unanticipated needs in the Fleet Accident Repair Internal Service Fund.

Revenues

Net increase of \$6.7 million

- ◆ Revenue From Use of Money & Property—increase of \$0.3 million to align with projected revenue from interest earnings.
- ◆ Intergovernmental Revenues—increase of \$0.1 million to align with projected revenue from the Courts for utilities.
- ◆ Charges for Current Services—increase of \$6.5 million associated with the cost of services provided to client departments.
- ◆ Miscellaneous Revenues—increase of \$0.3 million in real estate brokerage commissions.
- ◆ Other Financing Sources—decrease of \$1.6 million primarily due to the completion of one-time projects.
- ◆ Residual Equity Transfers In—increase of \$1.3 million to recover the replacement cost of vehicles and equipment.
- ◆ Use of Fund Balance—decrease of \$0.2 million for a total of \$16.9 million.
 - ❖ \$14.2 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.
 - ❖ \$2.5 million is due to a technical adjustment to offset the liability recorded for On-Bill Financing projects.
 - ❖ \$0.2 million to conduct an energy supply program feasibility analysis.

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

Net decrease of \$8.9 million primarily due to the removal of one-time major maintenance projects completed in Fiscal Year 2019-20.

Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Facilities Management Internal Service Fund	317.00	330.00	330.00	0.0	330.00
Fleet Management Internal Service Fund	66.00	65.00	65.00	0.0	65.00
Total	383.00	395.00	395.00	0.0	395.00

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Facilities Management Internal Service Fund	\$ 145,195,487	\$ 155,022,564	\$ 163,680,217	5.6	\$ 155,370,798
Fleet Management Internal Service Fund	66,022,419	65,768,731	68,046,027	3.5	67,633,269
General Fund Contribution to GS ISF's	4,410,444	7,668,000	3,475,000	(54.7)	3,295,000
Total	\$ 215,628,350	\$ 228,459,295	\$ 235,201,244	3.0	\$ 226,299,067

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 45,431,025	\$ 47,528,571	\$ 49,845,780	4.9	\$ 51,632,125
Services & Supplies	126,748,362	135,724,051	141,883,314	4.5	132,269,657
Other Charges	13,039,047	15,722,539	16,795,228	6.8	16,498,795
Capital Assets Equipment	19,817,261	15,978,490	17,313,490	8.4	16,863,490
Operating Transfers Out	10,592,655	13,505,644	9,213,432	(31.8)	8,885,000
Management Reserves	—	—	150,000	0.0	150,000
Total	\$ 215,628,350	\$ 228,459,295	\$ 235,201,244	3.0	\$ 226,299,067





Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ 1,331,946	\$ 1,332,153	\$ 1,582,262	18.8	\$ 1,582,262
Intergovernmental Revenues	3,612,301	3,813,400	3,871,518	1.5	3,871,518
Charges For Current Services	173,246,961	187,508,264	194,051,598	3.5	188,617,853
Miscellaneous Revenues	1,137,716	1,293,445	1,628,445	25.9	1,628,445
Other Financing Sources	10,892,655	13,750,644	12,173,432	(11.5)	9,635,000
Residual Equity Transfers In	400,000	400,000	1,700,000	325.0	2,300,000
Use of Fund Balance	22,711,771	17,066,389	16,898,989	(1.0)	15,368,989
General Purpose Revenue Allocation	2,295,000	3,295,000	3,295,000	0.0	3,295,000
Total	\$ 215,628,350	\$ 228,459,295	\$ 235,201,244	3.0	\$ 226,299,067



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.

Strategic Initiative Legend

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

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



2018–19 Anticipated Accomplishments

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Reviewed and investigated 100% (75) of citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury. (LS2)
 - Returned 30 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

2019–21 Objectives

Living Safely

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

Related Links

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

◆ www.sandiegocounty.gov/grandjury

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

Staffing

No change in staffing

Expenditures

No significant changes

Revenues

No significant changes

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

No significant changes



Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Grand Jury	1.00	1.00	1.00	0.0	1.00
Total	1.00	1.00	1.00	0.0	1.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Grand Jury	\$ 781,387	\$ 786,712	\$ 799,215	1.6	\$ 802,050
Total	\$ 781,387	\$ 786,712	\$ 799,215	1.6	\$ 802,050

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 5,826	\$ 11,690	\$ —	(100.0)	\$ —
Services & Supplies	775,561	775,022	799,215	3.1	802,050
Total	\$ 781,387	\$ 786,712	\$ 799,215	1.6	\$ 802,050

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Use of Fund Balance	—	1,089	1,089	0.0	2,178
General Purpose Revenue Allocation	781,387	785,623	798,126	1.6	799,872
Total	\$ 781,387	\$ 786,712	\$ 799,215	1.6	\$ 802,050



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 124.00 staff years and a budget of \$29.0 million.



- Completed the upgrade of PeopleSoft database to the most current version 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
 - Partnered with two benefits vendors to host Lunch and Learn sessions, 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, offered five personal safety and conflict resolution workshops.
 - Automated solutions to increase resources available to the human resources community through searchable database of documents.
 - Provided excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
 - Provided excellent customer service to County departments by completing 98% of Classification Activity Requests within agreed upon timelines.
 - In order to improve services and provide the best customer service, attained a 98% satisfaction rate on recruitment surveys.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Increased the number of professional development training opportunities available in the Learning Management System by adding 20 new trainings to further develop employees' careers.
 - In order to provide meaningful trainings to employees, attained a 90% average overall satisfaction on DHR trainings.
 - To strengthen Talent Development's consultant role with County departments, collaborated and assisted with 35 departmental requests.

Strategic Initiative Legend

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

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

2018–19 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - 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

- Advertised external 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, conducted five DHR Demystified Trainings for human resources staff.
- The County makes health, safety and thriving a focus of all policies through internal and external collaboration
 - Expanded biometric home testing kits for field workers from 200 to 300 to maximize and promote the health of County employees.
 - Increased chronic care cooking demonstration classes from five to seven locations 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
 - Maintained the rate of overall employee participation in various wellness activities at 16%. (OE8)

- By June 30, 2020, develop processes to effectively prepare personnel for case presentation before the Civil Service Commission in order to ensure operational excellence.
- Increase the number of professional development training opportunities available in the LMS by adding 20 new trainings in Fiscal Year 2019-20 to further develop employees’ careers.
- Maintain a 90% or above overall satisfaction on training provided by Talent Development.
- To strengthen Talent Development’s consultant role with County departments, commit to consult, collaborate, or assist with 25 departmental requests in Fiscal Year 2019-20.
- Advertise 100% of external recruitments in targeted publications in order to attract a diverse applicant pool.
- To provide a more comprehensive understanding of human resources’ protocols, conduct six DHR Demystified Trainings for human resources staff in Fiscal Year 2019-20.
- By June 30, 2020, develop, coordinate, and facilitate Leadership Academy for unclassified and executive management that focuses on practical leadership concepts and strategies to enhance current and future leaders’ skillsets.
- Administer rollout of Sexual Harassment Prevention training to ensure that 100% of identified permanent employees are provided the training by December 31, 2019.
- To increase awareness of healthy living, offer 10 classes from the Chronic Conditions Cooking curriculum, throughout the County by June 30, 2020.
- Partner with medical providers to present six pertinent topics during our Physician Lecture series by June 30, 2020.
- To ensure awareness and wellness educational opportunities for County employees, offer 15 new Lunch and Learn Behavioral Health topics by June 30, 2020.
- 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%.

2019–21 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Upgrade workers’ compensation claims management system to the most current version to ensure that it will continue to be supported by the vendor by June 30, 2020.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provide excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
 - 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 to departments, 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
 - Develop and implement Human Resource trainings to focus on handling personnel hearings and to ensure consistency and excellence when presenting at administrative hearings.

Related Links

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

- ◆ www.sandiegocounty.gov/hr






Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Rate of overall employee participation in Employee Wellness Program activities ¹	16%	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	41	20	20	20	20
	Reduction in the hours of lost productivity related to workers' compensation claims ²	9%	2%	2%	N/A	N/A
	Classification Activity Request completed within prescribed timeframe	97%	98%	98%	98%	98%
	Overall customer satisfaction rate for recruitment surveys	97%	98%	98%	98%	98%
	Increase in the number of completed LMS training hours compared to prior year actuals ³	78,356	N/A	N/A	N/A	N/A
	Conduct DHR Demystified Trainings ⁴	N/A	5	5	6	N/A

Table Notes

¹ This measure is calculated based on various activities including Amazing Race, Flu Shot Campaign, Love Your Heart, Health Trails, Right this Weigh, Wellness Expos, and a pilot program.

² This measure will be discontinued in Fiscal Year 2019–20, as the Strategic Plan has been completed.

³ This measure was discontinued in Fiscal Year 2018–19 due to planned restructuring and enhancements of the trainings provided.

⁴ This measure will be discontinued in Fiscal Year 2020–21 due to restructuring of academies.

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

Staffing

Increase of 4.00 staff years.

- ◆ Increase of 1.00 staff year to support the Countywide Diversity and Inclusion program.
- ◆ Increase of 1.00 staff year to provide additional support in the handling of indemnity workers compensation claims.
- ◆ Increase of 2.00 staff years to align with Countywide services upon the dissolution of CSG.

Expenditures

Net increase of \$1.4 million

- ◆ Salaries & Benefits—net increase of \$1.2 million due to the addition of 4.00 staff years, negotiated labor agreements, and required retirement contributions.
- ◆ Services & Supplies—net increase of \$0.2 million
 - ❖ Increase of \$0.5 million due to one-time projects associated with PeopleSoft Upgrade (\$0.4) and leadership academy (\$0.1 million).
 - ❖ Increase of \$0.3 million due to miscellaneous services and supplies for operational needs.



- ◆ Decrease of \$0.6 million due to the non-recurrence of one-time projects in Fiscal Year 2018-19.

Revenues

Net increase of \$1.4 million

- ◆ Charges for Current Services—Increase of \$0.2 million in cost allocation plan amounts for reimbursement of administrative services provided to other County departments.
- ◆ Miscellaneous Revenues—Increase of \$0.6 million due to reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers' Compensation divisions.
- ◆ Fund Balance Component Decreases—Increase of \$0.15 million for a total budget of \$0.4 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

- ◆ Use of Fund Balance—decrease of \$0.2 million for a total budget of \$0.6 million including:
 - ◆ \$0.1 million for negotiated labor agreements
 - ◆ \$0.1 million for Leadership Academy
 - ◆ \$0.4 million for Peoplesoft Upgrade
- ◆ General Purpose Revenue Allocation—net increase of \$0.65 million primarily due to additional positions and negotiated labor agreements.

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

Net increase of \$0.3 million primarily due to increases in negotiated labor agreements offset by the completion of one-time projects in Fiscal Year 2019-20..





Staffing by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Department of Human Resources	120.00	120.00	124.00	3.3	124.00
Total	120.00	120.00	124.00	3.3	124.00

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Department of Human Resources	\$ 26,649,865	\$ 27,630,087	\$ 28,998,184	5.0	\$ 29,320,265
Total	\$ 26,649,865	\$ 27,630,087	\$ 28,998,184	5.0	\$ 29,320,265

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 15,529,580	\$ 16,481,545	\$ 17,701,452	7.4	\$ 18,454,420
Services & Supplies	11,166,152	11,433,931	11,584,419	1.3	11,153,532
Expenditure Transfer & Reimbursements	(245,867)	(285,389)	(287,687)	0.8	(287,687)
Management Reserves	200,000	—	—	0.0	—
Total	\$ 26,649,865	\$ 27,630,087	\$ 28,998,184	5.0	\$ 29,320,265

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 5,247	\$ —	\$ —	0.0	\$ —
Charges For Current Services	1,769,126	2,047,203	2,227,042	8.8	2,227,042
Miscellaneous Revenues	8,482,727	8,883,069	9,476,644	6.7	9,661,218
Fund Balance Component Decreases	215,636	273,165	406,003	48.6	406,003
Use of Fund Balance	770,000	753,118	578,118	(23.2)	276,236
General Purpose Revenue Allocation	15,407,129	15,673,532	16,310,377	4.1	16,749,766
Total	\$ 26,649,865	\$ 27,630,087	\$ 28,998,184	5.0	\$ 29,320,265



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. Effective July 1, 2019, DPC has been shifted from the Community Services Group (CSG) to FGG as a part of the Countywide reorganization to shift departments from CSG for improved alignment of County services and efficiency in delivering these services.

To ensure these critical services are provided, DPC has 66.00 staff years and a budget of \$15.7 million.



2018–19 Anticipated Accomplishments

Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Diversified and expanded supplier database. (SE/T1)
 - ◆ Participated in 24 vendor/supplier outreach sessions in cooperation with local business associations (Chambers of Commerce, Small Business Administration and other public agencies). Highlighted events were *Navy Gold Coast Conference*, *Veteran’s Entrepreneurs Summit*, *Small Business Expo*, *Be The Best! Women’s Business Expo*.
 - ◆ Co-hosted two outreach events in identified Live Well communities in southeastern San Diego.
 - ◆ Coordinated and publicized contracting opportunities with local business chambers, associations, and businesses, while collaborating with other County departments.
 - Increased the percentage of competitively awarded contracts, as well as the depth of response to open solicitations. (SE/T1)
 - ◆ Increased the percentage of competitively awarded contracts to 90% (measured by the value of the contracts), performing above the federal government competition rate, by considering broader option of suppliers and/or solutions while assisting County departments with their procurement needs.
 - ◆ Increased 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.

Strategic Initiative Legend

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

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



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Competitively evaluated and selected best-in-class solution for enterprise-wide Contract Lifecycle Management System (CLMS). Finalized contract and implementation planning for system deployment with County’s Information Technology Outsourcer. (OE3)
 - Completed implementation of repository module of Federated Records Management (FRM) for physical records and first repository module for electronic records. (OE3)
 - Provided County staff the knowledge and skills necessary to effectively and efficiently procure goods and services by offering procurement trainings. (OE4)
 - ◆ Offered DPC Academy classes monthly.
 - ◆ Offered two levels of contract monitoring and administration trainings to Contracting Officer Representatives (CORs). DPC offered 17 sessions of COR I training, which covers the basic concepts and requirements for contract administration, and is designed for all County employees assigned as CORs, and 10 sessions of COR II training, which explores more advanced contract administration concepts and requirements, and is designed for CORs who are responsible for larger, more complex contracts.
 - ◆ Developed new online training video.
 - Ensured all departments are trained and have the tools necessary to stay current on Countywide Records Management policies and best practices. (OE3)
 - ◆ Provided individualized on-site annual trainings for each supported County department.
 - ◆ Ensured all County departments’ records retention schedules are current.
 - Awarded 75% of Requests for Proposal (RFPs) within 180 days of receiving a complete procurement package from a client department in accordance with Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement. The initial goal for this new measure was aggressive for purposes of establishing a baseline. Future goals have been set in alignment with initial results. (OE5)
 - Completed 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)

2019–21 Objectives



Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Diversify and expand supplier database.
 - ◆ Participate in at least 12 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.
 - Maintain the percentage of competitively awarded contracts, as well as increase the percentage of response depth to open solicitations.
 - ◆ Maintain the percentage of competitively awarded contracts at a minimum of 90% (measured by the value of the contracts), performing above the federal government competition rate, by considering broader option of suppliers and/or solutions while assisting County departments with their procurement needs.
 - ◆ Increase percentage of open solicitations receiving a minimum of three vendor responses to 55%.



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Initiate implementation phase of the Contract Lifecycle Management System (CLMS).
 - Initiate Phase 2 of Federated Records Management System (FRM) to include the remaining repositories for electronic records.
 - ◆ Engage with customer departments to complete auto-classification requirement gathering for seven Documentum repositories and one Application Extender repository.
 - ◆ Initiate project implementation.
 - Provide County staff the knowledge and skills necessary to effectively and efficiently procure goods and services by offering procurement trainings.
 - ◆ Continue offering Contracting Officer Representatives (COR) trainings and other DPC Academy classes monthly.
 - ◆ Develop new online training module.





- Ensure all departments are trained and have the tools necessary to stay current on Countywide Records Management policies and best practices.
 - ◆ Provide individualized on-site annual trainings for each supported County department.
 - ◆ Ensure all County departments' records retention schedules are current.
- Award 75% of Requests for Proposal (RFPs) within 180 days of receiving a complete procurement package from a client department in accordance with Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement.
- Complete 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.

Related Links

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

- ◆ <https://www.sandiegocounty.gov/purchasing>



Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Participate/host vendor outreach events ¹	21	12	24	12	12
	Percentage of total contract value competitively awarded ²	N/A	90%	90%	90%	90%
	New registered vendors in BuyNet during the fiscal year ³	2,953	3,276	2,100	N/A	N/A
	Percentage of competitive solicitations receiving at least 3 vendor responses ⁴	N/A	50%	50%	55%	60%
	Ensure all County departments' global records retention schedules are current ⁵	100%	100%	100%	100%	100%
	Percentage of contract amendments requiring change in funding or scope completed within 30 days ⁶	N/A	90%	90%	90%	90%
	Percentage of Requests for Proposal (RFP) completed within 180 days ⁶	N/A	90%	75%	75%	75%

Table Notes

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

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

³ This measure is being discontinued effective Fiscal Year 2019–20. The desired outcome (increased competition for County solicitations) is more accurately measured in the recently created performance measure below (percentage of competitive solicitations receiving at least 3 vendor responses).

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

⁵ Records Services manages a total of 55 records retention schedules.

⁶ 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.

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

Staffing

Increase of 5.00 staff years

- ◆ Increase of 4.00 staff years to support Procurement and Contracting activities, including development of specifications, source selection processes, and related services for client departments.
- ◆ Increase of 1.00 staff year to support administrative duties and DPC Academy training coordination, including COR training programs.

Expenditures

Net increase of \$2.7 million

- ◆ Salaries & Benefits—increase of \$1.05 million due to the addition of 5.00 staff years, required retirement contributions, and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$1.4 million primarily related to one-time IT costs including \$0.7 million for Phase 2 of FRM project for remaining electronic records repositories and \$0.7 million related to final costs of CLMS and new sourcing system to replace BuyNet.
- ◆ Other Charges—net increase of \$0.1 million primarily due to depreciation of Phase 1 of FRM system.

- ◆ Operating Transfers Out—increase of \$0.15 million for annual FRM license costs in Record Services.

Revenues

Net increase of \$2.7 million

- ◆ Charges for Current Services—decrease of \$1.5 million due to use of additional departmental Fund Balance to lower Internal Services Fund procurement rates.
- ◆ Other Financing Sources—increase of \$0.1 million for FRM license costs in Records Services.
- ◆ Use of Fund Balance—increase of \$4.0 million, for a total of \$6.5 million. The total amount of \$6.5 million includes:
 - ◆ \$4.8 million to reduce internal service fund procurement rates.
 - ◆ \$0.8 million for remaining costs of CLMS project and new sourcing system.
 - ◆ \$0.2 million for FRM depreciation costs.
 - ◆ \$0.7 million for Phase 2 of FRM project.
- ◆ General Purpose Revenue—increase of \$0.1 million for annual software license and maintenance costs associated with FRM project.

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

Net decrease of \$1.1 million primarily due to the completion of IT projects budgeted in Fiscal Year 2019-20.





Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Content/Records Services	4.00	4.00	4.00	0.0	4.00
Purchasing ISF	54.00	57.00	62.00	8.8	62.00
Total	58.00	61.00	66.00	8.2	66.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Content/Records Services	\$ 1,745,715	\$ 711,317	\$ 1,800,032	153.1	\$ 1,054,685
Purchasing ISF	11,388,176	11,590,638	13,039,757	12.5	12,733,670
General Fund Contribution	1,667,362	722,350	854,350	18.3	854,350
Total	\$ 14,801,253	\$ 13,024,305	\$ 15,694,139	20.5	\$ 14,642,705

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 8,014,705	\$ 8,571,882	\$ 9,606,993	12.1	\$ 10,115,959
Services & Supplies	4,986,170	3,597,057	4,999,146	39.0	3,438,746
Other Charges	133,016	133,016	233,650	75.7	233,650
Operating Transfers Out	1,667,362	722,350	854,350	18.3	854,350
Total	\$ 14,801,253	\$ 13,024,305	\$ 15,694,139	20.5	\$ 14,642,705

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ 60,000	\$ 70,000	\$ 90,000	28.6	\$ 90,000
Charges For Current Services	8,058,529	8,022,605	6,456,439	(19.5)	11,707,005
Miscellaneous Revenues	937,000	937,000	937,000	0.0	937,000
Other Financing Sources	1,667,362	722,350	854,350	18.3	854,350
Use of Fund Balance	3,411,000	2,550,000	6,502,000	155.0	200,000
General Purpose Revenue Allocation	667,362	722,350	854,350	18.3	854,350
Total	\$ 14,801,253	\$ 13,024,305	\$ 15,694,139	20.5	\$ 14,642,705





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 1.79 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. Effective July 1, 2019, ROV has been shifted from the Community Services Group (CSG) to FGG as a part of the Countywide reorganization to shift departments from CSG for improved alignment of County services and efficiency in delivering these services.

To ensure these critical services are provided, the ROV has 69.00 staff years and a budget of \$26.7 million.



- 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 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
 - 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.
- Recruited the number of poll workers needed. (SE/T6)
 - ◆ Implemented 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 a business-focused poll worker recruitment program.
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the November 2018 Gubernatorial General election by meeting the planned recruitment goals for poll workers. (SE/T6)
- Continued to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements. (SE/T6)

Strategic Initiative Legend

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

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

2018–19 Anticipated Accomplishments

Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning

- ◆ Increased the overall percent of accessible polls for the November 2018 Gubernatorial General Election by 1%, for a total of 71%, based on the overall percent of accessible polls for the June 2018 Gubernatorial Primary Election.
- Increased voter awareness of convenient early Mail Ballot Drop Off Program. (SE/T6)
 - ◆ Collected 133,327 ballots from mail ballot drop off sites for the November 2018 Gubernatorial General election and expanded the program from 42 to 59 locations.
- Processed 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the November 2018 Gubernatorial General election to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot. (SE/T6)



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% no later than 26 days prior to the November 2018 Gubernatorial General election, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)
 - Continued 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)
 - Continued to offer online campaign finance statements service. (OE4)
 - ◆ Maintained 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.
 - Tallied 25% (385 of 1,542) of precincts for the November 2018 Gubernatorial General Election by 11:30 pm on Election Night. (OE4)
 - Reported 92% 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 Election. (OE4)
 - Reported 33% or more of all ballots cast in the first Election Night Results Bulletin for the November 2018 Gubernatorial General Election. (OE4)
 - Tallied 71% of all mail ballots received through Election Night by the Monday after Election Day for the November 2018 Gubernatorial General election. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience

- Ensured customer satisfaction with core services by attaining a 4.60 overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through the November 2018 Gubernatorial General Election. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Encouraged overall satisfaction and retention of volunteers, through the timely mailing of 100% of poll worker stipends in 14 working days from Election Day for the November 2018 Gubernatorial General Election. (OE6)
 - Assigned 1,716 bilingual poll workers to fill poll worker positions needed for the November 2018 Gubernatorial General election; accounting for more than one quarter of all poll workers. (OE6)

2019–21 Objectives



Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Conserve resources by promoting the sign-up of e-Sample Ballot and Voter Information Pamphlets and refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Mitigate challenges to the voter registration process.
 - ◆ Continue to work with volunteers and community-based organizations to identify needs and increase voter registration.
 - ◆ Continue to identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.
 - Staff all polling locations with the required number of poll workers.
 - ◆ Continue the implementation of 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 scheduled or special elections by meeting the planned recruitment goals for poll workers.



- Continue to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements.
 - ◆ Increase the overall percent of accessible polls for the March 2020 Presidential Primary Election by 2%, for a total of 73%, based on the overall percent of accessible polls for the November 2018 Gubernatorial General Election.
 - ◆ Increase the overall percent of accessible polls for the November 2020 Presidential General Election by 2%, for a total of 75%, based on the overall percent of accessible polls for the March 2020 Presidential Primary Election.
- Increase voter awareness of convenient early Mail Ballot Drop Off Program.
 - ◆ Collect at least 100,000 ballots from mail ballot drop off sites for the March 2020 Presidential Primary and 120,000 ballots in the November 2020 Presidential General election.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the March 2020 Presidential Primary and November 2020 Presidential General elections to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.



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% no later than 26 days prior to the March 2020 Presidential Primary and November 2020 Presidential General elections, providing knowledgeable instructors who are available and prepared to train poll workers.
 - Continue to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Informational Pamphlet in lieu of a paper copy.
 - Continue to offer online campaign finance statements service.
 - ◆ Increase the overall percent of online filings for the July 2019 and January 2020 semi-annual filings by 10% to a total of 75%, based on the January 2019 semi-annual online filing percentage.
 - ◆ Continue to sustain the overall percent of online filings for the July 2020 and January 2021 semi-annual filings to 75%, based on the anticipated January 2020 semi-annual online filing percentage.
- Replace legacy voting system with a modern certified voting system; delivering enhanced operational efficiencies in ballot layout, ballot scanning, and digital adjudication while providing additional accessibility and transparency for our voters over the next ten years.
- Tally 40% (640 of 1,600) of precincts for the March 2020 Presidential Primary and 30% (480 of 1,600) of precincts for the November 2020 Presidential General Elections by 11:30 pm on Election Night. The November 2020 election may take longer to tally than the March 2020 election due to a larger number of ballots, which explains a slightly lower tally percentage.
- 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 March 2020 Presidential Primary and 90% of eligible mail ballots in the November 2020 Presidential General elections.
- Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the March 2020 Presidential Primary and November 2020 Presidential General elections.
- Tally 90% of all mail ballots received through Election Night by the Monday after Election Day for the March 2020 Presidential Primary and 80% of all mail ballots received in the March 2020 Presidential General elections.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”) through the March 2020 Presidential Primary and November 2020 Presidential General elections.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - To encourage overall satisfaction and retention of volunteers, timely mailing of all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2019-2021.
 - Continue to assign bilingual poll workers to fill poll worker positions as needed for the March 2020 Presidential Primary and November 2020 Presidential General elections.

Related Links

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

- ◆ www.sdvote.com



Performance Measures		2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
	Valid voter registrations received at close of registration that are processed by 7 days before the election ¹	100% of 3,338	100% of 75,000	100% of 29,783	100% of 70,000	100% of 75,000
	Overall Customer Satisfaction Rating ²	4.64	4.70	4.60	4.70	4.70
	Precincts tallied by 11:30 pm on Election Night ³	55% of 1,705	40% of 1,500	25% of 1,542	40% of 1,600	30% of 1,600
	Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁴	1 day	40 days	39 days	40 days	40 days
	Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁴	1 day	39 days	42 days	39 days	39 days
	Number of days prior to Election Day that 90% of Assistant Inspectors are recruited ⁴	1 day	35 days	36 days	35 days	35 days
	Number of days prior to Election Day that 100% of bilingual poll workers are assigned ⁴	90% 1 day	18 days	72% 1 day	18 days	18 days
	Mail ballots received through Election Night that are tallied by the Monday after Election Day ⁵	93% of 469,815	95% of 700,000	71% of 778,429	90% of 700,000	80% of 900,000
	Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin ⁶	94% of 262,319	95% of 400,000	92% of 417,275	95% of 400,000	90% of 500,000

Table Notes

- ¹ This measure tracks the number of valid registrations that are received on or after the 15-day close of registration that are processed by the 7th day before Election Day to ensure eligible registrants are printed in the official roster of voters.
- ² Scale of 1-5, with 5 being “excellent”.
- ³ This measure is based on using a one-card ballot. Fiscal Year 2018–19 required a two-card ballot. It is anticipated that Fiscal Year 2020–21 will have a two-card ballot.
- ⁴ These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day.
- ⁵ 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. The ROV will continue to encourage voters to return their vote-by-mail ballots before Election Day to be included as part of the count on Election Night. It is anticipated that Fiscal Year 2020–21 will have a two-card ballot, which doubles the amount of paper to be processed and requires more time to tally than a traditional one-card ballot election.



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

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

Staffing

Increase of 1.0 staff years

- ◆ Increase of 1.00 staff year in Administration to assist management in public information/relations activities.

Expenditures

Net increase of \$3.2 million

- ◆ Salaries & Benefits—increase of \$2.6 million due to required retirement contributions, negotiated labor agreements, and an increase in temporary labor to support the March 2020 Presidential Primary Election.
- ◆ Service & Supplies—increase of \$1.6 million as a result of contracted services and Assembly Bill 216, which requires pre-paid postage for mail ballot returns.
- ◆ Fund Balance Component Increases—decrease of \$1.0 million. This decrease is based on a change in funding strategy for elections in future fiscal years.

Revenues

Net increase of \$3.2 million

- ◆ Charges for Current Services—decrease of \$1.4 million due to the lower number of billable jurisdictions that will participate in the March 2020 Presidential Primary Election.
- ◆ Use of Fund Balance—decrease of \$0.6 million for a total use of \$0.1 million for IT projects, including a candidate statement portal and warehouse asset tracking system.
- ◆ General Purpose Revenue Allocation—increase of \$5.2 million due to increased retirement, negotiated labor, temporary labor costs, and prepaid postage for mail ballot returns.

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

Net decrease of \$1.6 million primarily due to one-time costs in Fiscal Year 2019-20 and reduced temporary labor and overtime costs projected for Fiscal Year 2020-21.

Staffing by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Registrar of Voters	68.00	68.00	69.00	1.5	69.00
Total	68.00	68.00	69.00	1.5	69.00

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Registrar of Voters	\$ 23,940,444	\$ 23,427,241	\$ 26,655,234	13.8	\$ 25,059,175
Total	\$ 23,940,444	\$ 23,427,241	\$ 26,655,234	13.8	\$ 25,059,175

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 10,743,852	\$ 11,215,079	\$ 13,851,811	23.5	\$ 11,973,586
Services & Supplies	12,171,592	11,212,162	12,803,423	14.2	13,085,589
Capital Assets Equipment	1,025,000	—	—	0.0	—
Fund Balance Component Increases	—	1,000,000	—	(100.0)	—
Total	\$ 23,940,444	\$ 23,427,241	\$ 26,655,234	13.8	\$ 25,059,175

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 377,160	\$ 377,160	\$ 377,160	0.0	\$ 377,160
Charges For Current Services	5,841,257	7,408,007	5,958,007	(19.6)	6,558,007
Miscellaneous Revenues	65,000	65,000	65,000	0.0	65,000
Fund Balance Component Decreases	1,093,743	118,237	176,628	49.4	176,628
Use of Fund Balance	2,100,000	650,000	75,522	(88.4)	151,044
General Purpose Revenue Allocation	14,463,284	14,808,837	20,002,917	35.1	17,731,336
Total	\$ 23,940,444	\$ 23,427,241	\$ 26,655,234	13.8	\$ 25,059,175



County of San Diego

Capital Program

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Capital Program

Capital Program Introduction

The County has a centralized, comprehensive capital facilities and space planning program (Capital Program) that is guided by Board Policy G-16, *Capital Facilities and Space Planning*, which is described in more detail below. The Capital Program maintains a forward-looking perspective on the County's current capital facilities and the anticipated needs for capital in the near- and long-term. To provide a formal groundwork for funding the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds. The Capital Program does not include appropriations for recurring capital expenses appropriated in departmental operating budgets nor recurring appropriations for capital projects that are managed and accounted for in the enterprise funds or special revenue funds (i.e. roads/airports). See the departmental operational plan narratives for amounts appropriated for recurring capital expenses.

The Chief Administrative Officer (CAO) established County of San Diego CAO Administrative Manual, Policy 0030-23, *Use of the Capital Program Funds*, Capital Project Development and Budget Procedures, to set forth procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets, and the closure of capital projects within the capital program funds.

The Capital Program is composed of the following major funds:

Capital Outlay Fund

The Capital Outlay Fund provides centralized budgeting and accounting for the County's capital projects, and currently is used to account for the funding of land acquisitions and capital projects that do not fall within the scope of any of the other capital program funds (listed below). Capital projects that are funded through the Capital Outlay Fund include the purchase or construction of buildings for the delivery of County services and the acquisition and development of open space and parkland, outside of the Multiple Species Conservation Program (MSCP) (see description below).



Major Maintenance Capital Outlay Fund

This 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.

County Health Complex Fund

The County Health Complex Fund contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other County health facilities, excluding the County's Edgemoor property.

Justice Facility Construction Fund

The Justice Facility Construction Fund contains budgeted amounts for capital projects related to the County's justice and public safety capital improvements, including detention facilities, Sheriff's stations and other criminal justice facilities.

Library Projects Fund

The Library Projects Fund contains budgeted amounts for the acquisition and construction of County library facilities.

Multiple Species Conservation Program Fund

This fund contains budgeted amounts for the improvement and acquisition of land related to the MSCP. The MSCP seeks to preserve San Diego's natural areas, native plants and animals, and refine the development process, thereby conserving the quality of life for current and future generations.

Edgemoor Development Fund

Board of Supervisors Policy F-38, *Edgemoor Property Development*, provides guidelines for the use, development and disposition of the County property located within the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to this policy and all of its revenues, mainly produced by the Edgemoor property itself and the lease and sale of land, are to fund the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of a major capital facility, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor Skilled Nursing Facility was funded by Certificates of Participation (COPs) executed and delivered in January 2005 and December 2006, both of which were refunded in 2014. The Edgemoor Development Fund provides funding for the repayment of the COPs.

Capital Program Funds are used for:

- ◆ The acquisition and construction of new public improvements, including buildings and initial furnishings and equipment.
- ◆ Land and permanent on-site and off-site improvements necessary for the completion of a capital project.
- ◆ The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply, and the following expenses are not to be funded from the Capital Program Funds:

- ◆ Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds, such as the Road Fund or enterprise funds.
- ◆ Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses that do not meet the capitalization requirement per accounting rules, which are budgeted within departments.
- ◆ Feasibility studies, facility master plans or other analytical or research activities that do not relate directly to the implementation of a capital project.
- ◆ Furnishings or equipment not considered a permanent component of the facility, or other short-lived general fixed assets.

The Board of Supervisors may appropriate funding from any legal source to the Capital Program Funds for present or future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government

Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The County's capital improvements planning process is outlined in Board of Supervisors' Policy G-16, Capital Facilities and Space Planning. The process reflects the goals of the County's Five-Year Strategic Plan and identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing the Capital Improvement Needs Assessment (CINA).

Once funding is identified, projects are included in the two-year Operational Plan, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding has been identified. Each organizational group is responsible for identifying funding sources for its projects. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, Long-Term Financial Management Policy.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- ◆ Public or employee health/safety is threatened by existing or imminent conditions.
- ◆ The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- ◆ The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

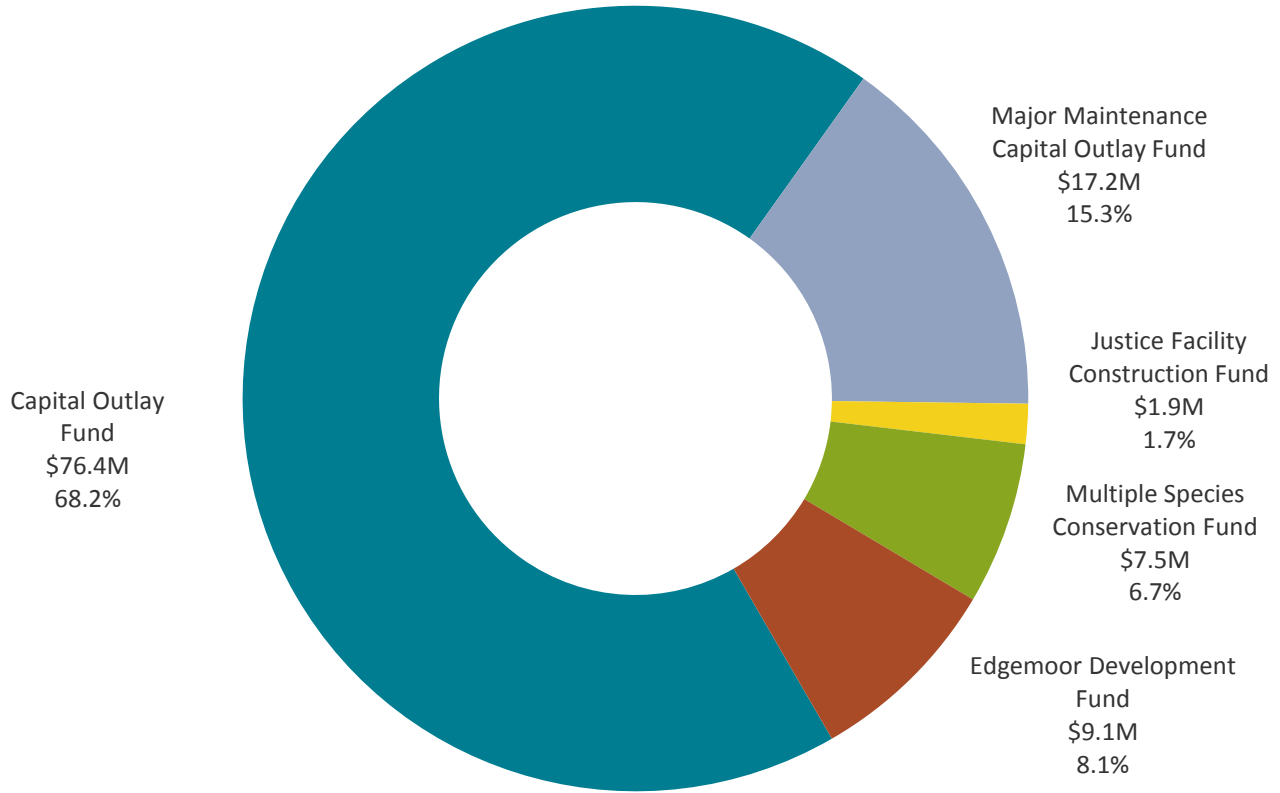
Appropriations remaining for any given capital project at the end of the fiscal year automatically carry forward into the next fiscal year along with any related encumbrances, until the project is completed.

The tables in the Outstanding Capital Projects by Fund section provide information for the County's current outstanding capital projects. The Finance Other section of the Operational Plan contains detailed information regarding lease payments that are used to repay long-term financing of capital projects.



2019–20 Recommended Budget at a Glance: Capital Program

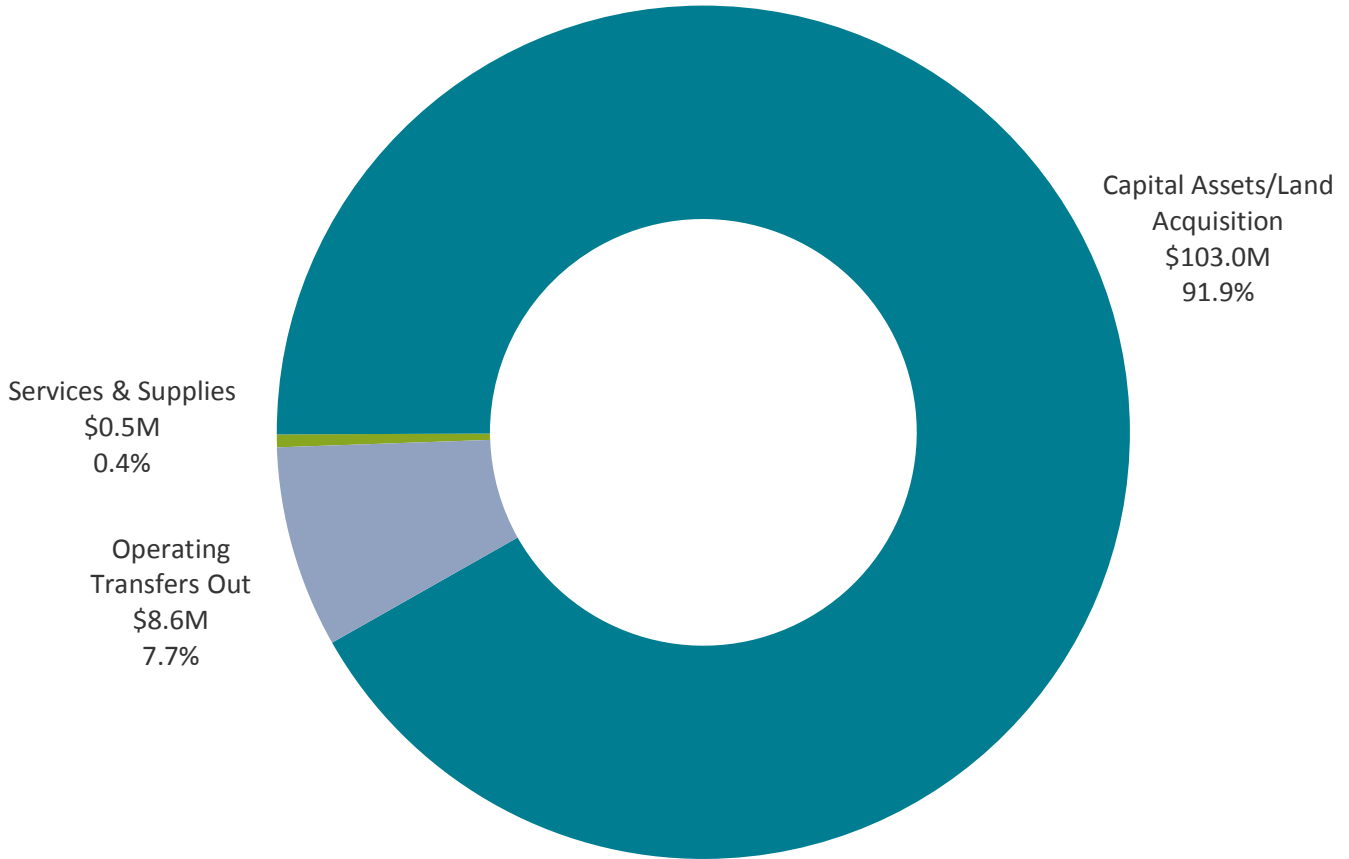
Capital Program by Fund Fiscal Year 2019–20: \$112.1 million



Adopted Budget by Fund: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Justice Facility Construction Fund	\$ 1.9	1.7
County Health Complex Fund	—	—
Capital Outlay Fund	76.4	68.2
Library Projects Capital Outlay Fund	—	—
Major Maintenance Capital Outlay Fund	17.2	15.3
Edgemoor Development Fund	9.1	8.1
Multiple Species Conservation Program Fund	7.5	6.7
Total	\$ 112.1	100.0

*The sum of individual figures within a column may not equal the total for that column due to rounding.

Capital Program by Categories of Expenditures Fiscal Year 2019–20: \$112.1 million



Adopted Budget by Categories of Expenditures:
Capital Program

	Budget in Millions	Percent of Total Capital Budget
Services & Supplies	\$ 0.5	0.4
Capital Assets/Land Acquisition	103.0	91.9
Operating Transfers Out	8.6	7.7
Total	\$ 112.1	100.0

*The sum of individual figures within a column may not equal the total for that column due to rounding.





Capital Program by Categories of Revenues Fiscal Year 2019–20: \$112.1 million



Adopted Budget by Categories of Revenues: Capital Program		
	Budget in Millions	Percent of Total Capital Budget
Revenue From Use of Money & Property	\$ 0.3	0.3
Intergovernmental Revenues	8.6	7.7
Miscellaneous Revenues	1.1	1.0
Other Financing Sources	95.3	85.0
Use of Fund Balance	6.8	6.1
Total	\$ 112.1	100.0

*The sum of individual figures within a column may not equal the total for that column due to rounding.





Capital Improvement Needs Assessment: Fiscal Years 2019–24

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 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.

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 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 Acquisition strategy Approval/authorization
Execution	Design Construction
Closeout	Closeout project Punch-list items



The following table shows the Capital Improvement Plan Prioritization Score Sheet and the criteria used by the FPB to assess the capital projects presented in the CINA.

Capital Improvement Plan Prioritization Score Sheet					
Weighted Value	Criteria	Score			
		3	2	1	0
5	Strategic Plan Linkage	Project clearly supports a County Strategic Initiative	There is a CAO approved goal that includes the project	There is a department approved goal or plan that includes the project	There is no plan linkage
5	Critical Need: Life, Safety, Emergency	Project needed to correct an existing deficiency	Project needed to correct a potential deficiency	Project promotes or maintains health/safety	No health or safety impacts
5	Quality of Life	Project provides a measurable benefit to the Quality of Life for all county residents	Project provides a measurable benefit to the Quality of Life for a majority of county residents	Project provides a minimal benefit to the Quality of Life for all county residents	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

Each year, the Facilities Planning Board ranks 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 \$1.6 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
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.
County Administration Center Renovations (phased)	Planning	112,537,000	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes multiple phases. Plan includes complete remodel of existing Board Chamber.

*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	Execution	54,020,000	<p>Build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Projects may be constructed in any order. Proposed phasing:</p> <ol style="list-style-type: none"> 1. \$2.23M - Heritage Staging Area: Construction of a new staging area at Heritage Road for Otay Valley Regional Park. Staging area will provide a new access point to new trails within OVRP 2. \$4.25M - Area B Trails: Acquisition of trail easements and construction/improvement of approximately 12 miles of planned trails in Otay Valley Regional Park Zone B (Heritage Road to Otay Lakes County Park) 3. \$3.5M - Area A Trails: Acquisition of easements, design, environmental, construction/improvement and mitigation for +3.5 miles of planned trails in Otay Valley Regional Park Zone A (I-805 to Heritage Road) 4. \$24.04M - Active Recreation Site 3: Develop site as an active recreation park. As part of the OVRP Master Plan, certain parcels in the valley were identified as possible active recreation sites. Subsequently the County has purchased an approximately 46-acre site located east of Interstate-5 5. \$6M - Area C Trails: Acquisition of trail easements and construction/improvement of approximately 12 miles planned trails in Otay Valley Regional Park Zone C (Otay Lakes Area Loop) 6. \$14M - Area 11 Nature Center. Design/environmental and construction of a new nature center in Active Recreation Area 11.

*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 (SLRRP) Acquisition and Improvement	Planning	63,378,883	<p>Acquisition and development of property for the planned 1600-acre San Luis Rey River Park (SLRRP). An estimated 695 acres will be transferred to the County from Caltrans for inclusion in the SLRRP with the balance being acquired by the County from willing sellers. Future projects include trail acquisition and construction, two Active Recreation Nodes, and staging areas. Projects can that be constructed in any order. Anticipated phasing is as follows:</p> <ol style="list-style-type: none"> 1. \$12.95M (\$0.8M received) - Moosa Active Recreation node. Design, environmental analysis and construction of a 55 acre active recreation park on DPR owned land at the southwest end of the park. Project would include disc golf, playgrounds, a staging area and other active recreation amenities. 2. \$0.75M - Flowerwood Staging Area. Design, environmental analysis and construction of a staging area and trail head on the north side of the river on DPR owned land. Project would include fencing, trash cans, hitching posts, shade and picnic tables. 3. \$20.6M (\$1M received) - Dulin Road Active Recreation node. Design, environmental analysis and construction of a 40 acre active recreation park at the east end of the park on DPR owned land. Project would include road improvements, sports fields, sports courts, a recreation building, and a parking lot. 4. \$29M (\$14.19M received; \$15M requested) - Land Acquisition and Trail Construction. Acquisition, design, environmental analysis and construction of a trail system throughout the 1600 acre park. Projects will be completed as land becomes available.

*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
Tijuana River Valley Regional Park (TRVRP) Active Recreation Site and Community Park, Campgrounds, and Equestrian Center	Execution	46,873,603	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. \$14M (\$7.44M received; \$5.0M 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. \$25.67M (\$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 <u>OR</u> 2b. \$7.85M - Local Park. Design, environmental analysis and construction on a local park with playgrounds, basketball courts, and sports fields. 3. \$7.2M (\$0.117 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
Ramona Intergenerational Community Campus	Planning	18,095,839	Land acquisition, master plan, design, and construction. Includes multiple phases: Phase 1 - Land Acquisition (CalTrans property) Phase 2 - Programming New HHSA Family Resource Live Well Center (\$12M) Phase 3 - Land Acquisition (Russell Property - \$2.1 M)
Calavo Park	Planning	15,000,000	Acquisition, project design, environmental analysis and construction of a new park off of Calavo Drive in Spring Valley. Park features will be determined based upon community input, but may include ball fields, sports courts, trails and/or a dog park.
Sycuan Kumeyaay Village Dehesa Road/ Sloan Canyon Road Trail	Execution	6,603,000	Design, environmental and construction of an estimated 3.83 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 will be constructed in phases.

*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
Lincoln Acres Park Expansion	Execution	2,800,000	Design/environmental analysis and construction of new park amenities for Lincoln Acres.
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.
Potts Trail	Planning	390,000	Improvements to newly acquired primitive trail and to add interpretive signage along the historic flume trail. The subject parcel is located south of El Monte Road along 2.3 miles of the historic San Diego Flume alignment between El Capitan Reservoir and Lake Jennings.
County Live Well Campus (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.
Lindo Lake Improvements, East Basin and West Basin Improvements	Execution	14,525,000	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. Future phases include: 1. \$7.525M - Basin 1 Construction - 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. 2. \$7.00M - Basin 2 Construction - removal of basin sediment to a maximum 10' depth, clay lining, aeration, stabilization of lake slopes, habitat restoration, filling of lake and pathway enhancements.
Stowe Trail Acquisition and Trail Realignment	Planning	7,500,000	Acquisition of land for the relocation of the historic Stowe Trail that links the County's Goodan Ranch and Sycamore Canyon Preserves and Mission Trails Park.
Alpine Local Park Acquisition, Design, Environmental, and Construction	Execution	13,403,072	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.).

*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
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.
Ramona Grasslands Preserve Public Access Construction Phase 1, 2 & 3	Planning	2,785,000	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.
Sage Hill Staging Area and Trail System Improvements	Execution	2,160,000	Environmental design and construction of trail and staging area for Sage Hill Park.
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.
Otay Valley Regional Park (OVRP) Bike Skills	Execution	1,000,000	Design, environmental and construction of a new bike skills course on existing park land and in an area of less than 5 acres with avoidance of sensitive vegetation areas. The skills course will include a pump track, progressive jumps, and skills elements.
Don Dussault Park Improvements Phase II	Planning	285,000	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.
San Diego Juvenile Justice Campus	Planning	130,000,000	New urban camp to house 128 youth and build a new academic school, career and technical education, family visitation, medical and food services. Will also include on-site staff and visitor parking and central operating plant for entire campus.
Southeastern 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.

*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
Sheriff Technology Center (COC Buildings 12, 18 replacement)	Execution	48,243,186	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.
Regional Communications System Upgrade	Execution	35,867,093	Design, procure and install next generation regional public safety communications system
Emergency Vehicles Operation Course (EVOC)	Planning	29,140,000	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 and covered vehicle storage would be needed to support the training site. An Administrative / training building is planned for future phase
Assessor Recorder County Clerk (ARCC) - East County Operations and Archive	Execution	22,064,680	Construct new 23,900 square foot office and archival facility on County owned site in Santee.
Casa De Oro Library	Planning	20,000,000	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.
Lakeside Branch Library	Planning	19,473,167	Construction of new 17,000 square foot library with teen and children spaces, Community room. Estimate includes demolition of existing library.
Ohio Street New Probation Office	Planning	19,325,833	Demo existing building and construct an approx. 21,000 SF office with social services, contractors, community space, and other services to be provided to adults and juveniles to aid rehabilitation and treatment.
South County Animal Shelter (Bonita), Phase I	Planning	15,900,000	Funding was intended to 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. Multi-phase master plan must be revised now that six city contracts have been terminated.
East County Regional Center (ECRC) Tenant Improvements and Window Replacement	Execution	13,800,000	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.
Santa Ysabel Nature Center	Execution	9,521,629	Construction of nature center facility showcasing environmental and cultural education.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Inmate Transfer Tunnel	Planning	8,953,345	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 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 preliminary recommended that the new Garage sit on three acres of land and will be approximately 15,000 square feet.
4S Ranch Library Expansion	Planning	7,000,000	Expansion and remodel into unused fountain/plaza area
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.
Tijuana River Valley Trails Construction/Habitat Restoration	Planning	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.
Lakeside Equestrian Facility	Execution	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 City of Lakeside.
Bonita Library Expansion	Planning	4,400,000	Expansion of 3200 square feet to accommodate both a new Children's area and a relocated Teens area.
San Diego Botanic Garden Expansion	Execution	3,800,000	Construct new administrative and horticultural buildings along with improvements to the lawn and Larabee Houses.

*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
Mount Woodson Parking Lot	Initiation	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.
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.
Palomar Mountain Fire Station	Execution	1,800,000	Facility remodel and new living quarters.
Otay Lakes County Park Sewer	Execution	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.
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.
Mt. Laguna Fire Station #49	Planning	1,400,000	Planning, design, and construction of a new building consisting of a two apparatus bay, associated spaces, and living quarters up to six.
Lindo Lake Photovoltaic	Execution	1,000,000	Install covered parking areas with photovoltaic panels at Lindo Lake Park.
Otay Lakes County Park - Primitive Campground Infrastructure	Execution	750,000	Design, environmental and construction of infrastructure to support a future primitive youth/group campground at Otay Lakes Park.
Water Conservation at Patriot Park and Jess Martin Park	Planning	750,000	Water conservation strategies reduce operational costs and lower our environmental footprint. These improvements will be located at Patriot and Jess Martin Parks.
Guajome Sewer Improvements	Execution	871,951	Design and Construction of sewer improvements through Guajome Park.
Estrella Park Improvements	Execution	893,900	Construction of Americans with Disability Act (ADA) parking, decomposed granite trails, landscape, irrigation, a small creek bridge, park benches and picnic tables.
Glen Abbey Trail	Execution	799,865	Environmental documentation, design, and construction of the Glenn Abbey 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
Dos Picos Camping Cabins	Execution	760,000	Installation of two to four additional camping cabins, including fire rings, barbeques, and picnic tables.
Woodhaven Park Well and Fitness Trail	Execution	750,000	This project includes the installation of a new well, reduce the park's turf area for water conservation, and to construct a new fitness trail.
Sweetwater Community Garden	Execution	736,000	Project scope includes design, environmental, construction of a new community garden at Sweetwater park.
Borrego Springs Shadeway	Execution	650,000	Design and environmental work for a covered pathway from Christmas Circle to Borrego Springs Park.
Replace Playground Equipment at Dos Picos and Heise Park	Planning	600,000	Removal of old playground equipment and replacement with new equipment. New play equipment will engage kids and improve visitor experience.
Ildica Park	Execution	560,000	Initial Development of Ildica Park. Improvements include a community garden, play equipment, a walking path, parking and picnic area.
Bike Skills Course South County	Execution	1,841,873	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.
Tijuana River Well and Water Distribution System	Execution	520,000	Construction of a well and water distribution at TJRV ballfield complex.
Bomb Arson Land Acquisition Phase 1 Phase 2 - Programming (\$100k)	Planning	500,000	Purchase of 4.31 Ac from Caltrans for site currently being used under Encroachment Permit. County control of the site ensures long term use by the Bomb Arson program.
Park Volunteer Pads at Boulder Oaks, El Monte, and Old Ironside	Planning	450,000	Construction of new volunteer pads that include covered Photovoltaic parking and water generator at Boulder Oaks, El Monte, and Old Ironside Parks.
Camping Cabins at Guajome County Park	Execution	400,000	Target installation of 2-4 camping cabins at County campgrounds.
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.
Jamul Fire Station 36 Land Acquisition (new)	Planning	300,000	Negotiate and purchase land occupied by fire station.
Sweetwater Loop Reroute Vernal Pool Trail	Execution	300,000	Alternative reroute will include construction of bridge, trail improvements, signage and fencing.

*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
Playground Shade Structure at San Dieguito, Patriot Park, and Liberty Park	Planning	285,000	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 Park, and Liberty Park.
Sweetwater Summit Amphitheater Shade Structure	Execution	250,000	This project will install shade over the existing park amphitheater to provide an enhanced and more comfortable recreational experience for the park.
Pine Valley Pavilion	Execution	310,000	This project includes the installation of a pavilion at the Pine Valley Park.
Otay Lakes County Park Recreation Amenities	Planning	250,000	Development of existing park land. Improvements include a playground and benches.
Playground Shade Structures for Lamar and Hilton Head	Execution	215,000	Installation of shade structures over playground equipment at Lamar and Hilton Head parks.
Morrison Pond Interpretive Loop Trail Signage	Execution	85,000	This project includes replacing outdated signs with interpretive Park's standard signage along the trail.
SR-94 Safe Passage	Planning	2,700,000	Acquisition (trail easements), design and environmental of two trail crossings under SR-94 through Sweetwater River. Requires significant engineering due to the bridge and rip rap, and permitting/mitigation costs.
East Mesa Juvenile Detention Facility Outdoor Field	Planning	1,500,000	Convert open area/parking into artificial turf field.
Lakeside Baseball Park Synthetic Turf Replacement and Energy Upgrades	Planning	4,500,000	Construction/replacement of synthetic turf on four existing baseball fields and energy upgrades to convert existing light fixtures to LED, including, but not limited to stadium lights, parking lot lights, and solar system options.
Lonny Brewer Park Leash Free Area	Planning	400,000	Environmental studies, design, and construction of an enclosed half-acre area for dogs to run off-leash. The new amenity will include grading/leveling, additional benches, trash cans, and dog waste stations, and create an ADA accessible path of travel from the street to the off-leash area. Environmental studies will determine the need for noise abatement measures.
Otay Lakes County Park Electrical Upgrade	Planning	1,000,000	Upgrades to electrical infrastructure in Otay Lakes Park to improve system efficiency and reliability.
Santa Ysabel East-West Trail (Cauzza)	Planning	4,300,000	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.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.



CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Sweetwater Loop Trail Acquisition/ Construction: Segments 5-7 Segments 8 and 9 Segment 10	Planning	5,000,000	Segments 5-7: The project consists of the design, environmental review and permitting, of a staging area and 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.
San Diego County Fire Training Center	Planning	2,000,000	Planning, design, and installation of Phase 1 for state-of-the-art training center. Improvements will be phased as funding permits.
Jacumba Fire Station #43 - Land Acquisition and Construction	Planning	5,000,000	Phase 1: Land Acquisition. Phase 2: Design and Construction for new station, approximately 5,500 square feet with three (3) pull-through apparatus bays with room for an engine, water tender and ambulance.
Fallbrook Skatepark	Planning	582,000	Construction of a Skatepark in Fallbrook.
Fallbrook Local Park	Planning	2,000,000	Acquisition and development of a new approximately five acre County park. Improvements include a soccer field, court sports and playground.
San Dieguito Local Park	Planning	6,000,000	Acquisition and development of a new approximately four acre County park. Improvements include a sports field, court sports, and playground.
Twin Oaks Local Park	Planning	3,000,000	Acquisition and development of a new approximately four acre County park. Improvements include a sports field, sports court and playground.
Eucalyptus County Park - New Playground Shade Structure	Planning	155,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
Goodland Acres County Park - New Playground Shade Structure	Planning	100,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
Pine Valley County Park - New Playground Shade Structure	Planning	165,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
Steele Canyon County Park - New Playground Shade Structure	Planning	165,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.

*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
4S Ranch Parks - Water Conservation	Planning	380,000	Design, environmental and construction of Calsense controllers at three 4S Ranch Parks (Liberty Park, Homestead Park, and Heritage Park).
Lindo Lake County Park - Playground Equipment Replacement	Planning	350,000	Removal of old playground equipment and replacement with new equipment.
Dos Picos County Park (small) - Playground Equipment Replacement	Planning	175,000	Removal of old playground equipment and replacement with new equipment.
Steele Canyon County Park - Playground Equipment Replacement	Planning	175,000	Removal of old playground equipment and replacement with new equipment.
Four Gee Park	Planning	600,000	Development of undeveloped park land. Improvements include a dog park, sports court and picnic area.
San Diego County Psychiatric Hospital Renovation	Planning	30,000,000	Renovation of the existing San Diego County Psychiatric Hospital located on Rosecrans Street to include mechanical, electrical, and plumbing and structural elements.
Ramona Sheriff Station	Planning	22,000,000	Construction of new 17,000 square foot Sheriff Station on existing site.
El Cajon Branch Library	Planning	16,000,000	Extensive Remodel of existing site to include Community Room, Study Rooms (4), lighting retrofit and updated technology, expanded living room and remodeled restrooms.
San Dieguito Sports Fields	Planning	9,000,000	Acquisition, design, environmental analysis and construction of new sports fields.
Trans County Trail Land Acquisitions or Easements	Planning	6,215,000	Trans County Trail land acquisitions or easements for the proposed regional trail to cross California State Route 67. Includes funding for design, CEQA review, and construction of a bridge.
Lakeside Soccer Fields Acquisition	Planning	4,700,000	Acquisition for future development of an active recreation soccer park in Lakeside.
Julian Library Community Room	Planning	4,113,541	New community room of up to 2625 square feet to accommodate 150 people (seated) with expanded Kitchen/Serving room and storage closet. New audio-visual system, tables, and chairs.
California Riding and Hiking Trail Acquisition and Improvements	Planning	4,000,000	Preserve 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.
Sweetwater Summit Regional Park Campground Expansion Phase II	Planning	4,150,000	Design and construction of approximately 27 new recreational vehicle (RV) campsites, including the extension of utilities and photovoltaics, 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
Boulder Oaks Preserve Trails and Staging Area	Planning	3,000,000	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.
Sweetwater Regional Park Baseball Synthetic Turf Replacement	Planning	3,000,000	Removal of existing artificial turf and replace it with new artificial turf.
Sweetwater Lane Park Synthetic Turf Replacement	Planning	3,000,000	Construction/replacement of artificial turf on four existing baseball fields with soccer field overlay.
Felicita County Park Electrical and Sewer	Planning	2,500,000	Design, environmental analysis and construction to remove outdated electrical and sewer systems in Felicita Park.
Lakeside Equestrian to San Vicente Reservoir Trail	Planning	2,500,000	Three mile trail on our County Trails Master Plan and requested by the community. Need to acquire easement from City and private property owners.
San Dieguito Destination Playground Replacement	Planning	2,500,000	Removal of old, outdated playground equipment and the design, environmental analysis and construction of new equipment.
Sweetwater Summit Regional Park Electrical and Sewer Upgrades	Planning	2,200,000	Upgrades to water and sewer infrastructure in Sweetwater Regional Park to improve visitor experience and increase park revenue.
Sweetwater to CRHT Connection and Sycuan Segment 7	Initiation	2,200,000	Design and environmental for the Connector Trail from Sweetwater River and Loop Regional Trail east to CA Riding and Hiking Regional Trail. Also part of the Sycuan/ Sloane Canyon Trail (Segment 7). As well as a Pathway along Willow Glen Dr., this project would include a trail or pathway connection and possible easement acquisition for a small portion connecting Willow Glen Dr. to an existing County easement off Camino de Las Piedras and the trail system in the Refuge.
Guajome Regional Park Campground Expansion	Initiation	2,100,000	Construction of 25 new campsites.
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.

*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
Lakeside to Cactus Trail Connection	Initiation	1,850,000	Approximately 1 mile trail connection from County DPR Cactus Park to County's Lakeside Equestrian Facility. Funding for trail easement, design and environmental. County Trails Master Plan planned trail connection.
Santa Maria Creek Greenway	Initiation	1,800,000	An approximately 2.5 mile multi-use community pathway along the Santa Maria Creek from Wellfield Park to Ramona Grasslands. Alignment along the river, which will require bridges & environmental permitting. Easements need to be obtained through private property owners' properties. Trails Groups and the Ramona Chamber of commerce and CPG support this project, as does much of the Ramona Community.
Dos Picos County Park - Pond Restoration	Initiation	1,750,000	Design, environmental and construction for dredging and relining existing pond at Dos Picos (120K/sf surface area).
Blossom Valley Rd Easement and Trail	Initiation	1,500,000	Approx. 0.75 miles trail that leads to Rios Canyon Ballfields and is on CTMP. Funding for environmental, design and construction. This is a County Trails Master Plan planned community trail connection that eventually leads to the Rios Canyon Ballfields DPR facility and is used by pedestrians and equestrians in the area and is priority to the community trail users.
Del Parque Community Park	Initiation	1,500,000	Development of undeveloped park land. Improvements include a fitness trail, sport court and picnic area.
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.
Harmony Grove Village South Local Park	Initiation	1,500,000	Acquisition and development of a new ~5 acre County park. Improvements include a fitness trail and court sports.
Pala-Pauma Local Park	Initiation	1,500,000	Acquisition and development of a new ~4 acre County park. Improvements include a sports field and playground.

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CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Parks Maintenance Buildings	Initiation	1,500,000	Design, environmental review and construction of storage buildings with security systems in up to four existing DPR facilities. The structures will provide permanent, secure storage facilities in geographically dispersed locations. The structures will be used to store replacement materials and equipment for geographic areas of the County. The secure storage facilities will enable DPR to acquire and securely store materials that will enable DPR to replace and/or repair damaged equipment in an expeditious manner.
Sweetwater Lane County Park Energy Upgrade	Initiation	1,500,000	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.
William Heise County Park - Camping Cabins Replacements	Initiation	1,500,000	Cabins 1, 2, 9 and 10 to be replaced with Contestoga model cabins. These four cabins are the oldest in the park and approaching the end of their useful life.
Agua Caliente County Park - Staff Housing	Initiation	1,200,000	Replace residence 4, a 1950's trailer, at Agua Caliente Park. The trailer houses the Senior Ranger from Fall to Spring and serves as an air conditioned break room during the summer months. A second residence is also needed to house Park Attendants/seasonal staff. The park is unable to hire seasonal staff because of the remote location of the park.
Campo Library Community Room	Planning	1,000,000	Addition of 1000 square foot community room.
4S Ranch Sports Park - North Field Synthetic Turf Replacement	Initiation	1,000,000	Design, environmental analysis and construction of synthetic turf at 4S Ranch Sports complex North Field.
Hidden Meadows Pocket Park	Initiation	1,000,000	Acquisition and development of a new approximately two acre County park. Improvements include an open play area and picnic area.
Rancho San Diego Library Expansion	Planning	997,574	The proposed additional 400 SF would provide additional sales area for the Friends of the Library, such as a Children's area, which currently either don't exist or are impacted because of the limited space.
Potrero County Park Restroom Replacement	Initiation	850,000	Replace the three restrooms at Potrero County Park. The restrooms consist of the campground restroom, the playground restroom and the restroom near the outdoor pavilion in Reservation Area 1.
Ramona Intergenerational Community Campus (RICC) Skatepark	Initiation	850,000	Design, environmental and construction of a new skate park at the Ramona Intergenerational Community Campus.

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CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
4S Ranch Park - Playground Surfacing Replacement	Initiation	750,000	Replace aged poured in place surfacing in eight playgrounds in six parks in 4S Ranch. This improve citizen safety and lower the time and funds needed to maintain current aged surface.
Bike Skills Course East County	Initiation	2,000,000	Environmental analysis, permitting, design and construction of a bicycle skills course in East County. The skills course will likely include such elements as a pump track, progressive jumps and skills elements.
Bike Skills Course North County	Initiation	2,000,000	Environmental analysis, permitting, design and construction of a bicycle skills course in North County. The skills course will likely include such elements as a pump track, progressive jumps and skills elements.
Lamar County Park Pervious Parking Lot	Initiation	750,000	Design, environmental analysis and construction of a pervious paving parking area in Lamar Park. New park amenities have been added to Lamar Park that are drawing additional park visitors. This parking lot expansion would support these new park users.
Lake Morena County Park Campground Restroom Replacement	Initiation	700,000	Replace the campground restroom at Lake Morena County Park. The current restroom is aging and internal wall pipes are failing. The new restroom would have, on the men's side-- 3 shower stalls, 2 urinals, 3 sinks and 4 toilets. The women's side would have 3 showers, 3 sinks and 6 toilets. All access would be ADA compliant and new water tankless hot water heaters would be installed.
Keys Creek Preserve	Initiation	700,000	Realign Via Piedra Rd to create a staging area driveway that safely connects with public road W. Lilac Rd. Install staging area amenities to include parking space, fencing, benches, signage, kiosks, and trash receptacles.
Otay Valley Regional Park (OVRP) Community Garden	Initiation	700,000	Design, environmental review and construction of a community garden in Otay Valley Regional Park (OVRP). The acquisition, development and operation of the OVRP is being undertaken through a Joint Exercise of Powers agreement between the cities of San Diego, Chula Vista and the County of San Diego.
Potrero County Park - New Camping Cabins	Initiation	700,000	Target installation of 2-4 camping cabins at Potrero County campgrounds.
Valley Center Park Improvements	Initiation	650,000	Construction of improvements to Star Valley Park on partner managed land through a JPA.

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CINA Capital Projects			
Project Name	Phase	Estimated Total Project Cost	Project Scope
Dos Picos County Park Restroom Replacement	Initiation	600,000	Repair and upgrade the main restroom/ shower building (west of pavilion) including 6 showers, 5 stalls, 6 sinks, walls, partitions, replace roof, paint interior, water heaters, stainless steel fixtures. Install all GFCI outlets. Upgrade 1 ADA units, including shower, sink and stall.
El Monte County Park - New Playground Shade Structure and Surfacing	Initiation	600,000	Construction of shade structures over 3 existing playgrounds to reduce UV exposure for park visitors and improve visitor experience. This project will also replace playground surfacing at 3 El Monte parks to replacing existing fiber surfacing.
Jess Martin County Park Bleachers and Concession	Initiation	600,000	Design, environmental analysis and construction of a baseball bleachers and a concession stand to support the existing ball fields at Jess Martin Park.
William Heise County Park - Water Conservation	Initiation	570,000	William Heise Park requires inspection and retrofitting of the existing water lines. The existing inspection and design of this project has the potential to save on existing water and electricity that is required to operate the well pump.
William Heise County Park Restrooms	Initiation	550,000	Repair and upgrade 2 restroom buildings including 6 stalls. 4 sinks, walls, partitions, replace roof, paint interior, water heaters, stainless steel fixtures. Install all GFCI outlets. Upgrade 1 ADA units, including sink and stall.
Felicita County Park Improvements	Initiation	525,000	Construction of a new disc golf course in an existing County park.
Waterfront Park - New Playground Shade Structure	Initiation	500,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
Flinn Springs County Park - Playground Equipment Replacement	Initiation	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 Flinn Springs County Park.
4S Ranch Liberty Park Restrooms	Initiation	400,000	Construct permanent restrooms at 4s Ranch Liberty Park to meet the needs of the users.
Rios Canyon County Park - Playground Equipment Replacement	Initiation	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 Rios Canyon Park.
Whitaker Estate Road Design and Construction	Planning	375,000	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.

*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
South Lane Park	Initiation	350,000	Construction of a fitness trail in an existing County park.
Sweetwater Summit Regional Park Red Hill Zip Line	Initiation	350,000	Design, environmental review and construction of a zip line located on Red Hill within the Sweetwater Summit Park. The zip line will be available for use by campers, visitors and partner organizations (e.g., Boy/Girl Scouts partnership) and DPR to support youth/group activities.
William Heise and Dos Picos County Parks - Picnic Tables Replacement	Initiation	350,000	Replace all existing damaged and stained concrete picnic tables (40) throughout Heise with Vinyl coated tables along with (4) ADA tables. Replace 92 existing damaged and stained concrete picnic tables and (4) ADA tables at Dos Picos with vinyl tables.
Cactus County Park - Playground Equipment and Surfacing Replacement	Initiation	325,000	Removal of old playground equipment and replacement with new equipment. Improvements will include installation of shade sails and replacement of existing playground surfacing.
Hilton Head County Park - Playground Equipment and Surfacing Replacement	Initiation	325,000	Removal of old playground equipment and replacement with new equipment. New play equipment will engage kids and improve visitor experience. Improvements will include installation of shade sails and replacement of existing playground surfacing. These improvements will be located at Hilton Head Park.
Sage Hill Picnic Area	Initiation	325,000	Construction of a picnic area in an existing County park.
Rainbow County Park Recreation Amenities	Initiation	300,000	Construction of a pickleball Court, and picnic improvements in an existing County park.
Vallecito County Park - New Camping Cabins	Initiation	300,000	Installation of 2-4 camping cabins at Vallecitos County campgrounds.
Guajome Regional Park Recreation Amenities	Initiation	200,000	Construction of a new playground in an existing County park.
Louis Stelzer County Park - New Playground Shade Structure	Initiation	200,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
William Heise County Park Amphitheater - New Playground Shade Structure	Initiation	200,000	Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.
Collier County Park - Water Conservation	Initiation	100,000	Replacement of Calsense controllers at Collier Park
Lakeside Off Leash Park	Initiation	30,000	Construction of an off leash dog 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
Rancho San Diego Dog Park	Initiation	30,000	Construction of a dog park in an existing County park.

*Projects listed above in **BOLD** are County-owned structures identified as aged facilities.





Operating Impact of Capital Program: Fiscal Years 2019–21

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 2019-21.

2019–21 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
ARCC East County Operations and Archives	The operating impact for this facility will include \$2.48 million in FF&E costs, and \$0.2 million for operations, maintenance, contracted services and utilities costs to operate a 23,900 square foot facility.	\$ 22,064,680	2019	\$ 2,480,000	\$ 263,801	—	\$ 263,801
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.	\$ 48,243,186	2020	\$ 1,270,000	\$ 980,713	—	\$ 980,713
Bonita Library Expansion	The operating impact for this facility will include \$0.4 million in FF&E costs and \$0.03 million in operations, maintenance, contracted services and utility costs to operate the 13,300 square foot facility and an additional 1.0 FTE to staff the expansion.	\$ 4,400,000	2020	\$ 437,500	\$ 26,318	1.0	\$ 26,318
Palomar Mountain Fire Station	The operating impact for this facility will include \$0.04 million in FF&E costs and \$0.02 million in operations, maintenance, contracted services and utility costs to operate the 5,100 square foot facility.	\$ 1,800,000	2020	\$ 40,000	\$ 14,448	—	\$ 14,448
2019–20 Total Operating Impact		\$ 76,507,866	—	\$ 4,227,500	\$ 1,258,280	1.0	\$ 1,258,280
Emergency Vehicle Operations Center	The operating impact for this facility will include \$0.1 million in FF&E costs and \$0.01 million in operations, maintenance, contracted services and utility costs to operate the 2,063 square foot facility.	\$ 29,140,000	2020	\$ 103,150	\$ 9,256	—	\$ 9,256
Mount Laguna Fire Station	The operating impact for this facility will include \$0.1 million in FF&E costs and \$0.03 million in operations, maintenance, contracted services and utility costs to operate the 4,900 square foot facility.	\$ 1,400,000	2021	\$ 150,000	\$ 33,657	—	\$ 33,657
2020–21 Total Operating Impact		\$ 30,540,000	—	\$ 253,150	\$ 42,913	—	\$ 42,913





Capital Appropriations: Fiscal Year 2019–20

The Fiscal Years 2019–21 Operational Plan includes **\$85.8 million** in new appropriations for various capital projects in the Capital Program for Fiscal Year 2019–20. This excludes the \$17.2 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 \$9.1 million appropriated in both Fiscal Year 2019–20 and Fiscal Year 2020–21 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.

Calavo Park

Fiscal Year 2019–20 Appropriations: \$1,000,000

Project Number: 1022858

Estimated Total Project Cost: \$15,000,000

Funding Source(s): General Purpose Revenue \$1,000,000

Scope: Acquisition, project design, environmental analysis and construction of a new park off of Calavo Drive in Spring Valley. Park features will be determined based upon community input, but may include ball fields, sports courts, trails and/or a dog park.

Schedule and Milestones: Planning.



County Administration Center (CAC) Renovations (phased)

Fiscal Year 2019–20 Appropriations: \$24,815,000

Project Number: 1021162

Estimated Total Project Cost: \$112,537,000

Funding Source(s): General Purpose Revenue \$24,365,000; Public Education Government Access Fee Trust Fund \$450,000

Scope: Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code. Current concept includes multiple phases. Plan includes complete remodel of existing Board Chamber.

Schedule and Milestones: Execution.



Dos Picos County Park (small) – Playground Equipment Replacement

Fiscal Year 2019–20 Appropriations: \$175,000

Project Number: 1022932

Estimated Total Project Cost: \$175,000

Funding Source(s): General Purpose Revenue \$175,000

Scope: Removal of old playground equipment and replacement with new equipment.

Schedule and Milestones: Planning.

East Mesa Juvenile Detention Facility Outdoor Field

Fiscal Year 2019–20 Appropriations: \$1,500,000

Project Number: 1022937

Estimated Total Project Cost: \$1,500,000

Funding Source(s): Youthful Offender Block Grant \$1,500,000

Scope: Convert open area/parking into artificial turf field.

Schedule and Milestones: Planning.



Eucalyptus County Park – New Playground Shade Structure

Fiscal Year 2019-20 Appropriations: \$155,000

Project Number: 1022924

Estimated Total Project Cost: \$155,000

Funding Source(s): General Purpose Revenue \$155,000

Scope: Construction of shade structures over existing playground equipment to reduce ultraviolet (UV) exposure for park visitors and improve visitor experience.

Schedule and Milestones: Planning.





Fallbrook Local Park

Fiscal Year 2019–20 Appropriations: \$2,000,000

Project Number: 1022921

Estimated Total Project Cost: \$2,000,000

Funding Source(s): Parks Expansion & Improvement Commitment \$1,850,000; PLDO35 fund balance \$150,000

Scope: Acquisition and development of a new approximately five acre County park. Improvements include a soccer field, court sports and playground.

Schedule and Milestones: Planning.



Fallbrook Skatepark

Fiscal Year 2019–20 Appropriations: \$582,000

Project Number: 1022920

Estimated Total Project Cost: \$582,000

Funding Source(s): PLDO35 fund balance \$582,000

Scope: Construction of a skatepark in Fallbrook.

Schedule and Milestones: Planning.

San Diego County Fire Training Center

Fiscal Year 2019–20 Appropriations: \$2,000,000

Project Number: 1022911

Estimated Total Project Cost: \$2,000,000

Funding Source(s): General Fund fund balance \$2,000,000

Scope: Planning, design, and installation of Phase 1 for state-of-the-art training center. Improvements will be phased as funding permits.

Schedule and Milestones: Initiation – Client Request Submitted.



Four Gee Park

Fiscal Year 2019–20 Appropriations: \$600,000

Project Number: 1022934

Estimated Total Project Cost: \$600,000

Funding Source(s): PLDO31 fund balance \$600,000

Scope: Development of undeveloped park land. Improvements include a dog park, sports court and picnic area.

Schedule and Milestones: Planning.

Goodland Acres County Park – New Playground Shade Structure

Fiscal Year 2019–20 Appropriations: \$100,000

Project Number: 1022925

Estimated Total Project Cost: \$100,000

Funding Source(s): General Purpose Revenue \$100,000

Scope: Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.

Schedule and Milestones: Planning.





Jacumba Fire Station #43 Land Acquisition

Fiscal Year 2019–20 Appropriations: \$150,000

Project Number: 1022910

Estimated Total Project Cost: \$150,000

Funding Source(s): General Fund fund balance \$150,000

Scope: Site search, evaluation and acquisition for new fire station # 43 in Jacumba.

Schedule and Milestones: Planning.



Lakeside Baseball Park Synthetic Turf Replacement and Energy Upgrades

Fiscal Year 2019–20 Appropriations: \$4,500,000

Project Number: 1022914

Estimated Total Project Cost: \$4,500,000

Funding Source(s): General Purpose Revenue \$4,500,000

Scope: Construction/replacement of synthetic turf on four existing baseball fields and energy upgrades to convert existing light fixtures to LED, including, but not limited to stadium lights, parking lot lights, and solar system option.

Schedule and Milestones: Planning.

Lincoln Acres Park Expansion

Fiscal Year 2019–20 Appropriations: \$2,100,000

Project Number: 1022612

Estimated Total Project Cost: \$2,800,000

Funding Source(s): General Purpose Revenue \$2,100,000

Scope: Design/environmental analysis and construction of new park amenities for Lincoln Acres.

Schedule and Milestones: Execution.





Lindo Lake County Park – Playground Equipment Replacement

Fiscal Year 2019–20 Appropriations: \$350,000

Project Number: 1022931

Estimated Total Project Cost: \$350,000

Funding Source(s): General Purpose Revenue \$350,000

Scope: Removal of old playground equipment and replacement with new equipment.

Schedule and Milestones: Planning.



Lonny Brewer Park Leash Free Area

Fiscal Year 2019–20 Appropriations: \$400,000

Project Number: 1022916

Estimated Total Project Cost: \$400,000

Funding Source(s): General Purpose Revenue \$400,000

Scope: Environmental studies, design, and construction of an enclosed half-acre area for dogs to run off-leash. The new amenity will include grading/leveling, additional benches, trash cans, and dog waste stations, and create an ADA accessible path of travel from the street to the off-leash area. Environmental studies will determine the need for noise abatement measures.

Schedule and Milestones: Planning.

Multiple Species Conservation Program

Fiscal Year 2019–20 Appropriations: \$7,500,000

Project Number: 1015029

Estimated Total Project Cost: \$294,000,000

Funding Source(s): General Purpose Revenue

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 19,629 acres in south, north and east county.

Schedule and Milestones: Planning.





Otay Lakes County Park Electrical Upgrade

Fiscal Year 2019–20 Appropriations: \$1,000,000

Project Number: 1022917

Estimated Total Project Cost: \$1,000,000

Funding Source(s): General Purpose Revenue \$1,000,000

Scope: Upgrades to electrical infrastructure in Otay Lakes Park to improve system efficiency and reliability.

Schedule and Milestones: Planning.

Otay Valley Regional Park Heritage Staging Area A

Fiscal Year 2019–20 Appropriations: \$450,000

Project Number: 1022912

Estimated Total Project Cost: \$2,230,000

Funding Source(s): General Purpose Revenue \$450,000

Scope: Acquisition and construction of a new staging area at Heritage Road for Otay Valley Regional Park (OVRP). Staging area will provide a new access point to new trails within OVRP.

Schedule and Milestones: Planning.



Pine Valley County Park – New Playground Shade Structure

Fiscal Year 2019–20 Appropriations: \$165,000

Project Number: 1022926

Estimated Total Project Cost: \$165,000

Funding Source(s): General Purpose Revenue \$165,000

Scope: Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.

Schedule and Milestones: Planning.

Potts Trail

Fiscal Year 2019–20 Appropriations: \$300,000

Project Number: 1022915

Estimated Total Project Cost: \$300,000

Funding Source(s): General Purpose Revenue \$300,000

Scope: Improvements to newly acquired primitive trail and to add interpretive signage along the historic flume trail. The subject parcel is located south of El Monte Road along 2.3 miles of the historic San Diego Flume alignment between El Capitan Reservoir and Lake Jennings.

Schedule and Milestones: Planning.



Ramona Intergenerational Community Campus (RICC) – HHS Family Resource Live Well Center, Phase 2

Fiscal Year 2019–20 Appropriations: \$12,000,000

Project Number: 1022935

Estimated Total Project Cost: \$12,000,000

Funding Source(s): General Purpose Revenue \$12,000,000

Scope: Land acquisition, master plan, design, and construction. Includes multiple phases: Phase 1 - Land Acquisition (CalTrans property); Phase 2 - Programming New HHS Family Resource Live Well Center (\$12M); Phase 3 - Land Acquisition (Russell Property - \$2.1 M).

Schedule and Milestones: Planning.





Ramona Intergenerational Community Campus (RICC) – Land Acquisition Russell Property, Phase 3

Fiscal Year 2019–20 Appropriations: \$2,100,000

Project Number: 1022936

Estimated Total Project Cost: \$2,100,000

Funding Source(s): General Purpose Revenue \$2,100,000

Scope: Land acquisition, master plan, design, and construction. Includes multiple phases: Phase 1 - Land Acquisition (CalTrans property); Phase 2 - Programming New HHSa Family Resource Live Well Center (\$12M); Phase 3 - Land Acquisition (Russell Property - \$2.1 M).

Schedule and Milestones: Planning.



San Dieguito Local Park

Fiscal Year 2019–20 Appropriations: \$6,000,000

Project Number: 1022922

Estimated Total Project Cost: \$6,000,000

Funding Source(s): Parks Expansion & Improvement Commitment \$1,900,000; PLDO31 fund balance \$4,100,000

Scope: Acquisition and development of a new approximately four acre County park. Improvements include a sports field, court sports, and playground.

Schedule and Milestones: Planning.

San Luis Rey River Park Acquisition & Improvement (Moosa)

Fiscal Year 2019–20 Appropriations: \$1,050,000

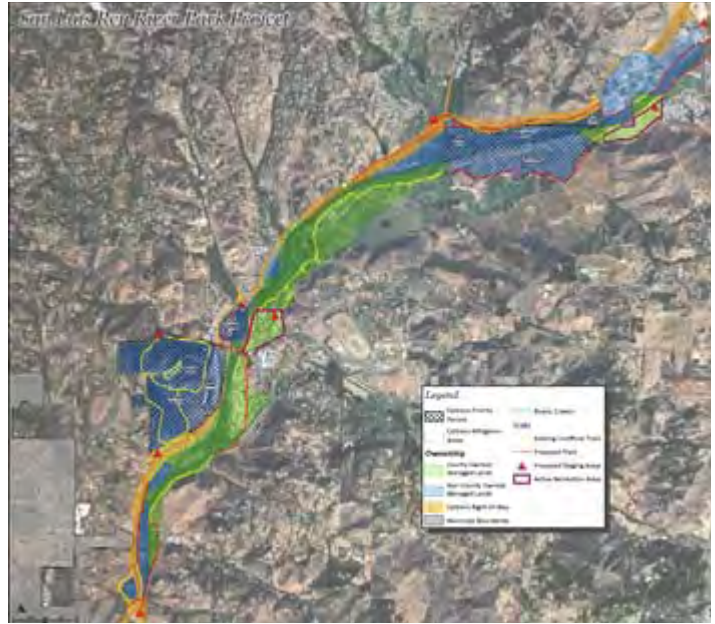
Project Number: 1021895

Estimated Total Project Cost: \$12,950,000

Funding Source(s): General Purpose Revenue \$1,050,000

Scope: Moosa Active Recreation node. Design, environmental analysis and construction of a 55 acre active recreation park on Department of Parks and Recreation 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.



Santa Ysabel East - West Trail (Cauzza)

Fiscal Year 2019–20 Appropriations: \$1,300,000

Project Number: 1022918

Estimated Total Project Cost: \$4,300,000

Funding Source(s): General Purpose Revenue \$1,300,000

Scope: 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.

Schedule and Milestones: Planning.





Sheriff Technology Information Center

Fiscal Year 2019–20 Appropriations: \$343,061

Project Number: 1021130

Estimated Total Project Cost: \$48,243,186

Funding Source(s): RCS Trust Fund \$343,061

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 47,000 square foot building.

Schedule and Milestones: Execution.



SR-94 Safe Passage

Fiscal Year 2019–20 Appropriations: \$1,000,000

Project Number: 1022913

Estimated Total Project Cost: \$2,700,000

Funding Source(s): General Purpose Revenue \$1,000,000

Scope: Acquisition (trail easements), design and environmental of two trail crossings under SR-94 through Sweetwater River. Requires significant engineering due to the bridge and rip rap, and permitting/mitigation costs.

Schedule and Milestones: Planning.

Steele Canyon County Park – New Playground Shade Structure

Fiscal Year 2019–20 Appropriations: \$165,000

Project Number: 1022927

Estimated Total Project Cost: \$165,000

Funding Source(s): General Purpose Revenue \$165,000

Scope: Construction of shade structures over existing playground equipment to reduce UV exposure for park visitors and improve visitor experience.

Schedule and Milestones: Planning.





Steele Canyon County Park – Playground Equipment Replacement

Fiscal Year 2019–20 Appropriations: \$175,000

Project Number: 1022933

Estimated Total Project Cost: \$175,000

Funding Source(s): General Purpose Revenue \$175,000

Scope: Removal of old playground equipment and replacement with new equipment.

Schedule and Milestones: Planning.



Stelzer Park Ranger Station/Visitor Center

Fiscal Year 2019–20 Appropriations: \$520,000

Project Number: 1021904

Estimated Total Project Cost: \$600,000

Funding Source(s): General Purpose Revenue \$260,000; Louis A. Stelzer Trust Fund \$260,000

Scope: Construction of a new ranger station/visitor center at Stelzer Park.

Schedule and Milestones: Planning.

Sweetwater Loop Trail Acquisition/Construction: Segments 5-7, Segments 8 and 9, Segment 10

Fiscal Year 2019–20 Appropriations: \$400,000

Project Number: 1022919

Estimated Total Project Cost: \$5,000,000

Funding Source(s): General Purpose Revenue \$400,000

Scope: Segments 5-7: The project consists of the design, environmental review and permitting, of a staging area and 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.

Schedule and Milestones: Planning.





Sycuan Kumeyaay Village Dehesa Road/ Sloan Canyon Road Trail

Fiscal Year 2019–20 Appropriations: \$2,500,000

Project Number: 1021903

Estimated Total Project Cost: \$6,603,000

Funding Source(s): General Purpose Revenue \$2,500,000

Scope: Design, environmental and construction of an estimated 2.5 miles of trail Sycuan property along Dehesa road and along Sloane Canyon Road (a Department of Public Works 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: Execution.

Twin Oaks Local Park

Fiscal Year 2019–20 Appropriations: \$3,000,000

Project Number: 1022923

Estimated Total Project Cost: \$3,000,000

Funding Source(s): Parks Expansion & Improvement Commitment \$2,285,000; PLDO37 fund balance \$715,000

Scope: Acquisition and development of a new approximately four acre County park. Improvements include a sports field, sports court and playground.

Schedule and Milestones: Planning.



**Tijuana River Valley Regional Park (TJRVRP)
Campground and Equestrian Center**

Fiscal Year 2019–20 Appropriations: \$5,000,000

Project Number: 1021103

Estimated Total Project Cost: \$46,873,603

Funding Source(s): Coastal Conservancy Grant Revenue \$5,000,000

Scope: 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. 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. \$14M - 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. \$25.67M - 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 - 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: Execution.



Water Conservation at Heritage Park

Fiscal Year 2019–20 Appropriations: \$140,000

Project Number: 1022930

Estimated Total Project Cost: \$140,000

Funding Source(s): General Purpose Revenue \$140,000

Scope: Design, environmental and construction of Calsense controllers at Heritage Park.

Schedule and Milestones: Planning.





Water Conservation at Homestead Park

Fiscal Year 2019–20 Appropriations: \$120,000

Project Number: 1022929

Estimated Total Project Cost: \$120,000

Funding Source(s): General Purpose Revenue \$120,000

Scope: Design, environmental and construction of Calsense controllers at Homestead Park.

Schedule and Milestones: Planning.



Water Conservation at Liberty Park

Fiscal Year 2019–20 Appropriations: \$120,000

Project Number: 1022928

Estimated Total Project Cost: \$120,000

Funding Source(s): General Purpose Revenue \$120,000

Scope: Design, environmental and construction of Calsense controllers at Liberty Park.

Schedule and Milestones: Planning.





Capital Program Summary: All Capital Program Funds

Budget by Fund					
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget
Capital Outlay Fund (COF)	\$ 27,447,083	\$ 51,562,000	\$ 76,432,000	48.2	\$ —
Major Maintenance COF	—	18,806,981	17,210,206	(8.5)	—
County Health Complex Fund	10,000,000	71,000,000	—	(100.0)	—
Justice Facility Construction Fund	96,500,000	94,417,000	1,843,061	(98.0)	—
Library Projects Fund	3,500,000	22,370,000	—	(100.0)	—
Multiple Species Conservation Program Fund	7,500,000	7,500,000	7,500,000	0.0	—
Edgemoor Development Fund	9,195,100	9,196,676	9,097,650	(1.1)	9,099,500
Total	\$ 154,142,183	\$ 274,852,657	\$ 112,082,917	(59.2)	\$ 9,099,500

Budget by Categories of Expenditures					
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget
Services & Supplies	\$ 633,000	\$ 633,000	\$ 533,000	(15.8)	\$ 533,000
Capital Assets/Land Acquisition	144,947,083	265,655,981	102,985,267	(61.2)	—
Operating Transfers Out	8,562,100	8,563,676	8,564,650	0.0	8,566,500
Total	\$ 154,142,183	\$ 274,852,657	\$ 112,082,917	(59.2)	\$ 9,099,500

Budget by Categories of Revenues					
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget
Revenue From Use of Money & Property	\$ 257,812	\$ 328,924	\$ 328,924	0.0	\$ 328,924
Intergovernmental Revenues	16,106,371	4,536,544	8,550,430	88.5	1,913,398
Miscellaneous Revenues	—	—	1,053,061	100.0	—
Other Financing Sources	137,778,000	269,987,189	95,294,760	(64.7)	—
Use of Fund Balance	—	—	6,855,742	100.0	6,857,178
Total	\$ 154,142,183	\$ 274,852,657	\$ 112,082,917	(59.2)	\$ 9,099,500



CAPITAL PROGRAM SUMMARY: ALL CAPITAL PROGRAM FUNDS

Revenue Detail					
	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Recommended Budget	% Change	Fiscal Year 2020-21 Recommended Budget
Rents and Concessions	\$ 257,812	\$ 328,924	\$ 328,924	0.0	\$ 328,924
State Aid for Corrections	9,900,000	—	—	0.0	—
State Aid Other State	—	—	6,500,000	100.0	—
Other Intergovernmental Revenue	—	599,553	137,446	(77.1)	—
Federal Aid HUD CDBG 14.218	257,083	—	—	0.0	—
Federal Other	3,049,288	3,936,991	1,912,984	(51.4)	1,913,398
Aid from Redevelopment Agencies	2,900,000	—	—	0.0	—
Miscellaneous Revenue Other	—	—	1,053,061	100.0	—
Operating Transfer From General Fund	125,290,000	264,405,928	77,458,818	(70.7)	—
Operating Transfer From Internal Service Fund	—	55,000	—	(100.0)	—
Operating Transfer From Parkland Dedication	—	—	6,147,000	100.0	—
Operating Transfer From Other/ Special District	—	—	11,000,000	100.0	—
Operating Transfer From Library Fund	—	595,500	688,942	(15.7)	—
Operating Transfer From Prop 172	6,600,000	—	—	0.0	—
Sale of Fixed Assets	5,888,000	4,930,761	—	(100.0)	—
Use of Fund Balance	—	—	6,855,742	100.0	6,857,178
Total	\$ 154,142,183	\$ 274,852,657	\$ 112,082,917	(59.2)	\$ 9,099,500



Summary of Capital Program Funds

Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	0.0	\$ —
Other Charges	—	—	—	0.0	—
Capital Assets/Land Acquisition	\$ 27,447,083	\$ 51,562,000	\$ 76,432,000	48.2	\$ —
Capital Assets Equipment	—	—	—	0.0	—
Operating Transfers Out	—	—	—	0.0	—
Total	\$ 27,447,083	\$ 51,562,000	\$ 76,432,000	48.2	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ —	\$ —	\$ —	0.0	\$ —
Intergovernmental Revenue	257,083	—	5,000,000	100.0	—
Charges for Current Services	—	—	—	0.0	—
Miscellaneous Revenue	—	—	710,000	100.0	—
Other Financing Sources	27,190,000	51,562,000	70,722,000	37.2	—
Use of Fund Balance	—	—	—	0.0	—
Total	\$ 27,447,083	\$ 51,562,000	\$ 76,432,000	48.2	\$ —

Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	0.0	\$ —
Capital Assets/Land Acquisition	—	18,806,981	17,210,206	(8.5)	—
Total	\$ —	\$ 18,806,981	\$ 17,210,206	(8.5)	\$ —

SUMMARY OF CAPITAL PROGRAM FUNDS

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenue	\$ —	\$ 599,553	\$ 137,446	(77.1)	\$ —
Miscellaneous Revenue	—	—	—	0.0	—
Other Financing Sources	—	18,207,428	17,072,760	(6.2)	—
Total	\$ —	\$ 18,806,981	\$ 17,210,206	(8.5)	\$ —

County Health Complex Fund

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	0.0	\$ —
Capital Assets/Land Acquisition	10,000,000	71,000,000	—	(100.0)	—
Operating Transfers Out	—	—	—	0.0	—
Total	\$ 10,000,000	\$ 71,000,000	\$ —	(100.0)	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Miscellaneous Revenues	\$ —	\$ —	\$ —	0.0	\$ —
Other Financing Sources	10,000,000	71,000,000	—	(100.0)	—
Use of Fund Balance	—	—	—	0.0	—
Total	\$ 10,000,000	\$ 71,000,000	\$ —	(100.0)	\$ —





Justice Facility Construction Fund

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	0.0	\$ —
Other Charges	—	—	—	0.0	—
Capital Assets/Land Acquisition	96,500,000	94,417,000	1,843,061	(98.0)	—
Capital Assets Equipment	—	—	—	0.0	—
Operating Transfers Out	—	—	—	0.0	—
Total	\$ 96,500,000	\$ 94,417,000	\$ 1,843,061	(98.0)	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ 12,800,000	\$ —	\$ 1,500,000	100.0	\$ —
Miscellaneous Revenues	—	—	343,061	100.0	—
Other Financing Sources	83,700,000	94,417,000	—	(100.0)	—
Use of Fund Balance	—	—	—	0.0	—
Total	\$ 96,500,000	\$ 94,417,000	\$ 1,843,061	(98.0)	\$ —



SUMMARY OF CAPITAL PROGRAM FUNDS

Library Projects Fund

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ —	\$ —	\$ —	0.0	\$ —
Capital Assets/Land Acquisition	3,500,000	22,370,000	—	(100.0)	—
Operating Transfers Out	—	—	—	0.0	—
Total	\$ 3,500,000	\$ 22,370,000	\$ —	(100.0)	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Other Financing Sources	\$ 3,500,000	\$ 22,370,000	\$ —	(100.0)	\$ —
Use of Fund Balance	—	—	—	0.0	—
Total	\$ 3,500,000	\$ 22,370,000	\$ —	(100.0)	\$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Capital Assets/Land Acquisition	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	0.0	\$ —
Total	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	0.0	\$ —

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	0.0	\$ —
Miscellaneous Revenues	—	—	—	0.0	—
Other Financing Sources	7,500,000	7,500,000	7,500,000	0.0	—
Total	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	0.0	\$ —





Edgemoor Development Fund

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ 633,000	\$ 633,000	\$ 533,000	(15.8)	\$ 533,000
Operating Transfers Out	8,562,100	8,563,676	8,564,650	0.0	8,566,500
Total	\$ 9,195,100	\$ 9,196,676	\$ 9,097,650	(1.1)	\$ 9,099,500

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ 257,812	\$ 328,924	\$ 328,924	0.0	\$ 328,924
Intergovernmental Revenues	3,049,288	3,936,991	1,912,984	(51.4)	1,913,398
Miscellaneous Revenues	—	—	—	0.0	—
Other Financing Sources	5,888,000	4,930,761	—	(100.0)	—
Use of Fund Balance	—	—	6,855,742	100.0	6,857,178
Total	\$ 9,195,100	\$ 9,196,676	\$ 9,097,650	(1.1)	\$ 9,099,500





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, 2019.

Capital Outlay Fund

Capital Outlay Fund: Public Safety Group (PSG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
East County Regional Center (ECRC) Tenant Improvements and Window Replacement	1019370	2014–15	\$ —	\$ —	—	\$ —	\$ 13,800,000	\$ 702,686
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							
Fire Authority Training Facility Lease	1021919	2017–18	\$ —	\$ —	—	\$ —	\$ 138,745	\$ —
Project Scope:	Installation of a water meter and sewer hook-up at the newly leased facility located in Spring Valley, CA.							
Funding Source(s):	General Purpose Revenue							
Jacumba Fire Station #43 Land Acquisition	1022910	2019–20	\$ —	\$ 150,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Site search, evaluation and acquisition for new fire station # 43 in Jacumba. Phase 1: Land Acquisition. Phase 2: Design and Construction for new station, approximately 5,500 square feet with three (3) pull-through apparatus bays with room for an engine, water tender and ambulance.							
Funding Source(s):	General Fund							
Jamul Fire Station 36 Land Acquisition	1021135	2017–18	\$ —	\$ —	—	\$ —	\$ 300,000	\$ 11,077
Project Scope:	Negotiate and purchase land occupied by fire station.							
Funding Source(s):	General Fund fund balance							
Mt. Laguna Fire Station #49	1021892	2017–18	\$ 1,400,000	\$ —	(100.0)	\$ —	\$ 1,400,000	\$ 54,507
Project Scope:	Planning, design, and construction of a new building consisting of a two apparatus bay, associated spaces, and living quarters up to six.							
Funding Source(s):	General Fund fund balance							

*Project scheduled to close June 30, 2019 and will no longer be displayed in the Operational Plan.

¹Total as of February 28, 2019. The sum of individual figures may not equal the total due to rounding.

OUTSTANDING CAPITAL PROJECTS BY FUND

Capital Outlay Fund: Public Safety Group (PSG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
North County Regional Center Parking Lot	1021847	2017–18	\$ —	\$ —	—	\$ —	\$ 5,166,785	\$ 273,932
Project Scope:	The project would repair the parking located at the North County Regional Center							
Funding Source(s):	General Fund Fund Balance and Fleet Management Internal Service Fund							
Pala Area Next Generation RCS Site Acquisition*	1020637	2017–18	\$ —	\$ —	—	\$ —	\$ 537,500	\$ 506,730
Project Scope:	Acquisition of 12.9-acre property in Pala for the construction of a new NextGen RCS radio site.							
Funding Source(s):	General Fund fund Balance							
Palomar Mountain Fire Station	1021136	2017–18	\$ —	\$ —	—	\$ —	\$ 1,800,000	\$ 206,450
Project Scope:	Facility remodel and temporary modular living quarters.							
Funding Source(s):	General Fund fund balance							
Pine Valley Fire Station	1020288	2016–17	\$ —	\$ —	—	\$ —	\$ 9,300,000	\$ 8,381,215
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; 3.5 double apparatus bay, 8 sleeping quarters, Captain, and BC quarters.							
Funding Source(s):	General Fund							
San Diego County Fire Training Center	1022911	2019–20	\$ —	\$ 2,000,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Planning, design, and installation of Phase 1 for state-of-the-art training center. Improvements will be phased as funding permits.							
Funding Source(s):	General Fund fund balance							
South County Animal Shelter (Bonita), Phase 1	1020254	2016-17	\$ —	\$ —	—	\$ —	\$ 15,900,000	\$ 26,104
Project Scope:	Funding to 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. Multi-phase master plan will be revised now that six city contracts have been terminated.							
Funding Source(s):	General Fund							
Total PSG Capital Outlay Fund	11	—	\$ 1,400,000	\$ 2,150,000	53.6	\$ —	\$ 48,343,030	\$ 10,162,701

*Project scheduled to close June 30, 2019 and will no longer be displayed in the Operational Plan.

¹Total as of February 28, 2019. 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
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, Design, Environmental, and Construction	1021897	2018–19	\$ 6,500,000	\$ —	(100.0)	\$ —	\$ 6,500,000	\$ 73,982
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	\$ —	\$ —	—	\$ —	\$ 547,431	\$ 57,220
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 Fund Balance							
Borrego Springs Park	1019606	2015–16	\$ 662,000	\$ —	(100.0)	\$ —	\$ 3,800,541	\$ 3,241,144
Project Scope:	Construct an 16.02-acre park with play equipment, ball courts, lawn bowling area, restroom facilities, signage, shade pavilion and related utility upgrades and site improvements adjoining new Library.							
Funding Source(s):	General Fund							
Borrego Springs Shadeway	1021893	2018–19	\$ 650,000	\$ —	(100.0)	\$ —	\$ 650,000	\$ —
Project Scope:	Design and environmental work for a covered pathway from Christmas Circle to Borrego Springs Park.							
Funding Source(s):	General Fund							
Calavo Park	1022858	2018–19	\$ —	\$ 1,000,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Acquisition, project design, environmental analysis and construction of a new park off of Calavo Drive in Spring Valley. Park features will be determined based upon community input, but may include ball fields, sports courts, trails and/or a dog park.							
Funding Source(s):	General Purpose Revenue							
Camping Cabins at Guajome County Park	1021909	2018–19	\$ 400,000	\$ —	(100.0)	\$ —	\$ 400,000	\$ —
Project Scope:	Installation of 2-4 camping cabins at Guajome County campgrounds.							
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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Clemmens Lane Soccer Field and Restroom Improvement	1021272	2017–18	\$ —	\$ —	—	\$ —	\$ 257,083	\$ 12,660
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							
Don Dussault County Park Phase II Improvements	1022585	2018–19	\$ —	\$ —	—	\$ —	\$ 285,000	\$ —
Project Scope:	This project includes a junior play structure, picnic areas, exercise equipment, paths, landscaping and irrigation.							
Funding Source(s):	Community Development Block Grant							
Dos Picos Camping Cabins	1019566	2015–16	\$ —	\$ —	—	\$ —	\$ 760,000	\$ 356,415
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							
Dos Picos County Park (small) - Playground Equipment Replacement	1022932	2019–20	\$ —	\$ 175,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Removal of old playground equipment and replacement with new equipment. New play equipment will engage kids and improve visitor experience.							
Funding Source(s):	General Purpose Revenue							
Estrella Park Improvements	1021778	2017–18	\$ —	\$ —	—	\$ —	\$ 800,000	\$ 148,624
Project Scope:	Construction of Americans with Disability Act (ADA) parking, decomposed granite trails, landscape, irrigation, a small creek bridge, park benches and picnic tables.							
Funding Source(s):	General Fund, Parks Expansion & Improvement Commitment							
Eucalyptus County Park - New Playground Shade Structure	1022924	2019–20	\$ —	\$ 155,000	100.0	\$ —	\$ —	\$ —
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 Purpose Revenue							
Fallbrook Local Park	1022921	2019–20	\$ —	\$ 2,000,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Acquisition and development of a new approximately five acre County park. Improvements include a soccer field, court sports and playground.							
Funding Source(s):	Parks Expansion & Improvement Commitment and Park Land Dedication Ordinance 35 Fund Balance							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Fallbrook Skatepark	1022920	2019–20	\$ —	\$ 582,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Construction of a skatepark in Fallbrook.							
Funding Source(s):	Park Land Dedication Ordinance 35 Fund Balance							
Felicita Park Outdoor Exercise and Shade Structure	1021276	2016–17	\$ —	\$ —	—	\$ —	\$ 613,085	\$ 51,958
Project Scope:	Construction of outdoor exercise stations, shade sails over an existing playground, trails, interpretive signage and pickleball courts.							
Funding Source(s):	General Fund							
Four Gee Park	1022934	2019–20	\$ —	\$ 600,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Development of undeveloped park land. Improvements include a dog park, sports court and picnic area.							
Funding Source(s):	Park Land Dedication Ordinance 31 Fund Balance							
Glen Abbey Trail	1021182	2016–17	\$ —	\$ —	—	\$ —	\$ 799,865	\$ 295,549
Project Scope:	Environmental documentation, design, and construction of the Glenn Abbey Trail.							
Funding Source(s):	Parks and Recreation Trust Fund							
Goodland Acres County Park – New Playground Shade Structure	1022925	2019–20	\$ —	\$ 100,000	100.0	\$ —	\$ —	\$ —
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 Purpose Revenue							
Guajome Park Electrical, Water and Sewer	1018874	2014–15	\$ —	\$ —	—	\$ —	\$ 1,500,000	\$ 1,212,146
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							
Guajome Sewer Improvements	1021153	2017–18	\$ —	\$ —	—	\$ —	\$ 871,951	\$ 458
Project Scope:	Design and construction of sewer improvements through Guajome Park.							
Funding Source(s):	General Fund Fund Balance							
Hilton Head Artificial Turf Conversion*	1019690	2014–15	\$ —	\$ —	—	\$ —	\$ 2,554,672	\$ 2,057,109
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 construction of new 225 foot artificial turf baseball field and multi-purpose soccer/football field and other related park improvements.							
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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Ildica Park Development	1021742	2017–18	\$ —	\$ —	—	\$ —	\$ 560,000	\$ 53,784
Project Scope:	Initial Development of Ildica Park. Improvements include a community garden, play equipment, a walking path, parking and picnic area.							
Funding Source(s):	General Fund, Parks Expansion & Improvement Commitment							
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 Baseball Park Synthetic Turf Replacement and Energy Upgrades	1022914	2019–20	\$ —	\$ 4,500,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Construction/replacement of synthetic turf on four existing baseball fields and energy upgrades to convert existing light fixtures to LED, including, but not limited to stadium lights, parking lot lights, and solar system option.							
Funding Source(s):	General Purpose Revenue							
Lakeside Equestrian Facility	1020367	2016–17	\$ 4,150,000	\$ —	(100.0)	\$ —	\$ 4,500,000	\$ 294,008
Project 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 City of Lakeside.							
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							
Lamar County Park Off Leash Area*	1021594	2017–18	\$ —	\$ —	—	\$ —	\$ 360,000	\$ 338,910
Project Scope:	Construction of a noise wall, landscaping improvements, ADA access and fencing for an off leash dog area within Lamar Park.							
Funding Source(s):	General Fund, Park Expansion & Improvement Commitment							
Lamar Playground and Fitness Equipment*	1020362	2016–17	\$ —	\$ —	—	\$ —	\$ 300,000	\$ 300,005
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	\$ —	(100.0)	\$ —	\$ 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							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Lincoln Acres Park Acquisition and Expansion	1022612	2018–19	\$ —	\$ 2,100,000	100.0	\$ —	\$ 700,000	\$ 509,769
Project Scope:	Design/environmental analysis and construction of new park amenities for Lincoln Acres.							
Funding Source(s):	General Purpose Revenue							
Lindo Lake County Park – Playground Equipment Replacement	1022931	2019–20	\$ —	\$ 350,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Removal of old playground equipment and replacement with new equipment.							
Funding Source(s):	General Purpose Revenue							
Lindo Lake Improvements, East Basin and West Basin Improvements	1019565	2015–16	\$ 6,325,000	\$ —	(100.0)	\$ —	\$ 7,525,000	\$ 706,306
Project Scope:	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. Basin 1 Construction - 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. Basin 2 Construction - removal of basin sediment to a maximum 10' depth, clay lining, aeration, stabilization of lake slopes, habitat restoration, filling of lake and pathway enhancements.							
Funding Source(s):	General Fund							
Lindo Lake Photovoltaic	1021907	2018–19	\$ 1,000,000	\$ —	(100.0)	\$ —	\$ 1,000,000	\$ 4,249
Project Scope:	Install covered parking areas with photovoltaic panels at Lindo Lake Park.							
Funding Source(s):	General Fund							
Lonny Brewer Park Leash Free Area	1022916	2019–20	\$ —	\$ 400,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Environmental studies, design, and construction of an enclosed half-acre area for dogs to run off-leash. The new amenity will include grading/leveling, additional benches, trash cans, and dog waste stations, and create an ADA accessible path of travel from the street to the off-leash area. Environmental studies will determine the need for noise abatement measures.							
Funding Source(s):	General Purpose Revenue							
Morrison Pond Interpretive Loop Trail Signage	1022239	2017–18	\$ —	\$ —	—	\$ —	\$ 85,000	\$ 14,143
Project Scope:	This project includes replacing outdated signs with interpretive Park's standard signage along the trail.							
Funding Source(s):	Neighborhood Reinvestment Program							
Mount Woodson Acquisition and Parking Lot	1021983	2018–19	\$ 3,500,000	\$ —	(100.0)	\$ —	\$ 3,500,000	\$ 33,603
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							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Otay Lakes County Park Electrical Upgrade	1022917	2019–20	\$ —	\$ 1,000,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Upgrades to electrical infrastructure in Otay Lakes Park to improve system efficiency and reliability.							
Funding Source(s):	General Purpose Revenue							
Otay Lakes County Park Recreation Amenities	1022650	2018–19	\$ —	\$ —	—	\$ —	\$ 250,000	\$ —
Project Scope:	This project includes the development of existing parkland. The improvements include a playground and benches.							
Funding Source(s):	Park Expansion & Improvement Commitment							
Otay Lakes County Park Sewer	1021152	2017–18	\$ —	\$ —	—	\$ —	\$ 1,750,000	\$ 100,006
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 Fund Balance							
Otay Lakes County Park - Primitive Campground Infrastructure	1021911	2018–19	\$ 750,000	\$ —	(100.0)	\$ —	\$ 750,000	\$ —
Project Scope:	Design, environmental review and construction of infrastructure to support a future 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	\$ —	(100.0)	\$ —	\$ 500,000	\$ —
Project Scope:	Design, environmental and construction of a new bike skills course on existing park land and in an area of less than 5 acres with avoidance of sensitive vegetation areas. The skills course will include a pump track, progressive jumps and skills elements.							
Funding Source(s):	General Fund							
Otay Valley Regional Park Heritage Staging Area Zone A	1022912	2019–20	\$ —	\$ 450,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Acquisition and construction of a new staging area at Heritage Road for Otay Valley Regional Park (OVRP). Staging area will provide a new access point to new trails within OVRP.							
Funding Source(s):	General Purpose Revenue							
Otay Valley Regional Park Phase II Acquisition	1000246	1999–00	\$ —	\$ —	—	\$ —	\$ 9,590,877	\$ 9,436,361
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							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
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							
Park Volunteer Pads at Boulder Oaks	1021912	2018–19	\$ 150,000	\$ —	(100.0)	\$ —	\$ 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	\$ —	(100.0)	\$ —	\$ 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	\$ —	(100.0)	\$ —	\$ 150,000	\$ 406
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	\$ —	(100.0)	\$ —	\$ 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							
Pine Valley County Park – New Playground Shade Structure	1022926	2019–20	\$ —	\$ 165,000	100.0	\$ —	\$ —	\$ —
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 Purpose Revenue							
Pine Valley County Park Pavilion	1022249	2017–18	\$ —	\$ —	—	\$ —	\$ 310,000	\$ 4,928
Project Scope:	This project includes the installation of a pavilion at the Pine Valley Park..							
Funding Source(s):	Neighborhood Reinvestment Program, Park Land Dedication Ordinance 43 Central Mountain Fund Balance							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Playground Equipment (various locations)	1021149	2017–18	\$ —	\$ —	—	\$ —	\$ 2,045,000	\$ 39,645
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 Fund Balance							
Playground Shade Structure for Flynn Springs Park	1021157	2017–18	\$ —	\$ —	—	\$ —	\$ 155,000	\$ —
Project Scope:	Installation of shade structure over playground equipment at Flinn Springs Park.							
Funding Source(s):	General Fund Fund Balance							
Playground Shade Structure for Hilton Head Park	1021156	2017–18	\$ —	\$ —	—	\$ —	\$ 110,000	\$ —
Project Scope:	Installation of shade structure over playground equipment at Hilton Head Park.							
Funding Source(s):	General Fund Fund Balance							
Playground Shade Structure for Lamar Park	1021155	2017–18	\$ —	\$ —	—	\$ —	\$ 105,000	\$ —
Project Scope:	Installation of shade structure over playground equipment at Lamar Park.							
Funding Source(s):	General Fund Fund Balance							
Playground Shade Structure for Steele Canyon Park	1021158	2017–18	\$ —	\$ —	—	\$ —	\$ 175,000	\$ —
Project Scope:	Installation of shade structure over playground equipment at Steele Canyon Park.							
Funding Source(s):	General Fund Fund Balance							
Potts Trail	1022915	2019–20	\$ —	\$ 300,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Improvements to newly acquired primitive trail and to add interpretive signage along the historic flume trail. The subject parcel is located south of El Monte Road along 2.3 miles of the historic San Diego Flume alignment between El Capitan Reservoir and Lake Jennings.							
Funding Source(s):	General Purpose Revenue							
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							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Ramona Grasslands Preserve Public Access Construction Phase 1, 2 & 3	1018665	2013–14	\$ —	\$ —	—	\$ —	\$ 385,000	\$ 238,416
Project Scope:	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.							
Funding Source(s):	General Fund							
Replace Playground Equipment at Dos Picos Park	1021901	2018–19	\$ 300,000	\$ —	(100.0)	\$ —	\$ 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	\$ —	(100.0)	\$ —	\$ 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	\$ —	(100.0)	\$ —	\$ 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	\$ —	\$ —	—	\$ —	\$ 3,800,000	\$ 457,436
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 Local Park	1022922	2019–20	\$ —	\$ 6,000,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Acquisition and development of a new approximately four acre County park. Improvements include a sports field, court sports, and playground.							
Funding Source(s):	Parks Expansion & Improvement Commitment, Park Land Dedication Ordinance 31 Fund Balance							
San Dieguito Park ADA and Playground Improvements	1020741	2016–17	\$ —	\$ —	—	\$ —	\$ 600,000	\$ 442,021
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							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
San Dieguito Playground Shade Structure	1021898	2018–19	\$ 95,000	\$ —	(100.0)	\$ —	\$ 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	\$ 104,594
Project Scope:	Replacement of existing wedding pavilion. New construction will be larger and in a more central location of the lawn 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	\$ —	(100.0)	\$ —	\$ 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	\$ 1,050,000	31.3	\$ —	\$ 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	\$ 1,647,844
Project Scope:	The Master Plan for the proposed San Luis Rey River Park includes an 8.5-mile length of the San Luis Rey River corridor in North San Diego County. Acquisition of properties within the proposed San Luis Rey River Park. Additional 250 acres needed which includes 2 active recreation sites (40-60 acres).							
Funding Source(s):	General Fund							

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¹Total as of February 28, 2019. 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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
San Luis Rey River Park SR76 Right of Way Trail - Middle Portion	1020262	2016-17	\$ —	\$ —	—	\$ —	\$ 387,509	\$ 116,814
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 East - West Trail (Cauzza)	1022918	2019-20	\$ —	\$ 1,300,000	100.0	\$ —	\$ —	\$ —
Project Scope:	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.							
Funding Source(s):	General Purpose Revenue							
Santa Ysabel Nature Center	1014142	2009–10	\$ —	\$ —	—	\$ —	\$ 9,521,629	\$ 1,762,269
Project Scope:	This project involves the design and construction of a nature center facility showcasing environmental and cultural education.							
Funding Source(s):	General Fund							
SR-94 Safe Passage	1022913	2019-20	\$ —	\$ 1,000,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Acquisition (trail easements), design and environmental of two trail crossings under SR-94 through Sweetwater River. Requires significant engineering due to the bridge and rip rap, and permitting/mitigation costs.							
Funding Source(s):	General Purpose Revenue							
Steele Canyon Artificial Turf Conversion	1019562	2015–16	\$ —	\$ —	—	\$ —	\$ 1,872,000	\$ 1,419,776
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							
Steele Canyon County Park – New Playground Shade Structure	1022927	2019–20	\$ —	\$ 165,000	100.0	\$ —	\$ —	\$ —
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 Purpose Revenue							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Steele Canyon County Park – Playground Equipment Replacement	1022933	2019–20	\$ —	\$ 175,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Removal of old playground equipment and replacement with new equipment.							
Funding Source(s):	General Purpose Revenue							
Stelzer Park Ranger Station/Visitor Center	1021904	2018–19	\$ 80,000	\$ 520,000	550.0	\$ —	\$ 80,000	\$ 13,394
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 and Trail Realignment	1006952	2004–05	\$ —	\$ —	—	\$ —	\$ 565,000	\$ 71,500
Project Scope:	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.							
Funding Source(s):	General Fund							
Sweetwater Loop Reroute Vernal Pool Trail	1021151	2017–18	\$ —	\$ —	—	\$ —	\$ 300,000	\$ 3,134
Project Scope:	Alternative reroute will include construction of bridge, trail improvements, signage and fencing.							
Funding Source(s):	General Fund Fund Balance							
Sweetwater Loop Trail Acquisition/ Construction: Segments 5--7, Segments 8 and 9, Segment 10	1022919	2019–20	\$ —	\$ 400,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Segments 5-7: The project consists of the design, environmental review and permitting, of a staging area and 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.							
Funding Source(s):	General Purpose Revenue							
Sweetwater Community Garden	1021596	2017–18	\$ —	\$ —	—	\$ —	\$ 736,000	\$ 111,139
Project Scope:	Construction of 175 to 200 community garden plots that will be available for rent to the public.							
Funding Source(s):	General Fund, Park Expansion & Improvement Commitment							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Sweetwater Summit Amphitheater Shade Structure	1021668	2017–18	\$ —	\$ —	—	\$ —	\$ 250,000	\$ —
Project Scope:	Installation of a shade structure over the existing park amphitheater to provide an enhanced and more comfortable recreational experience for the park.							
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	\$ —	(100.0)	\$ —	\$ 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	\$ 2,500,000	150.0	\$ —	\$ 1,000,000	\$ —
Project Scope:	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.							
Funding Source(s):	General Fund and General Purpose Revenue							
Tijuana River Valley Regional Park Campground and Nature Education Center	1021103	2016–17	\$ 4,000,000	\$ 5,000,000	25.0	\$ —	\$ 7,440,000	\$ 756,739
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							
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 construction of a series of multi-use ballfields, playgrounds, restrooms and other park amenities.							
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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Tijuana River Valley Well and Water Distribution*	1020252	2016-17	\$ —	\$ —	—	\$ —	\$ 520,000	\$ 495,096
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 at the TJRV ballfield complex.							
Funding Source(s):	General Fund, Coastal Conservancy Grant Revenue							
Twin Oaks Local Park	1022923	2019-20	\$ —	\$ 3,000,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Acquisition and development of a new approximately four acre County park. Improvements include a sports field, sports court and playground.							
Funding Source(s):	Parks Expansion & Improvement Commitment, Park Land Dedication Ordinance 37 fund balance							
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	\$ 1,903,518
Project Scope:	This project is for land acquisition in Volcan Mountain West.							
Funding Source(s):	General Fund							
Water Conservation at Heritage Park	1022930	2019–20	\$ —	\$ 140,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Design, environmental and construction of Calsense controllers at three 4S Ranch Parks (Liberty Park, Homestead Park, and Heritage Park).							
Funding Source(s):	General Purpose Revenue							
Water Conservation at Homestead Park	1022929	2019–20	\$ —	\$ 120,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Design, environmental and construction of Calsense controllers at three 4S Ranch Parks (Liberty Park, Homestead Park, and Heritage Park).							
Funding Source(s):	General Purpose Revenue							
Water Conservation at Jess Martin Park	1021906	2018–19	\$ 370,000	\$ —	(100.0)	\$ —	\$ 370,000	\$ —
Project Scope:	Water conservation strategies to reduce operational costs and lower our environmental footprint.							
Funding Source(s):	General Fund							
Water Conservation at Liberty Park	1022928	2019–20	\$ —	\$ 120,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Design, environmental and construction of Calsense controllers at three 4S Ranch Parks (Liberty Park, Homestead Park, and Heritage Park).							
Funding Source(s):	General Purpose Revenue							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Water Conservation at Patriot Park	1021905	2018–19	\$ 380,000	\$ —	(100.0)	\$ —	\$ 380,000	\$ —
Project Scope:	Water conservation strategies to reduce operational costs and lower our environmental footprint.							
Funding Source(s):	General Fund							
Woodhaven Park Well and Fitness Trail	1021494	2017–18	\$ —	\$ —	\$ —	\$ —	\$ 750,000	\$ 45,548
Project Scope:	The project would convert the irrigation system from municipal water to well water, remove some of the park's turf grass and replace it with drought tolerant landscaping and an ADA compliant walking path with outdoor fitness stations.							
Funding Source(s):	General Fund Fund Balance							
Total LUEG Capital Outlay Fund	100	—	\$ 34,162,000	\$ 35,367,000	3.5	\$ —	\$ 107,709,586	\$ 40,798,102

Capital Outlay Fund: Finance and General Government Group (FGG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
ARCC East County Operations and Archive	1018194	2013–14	\$ —	\$ —	—	\$ —	\$ 21,064,680	\$ 5,814,264
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	\$ 16,000,000	\$ 24,815,000	55.1	\$ —	\$ 28,722,000	\$ 967,867
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 complete remodel of existing Board Chamber.							
Funding Source(s):	General Fund							
Ramona Intergenerational Community Campus (RICC) Caltrans Replacement Property Julian Acquisition	1018659	2013–14	\$ —	\$ —	—	\$ —	\$ 1,358,073	\$ 907,968
Project Scope:	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							

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OUTSTANDING CAPITAL PROJECTS BY FUND

Capital Outlay Fund: Finance and General Government Group (FGG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Ramona Intergenerational Community Campus (RICC) Caltrans Replacement Property Ramona Acquisition	1018658	2013–14	\$ —	\$ —	—	\$ —	\$ 737,766	\$ 752,127
Project Scope:	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							
Ramona Intergenerational Community Campus (RICC) – HHSa Family Resource Live Well Center	1022935	2019–20	\$ —	\$ 12,000,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Land acquisition, master plan, design, and construction. Includes multiple phases: Phase 1 - Land Acquisition (CalTrans property); Phase 2 - Programming New HHSa Family Resource Live Well Center (\$12M); Phase 3 - Land Acquisition (Russell Property - \$2.1 M)							
Funding Source(s):	General Purpose Revenue							
Ramona Intergenerational Community Campus (RICC) – Land Acquisition Russell Property	1022936	2019–20	\$ —	\$ 2,100,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Land acquisition, master plan, design, and construction. Includes multiple phases: Phase 1 - Land Acquisition (CalTrans property); Phase 2 - Programming New HHSa Family Resource Live Well Center (\$12M); Phase 3 - Land Acquisition (Russell Property - \$2.1 M).							
Funding Source(s):	General Purpose Revenue							
San Marcos Road Maintenance Station & Fleet Garage	1021159	2017-18	\$ —	\$ —	\$ —	\$ —	\$ 7,500,000	\$ 101,884
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 General Fund fund balance							
Waterfront Park Improvements	1022065	2017–18	\$ —	\$ —	—	\$ —	\$ 1,750,000	\$ 151,723
Project Scope:	The project will fund the initial planning, design and construction of security enhancements at the Waterfront Park.							
Funding Source(s):	General Fund							
Total FGG Capital Outlay Fund	8	—	\$ 16,000,000	\$ 38,915,000	143.2	\$ —	\$ 61,132,519	\$ 8,695,833



OUTSTANDING CAPITAL PROJECTS BY FUND



Capital Outlay Fund: Countywide

	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Total Capital Outlay Fund	119	—	\$ 51,562,000	\$ 76,432,000	48.2	\$ —	\$ 217,185,135	\$ 59,656,636



OUTSTANDING CAPITAL PROJECTS BY FUND

Major Maintenance Capital Outlay Fund

Major Maintenance Capital Outlay Fund (MMCOF): Countywide								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Major Maintenance Capital Projects	Various	Various	\$ 18,806,981	\$ 17,210,206	(8.5)	\$ —	\$ 58,900,115	\$ 13,211,502
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							
Total MMCOF	92	—	\$ 18,806,981	\$ 17,210,206	(8.5)	\$ —	\$ 58,900,115	\$ 13,211,502

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Major Maintenance Capital Outlay Fund (MMCOF): Countywide								
	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Total MMCOF	92		\$ 18,806,981	\$ 17,210,206	(8.5)	\$ —	\$ 58,900,115	\$ 13,211,502





County Health Complex Fund

County Health Complex Fund: Health and Human Services Agency (HHS A)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
County Live Well Campus (Health Services Complex)	1021147	2017–18	\$ 5,000,000	\$ —	(100.0)	\$ —	\$ 7,000,000	\$ 512,819
Project Scope:	Redevelopment and consolidation of the Health Services Complex including Live Well Center, parking structure and contracted Assessment Center. Construction of central plant for support of Psychiatric Hospital.							
Funding Source(s):	General Fund Fund Balance							
North Coastal HHS A Facility	1019560	2015–16	\$ —	\$ —	—	\$ —	\$ 24,500,000	\$ 23,371,125
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							
Southeastern San Diego Live Well Center	1021148	2017–18	\$ 66,000,000	\$ —	(100.0)	\$ —	\$ 74,000,000	\$ 2,489,582
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							
Total HHS A County Health Complex Fund	3	—	\$ 71,000,000	\$ —	(100.0)	\$ —	\$ 105,500,000	\$ 26,373,526

County Health Complex Fund: Countywide								
	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Total County Health Complex Fund	3	—	\$ 71,000,000	\$ —	(100.0)	\$ —	\$ 105,500,000	\$ 26,373,526

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OUTSTANDING CAPITAL PROJECTS BY FUND

Justice Facility Construction Fund

Justice Facility Construction Fund: Public Safety Group (PSG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Bomb Arson Land Acquisition	1021134	2017–18	\$ —	\$ —	—	\$ —	\$ 500,000	\$ 6,046
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	\$ —	—	\$ —	\$ 1,121,000	\$ 973,130
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							
East Mesa Juvenile Detention Facility Outdoor Field	1022937	2019–20	\$ —	\$ 1,500,000	100.0	\$ —	\$ —	\$ —
Project Scope:	Convert open area/parking into artificial turf field.							
Funding Source(s):	Youthful Offender Block Grant							
Emergency Vehicle Operations Course (EVOC)	1020251	2016–17	\$ —	\$ —	—	\$ —	\$ 29,140,000	\$ 1,816,293
Project Scope:	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 and covered vehicle storage would be needed to support the training site. An administrative/training building is planned for a future phase.							
Funding Source(s):	Proposition 172 Fund, Regional Partners, Criminal Justice Facilities Construction Fund							
Inmate Transfer Tunnel	1021891	2018–19	\$ 1,400,000	\$ —	(100.0)	\$ —	\$ 8,953,345	\$ 2,071
Project Scope:	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.							
Funding Source(s):	General Fund fund balance							
Ohio Street Renovation/Replacement	1021132	2017–18	\$ 8,900,000	\$ —	—	\$ —	\$ 19,325,833	\$ 505,527
Project Scope:	Demolish existing building and construct an approximately 20,000 square feet office with social services, contractors, community space, and other services to be provided to adults and juveniles to aid rehabilitation and treatment.							
Funding Source(s):	Local Revenue Fund and Community Corrections Subaccount							
Rainbow Heights Radio Site Infrastructure Replacement	1021206	2016–17	\$ —	\$ —	—	\$ —	\$ 425,000	\$ 30,335
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							

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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 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Regional Communications System Upgrade	1019587	2015–16	\$ —	\$ —	—	\$ —	\$ 35,867,093	\$ 11,449,144
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, Regional Communications System Trust Fund							
San Diego Juvenile Justice Campus	1021131	2017–18	\$ 84,000,000	\$ —	—	\$ —	\$ 130,000,000	\$ 1,322,280
Project Scope:	New urban camp to house 128 youth and build a new academic school, career and technical education, family visitation, medical and food services. Will also include on-site staff and visitor parking and central operating plant for entire campus.							
Funding Source(s):	General Fund, Criminal Justice Facilities Construction Fund							
Sheriff Technology Information Center (COC Buildings 12, 18 replacement)	1021130	2017–18	\$ —	\$ 343,061	100.0	\$ —	\$ 47,900,125	\$ 8,736,039
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 47,000 square foot building.							
Funding Source(s):	General Fund, Poway Redevelopment Fund							
Sheriff's Crime Lab	1018895	2014–15	\$ —	\$ —	—	\$ —	\$ 107,510,000	\$ 106,329,684
Project Scope:	Construction of a 160,000-square foot structure to house a crime lab (60,000 SF), criminal evidence warehouse (70,000 SF) and central investigations unit offices (30,000 SF). To accommodate this construction, the Fleet Maintenance Facility was relocated to new location within a parking garage, completed in 2016.							
Funding Source(s):	General Fund							
Sheriff's Quartermaster and Regional Training Facility; Phase 1 Land Acquisition	1021133	2017–18	\$ —	\$ —	—	\$ —	\$ 6,100,000	\$ 7,485
Project Scope:	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.							
Funding Source(s):	Proposition 172 Fund							
Total PSG Justice Facility Construction Fund	12	—	\$ 94,417,000	\$ 1,843,061	(98.0)	\$ —	\$ 386,842,606	\$ 131,178,034

*Project scheduled to close June 30, 2019 and will no longer be displayed in the Operational Plan.

¹Total as of February 28, 2019. The sum of individual figures may not equal the total due to rounding.



OUTSTANDING CAPITAL PROJECTS BY FUND

Justice Facility Construction Fund: Countywide								
	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Total Justice Facility Construction Fund	12		\$ 94,417,000	\$ 1,843,061	(98.0)	\$ —	\$ 386,842,606	\$ 131,178,034

Library Projects Fund

Library Projects Fund: Land Use and Environment Group (LUEG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
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	\$ 9,928,521
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	\$ —	\$ —	—	\$ —	\$ 4,400,000	\$ 228,104
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.							
Funding Source(s):	General Fund							
Borrego Springs Library	1018705	2013–14	\$ 475,000	\$ —	(100.0)	\$ —	\$ 13,370,000	\$ 11,756,312
Project Scope:	Replace the existing 3,787-square foot leased facility; acquire a site, design and construct a new 14,100-square foot library, including a community room, to meet increased usage from community. Funding and scope increased in April 2017 to address flood risk.							
Funding Source(s):	General Fund							
Casa De Oro Library	1020105	2015-16	\$ 4,000,000	\$ —	(100.0)	\$ —	\$ 4,125,000	\$ 126,914
Project Scope:	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.							
Funding Source(s):	General Fund							

*Project scheduled to close June 30, 2019 and will no longer be displayed in the Operational Plan.

¹Total as of February 28, 2019. The sum of individual figures may not equal the total due to rounding.



OUTSTANDING CAPITAL PROJECTS BY FUND



Library Projects Fund: Land Use and Environment Group (LUEG)

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Imperial Beach Library	1018191	2013–14	\$ —	\$ —	—	\$ —	\$ 9,072,720	\$ 8,843,060
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	\$ —	(100.0)	\$ —	\$ 17,895,000	\$ 98,437
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							
Total LUEG Library Projects Fund	7	—	\$ 22,370,000	\$ —	(100.0)	\$ —	\$ 66,057,406	\$ 30,981,348

Library Projects Fund: Countywide

Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Total Library Projects Fund	7	—	\$ 22,370,000	\$ —	(100.0)	\$ —	\$ 66,057,406	\$ 30,981,348

*Project scheduled to close June 30, 2019 and will no longer be displayed in the Operational Plan.

¹Total as of February 28, 2019. The sum of individual figures may not equal the total due to rounding.



OUTSTANDING CAPITAL PROJECTS BY FUND

Multiple Species Conservation Program Fund

Multiple Species Conservation Program Fund: Land Use and Environment Group (LUEG)								
Project Name	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Multiple Species Conservation Program Acquisitions (MSCP)	Various	1998–99	\$ 7,500,000	\$ 7,500,000	\$ —	\$ —	\$ 147,456,123	\$ 118,168,938
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							
Total LUEG MSCP Fund	1	—	\$ 7,500,000	\$ 7,500,000	0.0	\$ —	\$ 147,456,123	\$ 118,168,938

Multiple Species Conservation Program Fund: Countywide								
	Project Number	Fiscal Year Established	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹
Total MSCP Fund	1		\$ 7,500,000	\$ 7,500,000	0.0	\$ —	\$ 147,456,123	\$ 118,168,938

Capital Program

Total Outstanding Capital Projects: Capital Program								
	Outstanding Capital Projects	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget	Total Appropriations ¹	Total Expenditures ¹	
Total Capital Program	234	\$ 265,655,981	\$ 102,985,267	(61.2)	\$ —	\$ 981,941,175	\$ 379,569,984	

*Project scheduled to close June 30, 2019 and will no longer be displayed in the Operational Plan.

¹Total as of February 28, 2019. The sum of individual figures may not equal the total due to rounding.



County of San Diego

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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

No appropriations are budgeted for Fiscal Years 2019–20 and 2020–21.

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 currently with the budget adoption process. The funding level for Fiscal Year 2019–20 is budgeted at \$5.70 million, \$5.37 million of which reflects anticipated TOT revenues compared to \$5.1 million in Fiscal Year 2018–19. The additional \$0.28 million is a one-time appropriation based on General Fund fund balance from over-realized TOT revenues in Fiscal Year 2017–18 and estimated over-realized TOT revenues in Fiscal Year 2018–19, the remaining \$0.05 million is rebudgeted based on Fiscal Year 2018–19 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 level for Fiscal Year 2019–20 is budgeted at \$10.0 million.

Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2019–20, \$72.1 million is budgeted in the Contributions to Capital Program for:

- ◆ \$24.3 million is for the County Administration Center (CAC) Renovations,
- ◆ \$14.1 million for the Ramona Intergenerational Community Campus (RICC) HHSA Family Resource Live Well Center,
- ◆ \$7.5 million is for the acquisition of land under the Multiple Species Conservation Program (MSCP),
- ◆ \$4.5 million for the Lakeside Baseball Park Turf and Energy Upgrades,
- ◆ \$2.5 million for the Sycuan Kumeyaay Village Dehesa Road/Sloan Canyon Road Trail,
- ◆ \$2.3 million for the Twin Oaks Local Park,
- ◆ \$2.1 million for the Lincoln Acres Park Expansion,
- ◆ \$2.0 million for the San Diego County Fire Training Center,
- ◆ \$1.9 million for the San Dieguito Local Park,
- ◆ \$1.9 million for the Fallbrook Local Park,
- ◆ \$1.3 million for the Santa Ysabel East-West Trail (Cauzza),
- ◆ \$1.0 million for the San Luis Rey River Park (SLRRP) Acquisition and Improvement,
- ◆ \$1.0 million for the Calavo Park Construction,
- ◆ \$1.0 million for the Otay Lakes Park Electrical Upgrade,
- ◆ \$1.0 million for the State Route 94 Safe Passage,

- ◆ \$0.7 million to replace playground equipment at various locations,
- ◆ \$0.6 million for the Playground Shade Structure at various County Parks,
- ◆ \$0.4 million for the Otay Valley Regional Park (OVRP) Heritage Staging Area, Active Recreation Site 3, Area A, Area B, Area C,
- ◆ \$0.4 million for the Lonny Brewer Park Leash Free Area,
- ◆ \$0.4 million for the Sweetwater Regional Park Loop Trail Segments 5-10,
- ◆ \$0.4 million for the Water Conservation at County Parks (4S Ranch),
- ◆ \$0.3 million for Potts Trail,
- ◆ \$0.3 million for the Stelzer Park Ranger Station/Visitor Center and
- ◆ \$0.2 million for the Jacumba Fire Station #43 Land Acquisition.

No appropriations are budgeted for the Contributions to Capital Program in Fiscal Year 2020–21.

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 \$28.5 million in Fiscal Year 2019–20 is a net decrease of \$1.9 million from the Fiscal Year 2018–19 Adopted Operational Plan as a result of decreases in the annual lease payment for the 2011 MTS Tower Refunding Certificates of Participation (COPs) and repayment of the 2014 RCS Refunding COPs, which reached final maturity in October 2018.

The Fiscal Year 2020–21 payments are estimated at \$27.2 million which is a net decrease of \$1.4 million from the Fiscal Year 2019–20 Recommended Operational Plan as a result of the 2011 MTS Tower Refunding COPs reaching final maturity in November 2019. Additional expenditure and revenue details 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 \$130.1 million, the major components of the Countywide General Expenses program in Fiscal Year 2019–20 include:

- ◆ A Pension Stabilization Fund of \$34.8 million in Fiscal Year 2019–20 is set aside to fully offset the amount of General Purpose Revenue needed to support the debt service costs of the County's existing Pension Obligation Bonds (POBs) in future years through Fiscal Year 2026-27. The Pension Stabilization Fund is an ongoing resource used on a one-time basis

for managing pension costs. In November 2018, San Diego County voters approved Measure C, which amended the County Charter to include Section 800.1, Pension Stabilization, requiring any funds appropriated for pension stabilization to be used for pension-related liabilities.

- ◆ A Countywide Stabilization of \$25.0 million in Fiscal Year 2019-20 which may be used to ensure that the General Fund Reserve minimum of two months of audited General Fund expenses (equivalent of 16.7%) is maintained, per Administrative Code Section 113.1 General Fund Balances and Reserves. This source may be used to mitigate volatility in program revenues or any other emergent requirements.
- ◆ An additional contribution to the Innovative Housing Trust Fund of \$25.0 million to support the County's notices of funding availability (NOFAs) for affordable housing development. This will bring the total contributions to the Innovative Housing Trust Fund to \$50.0 million.
- ◆ Remaining appropriations of \$45.3 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.
 - ◆ Appropriations for true up payments to SDCERA to reduce the UAAL, based on overrealized Fiscal Year 2017–18 General Purpose Revenue from greater than anticipated assessed value growth. This action is pursuant to the County Administrative Code.
 - ◆ Appropriations for AB801 Redistricting Committee Administration.
 - ◆ 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.
 - ◆ Retirement Benefit payments required by the County Employees Retirement Law that must be paid by the County in accordance with Internal Revenue Code §415(m).
 - ◆ Appropriations for future capital projects.

The Fiscal Year 2020-21 appropriations are estimated at \$197.6 million which includes increases in the County's retirement contributions resulting from any changes in valuation assumptions adopted by the Retirement Board or from these assumptions not being met, as well as future increases from labor packages.

Countywide Shared Major Maintenance

In Fiscal Year 2019–20, appropriations totaling \$9.0 million includes \$2.0 million which is budgeted for major maintenance projects at County facilities that are shared by departments from multiple groups; \$4.9 million is for demolition of the Crime Lab and \$2.1 million for energy efficiency projects at various sites.



The funding level for Fiscal Year 2020–21 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. As of June 30, 2018, the total reported liability for the fund was \$187.6 million with current assets of \$173.2 million resulting in a negative net position of \$14.4 million.

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. The actuarial claims liability is anticipated to increase by \$5.0 million as of June 30, 2019. To address the unfunded actuarial liability which is driving the negative net position, a \$5.0 million Contingency Reserve is budgeted in Fiscal Year 2019-20 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 2019-20 total \$48.4 million for the workers' compensation ISF, includes this Contingency Reserve, which is an increase of \$2.0 million from the Fiscal Year 2018-19 Adopted Operational Plan primarily due to an increase of 1.00 staff year, salary and benefit costs in administering the workers' compensation ISF, and to ensure compliance with caseloads.

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

2019-20 of \$1.9 million reflect a \$0.1 million increase from the Fiscal Year 2018-19 Adopted Operational Plan, primarily due to increase 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 2019–20 and \$0.5 million are budgeted for Fiscal Year 2020–21.

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, 2018 was \$66.9 million with current assets of \$62.0 million resulting in negative net position of \$5.5 million. The actuarial claims liability is expected to increase by \$21.9 million as of June 30, 2019. To address the unfunded actuarial liability which is driving the negative net position, a \$2.2 million Contingency Reserve was budgeted in Fiscal Year 2018-19, and will increase to \$5.7 million in both Fiscal Year 2019-20 and 2020-21. Collections of the unfunded liability are amortized over a ten year period subject to annual review.

Appropriations for Fiscal Year 2019-20 total \$33.2 million for the Public Liability Internal Service Fund, which reflects no change from the Fiscal Year 2018-19 Adopted Operational Plan.

Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2004 and the 2008 taxable Pension Obligation



Bonds (POBs). With the final prepayment of eligible taxable POBs, the remaining principal and interest payments are structured as level debt service in the amount of \$81.5 million annu-

ally. 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Cash Borrowing	\$ 2,700,000	\$ —	\$ —	0.0	\$ —
Community Enhancement	5,407,401	6,260,138	5,698,747	(9.0)	5,373,163
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
Contingency Reserve: General Fund	23,983,463	—	—	0.0	—
Contributions to Capital Program	161,377,450	246,849,000	72,075,000	(70.8)	—
Lease Payments: Capital Projects	31,273,890	30,413,643	28,531,551	(6.2)	27,179,601
Countywide General Expenses	234,405,739	186,156,022	130,140,010	(30.1)	197,660,232
Countywide Shared Major Maintenance	2,000,000	15,500,000	8,960,000	(42.2)	2,000,000
Employee Benefits Internal Service Funds (ISF)					
<i>Workers Compensation Employee Benefits ISF</i>	45,659,988	46,353,170	48,381,137	4.4	48,381,137
<i>Unemployment Insurance Employee Benefits ISF</i>	2,010,184	1,925,950	1,941,871	0.8	1,941,817
Local Agency Formation Commission Administration	467,172	475,684	487,062	2.4	511,415
Public Liability ISF	31,572,824	33,175,867	33,200,542	0.1	33,200,524
Pension Obligation Bonds	81,458,792	81,461,036	81,495,804	0.0	81,499,123
Total	\$ 632,316,903	\$ 658,570,510	\$ 420,911,652	(36.1)	\$ 407,747,012





Lease Payments-Bonds

Budget by Program

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Lease Payments-Bonds	\$ 31,273,890	\$ 30,413,643	\$ 28,531,551	(6.2)	\$ 27,179,601
Total	\$ 31,273,890	\$ 30,413,643	\$ 28,531,551	(6.2)	\$ 27,179,601

Budget by Categories of Expenditures

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ 2,000	\$ 2,001	\$ 2,001	0.0	\$ 2,001
Other Charges	31,271,890	30,411,642	28,529,550	(6.2)	27,177,600
Total	\$ 31,273,890	\$ 30,413,643	\$ 28,531,551	(6.2)	\$ 27,179,601

Budget by Categories of Revenues

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ 1,124,934	\$ 1,098,070	\$ 735,527	(33.0)	\$ 716,886
Intergovernmental Revenues	4,564,325	—	—	0.0	—
Other Financing Sources	10,762,100	10,763,676	10,764,650	0.0	10,766,500
Fund Balance Component Decreases	—	800,000	800,000	0.0	800,000
General Purpose Revenue Allocation	14,822,531	17,751,897	16,231,374	(8.6)	14,896,215
Total	\$ 31,273,890	\$ 30,413,643	\$ 28,531,551	(6.2)	\$ 27,179,601



County of San Diego

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Appendix A: All Funds Budget Summary

Countywide Totals

Staffing					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Total	17,413.00	17,583.50	17,921.50	1.9	17,921.50

Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 2,124,227,277	\$ 2,231,098,111	\$ 2,366,291,378	6.1	\$ 2,459,623,210
Services & Supplies	2,080,986,201	2,262,087,808	2,423,139,725	7.1	2,234,204,262
Other Charges	728,221,906	710,026,156	709,190,983	(0.1)	684,751,246
Capital Assets/Land Acquisition	183,361,533	279,920,843	144,864,665	(48.2)	133,602,653
Capital Assets Equipment	39,842,240	37,302,838	37,585,648	0.8	27,025,339
Expenditure Transfer & Reimbursements	(35,585,656)	(37,034,467)	(37,953,457)	2.5	(38,326,834)
Contingency Reserves	30,433,362	7,255,233	10,747,220	48.1	10,747,220
Fund Balance Component Increases	98,581,020	76,350,000	350,000	(99.5)	350,000
Operating Transfers Out	505,874,970	676,841,455	534,813,317	(21.0)	405,184,801
Management Reserves	30,450,000	27,000,000	22,150,000	(18.0)	19,150,000
Total	\$ 5,786,392,853	\$ 6,270,847,977	\$ 6,211,179,479	(1.0)	\$ 5,936,311,897



APPENDIX A: ALL FUNDS BUDGET SUMMARY

Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 701,003,040	\$ 749,471,934	\$ 791,135,588	5.6	\$ 810,236,778
Taxes Other Than Current Secured	477,659,677	510,193,144	541,253,163	6.1	558,119,829
Licenses Permits & Franchises	56,657,242	57,505,046	59,865,709	4.1	60,721,304
Fines, Forfeitures & Penalties	45,506,382	46,406,143	46,322,296	(0.2)	41,747,684
Revenue From Use of Money & Property	37,118,052	56,905,819	71,629,660	25.9	73,655,608
Intergovernmental Revenues	2,421,387,861	2,617,792,349	2,780,388,666	6.2	2,777,337,448
Charges For Current Services	957,505,613	992,174,509	1,024,774,994	3.3	1,003,389,060
Miscellaneous Revenues	48,316,881	50,567,191	62,723,955	24.0	52,566,239
Other Financing Sources	524,900,016	656,317,836	505,543,636	(23.0)	373,413,281
Residual Equity Transfers In	400,000	400,000	1,700,000	325.0	2,300,000
Fund Balance Component Decreases	69,379,386	95,647,374	63,188,482	(33.9)	52,665,465
Use of Fund Balance	446,558,703	437,466,632	262,653,330	(40.0)	130,159,201
Total	\$ 5,786,392,853	\$ 6,270,847,977	\$ 6,211,179,479	(1.0)	\$ 5,936,311,897



Public Safety Group

Staffing					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Total	7,571.00	7,573.00	7,549.00	(0.3)	7,549.00

Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 1,086,348,280	\$ 1,113,149,273	\$ 1,179,039,414	5.9	\$ 1,218,805,813
Services & Supplies	358,164,907	391,469,278	404,492,214	3.3	380,501,562
Other Charges	111,102,275	113,628,631	116,275,118	2.3	115,713,296
Capital Assets Equipment	4,961,479	10,709,327	10,887,309	1.7	933,500
Expenditure Transfer & Reimbursements	(21,879,066)	(22,266,598)	(23,457,767)	5.3	(23,759,451)
Operating Transfers Out	312,585,512	320,907,959	352,351,519	9.8	318,726,037
Management Reserves	3,500,000	1,250,000	2,000,000	60.0	2,000,000
Total	\$ 1,854,783,387	\$ 1,928,847,870	\$ 2,041,587,807	5.8	\$ 2,012,920,757

Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 1,350,741	\$ 1,498,665	\$ 1,568,009	4.6	\$ 1,608,490
Licenses Permits & Franchises	2,480,500	1,053,890	1,053,890	0.0	1,053,890
Fines, Forfeitures & Penalties	18,425,959	18,486,933	19,649,931	6.3	14,943,680
Revenue From Use of Money & Property	3,365,611	4,427,911	4,446,756	0.4	4,466,146
Intergovernmental Revenues	530,611,157	550,527,149	561,523,592	2.0	568,117,473
Charges For Current Services	191,353,460	181,284,515	187,716,705	3.5	193,175,681
Miscellaneous Revenues	22,196,600	24,930,863	26,537,944	6.4	18,471,106
Other Financing Sources	303,677,463	314,927,522	336,718,529	6.9	316,449,798
Fund Balance Component Decreases	15,588,790	20,599,839	30,747,074	49.3	29,564,792
Use of Fund Balance	48,734,717	62,908,968	82,668,793	31.4	39,410,226
General Purpose Revenue Allocation	716,998,389	748,201,615	788,956,584	5.4	825,659,475
Total	\$ 1,854,783,387	\$ 1,928,847,870	\$ 2,041,587,807	5.8	\$ 2,012,920,757



Health and Human Services Agency

Staffing					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Total	6,320.50	6,405.50	6,675.50	4.2	6,675.50

Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 611,704,202	\$ 657,043,018	\$ 698,339,841	6.3	\$ 733,864,290
Services & Supplies	877,053,959	1,020,260,351	1,151,838,640	12.9	1,115,438,358
Other Charges	396,233,203	379,651,984	358,458,915	(5.6)	358,458,915
Capital Assets Equipment	662,000	859,451	274,500	(68.1)	274,500
Expenditure Transfer & Reimbursements	(10,168,064)	(10,230,896)	(10,291,929)	0.6	(10,291,929)
Operating Transfers Out	26,260,084	44,460,837	42,065,700	(5.4)	43,710,811
Management Reserves	20,000,000	20,000,000	16,000,000	(20.0)	16,000,000
Total	\$ 1,921,745,384	\$ 2,112,044,745	\$ 2,256,685,667	6.8	\$ 2,257,454,945



Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 1,651,132	\$ 1,784,154	\$ 1,891,472	6.0	\$ 1,891,472
Taxes Other Than Current Secured	2,273,803	2,027,817	2,260,545	11.5	2,304,315
Licenses Permits & Franchises	925,000	968,097	1,002,171	3.5	1,002,171
Fines, Forfeitures & Penalties	7,144,882	7,433,220	7,443,720	0.1	7,179,579
Revenue From Use of Money & Property	2,955,712	3,002,242	3,228,605	7.5	3,228,605
Intergovernmental Revenues	1,688,754,669	1,832,306,887	1,939,543,853	5.9	1,955,946,702
Charges For Current Services	84,070,289	82,188,933	85,449,252	4.0	83,805,676
Miscellaneous Revenues	8,808,198	8,759,324	17,987,330	105.4	16,753,987
Other Financing Sources	11,097,129	10,887,259	11,189,292	2.8	11,189,292
Fund Balance Component Decreases	1,089,783	12,884,055	15,936,155	23.7	15,936,155
Use of Fund Balance	40,539,705	38,045,922	36,043,953	(5.3)	20,302,064
General Purpose Revenue Allocation	72,435,082	111,756,835	134,709,319	20.5	137,914,927
Total	\$ 1,921,745,384	\$ 2,112,044,745	\$ 2,256,685,667	6.8	\$ 2,257,454,945

Land Use and Environment Group

Staffing					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Total	1,809.00	1,870.50	1,945.50	4.0	1,945.50

Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 211,731,101	\$ 231,178,034	\$ 247,051,301	6.9	\$ 257,734,039
Services & Supplies	285,288,457	283,813,462	294,817,478	3.9	246,694,022
Other Charges	28,946,039	24,269,673	46,418,681	91.3	24,487,061
Capital Assets/Land Acquisition	2,327,000	3,261,000	13,838,000	324.3	4,000,000
Capital Assets Equipment	11,854,500	8,994,570	8,155,349	(9.3)	8,641,849
Expenditure Transfer & Reimbursements	(1,262,245)	(1,360,995)	(1,197,547)	(12.0)	(1,204,627)
Fund Balance Component Increases	350,000	350,000	350,000	0.0	350,000
Operating Transfers Out	14,923,459	31,664,835	40,316,978	27.3	17,925,592
Management Reserves	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Total	\$ 555,158,311	\$ 583,170,579	\$ 650,750,240	11.6	\$ 559,627,936





Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 42,108,358	\$ 43,991,948	\$ 46,665,977	6.1	\$ 47,798,542
Taxes Other Than Current Secured	12,663,351	12,650,470	14,201,444	12.3	16,948,312
Licenses Permits & Franchises	45,255,887	48,743,204	50,973,793	4.6	52,383,888
Fines, Forfeitures & Penalties	1,541,018	1,625,719	1,750,201	7.7	1,831,597
Revenue From Use of Money & Property	22,777,850	24,556,963	25,260,632	2.9	26,090,860
Intergovernmental Revenues	124,145,343	148,548,043	180,025,537	21.2	160,614,621
Charges For Current Services	94,518,114	104,528,272	112,878,911	8.0	114,346,357
Miscellaneous Revenues	3,152,692	4,363,290	3,703,731	(15.1)	3,714,683
Other Financing Sources	42,923,459	29,055,053	32,125,286	10.6	17,925,592
Fund Balance Component Decreases	13,675,002	876,421	1,904,573	117.3	1,348,973
Use of Fund Balance	92,541,246	93,330,013	102,346,377	9.7	34,981,720
General Purpose Revenue Allocation	59,855,991	70,901,183	78,913,778	11.3	81,642,791
Total	\$ 555,158,311	\$ 583,170,579	\$ 650,750,240	11.6	\$ 559,627,936

Finance and General Government Group

Staffing					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Total	1,712.50	1,734.50	1,751.50	1.0	1,751.50

Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Salaries & Benefits	\$ 214,443,694	\$ 229,727,786	\$ 241,860,822	5.3	\$ 249,219,068
Services & Supplies	402,282,931	433,643,662	441,716,920	1.9	399,466,221
Other Charges	13,222,063	15,905,555	17,078,878	7.4	16,782,445
Capital Assets Equipment	22,364,261	16,739,490	18,268,490	9.1	17,175,490
Expenditure Transfer & Reimbursements	(2,276,281)	(3,175,978)	(3,006,214)	(5.3)	(3,070,827)
Fund Balance Component Increases	—	1,000,000	—	(100.0)	—
Operating Transfers Out	12,260,017	14,771,101	10,092,300	(31.7)	9,739,350
Management Reserves	5,950,000	4,750,000	3,150,000	(33.7)	150,000
Total	\$ 668,246,685	\$ 713,361,616	\$ 729,161,196	2.2	\$ 689,461,747





Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Licenses Permits & Franchises	\$ 2,526,500	\$ 1,270,500	\$ 1,846,500	45.3	\$ 1,292,000
Fines, Forfeitures & Penalties	920,150	620,150	620,150	0.0	620,150
Revenue From Use of Money & Property	1,601,946	1,602,153	1,922,262	20.0	1,922,262
Intergovernmental Revenues	6,291,881	4,278,811	4,283,264	0.1	4,283,264
Charges For Current Services	428,004,199	463,366,862	476,727,082	2.9	449,254,983
Miscellaneous Revenues	11,659,391	12,013,714	12,941,889	7.7	13,126,463
Other Financing Sources	18,353,815	20,397,041	19,174,881	(6.0)	16,805,861
Residual Equity Transfers In	400,000	400,000	1,700,000	325.0	2,300,000
Fund Balance Component Decreases	3,469,527	3,156,059	4,858,481	53.9	5,015,545
Use of Fund Balance	40,805,936	41,439,379	31,462,881	(24.1)	18,608,013
General Purpose Revenue Allocation	154,213,340	164,816,947	173,623,806	5.3	176,233,206
Total	\$ 668,246,685	\$ 713,361,616	\$ 729,161,196	2.2	\$ 689,461,747

Capital Program

Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ 633,000	\$ 633,000	\$ 533,000	(15.8)	\$ 533,000
Capital Assets/Land Acquisition	144,947,083	265,655,981	102,985,267	(61.2)	0
Operating Transfers Out	8,562,100	8,563,676	8,564,650	0.0	8,566,500
Total	\$ 154,142,183	\$ 274,852,657	\$ 112,082,917	(59.2)	\$ 9,099,500

Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ 257,812	\$ 328,924	\$ 328,924	0.0	\$ 328,924
Intergovernmental Revenues	16,106,371	4,536,544	8,550,430	88.5	1,913,398
Miscellaneous Revenues	—	—	1,053,061	0.0	—
Other Financing Sources	137,778,000	269,987,189	95,294,760	(64.7)	—
Use of Fund Balance	—	—	6,855,742	0.0	6,857,178
Total	\$ 154,142,183	\$ 274,852,657	\$ 112,082,917	(59.2)	\$ 9,099,500



Finance Other

Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Services & Supplies	\$ 157,562,947	\$ 132,268,055	\$ 129,741,473	(1.9)	\$ 91,571,099
Other Charges	178,718,326	176,570,313	170,959,391	(3.2)	169,309,529
Capital Assets/Land Acquisition	36,087,450	11,003,862	28,041,398	154.8	129,602,653
Contingency Reserves	30,433,362	7,255,233	10,747,220	48.1	10,747,220
Fund Balance Component Increases	98,231,020	75,000,000	—	(100.0)	—
Operating Transfers Out	131,283,798	256,473,047	81,422,170	(68.3)	6,516,511
Total	\$ 632,316,903	\$ 658,570,510	\$ 420,911,652	(36.1)	\$ 407,747,012

Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Revenue From Use of Money & Property	\$ 1,959,121	\$ 2,908,070	\$ 4,275,527	47.0	\$ 4,256,886
Intergovernmental Revenues	4,564,325	—	—	0.0	—
Charges For Current Services	159,559,551	160,805,927	160,403,044	(0.0)	161,206,363
Other Financing Sources	11,070,150	11,063,772	11,040,888	(0.0)	11,042,738
Fund Balance Component Decreases	35,556,284	58,131,000	9,742,199	(83.0)	800,000
Use of Fund Balance	223,937,099	201,742,350	3,275,584	(98.0)	10,000,000
General Purpose Revenue Allocation	195,670,373	223,919,391	232,174,410	3.7	220,441,025
Total	\$ 632,316,903	\$ 658,570,510	\$ 420,911,652	(36.1)	\$ 407,747,012

Total General Purpose Revenue

General Purpose Revenue					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 655,892,809	\$ 702,197,167	\$ 741,010,130	5.5	\$ 758,938,274
Taxes Other Than Current Secured	462,722,523	495,514,857	524,791,174	5.9	538,867,202
Licenses Permits & Franchises	5,469,355	5,469,355	4,989,355	(8.8)	4,989,355
Fines, Forfeitures & Penalties	17,474,373	18,240,121	16,858,294	(7.6)	17,172,678
Revenue From Use of Money & Property	4,200,000	20,079,556	32,166,954	60.2	33,361,925
Intergovernmental Revenues	50,914,115	77,594,915	86,461,990	11.4	86,461,990
Charges For Current Services	—	—	1,600,000	0.0	1,600,000
Miscellaneous Revenues	2,500,000	500,000	500,000	0.0	500,000
Total	\$ 1,199,173,175	\$ 1,319,595,971	\$ 1,408,377,897	6.7	\$ 1,441,891,424



Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Fund Type

County Funds by Type					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Air Pollution Control District	\$ 46,376,350	\$ 42,731,522	\$ 73,381,377	71.7	\$ 51,419,922
Capital Project Funds	154,142,183	274,852,657	112,082,917	(59.2)	9,099,500
Community Facilities Districts	469,000	1,946,958	2,463,544	26.5	2,182,191
County Service Areas	19,745,133	19,848,840	22,118,609	11.4	21,182,522
Debt Service County Family	81,458,792	81,461,036	81,495,804	0.0	81,499,123
General Fund	4,359,798,137	4,699,541,570	4,700,684,979	0.0	4,628,897,308
Miscellaneous Local Agencies	7,367,420	7,135,190	7,473,804	4.7	7,473,804
Miscellaneous Special Districts	8,045,641	14,430,353	9,292,335	(35.6)	9,272,381
Permanent Road Divisions	7,220,112	6,930,137	7,008,536	1.1	1,383,729
County Proprietary Enterprise Funds	36,150,587	39,509,265	39,120,475	(1.0)	39,623,205
County Proprietary Internal Service Funds	485,907,625	505,763,102	535,943,096	6.0	502,027,237
Sanitation Districts	28,644,049	30,468,324	42,586,171	39.8	32,493,171
Special Revenue Funds	551,067,824	546,229,023	577,527,832	5.7	549,757,804
Total	\$ 5,786,392,853	\$ 6,270,847,977	\$ 6,211,179,479	(1.0)	\$ 5,936,311,897

Appropriations by Group and Fund

Public Safety Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
General Fund	\$ 1,524,139,476	\$ 1,591,193,371	\$ 1,682,660,996	5.7	\$ 1,674,277,676
Sheriff's Asset Forfeiture Program	2,100,000	5,249,936	—	(100.0)	—
Sheriff's Asset Forfeiture - State	27,326	27,326	—	(100.0)	—
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	50,000	50,000	0.0	50,000
District Attorney Asset Forfeiture State	100,000	200,000	100,000	(50.0)	100,000
Probation Asset Forfeiture Program	100,000	100,000	100,000	0.0	100,000
Sheriff's Inmate Welfare	7,410,918	9,909,022	10,776,517	8.8	10,967,483
Probation Inmate Welfare	95,000	95,000	95,000	0.0	95,000
Public Safety Prop 172 Special Revenue	294,038,150	294,370,302	310,720,434	5.6	303,884,496
CSA 115 Pepper Drive Fire Protection / EMS	365,000	385,000	385,000	0.0	385,000
CSA 135 Mt Laguna Fire/Medical SRV ZN	—	17,200	17,000	(1.2)	17,000
CSA 135 Palomar Mt Fire/Medical SRV ZN	—	50,208	60,000	19.5	60,000
CSA 135 San Pasqual Fire/Medical SRV ZN	—	45,100	43,184	(4.2)	43,184
CSA 135 Descanso Fire/Medical SRV ZN	—	56,000	53,000	(5.4)	53,000
CSA 135 Dulzura Fire/Medical SRV ZN	—	12,200	12,300	0.8	12,300
CSA 135 Tecate Fire/Medical SRV ZN	—	12,100	12,100	0.0	12,100
CSA 135 Potrero Fire/Medical SRV ZN	—	15,500	15,600	0.6	15,600
CSA 135 Jacumba Fire/Medical SRV ZN	—	16,800	17,000	1.2	17,000
CSA 135 Rural West Fire/Medical SRV ZN	—	357,000	370,000	3.6	370,000
CSA 135 Fire Authority Fire Protection / EMS	2,877,728	1,444,242	2,730,821	89.1	2,730,821
CSA 135 Del Mar 800 MHZ Zone B	46,133	46,500	46,133	(0.8)	46,133

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Public Safety Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
CSA 135 Poway 800 MHZ Zone F	137,385	160,000	137,385	(14.1)	137,385
CSA 135 Solana Beach 800 MHZ Zone H	103,379	60,000	41,541	(30.8)	41,541
CSA 135 CFD 04-01 Special Tax A	—	15,800	7,100	(55.1)	7,100
CSA 135 EOM CFD 09-01 Special Tax A	—	94,500	130,000	37.6	130,000
CSA 135 EOM CFD 09-01 Special Tax B	—	450,000	760,000	68.9	760,000
SHF Jail Stores Commissary Enterprise	9,322,113	11,088,808	10,360,321	(6.6)	10,393,289
Penalty Assessment	4,738,376	4,168,552	4,662,751	11.9	4,491,025
Criminal Justice Facility	7,736,823	7,618,387	15,708,507	106.2	2,292,849
Courthouse Construction	920,580	1,039,016	1,015,117	(2.3)	930,775
Total	\$ 1,854,783,387	\$ 1,928,847,870	\$ 2,041,587,807	5.8	\$ 2,012,920,757

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Health and Human Services Agency					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
General Fund	\$ 1,896,581,712	\$ 2,085,994,809	\$ 2,229,325,913	6.9	\$ 2,230,914,457
Co Successor Housing Agy Gillespie Housing	15,000	15,000	10,000	(33.3)	10,000
Co Successor Housing Agy USDRIP Housing	5,000	10,000	3,500	(65.0)	3,500
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	5,327,893	5,806,672	9.0	5,069,672
CSA 69 Heartland Paramedic	7,086,976	7,386,853	7,879,278	6.7	7,797,012
Co Successor Agy Redevel Obligation Ret Fund	2,250,291	2,065,141	2,271,012	10.0	2,271,012
Co Successor Agy Gillespie Fld Debt Srv	1,443,419	1,426,059	1,474,140	3.4	1,474,140
Co Successor Agy Gillespie Fld Interest Acct	639,590	581,059	549,140	(5.5)	549,140
Co Successor Agy Gillespie Fld Principal Acct	500,000	525,000	555,000	5.7	555,000
Co Successor Agy Gillespie Fld Turbo Redemption	303,829	320,000	370,000	15.6	370,000
Co Successor Agy USDRIP	550,000	550,000	550,000	0.0	550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	1,443,419	1,426,059	1,474,140	3.4	1,474,140
Co Successor Agy Gillespie Fld Admin	216,872	216,872	216,872	0.0	216,872
Total	\$ 1,921,745,384	\$ 2,112,044,745	\$ 2,256,685,667	6.8	\$ 2,257,454,945

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
General Fund	\$ 187,139,963	\$ 222,206,261	\$ 241,671,622	8.8	\$ 193,797,776
Road Fund	176,093,114	160,507,564	159,886,840	(0.4)	159,397,206
Air Pollution Control District Operations	25,974,005	27,143,694	29,588,820	9.0	28,997,090
APCD Air Quality Improvement Trust	10,080,000	11,120,000	16,424,549	47.7	13,829,912
Air Quality State Moyer Program	3,728,358	3,910,228	23,737,018	507.0	5,210,720
Air Quality Power General Mitigation	10,236	100	—	(100.0)	—
Air Quality Proposition 1B GMERP	6,583,751	557,500	248,790	(55.4)	—
Air Quality Farmer Program	—	—	1,269,700	0.0	1,269,700
Air Quality Community AB 617	—	—	2,112,500	0.0	2,112,500
San Diego County Lighting Maintenance District 1	2,860,759	2,879,966	2,789,906	(3.1)	2,828,352
County Library	43,366,672	46,555,993	49,974,204	7.3	51,073,273
Inactive Waste Site Management	5,909,193	5,830,820	6,850,846	17.5	6,018,998
Waste Planning and Recycling	1,246,341	3,099,555	3,515,600	13.4	3,153,330
Hillsborough Landfill Maintenance	—	—	2,947	0.0	—
Duck Pond Landfill Cleanup	14,231	14,650	14,669	0.1	14,669
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	2,000	(55.6)	2,000
Parkland Ded Area 19 Jamul	1,500	1,500	51,000	3,300.0	1,000
Parkland Ded Area 20 Spring Valley	4,500	4,500	4,000	(11.1)	4,000
Parkland Ded Area 25 Lakeside	4,000	5,500	5,000	(9.1)	5,000
Parkland Ded Area 26 Crest	1,500	1,500	1,000	(33.3)	1,000
Parkland Ded Area 27 Alpine	4,500	4,500	4,000	(11.1)	4,000
Parkland Ded Area 28 Ramona	3,500	8,800	8,000	(9.1)	8,000
Parkland Ded Area 29 Escondido	500	500	1,000	100.0	1,000
Parkland Ded Area 30 San Marcos	700	700	500	(28.6)	500
Parkland Ded Area 31 San Dieguito	5,800	5,800	4,705,000	81,020.7	5,000
Parkland Ded Area 32 Carlsbad	200	200	200	0.0	200
Parkland Ded Area 35 Fallbrook	3,000	3,000	734,500	24,383.3	2,500
Parkland Ded Area 36 Bonsall	4,500	4,500	254,000	5,544.4	4,000
Parkland Ded Area 37 Vista	700	700	716,000	102,185.7	1,000



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Parkland Ded Area 38 Valley Center	5,500	5,500	5,000	(9.1)	5,000
Parkland Ded Area 39 Pauma Valley	700	700	1,000	42.9	1,000
Parkland Ded Area 40 Palomar Julian	2,500	2,500	252,000	9,980.0	2,000
Parkland Ded Area 41 Mountain Empire	2,000	2,000	111,500	5,475.0	1,500
Parkland Ded Area 42 Anza Borrego	5,500	5,500	5,000	(9.1)	5,000
Parkland Ded Area 43 Central Mountain	2,000	2,000	51,500	2,475.0	1,500
Parkland Ded Area 45 Valle de Oro	4,500	4,500	4,000	(11.1)	4,000
PLD Administrative Fee	—	—	10,500	0.0	10,500
PRD 6 Pauma Valley	158,050	186,050	110,100	(40.8)	39,336
PRD 8 Magee Road Pala	222,397	234,897	112,200	(52.2)	26,594
PRD 9 Santa Fe Zone B	78,444	95,944	101,400	5.7	21,390
PRD 10 Davis Drive	9,903	27,616	11,145	(59.6)	9,173
PRD 11 Bernardo Road Zone A	49,784	64,484	64,907	0.7	17,311
PRD 11 Bernardo Road Zone C	5,418	5,897	4,025	(31.7)	2,507
PRD 11 Bernardo Road Zone D	49,430	34,112	12,665	(62.9)	6,933
PRD 12 Lomair	192,281	196,381	107,115	(45.5)	17,510
PRD 13 Pala Mesa Zone A	114,952	138,352	160,400	15.9	59,086
PRD 13 Stewart Canyon Zone B	33,803	26,307	22,085	(16.0)	10,714
PRD 16 Wynola	111,512	112,712	120,507	6.9	24,066
PRD 18 Harrison Park	196,202	229,482	255,300	11.3	35,828
PRD 20 Daily Road	396,073	275,726	110,585	(59.9)	107,640
PRD 21 Pauma Heights	533,830	564,030	574,335	1.8	86,496
PRD 22 West Dougherty St	7,814	8,000	5,500	(31.3)	1,751
PRD 23 Rock Terrace Road	20,159	24,370	23,300	(4.4)	7,365
PRD 24 Mt Whitney Road	59,623	56,561	53,580	(5.3)	9,421
CSA 26 Rancho San Diego	272,175	260,344	270,100	3.7	274,652
CSA 26 Cottonwood Village Zone A	279,669	230,818	173,420	(24.9)	126,830
CSA 26 Monte Vista Zone B	298,373	295,810	265,780	(10.2)	121,800
SD Landscape Maintenance Zone 1	161,300	163,500	179,994	10.1	181,132
Landscape Maintenance Dist Zone 2 - Julian	123,487	124,661	131,633	5.6	133,043
PRD 30 Royal Oaks Carroll	36,119	39,199	38,350	(2.2)	3,620

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
PRD 38 Gay Rio Terrace	32,802	36,487	33,200	(9.0)	7,975
PRD 45 Rincon Springs Rd	40,030	24,742	21,200	(14.3)	10,765
PRD 46 Rocosco Road	14,036	16,239	17,635	8.6	6,750
PRD 49 Sunset Knolls Road	14,740	50,658	48,175	(4.9)	7,350
PRD 50 Knoll Park Lane	56,074	60,533	34,850	(42.4)	5,981
PRD 53 Knoll Park Lane Extension	157,203	162,147	101,170	(37.6)	16,000
PRD 54 Mount Helix	120,844	129,936	143,000	10.1	16,869
PRD 55 Rainbow Crest Rd	380,323	345,920	311,900	(9.8)	52,204
PRD 60 River Drive	72,027	40,964	88,500	116.0	13,655
PRD 61 Green Meadow Way	190,231	128,786	155,800	21.0	10,354
PRD 63 Hillview Road	414,400	247,683	293,350	18.4	31,829
PRD 70 El Camino Corto	19,676	25,150	17,850	(29.0)	6,429
PRD 75 Gay Rio Dr Zone A	177,217	40,397	202,650	401.6	14,421
PRD 75 Gay Rio Dr Zone B	253,434	91,184	293,400	221.8	18,594
PRD 76 Kingsford Court	52,013	54,446	37,790	(30.6)	8,441
PRD 77 Montiel Truck Trail	124,560	111,240	133,600	20.1	20,447
PRD 78 Gardena Way	55,660	62,207	62,520	0.5	7,156
PRD 80 Harris Truck Trail	258,205	256,857	168,900	(34.2)	20,020
CSA 81 Fallbrook Local Park	694,561	533,188	532,984	(0.0)	552,431
CSA 83 San Dieguito Local Park	726,850	751,612	769,789	2.4	769,789
CSA 83A Zone A4S Ranch Park 95155	859,000	880,616	947,000	7.5	965,679
PRD 88 East Fifth St	20,918	23,033	20,540	(10.8)	4,949
PRD 90 South Cordoba	49,947	50,136	35,250	(29.7)	6,289
PRD 94 Roble Grande Road	419,205	408,073	429,300	5.2	24,765
PRD 95 Valle Del Sol	210,970	221,645	108,530	(51.0)	26,046
PRD 99 Via Allondra Via Del Corvo	35,163	24,225	26,830	10.8	4,475
PRD 100 Viejas Lane View	32,016	30,185	30,220	0.1	4,256
PRD 101 Johnson Lake Rd	7,335	49,931	46,600	(6.7)	27,710
PRD 101 Hi Ridge Rd Zone A	10,391	12,891	10,650	(17.4)	3,649
PRD 102 Mountain Meadow	146,457	186,714	188,450	0.9	62,325
PRD 103 Alto Drive	189,970	189,970	203,725	7.2	17,800
PRD 104 Artesian Rd	95,746	26,025	104,150	300.2	15,606
PRD 105 Alta Loma Dr	76,645	38,700	58,600	51.4	19,000
PRD 105 Alta Loma Dr Zone A	62,444	70,816	80,570	13.8	17,600
PRD 106 Garrison Way Et Al	41,438	21,135	18,400	(12.9)	11,330



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Land Use and Environment Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
PRD 117 Legend Rock	9,028	222,907	410,320	84.1	152,600
CSA 122 Otay Mesa East	5,608	6,745	6,745	0.0	0
PRD 123 Mizpah Lane	49,272	53,809	58,560	8.8	10,440
PRD 125 Wrightwood Road	19,781	26,153	13,415	(48.7)	10,300
PRD 126 Sandhurst Way	8,534	10,707	9,470	(11.6)	4,380
PRD 127 Singing Trails Drive	35,834	36,716	32,970	(10.2)	5,950
CSA 128 San Miguel Park Dist	1,166,200	1,187,450	1,192,650	0.4	1,227,918
PRD 130 Wilkes Road	185,220	186,304	192,400	3.3	27,270
PRD 133 Ranch Creek Road	34,633	37,812	42,510	12.4	42,510
PRD 134 Kenora Lane	57,333	65,442	72,180	10.3	12,000
CSA 136 Sundance Detention Basin	32,033	21,500	21,500	0.0	21,500
San Diego County Flood Control District	4,466,450	10,816,809	5,719,651	(47.1)	5,689,651
Blackwolf Stormwater Maint ZN 349781	9,464	11,000	11,000	0.0	11,000
Lake Rancho Viejo Stormwater Maint ZN 442493	90,500	92,300	91,500	(0.9)	113,100
Ponderosa Estates Maint ZN 351421	8,690	12,000	12,000	0.0	12,000
Other Services - Harmony Grove Fund	171,000	171,000	430,502	151.8	236,019
Flood Control - Harmony Grove Fund	8,000	8,000	100,677	1,158.5	41,418
Fire Protection - Harmony Grove Fund	290,000	290,000	307,720	6.1	306,458
Improvement - Harmony Grove Fund	—	917,658	36,707	(96.0)	—
Horse Crk Rdg CFD 13-01 Interim Maint	—	—	304,544	0.0	313,496
Horse Crk Rdg CFD 13-01 A-Special Tax	—	—	224,372	0.0	224,372
Horse Crk Rdg CFD 13-01 B-Special Tax	—	—	91,577	0.0	91,577
Horse Crk Rdg CFD 13-01 C-Special Tax	—	—	70,345	0.0	71,751
PRD 1003 Alamo Way	15,495	19,605	17,330	(11.6)	4,400
PRD 1005 Eden Valley Lane	75,485	77,668	81,240	4.6	8,112
PRD 1008 Canter	25,707	28,974	28,210	(2.6)	5,700
PRD 1009 Golf Drive	—	—	781	0.0	—
PRD 1010 Alpine High	287,279	307,463	318,100	3.5	47,190
PRD 1011 La Cuesta	68,846	73,997	78,225	5.7	10,600

APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Land Use and Environment Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
PRD 1012 Millar Road	51,191	55,796	57,556	3.2	10,284
PRD 1013 Singing Trails	34,848	33,725	25,490	(24.4)	3,300
PRD 1014 Lavender Point Lane	47,419	46,374	43,135	(7.0)	3,920
PRD 1015 Landavo Drive	41,270	46,057	47,840	3.9	7,992
PRD 1016 El Sereno Way	65,023	41,453	64,000	54.4	9,000
Survey Monument Preservation Fund	315,000	350,000	350,000	0.0	350,000
Grazing Lands	—	—	8,700	0.0	—
Special Aviation	50,000	255,000	50,000	(80.4)	50,000
County Fish and Game Propogation	18,000	18,000	18,000	0.0	18,000
Airport Enterprise Fund	18,532,502	19,313,831	19,125,359	(1.0)	19,383,784
Liquid Waste Enterprise Fund	8,295,972	9,106,626	9,634,795	5.8	9,846,132
CWSMD-Zone B (Campo Hills Water)	294,000	298,000	298,000	0.0	298,000
Campo WSMD-Zone A (Rancho Del Campo Water)	315,778	320,278	370,278	15.6	320,278
San Diego County Sanitation District	28,644,049	30,468,324	42,586,171	39.8	32,493,171
DPW Equipment Internal Service Fund	6,031,315	6,065,141	6,130,000	1.1	6,240,000
DPW ISF Equipment Acquisition Road Fund	10,558,843	7,515,000	6,792,500	(9.6)	7,560,000
DPW ISF Equipment Acquisition Inactive Waste	175,000	180,000	110,000	(38.9)	190,000
DPW ISF Equipment Acquisition Airport Enterprise	633,000	290,000	210,000	(27.6)	645,000
DPW ISF Equipment Acquisition General Fund	108,657	100,000	50,000	(50.0)	50,000
DPW ISF Equipment Acquisition Liquid Waste	1,233,000	1,289,000	1,100,000	(14.7)	1,540,000
Total	\$ 555,158,311	\$ 583,170,579	\$ 650,750,240	11.6	\$ 559,627,936



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE

Finance and General Government Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
General Fund	\$ 280,321,871	\$ 304,492,642	\$ 291,134,078	(4.4)	\$ 287,182,988
Information Technology Internal Service Fund	163,573,017	175,775,724	191,461,085	8.9	165,486,337
Purchasing Internal Service Fund	13,133,891	12,301,955	14,839,789	20.6	13,788,355
Fleet Services Internal Service Fund	11,107,482	11,831,061	11,438,476	(3.3)	11,409,675
Fleet ISF Equipment Acquisition General	32,553,572	31,483,669	34,128,287	8.4	33,704,922
Fleet ISF Materials Supply Inventory	20,585,531	20,803,691	21,092,134	1.4	21,128,132
Fleet ISF Accident Repair	1,775,834	1,650,310	1,387,130	(15.9)	1,390,540
Facilities Management Internal Service Fund	115,890,640	127,566,187	130,556,116	2.3	129,855,697
Major Maintenance Internal Service Fund	29,304,847	27,456,377	33,124,101	20.6	25,515,101
Total	\$ 668,246,685	\$ 713,361,616	\$ 729,161,196	2.2	\$ 689,461,747

Capital Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Capital Outlay Fund	\$ 27,447,083	\$ 51,562,000	\$ 76,432,000	48.2	\$ —
Major Maint Capital Outlay Fund	—	18,806,981	17,210,206	(8.5)	—
Capital MSCP Acquisition Fund	7,500,000	7,500,000	7,500,000	0.0	—
County Health Complex Capital Outlay Fund	10,000,000	71,000,000	—	(100.0)	—
Justice Facility Construction Capital Outlay Fnd	96,500,000	94,417,000	1,843,061	(98.0)	—
Library Projects Capital Outlay Fund	3,500,000	22,370,000	—	(100.0)	—
Edgemoor Development Fund	9,195,100	9,196,676	9,097,650	(1.1)	9,099,500
Total	\$ 154,142,183	\$ 274,852,657	\$ 112,082,917	(59.2)	\$ 9,099,500



APPENDIX B: BUDGET SUMMARY AND CHANGES IN FUND BALANCE



Finance Other					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
General Fund	\$ 471,615,115	\$ 495,654,487	\$ 255,892,370	(48.4)	\$ 242,724,411
Pension Obligation Bonds	\$ 81,458,792	\$ 81,461,036	\$ 81,495,804	0.0	\$ 81,499,123
Employee Benefits Internal Service Fund	\$ 47,670,172	\$ 48,279,120	\$ 50,322,954	4.2	\$ 50,322,954
Public Liability Internal Service Fund	\$ 31,572,824	\$ 33,175,867	\$ 33,200,524	0.1	\$ 33,200,524
Total	\$ 632,316,903	\$ 658,570,510	\$ 420,911,652	(36.1)	\$ 407,747,012





Appendix C: General Fund Budget Summary

Appropriations by Group and Department

Public Safety Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Animal Services	\$ 18,728,128	\$ 8,320,364	\$ 9,120,023	9.6	\$ 8,894,779
Child Support Services	51,804,642	51,804,642	51,229,266	(1.1)	50,963,956
Citizens' Law Enforcement Review Board	717,451	917,060	986,564	7.6	1,003,544
District Attorney	193,008,301	192,342,715	208,786,130	8.5	216,846,010
Medical Examiner	10,975,423	11,468,578	11,668,771	1.7	11,650,154
Office of Emergency Services	7,811,529	8,411,474	7,741,836	(8.0)	7,758,852
Probation	213,386,376	231,520,925	233,560,671	0.9	237,203,094
Public Defender	87,591,568	90,334,891	92,826,849	2.8	93,742,321
Public Safety Executive Office	80,498,252	78,865,138	87,314,101	10.7	83,490,798
San Diego County Fire Authority	35,912,493	41,170,398	43,606,648	5.9	47,977,874
Sheriff	823,705,313	876,037,186	935,820,137	6.8	914,746,294
Total	\$ 1,524,139,476	\$ 1,591,193,371	\$ 1,682,660,996	5.7	\$ 1,674,277,676

Health and Human Services Agency					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Administrative Support	\$ 179,852,773	\$ 191,065,929	\$ 209,630,339	9.7	\$ 180,501,706
Aging & Independence Services	137,696,011	162,485,712	183,094,858	12.7	190,653,552
Behavioral Health Services	529,098,092	658,175,550	708,486,993	7.6	702,328,264
Child Welfare Services	364,705,045	379,140,438	387,095,386	2.1	395,409,722
Housing & Community Development Services	28,684,848	28,255,967	66,978,000	137.0	79,947,309
Public Health Services	132,397,787	143,264,905	147,282,093	2.8	145,076,442
Self-Sufficiency Services	524,147,156	523,606,308	526,758,244	0.6	536,997,462
Total	\$ 1,896,581,712	\$ 2,085,994,809	\$ 2,229,325,913	6.9	\$ 2,230,914,457



APPENDIX C: GENERAL FUND BUDGET SUMMARY

Land Use and Environment Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Agriculture, Weights and Measures	\$ 22,058,450	\$ 23,272,648	\$ 25,689,211	10.4	\$ 24,962,143
Environmental Health	45,095,456	48,466,580	53,228,971	9.8	54,355,995
Land Use and Environment Executive Office	6,032,276	6,584,601	7,016,202	6.6	6,200,334
Parks and Recreation	39,975,775	45,562,055	47,923,127	5.2	44,457,854
Planning and Development Services	44,860,121	49,853,299	56,637,410	13.6	43,422,075
Public Works	27,978,594	47,201,107	49,795,331	5.5	19,529,404
University of California Cooperative Extension	1,139,291	1,265,971	1,381,370	9.1	869,971
Total	\$ 187,139,963	\$ 222,206,261	\$ 241,671,622	8.8	\$ 193,797,776

Finance and General Government Group					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Assessor / Recorder / County Clerk	\$ 69,669,615	\$ 77,524,311	\$ 71,674,938	(7.5)	\$ 71,804,265
Auditor and Controller	36,276,913	37,205,936	37,925,850	1.9	39,245,579
Board of Supervisors	9,249,947	9,506,564	10,134,043	6.6	10,139,995
Chief Administrative Office	5,193,816	5,114,587	5,921,870	15.8	5,768,681
Civil Service Commission	531,768	570,141	574,328	0.7	588,342
Clerk of the Board of Supervisors	3,933,716	4,094,835	4,281,744	4.6	4,417,970
County Communications Office	4,608,494	3,695,904	4,380,851	18.5	3,976,851
County Counsel	27,253,889	29,729,546	31,459,375	5.8	32,631,344
County Technology Office	13,302,552	19,913,073	12,461,370	(37.4)	10,003,393
Finance & General Government Executive Office	29,859,427	33,591,187	28,197,805	(16.1)	25,524,445
General Services	4,410,444	7,668,000	3,475,000	(54.7)	3,295,000
Grand Jury	781,387	786,712	799,215	1.6	802,050
Human Resources	26,649,865	27,630,087	28,998,184	5.0	29,320,265
Purchasing and Contracting	1,667,362	722,350	854,350	18.3	854,350
Registrar of Voters	23,940,444	23,427,241	26,655,234	13.8	25,059,175
Treasurer - Tax Collector	22,992,232	23,312,168	23,339,921	0.1	23,751,283
Total	\$ 280,321,871	\$ 304,492,642	\$ 291,134,078	(4.4)	\$ 287,182,988



Finance Other					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Cash Borrowing Program	\$ 2,700,000	\$ —	\$ —	0.0	\$ —
Community Enhancement	5,407,401	6,260,138	5,698,747	(9.0)	5,373,163
Contingency Reserve - General Fund	23,983,463	—	—	0.0	—
Contributions to Capital Program	161,377,450	246,849,000	72,075,000	(70.8)	—
Countywide General Expense	236,405,739	201,656,022	139,100,010	(31.0)	199,660,232
Lease Payments-Bonds	31,273,890	30,413,643	28,531,551	(6.2)	27,179,601
Local Agency Formation Commission Administration	467,172	475,684	487,062	2.4	511,415
Neighborhood Reinvestment Program	10,000,000	10,000,000	10,000,000	0.0	10,000,000
Total	\$ 471,615,115	\$ 495,654,487	\$ 255,892,370	(48.4)	\$ 242,724,411

Total All Groups/Agency					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Total	\$ 4,359,798,137	\$ 4,699,541,570	\$ 4,700,684,979	0.0	\$ 4,628,897,308

Financing Sources

Financing Sources by Category					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Taxes Current Property	\$ 655,892,809	\$ 702,197,167	\$ 741,010,130	5.5	\$ 758,938,274
Taxes Other Than Current Secured	462,724,523	495,516,857	524,791,174	5.9	538,867,202
Licenses Permits & Franchises	42,868,004	43,656,402	45,718,067	4.7	46,573,662
Fines, Forfeitures & Penalties	38,312,145	39,748,918	39,398,356	(0.9)	35,014,860
Revenue From Use of Money & Property	7,893,684	24,516,676	36,269,015	47.9	37,445,345
Intergovernmental Revenues	2,009,474,030	2,189,842,725	2,311,243,085	5.5	2,322,922,089
Charges For Current Services	402,014,544	401,217,088	406,133,645	1.2	409,975,661
Miscellaneous Revenues	33,595,526	32,612,000	44,915,445	37.7	35,765,951
Other Financing Sources	317,786,478	328,583,141	350,398,448	6.6	330,400,989
Total Revenues	\$ 3,970,561,743	\$ 4,257,890,974	\$ 4,499,877,365	5.7	\$ 4,515,904,033
Fund Balance Component Decreases	\$ 56,379,386	\$ 95,647,374	\$ 63,188,482	(33.9)	\$ 52,665,465
Use of Fund Balance	332,857,008	346,003,222	137,619,132	(60.2)	60,327,810
Total Financing Sources	\$ 4,359,798,137	\$ 4,699,541,570	\$ 4,700,684,979	0.0	\$ 4,628,897,308

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 (HHS) staffing and General Fund budget by operations and assistance payments.



Group Staffing by Program				
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Self-Sufficiency Services	2,517.00	2,525.00	0.32	2,525.00
Aging Programs	132.00	137.00	3.79	137.00
Adult Protective Services	78.00	99.00	26.92	99.00
In-Home Supportive Services	210.00	213.00	1.43	213.00
Behavioral Health Services	864.00	987.50	14.29	987.50
Child Welfare Services	1,368.00	1,433.00	4.75	1,433.00
Public Health Services	666.50	685.00	2.78	685.00
Administrative Support	436.00	447.00	2.52	447.00
Office of Military & Veteran Affairs	17.00	21.00	23.53	21.00
Housing & Community Development Services	117.00	128.00	9.4	128.00
HHS Total	6,405.50	6,675.50	4.22	6,675.50

APPENDIX D: HEALTH AND HUMAN SERVICES AGENCY: GENERAL FUND

General Fund Budget by Program				
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Self-Sufficiency Services	\$ 523,606,308	\$ 526,758,244	0.6	\$ 534,744,461
Operational Budget	313,096,697	329,314,685	5.2	324,234,850
Assistance Payments Budget	210,509,611	197,443,559	(6.2)	210,509,611
<i>CalWORKs Assistance Payments</i>	159,415,641	149,415,641	(6.3)	159,415,641
<i>Employment and Child Care Payments</i>	26,250,352	21,049,675	19.8	26,250,352
<i>General Relief Payments</i>	12,209,813	13,125,824	7.5	12,209,813
<i>Cash Assistance Program for Immigrants (CAPI)</i>	3,722,145	3,931,175	5.6	3,722,145
<i>Expanded Subsidized Employment (ESE)</i>	4,135,414	4,135,414	(0.0)	4,135,414
<i>Work Incentive Nutritional Supplement (WINS)</i>	2,741,178	2,741,178	0.0	2,741,178
<i>Approved Relative Caregiver (ARC)</i>	—	—	0.0	—
<i>Family Stabilization (FS)</i>	991,112	991,112	0.0	991,112
<i>Trafficking and Crime Victims Assistance Program (TCVAP)</i>	994,745	994,745	0.0	994,745
<i>Refugee Aid Payments</i>	49,211	49,211	0.0	49,211
<i>Diaper Assistance Payments</i>	—	1,009,583	0.0	1,009,583
Aging Programs	\$ 31,752,898	\$ 34,976,378	10.2	\$ 35,690,812
Operational Budget	31,752,898	34,976,378	10.2	35,690,812
Assistance Payments Budget	—	—	—	—
Adult Protective Services	\$ 13,539,240	\$ 16,602,100	22.6	\$ 16,957,378
Operational Budget	13,539,240	16,602,100	22.6	16,957,378
Assistance Payments Budget	—	—	—	—
In-Home Supportive Services	\$ 117,193,574	\$ 131,516,380	12.2	\$ 138,005,362
Operational Budget	117,193,574	131,516,380	12.2	138,005,362
Assistance Payments Budget	—	—	—	—

Note: The sum of individual amounts may not total due to rounding.





General Fund Budget by Program				
	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Behavioral Health Services	\$ 658,175,550	\$ 708,486,993	7.6	\$ 702,328,264
Operational Budget	658,175,550	708,486,993	7.6	702,328,264
Assistance Payments Budget	—	—	—	—
Child Welfare Services	\$ 379,140,438	\$ 387,095,386	2.1	\$ 395,409,722
Operational Budget	223,007,484	239,014,522	7.2	247,328,858
Assistance Payments Budget	156,132,954	148,080,864	(5.2)	148,080,864
<i>Foster Care Aid Payments</i>	63,430,449	55,630,449	(12.3)	55,630,449
<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	3,074,970	(7.6)	3,074,970
<i>Child Care Bridge</i>	1,100,000	1,100,000	0.0	1,100,000
Public Health Services	\$ 143,264,905	\$ 147,282,093	2.8	\$ 145,076,442
Operational Budget	143,264,905	147,282,093	2.8	145,076,442
Assistance Payments Budget	—	—	—	—
Administrative Support	\$ 188,039,199	\$ 205,855,477	9.5	\$ 176,597,611
Operational Budget	188,039,199	205,855,477	9.5	176,597,611
Assistance Payments Budget	—	—	—	—
Office of Military & Veteran Affairs	\$ 3,026,730	\$ 3,774,862	24.7	\$ 3,904,095
Operational Budget	3,026,730	3,774,862	24.7	3,904,095
Assistance Payments Budget	—	—	—	—
Housing & Community Development Services	\$ 28,255,967	\$ 66,978,000	137.0	\$ 26,628,373
Operational Budget	28,255,967	66,978,000	137.0	26,628,373
Assistance Payments Budget	—	—	—	—
HHS General Fund Total	\$ 2,085,994,809	\$ 2,229,325,913	6.9	\$ 2,230,914,457
Operational Budget Total	\$ 1,719,352,244	\$ 1,883,801,491	9.6	\$ 1,885,390,035
Assistance Payments Total	\$ 366,642,565	\$ 345,524,422	(5.8)	\$ 345,524,422

Note: The sum of individual amounts may not total due to rounding.





Appendix E: Community Services Group Summary & Executive Office

Mission Statement

To provide cost-effective and responsive services to customers—the public, client cities, and County departments. These services are provided with an emphasis on customer satisfaction, quality, and value.

Group Description

The Community Services Group Executive Office ensures fiscal responsibility and provides management direction for five County departments and the County of San Diego Successor Agency. Through these departments, the Community Services Group (CSG) provides a wide variety of public services to county residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries, two mobile libraries, and four 24/7 Library-to-Go kiosks with collections and programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.



Effective July 1, 2019, the departments of the Community Services Group (CSG) will be transferred to the remaining four business groups and the CSG Executive Office will be dissolved. Departments will continue to deliver the services currently provided, and these department moves align with existing missions of the groups and will ensure alignment with the County’s overall strategy and to enable the County to meet the various needs of the region with agility, promptness and excellence.

This appendix summarizes the historical staffing and budget information for the CSG Executive Office.

Summary of CSG Department Reorganization

	Fiscal Year 2018–19	Beginning Fiscal Year 2019–20			
	CSG	PSG	HHSA	LUEG	FG3
Community Services Executive Office	✓				
Animal Services	✓	✓			
County Library	✓			✓	
County Successor Agency	✓		✓		
General Services	✓				✓
Purchasing and Contracting	✓				✓
Registrar of Voters	✓				✓

For more specific departmental information please reference the Group and Department narratives beginning on page 133.

Group Staffing by Department

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Community Services Executive Office	8.00	8.00	0.00	(100.0)	0.00
Animal Services	128.00	128.00	0.00	(100.0)	0.00
County Library	278.00	278.00	0.00	(100.0)	0.00
General Services	383.00	383.00	0.00	(100.0)	0.00
Purchasing and Contracting	58.00	58.00	0.00	(100.0)	0.00
Registrar of Voters	68.00	68.00	0.00	(100.0)	0.00
Total	923.00	875.50	0.00	(100.0)	0.00

Group Budget by Department

	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Recommended Budget
Community Services Executive Office	\$ 4,792,638	\$ 3,335,925	\$ —	(100.0)	\$ —
Animal Services	18,728,128	8,320,364	—	(100.0)	—
County Library	43,366,672	46,555,993	—	(100.0)	—
General Services	215,628,350	228,459,295	—	(100.0)	—
Purchasing and Contracting	14,801,253	13,024,305	—	(100.0)	—
County Successor Agency	7,347,420	7,110,190	—	(100.0)	—
Registrar of Voters	23,940,444	23,427,241	—	(100.0)	—
Total	\$ 328,604,905	\$ 330,233,313	\$ —	(100.0)	\$ —



Appendix F: 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
BBH: Building Better Health
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
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
CNC TV: County News Center Television

APPENDIX F: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

CoC: Continuum of Care	EMS: Emergency Medical Services
COC: County Operations Center	EMT: Emergency Medical Technician
COF: Capital Outlay Fund	EOC: Emergency Operations Center
COOP: Continuity of Operations Plan	ERAF: Educational Revenue Augmentation Fund
COPs: Certificates of Participation	ERG: Employee Resource Groups
CPI: Consumer Price Index	ERP: Enterprise Resource Planning
CPI-U: Consumer Price Index for All Urban Consumers	ESG: Emergency Solutions Grant
CQI: Continuous Quality Improvement	ESU: Emergency Screening Unit
CREP: Comprehensive Renewable Energy Plan	EUI: Energy Use Intensity
CSA: County Service Area	EVOC: Emergency Vehicle Operations Course
CSAC: California State Association of Counties	EWG: Enterprise-Wide Goal
CSG: Community Services Group	eWIN: Extension Wildfire Information Network
CSU: Crisis Stabilization Unit	EV: Electric Vehicle
CTC: Community Transition Center	FASB: Financial Accounting Standards Board
CTO: County Technology Office	FEMA: Federal Emergency Management Agency
CUPA: Certified Unified Program Agency	FF&E: Furniture, fixtures and equipment
CVPD: Chula Vista Police Department	FGG: Finance and General Government Group
CWS: Child Welfare Services	FHA: Farm and Home Advisor, Federal Housing Authority
CYF: Children Youth and Families	FIs: Field Interviews
D&I: Diversity and Inclusion	FPB: Facilities Planning Board
DA: District Attorney	FSP: Full Service Partnerships
DAS: Department of Animal Services	FSWG: Food Systems Working Group
DCAI: Discipline Case Advocacy Institute	FTE: Full-time equivalent
DCAO: Deputy Chief Administrative Officer	FY: Fiscal Year
DCCA: Downpayment and Closing Cost Assistance	GAAP: Generally Accepted Accounting Principles
DCSS: Department of Child Support Services	GASB: Governmental Accounting Standards Board
DEH: Department of Environmental Health	GC: Government Code
DGS: Department of General Services	GDP: Gross Domestic Product
DHR: Department of Human Resources	GEMS: Global Election Management System
DLP: Data Loss Prevention	GFOA: Government Finance Officers Association
DMS: Division of Measurement Standards	GHG: Greenhouse gas
DMV: Department of Motor Vehicles	GIS: Geographic Information System
DO: Department Objective	GM: General Manager
DPC: Department of Purchasing and Contracting	GMS: General Management System
DPR: Department of Parks and Recreation	GO: General Obligation (bonds)
DPSNF: Distinct Part Skilled Nursing Facility	GPR: General Purpose Revenue
DPW: Department of Public Works	GPS: Geographic Positioning System
ECAP: Environmental Corrective Action Program	GR: General Relief
EDPP: Enterprise Document Processing Platform	GSR: Global Scale Rating
EFC: Extended Foster Care	GWOW: Government Without Walls
EIR: Environmental Impact Report	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
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
LS: Living Safely
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
PHC: Public Health Center
PHS: Public Health Services



APPENDIX F: OPERATIONAL PLAN ACRONYMS AND ABBREVIATIONS

PII: Personal Identifiable Information	SDCPH: San Diego County Psychiatric Hospital
PILT: Payments in Lieu of Taxes	SDG&E: San Diego Gas and Electric
PLDO: Parkland Dedication Ordinance	SDRBA: San Diego Regional Building Authority
PM: Performance Measure(s)	SE/T: Sustainable Environments/Thriving
POB: Pension Obligation Bond	SF: Square foot/feet
POFA: Project One for All	SHSGP: State Homeland Security Grant Program
PRD: Permanent Road Division	SIDS: Sudden Infant Death Syndrome
PROP: Proposition	SME: Subject Matter Expert
PSAs: Public Service Announcements	SNAP-ED: Supplemental Nutrition Assistance Program- Education
PSG: Public Safety Group	SNF: Skilled Nursing Facilities
PV: Photovoltaic	SOC: Standards of Cover
QA: Quality Assurance	SR: State Route
QR: Quick Response	SSS: Self-Sufficiency Services
RCCC: Regional Continuum of Care Council	STAR: Sheriff's Transfer, Assessment and Release
RCFE: Residential Care Facilities for the Elderly	SUAS: State Utility Assistance Subsidy
RCS: Regional Communications System	TABs: Tax Allocation Bonds
RFP: Request for Proposal	TB: Tuberculosis
RG3: Regional Realignment Response Group	TEVAP: Trafficking and Crime Victims Assistance Program
RIFA: Red Imported Fire Ants	TICP: Tactical Interoperable Communications Plan
RLA: Resident Leadership Academies	TIF: Transportation Impact Fee
ROV: Registrar of Voters	Title IV-E Waiver: California Well-Being Demonstration Project
RPTT: Real Property Transfer Tax	TJRV: Tijuana River Valley
RPTTF: Redevelopment Property Tax Transfer Fund	TMDL: Total Maximum Daily Load
RRC: Regional Recovery Centers	TN: Technological Needs
RSVP: Retired & Senior Volunteer Program	TOT: Transient Occupancy Tax
RWQCB: Regional Water Quality Control Board	TRANS: Tax and Revenue Anticipation Notes
S&B: Salaries & Benefits	TRC: Teen Recovery Centers
S&S: Services & Supplies	UAAL: Unfunded Actuarial Accrued Liability
SANCAL: San Diego County Capital Asset Leasing Corporation	UASI: Urban Areas Security Initiative Grant
SANDAG: San Diego Association of Governments	UCLA: University of California, Los Angeles
SanGIS: San Diego Geographic Information Source	UCCE: University of California Cooperative Extension
SAPT: Substance Abuse Prevention and Treatment	UDC: Unified Disaster Council
SARMS: Substance Abuse and Recovery Management System	US: United States
SB: Senate Bill	USDA: United States Department of Agriculture
SD: San Diego	USD RIP: Upper San Diego River Improvement Project
SDCERA: San Diego County Employees' Retirement Association	UST: Underground Storage Tanks
SDCFA: San Diego County Fire Authority	VAP: Voluntary Assistance Program
SDCJ: San Diego Central Jail	VASDHS: Veterans Administration San Diego Healthcare System
SDCL: San Diego County Library	VASH: Veterans Affairs Supportive Housing program





VBM: Vote-by-Mail

VLf: Vehicle License Fees

WIC: Welfare and Institutions Code

WQE: Water Quality Equivalency





Appendix G: 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 (ACAO): The County’s second-highest ranking executive, the ACAO 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.

Building Better Health: 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.

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 (ACAO), 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.

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): 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.

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 County functional business groups: Public Safety, and Land Use and Environment. The GM of the Finance and General Government Group is the Chief Financial Officer, and the GM of the Health and Human Services Agency (HHS) is the Director. See General Manager.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and 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 business Groups (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 three Groups and one Agency that include: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHS).

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

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.

Living Safely: 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 balance between accountability and rehabilitation.

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 "Operating Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

Operational Excellence (OE): The Strategic Plan Initiative to promote continuous improvement in the organization through problem solving, teamwork and leadership with a focus on customers' needs and supporting employees.

Operational Plan Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as operational goals, objectives and performance measures for County departments. The Operational Plan provides the County's financial plan for the next two fiscal years. The first year is formally adopted by the Board of Supervisors as the County's operating budget while the second year is approved in principle for planning purposes.

Operational Planning: The process of allocating resources, both dollars and staff time, to the programs and services that support the County's strategic goals. This process encompasses plans for expenditures and the means of financing them and results in the County's Operational Plan document. Operational Planning is a component of the County's General Management System.



Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, interest on bonds, other long-term debt and notes and warrants, judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to non-county governmental agencies and inter fund expenditures.

Other Financing Sources: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, operating transfers in and long-term debt proceeds.

Parkland Dedication Ordinance (PLDO): The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

Performance Measurement (PM): Operational indicators of the amount of work accomplished, the efficiency with which tasks were completed and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

Permanent Road Division: An assessment district comprised of property owners in the unincorporated area who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Perspective: The capacity to view things in their true relations or relative importance. In relation to the County's Operational Plan, the budget and accounting reports may have different fund reporting structures, or perspective.

Policy: A high-level overall plan embracing the general goals and acceptable procedures of the subject contained therein.

Priority: An item that is more important than other things and that needs to be done or dealt with first; the right to precede others in order, rank, or privilege.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenue: Revenue generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: See Recommended Budget.

Proprietary Funds: The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Board of Supervisors meetings that are open to the public in order to provide residents an opportunity to express their views on the merits of the County's proposals and services.

Public Liability: Claims against a public entity, its officers and employees, and/or agencies resulting in damages to a third party arising from the conduct of the entity or an employee acting within the course and scope of their employment.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Reappropriation: The inclusion of a balance from the prior 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.

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 Building Better Health, Living Safely, 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/Thriving (SE/T): 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 H: 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:

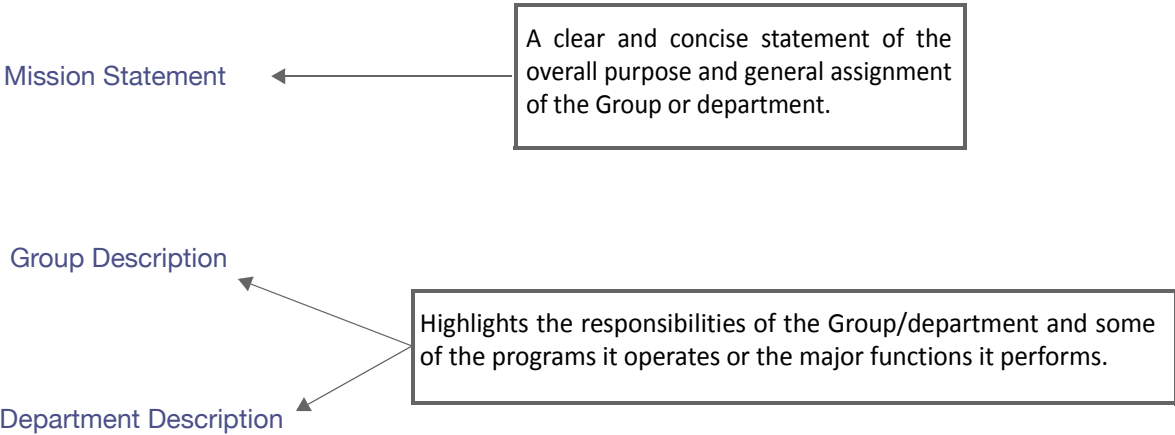
- ◆ Board of Supervisors and Organizational Chart
- ◆ Message from the Chief Administrative Officer
- ◆ Fiscal Year 2018–19 Recommended Budget at a Glance
- ◆ County Profile, County History and Economic Indicators
- ◆ Governmental Structure
- ◆ General Management System
- ◆ Strategic Framework and Alignment
- ◆ 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 four business groups and the departments in each group. The following information is presented:



2018–19 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.

2019–21 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. Audacious Visions 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 Departmental Objective is a specific department goal 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.

Related Links

The County’s website for the Group/department. Some departments list additional websites that may be of interest to the reader.

Performance Measures

Each department’s key performance measures are outlined in a table format. The department’s progress in achieving its goals and objectives is depicted over time. Data displayed includes past performance, current year goals and the actual results, as well as approved targets for the next two fiscal years.

PERFORMANCE MEASURES ¹	2017–18 Actuals	2018–19 Adopted	2018–19 Estimated Actuals	2019–20 Recommended	2020–21 Recommended
Defined Measure...	90% of xxx	92% of xxx	93% of xxx	94% of xxx	94% of xxx





Table Notes

Footnotes to the Performance Measures table which provide additional details to explain or clarify a measure or the measurement data.

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

Detailed explanations of the budget changes in staffing, expenditures and revenues from the prior fiscal year’s adopted budget to the current 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 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 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Approved Budget
Name of Program					
Name of Program					
Total					

Budget by Program					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Approved Budget
Name of Program					
Name of Program					
Total					

Budget by Categories of Expenditures					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Approved Budget
Salaries & Benefits					
Services & Supplies					
Other Charges					
Capital Assets Equipment					
Total					

Budget by Categories of Revenues					
	Fiscal Year 2017–18 Adopted Budget	Fiscal Year 2018–19 Adopted Budget	Fiscal Year 2019–20 Recommended Budget	% Change	Fiscal Year 2020–21 Approved Budget
Intergovernmental Revenues					
Charges For Current Services					
Miscellaneous Revenues					
Other Financing Sources					
Use of Fund Balance					
General Purpose Revenue Allocation					
Total					



Capital Program

This section discusses the County's Capital Program, its structure, funds, policies and procedures. Details are provided for the following:

- ◆ Capital Improvement Needs Assessment (CINA): The CINA is the County's five year Capital Improvement Plan (CIP). This section details the policies and procedures for funding and selection of capital projects. Tables are presented for the CIP prioritization score sheet as well as all major and minor capital projects listed on the CINA for Fiscal Years 2019–24.
- ◆ 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 2019–21.
- ◆ Capital Appropriations: Discusses new appropriations to the capital budget for Fiscal Year 2019–20, 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 2018–19; the Recommended Budget for Fiscal Year 2019–20; the percent change from the Fiscal Year 2018–19 Adopted Budget to the Fiscal Year 2019–20 Recommended Budget; the Recommended Budget for Fiscal Year 2020–21; the Total Appropriations for the project through February 28, 2019; and the Total Expenditures for the project through February 28, 2019.

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 2017–18 and 2018–19; the Recommended Budget for Fiscal Year 2019–20; the percent change from the Fiscal Year 2018–19 Adopted Budget to the Fiscal Year 2019–20 Recommended Budget; and the Fiscal Year 2020–21 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 (HHSA): General Fund—Tables present staff years and summarize HHSA's General Fund budget by operations and assistance payments.
- ◆ Appendix E: Community Services Group Summary & Executive Office: Effective July 1, 2019, the departments of the Community Services Group will be transferred to the remaining four business groups and the executive office will be dissolved. This appendix is provided for historical purposes.
- ◆ Appendix F: Operational Plan Acronyms and Abbreviations: Common abbreviations and acronyms referenced.
- ◆ Appendix G: Glossary of Operational Plan Terms: Explanations of key terms used in the document and during the budget process.
- ◆ Appendix H: Operational Plan Format: An instructional guide detailing each section of the Operational Plan and its intended purpose.
- ◆ Index: An alphabetical listing of key topics and the page reference for each.







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